

Agenda Item No 11

Resources Board

30 January 2012

**Report of the
Deputy Chief Executive**

**General Fund Revenue Estimates
2012/13 – Summary**

1 Summary

- 1.1 This report covers the revised budget for 2011/12 and an estimate of expenditure for 2012/13, together with forward commitments for 2013/14, 2014/15 and 2015/16.

Recommendation to the Board

That the following items be recommended to the Executive Board for consideration in setting the Council Tax of the Borough Council:

- a The revised budget for 2011/12; and**
- b To approve the schedule of expenditure requirements totalling £8,957,280 for 2012/13.**

2 Introduction

- 2.1 This report summarises Board budgets and looks at the overall expenditure requirements of the Council. It should be noted that the Executive Board has not yet considered its spending requirements, so these figures could alter.

3 The Council's Budget Requirement

- 3.1 The Council's budget requirements are summarised below. Details of individual Board requirements are shown in Appendices A – E.

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	Approved Budget 2011/12	Revised Budget 2011/12	Original Estimate 2012/13
Net Board Expenditure	10,251,570	10,366,680	9,860,560
Financing Adjustment	(801,890)	(1,158,200)	(872,280)
Investment Interest Income	(100,000)	(110,000)	(150,000)
Revenue Contribution to Capital Expenditure	130,000	130,000	119,000
Net Expenditure Requirement	9,479,680	9,228,480	8,957,280

3.2 The financing adjustment brings together other external charges for the use of capital, offset by notional capital charges incorporated within the spending services accounts.

4 **Capital Charges**

4.1 In providing services, the Council makes use of a wide range of assets, including buildings, vehicles and computer systems. Each service budget is charged with an amount that represents the cost to the Council of providing that asset, in the form of depreciation.

5 **The Council's 2011/12 Estimated out-turn**

5.1 The Council's revised net expenditure requirement for 2011/12 amounts to £9,228,480, which is £251,200 less than the approved estimate. The major changes in Board expenditure are:

5.2 There has been a significant reduction in employee costs. The main reasons for this relate to a provision for a £250 pay increase for employees earning below £21,000 which has not been needed; the deletion and freezing of posts; vacant posts for part of the year; and a reduction in recruitment activity.

(£118,350)

5.3 There has been an increase in the recovery of housing benefit overpayments, which has been partially offset by the additional net cost of benefits which is not recoverable from the Department for Works and Pensions.

(£48,600)

5.4 There has been an increase in the cost of the kerbside recycling contract, due to higher than expected recycling levels, higher transport fuel and maintenance costs and increases in the number of wheeled bin replacements. These have been partially offset by reductions in utility, NDR and building insurance costs on industrial properties.

£53,000

5.5 There has been an increase in income in a number of areas including Warwickshire County Council grass cutting, part year operation of the QE Artificial Grass Pitch, Community Development grant income and the New Homes Bonus. These have been partially offset by a reduction in leisure centre income.

(£130,500)

- 5.6 The Council's cashflow has been better than expected, enabling additional investment income to be earned.
(£10,000)

6 The Council's 2012/13 Expenditure Requirement

- 6.1 The Council's net expenditure requirement for 2012/13 amounts to £8,957,280, which is £522,400 less than the approved estimate for 2011/12 and £271,200 less than the revised estimate. The main variations between the 2012/13 original budget and the 2011/12 revised budget are set out below:
- 6.2 Provision has been made for those posts that were vacant in 2011/12, for an increase of 1% in the superannuation rate and the payment of annual increments. These increases have been partially offset by savings from deleted and frozen posts, and a reduction in some agency budgets.
£45,740
- 6.3 A net increase in the costs of Rent Rebates and Council Tax Benefits after taking the changes in the subsidy payments, administration grant and benefit overpayments into account.
£90,600
- 6.4 Inflationary increases on utility, NDR and property maintenance contracts.
£25,000
- 6.5 The removal of one off growth in 2011/12 and savings identified as part of the saving process in supplies and services.
(£165,500)
- 6.6 The contingency sum has been reduced by HS2 funds and partially offset by an increase for broadband funding.
(£32,640)
- 6.7 There have been some movement in Minimum Revenue Provision, transfers between the Housing Revenue Account and General Fund and a small reduction in the Revenue Contribution to Capital.
(£45,500)
- 6.8 The cashflow benefits available to the authority in 2011/12 are expected to continue, so investment income has been increased to reflect this. A small increase has been allowed for external interest payments.
(£37,500)
- 6.9 A general increase in income from fees and charges, after allowing for known reductions in service income.
(£152,400)

