

BUDGET SUMMARY 2007/08 - 2009/10

	2007-2008	2008-2009	2009/10
	BUDGET £	BUDGET £	BUDGET £
Portfolio/Service Area			
Corporate Communications, Performance & Policy	353,418	368,012	379,919
Corporate Services	761,831	1,063,570	749,726
Culture & Community Services	1,973,092	2,045,273	2,115,047
E-Government & Customer Services	2,167,228	2,215,862	2,272,190
Financial Services	1,409,181	1,482,080	1,549,250
Legal & Democratic Services	1,825,103	1,868,421	1,931,620
Organisational Development & Human Resources	576,718	589,283	606,727
Planning & Environment Services	3,370,222	3,462,936	3,443,799
Street Scene & Waste Management Services	3,451,058	3,437,790	3,545,933
Less: Asset Management Revenue Account	-4,194,112	-4,194,112	-4,194,112
BASE COST OF GENERAL FUND SERVICES	11,693,739	12,339,114	12,400,099
Contributions to/from earmarked reserves	10,538	44,628	37,550
Net Cost of General Fund Services	11,704,277	12,383,742	12,437,649
Pressures - UNAVOIDABLE	1,218,000	1,191,000	1,208,000
Pressures - FUNDING REQUESTS - HIGH	465,000	270,000	276,000
Pressures - LOSS OF INTEREST	116,000	115,000	131,000
Savings - RECOMMENDED	-1,314,000	-1,571,000	-2,134,000
Less: Investment Income	-749,045	-398,950	-311,450
Less: Recharge to Capital Programme	-127,000	-130,000	-133,000
NET OPERATING EXPENDITURE	11,313,232	11,859,792	11,474,199
Contributions to(+)/from(-) Specific Reserves			
AMOUNT TO BE MET FROM GOVERNMENT GRANTS & LOCAL TAXPAYERS	11,313,232	11,859,792	11,474,199
Prior Year Surplus on Collection Fund	-75,921		
Contribution to/from(-) Working Balances	-309,417	-462,944	416,104
Revenue Support Grant			
Distribution from Non Domestic Rate Pool	-4,729,823	-4,824,419	-4,920,908
DEMAND ON COLLECTION FUND	6,198,071	6,572,428	6,969,396
ASSUMED COUNCIL TAX INCOME @ 4.99% Council Tax Increase	6,198,071	6,572,428	6,969,396
	0	0	0

