

Executive Budget Resolution 2008/09

It is recommended that Council:

1. Notes the position on the forecast roll forward budget for 2008/09 as set out in Appendix 5 column 1 of Item 3b on the Council agenda.
2. Approves the invest to save bids set out in Appendix 1 of Item 3b on the Council agenda.
3. Approves the revenue pressures and revenue initiatives as set out in Appendices 2 and 3 of Item 3b on the Council agenda as amended by the changes set out in Annex 1 attached.
4. Approves the efficiencies, income and service reductions as set out in Appendix 4 of Item 3b on the Council agenda as amended by the changes set out in Annex 1 attached.
5. Approves the General Fund Revenue Budget as set out in Annex 2 attached which assumes a council tax increase of 2.99%
6. Notes the changes that have been made to the draft budget presented to Cabinet on 29th October 2007 which are detailed in Annex 3 attached.
7. Delegates authority to the Chief Financial Officer to action all budget changes arising from the approved pressures, bids, efficiencies, income and service reductions and incorporate any other approved amendments into the General Fund estimates.
8. Notes that after taking these items into account, there is an estimated General Fund balance of just over £4.8M at the end of 2010/11
9. Approves a revised minimum balance of £4.5M as recommended by the Chief Financial Officer
10. Sets the Budget Requirement for 2008/09 at £172,796,500.
11. Notes the estimates of precepts on the Council Tax collection fund for 2008/09 as set out in Annex 4 attached.
12. Notes the Medium Term Forecast as set out in Annex 5 attached.
13. Authorises the Chief Executive and Chief Officers to pursue the development of the options for efficiencies, income and service reductions as set out in Appendix 4 for the financial years 2009/10 and 2010/11 and continue to develop options to close the remaining projected gaps in those years.
14. Approves the following amounts that are now calculated by the Council for the year 2008/09 in accordance with S.32 to 36 of the Local Government Act 1992 :

- | | | |
|----|---|-----------------|
| a) | Aggregate of the amounts which the Council estimates for the items set out in S.32(2)(a) to (e) of the Act | £543,779,200.00 |
| b) | Aggregate of the amounts which the Council estimates for the items set out in S. 32(3)(a) to (c) of the Act | £370,982,700.00 |
| c) | Calculation in accordance with S.32(4) of the Act, of the Council's budget requirement for the year, being the amount by which the aggregate at a) above exceeds the aggregate at b) above. | £172,796,500.00 |
| d) | Aggregate of the sums which the Council estimates will be payable for the year into it's general fund in respect of redistributed non-domestic rates, revenue support grant, and adjusted by the net amount of the sums which the Council estimates will be transferred from its general fund to its collection fund in accordance with S.98(5) of the Local Government Finance Act 1988. | £96,345,300.00 |
| e) | The amount at c) above less the amount at d) above, all divided by the taxbase of 65,410.7, calculated in accordance with S.33(1) of the Act, as the basic amount of its Council Tax for the year | £1,168.79 |

f)	Precepting authority - Southampton City Council	Valuation Bands	Amount
		A	£779.19
		B	£909.06
		C	£1,038.92
		D	£1,168.79
		E	£1,428.52
		F	£1,688.25
		G	£1,947.98
		H	£2,337.58

Being the amounts given by multiplying the amount at e) above by the number which, in the proportion set out in S.51(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with S.36(1) of the Act, as the amount to be taken into account for the year in respect of dwellings listed in different valuation bands

- g) That it be noted for the year 2008/09 that the Hampshire Police Authority have stated the following amounts in precepts issued to the Council in accordance with S.40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown in the following table:

Valuation Bands	Amount
A	£90.36
B	£105.42
C	£120.48
D	£135.54
E	£165.66
F	£195.78
G	£225.90
H	£271.08

- h) That it be noted for the year 2008/09 that the Hampshire Fire and Rescue Authority have stated the following amounts in precepts issued to the Council in accordance with S.40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown in the following table:

Valuation Bands	Amount
A	£38.82
B	£45.29
C	£51.76
D	£58.23
E	£71.17
F	£84.11
G	£97.05
H	£116.46

- l) That, having calculated the aggregate in each case of the amounts at f), g) and h) above, the Council in accordance with S.30(2) of the Local Government Finance Act 1992, hereby sets the following amounts of the Council Tax for the year 2008/09 for each of the categories of dwellings shown below:

Valuation Bands	Amount
A	£908.37
B	£1,059.77
C	£1,211.16
D	£1,362.56
E	£1,665.35
F	£1,968.14
G	£2,270.93
H	£2,725.12

SUMMARY OF INVEST TO SAVE BIDS

Service Activity	Description of Item	Impact / Issues	R O	2008/09	2009/10	2010/11	HoS
				£'000	£'000	£'000	
<u>Economic Development and Regeneration</u>							
Economic Development	Implementation costs of proposed Business Improvement District	Covers initial costs such as development of scheme and referendum costs etc. which cannot be charged to the levy income	O	84			Tim Levenson
				<hr/>			
				84			
				<hr/>			
<u>Environment & Transport</u>							
Network management	Investment in IT technology leading to greater income generation for certain chargeable items	Traffic Management Act is not fully in place and it would be difficult to assess any increase in income. The increase in income will also be directly proportional to investment in technology. We have already introduced the option of challenging duration of works requested by utilities and charging for remedial works overstay. This will have a direct affect for charging utilities under S74 of New Roads and Street Works Act 1991 for utilities staying longer on the public highway network. Indicative figures only.	O	60			Mick Bishop
Domestic Waste Disposal	Introduce Compulsory Recycling in the city. Will require £30k ongoing costs for waste awareness officer and £40k one off startup costs	May be difficult to include residents of flats / housing blocks. Need to have inspection / enforcement regime and ensure consistency of application. Existing schemes show significant increase in recycling, higher landfill diversion rates, reduced disposal costs. Currently being evaluated as part of the Waste service review. Est. saving on disposal of 3750 tonnes per annum.	O/R	70	30	30	Andrew Trayer
Domestic Refuse Collections	Lease termination and other set up costs of changing the Green Waste service to reduce winter collections	Will require rationalisation of collection routes and vehicle utilisation. Refers to Saving ET41	O	50			Andrew Trayer

SUMMARY OF INVEST TO SAVE BIDS

Service Activity	Description of Item	Impact / Issues	R or O	2008/09	2009/10	2010/11	HoS
				£'000	£'000	£'000	
Domestic Refuse Collections	4 day working week for staff, with collections being made over 5 days	Improved vehicle utilisation, reduction in number of vehicles needed. Teams to work longer hours (10hr over 4 days, 1 day off). Some collection day changes. Staff could do additional work on their 'day off' at single time subject to T.U agreement. May be more difficult to manage. Change in operational supervision and coordinator roles to accommodate shifts. Disposal site closing/opening times may need to be changed. Issues over driver hours / working time directive. May be disposal issues dealing with waste over only 4 days. New round planning required. IT re-design rounds / maps. Being considered as part of service review. Estimated saving of 2 vehicles (year 1 saving offset by set up)	O	20			Andrew Trayer
Environment and Transport Total				200	30	30	

SUMMARY OF INVEST TO SAVE BIDS

Service Activity	Description of Item	Impact / Issues	R or O	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS
<u>Housing & Neighbourhoods</u>							
Neighbourhood Management	Grants to Resident Associations	Grants will be made to residents associations in order to help fill the gap following the proposed cessation of the Neighbourhood Partnership programme	O	50			Graeme Kemp
Parks, Open Spaces & Cleaning	Investment in alternative plant types	Use of hardier, lower maintenance plant types will yield savings within the Parks and Open Spaces Division	O	50			Graeme Kemp
Housing and Neighbourhoods Total				100	0	0	
<u>Leisure and Culture</u>							
Sport & Recreation	Costs of procuring a partner(s) to provide alternative management arrangements for the Councils sports facilities	To initiate and complete a procurement process will require a range of resources, including but not limited to; specialist legal consultants, procurement team, HR advisors, project management, property advisers. Some of this may be funded through project capacity in the Capita contract, but will be amongst a range of other calls on this resource	O	120	0	0	Mike Harris
Leisure and Culture Total				120	0	0	
Grand Total				504	30	30	

