



Committee and date

Cabinet
21 July 2010

12.30 pm

Item No

7

Public

REVENUE BUDGET REPORT 2011/12 AND FUTURE YEARS

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Purpose of Report

1. This report sets out the parameters within which the Council can prepare the Revenue Budget for 2011/12 and future years.

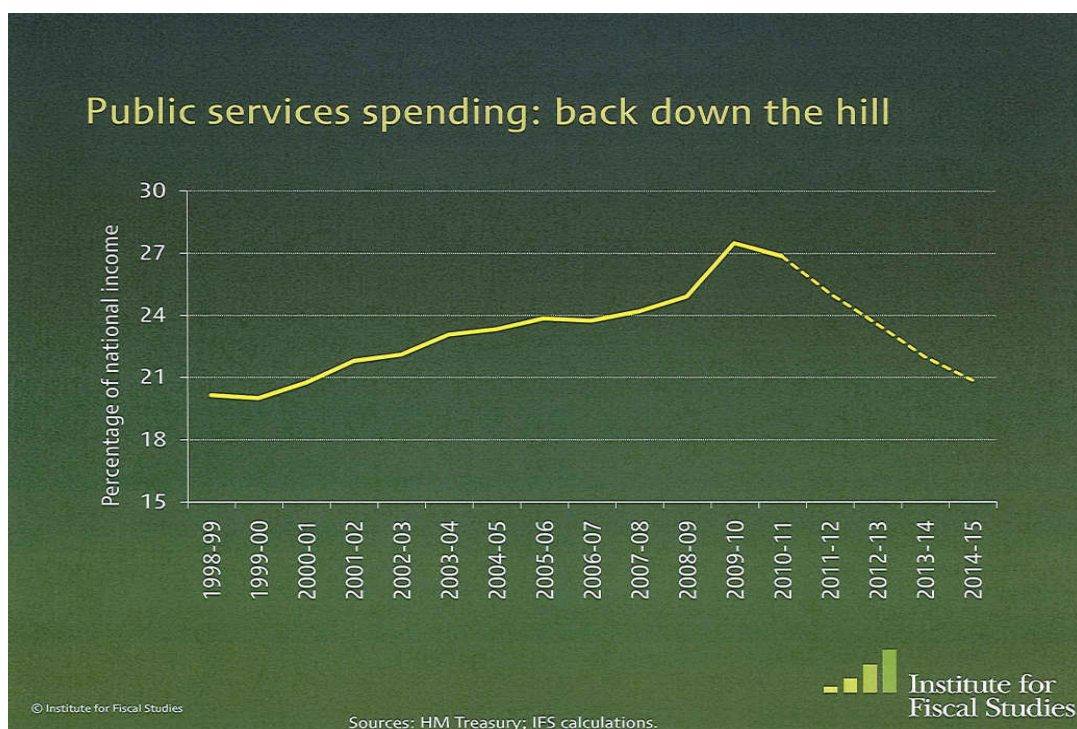
Recommendations

It is recommended that Members:

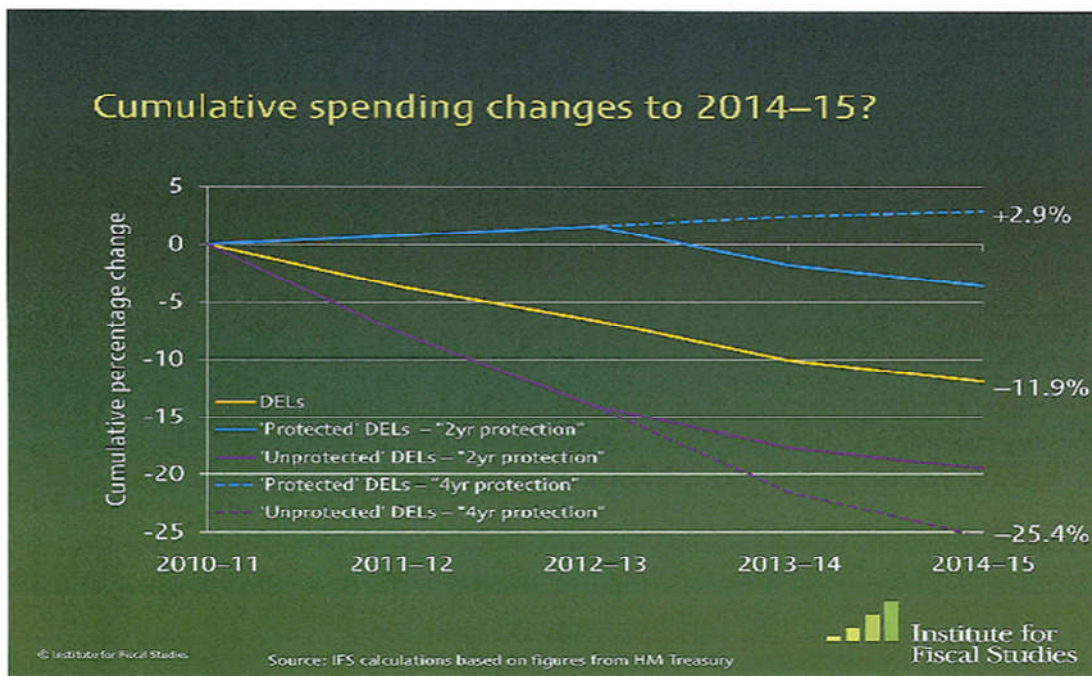
- A. Approve the projected budget parameters for 2011/12 and future years, and note the planning assumptions which indicate a significant reduction in income from Government and a consequent reduction in expenditure.
- B. Note the potential impact of these changes on service delivery from April 2011 onwards, and the need to make savings in advance of this date, so far as possible.
- C. Note that there will be no increase in the level of Council Tax in 2011/12 and 2012/13 and that as a result it will take longer to equalise Council Taxes across the County.
- D. Note the significant corporate savings being made from the retendering of our broadband, data, and telecommunications networks, which will begin to address the major indicative savings targets.
- E. Agree the recommended reduction in the car allowance rate for business travel by Council staff, and the removal of lump sum payments to essential car users with effect from 1st December 2010, together with changes to the payment of professional subscriptions with effect from 1st January 2011, as a basis for consultation and negotiation with the trade unions.
- F. Agree the proposed budget preparation and consultation programme set out in Appendix 5.
- G. Note that further work is being undertaken by officers to identify potential additional reductions in expenditure, for consideration by Members over the coming months, and to plan the major redesign of how services are operated, so that for how indicative savings targets can be met.

Background

2. When determining the budget parameters within which we can plan future service delivery we have to make assumptions about a range of factors that will affect future expenditure, such as rates of inflation and demographic changes that influence demand for services.
3. We also have to project levels of resources from Government Block Grant, Specific Grant, income from service users and Council Tax. The future level of resources from Government Block Grant and Specific Grant are at present our most significant areas of uncertainty.
4. In recent years the Government has announced in advance a 3 year Grant Settlement through the Comprehensive Spending Review (C.S.R.). The previous Government deferred the publication of the C.S.R. and hence we are having to plan without the benefit of knowing future years' grant levels. Nevertheless we have to plan and prepare for what we expect will be significant cuts in real terms in all areas of expenditure with the exception of schools where we are assuming that Dedicated Schools Grant remains at present levels.
5. In the absence of a C.S.R. one of the best independent sources of economic analysis is the Institute of Fiscal Studies.
6. In papers published in March 2010 the I.F.S. projected the extent to which public spending may need to reduce. The graph below shows the steep rise in public services spending, with the last 2 years expenditure heavily influenced by the extent of Government support to the banks.