	SERVICE	2007/08 £'000	2008/09 £'000	2009/10 £'000	DELIVERY OF CORPORATE PRIORITIES	COMMENTS
UNAVOIDABLE						
Members allowances	LEGAL & DEMOCRATIC	52	52	52	Improvement - revised member role & responsibility	To fund the recommendations of the independent remuneration panel for 2006/07 and 2007/08 members allowances
Utility cost	LEGAL & DEMOCRATIC	40	40	40	All priorities - cannot deliver services without the utilities of this building	Increase in fuel costs have impacted on the bills to be met by the Council. Any savings as a result of future reduction in costs to be refunded to balances. This cost covers the charges in respect of the Council House.
Utility Costs	STREET SCENE & WASTE MANAGEMENT	42	43	44	Clean District and the ability to deliver improvements in customer service	Increase in fuel costs have impacted on the bills to be met by the Council. Any savings as a result of future reduction in costs to be refunded to balances. This cost covers the charges in respect of the multi-storey car park and the gas and water usage at the depot
Utility cost	CULTURE & COMMUNITY	40	40	40	All priorities - cannot deliver services without the utilities of this building	Increase in fuel costs have impacted on the bills to be met by the Council. Any savings as a result of future reduction in costs to be refunded to balances. This cost covers the charges in respect of the Dolphin Centre.
Vehicle maintenance	STREET SCENE & WASTE MANAGEMENT	72	75	78	Clean District and the ability to deliver improvements in customer service	Increasing the vehicle fleet has led to an increase in the fuel usage together with the increase in prices. In addition there has been an increase in the maintenance and tyre costs for the fleet.
Contract Hire	STREET SCENE & WASTE MANAGEMENT	64	67	69	Clean District and the ability to deliver improvements in customer service	There are a number of vehicles that have to be hired whilst replacements are being sourced. Additional vehicles are also required for the recycling service.
Dolphin Refunds	STREET SCENE & WASTE MANAGEMENT	56	57	58	Customer Service	This reflects the loss in income due to the refunds being given at the Dolphin Centre from the Car Park.
Recycling Credits	STREET SCENE & WASTE MANAGEMENT	35	36	37	Customer Service	The income from recycling through the recycling sites has reduced as the column of waste collected through the kerbside scheme has increased.
Highways	STREET SCENE & WASTE MANAGEMENT	16	16	17	Customer Service	There has been a reduction in the work requested by external customers which has led to a decrease in the income generated.
Car Park Income	STREET SCENE & WASTE MANAGEMENT	200	205	210	Customer Service	The predicted income based on a 10p increase in charges has not been realised. It is assumed that this will continue into 2007/08 - 2009/10. A review of car park charging is currently being undertaken.
BDHT Contract	STREET SCENE & WASTE MANAGEMENT	102	105	108	Customer Service	The contract for Grounds Maintenance has been lost and therefore the income target is no longer achievable.
Private Cleansing	STREET SCENE & WASTE MANAGEMENT	13	13	13	Customer Service	The focus on improving the districts cleanliness will impact on the delivery of private chargeable works. The additional income anticipated will not be achievable within the current resource.
Transfer Site	STREET SCENE & WASTE MANAGEMENT	10	10	10	Customer Service	This reflects the income from the rental of the transfer station that was set at an unrealistic level.
Shortfall in income	CULTURE & COMMUNITY	80	80	80	Improvement and Customer Service	The income from the Dolphin Centre is significantly lower than anticipated due to the lack of facilities in respect of the fitness suite. The reduction of the target will demonstrate the Council is not setting unrealistic targets of income to fund activities.
Community Safety incorrect budget	CULTURE & COMMUNITY	70	70	70	Improvement in financial management	The budget in respect of Community Safety was incorrectly set for 2006/07. The increase in funding requested will ensure a correct budget is available for the service.
Shortfall in income	PLANNING & ENVIRONMENT	203	203	203	Impact on financial management as income target for planning not reached	Income in relation to Planning Apps/ Search Fees /Building control has significantly reduced to the target during 2006/07. This is mainly due to the planning moratorium and external agencies being used for personal searches. The income target is to be reduced to reflect the shortfall.
Redundancy haybridge etc	CORPORATE	16			Improvement in financial management	This reflects the potential costs arising from the closure of the Haybridge and Woodrush sites. This may be reduced depending on transfer to the County or a trust.
Council Chat distribution	POLICY & PERFORMANCE	6	6	6	Customer Service	To maintain the delivery of the extension to the Council Chat to quarterly during the year.
Shortfall in income	HR & OD	8	8	8	Improvement in financial management	To reduce the income target as the contract for Health and Safety advice to BDHT has been terminated.
Improvement Plan	CORPORATE	90	62	62	Improvement in the Council and delivery of customer service	To fund the support to the Council to ensure delivery of the Improvement Plan - as approved by Executive Cabinet
Maintenance of closed cemeteries		3	3	3	Customer Service	To maintain the closed cemetery at Lickey and Blackwell as no longer funded via the concurrent payment. Responsibility remains with Council.
TOTAL UNAVOIDABLE PRESSURES		1,218	1,191	1,208		