SUMMARY OF REVENUE PRESSURES

Port. Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS
<u>Children Services and Learning</u>							
CSL 1	CLA (Resources) and YOT	Increased funding of Youth Offending Team	The SCC contribution to the Southampton YOT, which is part of the Wessex YOT partnership arrangements, is below that of comparator and national authorities. A recent inspection highlighted the shortfall in funding by all partner agencies who contribute towards the YOT and all are being asked to make a proportionate increase. Using a Youth Justice Board formula to calculate staffing contributions, SCC would need to provide a further 14 fte posts. To some degree this deficiency is offset by higher contributions from the Police and Probation and the aim is to restore the correct balance of contributions whilst acknowledging that the YJB formula cannot be fully funded. The proposal is for 7 fte posts to be phased in over three years, to include two social workers, four unqualified YOT assistants and a further supervisory post	80	140	200	Sue Allan
CSL 2	Assessment and Supporting children	Payments made to families without recourse to public funds	These are payments to women and children presenting as destitute, often escaping from domestic violence. Most have to come to England from the Indian subcontinent on spouse visas or the new 'A8' EU countries or are illegal immigrants/ failed asylum seekers awaiting deportation. They are unable to claim benefits and payments are made to avoid the higher cost and unnecessary trauma or taking children into care.	65	85	100	Sue Allan
CSL 3	Assessment and Supporting children	Development of independent visitors for children in care	This provision for children in care with no adult families and friends is contained within the Guidance of the Children Act and is strengthened in the Care Matters white paper and will almost certainly be included in the legislation that will follow. We have been strongly challenged in the JAR for failing to provide this service to approx 20 children in care.	30	35	40	Sue Allan
Children's Services and Learning Total				175	260	340	

SUMMARY OF REVENUE PRESSURES

Port. Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS
<u>Environment & Transport</u>							
E&T 1	Streetlighting PFI	Increased revenue provision for streetlighting	Funding Gap between current level of resources dedicated to Street lighting and what will be required under the PFI contract - PFI contract will have to stop if funds not made available		1,300	1,300	Mick Bishop
E&T 2	Highways	Additional Highways funding	Last year an in principle decision was made that Council Tax would be raised by an additional 1% over the next 3 years to help fund the Highways funding gap.	745	1,600	1,600	Mick Bishop
E&T 3	Waste Disposal	Reduced Landfill Allowances Trading Scheme sales	Current budget is £500k for LATS sales. The previous 3 year budget allowed for £509k sales in 2007/8. £370k in 2008/9 and £660k in 2009/10. These figures are now considered optimistic and therefore the budget needs to be reduced to £300k on an ongoing basis. This pressure represents the difference between the £500k in 2007/8 and the future expected income of £300k per year	200	200	200	Andrew Trayer
Environment and Transport Total				945	3,100	3,100	

SUMMARY OF REVENUE PRESSURES

Port. Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS
<u>Adult Social Care and Health</u>							
ASCH 1	Adult Provider Services	Non achievement of vacancy management target in home care services	Service still required if vacancies arise, need to use agency staff / overtime to fill gaps	190	190	190	Jane Brentor
ASCH 2	Adult Disability	Additional legal advice for Section 31 Contracts	Funding for legal advice to manage partnership contracts due to introduction of recent legislation	40	40	40	Jane Brentor
ASCH 3	Adult Disability	Impact of change in transfer arrangements, current funding does not cover total number of children transferring to adult services	funding for young people who have been in care and have previously been funded by children's services to the age of 21 or 24 if in education but who would be better managed by adult services when they become 18 (future years figures still to calculate)	70	70	70	Jane Brentor
ASCH 3	Residential Care	Inability to meet planned saving from residential care home review	The planned review has slipped and therefore it will not be possible to make	300	300	300	Jane Brentor
Adult Social Care and Health Total				600	600	600	

SUMMARY OF REVENUE PRESSURES

Port. Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS
<u>Leaders Portfolio</u>							
LP 2	Democratic Representation & Management	Cost of Council decision on Members Allowances	Reflects final decision made by Council	70	70	70	Mark Heath
LP 2	Election Costs	Increased costs of postal voting	Reflects greater take up of this method of voting in recent elections	65	65	65	Mark Heath
Leaders Portfolio Total				135	135	135	
<u>Leisure and Culture</u>							
LC 1	Arts and Heritage	Revenue subsidy for re-opening of Tudor House Museum	Exact timing will be dependent on development proposals currently being pursued		100	100	Mike Harris
Leisure and Culture Total				0	100	100	
				1,855	4,195	4,275	

SUMMARY OF ADDITIONAL REVENUE BIDS / NEW INITIATIVES

Service Activity	Description of Item	Impact / Issues	R or O	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS
<u>Economic Development & Regeneration</u>							
Community Safety	Provision for half an Alcohol Work Post no longer met by DAT funding	Without this funding the valuable work of this post will be lost		17	17	17	Suki Sitaram
				17	17	17	
<u>Environment & Transport</u>							
Public Transport	Extension of Statutory Concessionary Travel Scheme to cover lower level DLA recipients	Actual cost will be dependent on user numbers in the year	R	125	125	125	Andy Scate
Public Transport	Extension of Statutory Concessionary Travel Scheme to cover companion travel	Actual cost will be dependent on user numbers in the year	R	100	100	100	Andy Scate
Public Transport	Extension of Statutory Concessionary Travel Scheme to cover travel for registered blind	Actual cost will be dependent on user numbers in the year	R	10	10	10	Andy Scate
				235	235	235	

Adult Social Care and Health

Adult Disability Care Services	Take out the assumed 3% inflation increase for Non Residential Charging	This will mean there are no planned increase in NRC charges for 2008/09	R	25	25	25	Jane Brentor
				25	25	25	

Housing and Neighbourhoods

Private Sector Housing	Administration Costs of RE-Charge Scheme	Assumes two new posts	R	47	47	47	Barbara Compton
Private Sector Housing	Loan repayments in respect of RE-Charge scheme	Will be added to Capital Financing Charges but shown separately for now	R	90	90	90	Barbara Compton
				137	137	137	

Leisure and Culture

Arts & Heritage	Art Collection Insurance	Will provide insurance protection for the collection that has not previously been in place	R	50	50	50	Mike Harris
Sport & Recreation	Funding for Sports Development in Schools Programme	One off pump priming money to be funded from balances	O	50			
				100	50	50	

Resources

Transactions	Administration of Older Persons discount	Amount currently being negotiated with Capita	R	16	16	16	Alex Moore
Transactions	Council Tax discount for Older Persons and Special Constables	Calculation is based on current data available	R	1,230	1,230	1,230	Alex Moore
				<hr/>	<hr/>	<hr/>	
				1,246	1,246	1,246	
				<hr/>	<hr/>	<hr/>	
				1,760	1,710	1,710	
				<hr/>	<hr/>	<hr/>	

SUMMARY OF SAVINGS PROPOSALS

	Efficiencies	Income	Service Reductions	Total
	£'000	£'000	£'000	£'000
Children's Services & Learning Portfolio	(1,780.0)	(70.0)	(812.0)	(2,662.0)
Economic Development & Regeneration	(73.0)	(79.0)	(262.0)	(414.0)
Environment & Transport Portfolio	(652.0)	(440.0)	(535.0)	(1,627.0)
Adult Social Care & Health Portfolio	(695.0)	0	(173.0)	(868.0)
Housing & Neighbourhoods Portfolio	(520.0)	(93.0)	(455.0)	(1,068.0)
Leader's Portfolio	(103.0)	(129.0)	(70.0)	(302.0)
Leisure & Culture Portfolio	(281.0)	(112.0)	(386.0)	(779.0)
Resources Portfolio	(296.0)	(100.0)	(47.0)	(443.0)
	(4,400.0)	(1,023.0)	(2,740.0)	(8,163.0)

IMPACT OF PROPOSALS ON STAFFING

	In Post	Currently Vacant	Total
	FTE	FTE	FTE
Children's Services & Learning Portfolio	38.3	10.2	48.6
Economic Development & Regeneration	6.5	2.0	8.5
Environment & Transport Portfolio	0.0	0.0	0.0
Adult Social Care & Health Portfolio	3.0	1.5	4.5
Housing & Neighbourhoods Portfolio	9.0	7.6	16.6
Leader's Portfolio	0.0	2.4	2.4
Leisure & Culture Portfolio	7.2	4.9	12.1
Resources Portfolio	2.0	4.1	6.1
	66.0	32.7	98.8

