

Medium Term Financial Strategy Progress Report 2008-09 to 2012-13

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STATEMENT 1 - FIVE YEAR MODEL SUMMARY – Overall Forecast Position (Excluding Growth)

| | Budget 2008-09 £m | Forecast | | | |
|---|-------------------------|---------------|---------------|---------------|---------------|
| | | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| Expenditure | | | | | |
| Net Revenue | 268.5 | 354.6 | 355.3 | 362.7 | 376.0 |
| Income | 348.7 | 522.8 | 543.3 | 557.5 | 573.4 |
| Gross Revenue | 617.2 | 877.5 | 898.6 | 920.2 | 949.4 |
| Children and Education | 352.3 | 360.9 | 374.8 | 383.6 | 393.8 |
| Community Services | 140.1 | 145.3 | 151.0 | 157.3 | 163.5 |
| Environmental Services | 71.3 | 76.2 | 81.0 | 83.9 | 88.5 |
| Resources | 32.3 | 34.8 | 35.7 | 36.3 | 37.3 |
| Financing Costs | 16.6 | 19.1 | 20.2 | 21.0 | 21.5 |
| 1C4W project costs and savings | 10.8 | 3.0 | -8.1 | -12.5 | -13.2 |
| District Services | 0.0 | 237.8 | 245.0 | 252.3 | 259.8 |
| Major Projects | 2.0 | 0.8 | -1.6 | -2.4 | -2.5 |
| Movements on Reserves | -8.2 | -0.6 | 0.7 | 0.7 | 0.7 |
| | 617.2 | 877.5 | 898.6 | 920.2 | 949.4 |
| Capital | 99.4 | 115.2 | 71.4 | 71.4 | 71.4 |
| Wiltshire County Council and District Councils cost reduction and efficiency programme | 0.0 | -14.9 | -4.5 | 0.8 | 0.8 |
| Total Spending | 716.6 | 977.8 | 965.5 | 992.4 | 1021.6 |
| Incoming Resources | | | | | |
| Formula Grant (RSG and NNDR) | 69.3 | 100.8 | 102.4 | 104.2 | 106.0 |
| Area based Grant | 18.1 | 27.3 | 26.7 | 27.1 | 27.6 |
| Council Tax | 181.0 | 211.6 | 221.6 | 232.2 | 243.2 |
| <i>Band D increase</i> | | 3.8% | 3.8% | 3.8% | 3.8% |
| Net Revenue | 268.5 | 339.7 | 350.8 | 363.5 | 376.8 |
| Income Continuing | 348.7 | 522.8 | 543.3 | 557.5 | 573.4 |
| Gross Revenue | 617.1 | 862.6 | 894.1 | 921.0 | 950.2 |
| Capital Resources | 99.4 | 115.2 | 71.4 | 71.4 | 71.4 |
| Total Incoming Resources | 716.6 | 977.8 | 965.5 | 992.4 | 1021.6 |

| | Budget 2008-09 £m | Forecast | | | |
|---|-------------------------|---------------|---------------|---------------|---------------|
| | | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| Gross increase in costs over income before savings or reinvestment | | 18.6 | 17.3 | 16.7 | 17.4 |
| Savings from 1C4W utilised | | -6.6 | -14.1 | -17.8 | -18.1 |
| Savings from BMP utilised | | -2.1 | -3.6 | -4.8 | -5.0 |
| Reinvestment into New Activities | | 5.0 | 5.0 | 5.0 | 5.0 |
| Wiltshire County Council and District Councils cost reduction and efficiency targets (+ Savings to be Identified/-Savings Released) | | 14.9 | 4.5 | -0.8 | -0.8 |
| One-off Investment Identified by CLT in 2008-09 Budget that Could be Released | | 1.4 | 1.4 | 1.4 | 1.4 |

Note: The £14.9 million target is after achieving the 1C4W savings identified in the submission.

STATEMENT 2 - FIVE YEAR MODEL SUMMARY Gross Revenue Forecast by Service (Excluding Growth)

| | Budget | Forecast | | | |
|--|---------------|---------------|---------------|---------------|---------------|
| | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| Children and Education | | | | | |
| Funding Schools | 250.7 | 257.9 | 267.0 | 274.9 | 283.0 |
| Children and Families | 55.3 | 56.0 | 56.8 | 56.5 | 57.3 |
| Strategic Services (was R&I) | 4.6 | 4.7 | 4.8 | 4.9 | 5.1 |
| Early Years | 17.5 | 17.5 | 20.7 | 21.2 | 21.7 |
| School Support | 13.5 | 13.8 | 14.1 | 14.4 | 14.8 |
| Young People | 9.7 | 9.9 | 10.1 | 10.4 | 10.6 |
| School Building & Places | 1.2 | 1.2 | 1.2 | 1.2 | 1.3 |
| | 352.3 | 360.9 | 374.8 | 383.6 | 393.8 |
| Community Services | | | | | |
| Older People | 48.1 | 49.8 | 51.1 | 52.6 | 54.0 |
| Physical Impairment | 6.2 | 6.5 | 6.7 | 6.9 | 7.1 |
| Learning Disability | 42.2 | 44.5 | 47.4 | 50.6 | 53.7 |
| Mental Health | 17.5 | 18.2 | 19.1 | 20.1 | 21.1 |
| Central Services | 5.1 | 5.2 | 5.3 | 5.5 | 5.6 |
| Supporting People | 8.5 | 8.6 | 8.7 | 8.7 | 8.8 |
| Libraries & Heritage | 7.8 | 7.9 | 8.1 | 8.3 | 8.6 |
| Community Safety | 3.7 | 3.7 | 3.7 | 3.7 | 3.7 |
| Development Services | 0.9 | 0.8 | 0.9 | 0.9 | 0.9 |
| | 140.1 | 145.3 | 151.0 | 157.3 | 163.5 |
| Environmental Services | | | | | |
| Highways | 24.2 | 25.2 | 26.2 | 27.3 | 28.3 |
| Passenger Transport | 17.4 | 18.4 | 19.4 | 20.7 | 21.9 |
| Waste Management | 20.2 | 23.0 | 25.5 | 25.6 | 27.8 |
| Planning & Environment | 3.2 | 3.2 | 3.3 | 3.4 | 3.5 |
| Trading Standards | 1.7 | 1.7 | 1.8 | 1.8 | 1.9 |
| Other | 4.6 | 4.7 | 4.9 | 5.0 | 5.2 |
| | 71.3 | 76.2 | 81.0 | 83.9 | 88.5 |
| Resources | | | | | |
| Chief Executive | | | | | |
| Core (including Democratic Services) | 3.6 | 3.7 | 3.7 | 3.8 | 3.9 |
| Corporate Services | 8.4 | 8.6 | 8.8 | 8.8 | 9.0 |
| Finance | 9.7 | 11.8 | 12.1 | 12.4 | 12.7 |
| Performance & Risk | 0.2 | 0.3 | 0.3 | 0.3 | 0.3 |
| ICT & Procurement | 10.4 | 10.5 | 10.8 | 11.0 | 11.3 |
| | 32.3 | 34.8 | 35.7 | 36.3 | 37.3 |
| Cross Cutting | | | | | |
| Financing Costs | 16.6 | 19.1 | 20.2 | 21.0 | 21.5 |
| Contribution to Balances | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| Earmarked Reserves | -8.9 | -1.2 | 0.0 | 0.0 | 0.0 |
| Major Projects - revenue | 2.0 | 0.8 | -1.6 | -2.4 | -2.5 |
| 1C4W | 10.8 | 3.0 | -8.1 | -12.5 | -13.2 |
| District Services | 0.0 | 237.8 | 245.0 | 252.3 | 259.8 |
| Total Gross Revenue Expenditure | 617.2 | 877.5 | 898.6 | 920.2 | 949.4 |

NOTE - The Department of Resources total is lower than the approved budget because financing costs have been separated out and are now shown under cross cutting areas.

STATEMENT 3 - FIVE YEAR MODEL SUMMARY Net Revenue Forecast by Service (Excluding Growth)

| | Budget | | Forecast | | |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|
| | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| Children and Education | | | | | |
| Funding Schools | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Children and Families | 35.8 | 36.0 | 36.4 | 36.8 | 37.1 |
| Strategic Services (was R&I) | 0.6 | 0.6 | 0.6 | 0.6 | 0.6 |
| Early Years | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| School Support | 3.2 | 3.3 | 3.4 | 3.5 | 3.5 |
| Young People | 4.0 | 4.1 | 4.2 | 4.3 | 4.4 |
| School Building & Places | 0.7 | 0.7 | 0.7 | 0.7 | 0.8 |
| | 44.2 | 44.7 | 45.3 | 45.8 | 46.4 |
| Community Services | | | | | |
| Older People | 38.6 | 40.1 | 41.4 | 42.9 | 44.2 |
| Physical Impairment | 5.3 | 5.6 | 5.7 | 5.9 | 6.1 |
| Learning Disability | 27.1 | 28.9 | 31.2 | 33.9 | 36.6 |
| Mental Health | 17.5 | 18.2 | 19.1 | 20.1 | 21.1 |
| Central Services | 4.0 | 4.0 | 4.1 | 4.3 | 4.4 |
| Supporting People | 0.0 | 8.6 | 8.7 | 8.8 | 8.9 |
| Libraries & Heritage | 6.6 | 6.7 | 6.9 | 7.2 | 7.4 |
| Community Safety | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 |
| Development Services | 0.8 | 0.7 | 0.7 | 0.7 | 0.8 |
| | 99.9 | 113.0 | 118.1 | 123.9 | 129.6 |
| Environmental Services | | | | | |
| Highways | 20.4 | 21.4 | 22.4 | 23.4 | 24.4 |
| Passenger Transport | 14.1 | 14.8 | 15.7 | 16.9 | 18.1 |
| Waste Management | 18.0 | 20.6 | 22.9 | 23.0 | 25.2 |
| Planning & Environment | 2.3 | 2.4 | 2.5 | 2.5 | 2.6 |
| Trading Standards | 1.5 | 1.6 | 1.6 | 1.6 | 1.7 |
| Other | 2.0 | 2.2 | 2.3 | 2.4 | 2.5 |
| | 58.4 | 63.0 | 67.4 | 70.0 | 74.4 |
| Resources | | | | | |
| Core (including Democratic Services) | 3.5 | 3.6 | 3.7 | 3.8 | 3.9 |
| Corporate Services | 4.4 | 4.5 | 4.7 | 4.8 | 4.9 |
| Finance | 7.9 | 10.0 | 10.3 | 10.6 | 10.8 |
| Performance & Risk | 0.2 | 0.3 | 0.3 | 0.3 | 0.3 |
| ICT & Procurement | 10.4 | 10.5 | 10.8 | 11.0 | 11.3 |
| | 26.5 | 29.0 | 29.7 | 30.4 | 31.2 |
| Cross Cutting | | | | | |
| Area Based Grant Spending | 18.1 | 27.3 | 26.7 | 27.1 | 27.6 |
| Financing Costs | 16.6 | 19.1 | 20.2 | 21.0 | 21.5 |
| Contribution to Balances | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| Earmarked Reserves | -8.9 | -1.2 | 0.0 | 0.0 | 0.0 |
| Major Projects - revenue | 2.0 | 0.8 | -1.6 | -2.4 | -2.5 |
| 1C4W | 10.8 | 3.0 | -8.1 | -12.5 | -13.2 |
| District Services | 0.0 | 55.3 | 56.9 | 58.6 | 60.3 |
| Total Net Revenue Expenditure | 268.5 | 354.6 | 355.3 | 362.7 | 376.0 |

NOTES –

1. Total net revenue expenditure in 2008-09 has been increased to reflect the Area Based Grant of £18.1 million.
2. The Department of Resources total is lower than the approved budget because financing costs have been separated out and are now shown under cross cutting areas.

EXECUTIVE SUMMARY

Purpose

The Medium Term Financial Strategy Progress Report (MTFS) focuses on the broad strategic objectives and the significant developments which Wiltshire County Council (WCC) and then Wiltshire Council will deliver over the next five years.

It is the first attempt to reflect current estimates of incoming resources and compare these to current estimates of spending plans. The spending plans are based on existing activity levels adjusted for forecasted changes in demand. For the first time, estimates for 2009-10 onwards include the district functions in addition to Wiltshire County Council although the level of detail and consideration included for the different authorities varies considerably. The MTFS has been developed to provide a strategic context for the authority's financial matters, including revenue and capital budgets, spending plans, council tax decisions and investment plans, to ensure that spending decisions are consistent with the Council's overall priorities and objectives.

This year, it has been largely a desktop exercise building on the 2008-09 budget submissions from WCC services adding in broad estimates for the districts. It is designed to kick start the 2009-10 budget setting process by providing parameters of incoming resources to redesign spending plans within and identify efficiency and savings targets. A great deal of work is required to refine the assumptions and establish a much clearer five year model for the new authority with consistent levels of underlying data, detailed work and consistent approaches across the authorities. This is dependent on the outcomes of the 1C4W workstreams and full analysis will not be delivered until PIDS are developed for each workstream and these are built up into business options and ultimately budget proposals in the late summer.

Process

The draft MTFS is being considered by Cabinet in May 2008 and will form the basis for 2009-10 budget setting discussions by determining the budget proposal options to be developed by officers. Officers will then develop these budget proposals during the summer with officer based workshops (June to August). The consolidated budget proposals become the first cut of the 2009-10 budget and it is recommended that, as in previous years, this is considered by challenge meetings on a service by service basis with Members and officers. This will be through a series of workshops covering each main service area (August to October). In previous years portfolio holders attended the appropriate service areas on behalf of the full Cabinet. Members are asked to consider representation and attendance at the 2009-10 budget setting meetings in the light of the unitary changes.

Following the initial detailed meetings Members will debate the consolidated budget against incoming resources and reprioritise funding or allocate headroom where appropriate (October to January). These iterations will then

lead to a final budget and council tax figure being adopted by County Council in February 2009.

Context

The MTFs is based on incoming resources from the Comprehensive Spending Review and three year settlement with estimates for the last two year. It recognises increasing cost pressures arising from price increases and the increasing demand on services. As a broader view the strategy does not reflect precisely where we will be in five years, but describes a view of the direction in which we are moving and the actions which may be required to deliver our goals and priorities. It predicts our financial position and shapes our efficiency and cost reduction plans.

Spending plans are current estimates and as in previous years the actual spending plans developed for the detailed budget will vary considerably as the efficiency and savings targets are developed. How this will be achieved is described in "Next Steps" below.

It is common to adopt this approach to strategic planning by identifying patterns of income and expenditure to see how they need to be realigned and make planned changes over a period of years. The level of efficiency and savings targets shown for Wiltshire are also common and are small compared to some other authorities. This reflects the hard work already undertaken across the authorities to deliver low cost high quality services and to bring expenditure in 2007-08 and 2008-09 in line with limited available resources.

The approach is consistent to previous year's for both WCC and for most of the districts which adopted a cash freeze approach to setting the 2008-09 budget. WCC identified and delivered efficiency and cost reduction targets within the MTFs of £7.8 million last year, representing 2.9% of net budget . Salisbury District Council and West Wiltshire District Council both identified efficiencies and savings within their plans of around 5% of net budget and North Wiltshire District Council utilised one-off resources of general reserves and collection fund surpluses of £1.1 million in setting the 2008-09 budget, representing 7% of the net budget. Kennet District Council figures are to be confirmed.

Strategy

The MTFs has been developed as an iterative process running in parallel with development of the vision for the new authority and the Strategy must support achievement of the vision of the new organisation, which is to deliver:

- Excellent, low cost public services.
- High social capital.
- Local, transparent decision making and public trust.

The Strategy must also support the core values that have been identified:

- Customer focus.
- High performing, low cost services.

- Co-ordination and collaboration.
- Delegation and innovation.
- An organisation people want to work for.
- Open to influence.
- One Council and with one culture.

It has also been developed in conjunction with the ICT Strategy, People Strategy and cross cutting service plan for Property. All of these focus on the needs of the authority across the medium term. Through these strategies (including the MTFS) a series of core questions have been raised which will be addressed to develop integrated solutions that are affordable but ensure that the goals of the authority are achieved.

The intent has been to move away from the formality of the annual budget cycle to an iterative process whereby the 5 year Model is used to develop and plan future scenarios around organisational service development and changes to the cost and service structure. It will be a tool for Cabinet and Chief Officers to use on an ongoing basis.

It predicts our financial position and shapes our efficiency and cost reduction plans, contributing to strategic reconfiguration of the business. Links to performance and risk have been developed. Key services have looked at their cost drivers, delivery outcomes, performance indicators and risks over the next five years, how they are linked and the associated financial implications.

Service delivery and the delivery of the corporate goals and vision for the new authority over the period of this MTFS will depend on the resources available but given the constraints of resources, innovative new approaches to service delivery will need to be defined. Currently, estimated incoming resources are insufficient to meet the spending requirements associated with service delivery plans for 2009-10 and 2010-11. This is due to costs rising at a greater rate than increases in income, including Central Government grant (Formula Grant). Not only are unit costs rising but there is also increasing demand for services, both as a result of increasing demand for care services such as older people, mental health and learning or physical disabilities and also as a result of changing legislation and expectations such as the Landfill Allowance Trading Scheme affecting waste and the new Education Act affecting passenger transport.

Assumptions

In establishing the efficiency targets the MTFS identifies the following areas of uncertainty where assumptions have been made:

- Formula Grant included as per three year settlement to 2010-11 and then 1.7% per annum thereafter.
- The council tax will increase by 3.8% and the tax base will increase by 0.9%. No collection fund movements are assumed.
- No significant change in specific grants and the Local Area Agreement process (2% for WCC grants unless known otherwise).

- That the move to unitary status will achieve the savings detailed in the unitary submission. These will arise across the new authority but for the MTFS the savings are shown as a single line.
- That the business case for prudential borrowing will be sound for the major projects included.
- That all significant financial risks have been identified.
- The impact on the MTFS of the Department of Community Services (DCS) commissioning strategies work on service costs and delivery is still uncertain.
- There are significant above standard inflation cost pressures in DCS and the Environmental Services Department which have been estimated.
- That the Wiltshire Pension Fund actuarial valuation and the move to 1C4W will not affect current contribution projections.
- The Pay Reform cost estimate does not reflect any provision for future back-pay claims by employees which has been judged low risk.
- This is the first year of incorporating the district councils into the MTFS. District cost pressures have been identified by district finance teams for 2009-10 and inflated at standard inflation thereafter. Budgets are consolidated at a very strategic level. Assumptions within these figures vary and there will be an impact from standardising approaches to costs, service delivery and fees and charges which is not currently reflected. This will be worked on continually ahead of the 2009-10 budget.
- Assumptions around the development of Community Area Boards and increased community empowerment are consistent to the original submission for 1C4W and it is assumed that the costs will remain within existing budgets and the reinvestment proposals within the submission.
- The reinvestment of other savings identified as part of the 1C4W submission have also been included and as more detailed plans are developed these may be subject to rescheduling.
- The PFI scheme being undertaken by West Wiltshire District Council (WWDC) is reflected on a consistent basis to WWDC financial plans for 2009-10 with no other adjustments being made. It is anticipated that there will be revenue contribution of £60,000 in 2010 and January 2011 of £180,000 which will be reflected in future budget setting rounds as details are confirmed.
- There is currently no provision for any costs arising as a result of the changes being made to concessionary fares.
- No provision has been made for additional revenue or capital costs in relation to the Bournehill project. Costs associated with this will be reflected as part of the 2009-10 budget setting process.

Next Steps

The gap between spending plans and incoming resources is closed by a cost reduction and efficiency programme in future years resulting in headroom to meet currently unknown costs, improvements to services or reduced council tax increases.

The current capital programme is balanced with incoming resources matching the levels of expenditure and therefore the capital programme does not impact on the gap above. However, if new projects are undertaken or existing projects incur additional costs this will need to be funded from reducing other expenditure across the programme, utilising reserves or from borrowing. Where borrowing is an appropriate solution the cost of borrowing including interest costs will need to be met from the revenue budget. The efficiency target will increase accordingly and the costs of this capital would need to be prioritised against all demands for revenue expenditure.

The efficiency and cost reduction target will be met as part of the 2009-10 budget setting process. We are looking at the options and one option would be for services to be asked to develop budget proposals on a cash freeze basis, assuming that budgets for 2009-10 remain at the same levels as set for 2008-09. If all services achieved this around £18 million would be released against the efficiency and cost reduction targets and headroom would be generated to redeploy to priorities.

Whatever the absolute figures the methodology will involve all services looking at efficiency savings and ways of transforming services to reduce costs. This will include the major transformation projects of 1C4W and BMP but will need to be much wider than this to meet the target required. Systems thinking (Lean reviews), the Focus Project in Adult care work and commissioning strategies will all play an important part in:

1. Redesigning key services to improve performance and reducing cost by identifying and eliminating non-value added work in our processes.
2. Procurement;
 - a. Review of existing contracts to determine opportunities for cost reduction.
 - b. Continue with our aggressive negotiation of future contracts: (1) to include year-on-year cost reductions whilst maintaining levels performance (common practice in the private sector); (2) to join with partners in consortia to increase the volume of spending to deliver economies of scale).
 - c. Reviewing currently out-sourced work to determine if it is more cost effective to conduct work in-house.

This work will link into the benefits realisation programme which is being developed as part of our vision to deliver higher quality services at reduced cost. Benefits can be considered as relating to improvements in performance to customers or citizens and reduced costs or increased efficiency. These benefits must be realised to meet the MTFS savings targets and deliver the authorities vision. Work will capture the savings from the various exercises including 1C4W, BMP, Focus Project in Adult care, to ensure transparency of reinvestments.

The successful delivery of these next steps is reliant on the development of a clear strategy for delivering the 2009-10 budget setting process within the context of the 1C4W transition programme. A budget for the new authority will be set mid February 2009 and discussions around the levels of income, including the rate of council tax and spending proposals will need to be

finalised by then. To get to this, clarity will be required on how the new council will be structured for budget purposes in terms of accountable service areas. The timing and nature of Members involvement in the budget setting process will also be important. Members are therefore asked to consider this and to provide direction on the format of the budget setting process, including the approach that they wish officers to undertake in preparing budget options for discussions. If detailed budget reviews are desired, on a similar basis to prior years within the County Council, then budget proposals will need to be developed by mid August for challenge meetings of each service to take place in late August through to October. Service budget options will need to be produced from June to mid August and therefore direction on the budget areas to be developed, identification of responsible leads for these areas and an agreed approach to budget options (such as cash freeze or otherwise) will be needed in May or early June.

Leading into this work is the benefits realisation work on the 1C4W workstreams which is shaping these services. This considers the service delivery options for these workstreams and out of this will fall the income, cost and savings estimates for future years. Conclusions being drawn from this will be needed for the 2009-10 budget process and Members may need to be clear on the assumptions and options being agreed on these workstreams by June or mid August depending on the budget approach adopted. Similarly any reorganisation of services and movements in budgetary structures will need to be agreed to allow a baseline budget for 2009-10 to be developed in the summer to ensure that *all* services (those covered by the 1C4W workstreams and also those not) are working on a single approach to the budget and develop consistent budget options and outcomes for a consistent level of debate and analysis. Careful programme management of delivering the transition to 1C4W and forecasting and budgeting as one authority is required and Members are asked how they would like to manage the deliver of the next steps as well as being asked to outline the outcomes that they desire.

INTRODUCTION

The MTFFS considers revenue and capital spending pressures facing the authority in the context of estimated incoming resources, performance levels and associated assumptions and risks. It is established as part of the development of the vision for the new authority under One Council for Wiltshire and reflects as far as possible the service aspirations to deliver this and the associated corporate goals. It will direct detailed action plans and goals for the authority over the next five years by providing an affordability context.

The medium term perspective is essential in order to deliver the corporate goals and maintain the link between developing some services, challenging and reshaping others, improving delivery and efficiency against a backdrop of financial constraint and pressure to keep demands on the local taxpayer to a minimum.

The MTFFS supports the new authority in delivering:

- High quality, low cost services
- Transparency
- Resilient communities corporate plan

To achieve this estimates of the incoming resources for the organisation and spending pressures facing it, are presented in the context of performance data and the risks facing the authority.

INCOMING RESOURCES

Incoming resources have been estimated based on key factors and assumptions to determine what will be available to the authority over the next five years.

Overall Resources

The Council's total incoming resources are made up of revenue funding and capital funding. Net revenue funding comprises of council tax and central government grant (Formula Grant) and total (gross) revenue funding comprises of net revenue funding plus all other revenue income such as specific grants, partnership funding and fees and charges. Capital funding includes receipts from the sale of capital assets, capital grants, contributions from developers and through borrowing.

Diagram of Total Funding and Its Components

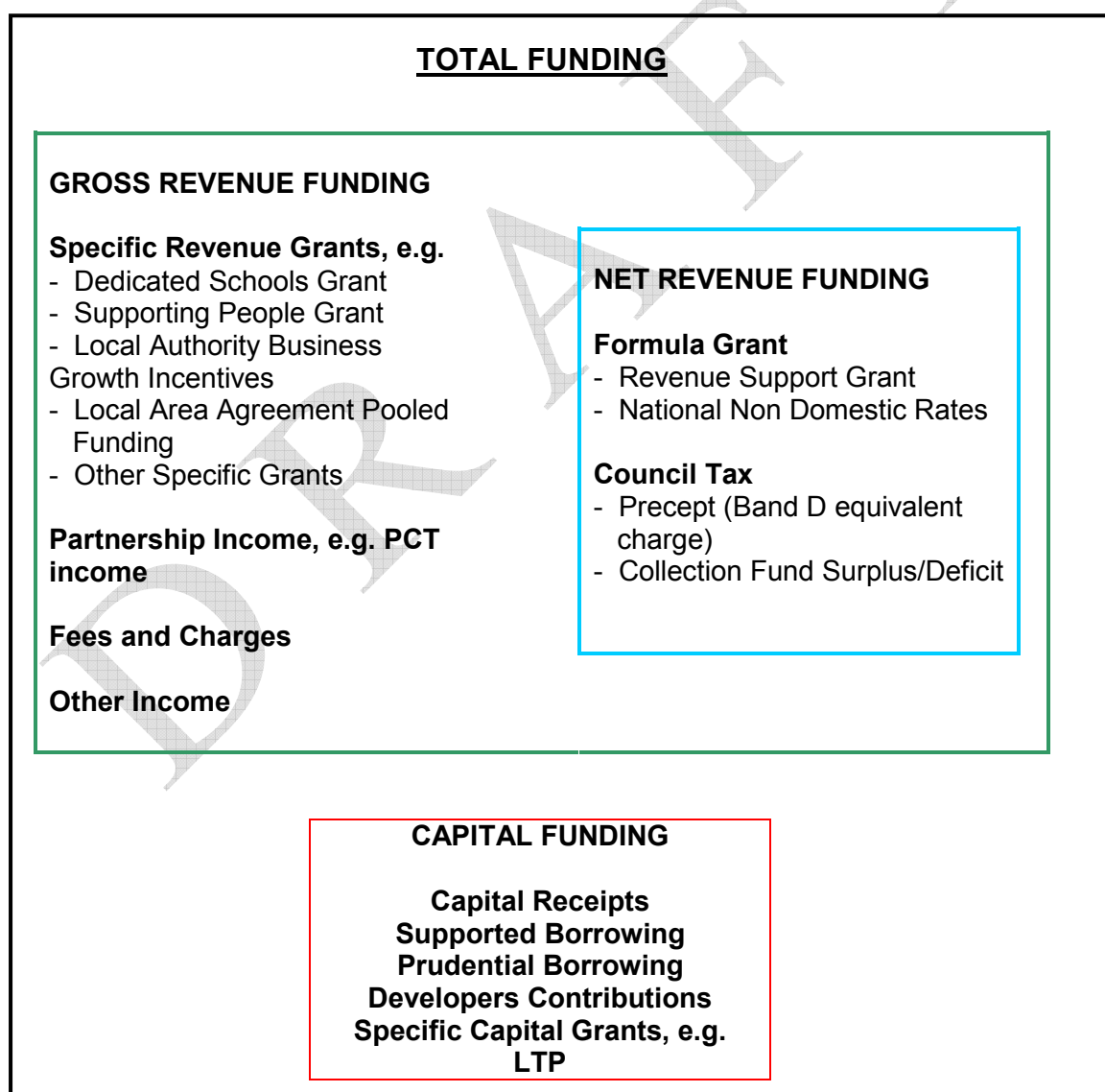


Table 1 shows the estimated incoming resources over the period.

| Table 1- Incoming Resources | Budget | Forecast | | | |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|
| | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| Incoming Resources | | | | | |
| Formula Grant (RSG and NNDR) | 69.3 | 100.8 | 102.4 | 104.2 | 106.0 |
| Area Based Grant | 18.2 | 27.3 | 26.7 | 27.1 | 27.6 |
| Council Tax | 181.0 | 211.6 | 221.7 | 232.2 | 243.2 |
| Band D increase | | 3.8% | 3.8% | 3.8% | 3.8% |
| Net Revenue | 268.5 | 339.7 | 350.8 | 363.5 | 376.8 |
| Other Income | 348.7 | 522.8 | 543.3 | 557.5 | 573.4 |
| Gross Revenue | 617.1 | 862.6 | 894.1 | 921.0 | 955.6 |
| Capital Funding | 99.4 | 115.2 | 71.4 | 71.4 | 71.4 |
| Total Incoming Resources | 716.6 | 977.8 | 965.5 | 992.4 | 1021.6 |

Net Revenue Funding

Revenue Support Grant and NNDR (Formula Grant)

The Comprehensive Spending Review (CSR 2007) was announced in late 2007 and three-year settlements covering the period 2008-09 to 2010-11 were announced in January 2008 for Formula Grant and some other significant grants, including Area Based Grant.