7. The I.F.S. translated the need for these projected reductions in public spending into cumulative spending changes (mostly real terms reductions for public services except for schools and health). The graph below illustrates the potential for cuts in public spending. These projections were available in March and were used in April to begin developing local budget projections for Shropshire.



8. As can be seen from the graphs, even the Institute for Fiscal Studies is having difficulty in projecting more than 2 years ahead, but at least their analysis gives us a rational basis from which to start.
9. Based on the I.F.S. projections initial work began for Shropshire’s Revenue Budget planning purposes for 2011/12 and future years in April with an assumption of a cash cut in all Government Grant (except for Dedicated Schools Grant) of 6% year on year. In real terms this is the equivalent of say 7% or 8% a year – between 21% and 24% over 3 years.
10. For the Council Tax projections we stayed with the 3rd year of our unitary Council projections which would have seen increases as follows:-

Former SABC	3.5%
Former NSDC	3.5%
Former OBC	0%
Former SSDC	0%
Former BDC	3.5%

11. The new Government then announced a 0% Council Tax increase across the country for 2011/12. The impact for Shropshire of a 0% Council Tax is a reduction in income of £3.2m for 2011/12 and future years from our Unitary Business Case Level.
12. If the Government goes ahead with its proposal to implement a 0% Council Tax increase in 2012/13 as well, and we continue with a local assumption of

0% in 2013/14 this could result in Shropshire not equalising its Council Tax levels until 2014/15. The legislation governing the structural changes for new unitary councils prescribed that Council Tax should be equalised by the fifth year of operation. 2014/15 goes beyond that time meaning that Shropshire Council would then not have equalised Council Taxes until the sixth year. The Director of Resources sought advice from Communities and Local Government, who advised that they are drafting amendments to the legislation that covers the equalisation of Council Tax so as to enable Shropshire to have a longer period of time over which to equalise. It is the Government's clear intention to have no Council Tax increases in 2011/12 including the new Unitary Council areas.

13. Given the recent Government announcement of 0% Council Tax increases, this reduces Shropshire's income for 2011/12 by £3.2m. It also means that we will have a longer period of time during which Shropshire residents are paying different amounts of Council Tax. For information, if we were to equalise Council Taxes down to the lowest level prevailing in 2010/11, this would cost a further £1.6m (i.e. £4.8m reduction in total from our Unitary Business Case).
14. The Government has said that it will work in partnership with local authorities to implement a freeze in council tax in England in 2011-12. Details of the terms of compensation for local authorities that commit to freeze or reduce their council tax have yet to be clarified. For the purposes of the resource projections, it has been assumed that the government will provide a grant for the council to the value of 1% of the total council tax bill in 2011/12 with a further 1% being received in 2012/13.
15. Given that the recent announcement of 0% Council Tax means losing income of £3.2m per annum with only a partial recovery of this from Government, our assumptions of Government grant cuts have been reduced and now reflect a 5% cash cut year on year (say 7% in real terms). In addition we expect to lose the £1.6m grant for the "costs of being in business" that related to the grant allocations of the 5 former District Councils and this has been provided for.

Planning Assumptions For Available Resources: Government Grant And Loss And Council Tax

<u>Government Grant Loss Assumptions</u>	2011/12	2012/13 and future years
Loss of grant for "being in business"	£1.6m	No further reductions
NNDR/RSG – national grant reduction	£4.68m (5%)	Further £4.68m for 2012/13 and 2013/14
Specific grants – national grant loss	£4.88m (5%)	Further £4.88m for 2012/13 and 2013/14
DSG	Cash standstill	Cash standstill

<u>Council Tax Assumptions</u>		
Council Tax Taxbase	No Change	No Change
Council Tax Increase	0% increase	0% for 2012/13 and 2013/14, 0% - 4.5% for 2014/15 to equalise council tax
Assistance from Government to reimburse Council for 0% increase in Council Tax	£1.28m (1% of CT income)	Further £1.28m (1%) in 2012/12

**Planning Assumptions For Expenditure: Inflation Assumptions, Committed
Growth, Service Pressures And Demography**

<u>Assumptions</u>	2011/12	2012/13 and future years
<u>Inflation Assumptions</u>		
Pay inflation	£250 for all posts under £21,000, 0% for posts over £21,000(except for teacher grade linked posts)	£250 for all posts under £21,000, 0% for posts over £21,000 in 2012/13, 1% for future years
Prices Inflation	1%	2%
Income Inflation	1%	2%
Pensions Increase	1.1% (based on the latest actuarial advice)	0% for 2012/13, 0% for 2013/14, 1.5% for 2014/15
<u>Committed Growth</u>		
Committed growth – Debt charges	£2.6m	Further £2.6m for each year
Committed growth – Extra Care Housing PFI	£500,000	Further £500,000 for 2012/13 and 2013/14
<u>Service Pressures and Demography</u>		
Service Pressures – Looked After Children	£1m	No growth
Demography – Older People and Transition Cases for ALD	£825,000	Further £780,000 for 2012/13 and £435,000 for 2013/14

16. Inevitably there are some areas of existing service delivery that are under pressure, some areas that we expect to come under further pressure from demographic changes and a limited amount of committed growth. It is prudent to make provision for these areas and the Table below sets out the assumptions made to date. This is not an exhaustive list. Rather it is an

indication of the areas in which we most expect to experience service pressures in the coming year.

17. Taking all of these assumptions together gives us the projected level of resources and expenditure set out below. The indicative savings target amounts to around £15.8m in 2011/12, a further £14.8m in 2012/13 and a further £16.5m in 2013/14.
18. These savings are the equivalent of around 12% on the Council Tax each year for 3 years in succession. On this basis, Government grants will reduce and Council Taxes will stay the same.
19. The potential impact on service delivery is very significant. Pay costs are one of the Council's most significant costs and we have considered some changes in terms and conditions that would affect a large number of staff to a relatively small extent.
20. As a starting point we had assumed no pay award for local government staff in 2011/12. The Government have announced a two-year pay freeze for public sector workforces, except for workers earning less than £21,000 a year who will receive an increase of at least £250 per year in these years. This has now been built into the base budget assumptions and will cost the authority £420,000 in 2011/12 and a further £420,000 in 2012/13.
21. We have calculated savings that could be made from reducing car allowances to an H.M.R.C. standard rate (40p per mile) and removing lump sums. This is more tax efficient and less administratively burdensome. This could save around £1.2m a year. Cabinet is asked to approve this change in terms and conditions for all staff with a view to facilitating further consultation with the Trade Unions and allowing lead in time for the systems changes that will be necessary.
22. Other significant corporate savings are being made from the re-tendering of our broadband, data and telecommunications networks. A full report has previously been to Cabinet and Overview and Scrutiny on this matter. These corporate savings begin to address the indicative savings targets that need to be met. The Council Management Team is working on identifying means of making savings that will close the spending gap further and this work will continue over the summer months.
23. The opportunities for creating additional income from increasing fees and charges are addressed in a separate report. As a broad rule of thumb 1% on income will generate in the region of £830,000. The actual amount collected will vary, for example, some fees and charges are pinned at statutory levels. Full detail is provided in the separate report on fees and charges.
24. There are a number of parameters within the report that may change as a result of further Government announcements in the Spending Review later in the year. The table below provides a guide as to how the budget would be impacted by a 1% variation in all the key assumptions.