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
<u>Children Services and Learning - Efficiencies</u>									
CSL1	Education Support Services	City Catering - reduce subsidy to City Catering Service.	The reduced take up on school meals has been less severe in Southampton than in other areas. The service may need less support than had been allowed for.	(100)	(100)	(100)	Andrew Hind		
CSL2	School reimbursements & overheads	Better utilise local authority grant funding to fund central education support services.	The level of 2008/09 grant funding has not yet been confirmed by the DCSF. Any expenditure funded from grant would be at risk if future grant funding levels decrease.	(450)	(450)	(450)	Andrew Hind		
CSL3	Strategic Development	Changes to funding and structure of Policy and Planning Team.	Deliverability depends upon allocation of existing work to other parts of Directorate as part of restructure.	(55)	(55)	(55)	Andrew Hind	1.00	
CSL4	Community Learning Services	Reduce Community Subsidy to Schools	This additional saving would impact on the range of community and out of school learning activities offered by schools to children, young people and adult learners, at a time when we are expected to 'extend' the use of school provision. This could lead to redundancies in schools.	(100)	(100)	(100)	Rosemary Tong	2.00	
CSL5	Community Learning Services	Merge Adult and Community Learning Service with Training and Employment Initiatives.	Achieved by reducing management and staffing, and supporting the Voluntary Sector to take on the function of neighbourhood learning centres.	(38)	(50)	(50)	Rosemary Tong	1.00	
CSL6	Community Learning Services	Efficiencies resulting from transfer of Connexions service	The Connexions service will transfer to the council in April 2008, along with additional funding from GOSE. Management savings can be achieved.	(100)	(100)	(100)	Rosemary Tong		
CSL7	Inclusion Support Services	Withdrawal of Council Social Inclusion Grant Funding to schools	This would have an impact on secondary school budgets, and impact on standards at Key Stage 4.	(580)	(580)	(580)	Rosemary Tong		
CSL9	Across Children & Families	Reduction in Management and Administration Costs - Children & Families.	This saving would be achieved by reductions in the budget for removal costs, a saving in unfilled business support hours in the Adoption Service, ceasing payment to Adoption UK and the surrender of 70 Porlock Road, which has recently been vacated.	(57)	(57)	(57)	Sue Allan	0.33	

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
CSL10	Family Support	Significant reduction in the Behaviour Resource Service in relation to non-statutory activity	The BRS provides a multi agency assessment and intervention service for children and young people with the most complex level of need. This reduction would result in the closure of its residential unit and a reconfiguration of its multi agency community team.	(300)	(300)	(300)	Sue Allan	14.00	4.00
Sub-total				(1,780)	(1,792)	(1,792)		18.33	4.00
<u>Children Services and Learning - Income</u>									
CSL8	Standards and School Improvement Services	Look at charging options for advice and support to leadership, management and governance in schools	This is a critical area for school improvement. Charging for services may significantly effect the level of take up.	(30)	(40)	(40)	Rosemary Tong		
CSL 11	Standards and School Improvement Services	Reduction of City Council contribution to Music Service	There is a risk of reduced take up of lessons because of increased fees. Risk of having to cut rehearsal time to save staff costs – which puts standards at risk.	(40)	(40)	(40)	Rosemary Tong		
Sub-total				(70)	(80)	(80)		0.00	0.00

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
<u>Children Services and Learning - Service Reductions</u>									
CSL12	Education Support Services	ISU / QEST- Reconfiguration of Service	Directorate restructuring creates an opportunity to rationalise management capacity	(38)	(50)	(50)	Andrew Hind	1.00	1.00
CSL 13	Strategic Development	Reduction in Management and Administration Costs - Strategic Development	Speed of progress of Learning Futures, Building Schools for the Future and the impending Primary Review will may be jeopardised.	(51)	(68)	(68)	Andrew Hind	1.00	
CSL14	Community Learning Services	Cuts in the Management Capacity of the Early Years Development and Childcare Team	Achieved by targeting additional government children's centre grant money through activity in more than one centre (ie achieving economies of scale). There is a risk of not meeting government targets. Not closing the gap in terms of children's achievement in Foundation Stage. We could fail to meet duty to ensure there is affordable sustainable childcare.	(151)	(161)	(161)	Rosemary Tong	1.00	
CSL15	Community Learning Services	City College payment following transfer of City Training	Historically there has been a council payment to City College for social inclusion work. This cut would jeopardise social inclusion activity, and the Council's relationships with the College at a time when the 14 – 19 agenda requires close co-operation.	(49)	(49)	(49)	Rosemary Tong		
CSL16	Community Learning Services	Reduce budget for Community Language Service and look at options for charging schools	Reduce the budget by £15,000 and options will be explored for school contributions to make up the additional £10,000	(25)	(25)	(25)	Rosemary Tong	0.51	0.23
CSL17	Community Learning Services	Play Service reductions	Serious loss of play opportunities for children and young people.	(200)	(200)	(200)	Rosemary Tong	4.50	2.00
CSL18	Inclusion Support Services	Reduction in management and administration of Special Educational Needs	Reduction in the SEN team may lead to increased pressure on other staff, and a potential increase in statutory assessments.	(15)	(20)	(20)	Rosemary Tong	0.50	

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
CSL19	Inclusion Support Services	Pupil Support Services - reduction in services to support behaviour	This could lead to a possible increase in demand for statutory assessment and would limit the support available for pupils with challenging behaviour, possibly leading to more exclusions	(50)	(70)	(70)	Rosemary Tong	1.00	
CSL20	Learning Services	Reduction in Management and Administration Costs - Learning Services.	Achieved by the reduction of senior manager capacity and admin staff, but could jeopardise earning capacity in business units	(58)	(78)	(78)	Rosemary Tong	3.00	
CSL21	Family Support	Reduction in Family Centre services and integration with other locality services.	The work of Family Centres and Sure Start Children's Centres, which is currently separate because of the different remit of the two services, will be more closely aligned, whilst ensuring that families continue to be offered the type of service they need.	(175)	(233)	(233)	Sue Allan	7.50	3.00
Sub-total				(812)	(954)	(954)		20.01	6.23
Children's Services & Learning Total				(2,662)	(2,826)	(2,826)		38.34	10.23

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
<u>Economic Development - Income</u>									
ED 1	Tourism	Increased income and service re-design for TIC	Increased income on TIC and efficiency savings	(19)	(19)	(19)	Tim Levenson		
ED 2	City Centre Management	Increase income. Move towards self funding	Reduce quality of events in the city centre and reduce business support.	(10)	(10)	(10)	Tim Levenson		
Sub-total				(29)	(29)	(29)		0.00	0.00
<u>Economic Development - Service Reductions</u>									
ED 3	City Design	Delete 2 vacant City Design posts.	Less capacity for facilitating the resolution of design issues associated with major development schemes. A much reduced service for design advice on planning applications and key public realm and other projects. No capacity for project management or production of guidelines.	(78)	(78)	(78)	Tim Levenson		2.00
ED 4	Qingdao	Reduce resources and visits to Qingdao	By managing the relationship internally instead of employing external resources and reducing the number of visits to China in 2008/09, the relationship can be maintained but at a reduced cost.	(30)	(30)	(30)	Tim Levenson		
Sub-total				(108)	(108)	(108)		0.00	2.00
Economic Development Total				(137)	(137)	(137)		0.00	2.00
<u>Regeneration - Efficiencies</u>									
Reg 1	CS Operations & Projects	Reshaping and co-locating divisional staff	Saving in operational costs if all teams can be relocated to Southbrook Rise.	(43)	(43)	(43)	Suki Sitaram	1.50	
Reg 2	Community Safety	Efficiencies through cost reduction	Will be achieved through a restructure of the Service	(30)	(30)	(30)	Suki Sitaram	1.00	
Sub-total				(73)	(73)	(73)		2.50	0.00

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
<u>Regeneration - Income</u>									
Reg 4	CCTV	Increase income generation through selling services	Achievable once CCTV digitilisation project completed- may not be achievable in full in 2008/09	(40)	(40)	(40)	Suki Sitaram		
Reg 5	ASB/EP	Increase income generation through "selling services" to neighbouring authorities	Reduction in net cost of service	(10)	(10)	(10)	Suki Sitaram		
Sub-total				(50)	(50)	(50)		0.00	0.00
<u>Regeneration - Service Reductions</u>									
Reg 7	New Communities	Replace Council funding with Government funding	Reduction in net cost to the Council	(50)	(50)	(50)	Suki Sitaram		
Reg 8	Communities Operations & Projects	Reduce staffing by one Project Worker	No capacity to undertake Community Cohesion project work	(19)	(25)	(25)	Suki Sitaram	1.00	
Reg 9	Inclusion Operations & Projects	Reduce staffing by one Post	Reduction in capacity to undertake equality standards project.	(21)	(28)	(28)	Suki Sitaram	1.00	
Reg 10	Communities Operations & Projects	Reduce Divisional Management staffing	Reduced management of projects and initiatives savings in management costs if all teams can be relocated at Southbrook Rise	(34)	(45)	(45)	Suki Sitaram	1.00	
Reg 11	LNRS	Reduce Staffing by 1 post	Reduction in capacity to undertake NR projects to supprt community hubs	(30)	(50)	(50)	Suki Sitaram	1.00	
Sub-total				(154)	(198)	(198)		4.00	0.00
Regeneration total				(277)	(321)	(321)		6.50	0.00
Economic Development & Regeneration Total				(414)	(458)	(458)		6.50	2.00