It has been assumed that beyond 2010-11 that there will be no major changes to the funding mechanism and for Wiltshire this is a considerable assumption as it assumes that funding for the new unitary authority will be maintained at consistent levels to the existing five authorities. Potentially the Government could chose to reduce the grants to reflect unitary savings and in particular, it could choose to remove the fixed cost element of the grant as unitary authorities only receive one share of this normally whereas at present the five authorities each receive a share. The impact of this is not currently reflected.

Area Based Grant

In 2008-09 the Government introduced a new general grant called Area Based Grant. It is not new funding but instead replaces several specific grants and simply removes any spending restrictions or reporting requirements, transferring the funding from specific to general grant. A three year settlement has been announced and these sums have been used and although it is anticipated that the ABG figures will change this is not thought to be significant. The ABG for 2008-09 is £18.2 million.

Council Tax (Precept)

The amount of council tax is dependent on the rate of council tax set by the authority as part of its annual budget process and is always quoted by reference to an average value house, referred to as a Band D property.

The County Council on 12 February 2008, agreed that council tax increases of 3.8% should be used for financial planning purposes for 2009-10 and 2010-11. The same level of increase has also been assumed for future years.

In making the transition to unitary status there is a need to equalise council tax rates as at present each district has a different Band D rate. There are a number of options over how this can be achieved and still have a “3.8% increase”. Depending on the option selected the amount of council tax collected in total will vary considerably. The main options and estimated total council tax are:

1. have a 3.8% average increase so some district areas have a greater than 3.8% increase and some less (£212.5 million)
2. have the lowest increase at 3.8% and all other district areas greater than 3.8% (£214.2 million)
3. have the highest increase at 3.8% and all district areas lower than this (£211.6 million).

For planning purposes the third equalisation option has been used. In addition to any decision to change the equalisation method, any decision to set council tax at a higher or lower level would change the level of incoming resources available to meet spending pressures. Each 0.5% movement in the Band D council tax rate would change available resources by approximately £1 million. Table 2 shows the impact of this in relation to tax increases in 2009-10.

Table 2 – Council Tax Ready Reckoner

| Ready Reckoner For 2009-10 Increase | | | |
|---|------------------------|-------------|--------------------------------------|
| Highest Increase against 2008-09 Band D | Average 2010-11 Band D | Council Tax | Difference from 3.8% assumed in MTFS |
| % | £ | £m | £m |
| 4.8 | 1204.06 | 213.640 | 2.044 |
| 3.8 | 1192.54 | 211.596 | 0 |
| 3.5 | 1189.12 | 210.989 | -0.607 |
| 2.8 | 1181.08 | 209.562 | -2.033 |

The tax-base has been projected to rise by 0.9% on average. This is in line with historical growth rates which are not inconsistent to the planning strategies and population statistics adopted across the authority. Any movement in tax-base from this assumption would impact on the amount of council tax raised.

The Lyons Inquiry into the funding of local government proposed no firm changes to the current funding system but did recommend a medium term revaluation of properties by central government. This is because current calculations are based on 1991 house valuations. A revaluation would change the Wiltshire tax-base and accordingly how much Council Tax is raised and it could go up or down depending on the basis of the revaluation.

Successful collection of council tax is also vital. District councils currently make assumptions as to how much they will collect including allowances for non-payments and vacant properties. The new unitary authority will take this function on from vesting date. Where the actual rate collected varies from their assumptions collection fund surpluses or deficits occur.

For planning purposes, it is assumed that there will be no collection fund surpluses or deficits in future years as these figures are volatile and unpredictable and in past years both significant deficits and surpluses have been experienced. If a surplus arises there will be additional funding to meet spending requirements but if a deficit arises this would reduce resources and increase the efficiency and savings targets.

Currently the district councils make different assumptions on collection rates and can apply different council tax discounts, for example on second homes. As part of the transition to One Council, this will be reviewed. Policies and assumptions will be aligned over time as appropriate and this will have an impact on the available resources. It is currently too early to quantify this.

Gross Revenue Funding

Specific Grants

As with the Formula Grant future settlements of specific grants were issued as part of the three year settlements. These have been included in the service income estimates and where still unknown best estimates have been made based on current allocations, inflation and any known changes. Details for the districts are still being collated and will be available as part of the budget setting process for 2009-10.

Specific grants are subject to change and the risks that any specific grants might stop have to be assessed in trying to match one-off grant income with one-off grant expenditure where possible.

The largest specific grant is the Dedicated Schools' Grant (DSG). The Council must spend this on schools and related expenditure. There is discretion to spend more on schools and related expenditure than DSG but it has not been the Council's policy to do so. This paper assumes that expenditure will be equal to the level of DSG in future years.

The future level of DSG is uncertain and there is currently a major DFES consultation exercise which includes proposals on changing the way DSG is calculated, what the grant should cover and how it is awarded to both local authorities and to individual schools.

Whilst acknowledging potential changes, the lack of clarity over these means that for planning purposes DSG has been assumed to follow a steady state. It has been modelled using inflation and pupil number estimates.

Local Area Agreement

The Local Area Agreement (LAA) is an agreement between Government and local areas which aims to balance local and national priorities to benefit local people. Local partners include the councils, health, police, probation, fire, learning & skills and the voluntary and community sector. The LAA began on 1st April 2007 and is currently being revised for 2008-09. The new LAA will be in place by Summer 2008.

The LAA does not attract new funding although it is anticipated that a reward grant mechanism will be announced which will enable grant to be received if agreed targets are met. This may be similar to the current reward grant received within the Local Public Service Agreement (LPSA). Prior to entering the LAA, the authority entered in to a LPSA which agreed a range of targets to be achieved across Wiltshire by a range of partners. If the targets are achieved the partners will receive a reward grant, the level of which is dependent on performance levels.

The Cabinet agreed in October 2005 that the allocation of any reward grant would be determined by the Wiltshire Strategic Board and allocated to LSP priorities. This report does not assume LPSA or LAA reward grant due to the uncertainty surrounding it and this is not inappropriate based on the assumption that it will be used to fund one-off activities rather than core expenditure.

Capital Resources (for Infrastructure)

Capital resources are estimated within the capital programme which currently covers the three-years 2008-09 to 2010-11. Assumptions have been made about a steady state of the capital programme for the last two years of the MTFS, 2011-12 and 2012-13 with expenditure matching income.

Resources for capital projects come from government grants, sales of assets, developer and partner contributions and from borrowing. Government departments consider proposals by local authorities for highway schemes through the Local Transport Plan and also provide various earmarked funds for schools and education including Building Schools for the Future, New Deals for Schools and Devolved Formula Grant. Increasingly the approval of schemes by government is associated with borrowing approvals which link to the government revenue grant and in part provide funds to meet the cost of debt. However, the floors and ceiling mechanism means that changes to the borrowing approvals do not impact on the actual grant received and it can be argued that the associated funding is not received by the authority.

However, if the authority does not take up the borrowing to support the spending plans approved, vital schemes may not proceed and future funding allocations may be withdrawn. The policy has therefore been to take the borrowing to develop the council's assets and to meet these costs as a priority in budget planning.

The council also has the authority to borrow more freely, providing it is affordable and uses this freedom where business cases demonstrate value for money. This is called prudential borrowing.

It is assumed for this MTFS, that major projects not currently assumed within the capital programme will be funded from prudential borrowing and the revenue cost implications of this are reflected. Capital savings from projects are also reflected in this way as a revenue savings.

The forecast of capital funding is shown in Table 4. This reflects the three year capital programme for Wiltshire County Council adopted to 2010-11 and similar programme developed by the district councils. It assumes that expenditure matches estimated resources with later years. Income where not known has been estimated based on historical averages.

SERVICE DELIVERY

Service delivery is influenced by the resources available. Current estimates of incoming resources are insufficient to meet the spending requirements associated with service delivery plans. This reflects increases in both demand across services and inflation in prices paid for goods and services.

The overall demand for revenue resources is shown in Table 3.

| Table 3 – Revenue Spending Proposals | Budget | Forecast | | | |
|---|---------|----------|---------|---------|---------|
| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
| | £m | £m | £m | £m | £m |
| Children and Education | 352.3 | 360.9 | 374.8 | 383.6 | 393.8 |
| Community Services | 140.1 | 145.3 | 151.0 | 157.3 | 163.5 |
| Environmental Services | 71.3 | 76.2 | 81.0 | 83.9 | 88.5 |
| Resources | 32.3 | 34.8 | 35.7 | 36.3 | 37.3 |
| Financing Costs | 16.6 | 19.1 | 20.2 | 21.0 | 21.5 |
| District Services | 0 | 237.8 | 245.0 | 252.3 | 259.8 |
| One Council Project | 10.8 | 3.0 | -8.1 | -12.5 | -13.2 |
| Other Major Projects | 2.0 | 0.8 | -1.6 | -2.4 | -2.5 |
| Movements on Reserves | -8.2 | -0.6 | 0.7 | 0.7 | 0.7 |
| | 617.2 | 877.5 | 898.6 | 920.2 | 949.4 |

Appendices A to Y break the Wiltshire County Council elements down by key service level. These appendices show the forecast costs over the next five years by service and the performance levels these would provide. The key risks associated with the services are shown and further details can be found in the corporate risk register.

The service analysis provided in the appendices do not currently reflect the changes from moving to Unitary or the district services. During the 2009-10 budget setting process, work will be undertaken to incorporate the district and county council services into one financial planning system and as part of this all services, including the districts will provide the same level of analysis currently provided in appendices A to Y.

The team are also working on improving the level and quality of information provided across the new authority. Gathering detailed data and the challenge process is a medium term task and improvements to the data delivery will be seen in future refreshes. In the meantime all the service areas present spending pressures within departments and the volume of service delivery this will provide.

The following sections illustrate service challenges for each department and the financial implications.

Department for Children and Education (DCE) (Appendices A to G)

With a gross budget of £352.3 million and a net budget of only £44.2 million in 2008-09, the department is heavily grant funded, largely by the DSG.

Funding Schools (Appendix B)

DSG has been forecasted based on inflation estimates and estimated pupil numbers will indicate a rise of approximately 3% per annum over the MTFS period.

DSG is used to fund schools and school related expenditure across a number of service areas not just the service chapter which relates to delegated schools budgets called Funding Schools. DSG also funds activities within the service areas Early Years, Schools Support, School Building and Places, Strategic Services and Children and Families. These services reflect inflationary cost pressures and any additional DSG after accounting for these has been allocated to Funding Schools within this MTFS.

Children and Families (Appendix A)

As per the last MTFS, the analysis of expenditure in this service has been developed to provide clarity of the services being provided and five areas of expenditure are highlighted:

- Assessing individual need
- Assisting access to the curriculum
- Supporting Children to Stay at Home
- Children Living Away From Home
- Strategy, Development and Assurance

More detailed breakdowns of each of these services are provided in Appendix A.

Net costs for children and families increased significantly in 2008-09 budget to reflect changes in funding and the growth in the number of looked after children. Following this adjustment, over the MTFS period, costs and service volumes are forecast to continue at a steady state with costs rising approximately in line with standard inflation and volumes remaining static.

Maintaining unit cost levels is dependent on the Children Looked After Commissioning Strategy for placements delivering expected savings and other cost control measures and this is noted as a risk by the service. Another risk facing the service is the new joint area review. This is a wide ranging inspection of all children and young people outcomes. There will be an action plan as a result of this and expectations that these actions will be implemented. The financial impact of this cannot yet be quantified.

Other (Appendices C to G)

Small efficiencies are identified elsewhere across the DCE services including the reduction of staff absence. Risks identified included the scale of the school building capital programme. There are several large DCE capital schemes in place and with this comes the risk of increasing building costs and the schemes becoming unaffordable.

Department for Community Services (DCS) (Appendices H to O)

All of the forecasts within DCS are subject to the results of detailed commissioning strategies being finalised and implemented and a large scale review of processes, referred to as Focus Project in Adult care. The strategies identify demand for services, changes in delivering the services in line with client needs, performance projections and strategies for delivering the services. They have been developed with partner organisations, including health and so help to provide a more robust picture of the services over the medium term. The Focus Project in Adult care work is a major review of adult social care services and is anticipated to deliver significant savings. However, as the work is still in its initial phase these savings have not been quantified or reflected within this MTFS.

Care services such as Mental Health, Older People, Physical Impairment and Learning Disabilities all predict an increase in costs above inflation, due to increases in demand, demography, prices and known cost pressures. However, during 2007-08 the service was able to tightly control spending within budget despite these external cost pressures and it is expected that the Focus Project in Adult care work and the embedding of the commissioning strategies will deliver savings that will significantly close the gaps identified for future years.

It is also expected that grant increases and income for other sources, such as client contributions will not rise in line with cost increases and so the pressure on net revenue funding will be disproportionate.

Mental Health (Appendix H)

The largest area of cost is residential and nursing placements for older people with mental health needs, which accounts for over 60% of the budget. The average unit placement is £17,400 in 2008-09 and is predicted to rise by 18% over five years due to market forces and increased complexity of needs. In addition to this the aging population and national trends on an increasing prevalence of dementia mean that the service is facing increased demand and volumes are expected to rise by 6%. This is however, a lower prediction than national trends which forecast demand increases of 20% year on year and the difference reflects the intention to manage down additional demand through changes in the commissioning strategy. The commissioning strategy for mental health was adopted by council in 2007-08 and is predicted to make significant savings by changing the pattern of care and way in which the service is operated.

Other areas of this service, such as older people with mental health needs domiciliary care and care for adults of working age are also anticipated to rise both in terms of prices and demand but the impact be reduced by the implementation of the commissioning strategies.

Income from grants and from Primary Care Trusts (PCT) is anticipated to continue as at present and although agreements have been made with the PCTS there are always risks attached to this income as it is largely out of the control of the authority.

Older People (Appendix I)

As mentioned previously, the elderly population is forecast to increase significantly and this is reflected in increased service volumes within this service block. In addition to this increased prices are anticipated although action plans to mitigate these rises have been successful in previous years and will seek to limit the increases faced. The older people commissioning strategy is part of this and savings, including cost avoidance measures, of £1.7 million are anticipated over the five years relating to this.

Learning Disabilities (Appendix L)

Spending pressures in this service are expected to rise dramatically by 16% gross over the period although this is lower than in the previous MTFS as PCT income is not anticipated to fall as sharply. A large increase in unit costs for residential and nursing placements is still anticipated. As with the other care services this is due to increased numbers of people needing the services and the increasing complexity of need presented. Within learning disabilities this is a national trend reflecting medical advances in neo-natal care and improving life expectancy.

Demand for placements is expected to rise by 10% over the period which is linked to transitional analysis of children moving into adult care placements. To further improve this link closer working between child and adult social care teams and management is being facilitated. As part of this a review of transitions from child to adult is being undertaken and the outcome of this will be better strategic planning which will improve outcomes for the service user but also enable better financial planning by improving demographic profiles and visibility of client groups years in advance.

Environmental Services (Appendices P to U)

Waste (Appendix P)

Considerable growth in the cost of this service is predicted over the next five years. This reflects the impact of the Landfill Directive, the Landfill Allowance Trading Scheme (LATS) and increases in Landfill Tax. These compel authorities to reduce the amount of waste they send to landfill sites by increasing the cost of landfill through a combination of penalties and taxation. Over the next five years the cost of landfill (the landfill gate fee and landfill tax

excluding any projections on LATS fines) will rise from just over £60 to over £120 per tonne in 2012-13.

To minimise these cost increases and avoid incurring LATS penalties recycling will have to increase and other means of diverting waste from landfill will be required. However, while these options will cost less than landfill in the future, they have higher unit costs than the current landfill gate fee, leading to a net increase in the cost of waste services over the period.

The quantity of waste arising is forecast to increase by 2% per annum.

The key performance measures in this service relate to increasing recycling and recovery through energy from waste rates and to reducing the amount of waste disposed of to landfill. Consequently, in pursuing a cost avoidance strategy and diverting waste from landfill, performance levels are forecast to improve.

A performance standstill model is not an option due to the decisions taken to award contracts for energy from waste capacity and the development of a mechanical biological treatment plant.

Passenger Transport (Appendix Q)

The majority of costs within this service relate to the transportation of school pupils and the introduction of changes within the new Education Act. This improves parental choice and expands rights to transportation to schools across a wider distance and is predicted to put major pressure on this budget over the next five years. It is also forecast that recent large increases in passenger transport contract prices will continue over the period. The impact of both of these factors mean a cost increase of nearly £4 million (29%) over the next five years for this service despite supported passenger journey volumes being forecast to remain static.

Highways (Appendix R)

The Highways service covers both structural maintenance, such as surface dressing and road repairs and ongoing maintenance such as parish stewards, verge maintenance and management costs. The former is largely funded from capital and the latter from revenue. A detailed analysis of the costs which make this up is given in Appendix R.

Cost increases in this service are closely linked to external price indices based on labour rates and oil and aggregate prices. Historical rates of around 5% per annum have been used to forecast future increases.

If these increases are funded, performance levels for areas funded by revenue are predicted to be maintained but, due to a reduction in the capital funding available through the indicative Local Transport Plan, a reduction in structural maintenance is forecast. This would result in the number of kilometres of road being treated annually falling by 28% over the 4 year period (from 246 Km in 2007-08 to 177 Km in 2011-12) across both principal and non-principal roads. However, it is hoped that the targeting of the structural

work will still lead to an improvement in the conditions of roads overall to a target of no more than 5% of roads requiring structural maintenance by 2009-10.

Resources (Appendices V to Y)

The Department of Resources was established in February 2007 and combines corporate services, finance and IT and other central services including procurement, performance and risk and the customer care unit.

The department's performance largely relates to the delivery of core functions such as legal services, financial planning and analysis, payroll and HR and communications and corporate IT as well the continued support of corporate projects across these areas and by the Programme office. The level of funding required and the performance delivered will largely be shaped over the next five years by the nature of the corporate project agenda and the need to deliver both cross cutting projects and department specific projects.

Another large area of this budget is the corporate capital financing budget. This is the revenue cost of financing the capital programme and includes, among other things, interest paid and received. The capital contingency reserve is used to manage the risks associated with the capital programme.

District Services

District council costs have been included where possible based on direction from their medium term financial strategies and guidance from the individual heads of finance. They will therefore be inconsistencies in assumptions and the rates of inflation applied. Work will be undertaken as part of the 2009-10 budget setting process to standardise assumptions and apply consistent rates of inflation. Where local estimates of costs have not been possible standard inflationary increases have been applied.

There are no growth bids included within the districts for new services or improvements to existing services. These will be developed as part of the transition to the new authority and any additional costs will need to be met from savings or identified in the 2009-10 budget setting round. Key items to note however are:

- Costs for the Salisbury area include additional costs relating to the rollout of wheelie bin collections and the running costs associated with the new Park and Ride scheme. These costs may be reviewed under the relevant workstreams for One Council and may be adjusted in the next refresh of the MTFS.
- West Wiltshire capital financing costs are forecasted to increase in line with the current capital programme completing. Any changes to the capital programme will affect the revenue costs that will need to be reflected.
- The full impact of changes to concessionary fares is still under review and the impact varies across the individual districts. Assumptions have been based on each district's view on this.

- The increase in grant awards within North Wiltshire District Council of £1.5 million in 2008-09 is assumed to be one-off and not repeated in future years.
- It is assumed that income on investment continues at similar rates to current years. This is significant as several of the districts rely on interest earned on cash and investments to provide a material level of funding for the net budget. North Wiltshire District Council for example earn around £2 million per annum in this way. Any plans to use reserves and balances and reduce investments would have a significant impact on the revenue income available and this would need to be considered in a funding proposal.
- No adjustments have been made to align policies such as pay scales, capitalisation thresholds or the rates of fees and charges. It is anticipated that these will be standardised over time and that this will have a financial impact. It is too early to quantify this as decisions around how to standardise these options have not been made and therefore this is not reflected within the current MTFS.
- No additional revenue or capital costs arising from the Bournehill project have been assumed.

Cross Cutting Major Projects

In driving out efficiencies and improving service delivery, Wiltshire County Council is currently working on a number of major projects. These are managed by Corporate Leadership Team and Cabinet who prioritise the initiatives to maximise the return on resources.

Several of the major projects are service specific and for the purposes of this MTFS have been included within the relevant service area.

A number of major projects, however, cut across the organisation and its services and at their current stage of progress it would be inappropriate to reflect costs and savings against individual services.

These are:

- One Council for Wiltshire
- Business Management Programme
- Strategic Property Review (including Waterside)
- Pay Reform

One Council for Wiltshire – Local Government Review

The move from five authorities to one single unitary authority is the biggest transformation over the next five years with vesting date for the new authority being 1 April 2008. A large number of projects are being undertaken to bring together the services and back office functions of all five authorities. These projects have been grouped into four 'workstreams';

- Community leadership and governance;
- Frontline services;

- Resources;
- Business Management Programme.

The transition to one council creates not only the challenge of bringing together the work of five councils, but also the opportunity of reviewing and improving council services across the county. Making sure that services are designed around serving the customer will be key during this process and a Customer Focus work stream will examine the work being done in each of these workstreams to ensure that services are provided in a way that is truly customer focused. Services will also be examined from a 'Lean systems' perspective which also emphasizes the need to think about service purpose and really understanding what the customer wants from the service.

Five cross cutting work streams have been identified to ensure consistency and equity across the all of the projects undertaken to bring services together in the new council. These workstreams will focus on HR issues, financial issues, ICT issues, legal issues and property issues.

Most of the professional services within DCE, DCS and ESD and those within the Districts could be described as 'Frontline'. It is in these areas that the public's satisfaction with the way we work and the value we provide can be most readily influenced.

The Frontline workstream is looking at the following areas:

- Car Parking & Highways
- Economic Development & Regeneration
- Tourism
- Housing
- Cultural Services
 - Arts
 - Built Facilities
 - Public Open Spaces
 - Young People's Facilities
 - Sports & Health Development
- Planning
 - Spatial Planning
 - Development Control
 - Building Control
- Public Protection
- Waste & Recycling
- Streetscene

The aim is to understand, in a consistent way, how frontline services currently operate and customers' demands. We will be working with staff from all five authorities to explore the pressures on individual services and prioritising the changes that will need to take place over the next 3-5 years. It has not

therefore been possible to include the impact of this at this stage within the MTFS. The 2009-10 budget setting process will provide further details and the refreshed MTFS next year will include all services at the same level of detail as one single authority.

In addition to frontline service, the Resources workstream will manage the structural changes of a range of services that support the smooth running of the Council. The focus will be on how to integrate 5 different groups of staff into one team that supports how the Council will want to offer its services in the future. The services covered will include:

- Human Resources
- Finance
- Revenues and Benefits
- Property
- Procurement
- Legal
- Communications
- Policy & Research
- ICT
- Democratic & Member Support
- Customer Care Unit
- Corporate Support Functions (e.g. Printing & Despatch)
- Internal Governance

A key requirement is that on day one of the new Council nothing falls over or does not work. For example:

- Phone calls should be answered by the right people
- Invoices get paid
- Staff continue to get paid the correct amounts
- The right levels of benefits are paid to those entitled to receive them

For each service area the transformational journey may take a different amount of time. Day one will be significant milestone point along the transformational path, but in many cases will not be the end point. Each service area will set out their transformational change aimed at delivering their part of the vision for the new Council and this will be incorporated into the 2009-10 budget setting round.

For this MTFS it is assumed that the new authority is the sum of each of the separate five authorities and then a high level adjustment has been made for the transition costs and savings that will arise. These are consistent to those declared in the original submission.

Other Projects

The Business Management Programme and Strategic Property Review are intrinsically linked to the move to One Council but are large projects in themselves. The costs and savings relating to these have been included based on current projections.

For the purposes of the MTFS no major changes are assumed to the Pension Scheme and no changes in the level of on-going employer contributions or contributions to back-funding are assumed. The results of actuarial revaluations and legislative changes will need to be reflected in later versions of the MTFS

Pay Reform reviews were completed in 2007-08 and the MTFS reflects the current cost estimates over the next five years of Pay Reform related incremental drift, pay protection and other Pay Reform costs. However, no provision has been made for back pay claims by employees as this has been deemed low risk.

For all major projects there are inherent risks in terms of delivery of the project on time and to plan. Full details of the risks are given in the corporate risk register and in the business cases for each project. The most significant financial risks are the failure to secure capital receipts to the value forecast and the project scale or timing needing to be altered as a result, and a failure to realise the benefits forecast. To mitigate the threat of this latter risk detailed business cases are needed to identify benefits and assign owners with the responsibility to deliver the savings.

Capital

Capital expenditure is shown within the detailed service appendices and a summary of the overall capital programme is shown below in Table 4.

Table 4 – Summary of Capital Resources and Expenditure

| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| | Total | Total | Total | Total | Total |
| | £m | £m | £m | £m | £m |
| GENERAL FUND SERVICES TOTAL | 99.4 | 110.7 | 68.3 | 68.3 | 68.3 |
| HOUSING REVENUE ACCOUNT | 0.0 | 4.4 | 3.0 | 3.0 | 3.0 |
| CITY AREA | 0.0 | 0.1 | 0.1 | 0.1 | 0.1 |
| GRAND TOTAL | 99.4 | 115.2 | 71.4 | 71.4 | 71.4 |
| FUNDING | | | | | |
| BORROWING | 30.9 | 19.6 | 20.1 | 20.1 | 20.1 |
| RESERVES | 0.0 | 3.1 | 3.1 | 3.1 | 3.1 |
| GRANTS | 45.6 | 61.5 | 39.5 | 39.5 | 39.5 |
| CONTRIBUTIONS | 2.1 | 0.0 | 0.4 | 0.4 | 0.4 |
| CAPITAL RECEIPTS | 13.3 | 23.4 | 3.9 | 3.9 | 3.9 |
| OTHER | 7.5 | 7.5 | 4.4 | 4.4 | 4.4 |
| GRAND TOTAL | 99.4 | 115.2 | 71.4 | 71.4 | 71.4 |

This is based on the Wiltshire County Council three year capital programme agreed in February 2008 with the addition of similar programme for each of the district councils. No amendments have been made to these programme in developing this MTFS. In the transition to a single authority and in the setting of the 2009-10 budget, the capital programme will however, be reviewed and the available resources reassessed. This will result in a single consolidated capital programme for the new authority. At present existing programmes have simply been combined and therefore will be subject to change in the next refresh of the MTFS and 2009-10 budget.

The programme includes a number of large projects which often have complex and uncertain funding and assumptions. With limited resources, the ability to meet the costs of risks as they materialise and maintain other elements of the programme becomes a severe challenge which must be managed over the medium term.

Large projects within the programme include:

The property strategy, including Waterside
Bournehill
Westbury bypass
The George Ward replacement school
The Wiltshire Academy.

At present additional revenue and capital costs relating to these projects which were not part of the 2008-09 budgets agreed in February 2008 have not been reflected in the MTFS. Any additional capital expenditure incurred will need to be funded from reducing other expenditure across the programme, utilising reserves or from borrowing. Where borrowing is an appropriate solution the cost of borrowing including interest costs will need to be met from the revenue budget. The efficiency targets will increase accordingly and the costs of this capital would need to be prioritised against all demands for revenue expenditure.

Reserves and Balances

The level of reserves and balances is determined by considering the internal financial control framework, reviewing key risk management issues and looking at specific budget risks.