7 Growth Items Contained Within the Estimates

7.1 No provision for growth was included within the Council's Budget Strategy, approved in September 2011 by the Executive Board. No bids for growth have been submitted.

8 Contingencies

8.1 The Council includes within its budget requirement an amount to cover future events and issues that may impact upon the finances of the Authority. For 2012/13 the amount included in the contingency totals £87,250. This is £32,640 lower the 2011/12 revised estimate.

9 Performance Against Budget Strategy

9.1 In September, the Executive Board agreed the budget strategy that involved:

- Budget reductions of £563,000 for 2012/13, with an additional £420,000 in 2013/14, £410,000 for 2014/15 and £300,000 for 2015/16.
- Given the Council's financial position, it was felt that no growth bids should be considered unless they were unavoidable. No growth was included within the strategy.

9.2 Following a preliminary assessment of the Comprehensive Spending Review in December, it was identified that no further change to the savings target of £1.7 million was required.

9.3 In total, savings or additional income of £559,550 have been identified and included within the 2012/13 service budgets. These are detailed in Appendix F. In addition, the Council will receive an additional £5,000 per annum in Council Tax, as a result of the recent changes made to relief on second homes. Also further council tax income of £40,500 is expected in 2012/13 as a result of work on reducing empty homes. This income should continue if the business rate changes are introduced in April 2013, as intended.

10 Predicted Use of Balances

10.1 The revised budget strategy from September 2011 envisaged the following use of balances over the next four years.

	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000
Use of Balances	517	374	374	198
Level of Balances 31 March	2,188	1,814	1,440	1,242

10.2 Each Board has projected its expenditure requirements up to and including 2015/16, together with budget reductions, financing and other reductions.

This has altered the use of balances expected over the next few years and is shown below:

	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000
Use of Balances	525	373	436	347
Level of Balances 31 March	2,372	1,999	1,563	1,216

- 10.3 This predicted use of balances is based on no growth and a 2.5% increase in Council Tax for 2012/13, with increases of 2.5% for 2013/14, 2014/15 and 2015/16. The use of balances is higher than included in the strategy however the beneficial position from 2011/12 has offset some increase in use. The Council has risks it cannot currently quantify, around the move to the retention of business rates in place of revenue support grant from April 2013, the localisation of Council Tax benefits and a potential shortfall of £111,000 should the external support to compensate for the 0% council tax increase in 2011/12 disappear after 2014/15.

11 Risks to the Council

- 11.1 The key risks to the overall budgetary position of the Council are highlighted below:

- Changes to the expected cash flow of the Authority, leading to a reduction in investment income. A £1m change could reduce income by around £7,500 - £10,000.
- A pay award of 0% has been assumed in preparing the budgets. Any settlement above or below this would affect the financial position of the Authority. A ½% variation would equate to £40,350.
- A vacancy factor of £80,000 has been included within the overall estimates. Should vacancies be less than expected, then additional costs will be borne by the Authority.
- Council expenditure on housing benefit is significant, although the majority is recouped through grant. The transfer of housing benefit into the universal credit administered nationally will impact on the workload of existing staff. The transfer of benefit will be uneven, potentially leaving existing staff with excessive workloads. There may also be an issue with retaining staff, given the transfer of work. A dip in performance would reduce the grant able to be reclaimed. There is also a risk that the level of recovery of overpayments could be affected by the current economic downturn.
- Transport fuel and utilities prices have seen significant fluctuations over recent times, and this is still a possibility.