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
<u>Environment & Transport - Efficiencies</u>									
E&T 1	Domestic Refuse Collections	4 day working week for staff, with collections being made over 5 days.	Improved vehicle utilisation. Teams to work longer hours (10hr over 4 days, 1 day off). Some collection day changes. Trade union/workforce in favour. More difficult to manage and would involve changes to terms and conditions. Estimated saving of 2 vehicles (year 1 saving offset by set up costs)	(70)	(70)	(70)	Andrew Trayer		
E&T 2	Domestic Refuse Collections	Review contractual payments across the Waste service	Review the way in which payments are made in light of emerging options in the Waste Services review, including vehicle washing etc. Staff and union negotiation required.	(10)	(10)	(10)	Andrew Trayer		
E&T 3	Domestic Waste Disposal	New Waste acceptance policy at HWRC sites	Including CCTV, number plate recognition systems and van permitting systems. The proposed changes would require extensive communication with residents & businesses, The changes would also need to be made in partnership with HCC/PCC under waste disposal contract tripartite arrangements. Figures are net costs.	(10)	(10)	(10)	Andrew Trayer		
E&T 4	Domestic Waste Disposal	Free on-demand kerbside collection of textiles by a voluntary sector charity from all SCC residents and businesses	SCC to provide publicity assistance and minor support. Aims to reduce tonnage for disposal by 400 tonnes per annum	(15)	(15)	(15)	Andrew Trayer		
E&T 5	Domestic Waste Disposal	Use of new bin stickers to provide better information to residents on how to dispose of their waste	The stickers will provide a constant reminder to residents about the implications of their action accompanied by a more robust approach to dealing with green waste and other contamination in bins. The predicted savings will result from the sale of addition clean recyclables and reduced disposal costs by removing green waste from bins.	(20)	(20)	(20)	Andrew Trayer		

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E&T 6	Domestic Waste Disposal	Reduce waste disposal costs by further initiatives designed to minimise waste materials and increase recycling.	Will include more education, better monitoring and enforcement against persistent offenders. A balance will need to be maintained between education and enforcement. Policies will need to be clear and well publicised. Estimated saving on disposal of 3750 tonnes per annum.	(70)	(70)	(70)	Andrew Trayer		
E&T 7	Fleet Transport	General efficiency savings	General efficiency savings across a range of budgets, and also improved efficiencies due to the upgrade to version 8 Tranman.	(15)	(15)	(15)	Andrew Trayer		
E&T 8	Fleet Transport	Review Transport Stores arrangements and Tyre contract	Will improve the cost effectiveness of the service.	(22)	(22)	(22)	Andrew Trayer		
E&T 9	Other Domestic Consumables	Reduce expenditure on equipment, uniform & black/clear sack.	Identify new suppliers. Increased responsibility of employees. Need to ensure equipment is appropriate for developing needs and acceptable quality.	(10)	(10)	(10)	Andrew Trayer		
E&T 10	Other Domestic Consumables	Reduce waste container storage costs through exploring the use of 'call off' arrangements with suppliers	Adopt formal arrangements with purchasing consortium to maximise favourable purchasing regimes. Identify suitable partner. End current arrangements. Adopt 'leaner' practices including 'just in time' principles.	(10)	(10)	(10)	Andrew Trayer		
E&T 11	Trade Waste Collections	Combine commercial waste and containerised flats collections.	Increases efficiency, reduces travelling time, reduces impact of increases in high density housing .	(10)	(10)	(10)	Andrew Trayer		
E&T 12	Waste Collection Management Overheads	General efficiency savings across a range of budgets	Including communications, toll bridge tokens, stationery, & equipment. Reductions in these budgets could have an impact on the promotion of the service.	(20)	(20)	(20)	Andrew Trayer		
E&T 13	Waste Collection Recycling	Replace wheeled bins with recycling boxes in certain areas of the city where bin storage and/or contamination is a particular issue.	Boxes will have slightly less capacity but should collect "cleaner" materials, avoids bins on pavements, improves street scene, boxes cheaper to provide, reduces bin theft in city centre areas. Estimated savings allows for changing containers in year one. Impact on service efficiency(kerbside sorting) will need to be considered.	(20)	(5)	(5)	Andrew Trayer		

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E&T 14	Development Control	Cease publicising applications (other than as required by legislation) in local press.	Concern from certain groups of lack of forewarning of applications if not in advertised in local press. Greater use of the Web	(100)	(125)	(160)	Andy Scate		
E&T 15	Public Transport Administration & Maintenance	Replace the existing bus shelter contract with a new arrangement with the private sector	This will cover installation and maintenance. Virtually all English local authorities have outsourced to an external service provider.	(50)	(50)	(50)	Andy Scate		
E&T 16	Transport Coordination Unit.	Use of transport savings	Additional savings across the Council for use of transport	(50)	(50)	(50)	Andy Scate		
E&T 17	Transport Strategy and Road Safety	Release over provision for miscellaneous reviews	Ongoing revenue budgets are not required, due to some double counting of budgets and the completion of several key documents and studies	(95)	(95)	(95)	Andy Scate		
E&T 18	Cemeteries	Restructure cemeteries service including changes in responsibilities	The cemeteries service is already operated by a small number of staff but can deliver this efficiency.	(20)	(20)	(20)	Liz Marsh		
E&T 19	Network management	Increased income under the Traffic Management Act	To be achieved by adopting a more robust approach in challenging the duration of works by utilities and charging for remedial works under the Act. Should enhance the effective operation of the traffic Network.	(25)	(50)	(50)	Mick Bishop		
E&T 20	Off Street car Parking	Review of parking enforcement staff structure.	Discussions with staff and TU would be required.	(10)	(27)	(29)	Mick Bishop		
Sub-total				(652)	(704)	(741)		0.00	0.00
<u>Environment & Transport - Income</u>									
E&T 21	Fleet Transport	Carry out Taxi Inspections in-house	Work would have to spread over reasonable timescales	(10)	(10)	(10)	Andrew Trayer		
E&T 22	Fleet Transport	Replace Council owned stock in Vehicle Stores with Imprest stock on a progressive basis.	Already have some imprest stock. Extend scheme to most stock items. Would also reduce write offs or redundant stock. More Admin.	(10)	(10)	(10)	Andrew Trayer		

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E&T 23	Other Domestic Consumables	Charge for replacement / missing bins.	Some customer dissatisfaction possible. May reduce number of bins left on pavements by improving accountability. Saving allows for set up costs in year 1.		(20)	(20)	Andrew Trayer		
E&T 24	Other Domestic Consumables	Charge for bins to New Developments	Common LA policy. Subject of Cabinet report in October 2007. Need to incorporate specification of, and requirement to purchase bins as part of planning consent. IT development for charging system. Significant reduction in costs.	(40)	(40)	(40)	Andrew Trayer		
E&T 25	Recycling Micron Sites for Flats	Introduce charge for emptying of recycling bins in schools.	Could be some opposition from schools but charges cheaper than residual waste bins, therefore still benefits schools.	(20)	(20)	(20)	Andrew Trayer		
E&T 26	Skip Hire Services	Increase income and efficiency.	Partnership working / savings already underway.	(10)	(10)	(10)	Andrew Trayer		
E&T 27	Special refuse Collections	Increase charges for Special collections- £25 for 1st collection, & cease free collections of Fridges / Freezers	Includes resistance factor but still represents good market value.	(70)	(70)	(70)	Andrew Trayer		
E&T 28	Trade Waste Collections	Increase Commercial Waste charges above rate of inflation.	Annual increase in charges anyway. Possible customer resistance, loss of business.	(30)	(30)	(30)	Andrew Trayer		
E&T 29	Development Control	Review charges for DC on major developments and by offering a premium service and additional advice	a) Charge for preliminary meetings for major developments - a one off charge irrespective of the number of meetings to be held (a premium service option). b) Professional and Technical advice through correspondence, face-to-face meetings (duty enquiries), carrying out personal searches, history checks, archaeology resource documents inspection, increased scope of S106A contributions, full details yet to be verified	(14)	(18)	(24)	Andy Scate		

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Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
E&T 30	Environment Policy	Charging for advice to Council's and businesses	Charging for advice and presentations to conferences on themes we are 'expert' in and charging for advice to Councils and business on establishing energy and CHP networks, and corporate energy management. The demand for this activity on a charged basis is unknown- Once a charge is requested the invitations may dry up and our reputation as innovative Council suffer. Dependent on skills, knowledge and expertise of the individuals concerned.	(10)	(20)	(20)	Andy Scate		
E&T 31	Cemeteries and Crematorium	Review and simplify the fee structure for Burials	Including offering new types of memorials at cemetery. Offer new types of memorial to families. Enhanced service could generate additional income but setup costs involved	(15)	(15)	(15)	Liz Marsh		
E&T 32	Corporate Asbestos Team	Review Asbestos team charging arrangements	This will ensure that non general fund areas are appropriately charged for work i.e. Education and HRA Possible impact on Schools and Housing services budgets.	(20)	(20)	(20)	Liz Marsh		
E&T 33	Neighbourhood Nuisance	Review fees and charges	Options to include, increase administration charge percentage for works carried out in default and a minimum charge for drainage works carried out in default	(10)	(10)	(10)	Liz Marsh		
E&T 34	Port Health	Bid for external funding for testing and sampling from FSA.	Resources would need to be shifted from current testing regime to FSA agreed testing.	(20)	(20)	(20)	Liz Marsh		
E&T 35	Registration	Increased income from citizenship ceremonies	The number of Citizenship ceremonies are beyond the control of the City Council and the fees are set by central government. Start date 1/4/08	(10)	(10)	(10)	Liz Marsh		