IMPACT OF VARIATIONS ON THE BASE BUDGET ASSUMPTIONS

INCREASES IN RESOURCES

A further 1% Increase in Council Tax	(Not until at least 2013/14)
A further 1% Increase in Council Tax Taxbase	1,310,000
A further 1% Increase in Interest rates	1,000,000
A 1% increase in RSG/NNDR assumptions (reduction of 6% increased to 5%)	930,000
A 1% increase in Specific Grant assumptions (reduction of 6% increased to 5%)	970,000

INCREASES IN SPENDING

A further 1% Increase in Pay Inflation	1,060,000
A further 1% Increase in Prices Inflation	1,943,000
A further 1% Increase in Income Inflation	-847,000
A further 1% Increase in Pension Contributions	1,006,731

25. Further work will be undertaken to consider further opportunities for savings and to plan how the Council will deliver the indicative savings identified. The detailed budget timetable is attached at Appendix 5.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Service Plans
Shropshire Council Corporate Plan

Human Rights Act Appraisal

The recommendations contained in this report are compatible with the provisions of the Human Rights Act 1998.

Environmental Appraisal

The eventual outcome of the budget will have an impact on the resources available for sustainable development.

Risk Management Appraisal

The 2011/12 budget set out a range of service pressures and service developments facing the Council in the coming years. These therefore help to identify areas where additional resources are required and help with medium term service planning and decision making.

Community / Consultations Appraisal

N/A

Cabinet Member

Keith Barrow, Leader of the Council

Local Member

N/A

Appendices

Appendix 1 – Medium Term Financial Plan Summary Position

Appendix 2 – Resource Projections 2010/11 – 2014/15

Appendix 3 – Medium Term Financial Plan 2011/12 - 2014/15

Appendix 4 – Illustrative Example of Possible Savings

Appendix 5 – 2010/11 Draft Budget Timetable

Appendix 6 – Budget Parameters 2011/12

Medium Term Financial Plan Summary Position

13/07/2010

	2011/12	2012/13	2013/14	2014/15
	£'000	£'000	£'000	£'000
Resources	620,827	614,265	606,460	612,273
Base Budget (excl savings)	636,604	629,068	622,930	615,790
Savings to be Identified	-15,776	-14,803	-16,471	-3,517

Assumptions	2011/12	2012/13 and future years
<u>Inflation Assumptions</u>		
Pay inflation	£250 for all posts under £21,000, 0% for posts over £21,000(except for teacher grade linked posts)	£250 for all posts under £21,000, 0% for posts over £21,000 in 2012/13; 1% thereafter
Prices Inflation	1%	2%
Income Inflation	1%	2%
Pensions Increase	1.10%	0% 2012/13 and 2013/14, 1.50% 2014/15
<u>Government Grant Loss Assumptions</u>		
Loss of grant for "being in business"	£1.6m	No further reductions
NNDR/RSG - national grant reduction	£4.68m (5%)	Further £4.68m for 2012/13 and 2013/14
Specific grants - national grant loss	£4.88m (5%)	Further £4.88m for 2012/13 and 2013/14
DSG	Cash standstill	Cash standstill
<u>Additional Government Grant Assumptions</u>		
Assistance from Government to reimburse Council for 0% increase in Council Tax	£1.28m (1% of Council tax income)	Further £1.28m in 2012/13 (taking total assistance from government to 2% of
<u>Council Tax Assumptions</u>		
Council Tax Taxbase	No Change	No Change
Council Tax Increase	0% increase	0% for 2012/13 and 2013/14, 0% - 4.5% for 2014/15 to equalise council
<u>Committed Growth</u>		
Committed growth - Debt charges	£2.6m	Further £2.6m for each year
Committed growth - Extra Care Housing PFI	£500,000	Further £500,000 for 2012/13 and 2013/14
<u>Service Pressures and Demography</u>		
Service Pressures - Looked After Children	£1m	No growth
Demography - Older People and Transition Cases for ALD	£825,000	Further £780,000 for 2012/13 and £435,000 for 2013/14

Resource Projections 2010/11 - 2014/15

13/07/2010

	2010/11	2011/12	2012/13	2013/14	2014/15	Assumptions
	£	£	£	£	£	
RSG/NNDR	93,487,539	93,487,539	93,487,539	93,487,539	93,487,539	
Assumed Grant Loss - Cost of Being in Business		-1,625,000	-1,625,000	-1,625,000	-1,625,000	As projected in Unitary Business Case
Assumed Grant Loss - RSG and NNDR	-2,000,000	-4,675,000	-9,350,000	-14,025,000	-14,025,000	5% reduction in RSG/NNDR for 3 years
Assumed Grant Loss - Specific Grants (less transfer payments)		-4,875,000	-9,750,000	-14,625,000	-14,625,000	5% reduction in Specific Grants for 3 years
Dedicated Schools Grant (DSG)	151,369,092	151,369,092	151,369,092	151,369,092	151,369,092	
<u>Council Tax</u>						
Tax Base 2010/11	108,361	108,361	108,361	108,361	108,361	
Council Tax (assuming 0% increase for 2011/12, 2012/13 and 2013/14, increase of between 0% - 4.5% in 2014/15 to equalise council tax)	127,799,354	127,799,354	127,799,354	127,799,354	131,833,564	
Assumed Grant to reimburse Council for 0% Council Tax		1,277,994	2,555,987	2,555,987	2,555,987	1% of total CT income assumed for 2011/12 and a further 1% for 2012/13.
Collection Fund Surplus	411,679	400,000	400,000	400,000	400,000	
Total Available	371,067,664	363,158,979	354,886,972	345,336,972	349,371,182	
Add Specific Grants (Excluding DSG)	172,169,210	172,169,210	172,169,210	172,169,210	172,169,210	
Add Other Income	84,652,747	85,499,274	87,209,260	88,953,445	90,732,514	1% inflation applied to income for 2011/12, 2% applied thereafter
Gross Resources Available	627,889,621	620,827,463	614,265,442	606,459,627	612,272,906	