At this stage, pending much further analysis, no change has been made in the level of overall unrestricted balances. A review of the robustness of estimates and level of balances will be made as part of the 2009-10 budget setting process in the context of more detailed work on the risks facing the new authority and actual spending plans. This work will also focus on the nature of unrestricted earmarked reserves and their planned application with the intent of releasing revenue funding for a range of possible uses, including invest to save projects, service restructuring, service transformation and balancing the budget in 2009-10 as required. A recommendation will be made in January 2009. Based on this, in the context of current projections of net resources and the risks identified, contributions to general balances are projected at a

consistent level to those made in 2008-09 for the County Council and balances are shown in Table 5.

Table 5 – Summary of Reserves

| | Budget | Forecast | | | |
|---|---------------|---------------|---------------|---------------|---------------|
| | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| Earmarked Reserves | | | | | |
| Schools | 17.4 | 17.4 | 17.4 | 17.4 | 17.4 |
| Capital | 11.9 | 21.3 | 20.3 | 19.3 | 18.3 |
| Other Restricted | 2.1 | 11.9 | 11.9 | 11.9 | 11.9 |
| Other Unrestricted | 14.9 | 12.5 | 11.0 | 11.0 | 11.0 |
| | 46.3 | 63.1 | 60.6 | 59.6 | 58.6 |
| General Balances | 7.0 | 12.7 | 13.3 | 14.0 | 14.7 |
| | 53.3 | 75.8 | 73.9 | 73.6 | 73.3 |
| Total General Balances and Unrestricted Earmarked Reserves | 21.9 | 25.2 | 24.3 | 25.0 | 25.7 |
| | | | | | |
| % of Net Revenue Budget held as General Balances and Unrestricted Earmarked Reserves | 8.2% | 7.1% | 6.8% | 6.9% | 6.8% |
| | | | | | |
| % of Gross Revenue Budget excluding Schools held as General Balances and Unrestricted Earmarked Reserves | 3.5% | 2.9% | 2.7% | 2.7% | 2.7% |
| | | | | | |

EFFICIENCY

Delivering improved efficiency and value for money across the organisation is important and is advanced by all service areas continuously seeking opportunities for delivering real efficiencies, both cashable and non-cashable. These are delivered as part of normal service delivery plans and budget process.

Consistent with this, known cashable savings within service areas are shown within the service's Proforma A, appended to this MTFS and a report was taken to County Council as part of the 2008-09 budget setting process detailing the efficiencies planned. This showed identified efficiencies of £22.8 million per annum by 2012-13. There are also several other initiatives that will deliver savings that are not quantified within the proposals, including:

- Lean process reviews across the Councils.
- LD Focus Project in Adult care review

Other savings are being assumed by departments in being able to maintain services at the levels shown.

Due to the scale of the efficiencies being planned, the analysis of costs and income shows that our current cost structure is affordable in the medium term but because of the lead time to delivering the savings, there is a shortfall in 2009-10 which needs to be addressed immediately. This will be addressed through the 2009-10 budget setting process and as part of this services will be asked to adopt a cash freeze position in developing their budget proposals. This is consistent to the approach undertaken for the 2008-09 budget.

RISK

Risk management is well embedded across the authority and is an important element of the business planning and budget process at all levels. The Council's Risk Management Strategy ensures that risks are identified, assessed and mitigated with responsibility for mitigating controls being clearly defined. The County Council's Corporate Plan includes a summary of key strategic risks i.e. those risks which pose a threat to the operation of the County Council, and the achievement of its objectives. Specific service key risks and assumptions have also been discussed throughout this report as they cannot be separated from general comments on the service and performance.

Risks are also specifically shown by service within Appendices A to Y and in summary the key risks and assumptions are:

- Incoming resources varying from assumptions, including;
 - Changes in the distribution of Formula Grant
 - Movements in specific grants
 - Tax base movements and collection fund surplus or deficit levels
 - Changes in partnership funding, including cost pressure movements by the PCTs and joint working arrangements under the LAA
 - Changes in the level of fees and charges received and in particular, the sales price achievable for Landfill Allowance Trading Scheme allowances within the waste strategy
- Changes in costs moving away from our assumptions. In particular, in the inflation assumed.
 - ESD have forecast higher costs for waste, highways and passenger transport than standard inflation rates. These have been based on contractual arrangements and historical cost patterns.
 - DCS have similarly applied estimates to placement costs but have mitigated the effect by assumptions on commissioning strategy outcomes.
 - DCE predict that costs will rise but that procurement strategies will enable costs to be controlled within standard inflation increases. This relies on block contracts being fully utilised and other cost avoidance measures being successful. There is a risk that costs may not be fully controlled.
- On specific costs, the Pension Fund valuation could lead to changes in employer contribution levels and Pay Reform costs could exceed forecasts if back claims are made against the authority. These have been assumed as low risk and costs have not been reflected in the MTFS.
- Demand may vary from that which is forecast, in particular for waste tonnages (3% growth per annum assumed) and in demand (and demography) for care services within DCS and DCE.
- The need for further work on the detailed implementation of One Council for Wiltshire will identify changes which are not reflected in the MTFS including the impact of standardising policies and assumptions.

- The impact of proposed changes in the performance assessment regime including the movement from Comprehensive Performance Assessments (CPA) to Comprehensive Area Assessments (CAA) and specifically, within DCE, the new Joint Area Review. The new assessments could lead to changes in the authority's targets and priorities which are not currently reflected within service plans and this MTFS.
- Failure to agree additional waste diversion contracts which would mean increased costs of disposal and LATS fines.
- The impact of the new Education Act on demand for school transport.
- The scale of major projects currently being undertaken and in particular the scale of property projects. Risk in relation to these relate to increases in costs, implementation overruns and delays in delivery and ultimately disruption to service.

The management of these and new risks that may arise during the year are reviewed regularly at the Corporate Leadership Team (CLT). As part of this the authority maintains a risk register detailing department, corporate and strategic risks and a risk update is taken to all Final Accounts and Audit Committee meetings. Furthermore, it is a requirement that all reports to Members specifically highlight any associated risks.

To maintain the prominence of risk management across the organisation there has been risk management training for both officers and Members during the year. The Corporate Risk Management Group meets regularly and is currently in the process of reviewing and updating the Risk Management Strategy to strengthen the links between risk and performance.

SUMMARY AND CONCLUSIONS

Cost Reduction and Efficiency Programme

Estimated incoming resources are insufficient to meet forecast spending pressures in 2009-10 and 2011-12 but the efficiency programme and savings being generated through major schemes such as One Council for Wiltshire and the Business Management Programme mean that headroom is anticipated in later years. This will be used to meet currently unknown cost pressures, to improve services or to reduce the level of council tax increases. The target and headroom related to the cost reduction and efficiency programme in resources is predicted as follows:

Table 6 – Summary of Savings

| | Budget 2008-09 £m | Forecast | | | |
|---|-------------------------|---------------|---------------|---------------|---------------|
| | | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| Gross increase in costs over income before savings or reinvestment | | 18.6 | 17.3 | 16.7 | 17.4 |
| Savings from 1C4W utilised | | -6.6 | -14.1 | -17.8 | -18.1 |
| Savings from BMP utilised | | -2.1 | -3.6 | -4.8 | -5.0 |
| Reinvestment into New Activities | | 5.0 | 5.0 | 5.0 | 5.0 |
| Wiltshire County Council and District Councils cost reduction and efficiency targets (+ Savings to be Identified/-Savings Released) | | 14.9 | 4.5 | -0.8 | -0.8 |
| One-off Investment Identified by CLT in 2008-09 Budget that Could be Released | | 1.4 | 1.4 | 1.4 | 1.4 |

The target will be achieved by the team working together to reconsider service delivery plans. This will mean detailed reviews of service areas focusing on costs, performance and risk and will be undertaken as part of setting the 2009-10 budget. The reviews will focus on maintaining services which meet priorities and targets identified in the Vision for the new authority.

To deliver this Chief Officers across the authorities will present their service areas and the cost pressures, performance information and risk statements to Members in detail as part of the 2009-10 budget setting process. This will lead to a refresh of the five year model summary statements and will involve more detailed reviews of all services, including cost option modelling. Clarification will be sought on service options to inform discussions on priorities in the context of the Vision for the new authority and the resources identified in this paper to deliver cost reduction and efficiency targets.

Part of the above process will include a major value for money/efficiency/cost reduction programme of all areas to improve efficiencies and lower costs, detailed in this report.

Service Summary – Children and Families Service

Budget, Performance and Risk

Service Description

Policy Description:-

CHILDREN & FAMILIES

Vulnerable Children & Young People and those with Disabilities and Special Educational needs.

Proforma A

Budget Analysis - Table 1

Scenario 2 - Unavoidable Growth

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|---------|-------------|----------------|------------------|---------------|---------|--------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 32.646 | 18.740 | 0.000 | 51.386 | 0.000 | 51.386 | |
| 2008-09 | 35.785 | 19.507 | 0.000 | 55.292 | 0.000 | 55.292 | 7.6% |
| 2009-10 | 36.025 | 19.968 | 0.000 | 55.993 | 0.000 | 55.993 | 1.3% |
| 2010-11 | 36.387 | 20.408 | 0.000 | 56.795 | 0.000 | 56.795 | 1.4% |
| 2011-12 | 36.751 | 19.771 | 0.000 | 56.522 | 0.000 | 56.522 | -0.5% |
| 2012-13 | 37.117 | 20.186 | 0.000 | 57.303 | 0.000 | 57.303 | 1.4% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 33.167 | 31.611 | 29.696 | 1.914 |
| 2007-08 | 32.457 | 32.646 | 32.867 | -0.221 |

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|--|---------------|---------------|------------------|---------------|---------------|------------------|---------------|---------------|------------------|---------------|---------------|------------------|---------------|---------------|------------------|---------------|
| | | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Assess individual need | | | | | | | | | | | | | | | | |
| Local Teams | 8.616 | 9.987 | 10.160 | 10.262 | 10.224 | 10.401 | 10.505 | 10.467 | 10.648 | 10.754 | 10.715 | 10.901 | 11.010 | 10.970 | 11.160 | 11.272 |
| Central SEN | 0.847 | 0.866 | 0.868 | 0.868 | 0.887 | 0.889 | 0.889 | 0.909 | 0.911 | 0.911 | 0.932 | 0.933 | 0.933 | 0.954 | 0.956 | 0.956 |
| Intensive Connexions | 0.000 | 0.000 | 0.000 | 0.000 | 0.002 | 0.002 | 0.002 | 0.004 | 0.004 | 0.004 | 0.007 | 0.007 | 0.007 | 0.009 | 0.009 | 0.009 |
| Children's Mental Health | 0.448 | 0.457 | 0.457 | 0.457 | 0.468 | 0.468 | 0.468 | 0.480 | 0.480 | 0.480 | 0.491 | 0.491 | 0.491 | 0.503 | 0.503 | 0.503 |
| Child Protection | 0.343 | 0.352 | 0.353 | 0.353 | 0.360 | 0.361 | 0.361 | 0.369 | 0.370 | 0.370 | 0.377 | 0.378 | 0.378 | 0.386 | 0.387 | 0.387 |
| Assist access to the curriculum | | | | | | | | | | | | | | | | |
| SEN Transport | 4.163 | 4.063 | 4.151 | 4.151 | 4.149 | 4.238 | 4.238 | 4.236 | 4.327 | 4.327 | 4.325 | 4.418 | 4.418 | 4.416 | 4.511 | 4.511 |
| NPAs | 3.327 | 3.771 | 3.771 | 3.771 | 3.434 | 3.434 | 3.434 | 3.506 | 3.506 | 3.506 | 3.580 | 3.580 | 3.580 | 3.655 | 3.655 | 3.655 |
| YPSS & Behaviour Support | 3.280 | 3.561 | 3.602 | 3.602 | 3.648 | 3.690 | 3.690 | 3.737 | 3.780 | 3.780 | 3.829 | 3.873 | 3.873 | 3.923 | 3.968 | 3.968 |
| Recoupment | 2.039 | 2.082 | 2.082 | 2.082 | 2.126 | 2.126 | 2.126 | 2.171 | 2.171 | 2.171 | 2.216 | 2.216 | 2.216 | 2.263 | 2.263 | 2.263 |
| Psychological Service | 1.222 | 1.220 | 1.224 | 1.224 | 1.250 | 1.253 | 1.253 | 1.280 | 1.284 | 1.284 | 1.311 | 1.315 | 1.315 | 1.343 | 1.347 | 1.347 |
| Impairment Support | 1.313 | 1.311 | 1.390 | 1.390 | 1.341 | 1.422 | 1.422 | 1.372 | 1.455 | 1.455 | 1.404 | 1.489 | 1.489 | 1.437 | 1.523 | 1.523 |
| Education Welfare | 1.121 | 1.073 | 1.083 | 1.083 | 1.098 | 1.108 | 1.108 | 1.124 | 1.134 | 1.134 | 1.150 | 1.161 | 1.161 | 1.177 | 1.188 | 1.188 |
| Assist - Other | 0.267 | 0.270 | 0.273 | 0.273 | 0.276 | 0.279 | 0.279 | 0.282 | 0.284 | 0.284 | 0.288 | 0.290 | 0.290 | 0.294 | 0.296 | 0.296 |
| Stay at home | | | | | | | | | | | | | | | | |
| Support | 2.217 | 2.091 | 2.042 | 2.068 | 2.140 | 2.089 | 2.116 | 2.190 | 2.138 | 2.165 | 2.240 | 2.187 | 2.215 | 2.293 | 2.238 | 2.266 |
| Respite | 1.070 | 1.108 | 1.110 | 1.110 | 1.135 | 1.137 | 1.137 | 1.163 | 1.165 | 1.165 | 1.191 | 1.194 | 1.194 | 1.221 | 1.224 | 1.224 |
| Voluntary Sector Grants | 0.106 | 0.108 | 0.108 | 0.108 | 0.110 | 0.110 | 0.110 | 0.113 | 0.113 | 0.113 | 0.115 | 0.115 | 0.115 | 0.117 | 0.117 | 0.117 |
| Children living away from home | | | | | | | | | | | | | | | | |
| External Placements | 8.274 | 9.226 | 9.365 | 9.365 | 9.250 | 9.248 | 9.248 | 8.736 | 8.735 | 8.735 | 8.197 | 8.196 | 8.196 | 7.632 | 7.630 | 7.630 |
| Independent Special School Fees | 6.037 | 6.164 | 6.164 | 6.164 | 6.294 | 6.294 | 6.294 | 6.426 | 6.426 | 6.426 | 6.561 | 6.561 | 6.561 | 6.699 | 6.699 | 6.699 |
| Fostering | 2.714 | 3.107 | 2.966 | 2.966 | 3.162 | 3.162 | 3.162 | 3.454 | 3.454 | 3.454 | 3.757 | 3.757 | 3.757 | 4.073 | 4.073 | 4.073 |
| Other | 2.777 | 3.078 | 3.132 | 3.174 | 3.149 | 3.204 | 3.247 | 3.222 | 3.278 | 3.322 | 3.296 | 3.353 | 3.399 | 3.372 | 3.431 | 3.477 |
| Strategy, Development & Assurance | 1.334 | 1.398 | 1.413 | 1.413 | 1.441 | 1.457 | 1.457 | 1.486 | 1.504 | 1.504 | 1.534 | 1.553 | 1.553 | 1.583 | 1.604 | 1.604 |
| Total Gross Budget | 51.517 | 55.295 | 55.715 | 55.884 | 55.945 | 56.375 | 56.548 | 56.725 | 57.166 | 57.343 | 57.516 | 57.968 | 58.150 | 58.318 | 58.781 | 58.967 |
| Less Income | 18.872 | 19.510 | 19.594 | 19.594 | 19.920 | 20.006 | 20.006 | 20.338 | 20.426 | 20.426 | 20.765 | 20.855 | 20.855 | 21.201 | 21.293 | 21.293 |
| Total Net Budget | 32.646 | 35.785 | 36.121 | 36.290 | 36.025 | 36.369 | 36.543 | 36.387 | 36.740 | 36.918 | 36.751 | 37.113 | 37.295 | 37.117 | 37.488 | 37.675 |

Service Summary – Children and Families Service

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---|---------|-----------|-----------|---------|-----------|-----------|---------|-----------|-----------|---------|-----------|-----------|---------|-----------|-----------|---------|-----------|-----------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Cash freeze | | | | | | | | | | | | | | | | | | |
| Nights Care - foster care (own provision) | 53,040 | 51.27 | 2,719,308 | 60,598 | 51.27 | 3,106,802 | 63,153 | 50.07 | 3,162,162 | 66,803 | 51.70 | 3,453,689 | 70,453 | 53.33 | 3,757,310 | 74,103 | 54.97 | 4,073,369 |
| Nights Care - foster care (other provision) | 22,662 | 124.91 | 2,830,642 | 17,526 | 125.84 | 2,205,549 | 14,971 | 129.39 | 1,937,039 | 12,416 | 133.40 | 1,656,271 | 9,861 | 138.21 | 1,362,863 | 7,306 | 144.59 | 1,056,395 |
| Nights Care - residential (other provision) | 9,470 | 330.73 | 3,131,994 | 14,783 | 325.20 | 4,807,458 | 14,783 | 332.03 | 4,908,415 | 13,688 | 298.03 | 4,079,381 | 12,593 | 299.32 | 3,769,289 | 11,498 | 299.56 | 3,444,378 |
| Nights Care - Disability external foster Care | 732 | 133.43 | 97,668 | 1,095 | 130.11 | 142,470 | 1,095 | 132.84 | 145,462 | 1,095 | 135.63 | 148,517 | 1,095 | 138.48 | 151,635 | 1,095 | 141.39 | 154,820 |
| Nights Care - Disability external residential | 14,662 | 146.79 | 2,152,235 | 9,567 | 200.35 | 1,916,749 | 9,567 | 204.56 | 1,957,001 | 9,567 | 208.85 | 1,998,098 | 9,567 | 213.24 | 2,040,058 | 9,567 | 217.72 | 2,082,899 |
| Named Pupil Allowances (funded hours) | 420,857 | 7.74 | 3,257,433 | 467,330 | 8.07 | 3,771,351 | 467,330 | 8.24 | 3,433,903 | 467,330 | 8.41 | 3,506,015 | 467,330 | 8.59 | 3,579,641 | 467,330 | 8.77 | 3,654,814 |
| Independent Special School Fees (FTE's) | 106 | 57432.04 | 6,106,749 | 90 | 68742.94 | 6,164,179 | 90 | 70186.54 | 6,293,627 | 90 | 71660.46 | 6,425,793 | 90 | 73165.33 | 6,560,735 | 90 | 74701.80 | 6,698,510 |
| Unavoidable Costs | | | | | | | | | | | | | | | | | | |
| Nights Care - foster care (own provision) | 53,040 | 51.27 | 2,719,308 | 60,598 | 48.95 | 2,966,120 | 63,153 | 50.07 | 3,028,408 | 66,803 | 49.07 | 3,277,856 | 70,453 | 53.33 | 3,757,310 | 74,103 | 54.97 | 4,073,369 |
| Nights Care - foster care (other provision) | 22,662 | 124.91 | 2,830,642 | 17,526 | 125.84 | 2,205,549 | 14,971 | 129.39 | 2,251,866 | 12,416 | 133.40 | 1,656,271 | 9,861 | 138.21 | 1,362,863 | 7,306 | 144.59 | 1,056,395 |
| Nights Care - residential (other provision) | 9,470 | 330.73 | 3,131,994 | 14,783 | 325.20 | 4,807,458 | 14,783 | 332.03 | 4,908,415 | 13,688 | 298.03 | 4,079,381 | 12,593 | 299.32 | 3,769,289 | 11,498 | 299.56 | 3,444,378 |
| Nights Care - Disability external foster Care | 732 | 133.43 | 97,668 | 1,095 | 130.11 | 142,470 | 1,095 | 132.84 | 145,462 | 1,095 | 135.63 | 148,517 | 1,095 | 138.48 | 151,635 | 1,095 | 141.39 | 154,820 |
| Nights Care - Disability external residential | 14,662 | 146.79 | 2,152,235 | 9,567 | 200.35 | 1,916,749 | 9,567 | 204.56 | 1,957,001 | 9,567 | 208.85 | 1,998,098 | 9,567 | 213.24 | 2,040,058 | 9,567 | 217.72 | 2,082,899 |
| Named Pupil Allowances (funded hours) | 420,857 | 7.74 | 3,257,433 | 467,330 | 8.07 | 3,771,351 | 467,330 | 8.24 | 3,433,903 | 467,330 | 8.41 | 3,506,015 | 467,330 | 8.59 | 3,579,641 | 467,330 | 8.77 | 3,654,814 |
| Independent Special School Fees (FTE's) | 106 | 57432.04 | 6,106,749 | 90 | 68742.94 | 6,164,179 | 90 | 70186.54 | 6,293,627 | 90 | 71660.46 | 6,425,793 | 90 | 73165.33 | 6,560,735 | 90 | 74701.80 | 6,698,510 |
| Growth | | | | | | | | | | | | | | | | | | |
| Nights Care - foster care (own provision) | 53,040 | 51.27 | 2,719,308 | 60,598 | 48.95 | 2,966,120 | 63,153 | 50.07 | 3,028,408 | 66,803 | 49.07 | 3,277,856 | 70,453 | 53.33 | 3,757,310 | 74,103 | 54.97 | 4,073,369 |
| Nights Care - foster care (other provision) | 22,662 | 124.91 | 2,830,642 | 17,526 | 125.84 | 2,205,549 | 14,971 | 129.39 | 2,251,866 | 12,416 | 133.40 | 1,656,271 | 9,861 | 138.21 | 1,362,863 | 7,306 | 144.59 | 1,056,395 |
| Nights Care - residential (other provision) | 9,470 | 330.73 | 3,131,994 | 14,783 | 325.20 | 4,807,458 | 14,783 | 332.03 | 4,908,415 | 13,688 | 298.03 | 4,079,381 | 12,593 | 299.32 | 3,769,289 | 11,498 | 299.56 | 3,444,378 |
| Nights Care - Disability external foster Care | 732 | 133.43 | 97,668 | 1,095 | 130.11 | 142,470 | 1,095 | 132.84 | 145,462 | 1,095 | 135.63 | 148,517 | 1,095 | 138.48 | 151,635 | 1,095 | 141.39 | 154,820 |
| Nights Care - Disability external residential | 14,662 | 146.79 | 2,152,235 | 9,567 | 200.35 | 1,916,749 | 9,567 | 204.56 | 1,957,001 | 9,567 | 208.85 | 1,998,098 | 9,567 | 213.24 | 2,040,058 | 9,567 | 217.72 | 2,082,899 |
| Named Pupil Allowances (funded hours) | 420,857 | 7.74 | 3,257,433 | 467,330 | 8.07 | 3,771,351 | 467,330 | 8.24 | 3,433,903 | 467,330 | 8.41 | 3,506,015 | 467,330 | 8.59 | 3,579,641 | 467,330 | 8.77 | 3,654,814 |
| Independent Special School Fees (FTE's) | 106 | 57432.04 | 6,106,749 | 90 | 68742.94 | 6,164,179 | 90 | 70186.54 | 6,293,627 | 90 | 71660.46 | 6,425,793 | 90 | 73165.33 | 6,560,735 | 90 | 74701.80 | 6,698,510 |

Service Summary – Children and Families Service

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|
| Cash freeze | | | | | | | | |
| PAF B8 Average gross weekly expenditure per looked after child in foster care or in a children's home (incl respite and short term placements and placed for adoption) | 987.68 | 1054.03 | 926.03 | 962.02 | 967.64 | 949.17 | 929.96 | 909.94 |
| PAF E44 Gross expenditure on children in need (including a share of commissioning costs) but not looked after, as a percentage of gross expenditure on all children's services | 23.78% | 23.63% | 24.70% | 23.95% | 24.13% | 24.74% | 25.39% | 26.08% |
| Unavoidable Costs | | | | | | | | |
| PAF B8 Average gross weekly expenditure per looked after child in foster care or in a children's home (incl respite and short term placements and placed for adoption) | 987.68 | 1054.03 | 926.03 | 967.82 | 967.70 | 949.42 | 930.20 | 910.13 |
| PAF E44 Gross expenditure on children in need (including a share of commissioning costs) but not looked after, as a percentage of gross expenditure on all children's services | 23.78% | 23.63% | 24.70% | 24.35% | 24.63% | 25.26% | 25.92% | 26.62% |
| Growth | | | | | | | | |
| PAF B8 Average gross weekly expenditure per looked after child in foster care or in a children's home (incl respite and short term placements and placed for adoption) | 987.68 | 1054.03 | 926.03 | 967.82 | 967.70 | 949.35 | 930.14 | 910.13 |
| PAF E44 Gross expenditure on children in need (including a share of commissioning costs) but not looked after, as a percentage of gross expenditure on all children's services | 23.78% | 23.63% | 24.70% | 24.44% | 24.73% | 25.36% | 26.02% | 26.71% |

Grants - Table 6

| Name | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Dedicated Schools Grant | 14.976 | 15.907 | 16.242 | 16.583 | 16.931 | 17.286 |
| Learning Skills Council - ISS | 1.009 | 1.030 | 1.052 | 1.074 | 1.096 | 1.119 |
| Children's Services Grant | 1.147 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| CAHMS - ABG from 08/09 | 0.447 | 0.456 | 0.466 | 0.476 | 0.486 | 0.496 |
| Carer's Grant - ABG from 08/09 | 0.258 | 0.263 | 0.269 | 0.275 | 0.280 | 0.286 |
| Information Sharing | 0.218 | 0.219 | 0.224 | 0.229 | 0.233 | 0.238 |
| Integrated Children's Service | 0.101 | 0.103 | 0.105 | 0.107 | 0.110 | 0.112 |
| Care Matters - ABG from 08/09 | 0.000 | 0.177 | 0.247 | 0.286 | ? | ? |
| Child Death Review- ABG from 08/09 | 0.000 | 0.038 | 0.039 | 0.041 | ? | ? |
| Children's Fund- ABG from 08/09 | 0.000 | 0.666 | 0.666 | 0.666 | ? | ? |
| Virtual Head - ABG from 08/09 | 0.000 | 0.050 | 0.050 | 0.050 | ? | ? |
| Total | 18.156 | 18.911 | 19.360 | 19.786 | 19.136 | 19.538 |

Notes on grant funding: Children's Services Grant absorbed in to Formula Grant from 08/09

Service Summary – Children and Families Service

Subjective - Table 9

| | Cash freeze | | Unavoid | Growth |
|---------------------------------------|-------------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m |
| Salaries | 16.751 | 17.764 | 17.667 | 17.620 |
| Other Employee Costs | 0.389 | 0.306 | 0.396 | 0.396 |
| Premises Costs | 0.469 | 0.476 | 0.499 | 0.499 |
| Staff Transport | 0.933 | 0.933 | 0.953 | 0.953 |
| Equipment & Other Running Costs | 2.098 | 2.878 | 3.071 | 3.106 |
| IT Related Costs | 0.210 | 0.213 | 0.218 | 0.218 |
| Travel (C&YP) - Education | 4.362 | 4.252 | 4.344 | 4.344 |
| Travel (C&YP) - Children looked after | 0.616 | 0.579 | 0.579 | 0.579 |
| Agency Placement Costs | 8.119 | 9.218 | 9.218 | 9.218 |
| Independent School Fees | 6.037 | 6.164 | 6.164 | 6.164 |
| Fostering Allowances | 2.541 | 2.789 | 2.839 | 2.839 |
| Recoupment | 2.039 | 2.082 | 2.082 | 2.082 |
| Cash Support & Day Care | 1.132 | 1.118 | 1.156 | 1.156 |
| Other Fees | 0.654 | 0.598 | 0.623 | 0.623 |
| Grants & Subscriptions | 0.539 | 0.481 | 0.434 | 0.434 |
| Legal & Specialist Fees | 0.384 | 0.579 | 0.587 | 0.587 |
| Respite & Domiciliary Care | 0.278 | 0.284 | 0.284 | 0.284 |
| Aids & Adaptations | 0.111 | 0.111 | 0.113 | 0.113 |
| Recharges & Trading | 3.854 | 4.469 | 4.468 | 4.469 |
| Sub-total Gross Budget | 51.517 | 55.295 | 55.715 | 55.884 |
| Specific Grants | -17.350 | -17.956 | -18.040 | -18.040 |
| Agency Reimbursements | 0.000 | 0.000 | 0.000 | 0.000 |
| External Funding | -0.046 | -0.047 | -0.047 | -0.047 |
| Recoupment Income | -0.301 | -0.308 | -0.308 | -0.308 |
| Other Grants & Income | -1.174 | -1.199 | -1.199 | -1.199 |
| Net Budget | 32.646 | 35.785 | 36.121 | 36.290 |