	SERVICE		2007/08	2008/09	2009/10	DELIVERY OF CORPORATE PRIORITIES	COMMENTS
ADDITIONAL FUNDING REQUESTS (BIDS)							
Salary Re-grades	POLICY & PERFORMANCE	HIGH	8	9	10	Provide performance information on all councils priorities	To provide a competitive salary to recruit a professionally qualified and skilled team of policy and performance officers.
Area Committees	POLICY & PERFORMANCE	HIGH	8	24	25	Delivery of improved customer service in the Authority	Increasing Community Influence by establishing area ctees
Customer Panel	POLICY & PERFORMANCE	High	8	8	8	Delivery of improved customers satisfaction, reputation and Performance	Increasing customer surveys
Customer feedback system (complaints)	POLICY & PERFORMANCE	HIGH	2	3	4	Performance improvement, reputation and customer satisfaction	To maintain the system as part of capital project (as detailed in Capital Programme report)
Desktop printing	E-GOV & CUSTOMER SERVICES	HIGH	7	8	8	Invest to save and improved customer service & efficiency	To maintain the new printers as part of capital invest to save project (as detailed in Capital Programme report)
Queue management system -CSC	E-GOV & CUSTOMER SERVICES	HIGH	5	5	5	Delivery of improved customer service in the Authority	To maintain the new q-management system as part of capital project (as detailed in Capital Programme report)
Grading of csc advisors	E-GOV & CUSTOMER SERVICES	HIGH	6	9	10	Delivery of improved customer service in the Authority by having more motivated & professional staff	To regrade CSC advisors as recognition of qualifications awarded
Professional subs	LEGAL & DEMOCRATIC	HIGH	2	2	2	Improvement - professional staff delivering service in house	To fund subscriptions for professional staff to maintain quality of recruitment
Case Management system	LEGAL & DEMOCRATIC	HIGH	2	2	2	Improvement and improving customer satisfaction.	To maintain the case management system as part of capital project (as detailed in Capital Programme report)
Longbridge work with consultants	PLANNING & ENVIRONMENT	HIGH	80			Support the Longbridge priority re the development for regeneration	The money will be used to fund the various stages that must be gone through to enable the Longbridge Action Area Plan to become adopted and then implemented. This will include Examination costs (Planning Inspectorate fees, venue hire, barristers and so on), as well as potential administrative support to the Examination In Public (EIP).
Smoke free legislation	PLANNING & ENVIRONMENT	HIGH	32	32	32	Community Well being - to support compliance with legislation - funded from gov grant	To appoint an officer to ensure compliance with smoke free legislation - the external funding to support this post is shown on the savings schedule
2 yr FTC position re HR advisor	HR & OD	HIGH	32	32	32	Support Improvement	To support the delivery of improvements in relation to HR and Organisational Development. The funding will enable the current fixed term post to be made permanent to ensure quality of service provision to the Council.
Tree survey	CULTURE & COMMUNITY	HIGH	4		0	Reputation - Councils liability leading to negative press	To ensure the Council is compliant with ensuring all trees are surveyed for potential concerns
CCTV Rubery exchange	CULTURE & COMMUNITY	HIGH	1	1	1	Community Influence - enables Council to identify problems in the area.	This cost reflects the additional line to ensure the CCTV cameras can function effectively in the Rubery area - as part of the capital project
Rent in advance deposit bond scheme	PLANNING & ENVIRONMENT	HIGH	7	5	5	Delivery of improved housing needs within the district	Reduce homelessness
Homelessness prevention spend to save scheme	PLANNING & ENVIRONMENT	HIGH	5	4	4	Delivery of improved housing needs within the district	Council officers to resolve housing difficulties.
Information Management Post	E-Gov	HIGH	34	35	36	To deliver improvements in the Council	To provide for a member of staff to ensure the council complies with management information issues and delivery of the spatial project
Xmas Lights	CULTURE & COMMUNITY	HIGH	5	5	5	Community Events in district	The funds relate to the entertainment programme at the Xmas lights switch on - there is a sponsorship target to fund the activity detailed in the savings schedule
Haybridge	CULTURE & COMMUNITY	HIGH	32	0	0	Part year impact	Funds relate to the transition period in transferring the centre to a trust
Woodrush	CULTURE & COMMUNITY	HIGH	24	0	0	Part year impact	Funds relate to the transition period in transferring the centre to the school
Museum	CULTURE & COMMUNITY	HIGH	48	0	0	full year impact	Funds relate to the transition period in review alternative methods of delivery - the funding requested will meet the full year cost of providing the museum.
Private sector housing condition survey	PLANNING & ENVIRONMENT	HIGH	10	0	0	Delivery of improved housing needs within the district	Surveys to bring Council in line with other local authorities
Updating of the SHMA	PLANNING & ENVIRONMENT	HIGH	5	0	0	Delivery of improved housing needs within the district	Ability to perform in a broad range of housing and homelessness indicators.
Warks and Worcs energy and efficiency advise centre	PLANNING & ENVIRONMENT	HIGH	5	0	0	Delivery of improved housing needs within the district	WEEAC is already helping us to improve our energy efficiency service to the public by introducing an Energy Efficiency Key Account to the council to increase the awareness of council employees and improve energy efficiency within the council buildings, to lead the residents by example.