Medium Term Financial Plan 2011/12 TO 2014/15 - Budget Build Up

	2010/11 Decisions agreed £'000	2011/12 £'000	2012/13 5 year plan £'000	2013/14 £'000	2014/15 £'000	Assumptions
Base Budget	362,749	371,067	363,160	354,887	345,337	
Pay Increases-						
Schools included in DSG increase	2,778	1,443	1,472	1,501	1,531	
Central included in DSG increase	428	169	172	175	179	
Corporate	(580)	436	436	1,128	1,139	0% assumed for 2011/12 and 2012/13 (£250 for all posts under
Total Pay	<u>2,626</u>	<u>2,048</u>	<u>2,080</u>	<u>2,804</u>	<u>2,849</u>	£21,000) and 1% for each year thereafter
Increased Pension Costs						
Schools-included in DSG increase	201	277	283	289	294	Employers contribution up to 17.8% for 2011/12, 2012/13 and 2013/14
Corporate	1,315	1,197	0	0	1,509	then a further 1.5% increase for 2014/15
Total	<u>1,516</u>	<u>1,474</u>	<u>283</u>	<u>289</u>	<u>1,804</u>	
Price Increases						
Schools Included in DSG increase	748	388	525	536	547	1.0% assumed for 2011/12 and 2.0% assumed for each year thereafter
Central included in DSG increase	115	45	61	63	64	
Corporate	1,093	1,096	2,214	2,258	2,304	
Waste PFI	0	214	0	0	0	
Total	<u>1,956</u>	<u>1,744</u>	<u>2,801</u>	<u>2,857</u>	<u>2,914</u>	
Other DSG Changes						
Revised DSG based on actual Jan 09 pupils	177					
Ministerial Priorities - actual cash allocations	1,928	0	0	0	0	
Minimum Funding Guarantee (M.F.G.)						
Inflation reductions in line with MFG at 2.1%	(1,047)	(2,323)	(2,513)	(2,564)	(2,615)	
MFG top up (reduction from 2008/09)	(125)					
Pupil number reductions - effect on schools' funding formula	(1,007)					
Other required formula funding variations:						
Special school places	66					
Other formula adjustments	(74)					
Other priorities to be met from headroom	340					
Amalgamations/Childs Ercall	(158)					
	<u>100</u>	<u>(2,323)</u>	<u>(2,513)</u>	<u>(2,564)</u>	<u>(2,615)</u>	
Contribution to/(from) Balances - One off	3,220	0	0	0	0	
Debt Charges	3,214	2,600	2,600	2,600	2,600	
Costs of prudential borrowing	1,040					
Contingency for pay related increases in 2010/11 e.g. job evaluation	40					
Budget before Committed Growth, Service Pressures and Savings	<u>376,460</u>	<u>376,611</u>	<u>368,410</u>	<u>360,873</u>	<u>352,889</u>	

Medium Term Financial Plan 2011/12 TO 2014/15 - Budget Build Up

	2010/11 Decisions agreed £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	Assumptions
B/Fwd	376,460	376,611	368,410	360,873	352,889	
Committed Growth:						
Extra Care Housing PFI	0	500	500	500	0	
	<u>0</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>0</u>	
Existing Service Pressures:						
Looked after children	500	1,000				
Transition cases for Young People with Learning Disabilities into Adult Social Care						
	335					
Physical Disabilities	150					
Public Transport	500					
Full year effect of reducing council tax increase to 0% in 2009/10	367					
	<u>1,852</u>	<u>1,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Budget before New Growth and Savings	<u>378,312</u>	<u>378,111</u>	<u>368,910</u>	<u>361,373</u>	<u>352,889</u>	
New Growth:						
Demography - Older People	0	200	240	270	0	
Demography - Adults with Learning Disabilities	0	625	540	165	0	
Empty Properties	80					
Fund Savings target for Meals on Wheels	15					
Reinvest saving from Meals on Wheels into Older People services	200					
	<u>295</u>	<u>825</u>	<u>780</u>	<u>435</u>	<u>0</u>	
Savings :						
List One	(4,860)	(15,776)	(14,803)	(16,471)	(3,517)	
List Two	(2,680)					
	<u>(7,540)</u>	<u>(15,776)</u>	<u>(14,803)</u>	<u>(16,471)</u>	<u>(3,517)</u>	
Net Budget Requirement	<u>371,067</u>	<u>363,160</u>	<u>354,887</u>	<u>345,337</u>	<u>349,372</u>	
Add Specific Grants (Excluding DSG)	172,169	172,169	172,169	172,169	172,169	
Add Other Income	84,653	85,499	87,209	88,953	90,733	
Gross Budget after Growth and Savings	<u>627,889</u>	<u>620,828</u>	<u>614,265</u>	<u>606,459</u>	<u>612,273</u>	

13/07/2010

Illustrative Example of Possible Savings (if savings allocated pro-rata to each service area)

Total Savings to be Identified £ 15,776,000

	2010/11 Net Budget £'000	CYPS Social Care & Safeguards £'000	Debt Charges / Recharges £'000	LJC budgets £'000	Budget for savings calculation purposes £'000	Savings Target £'000	Pro Rata Proportion of savings (Indicative Only) %
CYPS	42,041	-21,257	-4,842		15,942	1,565	9.92%
Community Services	78,092		-3,876		74,216	7,287	46.19%
Development Services	58,068		-5,757		52,311	5,137	32.56%
Resources	31,455		-24,243		7,212	708	4.49%
Chief Executive's Office	10,654			-1,059	9,595	942	5.97%
Legal and Democratic	1,389				1,389	136	0.86%
	221,699	-21,257	-38,718	-1,059	160,665	15,776	100%

13/07/2010

Illustrative Example of Possible Savings (if savings allocated pro-rata to each service area)

Total Savings to be Identified	£ 15,776,000		Less Potential Cross-Council Corporate Savings					Indicative Revised Savings Targets £'000
	Savings £'000	Pro Rata Proportion of savings (Indicative) %	£2m savings b/f 2010/11	Broadband / Telecoms	Proposed Change to Car Allowances	Proposed Removal of Professional Subscriptions	Additional income from change in policy on fees and charges (RPIx+2%)	
			Note 1 £'000	Note 2 £'000	Note 3 £'000	Note 4 £'000	Note 5 £'000	
CYPS	1,565	9.92%	-198	-100	-307	0	-107	854
Community Services	7,287	46.19%	-924	-227	-363	-4	-408	5,363
Development Services	5,137	32.56%	-651	-50	-209	-25	-289	3,912
Resources	708	4.49%	-90	-182	-71	-10	-10	345
Chief Executive's Office	942	5.97%	-119	-35	-51	-1	-2	734
Legal and Democratic	136	0.86%	-17	-25	-32	-8	-13	42
	15,776	100%	-2,000	-618	-1,032	-47	-828	11,251

N.B In 2011/12 Directorates will have additional savings to find of £1.7million as part of the measures to address the in-year savings targets introduced by the new Government.

Note 1

Additional savings of £2m were generated in 2010/11 in preparation for the anticipated government grant loss. These have been reallocated to Directorates on a pro rata basis, in order to help meet the level of savings that need to be identified in 2011/12.

Note 2

Cabinet approved the retender of the broadband and telephony services in March 2010, which generated ongoing savings of £745,000 per annum. The savings identified have been analysed between service areas and £618,000 (excl. schools) has then been allocated against directorate savings targets accordingly.

Note 3

A corporate saving for Cabinet to consider and decide upon is a change to the car allowances paid. The proposal is to change our policy and pay at the HMRC's AMAP (Approved Mileage Allowance Payments) rate and to remove essential users lump sum payments. This will generate savings within the general fund of £1,116,000 and further savings within the HRA. This total saving is offset by the costs of £134,000 for a discount scheme for staff.

Note 4

A corporate saving for the Cabinet to consider and decide upon is the proposed removal of payments made to staff for professional subscriptions across the Council. This will generate savings of £47,000.