- A reduction of 1% in the collection of income from fees and charges could increase the costs of the Council by £19,220.
- The current economic situation could have an increasing impact on the industrial rent income that the Council can obtain. In addition, the NDR exempt period on vacant commercial properties will no longer apply in 2012/13, so any prolonged vacancies will impact directly on the Council's costs.
- The economic situation could also impact on other Council services such as Homelessness, with increased demand leading to additional expenditure.
- The Council is promoting recycling activities across the Borough. If take up increases significantly, this could add to the costs of the service.
- Limited budgetary provision is available for one off spending on areas such as public enquiries on planning, unadopted roads and contaminated land issues.
- Reduction or cessation of grants received for Community Development work could impact on the ability of the Council to meet some corporate priorities, as could failure to secure funding for the Branching Out Bus in future years.
- Deterioration of the Council's assets could require costly remedial action, and could also impact on the ability of some services to generate income. Income generation could also be affected more widely by the current economic position.

... 11.2 A risk analysis of the likelihood and impact of the risks identified above are included in Appendix G.

12 **Consultation with Non-Domestic Rate Payers**

12.1 A meeting with Non-Domestic Rate Payers will be held on 1 February and their comments will be reported to the Executive Board.

13 **Report Implications**

13.1 **Finance and Value for Money Implications**

13.1.1 As detailed in the body of the report.

13.2 **Environment and Sustainability Implications**

13.2.1 Continuing the budget strategy will allow the Council to manage its expected shortfall in resources without disruption of essential services.

13.3 Risk Management Implications

13.3.1 There are a number of risks associated with setting a budget, as assumptions are made on levels of inflation and demand for services. To minimise the risks, decisions on these have been taken using past experience and knowledge, informed by current forecasts and trends. However, the risk will be managed through the production of regular budgetary control reports, assessing the impact of any variances and the need for any further action.

13.4 Equality Implications

13.4.1 To ensure equality implications are identified and how they may affect different groups in the community equality assessments should be carried out when budgets are being assessed. This will ensure any negative impact is identified and revised as appropriate.

The Contact Officer for this report is Nigel Lane (719371).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY AND ENVIRONMENT BOARD