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Software & maintenance	E-GOV & CUSTOMER SERVICES	HIGH	6	6	6	Delivery of improvements within the Council	The software and maintenance charges in relation to the Modern e-gov system that was approved for 2006/07 capital programme.
PPCG 17	CULTURE & COMMUNITY	HIGH	9			Delivery of the Planning Core Strategy by producing a plan of all parks & open spaces in the district.	To provide for a plan of Leisure areas in the district this will enable the planning core strategy to be produced as a robust schedule of all parks & open spaces will be available.
Maintenance of the Oakhalls open spaces	CULTURE & COMMUNITY	HIGH	15	15	15	Delivery of customer service	To enable the open spaces at the Oakhalls to be maintained - to provide a clean environment for the residents of the district.
Support for the 2012 Olympics	CULTURE & COMMUNITY	HIGH	3	3	3	Customer Service	To support the County wide partnership in relation to the 2012 Olympic co-ordinator
LSP Support	POLICY & PERFORMANCE	HIGH	10	10	10	Improvement in partnerships	A contribution from the Council in respect of financial support to the LSP to include support to moving the Bromsgrove rail station
Car Parking - Disabled Drivers	STREET SCENE & WASTE MANAGEMENT	HIGH	50	52	53	Customer Service	To cancel the charges in the district car parks in relation to disabled drivers.
TOTAL HIGH PRESSURES			465	270	276		
LOSS OF INTEREST ON CAPITAL SCHEMES							
Customer feedback system - Value £20k	E-GOV & CUSTOMER SERVICES	HIGH	1	1	1	Performance improvement, reputation and customer satisfaction	This cost is the impact of the loss of interest of the Council from the capital project. The project will provide a system to automatically and efficiently track complaints
Desktop printing - Value £75k	E-GOV & CUSTOMER SERVICES	HIGH	4	4	4	Performance improvement, reputation and customer satisfaction	This cost is the impact of the loss of interest of the Council from the capital project. The project will provide a fleet of new printers that are also photocopiers / faxes and will provide match savings within an 18 month period.
Replacement of CCTV cameras - Value £454k	CULTURE & COMMUNITY	HIGH	0	20	25	Community Influence - ensure cameras are available - reputation maintained	This cost is the impact of the loss of interest of the Council from the capital project. The funds are required to ensure there is a planned programme of replacement for the CCTV cameras in the district.
Vehicles - Value £1.7m	STREET SCENE & WASTE MANAGEMENT	HIGH	50	21	32	Improved customer service & clean district - improved performance	This cost is the impact of the loss of interest of the Council from the capital project. The capital project is to maintain the vehicle replacement programme for 2007/08 -2009/10
Grants to RSLs - Value £250k	PLANNING & ENVIRONMENT	HIGH	14	14	14	Housing	This cost is the impact of the loss of interest of the Council from the capital project.
Grants to RSLs - Value £22k	PLANNING & ENVIRONMENT	HIGH	1	1	1	Housing	This cost is the impact of the loss of interest of the Council from the capital project.
Queue management system - Value £30k	E-GOV & CUSTOMER SERVICES	HIGH	2	2	2	Customer Service improvements	This cost is the impact of the loss of interest of the Council from the capital project. The project will provide for a system where the customer will be managed within an automatic queue.
Case Management System - Value 14k	LEGAL & DEMOCRATIC	HIGH	1	1	1	Improvement and improving customer satisfaction.	This cost is the impact of the loss of interest of the Council from the capital project. To maintain the case management system as part of capital project
Alterations to Council House Buildings in Compliance with DDA - Value 300k	LEGAL & DEMOCRATIC	HIGH	8	16	16	Improvement and demonstrating a commitment to Equality and Diversity	This cost is the impact of the loss of interest of the Council from the capital project. The project will provide DDA adaptations to Council Facilities in line with the recent SCOPE recommendations