Note 5

As a rule of thumb, 1% on income inflation would generate £846,000 worth of income, however there are a number of statutory and ringfenced charges that may not be subject to inflation so need to be excluded. The change in policy on inflation to be applied to income of RPIx+2%, generates an additional £828,000 which can be used to offset the indicative savings targets.

2010/11 DRAFT BUDGET TIMETABLE

Date	REVENUE & CAPITAL MONITORING FOR 2009/10 (incl. Outturn and Final Quarter) and 2010/11	DEVELOPMENT OF 2011/12 BUDGET	DEVELOPMENT OF 2011/12-2014/15 MTFP	OTHER
02 April 2010		Deadline for Directorates to input all budget variations and balance SAMIS to 2010/11 Budget Book		
09 April 2010		All pay and prices allocations for 2011/12 to be calculated based on 2010/11 base budgets Resource Projections for 2011/12 to be finalised	Resource and spend projections updated for Inflation calculations	
19 April 2010	2009/10 Quarter Four Draft Budget Monitor to Director of Resources (revenue only)			
26 April 2010	2009/10 Quarter Four Budget Monitor reported to CMT (revenue only)			
26 April 2010		Director of Resources discussed 2011/12 Budget projections with Chief Executive		
27 April 2010	2009/10 Quarter Four Budget Monitor circulated to Cabinet			
28 April 2010		Cabinet/CMT meeting considered budget assumptions for 2011/12		
29 April 2010				Finance Officers' Group
3 May 2010	Draft 2009/10 Capital outturn report to Director of Resources			
4 May 2010	2009/10 Quarter Four Budget Monitor circulated to Strategic Overview & Scrutiny Committee			
5 May 2010	2009/10 Quarter Four Budget Monitor reported to Cabinet			
10 May 2010	2009/10 Capital Outturn Report reported to CMT	Cabinet/CMT meeting to discuss budget proposals for 2011/12	Cabinet/CMT meeting to discuss MTFP proposals for 2011/12-2014/15	
11 May - 28 May 2010		CMT and DFO's to meet with LR, KR, Leader and Portfolio Holders on budget proposals CMT to discuss budget proposals with DMT's		
12 May 2010	2009/10 Quarter Four Budget Monitor reported to Strategic Overview & Scrutiny Committee			Chief Officers' Steering Group on Capital
17 May 2010		CMT to discuss budget proposals for 2011/12		
18 May 2010	Directorates deadline for Final 2009/10 Outturn Statements and commentary for inclusion in the Final Accounts Report			
20 May 2010		Government announcement of 0% Council tax		
21 May 2010		CMT to consider key resources and spend projections and corporate savings proposals.	CMT to consider MTFP proposals.	
27 May 2010		Leaders and CMT meeting to discuss budget parameters for 2011/12		Finance Officers' Group
29 May 2010			Deadline for Directorates to provide details of service pressures and developments for MTFP	
TBC	2009/10 Accounts open for Public Inspection until the end of the annual audit			
01 June 2010	2009/10 Capital Outturn and Revenue Outturn Reports circulated to Cabinet			
03 June 2010		Director of Resources to prepare Green Paper reports for Cabinet/CMT on budget parameters and fees and charges		
07 June 2010		CMT to consider key service priorities, resources, spend projections and indicative savings targets. Administration initial briefing on budget parameters and fees and charges 2011/12.	CMT to consider MTFP pressures and developments	
09 June 2010	2009/10 Capital Outturn and Revenue Outturn Reports reported to Cabinet			

2010/11 FINANCE TEAMS TIMETABLE

Date	REVENUE & CAPITAL MONITORING FOR 2009/10 (incl. Outturn and Final Quarter) and 2010/11	DEVELOPMENT OF 2011/12 BUDGET	DEVELOPMENT OF 2011/12-2014/15 MTFP	OTHER
18 June 2010	Reserves & Provisions Report, Statement of Accounts Report, Capital Outturn and Revenue Outturn Reports reported to Audit Committee			
21 June to 9 July 2010	Annual Audit of 2009/10 Pension Fund Accounts			
22 June 2010		Government Emergency Budget announcement		
24 June 2010	Reserves & Provisions Report, Statement of Accounts Report, Capital Outturn and Revenue Outturn Reports circulated to Full Council			Finance Officers' Group
TBC	Annual Audit of 2009/10 Statement of Accounts			
TBC	Audit Commission available to public to question or object to the 2009/10 Accounts			
week commencing 28 June 2010		Briefings to be offered for all Members on budget parameters and fees and charges for 2011/12 and to Strategic Overview & Scrutiny Committee.		
June/July		Savings proposals developed and refined.		
03 July 2010		Broseley & Barrow LJC budget consultation		
05 July 2010		Wem & Shawbury LJC budget consultation		
06 July 2010		Gobowen, Selattyn, Weston Rhyn and St Martins LJC budget consultation		
		Eastern Shrewsbury LJC budget consultation		
		Bowbrook, Copthorne & Radbrook LJC budget consultation		
07 July 2010		Market Drayton Area LJC budget consultation		
		Bishops Castle, Chirbury, Worthern and Clun LJC budget consultation		
12 July 2010		Albrighton Area LJC budget consultation		Chief Officers' Steering Group on Capital
		Severn Loop LJC budget consultation		
13 July 2010		Burnell & Severn Valley LJC budget consultation		
		Shifnal & Sheriffhales LJC budget consultation		
14 July 2010		Whitchurch & Preees LJC budget consultation		
		Much Wenlock, Brown Clees and Highley LJC budget consultation		
		Bridgnorth, Worfield, Alveley and Claverley LJC budget consultation		
15 July 2010		Loton & Tern LJC budget consultation		
		Bayston Hill LJC budget consultation		
		Craven Arms & Rural LJC budget consultation		
20 July 2010		The Five Perry Parishes LJC budget consultation		
		St Oswald & Llanymynech LJC budget consultation		
		Meole, Column and Sutton LJC budget consultation		
21 July 2010		Cabinet consider Budget Parameters 2011/12 and Fees and Charges 2011/12 report	Cabinet consider MTFP 2011/12 - 2014/15 report	
22 July 2010	2010/11 Quarter One Budget Monitor draft to Director of Resources (capital)	Ellesmere Area LJC budget consultation		Finance Officers' Group
		Strettondale LJC budget consultation		
		Oswestry LJC budget consultation		
26 July 2010	2010/11 Quarter One Budget Monitor draft to Director of Resources (revenue)	Longden, Ford & Rea Valley LJC budget consultation		
27 July 2010		Harlescote & Bagley LJC budget consultation		
		Ludlow & Clees LJC budget consultation		
28 July 2010		Cleobury & Rural LJC budget consultation		
29 July 2010		North East Shrewsbury LJC budget consultation		
July 2010 - January 2011		Budget Simulator (online consultation) made live on Shropshire website and Consultation Portal		