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Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
E&T 36	Registration	A review of locally controlled fees and charges	Designed to bring SCC in line with other local authorities and attract additional income. The Registration Service already has a target for £25k saving in 2009/10 which will be difficult to achieve. The service is statutory and work is carried out in a way prescribed by legislation with little ability to change procedures. Many of the charges are set nationally however there are some that are locally controlled. Start date 1/4/08	(10)	(10)	(10)	Liz Marsh		
E&T 37	Off Street car Parking	Review of current parking arrangements. These proposals are the subject of a separate report to Cabinet dated 15th October 2007	Will improve the effective operation of the traffic network and maintain public safety. Proposals to include extending day charging 08:00-18:00, season tickets, Off street car park evening charge £2. Further 0.25% rise above inflation	(141)	(141)	(141)	Mick Bishop		
Sub-total				(440)	(474)	(480)		0.00	0.00
<u>Environment & Transport - Reductions</u>									
E&T 38	Ad-hoc work, VO's, Bin Exchange	Change policy on free Student Clear Ups	Place requirement on Landlord to remove waste. Possibility of increased fly tipping. Customer dissatisfaction. Figures are combined Collection & Disposal savings	(10)	(10)	(10)	Andrew Trayer		
E&T 39	Fleet Transport	Stop shift working in Vehicle Workshop	Instead of alternating shifts on a weekly basis, Fitters plus Supervisors would either work 6.00am - 2.00pm or 2.00pm - 10.00pm on a permanent basis. Will require negotiations with staff and unions on terms and conditions.	(28)	(28)	(28)	Andrew Trayer		
E&T 40	Fleet Transport	Review working arrangements in fleet on welding/fabrication work. Changes to fuel types.	Vehicle downtime on some jobs would increase, loss of specialist knowledge. Investigate use of Bio Fuels/Additives. Adjust packing cycles on Refuse Vehicles, need to fully explore the ramifications to user sections.	(15)	(15)	(15)	Andrew Trayer		
E&T 41	Green Waste	Maintain service but with reduced recourse during 'low season' months of Dec to Feb	Minimal impact on the service to the public - will require rationalisation of collection routes and vehicle utilisation	(90)	(90)	(90)	Andrew Trayer		

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Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
E&T 43	Planning Policy	Concentrate on producing core documents such as SCC LDF documents, Minerals and Waste LDF and input to regional PUSH	With an up to date adopted Local Plan and a submission version of the Core Strategy to be approved-less need for detailed policy advice except for larger-scale complex decisions such as city centre developments, Woolston etc. In relation to other documents the section/city will have less opportunity to influence the direction of these documents.	(16)	(16)	(16)	Andy Scate		
E&T 44	Public Transport - Bus Contract Payments	Rationalise the current bus subsidy arrangements.	Some services currently carry very low numbers of passengers- do not provide value for public money. Need to review and consider on alternative arrangements.	(350)	(350)	(350)	Andy Scate		
E&T 45	Planning & Sustainability	Delete funding for Sustainability Forum	This is the only external funding received by the Forum and it would almost certainly fold as a result of the withdrawal of funding. Saving in 2008/09 assumes part year only	(11)	(29)	(29)	Andy Scate		
E&T 46	Staff Travel Plan	Reduction in funding for implementing the Staff Travel Plan.	The Staff Travel Plan contributes to the already committed Use of Transport efficiencies and is an essential tool for promoting Travel Planning among developers and other employers. This enhances social inclusion opportunities for employment in the City.	(15)	(15)	(15)	Andy Scate		
Sub-total				(535)	(553)	(553)		0.00	0.00
Environment & Transport Total				(1,627)	(1,731)	(1,774)		0.00	0.00

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

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Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
<u>Adult Social Care & Health - Efficiencies</u>									
ASCH 1	Adult Disability Care Services	Savings on Northlands contract due to change in nursing care banding.	The banding for the nursing care element of the contract has changed creating an increase in the funding from the PCT. This changes the balance of funding of an existing contract	(70)	(70)	(70)	Jane Brentor		
ASCH 2	Adult Disability Care Services	Saving sharing with the PCT based on unblocking beds and ambulance call outs etc.	Will need to be negotiated annually	(300)			Jane Brentor		
ASCH 3	Adult Disability Management & Business Support	Savings from implementing new IT licencing process and reducing individual licences	No impact on service provision	(95)	(95)	(95)	Jane Brentor		
ASCH 4	Assessment & Care Mgmt For Intermediate Care & Long Term Care	Saving from use of less costly car park	Staff will be transferred to cheaper car parking provision	(10)	(10)	(10)	Jane Brentor		
ASCH 5	Commissioning and Standards	Review of business processes	Increase in use of brokerage service model and decreases in bureaucracy	(100)	(100)	(100)	Jane Brentor		
ASCH 6	Commissioning and Standards	Efficiencies arising from automated process development	No impact on service provision	(20)	(20)	(20)	Jane Brentor		
ASCH 7	Mental Health & Substance Misuse / Assessment & Care Mgmt For Intermediate Care & Long Term Care	Re-organisation of adult disability and mental health day services to prepare service for individual budget management	Savings made from amalgamating or reprovding in alternative service provision funded through individual budgets	(100)	(200)	(300)	Jane Brentor		
Sub-total				(695)	(495)	(595)		0.00	0.00

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

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Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
<u>Adult Social Care & Health -Reductions</u>									
ASCH 9	Adult Social Care & Health Directorate and Portfolio Management	Review Strategic Development Business Support team, reduce by one member of staff	Reduced capacity to support Divisional Policy Co-ordination activity	(20)	(20)	(20)	Chris Hawker		1.00
ASCH 10	Adult Social Care & Health Directorate and Portfolio Management	Cease provision Hampshire CC Social services Library Service to support staff training and development	Reduction in training programme capacity	(10)	(10)	(10)	Chris Hawker		
ASCH 11	Community Care Staff Dev & Training	Reduce level of training provision for care services	Further reduction in capacity of training programme to keep pace with legislative change and care standards requirements	(20)	(20)	(20)	Chris Hawker		
ASCH 12	Health & Well Being	Reduce Strategy Development Staffing by 1.3 members of staff	Reduced capacity to support partnership working in delivering joint commissioning and health and well-being development programme.	(55)	(65)	(65)	Chris Hawker	1.00	0.50
ASCH 13	Commissioning and Standards	Delete the Commissioning Service Manager and PA	This function has been the source of considerable procurement savings during the last two years. Service management has been decreased considerably to achieve managerial efficiencies and there is no capacity to absorb this function into other posts.	(68)	(90)	(90)	Jane Brentor	2.00	
Sub-total				(173)	(205)	(205)		3.00	1.50
Adult Social Care & Health Total				(868)	(700)	(800)		3.00	1.50

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<u>Housing & Neighbourhoods - Efficiencies</u>									
HN 1	Neighbourhood Wardens	Restructure of Neighbourhood Warden Service	Currently 11 FTE Neighbourhood Wardens are funded by the General Fund (GF) for working in non Housing Revenue Account (HRA) areas. It is proposed to restructure the team and realign work to meet greatest need mainly in housing areas and priority neighbourhoods. Reduction of 5 FTEs (to 6 FTEs) in GF areas by transfer of 1 FTE to HRA and deletion of 4 FTEs. (Staffing reduction managed through vacancies in both HRA / GF service areas). A separate paper is available setting out the change in more detail.	(187)	(187)	(187)	Graeme Kemp		4.0
HN 2	Parks, Open Spaces & Cleaning	Change mowing arrangements in the Cemeteries.	Revise current working arrangements for mowing cemetery areas including reduced use of seasonal and agency staff.	(10)	(10)	(10)	Graeme Kemp		
HN 3	Parks, Open Spaces & Cleaning	Reduce charges for fleet transport.	Work in conjunction with Fleet & Transport Services to agree changes in vehicle provision and maintenance to reduce costs.	(30)	(30)	(30)	Graeme Kemp		
HN 4	Parks, Open Spaces & Cleaning	Reduce cost of seasonal staff.	Review job roles, pay grade evaluation and contractual hours of work. Seasonal / temporary staff to be recruited on the revised contracts and pay grades.	(26)	(26)	(26)	Graeme Kemp		
HN 5	Parks, Open Spaces & Cleaning	Integration of grounds maintenance service.	Implement changes to working arrangements in Open Spaces and Leisure grounds maintenance to achieve efficiency savings - 1 FTE.	(20)	(20)	(20)	Graeme Kemp	1.0	
HN 6	Parks, Open Spaces & Cleaning	Redistribution of fixed overheads due to additional work.	Increase the range of work carried out by the Open Space teams to carry out external work & undertake major HRA environmental works. This may require increased direct costs (staffing, materials etc) which would be covered by income & HRA funding resulting in lower management overheads borne by the General Fund. A Business Plan & exit strategy is being developed.	(120)	(120)	(120)	Graeme Kemp		
HN 7	Parks, Open Spaces & Cleaning	Review week-end overtime.	Make better use of out of hours resources and reduce the need for week-end overtime working.	(20)	(20)	(20)	Graeme Kemp		