Other Income - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income (incl. grants) | |
|----------------|---------------|-----------------|---------------|-----------------|------------------|-----------------|-----------------------------|-----------------|
| | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m |
| Recoupment | 0.301 | | | | | | | |
| YPSS trading | 0.181 | | | | | | | |
| Access to Work | 0.015 | | | | | | | |
| DSS | 0.010 | | | | | | | |
| LSCB | | | 0.047 | | | | | |
| Clients | | | | | 0.003 | | | |
| Rent | 0.011 | | | | | | | |
| CLIC Sargeant | | | 0.013 | | | | | |
| Other | 0.003 | | | | | | | |
| 2007-08 | 0.521 | 0.000 | 0.060 | 0.000 | 0.003 | 0.000 | 18.740 | 0.000 |
| 2008-09 | 0.532 | 0.000 | 0.061 | 0.000 | 0.003 | 0.000 | 19.507 | 0.000 |
| 2009-10 | 0.543 | 0.000 | 0.063 | 0.000 | 0.003 | 0.000 | 19.968 | 0.000 |
| 2010-11 | 0.555 | 0.000 | 0.064 | 0.000 | 0.003 | 0.000 | 20.408 | 0.000 |
| 2011-12 | 0.566 | 0.000 | 0.065 | 0.000 | 0.003 | 0.000 | 19.771 | 0.000 |
| 2012-13 | 0.578 | 0.000 | 0.067 | 0.000 | 0.003 | 0.000 | 20.186 | 0.000 |

Efficiency Savings - Table 11

| | Amount £ m | Description |
|---------|---------------|--|
| 2008-09 | 0.177 | CLA commissioning strategy - gross savings |
| 2009-10 | 0.358 | CLA commissioning strategy - gross savings |
| 2010-11 | 0.842 | CLA commissioning strategy - gross savings |
| 2011-12 | 1.335 | CLA commissioning strategy - gross savings |
| 2012-13 | 1.837 | CLA commissioning strategy - gross savings |
| | 4.549 | |

Service Summary – Children and Families Service

Key Budget Assumptions / Risks - Table 10

| Description |
|---|
| <u>ALL Scenarios</u> |
| The Children Looked After Commissioning Strategy which includes the transfer of placements from external providers into the newly established in-house solo care scheme as well as development of the adoption service and independent reviewing team plans to deliver gross savings shown in table 11. |
| <u>Cash Freeze</u> |
| <u>Impacts of Delivering a Cash Freeze</u> |
| * Workload |
| * Inability to deliver timely assessments and court reports |
| * Timeliness of reviews - PAF C20 (BV163) |
| * Ability to safeguard and fulfill statutory responsibility |
| * Morale and Recruitment & Retention |
| * Placements- higher number and cost |
| * Performance Indicators for Family Support (see table 5) |

Growth Items - 2008-09 - Table 12

| Description | £m | Corporate plan target impacting on and to what extent |
|--------------------|-------|---|
| Virtual Head | 0.059 | |
| IRO | 0.042 | |
| Social worker | 0.032 | |
| Fam Support | 0.025 | |
| Exclusion Appeals | 0.010 | |
| Crisis recharge | 0.001 | |
| Total Growth Items | 0.169 | |

FTES - Table 13

| | 2007-08 | Freeze | 2008-09 | Growth | Freeze | 2009-10 | Growth | Freeze | 2010-11 | Growth | Freeze | 2011-12 | Growth | Freeze | 2012-13 | Growth |
|-------------------|---------|--------|---------|--------|--------|---------|--------|--------|---------|--------|--------|---------|--------|--------|---------|--------|
| | £m | £m | Unavoid | £m | £m | Unavoid | £m | £m | Unavoid | £m | £m | Unavoid | £m | £m | Unavoid | £m |
| Hay and Above | 0.825 | 0.711 | 0.711 | 0.711 | 0.728 | 0.728 | 0.728 | 0.747 | 0.747 | 0.747 | 0.765 | 0.765 | 0.765 | 0.784 | 0.784 | 0.784 |
| Principal Officer | 2.837 | 2.817 | 2.817 | 2.859 | 2.887 | 2.887 | 2.930 | 2.959 | 2.959 | 3.003 | 3.033 | 3.033 | 3.079 | 3.109 | 3.109 | 3.155 |
| Other | 15.728 | 13.927 | 13.927 | 14.018 | 14.276 | 14.276 | 14.369 | 14.633 | 14.633 | 14.728 | 14.998 | 14.998 | 15.096 | 15.373 | 15.373 | 15.474 |
| | 19.390 | 17.455 | 17.455 | 17.588 | 17.891 | 17.891 | 18.027 | 18.338 | 18.338 | 18.478 | 18.797 | 18.797 | 18.940 | 19.267 | 19.267 | 19.414 |
| | No | No | No | No | No | No | No | No | No | No | No | No | No | No | No | No |
| Hay and Above | 12.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 |
| Principal Officer | 67.76 | 68.17 | 68.17 | 69.17 | 68.17 | 68.17 | 69.17 | 68.17 | 68.17 | 69.17 | 68.17 | 68.17 | 69.17 | 68.17 | 68.17 | 69.17 |
| Other | 517.03 | 490.47 | 490.47 | 492.47 | 490.47 | 490.47 | 492.47 | 490.47 | 490.47 | 492.47 | 490.47 | 490.47 | 492.47 | 490.47 | 490.47 | 492.47 |
| | 596.79 | 568.64 | 568.64 | 571.64 | 568.64 | 568.64 | 571.64 | 568.64 | 568.64 | 571.64 | 568.64 | 568.64 | 571.64 | 568.64 | 568.64 | 571.64 |

Explanation of major movements in number of FTES:

reduction in fte from 0708 to 0809 reflects transfer of YOS to RIYP Branch and a further 2.49 fte transferred when Teenage Pregnancy Team moved to RIYP in 08/09

Service Summary – Funding Schools

Proforma A

Budget, Performance and Risk

Service Description
Policy Description:-

Funding Schools

Funding delegated to maintained schools in Wiltshire

Budget Analysis - Table 1

Scenario 2 - Unavoidable
Pressures

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|---------|----------------|-------------------|---------------------|------------------|---------|---------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 0.000 | 249.967 | 0.000 | 249.967 | | 249.967 | |
| 2008-09 | 0.000 | 250.717 | 0.000 | 250.717 | | 250.717 | 0.3% |
| 2009-10 | 0.000 | 257.899 | 0.000 | 257.899 | | 257.899 | 2.9% |
| 2010-11 | 0.000 | 266.979 | 0.000 | 266.979 | | 266.979 | 3.5% |
| 2011-12 | 0.000 | 274.886 | 0.000 | 274.886 | | 274.886 | 3.0% |
| 2012-13 | 0.000 | 283.027 | 0.000 | 283.027 | | 283.027 | 3.0% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|-------------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 0.000 | 0.000 | 0.000 | 0.000 |
| 2007-08 | 0.000 | 0.000 | 0.000 | 0.000 |

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | | 2009-10 | | | | 2010-11 | | | | 2011-12 | | | | 2012-13 | | | |
|--|--------------|--------------|------------------|--------------|--------------|--------------|------------------|--------------|--------------|--------------|------------------|--------------|--------------|--------------|------------------|--------------|--------------|--------------|------------------|--------------|--------------|
| | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Expenditure | | | | | | | | | | | | | | | | | | | | | |
| Delegated to Schools | 229.671 | | 237.778 | | | | 243.430 | | | | 252.836 | | | | 258.146 | | | | 263.567 | | |
| Standards Funds - Devolved | 18.881 | | 12.888 | | | | 13.159 | | | | 13.435 | | | | 13.717 | | | | 14.005 | | |
| Schools Contingency | 1.414 | | 0.051 | | | | 0.383 | | | | 0.391 | | | | 0.399 | | | | 0.407 | | |
| Unallocated Headroom within Schools Budget | | | | | | | 0.927 | | | | 0.316 | | | | 2.623 | | | | 5.047 | | |
| Income - Certain | -249.967 | | -250.717 | | | | -257.899 | | | | -266.979 | | | | -274.886 | | | | -283.027 | | |
| Income - Uncertain | | | 0.000 | | | | 0.000 | | | | 0.000 | | | | 0.000 | | | | 0.000 | | |
| Total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

Unavoidable Costs

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---------------|---------|-----------|---------|---------|-----------|---------|---------|-----------|---------|---------|-----------|---------|---------|-----------|---------|---------|-----------|---------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Pupil numbers | 64,779 | 3,858.76 | 249.967 | 65,170 | 3,847.13 | 250.717 | 65,720 | 3,924.21 | 257.899 | 66,108 | 4,038.52 | 266.979 | 66,482 | 4,134.74 | 274.886 | 66,654 | 4,246.21 | 283.027 |
| | | | | | | | | | | | | | | | | | | |

Service Summary – Funding Schools

Other Income - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income | |
|---------|---------------|-----------------|---------------|-----------------|------------------|-----------------|---------------|-----------------|
| | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m |
| 2007-08 | | | | | | | -33.447 | 0 |
| 2008-09 | | | | | | | -250.717 | 0 |
| 2009-10 | | | | | | | -250.717 | 0 |
| 2010-11 | | | | | | | -266.979 | 0 |
| 2011-12 | | | | | | | -274.886 | 0 |
| 2012-13 | | | | | | | -283.027 | 0 |

Grants - Table 6

| Revenue Name | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|
| DSG | 0.000 | -204.357 | -210.565 | -218.651 | -225.543 | -232.648 |
| LSC | -19.844 | -19.869 | -20.286 | -20.712 | -21.147 | -21.591 |
| SSG | -13.564 | -13.564 | -13.849 | -14.140 | -14.437 | -14.740 |
| Standards Funds | 0.000 | -12.888 | -13.159 | -13.435 | -13.717 | -14.005 |
| Milk | -0.038 | -0.039 | -0.040 | -0.041 | -0.042 | -0.043 |
| Certain | -33.447 | -250.717 | -257.899 | -266.979 | -274.886 | -283.027 |
| Uncertain | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total | -33.447 | -250.717 | -257.899 | -266.979 | -274.886 | -283.027 |
| Capital Grants | | | | | | |

Demographics - Table 8

| Year | Volume | % change | 3 year avg | see chart |
|---------|--------|----------|------------|-----------|
| 2005-06 | 64,720 | | | |
| 2006-07 | 64,879 | 0.25% | 64,793 | |
| 2007-08 | 64,779 | -0.15% | 64,943 | |
| 2008-09 | 65,170 | 0.60% | 65,223 | |
| 2009-10 | 65,720 | 0.84% | 65,666 | |
| 2010-11 | 66,108 | 0.59% | 66,103 | |
| 2011-12 | 66,482 | 0.57% | | |

| Subjective - Table 9 | Cash freeze | | Unavoid | Growth |
|----------------------|-------------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m |
| Delegated to Schools | 249.967 | | 250.717 | |
| | 249.967 | 0.000 | 250.717 | 0.000 |

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity | | Mitigation |
|--|-----------|----------|----------------------|-----------|------------|
| | | | High £m | Low £m | |
| <u>ALL Scenarios</u> | | | | | |
| This service is 100% grant funded. DSG has been estimated based on the September pupil count and priorities allocated as per Schools Forum recommendations - agreed by County Council | | | | | |
| <u>Unavoidable Costs</u> | | | | | |
| All anticipated "Headroom" above inflation and unavoidable pressures has been recorded in Table 1 above for years beyond 2008/09. As Schools Forum allocates headroom to priorities this sum will be reallocated across all service areas throughout DCE | | | | | |
| Pupil number forecasts are based on work carried out by the Research & Statistics Team in DCE based on population estimates across age ranges. | | | | | |
| Estimated DSG levels are based on 2.1% inflation and 1% headroom above the Minimum Funding Guarantee. MFG has been set at 2.1% by DCSF and assumes 1% efficiency savings being achieved within schools. Additional funding within the DSG has been allocated for Personalised Learning and for targeting at Social Deprivation | | | | | |

Efficiency Savings and Cost Reduction Table 11

| | Amount £ m | Description |
|---------|---------------|-------------|
| 2008-09 | | NA |
| 2009-10 | | NA |
| 2010-11 | | NA |
| 2011-12 | | NA |
| 2012-13 | | NA |
| | 0.000 | |

Service Summary – Funding Schools

| Growth Items - 2008-09 - Table 12 | | |
|-----------------------------------|--|---|
| £m | Description | Corporate plan target impacting on and to what extent |
| 0.299 | Enhanced Learning Provision in Secondary Schools | 2. Ensure that every school provides outstanding or good education, improve the attainment of children and young people in Wiltshire, and reduce inequalities in outcomes, including educational attainment between different groups of children and young people. Growth item extends provision for pupils with SEN to all secondary schools rather than focussing provision in special units |
| 0.266 | Early Years Transition Funding | 2. Ensure that every school provides outstanding or good education, improve the attainment of children and young people in Wiltshire, and reduce inequalities in outcomes, including educational attainment between different groups of children and young people. Growth item gives transitional funding for schools who have pupils entering reception classes who have previously been funded to support their special educational needs in Early Years Settings. This enables a transition period whilst the schools assess the needs of the child. |
| 0.179 | Ethnic Minority Achievement Service | 2. Ensure that every school provides outstanding or good education, improve the attainment of children and young people in Wiltshire, and reduce inequalities in outcomes, including educational attainment between different groups of children and young people. Growth item gives additional funding to the service to enable them to meet the increasing demands on the service. |
| 0.249 | Special Schools | 2. Ensure that every school provides outstanding or good education, improve the attainment of children and young people in Wiltshire, and reduce inequalities in outcomes, including educational attainment between different groups of children and young people. Growth item gives additional funding to maintained Special Schools to meet the increasingly complex needs of pupils within the schools. |
| 0.071 | Financial Planning software for Schools | 2. Ensure that every school provides outstanding or good education, improve the attainment of children and young people in Wiltshire, and reduce inequalities in outcomes, including educational attainment between different groups of children and young people. Financial planning software enabling 5 year financial plans to be drawn up linked to the School Improvement Plan |
| 1.065 | | |

| Major Cost Pressures In 2008-09 - Table 15 | | |
|--|-----|---|
| Description | £m | Reason for cost pressure, KPI or service standard impacted and effect of not funding |
| Pay Reform | 1.4 | No contingency held within Schools or other DSG funded services for Pay Reform (inconsistent with LA funded Services). Impact will be on staffing costs in schools - non-teaching staff including Teaching Assistants |
| | | |

Service Summary – DCE Strategic Services

Budget, Performance and Risk

Service Description

Strategic Services - Final Version Feb 08

Provides a holistic overview of the role & functions of the department including performance and information management, staff development, links with corporate centre, measures of public satisfaction & complaints.

Policy Description:-

Budget Analysis - Table 1

Option 1
Scenario 2

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|---------|-------------|-------------------|---------------------|------------------|---------|-------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 0.673 | -3.782 | 0.000 | 4.455 | | 4.455 | |
| 2008-09 | 0.575 | -4.014 | 0.000 | 4.589 | | 4.589 | 3% |
| 2009-10 | 0.589 | -4.115 | 0.000 | 4.704 | | 4.704 | 2% |
| 2010-11 | 0.604 | -4.218 | 0.000 | 4.821 | | 4.821 | 2% |
| 2011-12 | 0.619 | -4.323 | 0.000 | 4.942 | | 4.942 | 2% |
| 2012-13 | 0.634 | -4.431 | 0.000 | 5.066 | | 5.066 | 2% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 3.604 | 3.892 | 4.619 | -0.727 |
| 2007-08 | 4.002 | 3.745 | 3.745 | 0.000 |

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|--------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | | Cash freeze | Unavoidable | Growth | Cash freeze | Unavoidable | Growth | Cash freeze | Unavoidable | Growth | Cash freeze | Unavoidable | Growth | Cash freeze | Unavoidable | Growth |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Strategic Services | 4.457 | 4.589 | | | 4.704 | | | 4.821 | | | 4.942 | | | 5.066 | | |
| Income continuing | -3.782 | -4.014 | | | -4.115 | | | -4.218 | | | -4.323 | | | -4.431 | | |
| Income uncertain | | | | | | | | | | | | | | | | |
| Total | 0.673 | 0.575 | 0.000 | 0.000 | 0.589 | 0.000 | 0.000 | 0.604 | 0.000 | 0.000 | 0.619 | 0.000 | 0.000 | 0.634 | 0.000 | 0.000 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

Cash freeze

Staff Development

No of Staff - Statutory Training

Co-ordination

No of FOI requests

No of PRC cases (new)

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|-----------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| to follow | #VALUE! | | 0.348 | | #DIV/0! | 0.357 | | #DIV/0! | 0.365 | | #DIV/0! | 0.374 | | #DIV/0! | 0.383 | | #DIV/0! | 0.392 |
| | | | | | | | | | | | | | | | | | | |
| | 271 | 245 | 0.066 | 271 | 251 | 0.068 | 271 | 257 | 0.070 | 271 | 263 | 0.071 | 271 | 269 | 0.073 | 271 | 275 | 0.075 |
| | 14 | 0 | 0.000 | 14 | 0 | 0.000 | 14.000 | 0 | 0.000 | 14.000 | 0 | 0.000 | 14 | 0 | 0.000 | 14 | 0 | 0.000 |

Service Summary – DCE Strategic Services

Other Income (Scenario 2) - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income | |
|---------|---------------|-----------------|---------------|-----------------|------------------|-----------------|---------------|-----------------|
| | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m |
| 2007-08 | 0.000 | | 0.000 | | -0.031 | | -0.031 | |
| 2008-09 | 0.000 | | 0.000 | | -0.031 | | -0.031 | |
| 2009-10 | 0.000 | | 0.000 | | -0.031 | | -0.031 | |
| 2010-11 | 0.000 | | 0.000 | | -0.031 | | -0.031 | |
| 2011-12 | 0.000 | | 0.000 | | -0.031 | | -0.031 | |
| 2012-13 | 0.000 | | 0.000 | | -0.031 | | -0.031 | |

| Subjective - Table 9 | Cash freeze | | Unavoid | | Growth | |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2007-08 £m | 2008-09 £m | 2008-09 £m | 2008-09 £m | 2008-09 £m | 2008-09 £m |
| Employees | 4.104 | 4.131 | | | | |
| Premises related expenditure | 0.015 | 0.019 | | | | |
| Transport related expenditure | 0.027 | 0.025 | | | | |
| Supplies & Services | 0.765 | 0.677 | | | | |
| Third Party payments | 0.000 | 0.000 | | | | |
| Transfer payments | -0.127 | -0.263 | | | | |
| Restructuring | -3.782 | -6.251 | | | | |
| Income | 1.002 | -1.662 | 0.000 | | 0.000 | |

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity | | Mitigation |
|--|---------------|--------------|----------------------|-----------|--|
| | | | High £m | Low £m | |
| ALL Scenarios Assumption that additional DSG will cover anticipated overspending on school premature retirement costs & schools maternity budgets (etc) Overheads on-going overspend will be allocated across all department teams and actions taken to absorb & reduce other costs accordingly Overheads charged to the department in respect of accounting & budget support & finance teams will reduce & transfer to resources department | | | | | 0.311 DLT have agreed to cover |
| Cash Freeze £50k rollover to fund JAR will not be achieved PRC costs will be covered by headroom | | | | | |
| PRC Cases increase in no. or unit cost National HR grants to continue in to next CSR | medium low | high high | 0.200 0.237 | 0.050 | Reduce costs in other areas as PRC cases Stop grant funded activities |
| Unavoidable Costs PRC costs will be covered by headroom | | | | | |

FTES - Table 13

| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Hay and Above | 0.248 | 0.248 | 0.254 | 0.261 | 0.267 | 0.274 |
| Principal Officer | 0.206 | 0.241 | 0.247 | 0.253 | 0.259 | 0.266 |
| Other | 0.286 | 0.475 | 0.487 | 0.499 | 0.511 | 0.524 |
| | 0.740 | 0.964 | 0.988 | 1.013 | 1.038 | 1.064 |
| | No | No | No | No | No | No |
| Hay and Above | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Principal Officer | 5.09 | 6.09 | 6.09 | 6.09 | 6.09 | 6.09 |
| Other | 15.96 | 18.90 | 18.90 | 18.90 | 18.90 | 18.90 |
| | 23.05 | 27.00 | 27.00 | 27.00 | 27.00 | 27.00 |

Item No 08 - Medium Term Financial Strategy0.doc

Grants - Table 6

| Revenue Name | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|---|---------------|---------------|---------------|---------------|---------------|---------------|
| <LIST ALL GRANTS> | | | | | | |
| LAA Adult Social Care Workforce | 0 | -0.165 | -0.165 | -0.165 | -0.165 | -0.165 |
| LAA Childrens Social Care Workforce | 0 | -0.077 | -0.077 | -0.077 | -0.077 | -0.077 |
| Sundry Staff Training Grants | 0 | -0.037 | -0.037 | -0.037 | -0.037 | -0.037 |
| Dept of Health Training Grant | -0.379 | | | | | |
| Child Protection Grant | -0.011 | | | | | |
| PQ Child Care Award Grant | -0.045 | | | | | |
| National Training Strategy Grant | -0.128 | | | | | |
| Train to Gain Grant | -0.008 | | | | | |
| HR Development Strategy Grant | -0.016 | | | | | |
| PSA Looked after children Grant | -0.004 | | | | | |
| Multi Agency Partnership Training Grant | -0.024 | | | | | |
| Bright Horizons Grant | -0.001 | | | | | |
| Total Grants | -0.616 | -0.279 | -0.279 | -0.279 | -0.279 | -0.279 |
| Uncertain | | | | | | |
| Total | | | | | | |
| Capital Grants | | | | | | |

Efficiency Savings and Cost Reduction Table 11

| | Amount £ m | Description |
|---|------------------|---|
| 2008-09 Service Teams & associated budgets FE PRC | -0.065 -0.030 | <list details> Potential PRC + increased income targets & non-replacement of admin support Reducing payments made |
| 2010-11 2011-12 | | |
| 2012-13 | | |
| | -0.095 | |

Service Summary – Buildings and Places

Budget, Performance and Risk

Service Description

Policy Description:-

School Buildings and Places

Proforma A

Budget Analysis - Table 1

Scenario 2

CHANGED TO PICK UP CASH FREEZE

| | Income Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|---------|-----------------------|-------------------|---------------------|------------------|---------|--------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 0.519 | 0.349 | 0.000 | 0.868 | 33.292 | 34.160 | |
| 2008-09 | 0.692 | 0.461 | 0.000 | 1.153 | 28.757 | 29.910 | -12% |
| 2009-10 | 0.709 | 0.472 | 0.000 | 1.181 | 22.974 | 24.155 | -19% |
| 2010-11 | 0.726 | 0.483 | 0.000 | 1.209 | 22.974 | 24.183 | 0% |
| 2011-12 | 0.744 | 0.495 | 0.000 | 1.238 | 22.974 | 24.212 | 0% |
| 2012-13 | 0.761 | 0.507 | 0.000 | 1.268 | 22.974 | 24.242 | 0% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|--------------------|--------------------|-------------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 0.607 | 0.609 | 0.593 | 0.016 |
| 2007-08 | 0.695 | 0.536 | 0.601 | -0.065 |

Projected overspend on Tisbury Pool

- Figures above in Table 2 are NET LEA

- Increase in original budget from 06/07 to 07/08 due to increased funding of £0.025m BSF/Federation officer time, £0.050m 3-Tier review unoccupied sites costs.

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---------------------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|
| | £m | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Expenditure Headings | | | | | | | | | | | | | | | | |
| School Building and Places Team | 0.347 | 0.345 | | | 0.354 | | | 0.362 | | | 0.371 | | | 0.380 | | |
| Admissions Team | 0.219 | 0.222 | | | 0.228 | | | 0.233 | | | 0.239 | | | 0.244 | | |
| Site Associated Costs | 0.321 | 0.586 | | | 0.600 | | | 0.614 | | | 0.629 | | | 0.644 | | |
| TOTAL GROSS BUDGET | 0.885 | 1.153 | 0.000 | 0.000 | 1.181 | 0.000 | 0.000 | 1.209 | 0.000 | 0.000 | 1.238 | 0.000 | 0.000 | 1.268 | 0.000 | 0.000 |
| Income continuing | 0.367 | 0.461 | | | 0.472 | | | 0.483 | | | 0.495 | | | 0.507 | | |
| Income uncertain | | | | | | | | | | | | | | | | |
| Total | 0.519 | 0.692 | 0.000 | 0.000 | 0.709 | 0.000 | 0.000 | 0.726 | 0.000 | 0.000 | 0.744 | 0.000 | 0.000 | 0.761 | 0.000 | 0.000 |
| | 0.000 | 0.000 | | | | | | | | | | | | | | |

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Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---|---------|-----------|---------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Cash freeze | | | | | | | | | | | | | | | | | | |
| Cost of processing application for school place | 11000 | 19.78 | 217628 | 11045 | 20.12 | 222198 | 11138 | 20.43 | 227531 | 11203 | 20.80 | 232991 | 11266 | 21.18 | 238583 | 11295 | 21.63 | 244309 |
| | | | | | | | | | | | | | | | | | | |
| Unavoidable Costs | | | | | | | | | | | | | | | | | | |
| Cost of processing application for school place | 11000 | 19.78 | 217628 | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| Growth | | | | | | | | | | | | | | | | | | |
| Cost of processing application for school place | 11,000 | 19.78 | 217,628 | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|
| Cash freeze | | | | | | | | |
| To amalgamate or federate 22 schools between (2005-09) | 4 | 6 | 4 | 4 | 4 | | | |
| Deliver co-ordinated admission schemes by the due date | | | 100% | 100% | 100% | 100% | 100% | 100% |
| Deliver statistical returns by the due date | | | 100% | 100% | 100% | 100% | 100% | 100% |

No different from unavoidable Scenario and Growth Scenario

Grants - Table 6

| Revenue Name | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|----------------|---------------|---------------|---------------|---------------|---------------|---------------|
| DSG | 0.273 | 0.382 | 0.391 | 0.401 | 0.410 | 0.420 |
| Certain | 0.273 | 0.382 | 0.391 | 0.401 | 0.410 | 0.420 |
| Uncertain | | | | | | |
| Total | 0.273 | 0.382 | 0.391 | 0.401 | 0.410 | 0.420 |
| Capital Grants | | | | | | |

Service Summary – Buildings and Places

Other Income - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income | |
|---------|---------------|-----------------|---------------|-----------------|------------------|-----------------|---------------|-----------------|
| | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m |
| 2007-08 | | 0 | | 0 | 0.076 | | 0.349 | 0 |
| 2008-09 | | | | | 0.078 | | 0.461 | 0 |
| 2009-10 | | | | | 0.080 | | 0.472 | 0 |
| 2010-11 | | | | | 0.082 | | 0.483 | 0 |
| 2011-12 | | | | | 0.084 | | 0.495 | 0 |
| 2012-13 | | | | | 0.086 | | 0.507 | 0 |

| Subjective - Table 9 | Cash freeze | | Unavoid | Growth |
|-------------------------------|-------------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m |
| Employees | 0.571 | 0.467 | | |
| Premises related expenditure | 0.186 | 0.347 | | |
| Transport related expenditure | 0.015 | 0.015 | | |
| Supplies & Services | 0.087 | 0.074 | | |
| Third Party payments | 0.015 | 0.015 | | |
| Internal Recharges | 0.122 | 0.235 | | |
| Restructuring | | | | |
| Income | 0.349 | 0.461 | | |
| | 0.646 | 0.692 | 0.000 | 0.000 |
| | 0.000 | 0.000 | | |