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2010/2011 £	Approved Budget 2011/2012 £	Revised Budget 2011/2012 £	Original Budget 2012/2013 £
Pitches and Pavilions	44,647	45,840	-	-
Polesworth Sport Centre	74,327	80,290	73,940	65,020
Arley Sports Centre	108,253	120,250	113,680	112,610
Coleshill Sport Centre	133,524	115,250	143,180	130,900
Atherstone Leisure Complex	224,271	240,490	243,020	237,630
Memorial Hall	71,501	75,750	78,860	76,300
Public Health	180,072	64,470	207,400	211,440
Commercial Pollution Control	45,717	210,420	59,890	55,580
Domestic Refuse Collection	918,926	994,410	958,840	966,130
Trade Refuse Collection	(20,546)	(18,710)	(29,590)	(24,460)
Cesspool Emptying	(66,473)	(59,430)	(77,140)	(76,530)
Recycling	362,477	271,760	370,260	368,280
Amenity Cleaning	663,228	696,200	698,950	718,900
Unadopted Roads	7,797	7,380	7,280	7,280
Drain Unblocking Service	27,502	30,270	22,040	2,440
Street Furniture	1,626	9,890	2,350	2,350
Atherstone Market	3,481	3,720	3,670	3,840
Parks, Playing Fields and Open Spaces	339,295	373,220	396,080	380,590
Play Areas	179,595	136,270	136,060	132,320
Public Health (Control of Disease) Act 1984 Burials	1	70	70	70
Sustainable Communities	2,563	2,790	2,790	2,790
Consultation	159	7,340	7,340	7,340
Corporate Policy	21,331	19,310	19,450	19,460
Rural Regeneration	979	5,820	9,790	6,870
Landscape	8,529	8,810	8,810	8,810
Marketing and Market Research	7,043	8,270	8,270	8,270
Support to Voluntary Organisations	145,472	102,850	102,010	103,010
Young People and Intergeneration	35,472	40,520	40,450	40,620
Community Development Environment	26,985	28,720	28,610	28,820
Social Inclusion and Art	6,186	3,390	3,030	-
Social Inclusion and Sport	37,247	32,350	32,280	32,320
Community Development Health Improvement	19,696	17,200	17,130	16,860
Community Development Safer Communities	51,471	52,780	52,240	48,220
Activities 4 U	96	-	-	-
Allotments and Biodiversity	20,308	10,740	10,740	-
Community Award Scheme	1,910	-	-	-
QE - Artificial Grass Pitch	-	-	(8,220)	(1,930)
Stronger and Safer	-	-	-	-
More Time to Play	(1)	-	-	-
Sports Club Development Officer Programme	162	170	170	170
Local Nature Reserves	-	-	-	-
Net Controllable Expenditure	3,684,829	3,738,870	3,743,730	3,692,320
Departmental Support	562,016	570,600	559,150	555,390
Central Support	597,863	619,800	607,370	580,450
Capital	405,505	381,040	427,840	440,370
Net Expenditure	5,250,213	5,310,310	5,338,090	5,268,530

NORTH WARWICKSHIRE BOROUGH COUNCIL
PLANNING AND DEVELOPMENT BOARD
SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2010/2011 £	Approved Budget 2011/2012 £	Revised Budget 2011/2012 £	Original Budget 2012/2013 £
Planning Control	88,394	237,870	232,860	200,940
Building Control (Non Fee Earning)	55,801	88,570	88,570	58,570
Conservation and Built Heritage	8,371	27,590	26,500	32,720
Planning Delivery Grant	-	-	-	-
Local Land Charges	(36,675)	(31,180)	(30,140)	(30,000)
Street Naming and Numbering	4,225	(3,340)	5,130	5,060
Net Controllable Expenditure	120,116	319,510	322,920	267,290
Departmental Support	131,744	128,140	128,300	122,040
Central Support	210,731	220,520	198,090	198,870
Capital Charges	20,631	20,630	20,630	20,630
Planning and Development Board Total	483,222	688,800	669,940	608,830

NORTH WARWICKSHIRE BOROUGH COUNCIL

LICENSING COMMITTEE SUMMARY

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2010/2011 £	Approved Budget 2011/2012 £	Revised Budget 2011/2012 £	Original Budget 2012/2013 £
Licensing Authority	(47,964)	(43,520)	(49,390)	(50,670)
Licences and Registration	13,282	13,190	(9,680)	(9,930)
Hackney Carriages	(21,850)	(27,370)	(22,500)	(23,070)
Gambling Act Authority	(13,355)	(9,420)	(12,150)	(12,390)
Net Controllable Expenditure	(69,887)	(67,120)	(93,720)	(96,060)
Departmental Support	50,030	47,270	41,790	41,460
Central Support	50,048	47,860	54,880	54,660
Capital Charges	-	-	-	-
Licensing Committee Total	30,191	28,010	2,950	60