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Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
HN 8	Parks, Open Spaces & Cleaning	Reduce subsidy on Allotments	Combination of cost reduction and review of charges / concessions	(10)	(10)	(10)	Graeme Kemp		
HN 9	Parks, Open Spaces & Cleaning	Savings from public toilets	Provision of automated public toilets (APTs) is linked to the JC Decaux contract for advertising panels in the city. For every 15 panels, 1 fully maintained APT is provided to replace other public toilets and yielding an annual saving of around £10-15k. It is intended to replace 2 public toilets with APTs but the lead time means that savings are not achievable until 2009/10	(12)	(25)	(25)	Graeme Kemp		
HN 10	Parks, Open Spaces & Cleaning	Use of lower maintenance plant types in some flower beds	Invest to save proposal by converting some flower bed in certain locations to lower maintenance plant types and associated ground works. Estimated payback in 2 years.	(25)	(25)	(25)	Graeme Kemp		
HN 11	Portfolio Management	Delete post in the Director's Office.	One PA already supports both the Director and Policy Coordinator - deleting this post removes any administrative support.	(10)	(10)	(10)	Jon Wallace		0.5
HN 12	Portfolio Management	Senior Management restructuring.	Senior management restructure leading to reduced costs.	(50)	(50)	(50)	Nick Murphy	1.0	
Sub-total				(520)	(533)	(533)		2.00	4.50

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<u>Housing & Neighbourhoods - Income</u>									
HN 13	Private Sector Housing	Reduce subsidy on Mandatory HMO Licensing scheme.	Review of licensing and enforcement arrangements and increase in licensing fee from £113 to £260 per annum to remove any direct subsidy from the authority for this mandatory licensing scheme.	(50)	(50)	(50)	Barbara Compton		
HN 14	Kanes Hill Gypsy Site	Increase income from pitch rents.	Increase income from pitch rents by introducing differential rents for single and double plots. Proposed rent would be within HB limit.	(7)	(7)	(7)	Graeme Kemp		
HN 15	Parks, Open Spaces & Cleaning	Target extra sponsorship for floral features.	Seek further sponsorship for floral features and events including flower baskets and floral features across the city.	(30)	(30)	(30)	Graeme Kemp		
HN 16	Parks, Open Spaces & Cleaning	Increase income from Sports facilities.	Close gap between cost of facility operation & income received. Increase prices above inflation. Golf prices at Riverside Park to be £3.00 (from £2.90) and £1.80 at Weston (from £1.60), subject to variations for marketing initiatives.	(6)	(6)	(6)	Graeme Kemp		
Sub-total				(93)	(93)	(93)		0.00	0.00
<u>Housing & Neighbourhoods - Reductions</u>									
HN 17	Housing Needs	Reconfiguration of advice services	Savings item approved in 2007/08 needing to be resubmitted. Staffing restructure to achieve target	(30)	(30)	(30)	Barbara Compton		0.6
HN 19	Housing Strategy	Reduction in support to Housing Strategy development and implementation.	Reduction in strategic development, policy review, research work and business support to deliver housing objectives in the city.	(49)	(49)	(49)	Barbara Compton	2.0	
HN 20	Private Sector Hsg	Reduce private sector housing enforcement activity.	Restructure within Private Sector Housing Teams to reduce staffing levels. Potential impact on housing conditions and standards in the city. A separate paper is available which outlines the impact of staffing reductions on enforcement activity. This includes impact of reduction of 3 more FTE from implementing 2007/08 Council budget decision.	(89)	(89)	(89)	Barbara Compton	1.0	1.5

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HN 21	Neighbourhood Mgt	Cease running Neighbourhood Partnerships and grants.	Cessation of Neighbourhood Partnership programme including associated staffing (5 FTEs) at a cost of £207k and annual grants of £100k. A separate paper is available setting out impact of the reduction and alternative future community involvement arrangements.	(277)	(307)	(307)	Graeme Kemp	4.0	1.0
HN 22	Parks, Open Spaces & Cleaning	Reduce response standards for low risk trees.	Southampton Tree Operations Risk Management System (STORMS) response standards to low risk trees would reduce with longer time taken to carry out works.	(10)	(10)	(10)	Graeme Kemp		
Sub-total				(455)	(485)	(485)		7.00	3.10
Housing & Neighbourhoods Total				(1,068)	(1,111)	(1,111)		9.00	7.60

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<u>Leaders - Efficiencies</u>									
LP 1	Corporate Performance & Best Value	Cross Authority Review of Policy & Performance staff and activities	Review of policy and performance functions across the Council to be initiated during 2007/8 to enhance corporate policy capacity, ensure consistency and deliver longer term business efficiencies.	0	(18)	(18)	Joy Wilmot-Palmer		
LP 2	Corporate Communications	Reduce courses and seminars budget	Difficulties may be encountered in retaining staff and reduced access to training on new developments and techniques in communications. May impede the Council's ability to develop better communications with its multiple audiences	(3)	(3)	(3)	Liz Kite		
LP 3	Corporate Communications	Reduce External printing	Reduced costs for the production of Inview and City View magazines	(5)	(5)	(5)	Liz Kite		
LP 4	Corporate Communications	Savings in printing budgets across the organisation	Standardisation of the format of compliment slips across the Council (£15k) and a reduction in the number of centrally printed leaflets through the implementation of a web based, self-service approach (17.5k)	(33)	(33)	(33)	Liz Kite		
LP 5	Democratic Representation & Management	Delete Senior Democratic Support Officer	This can only be achieved through the revision of the job descriptions of the Democratic Support Officers and the Democratic Support Administration Officer posts and a reallocation of duties by cascading varying roles and responsibilities to them. This will result in a small increase in the salaries of the Democratic Support Officer and Democratic Support Administration Officer posts but will result in the efficiency savings identified	(38)	(38)	(38)	Mark Heath		1.00
LP 6	Democratic Representation & Management	Reduce recharge from the Housing and Neighbourhoods	Costs of the ED will no longer be charged to the GF and will have to be absorbed within HRA	(18)	(18)	(18)	Mark Heath		
LP 7	Democratic Representation & Management	Savings in printing budget	This can be achieved through a reduction in the amount of agendas supplied to outside organisations such as the Press. These savings could be achieved by sending an electronic link to the papers on the Council web site instead of hard copies	(6)	(6)	(6)	Mark Heath		
Sub-total				(103)	(121)	(121)		0.00	1.00

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
<u>Leaders - Income</u>									
LP 8	Corporate Communications	Increase target for sponsorship and advertising	Tender process to commence shortly based on initial feasibility work to assess level of demand from external organisations and the value of marketable assets in the City	(89)	(89)	(89)	Liz Kite		
LP 9	Corporate Communications	Additional Income from sponsorship and advertising	Net income generated by additional post	(15)	(15)	(15)	Liz Kite		
LP 10	Corporate Communications	Additional external income - design unit	Income target for attracting work from other external organisations based on performance in previous years	(5)	(5)	(5)	Liz Kite		
LP 11	Licensing	Increased income from Gambling Act and increased fees for Hackney Carriage licences	Additional income will be received during the year as result of increased income under the Gambling Act 2005 and an increase in the fee structure in respect of hackney carriage and private hire fees	(20)	(20)	(20)	Mark Heath		
Sub-total				(129)	(129)	(129)		0.00	0.00