Key Budget Assumptions / Risks - Table 10

| Description | Risk | | Impact / sensitivity | | Mitigation |
|--|------|----------|----------------------|-----------|--|
| | Prob | Severity | High £m | Low £m | |
| ALL Scenarios | | | | | |
| Costs overrun on major capital projects reducing reserves and ability to deliver capital plans | L | H | | | The Capital Programme Working Group monitor capital expenditure on a monthly basis. |
| | | | | | |
| Increasing building costs - potential for overspend on individual projects and less impact from the overall capital programme. Some projects may become unaffordable | M | M | | | Effective project management. Deferment of some projects if others overspend |
| | | | | | |
| Capacity of building industry - increases in various capital programmes may mean labour shortages with higher costs and longer project times | L | M | | | Effective project management. Programme slippage |
| | | | | | |
| Small team of staff - absence of key member of team | M | H | | | Management and Development by Management Team. Develop team working approaches as far as possible. |
| Cash Freeze | | | | | |
| | | | | | |
| Failure to deliver school admissions by national/local target dates | L | H | | | Monitoring would identify additional resources needed to deal with any problems. |
| Delay in fulfilling Capital Programme priorities | L | M | | | |

| Growth Items - 2008-09 - Table 12 | | |
|-----------------------------------|--|--|
| £m | Description | Corporate plan target impacting on and to what extent |
| REVENUE BIDS | | |
| | | |
| 0.050 | Unoccupied Sites - pressure on this budget from school closures, federations, amalgamations. | The two growth items are interlinked as they all deal with "rationalising" the school estate so that there is a better match between pupil places and population. This will mean that schools are sustainable in terms of pupil numbers and budgets and this will contribute to better educational performance. It will also enable improved targeting of capital investment in schools which will in turn result in better facilities for pupils and the wider community. |
| 0.100 | Schools Reorganisation Transport Costs - additional transport costs arising from school closures, federations, amalgamation. | |

| Demographics - Table 8 | | | | see chart |
|------------------------|-----------|----------|------------|-----------|
| Year | Pupil No. | % change | 3 year avg | |
| 2005-06 | 64,720 | | | |
| 2006-07 | 64,879 | 0.25% | | |
| 2007-08 | 65,178 | 0.46% | | |
| 2008-09 | 65,443 | 0.41% | | |
| 2009-10 | 65,993 | 0.84% | | |
| 2010-11 | 66,381 | 0.59% | | |
| 2011-12 | 66,755 | 0.56% | | |
| 2012-13 | 66,927 | 0.26% | | |

Efficiency Savings and Cost Reduction Table 11

| | Amount £ m | Description |
|---------|---------------|--|
| 2008-09 | 0.002 | reduction in staff absence - per Corporate Mgt Team proposal |
| 2009-10 | 0.002 | reduction in staff absence - per Corporate Mgt Team proposal |
| 2010-11 | 0.002 | reduction in staff absence - per Corporate Mgt Team proposal |
| 2011-12 | 0.002 | reduction in staff absence - per Corporate Mgt Team proposal |
| 2012-13 | 0.002 | reduction in staff absence - per Corporate Mgt Team proposal |
| | 0.010 | |

Service Summary – Buildings and Places

Data below based on Scenario 1 and 2 (no difference). Additional 1 FTE for Scenario 3 - PO Grade

| FTES - Table 13 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|------------------------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.000 | 0.000 | | | | |
| Soul bury Grade | 0.160 | 0.197 | 0.202 | 0.207 | 0.212 | 0.217 |
| Teacher grade | 0.000 | | 0.000 | 0.000 | 0.000 | 0.000 |
| Principal Officer (PO) | 0.038 | 0.039 | 0.040 | 0.041 | 0.042 | 0.043 |
| Scale 6 - SO1-2 | 0.083 | 0.084 | 0.086 | 0.088 | 0.091 | 0.093 |
| Scale 1 - 6 | 0.176 | 0.154 | 0.158 | 0.162 | 0.166 | 0.170 |
| Manual Scale | 0.000 | | 0.000 | 0.000 | 0.000 | 0.000 |
| | 0.456 | 0.474 | 0.486 | 0.498 | 0.510 | 0.523 |
| | 0.000 | 0.000 | | | | |
| | No | No | No | No | No | No |
| Hay and Above | | | | | | |
| Soul bury Grade | 3.00 | 3.36 | 3.36 | 3.36 | 3.36 | 3.36 |
| Teacher grade | | | 0.00 | 0.00 | 0.00 | 0.00 |
| Principal Officer (PO) | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Scale 6 - SO1-2 | 2.65 | 2.65 | 2.65 | 2.65 | 2.65 | 2.65 |
| Scale 1 - 6 | 7.83 | 6.83 | 6.83 | 6.83 | 6.83 | 6.83 |
| Manual Scale | | | | | | |
| | 14.48 | 13.84 | 13.84 | 13.84 | 13.84 | 13.84 |
| | 0.00 | 0.00 | | | | |

Movement in FTE from 2007/08 to 2008/09 - 4.72 FTE Research and Statistics Team to R&I&YP Branch
Salary costs from Years 2009/10 onwards is based on previous year plus 2.5% inflation

| Major Cost Pressures In 2008-09 - Table 15 | | |
|---|----|--|
| Description | £m | Reason for cost pressure, KPI or service standard impacted and effect of not funding |
| Pressure on staffing budget due: - 4 new primary school builds - 2008/09 and 2009/10 - 1 Pathfinder school project and 1 Academy School project (to date may be more) - Falling rolls and surplus places leads to school closures and amalgamations. | | |

Revenue costs of capital programme bids included above - Table 14

2007-08 2008-09 2009-10 2010-11 2011-12 2012-13

Only associated borrowing costs . Advised to exclude from this Budget Pro-forma. Being accounted for centrally.

LAA Memo - Table 16

Capital grants assumed in budget, expected through LAA

Revenue grants assumed in budget, expected through LAA

Other funding assumed thrr<please detail>

£m

Service Summary – School Support Services

Service Description
Policy Description:-

School Support Including Community Learning

Budget Analysis - Table 1

Scenario 2

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|---------|-------------|----------------|------------------|---------------|---------|--------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 3.194 | 11.709 | 0.000 | 14.903 | | 14.903 | |
| 2008-09 | 3.227 | 10.227 | 0.000 | 13.455 | | 13.455 | -10% |
| 2009-10 | 3.305 | 10.473 | 0.000 | 13.777 | | 13.777 | 2% |
| 2010-11 | 3.384 | 10.724 | 0.000 | 14.108 | | 14.108 | 2% |
| 2011-12 | 3.465 | 10.981 | 0.000 | 14.447 | | 14.447 | 2% |
| 2012-13 | 3.548 | 11.245 | 0.000 | 14.793 | | 14.793 | 2% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2007-08 | 2.887 | 2.705 | 2.990 | -0.285 |
| 2008-09 | 3.243 | 3.183 | 3.183 | 0 |

lawyer:

Reason for reduction in income is due to reduction in SF income shown in School Support Chapter from 2007/08 to 2008/09

figures above in Table 2 are NET LEA

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | | 2009-10 | | | | 2010-11 | | | | 2011-12 | | | | 2012-13 | | | |
|---|---------|-------------|------------------|--------|-------|-------------|------------------|--------|-------|-------------|------------------|--------|-------|-------------|------------------|--------|-------|-------------|------------------|--------|-------|
| | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | |
| | | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Expenditure Headings | | | | | | | | | | | | | | | | | | | | | |
| School Support | | 1.138 | 1.356 | | | | 1.389 | | | 1.422 | | | | 1.456 | | | | 1.491 | | | |
| School Improvement | | 2.975 | 3.524 | | | | 3.609 | | | 3.695 | | | | 3.784 | | | | 3.875 | | | |
| Commercial Trading Unit - Incl Grant Funded | | | | | | | | | | | | | | | | | | | | | |
| Activity | | 4.947 | 5.091 | | | | 5.213 | | | 5.338 | | | | 5.466 | | | | 5.598 | | | |
| Standards Fund and Area Based Grants | | 2.518 | 3.483 | | | | 3.567 | | | 3.652 | | | | 3.740 | | | | 3.830 | | | |
| TOTAL GROSS BUDGET | | 11.579 | 13.455 | 0.000 | 0.000 | 13.777 | 0.000 | 0.000 | 0.000 | 14.108 | 0.000 | 0.000 | 0.000 | 14.447 | 0.000 | 0.000 | 0.000 | 14.793 | 0.000 | 0.000 | 0.000 |
| Income continuing | | 8.384 | 10.227 | | | | 10.473 | | | 10.724 | | | | 10.981 | | | | 11.245 | | | |
| Income uncertain | | | | | | | | | | | | | | | | | | | | | |
| Total | | 3.194 | 3.227 | 0.000 | 0.000 | 3.305 | 0.000 | 0.000 | 0.000 | 3.384 | 0.000 | 0.000 | 0.000 | 3.465 | 0.000 | 0.000 | 0.000 | 3.548 | 0.000 | 0.000 | 0.000 |

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Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

Cash freeze

Cost of supporting schools in Additional Support Category
- Lower unit cost could mean less advisor time

| 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---------|-----------|-----------|---------|-----------|-----------|---------|-----------|-----------|---------|-----------|-----------|---------|-----------|-----------|---------|-----------|-----------|
| Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| 30 | 44,671 | 1,340,125 | 30 | 43,881 | 1,316,431 | 30 | 44,934 | 1,348,025 | 30 | 46,013 | 1,380,378 | 30 | 47,117 | 1,413,507 | 30 | 48,248 | 1,447,431 |

Unavoidable Costs

Cost of supporting schools in Additional Support Category
- Lower unit cost could mean less advisor time

| 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---------|-----------|-----------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|
| Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| 30 | 44,671 | 1,340,125 | | | | | | | | | | | | | | | |

Growth

Cost of supporting schools in Additional Support Category

| 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---------|-----------|-----------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|
| Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| 30 | 44,671 | 1,340,125 | | | | | | | | | | | | | | | |

Service Summary – School Support Services

| Key Performance standards - Table 5 | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
| Cash freeze | | | | | | | | |
| BVPI 40 | | | | | | | | |
| Key Stage 2: % achieving level 4 or above in Maths | 74.00% | 75.00% | 85.00% | 85.00% | Top 25% | Top 25% | Top 25% | Top 25% |
| | | | | Top 25% | | | | |
| BVPI 41 | | | | | | | | |
| Key Stage 2: % achieving level 4 or above in English | 78.00% | 80.00% | 85.00% | 85.00% | Top 25% | Top 25% | Top 25% | Top 25% |
| | | | | Top 25% | | | | |
| BVPI 181 a | | | | | | | | |
| Key Stage 3: % of 14 year olds at or above level 5 in English | 76.00% | 75.00% | 82.00% | 82.00% | Top 25% | Top 25% | Top 25% | Top 25% |
| | | | | Top 25% | | | | |
| BVPI 181 b | | | | | | | | |
| Key Stage 3: % of 14 year olds at or above level 5 in Maths | 78.00% | 81.00% | 83.00% | 84.00% | Top 25% | Top 25% | Top 25% | Top 25% |
| | | | | Top 25% | | | | |
| BVPI 181 c | | | | | | | | |
| Key Stage 3: % of 14 year olds at or above level 5 in Science | 76.00% | 77.00% | 80.00% | 80.00% | Top 25% | Top 25% | Top 25% | Top 25% |
| | | | | Top 25% | | | | |
| BVPI 38 | | | | | | | | |
| Key Stage 4: % of pupils achieving min 5 A* - C grade GCSEs | 57.70% | 57.80% | 65.00% | 66.00% | Top 25% | Top 25% | Top 25% | Top 25% |
| | | | | Top 25% | | | | |
| Schools in an OFSTED Category of concern | 11 | 9 | 5 | 0 | | | | |
| Number of schools achieving Healthy Schools award | | 40% | 55% | 65% | | | | |
| Reduce the % of 16-18 year olds not in Education, employment and training | 5.77% | 6% | 5.30% | 4.1% | | | | |

No different from unavoidable Scenario and Growth Scenario

| Subjective - Table 9 | Cash freeze | | Unavoid | | Growth | |
|-------------------------------|-------------|---------|---------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m | £m | £m |
| Employees | 8.854 | 9.098 | | | | |
| Premises related expenditure | 0.302 | 0.299 | | | | |
| Transport related expenditure | 0.427 | 0.436 | | | | |
| Supplies & Services | 1.579 | 1.553 | | | | |
| Third Party payments | 0.001 | 0.001 | | | | |
| Transfer payments | 3.829 | 2.068 | | | | |
| Restructuring | | | | | | |
| Income | 11.709 | 10.227 | | | | |
| | 3.283 | 3.227 | 0.000 | 0.000 | | |
| | 0.000 | 0.000 | | | | |

| Grants - Table 6 | | | | | | |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Revenue Name | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| Standards Fund | 4.3578 | 0.4613 | 0.4724 | 0.4837 | 0.4953 | 0.5072 |
| Area Based Grants | 0 | 3.009399 | 3.0816 | 3.1556 | 3.2313 | 3.3089 |
| DSG | 2.3270 | 1.3761 | 1.4091 | 1.4430 | 1.4776 | 1.5130 |
| DCSF - TDA | 0.1719 | 0.1719 | 0.1760 | 0.1803 | 0.1846 | 0.1890 |
| Children's Fund | 0.0508 | 0.0632 | 0.0648 | 0.0663 | 0.0679 | 0.0695 |
| DCSF | 0.0570 | 0.0585 | 0.0599 | 0.0613 | 0.0628 | 0.0643 |
| DCSF - HLTA | 0.2312 | 0.1447 | 0.1482 | 0.1517 | 0.1554 | 0.1591 |
| LSC | 0.3209 | 0.3209 | 0.3286 | 0.3365 | 0.3445 | 0.3528 |
| Lottery | 0.5906 | 0.6623 | 0.6782 | 0.6945 | 0.7111 | 0.7282 |
| Certain | 8.1071 | 6.2683 | 6.4188 | 6.5728 | 6.7306 | 6.8921 |
| Uncertain | | | | | | |
| Total | 8.1071 | 6.2683 | 6.4188 | 6.5728 | 6.7306 | 6.8921 |
| Capital Grants | | | | | | |

| Other Income - Table 7 | | | | | | | |
|------------------------|---------------|--------------|------------------|--------------|-----------|---------|-----------|
| | Contributions | Partnerships | Fees and Charges | Total Income | | | |
| | Certain | | | | | | |
| | Uncertain | Certain | Uncertain | Certain | Uncertain | Certain | Uncertain |
| | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 0.049 | | 3.552 | 11.709 | | 0.000 | |
| 2008-09 | 0.051 | | 3.908 | 10.227 | | 0.000 | |
| 2009-10 | 0.052 | | 4.002 | 10.473 | | 0.000 | |
| 2010-11 | 0.053 | | 4.098 | 10.724 | | 0.000 | |
| 2011-12 | 0.054 | | 4.197 | 10.981 | | 0.000 | |
| 2012-13 | 0.056 | | 4.297 | 11.245 | | 0.000 | |
| | 0.32 | | 24.05 | 65.36 | | | |

Service Summary – School Support Services

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High Em | Low Em | Mitigation |
|--|-----------|----------|------------------------------------|-----------|---|
| ALL Scenarios | | | | | |
| Loss of grants: | | | | | |
| - Failure to manage the reduction in Standards Fund in relation to the National Strategies over the next year | H | H | | | As vacancies arise in the appropriate advisory teams more School Improvement Partners (SIPs) working externally are commissioned for school improvement work. |
| - Threat in loss of grant for Primary and Secondary National Strategy work, when this current Standards Fund Grant goes into a LAA. | H | H | | | Keep detailed records on required targets funded from this source of income, and the affects of not doing the work. |
| - Loss of external funding to support Community Learning. Currently 97% of this service is supported by external funding. | H | H | | | Constant work to secure new alternative funds; business development planning is in place and regular communication with funders. |
| Implementation of the 14-19 Strategy | | | | | |
| - more vocational pathways require substantial curriculum changes in our secondary schools. | H | H | | | Work with collaborative to enable the 14 specialist diplomas to be offered to young people. |
| - more Education Transport costs due to a portfolio of diplomas within different educational institutes. | | | | | Individual pupil transport costs currently meet by delegated schools budget. |
| LEA responsibility for post 16 in 2010/11 including non-school sector - funding mechanism still to be confirmed. | | | | | Currently LSC Funded. Expected both direct school/institute funding and management and admin costs to be included within source of funding. |
| No provision for additional support if a secondary school goes into Special Measures or given a Notice to Improve. | H | H | | | Advisory support is aligned to schools in accordance with OFSTED judgements. More preventative work in place. |
| Failure to secure alternative affordable space to accommodate the Wiltshire/Swindon Learning Resources | H | H | | | Looking for alternative accommodation but proving financially prohibitive |
| Cash Freeze | | | | | |
| Loss in advisory time spent on LEA duties such as non-statutory School Support Services. | | | | | |
| At cash freeze, in real terms the number of advisor days available on school support services reduces by 118 days. Could have an impact on KPI regarding number of schools in an OFSTED category of concern. | | | | | |
| Unavoidable Costs | | | | | |
| | | | | Em | |
| LAA Memo - Table 16 | | | | | |
| Capital grants assumed in budget, expected through LAA | | | | | |
| Revenue grants assumed in budget, expected through LAA | | | | 0.249 | |
| - SF Primary Strategy Grant | | | | | |
| | | | | 0.249 | |

Demographics - Table 8 see chart

| Year | Pupil population in Wiltshire | % change | 3 year avg |
|---------|-------------------------------|----------|------------|
| 2005-06 | 64,720 | | |
| 2006-07 | 64,879 | 0.25% | |
| 2007-08 | 65,178 | 0.46% | |
| 2008-09 | 65,443 | 0.41% | |
| 2009-10 | 65,993 | 0.84% | |
| 2010-11 | 66,381 | 0.59% | |
| 2011-12 | 66755 | 0.56% | |
| 2012-13 | 66927 | 0.26% | |

Efficiency Savings and Cost Reduction Table 11

| | |
|---|-------|
| | Em |
| Recruitment of SIPs (School Improvement Partners) | 0.065 |
| Over a period of 2 years the employment of SIPs has moved from internal to external. Therefore 241 schools @ 5 days per school = 1205 days @ £54 per day saving = £65,070 | |
| Automated CPD Booking (traded service) | 0.018 |
| Automated Continual Professional Development Course booking system. Reduction in 1fte | |
| Review of support for vulnerable children (DSG Funded) | 0.027 |
| Review of Traveller Education Service and Learning Support Team | |
| Accommodation - increase in density of Schools Branch people from East Wing to County Hall | ?? |
| Reduction in staff absence - per Corporate Mgt Team proposal | 0.022 |
| TOTAL EFFICIENCY SAVINGS | 0.133 |

Service Summary – School Support Services

| FTES - Table 13 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|------------------------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.106 | 0.112 | 0.115 | 0.118 | 0.121 | 0.124 |
| Soul bury Grade | 3.292 | 3.444 | 3.531 | 3.619 | 3.709 | 3.802 |
| Teacher grade | 2.229 | 2.442 | 2.503 | 2.565 | 2.629 | 2.695 |
| Principal Officer (PO) | 0.446 | 0.385 | 0.394 | 0.404 | 0.414 | 0.425 |
| Scale 6 - SO1-2 | 0.445 | 0.515 | 0.528 | 0.541 | 0.554 | 0.568 |
| Scale 1 - 6 | 1.141 | 1.219 | 1.250 | 1.281 | 1.313 | 1.346 |
| Manual Scale | 0.224 | 0.292 | 0.299 | 0.307 | 0.314 | 0.322 |
| | 7.883 | 8.409 | 8.619 | 8.835 | 9.056 | 9.282 |
| | 0.000 | 0.000 | | | | |
| | No | No | No | No | No | No |
| Hay and Above | 1.00 | 1.00 | | | | |
| Soul bury Grade | 61.18 | 61.33 | 61.33 | 61.33 | 61.33 | 61.33 |
| Teacher grade | 57.29 | 61.40 | 61.40 | 61.40 | 61.40 | 61.40 |
| Principal Officer (PO) | 11.00 | 8.81 | 8.81 | 8.81 | 8.81 | 8.81 |
| Scale 6 - SO1-2 | 15.16 | 17.13 | 17.13 | 17.13 | 17.13 | 17.13 |
| Scale 1 - 6 | 56.60 | 57.38 | 57.38 | 57.38 | 57.38 | 57.38 |
| Manual Scale | 17.22 | 23.03 | 23.03 | 23.03 | 23.03 | 23.03 |
| | 219.45 | 230.08 | 229.08 | 229.08 | 229.08 | 229.08 |
| | 0.00 | 0.00 | | | | |

Salary costs from Years 2009/10 onwards is based on previous year plus 2.5% inflation
Increased FTE from 2007/08 to 2008/09 funded by additional Grants from various sources

Service Summary – Early Years Services

Service Description
Policy Description:-

Early Years and Childcare

Budget Analysis - Table 1

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|------------|-------------|----------------|------------------|---------------|---------|--------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| Scenario 2 | | | | | | | |
| 2007-08 | 0.000 | 15.639 | 0.000 | 15.639 | 3.611 | 19.250 | |
| 2008-09 | 0.000 | 17.473 | 0.000 | 17.473 | 2.693 | 20.166 | 5% |
| 2009-10 | 0.000 | 17.473 | 0.000 | 17.473 | 4.006 | 21.479 | 7% |
| 2010-11 | 0.000 | 20.722 | 0.000 | 20.722 | 3.119 | 23.841 | 11% |
| 2011-12 | 0.000 | 21.219 | 0.000 | 21.219 | 3.194 | 24.413 | 2% |
| 2012-13 | 0.000 | 21.729 | 0.000 | 21.729 | 3.271 | 24.999 | 2% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 0 | 0 | 0 | 0 |
| 2007-08 | 0 | 0 | 0 | 0 |

Table 2 - Net Nil LEA Budget - funded from DSG and other grants - mainly General Sure Start Grant

Objective Budget - Table 3

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---------------------------|--------------|------------------|--------------|--------------|------------------|--------------|
| | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth |
| | £m | £m | £m | £m | £m | £m |
| Expenditure Headings | | | | | | |
| Early Years and Childcare | 15.639 | 17.473 | | 8.378 | 10.249 | 10.495 |
| Income continuing | 15.639 | 17.473 | | 8.378 | 10.249 | 10.495 |
| Income uncertain | | | | | | |
| Total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Ctrl Check | 0.000 | 0.000 | | | | |

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Cash freeze | | | | | | | | |
| By 2009: | | | | | | | | |
| Wiltshire will have 20 children's centres | 0 | 6 | 20 | TBC | TBC | TBC | TBC | TBC |
| Wiltshire will extend the availability of early education and childcare provision to 38 weeks/year | 33 weeks per year | 38 weeks per year | 38 weeks per year | 38 weeks per year | 38 weeks per year | 38 weeks per year | 38 weeks per year | 38 weeks per year |
| - proportion of settings | | 79% | 100% | 100% | 100% | 100% | 100% | 100% |
| - in part of the county to 15 hours/week | 12.5 hrs per week | 12.5 hrs per week | 12.5 hrs per week | 12.5 hrs per week | 12.5 hrs per week | 12.5 hrs per week | 12.5 hrs per week | 12.5 hrs per week |

No different from unavoidable Scenario and Growth Scenario

| | 2007-08 | 2008-09 | 2008-09 | 2008-09 |
|-------------------------------|---------|---------|---------|---------|
| | £m | £m | £m | £m |
| Employees | 2.126 | 2.418 | | |
| Premises related expenditure | 0.012 | 0.012 | | |
| Transport related expenditure | 0.129 | 0.132 | | |
| Supplies & Services | -0.050 | -0.050 | | |
| Third Party payments | 0.000 | 0.000 | | |
| Transfer payments | -0.161 | 0.116 | | |
| Restructuring | | | | |
| Income | 15.639 | 17.473 | | |
| | -13.583 | -14.845 | 0.000 | 0.000 |

-13582665.838 #####

Grants - Table 6

| Revenue | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| Name | £m | £m | £m | £m | £m | £m |
| Sure Start, Early Years, and Childcare Grant | 5.900 | 7.256 | 8.378 | 10.009 | 10.249 | 10.495 |
| DSG | 9.739 | 10.217 | 10.462 | 10.713 | 10.970 | 11.234 |
| Certain | 15.639 | 17.473 | 18.841 | 20.722 | 21.219 | 21.729 |
| Uncertain | | | | | | |
| Total | 15.639 | 17.473 | 18.841 | 20.722 | 21.219 | 21.729 |
| Capital Grants | | | | | | |

Demographics - Table 8

| Year | Volume | % change | 3 year avg |
|---------|--------|----------|------------|
| 2005-06 | | | |
| 2006-07 | | | |
| 2007-08 | | | |
| 2008-09 | | | |
| 2009-10 | | | |
| 2010-11 | | | |
| 2011-12 | | | |

see chart

Service Summary – Early Years Services

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High Low £m £m | Mitigation |
|---|-----------|----------|---|--|
| Sure Start, Early Years and Childcare Grant confirmed until 2010/11. Likely to be future income stream to meet the government Agenda of 10 Year Child Care Strategy | Low | High | | It is anticipated that if the grant ceases then the on-going revenue costs of Children's Centres would be passported to mainstream DSG |

| Efficiency Savings and Cost Reduction Table 11 | | |
|--|---------------|--|
| | Amount £ m | Description |
| 2008-09 | 0.005 | reduction in staff absence - per Corporate Mgt Team proposal |
| 2009-10 | 0.005 | reduction in staff absence - per Corporate Mgt Team proposal |
| 2010-11 | 0.005 | reduction in staff absence - per Corporate Mgt Team proposal |
| 2011-12 | 0.005 | reduction in staff absence - per Corporate Mgt Team proposal |
| 2012-13 | 0.005 | reduction in staff absence - per Corporate Mgt Team proposal |
| | 0.025 | |

| FTES - Table 13 | | | | | | |
|------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| Hay and Above | | | | | | |
| Soul bury Grade | 0.311 | 0.350 | 0.359 | 0.368 | 0.377 | 0.387 |
| Teacher grade | 0.581 | 0.537 | 0.550 | 0.564 | 0.578 | 0.592 |
| Principal Officer (PO) | 0.482 | 0.606 | 0.621 | 0.637 | 0.653 | 0.669 |
| Scale 6 - SO1-2 | 0.155 | 0.166 | 0.170 | 0.174 | 0.178 | 0.183 |
| Scale 1 - 6 | 0.577 | 0.642 | 0.658 | 0.674 | 0.691 | 0.708 |
| Manual Scale | 0.000 | | 0.000 | 0.000 | 0.000 | 0.000 |
| | 2.107 | 2.300 | 2.358 | 2.417 | 2.477 | 2.539 |
| | 0.000 | 0.000 | | | | |
| | No | No | No | No | No | No |
| Hay and Above | | | | | | |
| Soul bury Grade | 6.30 | 7.30 | 7.30 | 7.30 | 7.30 | 7.30 |
| Teacher grade | 14.60 | 13.00 | 13.00 | 13.00 | 13.00 | 13.00 |
| Principal Officer (PO) | 14.16 | 16.34 | 16.34 | 16.34 | 16.34 | 16.34 |
| Scale 6 - SO1-2 | 5.28 | 5.28 | 5.28 | 5.28 | 5.28 | 5.28 |
| Scale 1 - 6 | 25.87 | 27.22 | 27.22 | 27.22 | 27.22 | 27.22 |
| Manual Scale | 0 | | | | | |
| | 66.21 | 69.14 | 69.14 | 69.14 | 69.14 | 69.14 |
| | 0.00 | 0.00 | | | | |

Increased FTE from 2007/08 to 2008/09 funded by additional Sure Start, Early Years and Childcare Grant
Salary costs from Years 2009/10 onwards is based on previous year plus 2.5% inflation

Revenue costs of capital programme bids included above - Table 14

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| | | | | | | |

Service Summary – Young People Services

Budget, Performance and Risk
Service Description

DCE - SERVICES TO YOUNG PEOPLE

Final Version - Feb 08

Proforma A

stay safe, enjoy and achieve, make a positive contribution and achieve economic well being. The Connexions Service provides information, advice and support to young people (13-19) on a wide range of personal development issues as well as offering guidance on more specific areas such as employment, training or further education. It is also required to track individual young people and report on aggregated destinations at regular intervals. The aim of the Wiltshire Youth Offending Service is to prevent offending by children and young people.