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (REMAINING)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2010/2011 £	Original Budget 2011/2012 £	Revised Budget 2011/2012 £	Original Budget 2012/2013 £
Cost of Democratic Services	399,334	430,440	416,850	422,200
Election Expenses	4,048	54,890	54,850	5,070
Registration of Electors	13,261	15,580	15,540	15,730
Non Domestic Rates	(62,858)	(56,690)	(54,230)	(53,380)
Council Tax Collection	(46,431)	(10,700)	(12,210)	(10,740)
Investors in People	-	1,930	1,930	1,930
Finance Miscellaneous	9,293	30	(91,060)	(141,060)
Compensation and Pension Increases	142,411	141,000	141,540	144,370
Assisted Car Purchase	(129)	(130)	(130)	(130)
Minor Works	18,667	2,100	-	-
Electricity at Work	19,859	17,290	13,290	17,290
Efficiencies and Value for Money	-	2,340	2,340	2,340
Finance Unused Land	-	-	-	-
Corporate and Democratic Core	10,969	39,080	24,670	28,830
Unallocated Central Support Services	23,918	113,380	77,130	147,060
External Funding Consultants	4,646	-	-	-
Coleshill Shops and Flats	(65,311)	(69,480)	(66,150)	(66,380)
The Arcade, Atherstone	(3,314)	4,200	2,460	3,010
The Pavilions, Holly Lane	(65,119)	(62,980)	(70,080)	(78,580)
Carlyon Road Industrial Estate	(111,979)	(115,360)	(98,980)	(98,570)
Innage Park Industrial Estate	(52,539)	(9,810)	(22,170)	(21,430)
Polesworth Workspace Units	(7,358)	(7,200)	(6,390)	(6,320)
The Bear and Ragged Staff	(12,783)	(12,700)	(13,060)	(13,040)
Football Stadium	(7)	-	-	-
Homeless Persons	46,282	40,140	42,110	33,230
Public Conveniences	26,606	15,460	15,620	15,920
Fillongley Kitchens	(600)	-	-	-
Customer Contact	121	20,500	19,540	19,100
Rent Allowances	(35,377)	3,230	(8,350)	65,410
Housing Benefit Administration and Rent Rebates	(43,996)	(11,480)	(48,760)	(40,520)
Concessionary Fares	273,205	31,920	29,620	22,220
Non Domestic Rates - Discretionary Relief	19,267	22,810	22,810	22,810
Council Tax Benefits	(93,159)	(55,350)	(65,250)	(58,350)
Car Parks	43,992	47,900	48,490	50,210
Business Improvement District	-	-	-	-
Environmental Sustainability	(38,976)	-	-	-
Animal Control	37,320	39,450	39,950	40,040
Abandoned Vehicles	1,038	1,630	1,640	1,700
Private Sector Housing Assistance	29,832	30,910	31,370	31,560
CCTV	(2,667)	880	1,330	690
Community Support	438,094	447,060	425,650	449,140
Coleshill Market Town	-	-	-	-
North Warwickshire LEADER Partnership	14,641	14,390	19,360	18,770
Atherstone Partnership Scheme	(1)	-	-	-
Narrowing the Gap	(60)	-	-	-
Branching Out Bus	140	140	25,150	150
Health and Wellbeing	-	-	-	-
North Arden Heritage Trail	11,291	-	-	-
Net Controllable Expenditure	945,571	1,126,800	916,420	970,280
Recharged to Services	(101,310)	(101,730)	(101,840)	(103,880)
Departmental Support	1,028,634	932,650	949,280	951,820
Central Support	1,359,965	1,410,310	1,392,600	1,430,370
Capital	855,048	509,150	790,070	474,680
RESOURCES BOARD (REMAINING) TOTAL	4,087,908	3,877,180	3,946,530	3,723,270