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
<u>Leaders - Reductions</u>									
LP 12	Corporate Performance & Best Value	Delete Part Time Corporate Research & Development Officer post	Reduction in capacity within the Division which is stretched as a result of previous budget cuts and increased Government demands. Deletion of this post will adversely affect the Council's ability to respond corporately to the public engagement requirements outlined in the Local Government White Paper as well as the introduction of the new national Comprehensive Area Assessment process which requires robust local evidence to underpin future funding and target setting negotiations with government departments.	(11)	(11)	(11)	Joy Wilmot-Palmer		0.40
LP 13	Corporate Communications	Reduction in temporary pool budget	No support cover during holiday or sickness periods resulting in delays in the delivery of projects and deadlines being missed	(10)	(10)	(10)	Liz Kite		
LP 14	Democratic Representation & Management	Savings in Members expenses	Savings in Members allowances, training and development and members support budgets	(31)	(31)	(31)	Mark Heath		
LP 15	Legal Services	Delete Trainee Solicitor Post	Part of the funding will be retained to reduce large vacancy factor - the deletion of this post will mean that the long standing, productive and cost effective policy of "growing your own" will be lost. Additionally, the post covers a wide range of legal areas and covers for workload peaks, absences etc. This will be lost which will directly impact on service areas.	(18)	(18)	(18)	Mark Heath		1.0
Sub-total				(70)	(70)	(70)		0.00	1.40
Leaders Total				(302)	(320)	(320)		0.00	2.40

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
<u>Leisure and Culture - Efficiencies</u>									
LC 1	Arts & Heritage	Reduce repairs & maintenance on Historic Building & Monuments.	Freeze budgets at 2007/08 base. Potential H&S implications and reduced usage / access to heritage assets.	(10)	(10)	(10)	Mike Harris		
LC 2	Dir & Portfolio Mgt	Reduce staffing in the Director's Office.	One PA already supports both the Director and Policy Coordinator - deleting this post removes any administrative support.	(10)	(10)	(10)	Mike Harris		0.5
LC 3	Externalised Services	Reduction in cost of Guildhall contract.	Reduction in management fee payable to the contract partner and reduction in budget covering the Council's commitment for repairs & maintenance.	(25)	(25)	(25)	Mike Harris		
LC 4	Libraries	Reduce staffing within library management, bibliographic & community services.	Deletion of 4 (1.8FTE) currently vacant part-time posts within library management, bibliographic and community services: Further full time post to be deleted following retirement of current post holder in 2008.	(45)	(57)	(57)	Mike Harris	1.0	1.8
LC 5	Libraries	Savings following replacement of library IT system and delay in equipment replacement	Replaced Library system has lower leasing and running costs (including leases, licences, etc) - £20k and delay in replacing existing IT hardware - £10k	(30)	(30)	(30)	Mike Harris		
LC 6	Major Projects	Reduce contingency within project management budgets.	Reduce budget on supplies & services. No direct service impact.	(20)	(20)	(20)	Mike Harris		
LC 7	Major Projects	Reduction of Titanic budget	Reduce budget provision. Preparations for 2012 commemorations would continue.	(30)	(30)	(30)	Mike Harris		
LC 8	Sport & Recreation	Rationalisation of cricket & football pitches to reduce spare capacity.	Close 2 of the 5 cricket pitches at the Sports Centre and cricket pitch at Green Park. Reduce 4 City football pitches from 28 to 24. The Council will be able to accommodate existing demand within remaining capacity.	(20)	(20)	(20)	Mike Harris		

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
LC 9	Sport & Recreation	Implementation of Alternative Management Options	Continuation of early market engagement to establish the best arrangements for operating and investing in the Council's sports and recreation facilities in the city.	(60)	(120)	(120)	Mike Harris		
	Sports and Recreation	Outdoor Centres staffing restructure	Implement revised staffing structure for outdoor education centres as part of an integrated with Sports & Recreation management structure.	(31)	(31)	(31)	Mike Harris	1.0	
Sub-total				(281)	(353)	(353)		2.00	2.30
<u>Leisure and Culture - Income</u>									
LC 10	Arts & Heritage	Sale of reproductions / limited prints from collections	Further develop the art & other sales items from the Art Gallery shop / Heritage collections . Partnership with brokerage / local art dealerships being explored to maximise sales potential.	(30)	(30)	(30)	Mike Harris		
LC 11	Arts & Heritage	Increase income from Maritime Museum	Increase charges from April 2008. Propose at £3.00 (from £2.00) for adults and £1.50 (from £1.00) for concessions subject to variations for marketing purposes. Possible reduced attendance at the museum and impact on BVPI 170a performance indicator.	(15)	(15)	(15)	Mike Harris		
LC 12	Arts & Heritage	Introduce charge for Archaeology Museum.	Introduce a charge of £1.50 for adults and £0.75 for concessions from April 2008 subject to variations for marketing purposes. Possible reduced attendance at the museum and impact on BVPI 170a performance indicator.	(10)	(10)	(10)	Mike Harris		
LC 13	Arts & Heritage	Secure additional income for using buildings as function venues.	Establish commercial partnership with specialist catering companies to make best use of arts and heritage venues	(15)	(15)	(15)	Mike Harris		
LC 14	Arts & Heritage	Introduce Levy for Public Art Officer in s.106 conditions.	Place levy in future s.106 conditions for Public Art towards the salary costs of the existing Public Arts Officer. Short term development in the pipeline cover annual costs but ongoing future S106 development needed each year	(42)	(42)	(42)	Mike Harris		
Sub-total				(112)	(112)	(112)		0.00	0.00

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
<u>Leisure and Culture - Reductions</u>									
LC 15	Arts & Heritage	Deletion of Oral History Unit.	Closure would result in the loss of a local heritage service that has an international reputation for recording local history. Community history services would have to be bought in, if needed, for major projects such as the Magistrates Court.	(47)	(65)	(65)	Mike Harris	2.0	
LC 16	Arts & Heritage	Reduction in grants	Reduce the overall Arts Grants provision and award grants from April 2008 based on strategic prioritisation to partners who are involved in the SNAC project. A separate paper is available setting out the reduced amounts to existing grant recipients and the impact of reductions. Changes to grants will be subject to legal consideration and consultation process. Change from October proposals assume £3,000 added back for mount pleasant media workshop	(67)	(67)	(67)	Mike Harris		
LC 17	Libraries	Reduction in library opening hours	Library opening hours to be reviewed and reductions to be targeted at quieter times / in consultation with library users. Revised saving proposal means that opening hours at Cobbett Road library are unchanged and there is less opening hour reductions in other libraries.	(35)	(35)	(35)	Mike Harris		2.0
LC 18	Libraries	Reduction in book fund	Reduced ability to replace books / maintain range of subjects with reductions in areas of least demand.	(35)	(35)	(35)	Mike Harris		
LC 19	Sport & Recreation	Cease subsidy to GP Referral Scheme	The PCT will be asked to fully fund this scheme in future. The PCT could decline to do so in which case the scheme may need to be reduced or they might withdraw from long standing and effective partnership to improve health by referring patients to the Council's sports and recreation facilities. Staffing of up to 5 FTE posts may be affected depending on outcome of discussions with the PCT.	(33)	(33)	(33)	Mike Harris		
LC 20	Sports and Recreation	Reduced opening hours at Oaklands and St Mary's	In consultation with users review opening hours to close at quieter times. Potentially closing St Marys from 6pm Friday and all day Sat and Sun (£8k) / closing Oaklands from 11.30 on Sat and all day Sun (£17k)	(25)	(25)	(25)	Mike Harris	3.2	0.6

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
LC 21	Sports and Recreation	Withdraw under 7's free swimming	Concessionary scheme introduced in 2006. Approx 4,700 children registered with scheme. Linked to aim of encouraging sports participation and improving health.	(100)	(100)	(100)	Mike Harris		
LC 22	Sports and Recreation	Reduce temporary staffing and shop opening hours at Woodmill	Close Woodmill shop on alternate Sundays saves £4k in temporary staffing cost. Reduced temporary staffing during quieter winter period £7k	(11)	(11)	(11)	Mike Harris		
LC 23	Sports and Recreation	Reduction in repairs & maintenance budgets	Reduced appearance and condition of leisure venues may affect usage. Possible H&S issues. Longer term could lead to higher repair costs.	(33)	(33)	(33)	Mike Harris		
Sub-total				(386)	(404)	(404)		5.20	2.60
Leisure Total				(779)	(869)	(869)		7.20	4.90

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
<u>Resources - Efficiencies</u>									
Res 1	Resources Directorate & Portfolio Management	Review / Restructure Resources Management Team	Will reduce Heads of Service by 1 FTE. This will require a redistribution of responsibilities and some changes at second tier level	(100)	(100)	(100)	Carolyn Williamson		1.0
Res 2	Finance	Reduction in recruitment, agency staff and supplies and services budgets.	Further efficiency but will require these costs to be met from salary savings which could impact on ability to hit the vacancy management factor	(25)	(25)	(25)	Rob Carr		
Res 3	Finance	Restructure in CHC Finance Support.	Changes in responsibilities and team structure	(53)	(53)	(53)	Rob Carr		1.0
Res 4	Finance	Restructure of CSL Finance Support	Changes in responsibilities and team structure	(25)	(25)	(25)	Rob Carr		1.1
Res 5	Finance	Bank Charges Re-tender	Savings arising from tender process	(40)	(40)	(40)	Rob Carr		
Res 6	Property Services	Delete Civic Buildings Policy & Finance Officer Post in AMT	Will need to transfer work to other parts of the division & cease input to Sheffield Hallum benchmarking club Transfer employee to vacant post in Valuers section plus other minor changes to structure	(53)	(53)	(53)	John Spiers		1.0
Sub-total				(296)	(296)	(296)		0.00	4.10