	SERVICE		2007/08	2008/09	2009/10	DELIVERY OF CORPORATE PRIORITIES	COMMENTS
Replacement pay and display ticket machines - Value 18k	STREET SCENE & WASTE MANAGEMENT	HIGH	1	1	1	Customer Service	This cost is the impact of the loss of interest of the Council from the capital project. The project will fund replacements of the pay and display machines.
Alvechurch Youth Scheme - Value 90k	CULTURE & COMMUNITY	HIGH	5	5	5	Customer Service	This cost is the impact of the loss of interest of the Council from the capital project.
Bromsgrove Youth Scheme - Value 85k	CULTURE & COMMUNITY	HIGH	5	5	5	Customer Service	This cost is the impact of the loss of interest of the Council from the capital project.
Tutnall and Cobley - Access Improvements - Value 25k	CULTURE & COMMUNITY	HIGH	1	1	1	Customer Service	This cost is the impact of the loss of interest of the Council from the capital project.
Homeless Hostel Re-modelling Scheme - Value 325k	PLANNING & ENVIRONMENT	HIGH	18	18	18	Housing	This cost is the impact of the loss of interest of the Council from the capital project.
Housing Safety Net Funding - Scheme to be developed - value 83k	PLANNING & ENVIRONMENT	HIGH	5	5	5	Housing	This cost is the impact of the loss of interest of the Council from the capital project.
HIGH PRESSURES LOSS OF INTEREST			116	115	131		
MEDIUM PRIORITY (NOT FUNDED)							
Out of hours- ICT support to CSC & Leisure	E-GOV & CUSTOMER SERVICES	MEDIUM	26	27	28	Delivery of improved customer service in the Authority	To cover bank holidays
Develop intranet site - Value £15k	E-GOV & CUSTOMER SERVICES	MEDIUM	1	1	1	Improvements and performance as access available to more informative intranet	This cost reflects the ongoing annual maintenance of the improvements to the current internal intranet site to give more information to all staff.
Develop Intranet site	E-GOV & CUSTOMER SERVICES	MEDIUM	2	2	2	Improvements and performance as access available to more informative intranet	This cost is the impact of the loss of interest of the Council from the capital project.
network to shopmobility - Value £25k	E-GOV & CUSTOMER SERVICES	MEDIUM	1	1	1	Delivery of improved customer service in the Authority and access for shopmobility staff	This cost reflects the ongoing annual maintenance of the link to the shopmobility site for access to capr park and other systems
Network to shopmobility	E-GOV & CUSTOMER SERVICES	MEDIUM	8	8	9	Delivery of improved customer service in the Authority and access for shopmobility staff	This cost is the impact of the loss of interest of the Council from the capital project.
Implementation of choice based letting schemes	PLANNING & ENVIRONMENT	MEDIUM	6	11	11	Delivery of improved housing needs within the district	Improvements in rates of homelessness
Funding of homeless appeals	PLANNING & ENVIRONMENT	MEDIUM	4	4	4	Delivery of improved housing needs within the district	Considering appeals made by homeless applicants
water inspections - legionnaires	PLANNING & ENVIRONMENT	MEDIUM	2	1	1	Delivery of improved housing needs within the district	Maintaining housing to legal standards
Local Law	PLANNING & ENVIRONMENT	MEDIUM	2	2	2	Delivery of improved housing needs within the district	Online legal advisory service
Sanctuary Scheme for domestic violence	PLANNING & ENVIRONMENT	MEDIUM	2	2	2	Delivery of improved housing needs within the district	Providing a safe home for those persons threatened with domestic violence
Alcohol free zone	CULTURE & COMMUNITY	MEDIUM	2	2	2	Reputation to Council - cannot enforce without signage - customer service	To maintain signage for alcohol free zones
Bandstand prog	CULTURE & COMMUNITY	MEDIUM	6	6	6	Community Events	To reinstate the programme
Xmas lights switch on	CULTURE & COMMUNITY	MEDIUM	8	8	8	Community Events	To reinstate the switch on
Tourism - notice boards	CULTURE & COMMUNITY	MEDIUM	6	6	6	Customer Service	To provide additional tourist information signage in the District
Increase the single status budget	HR & OD	MEDIUM		20	20	Improvement	To fund additional external support necessary to implement single status
Building works to csc - Value £15k	E-GOV & CUSTOMER SERVICES	MEDIUM	1	1	1	Customer Service	This cost is the impact of the loss of interest of the Council from the capital project. To fund building works to separate the call centre from the main advisors
Changes to council chamber - Value £6k	LEGAL & DEMOCRATIC	MEDIUM	0	1	1	Improvement and customer service and increase community involvement	This cost is the impact of the loss of interest of the Council from the capital project. To provide enhanced facilities within the Council Chamber and Committee rooms including; visual facilities and accessibility
Lifeline - Value £51k	CULTURE & COMMUNITY	MEDIUM	2	2	2	Improvement and customer service	This cost is the impact of the loss of interest of the Council from the capital project. To provide new lifeline units for use within the district.
Graphics Designer	POLICY & PERFORMANCE	MEDIUM	33	29	29	Improvement and customer service	To appoint a graphics designer to support the improvements in the reputation and branding of the Council
Water Courses Task Group	STREET SCENE & WASTE MANAGEMENT	MEDIUM	8	8	8	Clean District and the ability to deliver improvements in customer service	To support the recommendations of the water courses task group to improve the courses in the district.

	SERVICE		2007/08	2008/09	2009/10	DELIVERY OF CORPORATE PRIORITIES	COMMENTS
TOTAL MEDIUM PRESSURES			120	142	144		
LOW PRIORITY (NOT FUNDED)							
Council Chat Distribution	POLICY & PERFORMANCE	LOW	12	13	14	Delivery and improvement of councils reputation	Make public aware of the Council Chat by using separate delivery method
Democracy Week	POLICY & PERFORMANCE	LOW	?	?	?	Delivery and improvement of councils reputation	Bringing in the interest of younger people
corporate LAN & CCTV - Value £25k	E-GOV & CUSTOMER SERVICES	LOW	1	2	2	Delivery of improved customer service in the Authority and access for CCTV operatives	This cost is the impact of the loss of interest of the Council from the capital project. To maintain the new Corporate LAN & CCTV system as part of capital project
Corporate LAN & CCTV	E-GOV & CUSTOMER SERVICES	LOW	1	1	1	Delivery of improved customer service in the Authority and access for CCTV operatives	To maintain the new Corporate LAN & CCTV system as part of capital project
Maintenance of Council House	LEGAL & DEMOCRATIC	LOW	8	8	8		To maintain the fabric of the Council House building
Scores on doors	PLANNING & ENVIRONMENT	LOW	5	2	2	Community well being and improve customer service	To provide a "scores on doors"system for restaurants to improve customer information
Bromsgrove Summer Fair	PLANNING & ENVIRONMENT	LOW	1	1	1	Community Activity and Town Centre events	To support the summer fair in the Town Centre
Proposed LAA Housing priority	PLANNING & ENVIRONMENT	LOW		5	5		To support the LAA within the County
Passport to Leisure	CULTURE & COMMUNITY	LOW	67	67	67	Increase reputation - customer influence and enhanced access to those who cannot afford facilities.	To support a Passport to Leisure Scheme in the District
Assistant Training & Dev Officer	HR & OD	LOW	19	19	19	Improvement and performance of staff	To provide support for the corporate training officer
Active health partners contract	HR & OD	LOW	31	27	27	Improvement and performance of staff	To join partnership to manage sickness within the Council - should be self funding
Employee assistance programme	HR & OD	LOW	7	7	7	Improvement and performance of staff	To support the staff via a counseling service
Passport to Leisure - Value £24k	CULTURE & COMMUNITY	LOW	1	1	1	Customer Service & Community Well Being	This cost is the impact of the loss of interest of the Council from the capital project. The project will provide for a passport for those eligible within the district to use leisure facilities at a reduced rate
TOTAL LOW PRESSURES			153	153	154		
TOTAL ALL PRESSURES			2,072	1,871	1,913		