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (RECHARGED)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2010/2011 £	Original Budget 2011/2012 £	Revised Budget 2011/2012 £	Original Budget 2012/2013 £
Chief Executive	221,965	222,960	224,430	223,770
Assistant Chief Executive (Community Services)	1,301,013	1,269,540	1,307,600	1,292,720
Assistant Chief Executive and Solicitor to the Council	1,352,301	1,409,520	1,388,940	1,412,570
Deputy Chief Executive	4,336,360	4,431,310	4,326,560	4,421,000
Building Maintenance Fund	274,710	283,180	239,110	236,080
Council Offices	312,016	324,560	312,770	298,760
Central Telephones	38,114	37,370	37,750	37,140
Recruitment	21,085	35,900	25,080	25,410
Printing and Copying	68,171	74,250	72,370	70,570
Training	25,770	120,540	29,890	87,550
Depot and Stores	66,008	67,750	67,190	68,530
Postage and Franking	81,555	80,050	84,160	69,200
Central Services	288,288	289,200	284,440	272,050
Information Services	880,868	875,900	813,230	805,200
Procurement	61,745	63,530	63,310	64,170
Staff Welfare	17,579	22,220	19,300	19,380
Transport Management Account	621,720	629,540	664,960	661,550
Net Controllable Expenditure	9,969,268	10,237,320	9,961,090	10,065,650
Recharge to Services	(12,949,862)	(13,156,070)	(12,823,820)	(12,884,740)
Central Support	2,100,755	2,090,710	2,065,790	1,993,250
Capital	950,031	828,040	796,940	825,840
Resources Board (Recharged) Total	70,192	0	0	0

NORTH WARWICKSHIRE BOROUGH COUNCIL

EXECUTIVE BOARD SUMMARY

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2010/2011 £	Approved Budget 2011/2012 £	Revised Budget 2011/2012 £	Original Budget 2012/2013 £
Housing Strategic Service Review	-	1,040	1,040	1,040
Corporate Communication - Leader	25,000	25,000	39,440	39,900
Corporate Communication	47,017	65,780	55,640	55,820
Community Strategy	35,203	68,320	65,430	35,620
Communication Group	508	1,620	1,620	1,620
Emergency Planning	16,981	15,490	15,490	15,490
North Warwickshire Local Development Framework	70,940	124,880	114,610	129,530
Support to Parishes	-	10,930	10,930	-
Net Controllable Expenditure	195,649	313,060	304,200	279,020
Departmental Support	139,154	147,170	144,610	132,060
Central Support	100,505	98,280	91,560	92,630
EXECUTIVE BOARD TOTAL	435,308	558,510	540,370	503,710

APPENDIX F

Board	Description	2012/13 £
C&E	Reduce the provision for tree management work within Parks and Playing Fields to £20,000. This will reduce the proactive work the Council is able to undertake.	10,450
C&E	Cease to fund Warwickshire Investment Partnership	3,000
C&E	Remove the provision for Local Nature Reserves, once the current project is complete.	11,100
C&E	Leisure centres reduction in telephone bills as result of new supplier	1,990
C&E	Lower bills resulting in reduced utility costs following measures to reduce load	10,000
C&E	Severn Trent will become responsible next year for much of the work currently carried out by the Drain Unblocking service. Discontinuing the service will allow existing staff to be used on other services, reducing the need for agency cover.	21,890
C&E	Charge parish councils for carrying out health and safety inspections of their play areas.	1,840
C&E	Reduce support for Live and Local from £2,500 to £1,000	1,500
C&E	The Community Safety budget is used to initiate community safety projects / improvements within the Borough. The reduction to £14,490 could result in fewer projects being delivered, although there is a reserve to help mitigate this	4,500
C&E	Route optimisation for refuse vehicles, together with joint working with NBBC will give a saving on fuel.	6,900
C&E	Additional income from WCC towards the cost of grounds maintenance and reductions in expenditure on materials	14,530
C&E	Additional income from the operation of the artificial pitch at the Queen Elizabeth school	1,930
C&E	Reduced cesspool disposal costs, as well as additional cesspool income	16,230
Resources	Cancellation of corporate subscription (Coalfields Alliance)	3,250
Resources	Cancellation of corporate subscription (Ordnance Survey)	7,000
Resources	Reduction in telephone costs within Corporate and Democratic Core	1,360
Resources	New Homes Bonus Scheme grant	141,090
Resources	Reduction in the use of the mayoral car	7,000
Resources	Reduction in external audit fees arising from the demise of the Audit Commission	660
Resources	Increase in Council Tax collection legal charges	870
Resources	Freezing of members allowances	3,460
Resources	Renegotiation of bailiffs contract resulting in a reduction in commission charges	10,490
Resources	Reduction in buildings insurance at Innage Park	6,040
Resources	Payment to the County Council for out of hours call handling	7,200
Resources	Reduction in telephone call charges	500
Resources	Reduction in hours of Environmental Health Officer (Domestic and Pollution)	7,500
Resources	Reduction in central stationery budget from ongoing procurement savings	4,210