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

APPENDIX 4

Ref	Service Activity	Description of Item	Impact / Issues	2008/09 £'000	2009/10 £'000	2010/11 £'000	HoS	FTE In Post	FTE Vacant
<u>Resources - Income</u>									
Res 7	Property Portfolio Management	Increased investment income on leased properties	Particular staff focus and drive for the year ahead	(100)	(100)	(100)	John Spiers		
Sub-total				(100)	(100)	(100)		0.00	0.00
<u>Resources - Reductions</u>									
Res 8	Trade Union Funding	Reduce financial support to Trade Unions	The revised proposal is to reduce the budget for corporate funding for the release of trade union officers by half. This is likely to reduce the total time off granted from 19.5 days to 11 days per week.	(47)	(47)	(47)	Jackie Standen	2.0	
Sub-total				(47)	(47)	(47)		2.00	0.00
Resources Portfolio Total				(443)	(443)	(443)		2.00	4.10
GRAND TOTAL ALL PORTFOLIOS				(8,163)	(8,458)	(8,601)			

2008/09 GENERAL FUND REVENUE ACCOUNT

Portfolios	2008/09 Forecast £000	Revenue Pressures £000	Revenue Initiatives £000	Savings & Income £000	2008/09 Budget £000
Children's Services & Learning	50,349.8	175.0		(2,662.0)	47,862.8
Economic Development and Regen.	7,439.6		17.0	(414.0)	7,042.6
Environment and Transport	32,978.8	945.0	235.0	(1,627.0)	32,531.8
Adult Social Care and Health	54,916.3	600.0	25.0	(868.0)	54,673.3
Housing and Neighbourhoods	10,220.1		137.0	(1,068.0)	9,289.1
Leader's Portfolio	4,034.2	135.0		(269.0)	3,900.2
Leisure & Culture	17,782.8		100.0	(779.0)	17,103.8
Resources	7,646.7		1,246.0	(443.0)	8,449.7
Sub-total for Portfolios	185,368.3	1,855.0	1,760.0	(8,130.0)	180,853.3
Levies & Contributions					
Southern seas fisheries levy	35.0				35.0
Flood defence levy	40.9				40.9
Coroners Service	437.0				437.0
	512.9	0.0	0.0	0.0	512.9
Capital Asset Management					
Capital Financing Charges	7,867.0				7,867.0
Capital Asset Management Account	(19,362.2)				(19,362.2)
	(11,495.2)	0.0	0.0	0.0	(11,495.2)
Other Expenditure & Income					
Direct Revenue Financing of capital	1,876.0				1,876.0
Trading Areas (Surplus)/Deficit	(60.9)				(60.9)
Contribution to BSF	150.0				150.0
Procurement Supply Chain Savings	(701.6)			(33.0)	(734.6)
Open Space and HRA	521.5				521.5
Risk Fund	2,957.5				2,957.5
Contingencies	500.0			(208.0)	292.0
	5,242.5	0.0	0.0	(241.0)	5,001.5
NET GF SPENDING	179,628.5	1,855.0	1,760.0	(8,371.0)	174,872.5
Draw from Balances:					
Draw from Balances (General)	0.0			(50.0)	(50.0)
Contribution to BSF	(150.0)				(150.0)
To fund the capital programme	(1,876.0)				(1,876.0)
	(2,026.0)	0.0	0.0	(50.0)	(2,076.0)
Net Gap in Budget	4,798.0	1,855.0	1,768.0	(8,421.0)	0.0
BUDGET REQUIREMENT	172,804.5	0.0	(8.0)	0.0	172,796.5

COUNCIL TAX CALCULATION - 2008/09

	2007/08	2008/09	Change	Change
	£000	£000	£000	%
Budget Requirement (a)	164,741.0	172,796.5	8,055.5	4.89%
Less NDR	(77,190.3)	(84,572.2)	(7,381.9)	9.56%
Less RSG	(12,954.1)	(11,773.1)	1,181.0	-9.12%
Aggregate External Finance	(90,144.4)	(96,345.3)	(6,200.9)	6.88%
Deficit / (Surplus) on collection fund	(704.1)	0.0	704.1	-100.0%
Net Grant Income (b)	(90,848.5)	(96,345.3)	(5,496.8)	6.05%
Amount to be met from Council Tax (a - b)	73,892.5	76,451.2	2,558.7	3.46%
Tax base	65,114.4	65,410.7	296.3	0.46%
Basic amount of Council Tax (Band D)	1,134.81	1,168.79	33.98	2.99%
Last years Council Tax		1,134.81		
Increase (Cash)		33.98		
Increase (Cash per Week)		0.65		
Increase (%)		2.99%		

COLLECTION FUND ESTIMATES 2008/09

	2007/08	2008/09	Change	Change
	£000	£000	£000	%
Southampton City Council Precept	73,892.5	76,451.2	2,558.7	3.46%
Hampshire Police Precept	8,163.4	8,612.4	449.0	5.50%
Fire and Rescue Services Precept	3,651.0	3,809.0	158.0	4.33%
Income due from Council Tax Payers	<u>85,706.9</u>	<u>88,872.6</u>	<u>3,165.7</u>	<u>3.69%</u>
Tax Base for Area	65,114.4	65,410.7	296.3	0.46%
Basic Amount of Tax for Band D Property	<u>1,316.25</u>	<u>1,358.69</u>	<u>42.43</u>	<u>3.22%</u>

MEDIUM TERM FINANCIAL FORECAST

Portfolios	2008/09 Estimate £000	Base Changes £000	2009/10 Forecast £000	Base Changes £000	2010/11 Forecast £000
Children's Services & Learning	47,862.8		47,862.8		47,862.8
Economic Development and Regen.	7,042.6		7,042.6		7,042.6
Environment and Transport	32,531.8		32,531.8		32,531.8
Adult Social Care and Health	54,673.3		54,673.3		54,673.3
Housing and Neighbourhoods	9,289.1		9,289.1		9,289.1
Leader's Portfolio	3,900.2		3,900.2		3,900.2
Leisure & Culture	17,103.8		17,103.8		17,103.8
Resources	8,449.7		8,449.7		8,449.7
Inflation		7,000.0	7,000.0	7,200.0	14,200.0
Sub-total for Portfolios	180,853.3	7,000.0	187,853.3	7,200.0	195,053.3
Levies & Contributions					
Southern seas fisheries levy	35.0		35.0		35.0
Flood defence levy	40.9		40.9		40.9
Coroners Service	437.0		437.0		437.0
	512.9	0.0	512.9	0.0	512.9
Capital Asset Management					
Capital Financing Charges	7,867.0	1,437.5	9,304.5	87.3	9,391.8
Capital Asset Management Account	(19,362.2)	(480.0)	(19,842.2)	(59.8)	(19,902.0)
	(11,495.2)	957.5	(10,537.7)	27.5	(10,510.2)
Other Expenditure & Income					
Direct Revenue Financing of Capital	1,876.0	(1,876.0)	0.0	271.0	271.0
Trading Areas (Surplus)/Deficit	(60.9)	60.9	0.0		0.0
Contribution to BSF	150.0	(150.0)	0.0		0.0
Procurement Supply Chain Savings	(734.6)	33.0	(701.6)		(701.6)
Open Space and HRA	521.5	0.0	521.5		521.5
Risk Fund	2,957.5	492.5	3,450.0	700.0	4,150.0
Contingencies	292.0		292.0		292.0
	5,001.5	-1,439.6	3,561.9	971.0	4,532.9
NET GF SPENDING	174,872.5	6,517.9	181,390.4	8,198.5	189,588.9
Draw from Balances:					
Draw from Balances (General)	(50.0)	50.0	0.0		0.0
Contribution to BSF	(150.0)	150.0	0.0		0.0
To fund the capital programme	(1,876.0)	1,876.0	0.0		0.0
NET GAP IN BUDGET	-2,076.0	2,076.0	0.0	0.0	0.0
Budget requirement	172,796.5	8,593.9	181,390.4	8,198.5	189,588.9
Capping Limit	172,796.5	4,522.5	177,319.0	4,622.0	181,941.0
Roll Forward Gap	0.0	4,071.4	4,071.4	3,576.5	7,647.9
Add Pressures - Future Years		2,340.0	2,340.0	80.0	2,420.0
Add Spending Initiatives - Future Years		(50.0)	(50.0)		(50.0)
Less Savings - Future Years		(245.0)	(245.0)	(143.0)	(388.0)
Revised Gap	0.0	6,116.4	6,116.4	3,513.5	9,629.9