SAVINGS 2007/08-2009/10

APPENDIX C

	SERVICE DEPT		2007/08 £'000	2008/09 £'000	2009/10 £'000	POTENTIAL ASSOCIATED IMPLICATIONS	RISKS TO COUNCIL	ADVERSE IMPACT ON PRIORITIES	ADVERSE IMPACT ON CUSTOMER
RECOMMENDED									
Fund managing in house	FINANCIAL SERVICES	Rec	35	70	70		Risk of income reduction as tactical trading not undertaken in house - skills base too low.	None	None
Car allowances / printing etc	FINANCIAL SERVICES	Rec	10	10	10		None	None	None
Bailiff vacancy	FINANCIAL SERVICES	Rec	25	25	25		Risk of loss of control of standard quality	None	None
Reduce external legal budget	LEGAL & DEMOCRATIC	Rec	5	5	5	Potential that legal services would not be able to provide the full resource to defend cases brought against the Council.	Impact on front line service delivery as limited advice available and impact on reputation of council. Unable to fully resource planning hearings and enquiries and enforcement actions	Detrimental impact on all priorities as legal would have a reduced ability to provide professional legal support and advice.	Provision of service limited and ability for front line services to meet corporate objectives reduced.
Chauffeur for Chairmar	LEGAL & DEMOCRATIC	Rec	3	3	3	Chair would have to make own arrangements for majority of travel	None	None	None
Reduce refunds by 1/2 at Dolphin Car Par	STREET SCENE	Rec	28	28	28	Decline in usage of facility - financial shortfall to target	Risk to the Dolphin centre income generation and viability of service	Customer Service	Customer Service implications as currently receive refund
Increase in charge for bulky waste	STREET SCENE	Rec	20	20	20	Risk of fly tipping with associated costs	Risk of fly tipping and impact of clean streets	Risk of fly tipping and impact of clean streets	Impact on those less able to fund the additional charge
Reduction of refuse crew 4 posts, (3 man to 2 man crew, 2 more posts in 2008/09)	STREET SCENE	Rec	100	100	0		Potential risk from operational staff to not accept new terms & conditions	None	None
Reduction of 2 highway posts	STREET SCENE	Rec	50	50	50		No risk - current vacancies	None	None
Reduction of long term sickness	STREET SCENE	Rec	25	25	25		No risk to Council	None	None
Additional charge to County for cutting grass on truck road	STREET SCENE	Rec	10	10	10		County will not fund and will reduce requirement	None	None
win back contract re street cleansing contract from BDH	STREET SCENE	Rec	50	50	50		BDHT will not accept the Councils contract	Community Influence	None
Postpone garden waste collection Dec and March 2008 14 weeks	STREET SCENE	Rec	70	70	0		Implemented in 2006/07	Short term impact	Negative press re customer service
Co mingle waste	STREET SCENE	Rec			500		To be part of wider County Scheme - County may not be able to provide suitable sorting facility for co-mingled waste	None	None
Stop 30 minute charge car parking	STREET SCENE	Rec	?	?	?	None	Potential short term reduction in usage		Change to charges that are liked by the customer - reduced customer choice
Stop all concessionary permits	STREET SCENE	Rec	?	?	?	None	None	None	Negative press - long term
Charging for bonfire	CULTURE & COMMUNITY	Rec	20	20	20	None	May not generate expected income. In addition to ensure feasibility, it would require expenditure for event fencing. Value shown as net of income and expenditure	Community Events may not be as well attended if Council decide to charge for bonfire	Customers may not attend the bonfire if have to charge.
Review CCTV operations - to look to increase / share service with external partners- income generation	CULTURE & COMMUNITY	Rec	15	15	15	None	Increase support to external partners with better service	None	None
Review sports development - increase income targets to develop schools within the district	CULTURE & COMMUNITY	Rec	10	10	10	None	Additional support to schools and clubs through services provided	None	None
Lifeline - increase take up / share service	CULTURE & COMMUNITY	Rec	5	5	5	None	Usage may not increase unless Council improves service	None	None
Delete community activator role	CULTURE & COMMUNITY	Rec	34	34	34	None - post vacant	No risk to Council post vacant	None	None
Charge Bromsgrove Rovers re land rental	CULTURE & COMMUNITY	Rec	15	15	15		Reputational risk of relationship with Rovers	None	None
Income from Pendleton re spatia	PLANNING & ENVIRONMENT	Rec			129		An increase to income target - May not be realistic target to achieved - grant scheme may have changed	None	None
Misc Savings in respect of general office expenses	CORPORATE POLICY	Rec	22	22	22		None	None	None
Software hardware renegotiator	E-GOVERNMENT & CUSTOMER SERVICES	Rec	60	60	60		No risk to service delivery	None	None
Implement desktop printing projec	E-GOVERNMENT & CUSTOMER SERVICES	Rec	60	60	60		No risk to service delivery - savings as a result of implementing desk top printing project	None	None
Alternative methods of delivery - shared /collaborative working	ALL SERVICES	Rec	163	296	373		Potential that scoping exercise may reveal that outsourcing/partnership incurs more costs than internal service delivery	None	Potential improvements to service delivery
Funding available in respect of Improvement Pla	CORPORATE	Rec	78	78	78		None	None	None
Part Year Implementation of Single Status 2007/08 (2 Months only)	CORPORATE	Rec	200				Potential of low moral due to delays in implementation	None	None
Exclude vehicle R&R as included within Capital Programm	STREET SCENE	Rec	100	100	100		None - if approval granted to capital programme of replacements	None	None
Target for sponsorship - roundabouts/vehicle	STREET SCENE	Rec	10	15	15		None	None	None
Target for income for xmas lights switch on	CULTURE & COMMUNITY	Rec	5	5	5		Income target for sponsorship of entertainment programme		
Additional income generated from cemeteries	CULTURE & COMMUNITY	Rec	10	10	10		Income target to be increased by £10k		
Council chat sponsorship	CORPORATE	Rec	6	6	6		Income target for sponsorship		
Amphlett Hall Gran		Rec		14	14		Reduce grant in 2008/09		
Spatial project savings		Rec		300	300				