2010/11 FINANCE TEAMS TIMETABLE

Date	REVENUE & CAPITAL MONITORING FOR 2009/10 (incl. Outturn and Final Quarter) and 2010/11	DEVELOPMENT OF 2011/12 BUDGET	DEVELOPMENT OF 2011/12-2014/15 MTFP	OTHER
02 August 2010	2010/11 Quarter One Budget Monitor report considered by CMT (revenue and capital)			
19 August 2010				Finance Officers' Group
31 August 2010	2010/11 Quarter One Budget Monitor report for Strategic Overview & Scrutiny Committee circulated (revenue and capital)			
07 September 2010	2010/11 Quarter One Budget Monitor report for Cabinet circulated (revenue and capital)	Draft Budget Strategy 2011/12 circulated to Cabinet Community Services Scrutiny Committee considers any budget issues expressly referred by Overview & Scrutiny	MTFP circulated for Cabinet	
08 September 2010	2010/11 Quarter One Budget Monitor report considered by Strategic Overview & Scrutiny Committee (revenue and capital)	Strategic Overview and Scrutiny Committee considers Medium Term Financial Plan and Draft Budget Strategy 2011/12 for consultation		
13 September 2010		Health Overview & Crime Reduction Scrutiny Committee considers any budget issues expressly referred by Overview & Scrutiny		
14 September 2010		Development Services Scrutiny Committee considers any budget issues expressly referred by Overview & Scrutiny		
15 September 2010	2010/11 Quarter One Budget Monitor report considered by Cabinet (revenue and capital)	Draft Budget Strategy 2010/11 for consultation to Cabinet Children & Young Persons Scrutiny Committee considers any budget issues expressly referred by Overview & Scrutiny	LR to take MTFP to Cabinet	
13 September 2010	Audited Statement of Accounts and Covering Report reported to CMT (informal)			
16 September 2010	Audited Statement of Accounts and Covering Report reported to Audit Committee			Finance Officers' Group
Mid to late September		Public debate with an independent chair		
28 September 2010		Albrighton Area LJC budget consultation Gobowen, Selattyn, Weston Rhyn and St Martins LJC budget consultation		
30 September 2010	Audited Statement of Accounts and Covering Report reported to Full Council Publication of the 2009/10 Statement of Accounts on the website	Craven Arms & Rural LJC budget consultation		
October 2010 - TBC		<i>Deadline for amending LA data for Grant Settlement - To Be Confirmed by DCLG</i>		
October 2010 - TBC		<i>Early release of some other data for Grant settlement - To Be Confirmed by DCLG</i>		
October 2010 - TBC		<i>Details of Council taxbase for grant purposes - To Be Confirmed by DCLG</i>		
October - November 2010		Stakeholder, Town Councils and detailed public budget consultation meetings undertaken (dates TBC)		
05 October 2010		Shifnal & Sheriffhales LJC budget consultation		
06 October 2010		St Oswald & Llanyrnnech LJC budget consultation Whitchurch & Prees LJC budget consultation Bridgnorth, Worfield, Alveley and Claverley LJC budget consultation Strettondale LJC budget consultation		
07 October 2010		Oswestry LJC budget consultation North East Shrewsbury LJC budget consultation		
12 October 2010		Eastern Shrewsbury LJC budget consultation Meole, Column and Sutton LJC budget consultation		

2010/11 FINANCE TEAMS TIMETABLE

Date	REVENUE & CAPITAL MONITORING FOR 2009/10 (incl. Outturn and Final Quarter) and 2010/11	DEVELOPMENT OF 2011/12 BUDGET	DEVELOPMENT OF 2011/12-2014/15 MTFP	OTHER
13 October 2010		Severn Loop LJC budget consultation Bishops Castle, Chirbury, Worthern and Clun LJC budget consultation Much Wenlock, Brown Cleve and Highley LJC budget consultation		Chief Officers' Steering Group on Capital
14 October 2010		Bowbrook, Cophorne & Radbrook LJC budget consultation Loton & Tern LJC budget consultation		Finance Officers' Group
18 October 2010		Wem & Shawbury LJC budget consultation		
19 October 2010		Harlescott & Bagley LJC budget consultation Burnell & Severn Valley LJC budget consultation The Five Perry Parishes LJC budget consultation		
20 October 2010		Announcement of Comprehensive Spending Review Longden, Ford & Rea Valley LJC budget consultation Market Drayton Area LJC budget consultation Ellesmere Area LJC budget consultation		
21 October 2010	2010/11 Quarter Two Budget Monitor draft to Director of Resources (capital)	Broseley & Barrow LJC budget consultation Bayston Hill LJC budget consultation Cleobury & Rural LJC budget consultation		
25 October 2010	2010/11 Quarter Two Budget Monitor draft to Director of Resources (revenue)			
26 October 2010		Ludlow & Cleve LJC budget consultation		
01 November 2010	2010/11 Quarter Two Monitor considered by CMT (revenue and capital)			
11 November 2010				Finance Officers' Group
24 November 2010	2010/11 Quarter Two Budget Monitor report for Strategic Overview & Scrutiny Committee circulated (revenue and capital)			
30 November 2010	2010/11 Quarter Two Budget Monitor report for Cabinet circulated (revenue and capital)			
Late November/Early December - TBC		<i>Provisional RSG Settlement - To Be Confirmed</i>		
Late November/Early December - TBC		<i>Indicative DSG announced</i>		
December 2010 - TBC		<i>Annual RSG Settlement seminar for members - To Be Confirmed</i>		
30 November 2010		Development Services Scrutiny Committee considers any budget issues expressly referred by Overview & Scrutiny		
01 December 2010		Children & Young Persons Scrutiny Committee considers any budget issues expressly referred by Overview & Scrutiny		
02 December 2010	2010/11 Quarter Two Budget Monitor report considered by Strategic Overview & Scrutiny Committee (revenue and capital)	Community Services Scrutiny Committee considers any budget issues expressly referred by Overview & Strategic Overview & Scrutiny Committee considers Revised 2011/12 Budget Strategy		
03 December 2010		Council taxbase for tax setting finalised.		
08 December 2010	2010/11 Quarter Two Budget Monitor report considered by Cabinet (revenue and capital)	Cabinet considers Revised 2011/12 Budget Strategy		
09 December 2010				Finance Officers' Group
13 December 2010		Health Overview & Crime Reduction Scrutiny Committee considers any budget issues expressly referred by Overview & Scrutiny		
21 December 2010	2010/11 Quarter Three Revenue Budget Monitor draft to Director of Resources (revenue and capital)			

2010/11 FINANCE TEAMS TIMETABLE

Date	REVENUE & CAPITAL MONITORING FOR 2009/10 (incl. Outturn and Final Quarter) and 2010/11	DEVELOPMENT OF 2011/12 BUDGET	DEVELOPMENT OF 2011/12-2014/15 MTFP	OTHER
December 2010 - TBC		Details of school budgets submitted to DCSF - passporting/Dedicated Schools Grant		
January 2011 - TBA				<i>Finance Officers' Group - To Be Arranged</i>
January 2011 - TBC		<i>Deadline for representations on Provisional RSG settlement - To Be Confirmed by DCLG</i>		
January 2011 - TBC		<i>Final RSG Settlement - To Be Confirmed by DCLG</i>		
January - February 2011		Budget Book to be produced (separate timetable to be issued)		
04 January 2011	2010/11 Quarter Three Budget Monitor presented to CMT (revenue and capital)			
11 January 2011	2010/11 Quarter Three Budget Monitor report for Strategic Overview & Scrutiny Committee circulated (revenue and capital) 2010/11 Quarter Three Budget Monitor report for Cabinet circulated (revenue and capital)			
19 January 2011	2010/11 Quarter Three Budget Monitor report considered by Strategic Overview & Scrutiny Committee (revenue and capital) 2009/10 Quarter Three Budget Monitor report considered by Cabinet (revenue and capital)	Strategic Overview & Scrutiny Committee considers Budget Strategy and Treasury Strategy and Prudential Code Indicators.		
02 February 2011		Cabinet considers 2011/12 Final Budget Strategy, Treasury Strategy and Prudential Code Indicators. (Informal) 2011/12 and Future Years' Capital Programme considered by Cabinet.		
February 2011 - TBA				<i>Finance Officers' Group - To Be Arranged</i>
11 February 2011		Final Budget Strategy report for Council finalised.		
16 February 2011		Circulation of Budget Strategy for Council - Revenue Budget Strategy, Capital Programme, Treasury Strategy and Budget Book.		
24 February 2011		Council considers Budget Strategy for 2011/12. Council considers Treasury Strategy and Prudential Indicators Report.		