Policy Description:-

Budget Analysis - Table 1

Option 1 (scenario 2)

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|---------|-------------|----------------|------------------|---------------|---------|--------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 11.130 | -0.045 | 0.000 | 11.175 | | 11.175 | |
| 2008-09 | 3.962 | -5.707 | 0.000 | 9.668 | | 9.668 | -13% |
| 2009-10 | 4.057 | -5.844 | 0.000 | 9.900 | | 9.900 | 2% |
| 2010-11 | 4.154 | -5.984 | 0.000 | 10.138 | | 10.138 | 2% |
| 2011-12 | 4.254 | -6.127 | 0.000 | 10.381 | | 10.381 | 2% |
| 2012-13 | 4.356 | -6.274 | 0.000 | 10.630 | | 10.630 | 2% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget (Proj) | Outturn | Variation |
|---------|-----------------|------------------------|---------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 3.611 | 3.384 | 3.419 | 0.035 |
| 2007-08 | 3.563 | 3.482 | 3.527 | 0.045 |

Objective Budget - Table 3 -

| | | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---------------------------------|--|---------|-------------|------------------|--------|-------------|------------------|--------|-------------|------------------|--------|-------------|------------------|--------|-------------|------------------|--------|
| | | | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth |
| | | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Positive Development Activities | | 3.827 | 4.429 | | | 4.535 | | | 4.644 | | | 4.756 | | | 4.870 | | |
| Universal Support | | 5.912 | 3.572 | | | 3.657 | | | 3.745 | | | 3.835 | | | 3.927 | | |
| Targeted Support | | 1.436 | 1.668 | | | 1.708 | | | 1.749 | | | 1.791 | | | 1.834 | | |
| Income continuing | | -0.045 | -5.707 | | | -5.844 | | | -5.984 | | | -6.127 | | | -6.274 | | |
| Income uncertain | | | | | | | | | | | | | | | | | |
| Total | | 11.130 | 3.962 | 0.000 | 0.000 | 4.057 | 0.000 | 0.000 | 4.154 | 0.000 | 0.000 | 4.254 | 0.000 | 0.000 | 4.356 | 0.000 | 0.000 |
| Check - should be zero | | 0.000 | 0.000 | | | 0.000 | | | 0.000 | | | 0.000 | | | 0.000 | | |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| PDA - No of contacts with YP | 15743 | 0 | 0.000 | 15,743 | 207 | 3.257 | 15743 | 212 | 3.335 | 15743 | 217 | 3.415 | 15743 | 222 | 3.497 | 15743 | 227 | 3.581 |
| PDA - No of hours YDCs open per week | 276 | 0 | 0.000 | 276 | 11802 | 3.257 | 276 | 12085 | 3.335 | 276 | 12375 | 3.415 | 276 | 12672 | 3.497 | 276 | 12976 | 3.581 |
| PDA - No of FT qualified YD workers | 29.5 | 50528 | 1.491 | 29.5 | 36289 | 1.071 | 25.5 | 42990 | 1.096 | 25.5 | 44021 | 1.123 | 25.5 | 45078 | 1.149 | 25.5 | 46160 | 1.177 |
| Universal - No of contacts with YP | 127319 | 33 | 4.176 | 81103 | 45 | 3.622 | 83942 | 44 | 3.709 | 86880 | 44 | 3.798 | 89920 | 43 | 3.889 | 93068 | 43 | 3.982 |
| Universal - No of YP NEET | 55587 | 75 | 4.176 | 33013 | 110 | 3.622 | 32683 | 113 | 3.709 | 32356 | 117 | 3.798 | 32032 | 121 | 3.889 | 31712 | 126 | 3.982 |
| Universal - No of Students "Financed" | 7897 | 32 | 0.250 | 8054 | 23 | 0.185 | 4880 | 39 | 0.190 | 2380 | 82 | 0.194 | 0 | #DIV/0! | 0.199 | 0 | #DIV/0! | 0.204 |
| Targeted - No of YP interventions with YOS | 450 | 8505 | 3.827 | 450 | 3262 | 1.468 | 450 | 3340 | 1.503 | 450 | 3421 | 1.539 | 450 | 3503 | 1.576 | 450 | 3587 | 1.614 |
| Targeted - No of YP in B&B accommodation | 13 | 294388 | 3.827 | 20 | 7340 | 1.468 | 20 | 75160 | 1.503 | 20 | 76964 | 1.539 | 20 | 78811 | 1.576 | 20 | 80703 | 1.614 |
| Targeted - No of YP in unsuitable accommodation | 56 | 68340 | 3.827 | 60 | 24466 | 1.468 | 60 | 25053 | 1.503 | 60 | 25655 | 1.539 | 60 | 26270 | 1.576 | 60 | 2690 | 1.614 |

Service Summary – Young People Services

Key Performance standards - Table 5

| | | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|----------------------------------|---------|---------|----------------------|---------|---------|---------|---------|---------|
| Cash freeze | | | | | | | | | |
| Targeted Support | | | | | | | | | |
| LAA 17 Reduce no of YP in B&B accommodation | Target | | | 0 | n/a | n/a | | | |
| | Actual to 30/6 | | | 7 | n/a | n/a | | | |
| LAA 18 Reduce no of YP in unsuitable accommodation | Target | | | 45 | n/a | n/a | | | |
| | Actual to 30/6 | | | 0 | n/a | n/a | | | |
| OKP BH YOS Proportion of young people with substance misuse needs who receive assessment within 5 days | Actual 2006/07 | | 42.90% | | | | | | |
| | Target | | | 90.00% | | | | | |
| | Actual to 30/06/07 | | | 75.00% | | | | | |
| | Expected end year result 2007/08 | | | 80.00% | | | | | |
| OKP BH Access to early intervention & treatment services within 10 days | Actual 2006/07 | | 84.50% | | | | | | |
| | Target | | | 90.00% | | | | | |
| | Actual to 30/06/07 | | | 50.00% | | | | | |
| | Expected end year result 2007/08 | | | 80.00% | | | | | |
| OKP BH YOS Acute needs seen by a mental health practitioner within the 5 days | Actual 2006/07 | | 0% | | | | | | |
| | Target | | | 95.00% | | | | | |
| | Actual to 30/06/07 | | | N/A No cases to date | | | | | |
| | Expected end year result 2007/08 | | | 80.00% | | | | | |
| OKP BH YOS Non acute needs seen by a mental health practitioner within the 5 days | Actual 2006/07 | | 47.00% | | | | | | |
| | Target | | | 95.00% | | | | | |
| | Actual to 30/06/07 | | | 90.00% | | | | | |
| | Expected end year result 2007/08 | | | 80.00% | | | | | |

Grants - Table 6

| Revenue Name | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|---|---------------|---------------|---------------|---------------|---------------|---------------|
| <LIST ALL GRANTS> | | | | | | |
| Dedicated Schools Grant - Student Support | -0.045 | -0.046 | -0.047 | -0.048 | -0.050 | -0.051 |
| Youth Justice Board (YOS) | -0.325 | -0.333 | -0.340 | -0.349 | -0.357 | -0.366 |
| LAA - CX | | | | | | |
| Student Awards | -0.049 | -0.050 | -0.052 | -0.053 | -0.054 | -0.056 |
| Connexions | -5.104 | -3.337 | -3.417 | -3.499 | -3.583 | -3.669 |
| Other Education | -0.068 | -0.069 | -0.071 | -0.073 | -0.075 | -0.076 |
| YOS LPSA2 Grant | -0.046 | -0.048 | -0.049 | -0.050 | -0.051 | -0.052 |
| Uncertain | | | | | | |
| Total | -5.637 | -3.883 | -3.977 | -4.072 | -4.170 | -4.270 |
| Capital Grants | | | | | | |

Notes on grant funding: <Please note any funding changes (grants in to or out of RSG for example)>

Connexions 08/09 grant will not include Swindon element for the first time - est 32% reduction

Service Summary – Young People Services

| | | | | | |
|---|------------------------------------|--------|-----------|--------|--------|
| Universal | | | | | |
| LAA 5 Increase no of disabled 16-19 yrs in education & training | Baseline | | 80.70% | | |
| | Expected end year result 07/08 | | 82.10% | | |
| | Target | | 82.10% | 83.50% | 85.00% |
| | Actual | | 84.23% | | |
| CPM Increase the no of disabled 16-19 yrs in education & training | Actual | 81.00% | | | |
| | Target | | 82.10% | 83.50% | |
| | 2007/8 to June | | 84.23% | | |
| | Expected end year result 07/08 | | 82.10% | | |
| CPM Reduce the % of 16-18 yrs not in education, employment & training | Actual | 5.77% | 6.00% | | |
| | Target | | 5.30% | 4.10% | |
| | 2007/08 to June | | 5.71% | | |
| CPM Increase the % of 16-18 in learning | Actual | 76.70% | 77.90% | | |
| | Target | | 73.38% | 79.00% | |
| | 2007/08 to June | | | | |
| | Expected 2007/08 full year outturn | | 77.90% | | |
| Positive Dev Act | | | | | |
| OKP MPC BVPI 221a Participation in and outcomes from youth work | Actual 2006/07 | 35.00% | 75.00% | 75.00% | 80.00% |
| | Target | | 10.20% | | |
| | Actual to 30/06/07 | | | | |
| | Expected end year result 2007/08 | | 70-75.00% | 70% | 70% |
| CPM BVPI 221b % of participating 13-19 yrs gaining an accredited outcome | Actual | 11.00% | 8.00% | | |
| | Target | | 32.00% | 32.00% | |
| | 2007/08 to June | | 4.00% | | |
| CPM Youth Serv. Reach into the resident 13-19 population | Actual | 35.00% | 39.00% | | |
| | Target | | 27.00% | 27.00% | |
| | 2007/08 to June | | 12.00% | | |
| CPM Increase no of positive activities offered by 5% | Target | | 5.00% | 5.00% | |
| CPM Promote positive activities offered by agencies through sparksite website | Actual | NEW | | | |

Other Income - Table 7

| Contributions | | Partnerships | | Fees and Charges | | Total Income | |
|---------------|-----------|--------------|-----------|------------------|-----------|--------------|-----------|
| Certain | Uncertain | Certain | Uncertain | Certain | Uncertain | Certain | Uncertain |
| £m | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | -0.080 | -0.267 | | -1.567 | | -1.914 | |
| 2008-09 | -0.082 | -0.273 | | -1.247 | | -1.601 | |
| 2009-10 | -0.084 | -0.279 | | -1.277 | | -1.640 | |
| 2010-11 | -0.086 | -0.286 | | -1.308 | | -1.679 | |
| 2011-12 | -0.088 | -0.293 | | -1.339 | | -1.720 | |
| 2012-13 | -0.090 | -0.300 | | -1.371 | | -1.761 | |

Demographics - Table 8

| | | | | see chart |
|---------|--------|----------|------------|-----------|
| Year | Volume | % change | 3 year avg | |
| 2005-06 | | 0.042 | | |
| 2006-07 | | 0.042 | | |
| 2007-08 | | 0.043 | | |
| 2008-09 | | 0.043 | | |
| 2009-10 | | 0.043 | | |
| 2010-11 | | 0.043 | | |
| 2011-12 | | 0.043 | | |

Service Summary – Young People Services

| Subjective - Table 9 | Cash freeze | | Unavoid | Growth | |
|-------------------------------|-------------|---------|---------|---------|----|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 | |
| | £m | £m | £m | £m | £m |
| Employees | 7.047 | 5.312 | | | |
| Premises related expenditure | 1.337 | 1.261 | | | |
| Transport related expenditure | 0.275 | 0.242 | | | |
| Supplies & Services | 0.888 | 1.655 | | | |
| Third Party payments | 1.329 | 0.944 | | | |
| Transfer payments | 0.298 | 0.254 | | | |
| Restructuring | | | | | |
| Income | -0.045 | -0.046 | | | |
| | 11.130 | 9.622 | 0.000 | 0.000 | |
| Check (should be zero) | 0.000 | -5.661 | 0.000 | 0.000 | |

| Efficiency Savings and Cost Reduction Table 11 | | |
|--|--------|---|
| | Amount | Description |
| | £ m | |
| 2008-09 | | <list details> |
| Targeted Support | 0.060 | Not replacing Performance Data Mgr / Reducing remand fostering contribution |
| Universal Supp | 0.391 | Effect of SBC transition |
| TDA | 0.186 | Direct reduction in provision |
| Various | 0.104 | Restructure service |
| | 0.741 | |

Note : savings inherent in Cash freeze position - result of restructuring of the branch as opposed to cash freeze reaction
Student Finance Team are reducing over time - not a result of cash freeze but transfer of responsibility from LA

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High £m | Low £m | Mitigation |
|--|-----------|----------|------------------------------|--------|------------|
| <u>ALL Scenarios</u> All income has been assumed to be continuing - the risk being that early indications do not reflect this - the budget estimates are being calculated far too early to forecast with any more certainty - verbal feedback is Youth Justice Board, Connexions Grant, | | | | | |
| <u>Cash Freeze</u> Youth Offending Board partners have indicated that if the council operates a cash freeze, they will also not provide inflation - this impacts more directly on the service and impact is NOT reflected in this proforma. Reductions in Student Finance team due to transfer of responsibilities are currently off-setting savings targets in the YDS branch Reduced support to remand fostering will have an impact on fostering performance indicators Universal Support - removal of voluntary & community grants paid to 15-20 organisations - this is no longer a requirement but will have significant impact on NEET. Positive Developmental Activities - some impact on direct services Savings as a result of the reconfiguration of the Services to Young People branch. | | | | | |
| <u>Unavoidable Costs</u> | | | | | |

Service Summary – Young People Services

FTES - Table 13 - Cash Freeze

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.136 | 0.058 | 0.060 | 0.061 | 0.063 | 0.065 |
| Principal Officer | 0.372 | 0.539 | 0.553 | 0.567 | 0.581 | 0.595 |
| Other | 6.038 | 5.374 | 5.509 | 5.646 | 5.788 | 5.932 |
| | 6.547 | 5.972 | 6.121 | 6.274 | 6.431 | 6.592 |
| | No | No | No | No | No | No |
| Hay and Above | 2.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Principal Officer | 9.61 | 13.61 | 13.61 | 13.61 | 13.61 | 13.61 |
| Other | 185.25 | 166.04 | 166.04 | 166.04 | 166.04 | 166.04 |
| | 196.85 | 180.65 | 180.65 | 180.65 | 180.65 | 180.65 |

Explanation of major movements in number of FTEs:

<Please provide detail>

Connexions service reduces in respect of the Swindon team who trf to SBC wef 1 Jan 2008

Revenue costs of capital programme bids included above - Table 14

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| <please detail revenue costs and savings by capital bid so that can cross refer to capital programme and | None | None | None | None | None | None |

Notes:

Major Cost Pressures In 2008-09 - Table 15

| Description | £m | Reason for cost pressure, KPI or service standrd impacted and effect of not funding |
|---|-------|---|
| Positive Activities: Improving Outcomes | 0.423 | Aiming high for young people: a ten year strategy for positive activities (July 2007) |
| Empowerment: Giving young people and communities real influence | | Government document to transform youth delivery |
| Access: Attracting and engaging every young person | | CSR will include extra funding to underpin the youth strategy for the period 2008-11 (amount to be confirmed) |
| Quality: Effective services delivered by a skilled workforce | | Youth Opportunity Fund & youth Capitalk Fund extended until at least 2011 |
| | | 5% spending on youth services to be decided by YP by 2010 to increase to 25% by 2018 |
| | | By 2010, 30% of places for young people to go are run / managed by young people |
| Targeted Support | | Pool a proportion of youth offending & primary care trust budgets |

LAA Memo - Table 16

| | £m |
|--|-------|
| Capital grants assumed in budget, expected through LAA | 0 |
| Revenue grants assumed in budget, expected through LAA | 3.423 |
| Connexions Grant (Wilts only) | |
| Positive Activities for YP | 0.055 |
| Adult Social Care Workforce | 0.144 |
| Childrens Social Care Workforce | 0.069 |
| Teenage Pregnancy | 0.135 |
| | 3.826 |
| Other funding assumed through <please detail> | |

Service Summary – Mental Health Services

Policy Description:-

The service commissions and supports a range of services in partnership to meet the eligible health and social care needs of older people and adults of working age with mental health problems and their carers. This includes:

- *Professional support/care management in integrated teams under a Section 31 agreement
- *Specialist accommodation placements in registered residential and nursing homes
- *Day support services
- *Domiciliary Care
- *Direct Payments
- *Supported Employment

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | | (Proj) Outturn | | Variation |
|---------|-----------------|-----------------|--------|----------------|----|-----------|
| | | £m | £m | £m | £m | |
| 2006-07 | 10,284 | 12,595 | 14,554 | -1,959 | | |
| 2007-08 | 14,348 | 15,005 | 15,576 | -0,571 | | |

Budget Analysis - Table 1

Option 1

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|---------|-------------|----------------|------------------|---------------|---------|--------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 15,005 | 6,886 | 0,000 | 21,891 | | 21,891 | |
| 2008-09 | 17,479 | 5,342 | 0,000 | 22,821 | | 22,821 | 4% |
| 2009-10 | 18,154 | 5,227 | 0,000 | 23,381 | | 23,381 | 2% |
| 2010-11 | 19,094 | 5,276 | 0,000 | 24,370 | | 24,370 | 4% |
| 2011-12 | 20,116 | 5,335 | 0,000 | 25,451 | | 25,451 | 4% |
| 2012-13 | 21,110 | 5,376 | 0,000 | 26,486 | | 26,486 | 4% |

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|------------------------------------|---------------|---------------|------------------|---------------|---------------|------------------|---------------|---------------|------------------|---------------|---------------|------------------|---------------|---------------|------------------|---------------|
| | | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth |
| | | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Older People - Residential/Nursing | 11,800 | 12,204 | 12,760 | 12,760 | 12,382 | 13,510 | 13,510 | 12,952 | 14,113 | 14,113 | 13,582 | 14,782 | 14,782 | 14,184 | 15,417 | 15,417 |
| Older People - Domiciliary | 2,397 | 2,676 | 2,498 | 2,498 | 2,997 | 2,636 | 2,636 | 3,112 | 2,742 | 2,742 | 3,240 | 2,859 | 2,859 | 3,356 | 2,966 | 2,966 |
| AOWA - Residential/Nursing | 2,730 | 2,615 | 3,001 | 3,001 | 2,480 | 3,165 | 3,165 | 2,586 | 3,293 | 3,293 | 2,704 | 3,435 | 3,435 | 2,812 | 3,563 | 3,563 |
| AOWA - Domiciliary | 0,498 | 0,461 | 0,461 | 0,461 | 0,485 | 0,485 | 0,485 | 0,502 | 0,502 | 0,502 | 0,521 | 0,521 | 0,521 | 0,537 | 0,537 | 0,537 |
| Salaries, other costs | 4,466 | 4,865 | 4,798 | 5,073 | 5,037 | 4,977 | 5,252 | 5,218 | 5,164 | 5,439 | 5,404 | 5,357 | 5,632 | 5,597 | 5,557 | 5,832 |
| Income continuing | -6,886 | -5,342 | -7,000 | -7,000 | -5,227 | -7,086 | -7,086 | -5,276 | -7,174 | -7,174 | -5,335 | -7,274 | -7,274 | -5,376 | -7,355 | -7,355 |
| Income uncertain | | | | | | | | | | | | | | | | |
| Total | 15,005 | 17,479 | 16,518 | 16,793 | 18,154 | 17,687 | 17,962 | 19,094 | 18,640 | 18,915 | 20,116 | 19,680 | 19,955 | 21,110 | 20,685 | 20,960 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| Cash freeze | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|------------------------------------|---------|-----------|---------------|-------------|-----------|---------------|-------------|-----------|---------------|-------------|-----------|---------------|-------------|-----------|---------------|-------------|-----------|---------------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Older People - Residential/Nursing | 507 | 17,101 | 8,670 | 525 | 17,387 | 9,128 | 509 | 18,452 | 9,392 | 517 | 19,151 | 9,901 | 525 | 19,928 | 10,462 | 534 | 20,618 | 11,010 |
| Older People - Domiciliary | 303 | 7,452 | 2,258 | 300 | 8,413 | 2,524 | 328 | 8,631 | 2,831 | 332 | 8,864 | 2,943 | 336 | 9,128 | 3,067 | 340 | 9,353 | 3,180 |
| AOWA - Residential/Nursing | 89 | 27,382 | 2,437 | 91 | 25,912 | 2,358 | 86 | 26,116 | 2,246 | 87 | 26,977 | 2,347 | 88 | 27,943 | 2,459 | 89 | 28,798 | 2,563 |
| AOWA - Domiciliary | 120 | 4,042 | 0,485 | 118 | 3,797 | 0,448 | 119 | 3,966 | 0,472 | 120 | 4,075 | 0,489 | 121 | 4,198 | 0,508 | 122 | 4,295 | 0,524 |
| Drug & Alcohol Rehab - Episodes | | | | 54 | 6,185 | 0,334 | 54 | 6,185 | 0,334 | 54 | 6,185 | 0,334 | 54 | 6,185 | 0,334 | 54 | 6,185 | 0,334 |
| Salaries, other costs and Grants | | | 1,155 | | | 2,687 | | | 2,879 | | | 3,080 | | | 3,286 | | | 3,499 |
| Income | | | | | | | | | | | | | | | | | | |
| Grant Income | | | | | | | | | | | | | | | | | | |
| 1019 | | | 15,005 | 1088 | | 17,479 | 1096 | | 18,154 | 1110 | | 19,094 | 1124 | | 20,116 | 1139 | | 21,110 |

Unavoidable Costs

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|------------------------------------|---------|-----------|---------------|-------------|-----------|---------------|-------------|-----------|---------------|-------------|-----------|---------------|-------------|-----------|---------------|--------------|-----------|---------------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Older People - Residential/Nursing | 507 | 17,101 | 8,670 | 525 | 18,164 | 9,536 | 509 | 20,081 | 10,221 | 517 | 20,809 | 10,758 | 525 | 21,621 | 11,351 | 534 | 22,331 | 11,925 |
| Older People - Domiciliary | 303 | 7,452 | 2,258 | 300 | 7,853 | 2,356 | 328 | 7,595 | 2,491 | 332 | 7,813 | 2,594 | 336 | 8,057 | 2,707 | 340 | 8,268 | 2,811 |
| AOWA - Residential/Nursing | 89 | 27,382 | 2,437 | 91 | 29,703 | 2,703 | 86 | 33,267 | 2,861 | 87 | 34,276 | 2,982 | 88 | 35,420 | 3,117 | 89 | 36,404 | 3,240 |
| AOWA - Domiciliary | 120 | 4,042 | 0,485 | 118 | 3,797 | 0,448 | 119 | 3,966 | 0,472 | 120 | 4,075 | 0,489 | 121 | 4,198 | 0,508 | 122 | 4,295 | 0,524 |
| Salaries, other costs and Grants | | | 1,155 | | | 4,798 | | | 4,977 | | | 5,164 | | | 5,357 | | | 5,557 |
| Income | | | | | | -3,323 | | | -3,335 | | | -3,347 | | | -3,360 | | | -3,372 |
| Grant Income | | | | | | | | | | | | | | | | | | |
| 1019 | | | 15,005 | 1034 | | 16,518 | 1042 | | 17,687 | 1056 | | 18,640 | 1070 | | 19,680 | 1,085 | | 20,685 |

Growth

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|------------------------------------|---------|-----------|---------------|-------------|-----------|---------------|-------------|-----------|---------------|-------------|-----------|---------------|-------------|-----------|---------------|--------------|-----------|---------------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Older People - Residential/Nursing | 507 | 17,101 | 8,670 | 525 | 18,164 | 9,536 | 509 | 20,081 | 10,221 | 517 | 20,809 | 10,758 | 525 | 21,621 | 11,351 | 534 | 22,331 | 11,925 |
| Older People - Domiciliary | 303 | 7,452 | 2,258 | 300 | 7,853 | 2,356 | 328 | 7,595 | 2,491 | 332 | 7,813 | 2,594 | 336 | 8,057 | 2,707 | 340 | 8,268 | 2,811 |
| AOWA - Residential/Nursing | 89 | 27,382 | 2,437 | 91 | 29,703 | 2,703 | 86 | 33,267 | 2,861 | 87 | 34,276 | 2,982 | 88 | 35,420 | 3,117 | 89 | 36,404 | 3,240 |
| AOWA - Domiciliary | 120 | 4,042 | 0,485 | 118 | 3,797 | 0,448 | 119 | 3,966 | 0,472 | 120 | 4,075 | 0,489 | 121 | 4,198 | 0,508 | 122 | 4,295 | 0,524 |
| Salaries, other costs and Grants | | | 1,155 | | | 5,073 | | | 5,252 | | | 5,439 | | | 5,632 | | | 5,832 |
| Income | | | | | | -3,323 | | | -3,335 | | | -3,347 | | | -3,360 | | | -3,372 |
| Grant Income | | | | | | | | | | | | | | | | | | |
| 1019 | | | 15,005 | 1034 | | 16,793 | 1042 | | 17,962 | 1056 | | 18,915 | 1070 | | 19,955 | 1,085 | | 20,960 |

Service Summary – Mental Health Services

FTES - Table 13 - Cash Freeze

| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Hay and Above | 0.136 | 0.058 | 0.06 | 0.061 | 0.063 | 0.065 |
| Principal Officer | 0.372 | 0.539 | 0.553 | 0.567 | 0.581 | 0.595 |
| Other | 6.04 | 5.37 | 5.51 | 5.65 | 5.79 | 5.93 |
| | 6.547 | 5.972 | 6.121 | 6.274 | 6.431 | 6.592 |

| | No | No | No | No | No | No |
|-------------------|--------|-----------|--------|--------|--------|--------|
| Hay and Above | 2 | 1 | 1 | 1 | 1 | 1 |
| Principal Officer | 9.61 | 13.61 | 13.61 | 13.61 | 13.61 | 13.61 |
| Other | 185.25 | 166.04 | 166.04 | 166.04 | 166.04 | 166.04 |
| | 19685% | 18065.00% | 180.65 | 180.65 | 180.65 | 180.65 |

Explanation of major movements in number of FTEs:

<Please provide detail>

Connexions service reduces in respect of the Swindon team who trf to SBC wef 1 Jan 2008

Major Cost Pressures In 2008-09 - Table 15

| Description | £m | Reason for cost pressure, KPI or service standrd impacted and effect of not funding |
|--|-------|---|
| Positive Activities: Improving Outcomes | 0.423 | Aiming high for young people: a ten year strategy for positive activities (July 2007) |
| Empowerment: Giving young people and communities real infli | | Government document to transform youth delivery |
| Access: Attracting and engaging every young person | | CSR will include extra funding to underpin the youth strategy for the period 2008-11 (amount to be confirmed) |
| Quality: Effective services delivered by a skilled workforce | | Youth Opportunity Fund & youth Capitalk Fund extended until at least 2011 |
| | | 5% spending on youth services to be decided by YP by 2010 to increase to 25% by 2018 |
| | | By 2010, 30% of places for young people to go are run / managed by young people |
| Targeted Support | | Pool a proportion of youth offending & primary care trust budgets |

LAA Memo - Table 16

| | |
|--|-------|
| Capital grants assumed in budget, expected through LAA | 0 |
| Revenue grants assumed in budget, expected through LAA | 3.423 |
| Connexions Grant (Wilts only) | |
| Positive Activities for YP | 0.055 |
| Adult Social Care Workforce | 0.144 |
| Childrens Social Care Workforce | 0.069 |
| Teenage Pregnancy | 0.135 |
| | 3.826 |
| Other funding assumed through LAA <please detail> | |

| Prob | Severity | High £m | Low £m | |
|--|----------|------------|-----------|---|
| Market conditions will lead to increased costs and prices and higher than expected inflation. | High | High | | Action plan to manage annual price increases |
| Increased demand for services (reflecting demographic changes etc). | High | High | | Transformation change programme (Charteris) to reduce impact. |
| NHS Cost Pressures increase above estimated costs such as DTOC and community hospital reprovision. | Medium | High | | Risk sharing agreement between WCC and WPCT |
| Change projects and commissioning plans that do not meet objectives. | Medium | High | 0.585 | 0 Project plans and reporting to commissioning boards. |
| Cash freeze - may lead to PCT withdrawing their funding. | Low | Medium | | Relationship and dialogue established with PCT. |
| CHC applications with the PCT not being successful. | Medium | Medium | | Lead appointed to drive process. |
| Retention of staff as a result of pay reform and other council wide developments. | Medium | Medium | | Pay reform and 1C4W recruitment protocols. |

| Efficiencies | | |
|--------------|---------------|----------------|
| | Amount £ m | Description |
| 2008-09 | -0.735 | <list details> |
| 2009-10 | -0.499 | |
| 2010-11 | 0.000 | |
| 2011-12 | 0.000 | |
| 2012-13 | 0.000 | |
| | -1.234 | |

Growth Items - 2008-09 - Table 12

| £m | Description | Corporate plan target impacting on and to what extent |
|-------|--------------------|---|
| 0.125 | Telecare | Enable people to live independently at home |
| 0.150 | Night care service | Enable people to live independently at home |
| 0.275 | | |