SAVINGS 2007/08-2009/10						APPENDIX C			
	SERVICE DEPT		2007/08 £'000	2008/09 £'000	2009/10 £'000	POTENTIAL ASSOCIATED IMPLICATIONS	RISKS TO COUNCIL	ADVERSE IMPACT ON PRIORITIES	ADVERSE IMPACT ON CUSTOMER
Smoke free legislation	PLANNING & ENVIRONMENT	Rec	35	35	35		Risk of financial penalty if authority do not resource officer to support the enforcement of smoke free legislation	None	None
HR / Policy savings	CORPORATE	Rec			32				
Corporate Training Budget	HR & OD	Rec	35	5			Risk of failure to delivery adequate training as identified in individual PDRs. Risk to authority of staff leaving	Potential impact on improvement as staff not suitably trained to provide a quality service.	Potential impact on poor customer service as staff not trained in a professional way
TOTAL REC SAVINGS			1,314	1,571	2,134				
LOW SAVINGS									
Reduce subsidy to Artrix	CULTURE & COMMUNITY	Low	120	120	120	Contractual obligation	Risk of contractual obligation	None	none
Close CSC 1/2 day	E-GOVERNMENT & CUSTOMER SERVICES	Low	3	3	3	Rise in debt levels ↑	Reduction in customer service and access for payments - impact on income generation	Not able to deliver improvement on service and Pis as anticipated within Improvement Plan	Diminished service to the public and adverse publicity. Challenge on equality of access
Reduce subsidy to Ryland Centr	CULTURE & COMMUNITY	Low	6	6	6	None	Negative press - impact on relationship with County /Risk of contractual obligation	May lead to negative press re relationship with County	None
TOTAL LOW SAVINGS			129	129	129				
POSSIBLE SAVINGS									
Reduce training budget	HR & OD	Poss	50	100			Inability to deliver improvement as identified. Management capacity & capability. Failure to secure IIP accreditation. Undermines the Bromsgrove Way. Significant impact on moral and reputation as employer.		
Stop Green waste / or charge	STREET SCENE	Poss	350				Negative press from customers. If cancelled then impact on environmen	May impact on cleanliness of district - fly tipping	Negative press / environmental impact / charge will impact on families on low income
Review service delivery over a number of service	ALL SERVICES	Poss	231	231	231		Potential that scoping exercise may reveal that outsourcing/partnership incurs more costs than internal service delivery	None	Potential improvements to service delivery
TOTAL POSSIBLE SAVINGS			631	331	231				
TOTAL SAVINGS			2,074	2,031	2,494				