APPENDIX F

Board	Description	2012/13 £
Resources	Cancellation of DX subscription within Postal Services	380
Resources	Reduction in postal charges arising from change of supplier	6,530
Resources	Deletion of Central Services stationery budget	500
Resources	Reduction in Information Services supplies and services budgets	2,740
Resources	Reduction in Customer Contact manager hours	7,830
Resources	Other reductions in Customer Contact staffing	9,250
Resources	Reductions in Revenues and Benefits staffing	6,950
Resources	Retirement of Central Services staff	17,650
Resources	Increase in Council Tax court fees	6,000
Resources	Reduction in the Information Services hardware budget	5,000
Resources	Non payment of £ 250 pay award for all staff earning below £ 21,000 (FTE)	15,000
Resources	Reduction in the Information Services software budget	5,000
Resources	Reduction in the Council internet service arising from a movement in supplier	6,690
Resources	Cancellation of the subscription to esd Toolkit	740
Resources	Reduction in software maintenance (Cryoserver)	3,070
Resources	Reduction in training	32,000
Resources	Reduction in Council Offices electricity arising from reduced power usage	5,570
Resources	Income from taking police enquiries	1,200
Resources	Facilities Management Restructure	34,190
Resources	Income earned from the Legal Partnership and a small reduction in corporate subscriptions	4,710
Resources	Reduction in conference and subsistence expenditure by the Chief Executive	480
Resources	Reduction in computer audit fees and corporate subscriptions in Internal Audit	3,440
Resources	Reduction in recruitment expenditure	7,010
Resources	Reduction in bank charges	2,470
Resources	Reduction in corporate subscriptions within Financial Services and Human Resources	1,280
Resources	Lower expenditure on the management of sickness absence	2,890
Resources	Additional income at Innage Park industrial estate	8,400
Resources	A reduction in staff hours in Information Services	10,930
Resources	A reduction in hours within Environmental Health, plus a reduced car entitlement	9,200
Resources	A reallocation of duties has enabled a saving within Community Development	3,530
Executive	Remove the budget for support for parish councils for the development of parish plans, as there has been little take up to date.	10,610
Executive	Reduction in Community Strategy activity	2,230
RCCO		11,000
Licensing	Additional Licensing and Gambling Income	8,590
	Overall Total	559,550

APPENDIX G

RISK ANALYSIS

	Likelihood	Potential Impact on Budget
Loss of investment income – cashflow - interest rates	Low Medium	Low Medium
Lower vacancies than expected	Medium	Medium
A pay award higher than included in the budget	Medium	Medium
The level of planning fees declining	Medium	Medium
Reduction in Benefit Subsidy due to increased Local Authority error	Low	Medium
Fall in the level of recovery of housing benefit overpayments	Low	Medium
Increases in fuel and utilities	Low	Low
Reduction in the level of income collected	Medium	Medium
Additional NDR payments on vacant commercial properties	Medium	Low
Increased demand for Council Services, such as homelessness	Medium	Low
Additional take up on recycling, leading to increased costs	Low	Medium
Need for one off spending on areas such as public enquiries on planning, unadopted roads and contaminated land issues	Low	Medium
Reduction or cessation of grants received for Community Development work and Failure to secure funding for the Branching Out Bus in future years	Low	Medium