Service Summary – Mental Health Services

Cash Freeze

| FTE's - Table 13 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.129 | 0.132 | 0.136 | 0.139 | 0.142 | 0.146 |
| Principal Officer | 1.691 | 1.733 | 1.777 | 1.821 | 1.867 | 1.913 |
| Other | 0.180 | 0.185 | 0.189 | 0.194 | 0.199 | 0.204 |
| | 2.000 | 2.050 | 2.101 | 2.154 | 2.208 | 2.263 |
| | No | No | No | No | No | No |
| Hay and Above | 2 | 2 | 2 | 2 | 2 | 2 |
| Principal Officer | 26 | 26 | 26 | 26 | 26 | 26 |
| Other | 7.52 | 7.52 | 7.52 | 7.52 | 7.52 | 7.52 |
| | 35.52 | 35.52 | 35.52 | 35.52 | 35.52 | 35.52 |
| Explanation of major movements in number of FTEs: Staff seconded to Avon Wiltshire Partnership NHS Trust | | | | | | |

Unavoidable Costs

| FTE's - Table 13 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.129 | 0.132 | 0.136 | 0.139 | 0.142 | 0.146 |
| Principal Officer | 1.691 | 1.733 | 1.777 | 1.821 | 1.867 | 1.913 |
| Other | 0.180 | 0.185 | 0.189 | 0.194 | 0.199 | 0.204 |
| | 2.000 | 2.050 | 2.101 | 2.154 | 2.208 | 2.263 |
| | No | No | No | No | No | No |
| Hay and Above | 2 | 2 | 2 | 2 | 2 | 2 |
| Principal Officer | 26 | 26 | 26 | 26 | 26 | 26 |
| Other | 7.52 | 7.52 | 7.52 | 7.52 | 7.52 | 7.52 |
| | 35.52 | 35.52 | 35.52 | 35.52 | 35.52 | 35.52 |
| Explanation of major movements in number of FTEs: <Please provide detail> | | | | | | |

Growth

| FTE's - Table 13 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.129 | 0.132 | 0.136 | 0.139 | 0.142 | 0.146 |
| Principal Officer | 1.691 | 1.733 | 1.777 | 1.821 | 1.867 | 1.913 |
| Other | 0.180 | 0.185 | 0.189 | 0.194 | 0.199 | 0.204 |
| | 2.000 | 2.050 | 2.101 | 2.154 | 2.208 | 2.263 |
| | No | No | No | No | No | No |
| Hay and Above | 2 | 2 | 2 | 2 | 2 | 2 |
| Principal Officer | 26 | 26 | 26 | 26 | 26 | 26 |
| Other | 7.52 | 7.52 | 7.52 | 7.52 | 7.52 | 7.52 |
| | 35.52 | 35.52 | 35.52 | 35.52 | 35.52 | 35.52 |
| Explanation of major movements in number of FTEs: <Please provide detail> | | | | | | |

Major Cost Pressures In 2008-09 - Table 15

| Description | £m | Reason for cost pressure, KPI or service standard impacted and effect of not funding |
|------------------------------------|-------|---|
| Residential and Nursing Placements | 0.690 | Pressure arises from overcommitment in 2007/08, current demand for placements, and future predicted demand. Demand for placements outstrips resources available. If not funded would result in delayed transfers of care from hospital and potential fines. |
| Contract Obligations | 0.093 | Legal obligation in contract for step change. |
| Holiday Entitlement | 0.131 | Change in Statutory holiday entitlement. |

OF DER PEOPLE SERVICES

| |
|--|
| <p>Older People Services</p> <p>Older People Services support a range of services to people who need help to maintain</p> <ul style="list-style-type: none"> * Care management * Direct payments, supported living, and development of local community activities to * Communication and signposting to universal services * Accommodation placements in registered homes * Domiciliary care |
|--|

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|---------|----------------|-------------------|---------------------|------------------|---------|--------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 32.918 | 12.765 | 0.000 | 45.683 | 0.300 | 45.983 | |
| 2008-09 | 38.597 | 9.496 | 0.000 | 48.093 | 0.205 | 48.298 | 5% |
| 2009-10 | 40.144 | 9.642 | 0.000 | 49.786 | 0.260 | 50.046 | 4% |
| 2010-11 | 41.443 | 9.690 | 0.000 | 51.133 | 0.000 | 51.133 | 2% |
| 2011-12 | 42.858 | 9.754 | 0.000 | 52.612 | 0.000 | 52.612 | 3% |
| 2012-13 | 44.175 | 9.791 | 0.000 | 53.966 | 0.000 | 53.966 | 3% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|-------------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 39.691 | 35.536 | 37.141 | -1.605 |
| 2007-08 | 37.870 | 38.285 | 38.214 | -0.071 |

Note: Unable to split PI from OPPI

| | 2007-08 | 2008-09 | | | | 2009-10 | | | | 2010-11 | | | | 2011-12 | | | | 2012-13 | | | |
|-------------------------------|---------------|----------------|---------------------|---------------|---------------|----------------|---------------------|---------------|---------------|----------------|---------------------|---------------|---------------|----------------|---------------------|---------------|----|----------------|---------------------|--------|----|
| | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | |
| | | | | £m | £m | | | £m | £m | | | £m | £m | | | £m | £m | | | £m | £m |
| OP - Residential Nursing | 17.477 | 19.284 | 19.284 | 19.284 | 20.265 | 20.265 | 20.265 | 21.053 | 21.053 | 21.053 | 21.928 | 21.928 | 21.928 | 22.723 | 22.723 | 22.723 | | | | | |
| OP - Domiciliary | 9.292 | 9.768 | 9.768 | 9.768 | 10.031 | 10.031 | 10.031 | 10.129 | 10.129 | 10.129 | 10.263 | 10.263 | 10.263 | 10.344 | 10.344 | 10.344 | | | | | |
| Aids and Adaptations | 0.778 | 0.794 | 0.794 | 0.794 | 0.810 | 0.810 | 0.810 | 0.827 | 0.827 | 0.827 | 0.844 | 0.844 | 0.844 | 0.860 | 0.860 | 0.860 | | | | | |
| Salaries, other costs, grants | 18.136 | 18.247 | 18.247 | 18.522 | 18.680 | 18.680 | 18.955 | 19.124 | 19.124 | 19.399 | 19.577 | 19.577 | 19.852 | 20.039 | 20.039 | 20.314 | | | | | |
| Income continuing | -12.765 | -9.496 | -13.063 | -13.063 | -9.642 | -13.178 | -13.178 | -9.690 | -13.297 | -13.297 | -9.754 | -13.431 | -13.431 | -9.791 | -13.541 | -13.541 | | | | | |
| Income uncertain | | | | | | | | | | | | | | | | | | | | | |
| Total | 32.918 | 38.597 | 35.030 | 35.305 | 40.144 | 36.608 | 36.883 | 41.443 | 37.836 | 38.111 | 42.858 | 39.181 | 39.456 | 44.175 | 40.425 | 40.700 | | | | | |

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|------------------------------------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Cash freeze | 747 | 16,475 | 12,307 | 848 | 16,340 | 13,856 | 861 | 17,142 | 14,759 | 874 | 17,696 | 15,466 | 887 | 18,318 | 16,248 | 900 | 18,854 | 16,969 |
| Older People - Residential/Nursing | 1,158 | 7,313 | 8,468 | 1103 | 8,005 | 8,829 | 1119 | 8,023 | 8,978 | 1135 | 7,983 | 9,061 | 1151 | 7,972 | 9,176 | 1168 | 7,914 | 9,243 |
| Older People - Domiciliary | | | 0.778 | | | 0.794 | | | 0.810 | | | 0.827 | | | 0.844 | | | 0.860 |
| Aids and Adaptations | | | 11.365 | | | 15.118 | | | 15.597 | | | 16.089 | | | 16.590 | | | 17.103 |
| Salaries, other costs and grants | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | 1,905 | | 32,918 | 1,951 | | 38,597 | 1,980 | | 40,144 | 2,009 | | 41,443 | 2,038 | | 42,858 | 2,068 | | 44,175 |

| Unavoidable Costs | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|------------------------------------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Older People - Residential/Nursing | 747 | 16,475 | 12,307 | 848 | 16,340 | 13,856 | 861 | 17,142 | 14,759 | 874 | 17,697 | 15,467 | 887 | 18,318 | 16,248 | 900 | 18,854 | 16,969 |
| Older People - Domiciliary | 1,158 | 7,313 | 8,468 | 1103 | 8,095 | 8,929 | 1119 | 8,204 | 9,180 | 1135 | 8,163 | 9,265 | 1151 | 8,153 | 9,384 | 1168 | 8,094 | 9,454 |
| Aids and Adaptations | | | 0.778 | | | 0.794 | | | 0.810 | | | 0.827 | | | 0.844 | | | 0.860 |
| Salaries, other costs and grants | | | 11,365 | | | 11,451 | | | 11,859 | | | 12,277 | | | 12,705 | | | 13,142 |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | 1,905 | | 32,918 | 1,951 | | 35,030 | 1,980 | | 36,608 | 2,009 | | 37,836 | 2,038 | | 39,181 | 2,068 | | 40,425 |

| Growth | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|------------------------------------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Older People - Residential/Nursing | 747 | 16,475 | 12,307 | 848 | 16,340 | 13,856 | 861 | 17,142 | 14,759 | 874 | 17,697 | 15,467 | 887 | 18,318 | 16,248 | 900 | 18,854 | 16,969 |
| Older People - Domiciliary | 1,158 | 7,313 | 8,468 | 1103 | 6,018 | 6,638 | 1119 | 8,204 | 9,180 | 1135 | 8,163 | 9,265 | 1151 | 8,153 | 9,384 | 1168 | 8,094 | 9,454 |
| Aids and Adaptations | | | 0.778 | | | 0.794 | | | 0.810 | | | 0.827 | | | 0.844 | | | 0.860 |
| Salaries, other costs and grants | | | 11,365 | | | 14,017 | | | 12,134 | | | 12,552 | | | 12,980 | | | 13,417 |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | 1,905 | | 32,918 | 1,951 | | 35,305 | 1,980 | | 36,883 | 2,009 | | 38,111 | 2,038 | | 39,456 | 2,068 | | 40,700 |

Service Summary –Older People Services

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|
| Cash freeze | | | | | | | | |
| C32: Helped to live at home per 1000 head of population 65 and over | | 42.59 | 41.06 | 38.43 | 39.39 | 39.53 | 39.66 | 39.83 |
| Blobs | | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Unavoidable Costs | | | | | | | | |
| C32: Helped to live at home per 1000 head of population 65 and over | | 42.59 | 41.06 | 38.43 | 39.39 | 39.53 | 39.66 | 39.83 |
| Blobs | | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Growth | | | | | | | | |
| C32: Helped to live at home per 1000 head of population 65 and over | | 42.59 | 41.06 | 38.43 | 39.39 | 39.53 | 39.66 | 39.83 |
| Blobs | | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

Note - This indicator includes older adults with mental health needs.

Grants - Table 6

| Revenue Name | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Access & Systems Capacity | 2.710 | - | - | - | - | 0.000 |
| ABG Carers Grant | 1.251 | 1.276 | 1.302 | 1.328 | 1.354 | 1.381 |
| Reimbursement Gra | 0.787 | - | - | - | - | 0.000 |
| ABG Preserved Righ | 0.278 | 0.284 | 0.289 | 0.295 | 0.301 | 0.307 |
| Preventative Tech. | 0.394 | 0.402 | 0.410 | 0.418 | 0.426 | 0.435 |
| Certain | 5.420 | 1.961 | 2.001 | 2.041 | 2.082 | 2.123 |
| Uncertain | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 5.420 | 1.961 | 2.001 | 2.041 | 2.082 | 2.123 |
| Capital Grants | | | | | | |

Notes on grant funding: <Please note any funding changes (grants in to or out of RSG for example)>

Other Income - Table 7

| | Contributions Certain £m | Uncertain £m | Partnership s Certain £m | Uncertain £m | Fees and Charges Certain £m | Uncertain £m | Total Income Certain £m | Uncertain £m |
|---------|--------------------------------|-----------------|-----------------------------------|-----------------|--------------------------------------|-----------------|-------------------------------|-----------------|
| 2007-08 | | | | | 7.345 | | 12.765 | 0 |
| 2008-09 | | | | | 7.535 | | 9.496 | 0 |
| 2009-10 | | | | | 7.641 | | 9.642 | 0 |
| 2010-11 | | | | | 7.649 | | 9.690 | 0 |
| 2011-12 | | | | | 7.672 | | 9.754 | 0 |
| 2012-13 | | | | | 7.668 | | 9.791 | 0 |
| | | | | | 45.510 | 0.000 | 61.138 | 0.000 |

Demographics - Table 8

| Year | Volume | % change | 3 year avg | see chart |
|---------|--------|----------|------------|-----------|
| 2005-06 | 77,163 | | | |
| 2006-07 | 78,328 | 1.51% | | |
| 2007-08 | 79,492 | 1.49% | 1.50% | |
| 2008-09 | 80,657 | 1.47% | 1.49% | |
| 2009-10 | 81,821 | 1.44% | 1.46% | |
| 2010-11 | 82,986 | 1.42% | 1.44% | |
| 2011-12 | 84,150 | 1.40% | 1.42% | |

| | Cash freeze | Unavoid | Growth |
|-------------------------------|-------------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 |
| | £m | £m | £m |
| Employees | 11.130 | 11.408 | 11.408 |
| Premises related expenditure | 0.061 | 0.066 | 0.066 |
| Transport related expenditure | 0.622 | 0.635 | 0.635 |
| Supplies & Services | 5.626 | 5.494 | 5.494 |
| Third Party payments | 27.085 | 29.302 | 29.577 |
| Transfer payments | 0.514 | 0.529 | 0.529 |
| Recharges | 0.645 | 0.659 | 0.659 |
| Income | -12.765 | -9.496 | -13.063 |
| | 32.918 | 38.597 | 35.030 |

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High £m Low £m | Mitigation |
|--|-----------|----------|---|---|
| Market conditions will lead to increased costs and prices and higher than expected inflation. | High | High | | Action plan to manage annual price increases |
| Increased demand for services (reflecting demographic changes etc). | High | High | | Transformation change programme (Charteris) to reduce impact. |
| NHS Cost Pressures increase above estimated costs such as DTOC and community hospital reprovion. | Medium | High | | Risk sharing agreement between WCC and WPCT |
| Change projects and commissioning plans that do not meet objectives. | Medium | High | | Project plans and reporting to commissioning boards. |
| Cash freeze - may lead to PCT withdrawing their funding. | Low | Medium | | Relationship and dialogue established with PCT. |
| CHC applications with the PCT not being successful. | Medium | Medium | | Lead appointed to drive process. |
| Retention of staff as a result of pay reform and other council wide developments. | Medium | Medium | | Pay reform and 1C4W recruitment protocols. |

Efficiency Savings and Cost Reduction Table 11

| | Amount £ m | Description |
|---------|---------------|---------------------|
| 2008-09 | -0.711 | Com. Strategy + HCR |
| 2009-10 | -0.344 | Com. Strategy + HCR |
| 2010-11 | -0.244 | Com. Strategy + HCR |
| 2011-12 | -0.244 | Com. Strategy + HCR |
| 2012-13 | -0.244 | Com. Strategy + HCR |
| | -1.787 | |

Service Summary –Older People Services

| Growth Items - 2008-09 - Table 12 | | |
|-----------------------------------|--------------------|---|
| £m | Description | Corporate plan target impacting on and to what extent |
| 0.125 | Telecare | Enable people to live independently at home |
| 0.150 | Night care service | Enable people to live independently at home |
| 0.275 | error | |

Cash Freeze

| FTES - Table 13 | | | | | | |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| Hay and Above | 0.316 | 0.324 | 0.332 | 0.340 | 0.349 | 0.358 |
| Principal Officer | 3.861 | 3.958 | 4.056 | 4.158 | 4.262 | 4.368 |
| Other | 6.331 | 6.489 | 6.652 | 6.818 | 6.988 | 7.163 |
| | 10.508 | 10.771 | 11.040 | 11.316 | 11.599 | 11.889 |
| | No | No | No | No | No | No |
| Hay and Above | 6 | 6 | 6 | 6 | 6 | 6 |
| Principal Officer | 104.96 | 104.96 | 104.96 | 104.96 | 104.96 | 104.96 |
| Other | 325.61 | 325.61 | 325.61 | 325.61 | 325.61 | 325.61 |
| | 436.57 | 436.57 | 436.57 | 436.57 | 436.57 | 436.57 |

Explanation of major movements in number of FTEs: <Please provide detail>
 Note: 07-08 Salary figures exclude vacancy factor of 3.15% (£0.331m)

Revenue costs of capital programme bids included above - Table 14

| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| <please detail revenue costs and savings by capital bid so | | | | | | |

Notes:

Unavoidable Costs

| FTES - Table 13 | | | | | | |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| Hay and Above | 0.316 | 0.324 | 0.332 | 0.340 | 0.349 | 0.358 |
| Principal Officer | 3.861 | 3.958 | 4.056 | 4.158 | 4.262 | 4.368 |
| Other | 6.331 | 6.489 | 6.652 | 6.818 | 6.988 | 7.163 |
| | 10.508 | 10.771 | 11.040 | 11.316 | 11.599 | 11.889 |
| | No | No | No | No | No | No |
| Hay and Above | 6 | 6 | 6 | 6 | 6 | 6 |
| Principal Officer | 104.96 | 104.96 | 104.96 | 104.96 | 104.96 | 104.96 |
| Other | 325.61 | 325.61 | 325.61 | 325.61 | 325.61 | 325.61 |
| | 436.57 | 436.57 | 436.57 | 436.57 | 436.57 | 436.57 |

Explanation of major movements in number of FTEs: <Please provide detail>
 Note: 07-08 Salary figures exclude vacancy factor of 3.15% (£0.331m)

Growth

| FTES - Table 13 | | | | | | |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| Hay and Above | 0.316 | 0.324 | 0.332 | 0.340 | 0.349 | 0.358 |
| Principal Officer | 3.861 | 3.958 | 4.056 | 4.158 | 4.262 | 4.368 |
| Other | 6.331 | 6.489 | 6.652 | 6.818 | 6.988 | 7.163 |
| | 10.508 | 10.771 | 11.040 | 11.316 | 11.599 | 11.889 |
| | No | No | No | No | No | No |
| Hay and Above | 6 | 6 | 6 | 6 | 6 | 6 |
| Principal Officer | 104.96 | 104.96 | 104.96 | 104.96 | 104.96 | 104.96 |
| Other | 325.61 | 325.61 | 325.61 | 325.61 | 325.61 | 325.61 |
| | 436.57 | 436.57 | 436.57 | 436.57 | 436.57 | 436.57 |

Explanation of major movements in number of FTEs: <Please provide detail>
 Note: 07-08 Salary figures exclude vacancy factor of 3.15% (£0.331m)

Major Cost Pressures In 2008-09 - Table 15

| Description | £m | Reason for cost pressure, KPI or service standard impacted and effect of not funding |
|------------------------------------|-------|---|
| Residential and Nursing Placements | 1.032 | Pressure arises from overcommitment in 2007/08, current demand for placements, and future predicted demand. Demand for placements outstrips resources available. If not funded would result in delayed transfers of care from hospital and potential fines. |
| Contract Obligations | 0.179 | Legal obligation in contract for step change. |
| Holiday Entitlement | 0.160 | |

Service Summary – Physical Impairment Services

Service Description
Policy Description:-

PHYSICAL IMPAIRMENT SERVICES

Physical Impairment Services support a range of services to people who need help to

- * Care management
- * Direct payments, supported living, and development of local community activities to
- * Communication and signposting to universal services
- * Accommodation placements in registered homes
- * Domiciliary care

Budget Analysis - Table 1

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change | |
|-------------------|-------------|----------------|------------------|---------------|---------|-------|--------|----|
| | £m | £m | £m | £m | £m | £m | £m | £m |
| Unavoidable costs | 2007-08 | 5.367 | 0.902 | 0.000 | 6.269 | 6.269 | | |
| | 2008-09 | 5.306 | 0.918 | 0.000 | 6.224 | 6.224 | -1% | |
| | 2009-10 | 5.573 | 0.937 | 0.000 | 6.510 | 6.510 | 5% | |
| | 2010-11 | 5.726 | 0.957 | 0.000 | 6.683 | 6.683 | 3% | |
| | 2011-12 | 5.949 | 0.981 | 0.000 | 6.930 | 6.930 | 4% | |
| | 2012-13 | 6.096 | 0.997 | 0.000 | 7.093 | 7.093 | 2% | |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 0 | 0 | 0 | 0 |
| 2007-08 | 0 | 0 | 0 | 0 |

See Older People

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|-------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|
| | £m | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| PI Placements | 3.041 | 2.854 | 3.325 | 3.325 | 3.024 | 3.510 | 3.510 | 3.119 | 3.620 | 3.620 | 3.270 | 3.788 | 3.788 | 3.361 | 3.894 | 3.894 |
| PI Domicillary | 3.228 | 3.370 | 3.370 | 3.370 | 3.486 | 3.486 | 3.486 | 3.564 | 3.564 | 3.564 | 3.660 | 3.661 | 3.661 | 3.732 | 3.732 | 3.732 |
| Income continuing | -0.902 | -0.918 | -0.918 | -0.918 | -0.937 | -0.937 | -0.937 | -0.957 | -0.957 | -0.957 | -0.981 | -0.981 | -0.981 | -0.997 | -0.997 | -0.997 |
| Income uncertain | | | | | | | | | | | | | | | | |
| Total | 5.367 | 5.306 | 5.777 | 5.777 | 5.573 | 6.059 | 6.059 | 5.726 | 6.227 | 6.227 | 5.949 | 6.468 | 6.468 | 6.096 | 6.629 | 6.629 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|--------------------------|---------------|------------------|--------------|---------------|------------------|--------------|---------------|------------------|--------------|---------------|------------------|--------------|---------------|------------------|--------------|---------------|------------------|--------------|
| Cash freeze | | | | | | | | | | | | | | | | | | |
| PI Placements | 65 | 38,169 | 2,481 | 56 | 40,786 | 2,284 | 57 | 42,842 | 2,442 | 57 | 44,281 | 2,524 | 58 | 45,862 | 2,660 | 58 | 47,259 | 2,741 |
| PI Domicillary | 289 | 9,986 | 2,886 | 308 | 10,942 | 3,370 | 310 | 10,100 | 3,131 | 312 | 10,263 | 3,202 | 314 | 10,475 | 3,289 | 316 | 10,617 | 3,355 |
| | 354 | | 5,367 | 364 | | 5,654 | 367 | | 5,573 | 369 | | 5,726 | 372 | | 5,949 | 374 | | 6,096 |
| Unavoidable Costs | | | | | | | | | | | | | | | | | | |
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| PI Placements | 68 | 36,485 | 2,481 | 68 | 40,515 | 2,755 | 69 | 42,435 | 2,928 | 69 | 43,841 | 3,025 | 70 | 45,400 | 3,178 | 70 | 46,771 | 3,274 |
| PI Domicillary | 311 | 9,280 | 2,886 | 310 | 9,748 | 3,022 | 312 | 10,035 | 3,131 | 314 | 10,197 | 3,202 | 316 | 10,411 | 3,290 | 318 | 10,550 | 3,355 |
| | 379 | | 5,367 | 378 | | 5,777 | 381 | | 6,059 | 383 | | 6,227 | 386 | | 6,468 | 388 | | 6,629 |
| Growth | | | | | | | | | | | | | | | | | | |
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| PI Placements | 68 | 36,485 | 2,481 | 68 | 40,515 | 2,755 | 69 | 42,435 | 2,928 | 69 | 43,841 | 3,025 | 70 | 45,400 | 3,178 | 70 | 46,771 | 3,274 |
| PI Domicillary | 311 | 9,280 | 2,886 | 310 | 9,748 | 3,022 | 312 | 10,035 | 3,131 | 314 | 10,197 | 3,202 | 316 | 10,411 | 3,290 | 318 | 10,550 | 3,355 |
| | 379 | | 5,367 | 378 | | 5,777 | 381 | | 6,059 | 383 | | 6,227 | 386 | | 6,468 | 388 | | 6,629 |

Service Summary – Physical Impairment Services

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Cash freeze | | | | | | | | |
| C29: People with Physical Impairment - Helped to live at Home per 1000 head population 18-64 Blobs | | 2.33 2 | 2.12 2 | 2.25 2 | 2.25 2 | 2.26 2 | 2.26 2 | 2.27 2 |
| Unavoidable Costs | | | | | | | | |
| C29: People with Physical Impairment - Helped to live at Home per 1000 head population 18-64 Blobs | | 2.33 2 | 2.28 2 | 2.25 2 | 2.25 2 | 2.26 2 | 2.26 2 | 2.27 2 |
| Growth | | | | | | | | |
| C29: People with Physical Impairment - Helped to live at Home per 1000 head population 18-64 Blobs | | 2.33 2 | 2.28 2 | 2.25 2 | 2.25 2 | 2.26 2 | 2.26 2 | 2.27 2 |

Demographics - Table 8

see chart

| Year | Volume | % change | 3 year avg |
|---------|---------|----------|------------|
| 2005-06 | 271,380 | | |
| 2006-07 | 273,062 | 0.62% | |
| 2007-08 | 274,744 | 0.62% | 0.62% |
| 2008-09 | 276,426 | 0.61% | 0.62% |
| 2009-10 | 278,107 | 0.61% | 0.61% |
| 2010-11 | 279,789 | 0.60% | 0.61% |
| 2011-12 | 281,470 | 0.60% | 0.60% |

Other Income - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income | |
|---------|---------------|-----------------|---------------|-----------------|------------------|-----------------|---------------|-----------------|
| | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m |
| 2007-08 | | | | | 0.902 | | 0.902 | 0 |
| 2008-09 | | | | | 0.918 | | 0.918 | 0 |
| 2009-10 | | | | | 0.937 | | 0.937 | 0 |
| 2010-11 | | | | | 0.957 | | 0.957 | 0 |
| 2011-12 | | | | | 0.981 | | 0.981 | 0 |
| 2012-13 | | | | | 0.997 | | 0.997 | 0 |
| | | | | | 5.692 | 0 | 5.692 | 0 |

| Subjective - Table 9 | Cash freeze | | Unavoid | Growth |
|-------------------------------|-------------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m |
| Employees | 0.000 | 0.000 | 0.000 | 0.000 |
| Premises related expenditure | 0.000 | 0.000 | 0.000 | 0.000 |
| Transport related expenditure | 0.000 | 0.000 | 0.000 | 0.000 |
| Supplies & Services | 0.000 | 0.000 | 0.000 | 0.000 |
| Third Party payments | 5.029 | 4.953 | 5.424 | 5.424 |
| Transfer payments | 1.240 | 1.271 | 1.271 | 1.271 |
| Restructuring | 0.000 | 0.000 | 0.000 | 0.000 |
| Income | -0.902 | -0.918 | -0.918 | -0.918 |
| | 5.367 | 5.306 | 5.777 | 5.777 |

Efficiency Savings and Cost Reduction Table 11

| | Amount £ m | Description |
|---------|---------------|----------------------------|
| 2008-09 | -0.029 | Com. Strategy Efficiencies |
| 2009-10 | -0.029 | Com. Strategy Efficiencies |
| 2010-11 | -0.029 | Com. Strategy Efficiencies |
| 2011-12 | -0.029 | Com. Strategy Efficiencies |
| 2012-13 | -0.029 | Com. Strategy Efficiencies |
| | -0.058 | |

Service Summary – Physical Impairment Services

| Description | Risk Prob | Severity | Impact / sensitivity High £m Low £m | Mitigation |
|--|-----------|----------|---|---|
| Market conditions will lead to increased costs and prices and higher than expected inflation. Increased demand for services (reflecting demographic changes etc). | High | High | | Action plan to manage annual price increases Transformation change programme (Charteris) to reduce impact. |
| NHS Cost Pressures increase above estimated costs such as DTOC and community hospital reprovision. | Medium | High | | Risk sharing agreement between WCC and WPCT |
| Change projects and commissioning plans that do not meet objectives. | Medium | High | | Project plans and reporting to commissioning boards. |
| Cash freeze - may lead to PCT withdrawing their funding. | Low | Medium | | Relationship and dialogue established with PCT. |
| CHC applications with the PCT not being successful. | Medium | Medium | 0.471 | Lead appointed to drive process. |
| Retention of staff as a result of pay reform and other council wide developments. | Medium | Medium | | Pay reform and 1C4W recruitment protocols. |
| Unknown "transitions" into service resulting in additional and potentially very expensive increased demands for service and therefore additional costs. | Medium | High | | Transitions group established |

| Major Cost Pressures In 2008-09 - Table 15 | | |
|--|-------|---|
| Description | £m | Reason for cost pressure, KPI or service standrd impacted and effect of not funding |
| Residential and Nursing Placements | 0.304 | Pressure arises from overcommitment in 2007/08, current demand for placements, and future predicted demand. Demand for placements outstrips resources available. If not funded would result in delayed transfers of care from hospital |

LAA Memo - Table 16

£m

Capital grants assumed in budget, expected through LAA
Revenue grants assumed in budget, expected through LAA

Service Summary – Supporting People Services

Proforma A

Budget, Performance and Risk

Service Description
Policy Description:-

DCS - SUPPORTING PEOPLE

The Supporting People Programme provides low level, appropriate housing related support to vulnerable people. The overall aim is to provide services that :

- * promote independence and improve quality of life
- * are high quality, strategically planned, cost effective and compliment existing specialist services
- * are planned according to needs
- * are delivered through partnership working

Budget Analysis - Table 1

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change | |
|-------------------|-------------|----------------|------------------|---------------|---------|-------|--------|----|
| | £m | £m | £m | £m | £m | £m | £m | £m |
| Unavoidable costs | 2007-08 | 0.000 | 8.544 | 0.000 | 8.544 | 8.544 | | |
| | 2008-09 | 0.000 | 8.548 | 0.000 | 8.548 | 8.548 | 0% | |
| | 2009-10 | 8.633 | 0.000 | 0.000 | 8.633 | 8.633 | 1% | |
| | 2010-11 | 8.719 | 0.000 | 0.000 | 8.719 | 8.719 | 1% | |
| | 2011-12 | 8.806 | 0.000 | 0.000 | 8.806 | 8.806 | 1% | |
| | 2012-13 | 8.893 | 0.000 | 0.000 | 8.893 | 8.893 | 1% | |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget (Proj) | Outturn | Variation |
|---------|-----------------|------------------------|---------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 0.000 | 0.000 | 0.000 | 0.000 |
| 2007-08 | 8.544 | 8.544 | 8.544 | 0.000 |

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|
| | £m | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Service Expenditure | 8.544 | 8.548 | 8.629 | 8.629 | 8.633 | 8.715 | 8.715 | 8.719 | 8.802 | 8.802 | 8.806 | 8.889 | 8.889 | 8.893 | 8.978 | 8.978 |
| Income continuing | -8.544 | -8.548 | -8.629 | -8.629 | | | | | | | | | | | | |
| Income uncertain | 0 | | | | | | | | | | | | | | | |
| Total | 0.000 | 0.000 | 0.000 | 0.000 | 8.633 | 8.715 | 8.715 | 8.719 | 8.802 | 8.802 | 8.806 | 8.889 | 8.889 | 8.893 | 8.978 | 8.978 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|--------------------------|---------|---------|-----------|--------|---------|-----------|--------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|
| Cash freeze | | | | | | | | | | | | | | | | |
| Service Expenditure | | | 8.544 | | | 8.629 | | | 8.715 | | | 8.802 | | | 8.889 | |
| Income | | | -8.544 | | | -8.629 | | | | | | | | | | |
| | | | 0.000 | | | 0.000 | | | 8.715 | | | 8.802 | | | 8.889 | |
| Unavoidable Costs | | | | | | | | | | | | | | | | |
| Service Expenditure | | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| | | | | 8.544 | | | 8.629 | | | 8.715 | | | 8.802 | | | 8.889 |
| Income | | | | -8.544 | | | -8.629 | | | | | | | | | |
| | | | | 0.000 | | | 0.000 | | | 8.715 | | | 8.802 | | | 8.889 |
| Growth | | | | | | | | | | | | | | | | |
| Service Expenditure | | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| | | | | 8.544 | | | 8.629 | | | 8.715 | | | 8.802 | | | 8.889 |
| Income | | | | -8.544 | | | -8.629 | | | | | | | | | |
| | | | | 0.000 | | | 0.000 | | | 8.715 | | | 8.802 | | | 8.889 |

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|
|--|---------|---------|---------|---------|---------|---------|---------|---------|

The Supporting People Partnership monitors the delivery of the Supporting People strategy and performance against the priorities for action. Any change in grant will be matched by changes to services commissioned.