Budget Parameters 2011/12

QUESTIONS	ACTIONS														
1. What assumptions have been made about the level(s) of Council Tax?	0% for 2011/12, 2012/13 and 2013/14, 0 – 4.5% in 2014/15.														
2. What are our fixed costs, that need to be excluded from these savings considerations before we start, (on the assumption that everything else is potentially up for grabs)?	<p>Our gross expenditure in 2010/11 is £630m keeping exclusions to a minimum would mean:</p> <table border="0" style="width: 100%;"> <tr> <td>Gross expenditure</td> <td style="text-align: right;">£630m</td> </tr> <tr> <td>Schools expenditure funded by DSG</td> <td style="text-align: right;"><u>(£151m)</u></td> </tr> <tr> <td></td> <td style="text-align: right;">£479m</td> </tr> <tr> <td>Debt charges</td> <td style="text-align: right;"><u>£25m</u></td> </tr> <tr> <td></td> <td style="text-align: right;">£454m</td> </tr> <tr> <td>Transfer payments on behalf of the Govt - Housing benefits, rent allowances and associated benefits</td> <td style="text-align: right;"><u>£75m</u></td> </tr> <tr> <td></td> <td style="text-align: right;">£369m</td> </tr> </table>	Gross expenditure	£630m	Schools expenditure funded by DSG	<u>(£151m)</u>		£479m	Debt charges	<u>£25m</u>		£454m	Transfer payments on behalf of the Govt - Housing benefits, rent allowances and associated benefits	<u>£75m</u>		£369m
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3. What are our projected income generation figures, and what assumptions have been made about likely 'market resistance' to a major increase in all fees or charges or their application in new areas?	Our total income from fees and charges in 2010/11 is £85m and we will be applying inflation of RPIx+2% (3.3%) to this income. This will generate an additional £1,017,000 in income for 2011/12. All income is included in the calculation of income targets for future years. (Please note for 2010/11 only (this financial year) we excluded adult social care income which amounts to £12.2m, we have now included this for future years).														

<p>4. What spending pressures are we carrying forward from the current financial year, (e.g. severance costs, demand led overspends, etc)?</p>	<p>The fourth quarter budget monitor for 2009/10 shows continuing unfunded pressure in the following budget:</p> <p>Children's Social Care and Safeguards £1m It would be prudent to make some provision for this in future years, notwithstanding the considerable work that is being done to manage this service area closer to budget.</p> <p>In addition we have a short term problem with planning income. The shortfall in planning income in 2009/10 was £900,000, this was covered by staffing savings which will not be available to the same extent in 2010/11 given that many of the posts giving rise to these savings were cut in the 2010/11 budget. We have however received Planning Delivery Grant and have some carried forward savings that can be used to manage this problem for 2010/11 by which time the economy may be improving and income rising to previous levels. This is an issue that we should monitor closely and reconsider later in the financial year.</p> <p>We have fully met the VER and Redundancy costs in 2009/10 and have not carried forward any shortfalls. Any new VER and Redundancy costs will need to be funded from compensating savings identified during the year.</p>
<p>5. What are the likely new funding pressures arising from known new legislative requirements?</p>	<p>The most significant committed growth item is the Council's £1.5m per annum contribution to the Extra Care Housing PFI. This contribution is for the running costs (heat, light, grounds maintenance, repairs etc.) for the extra care housing and EMI provision.</p> <p>(Please note that staffing costs are to be met from existing budgets and are outside the PFI contract.)</p>

<p>6. What are our estimates of funding changes arising from demographic movements:</p> <p>a) Reducing pupil numbers (to what extent will we be 'subsidising' the DSG)?</p> <p>b) Growing number of elder people requiring care?</p> <p>c) Transfer from CYPS to Adult Social Care responsibilities?</p> <p>d) Other factors?</p>	<p>We are not presently subsidising the DSG, future projections assume that delegated schools budgets will continue to be funded from a ringfenced Dedicated School Grant. This means that savings will need to be found within the schools' delegated budget so as to accommodate reductions in funding associated with falling pupil numbers. The projected fall in pupil numbers and the effect on DSG is as follows:</p> <table border="1" data-bbox="778 555 1485 752"> <thead> <tr> <th></th> <th>Pupils</th> <th>DSG</th> <th>Projected reduction (inflation neutral)</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>38,003</td> <td>£152,500,719</td> <td>£0</td> </tr> <tr> <td>2011/12</td> <td>37,595</td> <td>£150,863,472</td> <td>£1,637,247</td> </tr> <tr> <td>2012/13</td> <td>37,173</td> <td>£149,170,045</td> <td>£1,693,427</td> </tr> </tbody> </table> <p>Older People demography Estimates based on projected increases of residential & nursing admissions according to the POPPI.org.uk website.</p> <table border="1" data-bbox="778 958 1189 1055"> <tbody> <tr> <td>2011/12</td> <td>£200,000</td> </tr> <tr> <td>2012/13</td> <td>£240,000</td> </tr> <tr> <td>2013/14</td> <td>£270,000</td> </tr> </tbody> </table> <p>(Those are additional ongoing costs each year.)</p> <p>Adults with Learning Disabilities transitions</p> <table border="1" data-bbox="778 1160 1189 1256"> <tbody> <tr> <td>2011/12</td> <td>£625,000</td> </tr> <tr> <td>2012/13</td> <td>£540,000</td> </tr> <tr> <td>2013/14</td> <td>£165,000</td> </tr> </tbody> </table> <p>Based on known children to transfer.</p> <p>Free Personal Care</p> <table border="1" data-bbox="778 1361 1189 1391"> <tbody> <tr> <td>2011/12</td> <td>£580,000</td> </tr> </tbody> </table> <p>Due to the governments Free Personal Care bill which will be offered from 1st April 2011. Based on current client numbers.</p> <p>Independent Living Fund</p> <table border="1" data-bbox="778 1574 1189 1603"> <tbody> <tr> <td>2011/12</td> <td>£500,000</td> </tr> </tbody> </table> <p>Due to criteria change of the ILF.</p> <p>There are no anticipated demography movements for Development Services.</p>		Pupils	DSG	Projected reduction (inflation neutral)	2010/11	38,003	£152,500,719	£0	2011/12	37,595	£150,863,472	£1,637,247	2012/13	37,173	£149,170,045	£1,693,427	2011/12	£200,000	2012/13	£240,000	2013/14	£270,000	2011/12	£625,000	2012/13	£540,000	2013/14	£165,000	2011/12	£580,000	2011/12	£500,000
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<p>7. We are maintaining a significant Capital Programme, partly through the use of Prudential Borrowing- what additional pressures will this place on our revenue budget?</p>	<p>We built an additional £1,040,000 into the debt charges budget in 2010/11 to meet some of the additional costs. In 2011/12 a further £870,000 would be required to meet the ongoing prudential borrowing costs that have been built into the capital programme.</p>																																