Budget Strategy - Risk Matrix 2007/08 - 2009/10

Description	Base Budget 2007/08 £	Base Budget 2008/09 £	Base Budget 2009/10 £	To which year does the risk relate?	Potential Risk	Possible Solution
Salaries - vacancy management provision	-361,000	-378,000	-394,000	All years	4% per annum allowed for vacancy management is not achieved	The Council budget for salaries on a full establishment basis - i.e., all posts filled by the same person for the period of the budget strategy (assuming incremental increases year on year). This is unlikely and a vacancy management provision should be easily achieved, however, in order to ensure this is achieved a strict vacancy management regime needs to be followed. In addition monthly budget monitoring will need to be undertaken to ensure (with a specific element dedicated to monitoring employee related costs).
Planning Delivery Grant / additional planning fees	87,000	88,000	90,596	All years	Currently it is unclear as to how much, the Council will receive through Planning Delivery Grant. Planning Delivery Grant is, at present, used to fund a number of posts within Planning. There is also a risk that if the Planning Delivery Grant is not targeted towards improvements in planning services the grant may not be received in future years.	Tight budgetary control, and if necessary, report to Members requesting additional funds, budget reduction and/or policy changes. The implementation of the Spatial Data and integration project will support the improvements in Planning and reduce the risk of not being awarded future grants.
Central Government Support i.e. Formula Grant	-4,729,823	-4,824,419	-4,920,908	2007/08 onwards	Two distinct risks: 1. We have assumed that the increase in government grants will increase by 2% per annum - there is a risk that this may not materialise; 1% variance in government grant would equal £47,000. 2. The impacts of the Gershon Review are not clear and we may receive a reduction in Grant.	We have anticipated the inflationary increases to be met from Government and as such increased the grant by 2%. There will be sufficient funds in balances to fund any short term reduction in grant.
Land Charges - Income	-409,856	-420,102	-430,500	All years	Not achieving income target	Tight budgetary control, and if necessary, report to Members requesting additional funds, budget reduction and/or policy changes
Insurances	111,576	114,366	117,000	All years	Assets not insured. Repair of damaged assets less than cost of insurance?	Tight budgetary control, and if necessary, report to Members requesting additional funds, budget reduction and/or policy changes.
Investment Interest	-749,000	-398,000	-311,000	All years	Non achievement of target due to lower than anticipated investment rates and higher than anticipated spend	Tight control over investments and budgetary control in general. Quarterly monitoring to members on the return from investments
Car Parking Income (excluding fines, including annual tickets/residents permits)	-977,081	-1,001,508	-1,036,000	All years	Demand led; may be subject to fluctuation if option to increase prices proceeds	Feasibility study/Market Testing prior to any price increases
Building Control - Fees and charges and Income	-358,775	-367,744	-376,000	All years	Income unpredictable	Tight budgetary control, and if necessary, report to Members requesting additional funds, budget reduction and/or policy changes
Planning Applications - Fees and charges and Income	-404,989	-415,114	-425,000	All years	Income unpredictable	Tight budgetary control, and if necessary, report to Members requesting additional funds, budget reduction and/or policy changes
Alternative methods of service delivery	-163,000	-296,000	-373,000	All years	Potential of not achieving efficiency savings and quality of service provision through alternative methods eg -shared / partnership or outsourcing.	Discussions with other districts/partners underway to plan for alternative ways of providing services. Strict budgetary control and quarterly reports to members to demonstrate savings are being achieved.
Spatial Project		-300,000	-300,000	All years	Potential of not achieving efficiency savings as anticipated through the implementation of the project.	Detailed project plan in place for implementation - monitored weekly within the project team. Heads of Service fully briefed on the expectation of realising savings and the impact on the service provided. Processes re-engineered as part of the project to ensure systems are run in the most effective way.

**Earmarked Reserves
Position Statement 2007/08 - 2009/10**

APPENDIX F

	Anticipated Balance as at 31st March 2007	Utilised in Year	Received in Year	Anticipated Balance as at 31st March 2008	Comment
	£'000	£'000	£'000	£'000	
Revenue					
Building Control Partnership	9	0	0	9	Ring fenced surplus re Building Control fees
Planning Delivery Grant	274	-155	0	119	Grant received for improvements in planning performance
Replacement Reserve	679		0	679	Repairs and Renewals Reserve re vehicles, plant & equipment
Total Revenue Reserves	962	-155	0	807	