8. What are our assumptions about likely pay award pressures over the next few years?	£250 for all posts under £21,000, 0% for posts over £21,000 in 2011/12 and 2012/13; 1% thereafter
9. What are the projected additional salary costs from incremental progression?	The additional costs (including oncosts) are: Senior posts (tiers 1-3) £194,028 Other posts £1,743,433
10. What assumptions are we making about likely new severance costs and how these will be funded?	We haven't made any assumptions currently about VER and redundancy costs. Any such costs incurred would need to be met from within existing resources during the year. Typically these will be found from staffing savings, or one off sources identified during the course of the financial year.
11. What assumptions are we making about increases in the Employer's Pension Contributions costs?	We have assumed a 1.1% increase in pension contributions for each year based on the latest information available from the actuary. This represents £1.2m on the current staffing budget. This figure can be revised once the outcomes of the triennial Actuarial Valuation are known in October.
12. What is our current annual level of staff turnover and what estimated savings could be made from a (temporary) vacancy freeze?	Staff turnover at the council in 2009/10 (excluding schools based staff) averages at 8.5% which represents 588 people. Therefore for a quarter of the year, this would represent £3,014,000 (based on a £20,000 average salary incl oncosts).
13. What level of projected savings would result from a 20% overall reduction in our management overheads, and how quickly could these be achieved?	A 20% reduction in posts paid over £40,000 would represent a saving of £3,652,000.
14. What scope is there to reduce our premises costs through rationalisation of our portfolio, (e.g. disposal, shared use and co-location with partners, reduction in repairs and maintenance expenditure), given the projected cut in the size of our workforce?	Our main target for savings in this area is the target of 7% year on year reductions in energy usage / carbon footprint as set out in the carbon management plan. This equates to a 35% reduction over 5 years.

<p>15. What are the possible/likely contributions to our overall savings targets to be found from:</p> <ul style="list-style-type: none"> a) More effective procurement of goods and services; b) Better/more extensive joint commissioning with our partners, (and increased use of the 3rd sector); c) Service redesign and new ways of working (NWOW), (i.e. increased productivity/reduced staffing requirements); d) Removal of administrative functions and 'red tape' e) Shared services with other agencies or local authorities; f) Outsourcing of service delivery? 	<p>IT services have retendered for the data networks and Telecom services, which has generated total ongoing budget savings of £750,000. Of this total, £97,000 does relate to schools budgets and so this would remain ringfenced within the schools budgets.</p> <p>Directorates to consider as a prompt for generating savings proposals for 2011/12.</p>
<p>16. What scope is there to reduce need/demand for services, through greater emphasis on prevention or tightening our eligibility criteria?</p>	<p>Directorates to consider as a prompt for generating savings proposals for 2011/12.</p>
<p>17. What are our plans/expectations for reducing costly residential care for LAC or SEN?</p>	<p>A lean service review is well underway in this service area reporting to Children and Young People's Scrutiny. This review includes identification of a range of improvements. The top ten improvements to be considered by Scrutiny are as follows:</p> <ol style="list-style-type: none"> 1. Extend LAC block contract arrangements with Care UK by 6 places 2. Increase placement options for 15 to 18 years olds by working with Housing Services and supporting People to develop 10 to 15 supported board & lodgings spaces 3. Use existing experience of e-tendering/e-Topia auctions in the PTS team to bring down the cost of transport routes 4. Opportunity to strengthen the role of Joint Solutions Panel. 5. Need to build the role of this panel and discuss more SEN Education issues and transport costs. 6. Develop a dedicated internal education resource to address this growing need and avoid further expensive external placements. 7. Increase council's residential capacity by developing additional homes. 8. Partnership working with independent Special

	<p>Schools.</p> <p>9. Consider introducing charges for some placement services.</p> <p>10. Carry out a Single Occupancy Transport Review (including TMBSS) with a view to reduce number of children being transported alone.</p>																																				
<p>21. What are the overhead costs of our corporate support services, (excluding those associated directly with the democratic process)?</p>	<p>The total Corporate and Democratic Core costs for 2010/11 are £7,192,810. A breakdown of the costs is shown below:</p> <p><u>Resources</u></p> <table border="0"> <tr> <td>Corporate Finance</td> <td style="text-align: right;">£1,010,460</td> </tr> <tr> <td>Treasury Services</td> <td style="text-align: right;">£152,960</td> </tr> <tr> <td>Risk Management</td> <td style="text-align: right;">£21,540</td> </tr> <tr> <td>Property Services</td> <td style="text-align: right;"><u>£238,260</u></td> </tr> <tr> <td></td> <td style="text-align: right;">£1,423,220</td> </tr> </table> <p><u>Chief Executive's Office</u></p> <table border="0"> <tr> <td>Organisational Devt</td> <td style="text-align: right;">£251,860</td> </tr> <tr> <td>Chief Executive's Office</td> <td style="text-align: right;">£504,890</td> </tr> <tr> <td>Corporate Performance</td> <td style="text-align: right;">£467,170</td> </tr> <tr> <td>Complaints & Scrutiny</td> <td style="text-align: right;">£286,300</td> </tr> <tr> <td>Communications</td> <td style="text-align: right;"><u>£752,650</u></td> </tr> <tr> <td></td> <td style="text-align: right;">£2,262,870</td> </tr> </table> <p><u>Legal & Democratic Services</u></p> <table border="0"> <tr> <td>Committee Services</td> <td style="text-align: right;">£943,210</td> </tr> </table> <p>Total £4,629,300</p> <p><u>Democratic Functions</u></p> <table border="0"> <tr> <td>IT Services (relating to Democratic functions)</td> <td style="text-align: right;">£289,530</td> </tr> <tr> <td>Accommodation (relating to members areas)</td> <td style="text-align: right;">£118,510</td> </tr> <tr> <td>Members allowances</td> <td style="text-align: right;">£1,660,230</td> </tr> <tr> <td>Audit Commission Fees</td> <td style="text-align: right;">£450,350</td> </tr> <tr> <td>Debt charges</td> <td style="text-align: right;">£44,890</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">£2,563,510</td> </tr> </table>	Corporate Finance	£1,010,460	Treasury Services	£152,960	Risk Management	£21,540	Property Services	<u>£238,260</u>		£1,423,220	Organisational Devt	£251,860	Chief Executive's Office	£504,890	Corporate Performance	£467,170	Complaints & Scrutiny	£286,300	Communications	<u>£752,650</u>		£2,262,870	Committee Services	£943,210	IT Services (relating to Democratic functions)	£289,530	Accommodation (relating to members areas)	£118,510	Members allowances	£1,660,230	Audit Commission Fees	£450,350	Debt charges	£44,890	Total	£2,563,510
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