Grants - Table 6

| Revenue Name | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|----------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | £m | £m | £m | £m | £m | £m |
| Maintenance | 8.175 | 8.175 | | | | |
| ABG Admin | 0.369 | 0.373 | | | | |
| Certain | 8.544 | 8.548 | 0.000 | 0.000 | 0.000 | 0.000 |
| Uncertain | | | | | | |
| Total | 8.544 | 8.548 | 0.000 | 0.000 | 0.000 | 0.000 |
| Capital Grants | | | | | | |

Service Summary – Supporting People Services

| Subjective - Table 9 | Cash freeze | | Unavoid | | Growth | |
|-------------------------------|-------------|---------|---------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m | £m | £m |
| Employees | 0.149 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 |
| Premises related expenditure | 0.008 | 0.008 | 0.008 | 0.008 | 0.008 | 0.008 |
| Transport related expenditure | 0 | 0 | 0 | 0 | 0 | 0 |
| Supplies & Services | 0.212 | 0.214 | 0.214 | 0.214 | 0.214 | 0.214 |
| Third Party payments | 8.175 | 8.176 | 8.257 | 8.257 | 8.257 | 8.257 |
| Transfer payments | 0 | 0 | 0 | 0 | 0 | 0 |
| Restructuring | 0 | 0 | 0 | 0 | 0 | 0 |
| Income | -8.544 | -8.548 | | | | |
| | 0 | 0 | 8.629 | 8.629 | | |

Notes on grant funding: <Please note any funding changes (grants in to or out of RSG for example)>

Other Income - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income | |
|---------|---------------|--------------|--------------|--------------|------------------|--------------|--------------|--------------|
| | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m |
| 2007-08 | | | | | | | 8.544 | 0 |
| 2008-09 | | | | | | | 8.548 | 0 |
| 2009-10 | | | | | | | 0.000 | 0 |
| 2010-11 | | | | | | | 0.000 | 0 |
| 2011-12 | | | | | | | 0.000 | 0 |
| 2012-13 | | | | | | | 0.000 | 0 |
| | | | | | | | 17.092 | 0.000 |

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High £m Low £m | Mitigation |
|---|-----------|----------|---|--|
| Market conditions will lead to increased costs and prices and higher than expected inflation. | High | High | | Action plan to manage annual price increases. Monitored by Supporting People Partnership |

Efficiency Savings and Cost Reduction Table 11

| | Amount £ m | Description |
|---------|------------|---|
| 2008-09 | | It has been assumed that Any potential reductions in grant will be managed within existing resources. However, no efficiencies have been assumed. |
| 2009-10 | | |
| 2010-11 | | |
| 2011-12 | | |
| 2012-13 | | |
| | 0.000 | |

FTES - Table 13

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0 | 0 | 0 | 0 | 0 | 0 |
| Principal Officer | 0.043 | 0.044 | 0.045 | 0.046 | 0.047 | 0.049 |
| Other | 0.106 | 0.109 | 0.111 | 0.114 | 0.117 | 0.120 |
| | 0.149 | 0.153 | 0.157 | 0.160 | 0.164 | 0.169 |
| | No | No | No | No | No | No |
| Hay and Above | 0 | 0 | 0 | 0 | 0 | 0 |
| Principal Officer | 1 | 1 | 1 | 1 | 1 | 1 |
| Other | 4 | 4 | 4 | 4 | 4 | 4 |
| | 5 | 5 | 5 | 5 | 5 | 5 |

Explanation of major movements in number of FTES: <Please provide detail>

Service Summary – Learning Disabilities Services

Proforma A

Budget, Performance and Risk

Service Description

Policy Description:-

LEARNING DISABILITY

Budget Analysis - Table 1

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|-------------------|-------------|----------------|------------------|---------------|---------|--------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| Unavoidable costs | | | | | | | |
| 2007-08 | 24.104 | 5.702 | 8.785 | 38.591 | | 38.591 | |
| 2008-09 | 27.091 | 6.169 | 8.949 | 42.209 | 0.166 | 42.375 | 10% |
| 2009-10 | 28.890 | 6.496 | 9.137 | 44.523 | 0.000 | 44.523 | 5% |
| 2010-11 | 31.217 | 6.804 | 9.330 | 47.351 | 0.000 | 47.351 | 6% |
| 2011-12 | 33.912 | 7.108 | 9.549 | 50.569 | 0.000 | 50.569 | 7% |
| 2012-13 | 36.615 | 7.402 | 9.727 | 53.744 | 0.000 | 53.744 | 6% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 23.491 | 23.156 | 22.748 | 0.410 |
| 2007-08 | 24.178 | 24.104 | 25.015 | -0.911 |

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|--------------------------------|---------------|---------------|------------------|---------------|---------------|------------------|---------------|---------------|------------------|---------------|---------------|------------------|---------------|---------------|------------------|---------------|
| | | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Residential/Nursing Placements | 23.310 | 24.876 | 26.105 | 26.105 | 25.499 | 28.674 | 28.674 | 27.309 | 31.050 | 31.050 | 29.763 | 33.629 | 33.629 | 32.205 | 36.182 | 36.182 |
| Domiciliary Care | 1.201 | 1.075 | 1.075 | 1.075 | 1.219 | 1.219 | 1.219 | 1.366 | 1.366 | 1.366 | 1.524 | 1.524 | 1.524 | 1.681 | 1.681 | 1.681 |
| Respite | 1.187 | 1.247 | 1.247 | 1.247 | 1.281 | 1.281 | 1.281 | 1.316 | 1.316 | 1.316 | 1.351 | 1.351 | 1.351 | 1.388 | 1.388 | 1.388 |
| Outreach | 0.186 | 0.121 | 0.121 | 0.121 | 0.124 | 0.124 | 0.124 | 0.127 | 0.127 | 0.127 | 0.131 | 0.131 | 0.131 | 0.134 | 0.134 | 0.134 |
| Day Care | 3.795 | 4.451 | 4.526 | 4.526 | 4.483 | 4.634 | 4.634 | 4.590 | 4.745 | 4.745 | 4.705 | 4.864 | 4.864 | 4.813 | 4.975 | 4.975 |
| Supported Living | 4.699 | 5.869 | 5.424 | 5.424 | 7.247 | 5.687 | 5.687 | 7.871 | 5.962 | 5.962 | 8.217 | 6.263 | 6.263 | 8.538 | 6.546 | 6.546 |
| Salaries, other costs & Grants | 4.213 | 4.570 | 4.306 | 4.306 | 4.670 | 4.402 | 4.402 | 4.772 | 4.498 | 4.498 | 4.878 | 4.598 | 4.598 | 4.985 | 4.700 | 4.700 |
| Income | -14.487 | -15.118 | -12.320 | -12.320 | -15.633 | -12.714 | -12.714 | -16.134 | -13.130 | -13.130 | -16.657 | -13.588 | -13.588 | -17.129 | -14.007 | -14.007 |
| Total | 24.104 | 27.091 | 30.484 | 30.484 | 28.890 | 33.307 | 33.307 | 31.217 | 35.934 | 35.934 | 33.912 | 38.772 | 38.772 | 36.615 | 41.599 | 41.599 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|--------------------------------|---------|-----------|---------------|-------------|-----------|---------------|-------------|-----------|---------------|-------------|-----------|---------------|-------------|-----------|---------------|-------------|-----------|---------------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Residential/Nursing Placements | 446 | 47,886 | 21,357 | 437 | 52,391 | 22,895 | 415 | 56,634 | 23,503 | 426 | 59,113 | 25,182 | 446 | 61,558 | 27,455 | 466 | 63,773 | 29,718 |
| Domiciliary Care | 90 | 12,322 | 1,109 | 88 | 11,182 | 0,984 | 97 | 11,526 | 1,118 | 106 | 11,726 | 1,243 | 115 | 11,974 | 1,377 | 124 | 12,185 | 1,511 |
| Respite | 23 | 44,478 | 1,023 | 23 | 46,913 | 1,079 | 23 | 48,217 | 1,109 | 23 | 49,565 | 1,140 | 23 | 50,870 | 1,170 | 23 | 52,304 | 1,203 |
| Outreach | 92 | 2,022 | 0,186 | 92 | 1,315 | 0,121 | 92 | 1,348 | 0,124 | 92 | 1,380 | 0,127 | 92 | 1,424 | 0,131 | 92 | 1,457 | 0,134 |
| Day Care | 478 | 6,854 | 3,276 | 472 | 8,309 | 3,922 | 465 | 8,497 | 3,951 | 466 | 8,682 | 4,046 | 467 | 8,882 | 4,148 | 468 | 9,066 | 4,243 |
| Supported Living | 148 | 24,615 | 3,643 | 170 | 27,376 | 4,654 | 206 | 27,874 | 5,742 | 219 | 28,452 | 6,231 | 223 | 29,152 | 6,501 | 227 | 29,744 | 6,752 |
| Salaries, other costs & Grants | | | 2,295 | | | 2,385 | | | 2,480 | | | 2,578 | | | 2,679 | | | 2,781 |
| Income from PCT's | | | -8,785 | | | -8,949 | | | -9,137 | | | -9,330 | | | -9,549 | | | -9,727 |
| 1277 | | | 24,104 | 1282 | | 27,091 | 1298 | | 28,890 | 1332 | | 31,217 | 1366 | | 33,912 | 1400 | | 36,615 |

Unavoidable Costs

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|--------------------------------|---------|-----------|---------------|--------------|-----------|---------------|--------------|-----------|---------------|--------------|-----------|---------------|--------------|-----------|---------------|--------------|-----------|---------------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Residential/Nursing Placements | 446 | 47,886 | 21,357 | 461 | 52,106 | 24,021 | 481 | 54,929 | 26,421 | 501 | 57,132 | 28,623 | 521 | 59,530 | 31,015 | 541 | 61,708 | 33,384 |
| Domiciliary Care | 90 | 12,322 | 1,109 | 88 | 11,182 | 0,984 | 97 | 11,526 | 1,118 | 106 | 11,726 | 1,243 | 115 | 11,974 | 1,377 | 124 | 12,185 | 1,511 |
| Respite | 23 | 44,478 | 1,023 | 23 | 46,913 | 1,079 | 23 | 48,217 | 1,109 | 23 | 49,522 | 1,139 | 23 | 50,913 | 1,171 | 23 | 52,304 | 1,203 |
| Outreach | 92 | 2,022 | 0,186 | 92 | 1,315 | 0,121 | 92 | 1,348 | 0,124 | 92 | 1,380 | 0,127 | 92 | 1,424 | 0,131 | 92 | 1,457 | 0,134 |
| Day Care | 478 | 6,854 | 3,276 | 481 | 8,289 | 3,987 | 482 | 8,471 | 4,083 | 483 | 8,656 | 4,181 | 484 | 8,855 | 4,286 | 485 | 9,041 | 4,385 |
| Supported Living | 148 | 24,615 | 3,643 | 156 | 27,622 | 4,309 | 160 | 28,213 | 4,514 | 164 | 28,823 | 4,727 | 168 | 29,524 | 4,960 | 172 | 30,116 | 5,180 |
| Salaries, other costs & Grants | | | 2,295 | | | 2,385 | | | 2,475 | | | 2,568 | | | 2,663 | | | 2,761 |
| Income from PCT's | | | -8,785 | | | -6,402 | | | -6,537 | | | -6,674 | | | -6,831 | | | -6,959 |
| 1277 | | | 24,104 | 1,301 | | 30,484 | 1,335 | | 33,307 | 1,369 | | 35,934 | 1,403 | | 38,772 | 1,437 | | 41,599 |

Growth

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|--------------------------------|---------|-----------|---------------|--------------|-----------|---------------|--------------|-----------|---------------|--------------|-----------|---------------|--------------|-----------|---------------|--------------|-----------|---------------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Residential/Nursing Placements | 446 | 47,886 | 21,357 | 461 | 52,106 | 24,021 | 481 | 54,929 | 26,421 | 501 | 57,132 | 28,623 | 521 | 59,530 | 31,015 | 541 | 61,708 | 33,384 |
| Domiciliary Care | 90 | 12,322 | 1,109 | 88 | 11,182 | 0,984 | 97 | 11,526 | 1,118 | 106 | 11,726 | 1,243 | 115 | 11,974 | 1,377 | 124 | 12,185 | 1,511 |
| Respite | 23 | 44,478 | 1,023 | 23 | 46,913 | 1,079 | 23 | 48,217 | 1,109 | 23 | 49,522 | 1,139 | 23 | 50,913 | 1,171 | 23 | 52,304 | 1,203 |
| Outreach | 92 | 2,022 | 0,186 | 92 | 1,315 | 0,121 | 92 | 1,348 | 0,124 | 92 | 1,380 | 0,127 | 92 | 1,424 | 0,131 | 92 | 1,457 | 0,134 |
| Day Care | 478 | 6,854 | 3,276 | 481 | 8,289 | 3,987 | 482 | 8,471 | 4,083 | 483 | 8,656 | 4,181 | 484 | 8,855 | 4,286 | 485 | 9,041 | 4,385 |
| Supported Living | 148 | 24,615 | 3,643 | 156 | 27,622 | 4,309 | 160 | 28,213 | 4,514 | 164 | 28,823 | 4,727 | 168 | 29,524 | 4,960 | 172 | 30,116 | 5,180 |
| Salaries, other costs & Grants | | | 2,295 | | | 2,385 | | | 2,475 | | | 2,568 | | | 2,663 | | | 2,761 |
| Income from PCT's | | | -8,785 | | | -6,402 | | | -6,537 | | | -6,674 | | | -6,831 | | | -6,959 |
| 1277 | | | 24,104 | 1,301 | | 30,484 | 1,335 | | 33,307 | 1,369 | | 35,934 | 1,403 | | 38,772 | 1,437 | | 41,599 |

Service Summary – Learning Disabilities Services

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|
| Cash freeze | | | | | | | | |
| C30: Helped to live at Home per 1000 head population 18-64 | | 2.44 | 2.16 | 2.18 | 2.26 | 2.31 | 2.33 | 2.36 |
| Blobs | | 3 | 3 | 3 | 2 | 2 | 2 | 2 |
| Unavoidable Costs | | | | | | | | |
| C30: Helped to live at Home per 1000 head population 18-64 | | 2.44 | 2.16 | 2.17 | 2.19 | 2.21 | 2.24 | 2.26 |
| Blobs | | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Growth | | | | | | | | |
| C30: Helped to live at Home per 1000 head population 18-64 | | 2.44 | 2.16 | 2.17 | 2.19 | 2.21 | 2.24 | 2.26 |
| Blobs | | 3 | 3 | 3 | 3 | 3 | 3 | 3 |

Grants - Table 6

| Revenue Name | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|
| ABG Preserved R | 1.739 | 1.774 | 1.809 | 1.845 | 1.882 | 1.920 |
| ABG L&D Dev. Ft | 0 | 0.263 | 0.269 | 0.274 | 0.280 | 0.286 |
| Certain | 1.739 | 2.037 | 2.078 | 2.119 | 2.162 | 2.206 |
| Uncertain | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 1.739 | 2.037 | 2.078 | 2.119 | 2.162 | 2.206 |
| Capital Grants | | | | | | |

Notes on grant funding: <Please note any funding changes (grants in to or out of RSG for example)>

Other Income - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income |
|---------|---------------|-----------------|---------------|-----------------|------------------|-----------------|--------------|
| | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | |
| 2007-08 | | | | | 8.785 | 3.963 | 5.702 |
| 2008-09 | | | | | 8.949 | 4.132 | 6.169 |
| 2009-10 | | | | | 9.137 | 4.418 | 6.496 |
| 2010-11 | | | | | 9.330 | 4.685 | 6.804 |
| 2011-12 | | | | | 9.549 | 4.946 | 7.108 |
| 2012-13 | | | | | 9.727 | 5.196 | 7.402 |
| | 0 | 0 | 0 | 0 | 55.477 | 27.341 | 39.681 |

| Subjective - Table 9 | Cash freeze | Unavoid | Growth |
|-------------------------------|-------------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 |
| | £m | £m | £m |
| Employees | 6.496 | 7.158 | 7.158 |
| Premises related expenditure | 0.466 | 0.503 | 0.503 |
| Transport related expenditure | 1.054 | 1.076 | 1.076 |
| Supplies & Services | 0.396 | 0.404 | 0.404 |
| Third Party payments | 28.721 | 31.569 | 32.165 |
| Transfer payments | 1.023 | 1.053 | 1.053 |
| Recharges | 0.435 | 0.444 | 0.444 |
| Income | -14.487 | -15.118 | -12.321 |
| | 24.104 | 27.091 | 30.484 |

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High £m | Low £m | Mitigation |
|--|----------------|--------------|------------------------------------|-----------|--|
| Market conditions will lead to increased costs and prices and higher than expected inflation. | High | High | | | Action plan to manage annual price increases |
| Increased demand for services (reflecting demographic NHS Cost Pressures increase above estimated costs such as DTOC and community hospital reprovision. | High Medium | High High | | | Transformation change programme Risk sharing agreement between WCC and WPCT |
| Change projects and commissioning plans that do not meet objectives. | Medium | High | 1.027 | | 0 Project plans and reporting to commissioning boards. |
| Cash freeze - may lead to PCT withdrawing their funding. | Low | High | 2.547 | | 0 Relationship and dialogue established with PCT. |
| CHC applications with the PCT not being successful. | Medium | Medium | 0.500 | | 0 Lead appointed to drive process. |
| Retention of staff as a result of pay reform and other council wide developments. | Medium | Medium | | | Pay reform and 1C4W recruitment protocols. |
| Unknown "transitions" into service resulting in additional and potentially very expensive increased demands for | Medium | High | | | Transitions group established |

Demographics - Table 8

| Year | Volume | % change | 3 year avg |
|---------|---------|----------|------------|
| 2005-06 | 271,380 | | |
| 2006-07 | 273,062 | 0.62% | |
| 2007-08 | 274,744 | 0.62% | 0.62% |
| 2008-09 | 276,426 | 0.61% | 0.62% |
| 2009-10 | 278,107 | 0.61% | 0.61% |
| 2010-11 | 279,789 | 0.60% | 0.61% |
| 2011-12 | 281,470 | 0.60% | 0.60% |

see chart

Efficiency Savings and Cost Reduction Table 11

| | Amount £m | Description |
|---------|--------------|----------------------------|
| 2008-09 | -1.027 | Com. Strategy Efficiencies |
| 2009-10 | -1.126 | Com. Strategy Efficiencies |
| 2010-11 | -0.361 | Com. Strategy Efficiencies |
| 2011-12 | -0.181 | Com. Strategy Efficiencies |
| 2012-13 | -0.181 | Com. Strategy Efficiencies |
| | -1.487 | |

Service Summary – Learning Disabilities Services

| FTE's - Table 13 | | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------------|--------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.100 | 0.103 | 0.105 | 0.108 | 0.110 | 0.113 | |
| Principal Officer | 0.974 | 0.998 | 1.023 | 1.049 | 1.075 | 1.102 | |
| Other | 5.948 | 6.097 | 6.249 | 6.405 | 6.565 | 6.730 | |
| | 7.022 | 7.198 | 7.377 | 7.562 | 7.751 | 7.945 | |
| | No | No | No | No | No | No | |
| Hay and Above | 2 | 2 | 2 | 2 | 2 | 2 | |
| Principal Officer | 28.47 | 28.47 | 28.47 | 28.47 | 28.47 | 28.47 | |
| Other | 286.65 | 286.65 | 286.65 | 286.65 | 286.65 | 286.65 | |
| | 317.12 | 317.12 | 317.12 | 317.12 | 317.12 | 317.12 | |

Explanation of major movements in number of FTEs: **<Please provide detail>**
 Note: 07-08 Salary costs exclude a vacancy factor of 5.96% (£0.418m)

| Unavoidable Costs | | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--------------------------|--------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.100 | 0.103 | 0.105 | 0.108 | 0.110 | 0.113 | |
| Principal Officer | 0.974 | 0.998 | 1.023 | 1.049 | 1.075 | 1.102 | |
| Other | 5.948 | 6.097 | 6.249 | 6.405 | 6.565 | 6.730 | |
| | 7.022 | 7.198 | 7.377 | 7.562 | 7.751 | 7.945 | |
| | No | No | No | No | No | No | |
| Hay and Above | 2 | 2 | 2 | 2 | 2 | 2 | |
| Principal Officer | 28.47 | 28.47 | 28.47 | 28.47 | 28.47 | 28.47 | |
| Other | 286.65 | 286.65 | 286.65 | 286.65 | 286.65 | 286.65 | |
| | 317.12 | 317.12 | 317.12 | 317.12 | 317.12 | 317.12 | |

Explanation of major movements in number of FTEs: **<Please provide detail>**
 Note: 07-08 Salary costs exclude a vacancy factor of 5.96% (£0.418m)

| Growth | | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------|--------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.100 | 0.103 | 0.105 | 0.108 | 0.110 | 0.113 | |
| Principal Officer | 0.974 | 0.998 | 1.023 | 1.049 | 1.075 | 1.102 | |
| Other | 5.948 | 6.097 | 6.249 | 6.405 | 6.565 | 6.730 | |
| | 7.022 | 7.198 | 7.377 | 7.562 | 7.751 | 7.945 | |
| | No | No | No | No | No | No | |
| Hay and Above | 2 | 2 | 2 | 2 | 2 | 2 | |
| Principal Officer | 28.47 | 28.47 | 28.47 | 28.47 | 28.47 | 28.47 | |
| Other | 286.65 | 286.65 | 286.65 | 286.65 | 286.65 | 286.65 | |
| | 317.12 | 317.12 | 317.12 | 317.12 | 317.12 | 317.12 | |

Explanation of major movements in number of FTEs: **<Please provide detail>**
 Note: 07-08 Salary costs exclude a vacancy factor of 5.96% (£0.418m)

| Major Cost Pressures in 2008-09 - Table 15 | | |
|--|-------|---|
| Description | £m | Reason for cost pressure, KPI or service standard impacted and effect of not funding |
| Residential and Nursing Places, Day Care, Supported Living | 1.967 | Pressure arises from overcommitment in 2007/08. |
| Transitions | 1.905 | Transitions refer to demand for service from young people joining the service from Childrens Services (£0.700m refers to full year effect of transitions taken on during 2007-08 and £1.205m refers to new transitions 2008-09) |
| Income | 2.547 | There is a change in funding responsibility which could result in loss of income for a number of service users. |

Service Summary – DCS Central Services

Proforma A

Budget, Performance and Risk

Service Description

CENTRAL SERVICES

Policy Description:-

Central Services support the work of operational services to meet objectives. Activities include:

- * Financial planning, management, support and advice
- * Strategic planning and development
- * Procurement and contract letting, contract management, support and advice
- * Management of the voluntary sector Compact
- * Staff development and training/advice
- * Performance management information and support

Budget Analysis - Table 1

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|-------------------|-------------|----------------|------------------|---------------|---------|-------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| Unavoidable costs | 3.893 | 0.996 | 0.000 | 4.889 | | 4.889 | |
| 2007-08 | 3.893 | 0.996 | 0.000 | 4.889 | | 4.889 | |
| 2008-09 | 3.961 | 1.183 | 0.000 | 5.144 | 0.310 | 5.454 | 12% |
| 2009-10 | 4.016 | 1.189 | 0.000 | 5.205 | 0.370 | 5.575 | 2% |
| 2010-11 | 4.138 | 1.195 | 0.000 | 5.333 | 0.370 | 5.703 | 2% |
| 2011-12 | 4.262 | 1.201 | 0.000 | 5.463 | 0.370 | 5.833 | 2% |
| 2012-13 | 4.390 | 1.207 | 0.000 | 5.597 | 0.370 | 5.967 | 2% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 4.233 | 9.370 | 6.039 | 3.331 |
| 2007-08 | 6.472 | 3.893 | 2.725 | 1.168 |

Objective Budget - Table 3

| | | 2008-09 | | | | 2009-10 | | | | 2010-11 | | | | 2011-12 | | | | 2012-13 | | | |
|-------------------|--------|-------------|------------------|--------|--------|-------------|------------------|--------|--------|-------------|------------------|--------|--------|-------------|------------------|--------|----|-------------|------------------|--------|----|
| | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Central Services | 4.889 | 5.144 | 5.028 | 5.028 | 5.205 | 5.161 | 5.161 | 5.333 | 5.291 | 5.291 | 5.463 | 5.425 | 5.425 | 5.597 | 5.563 | 5.563 | | | | | |
| Income continuing | -0.996 | -1.183 | -1.002 | -1.002 | -1.189 | -1.008 | -1.008 | -1.195 | -1.014 | -1.014 | -1.201 | -1.020 | -1.020 | -1.207 | -1.026 | -1.026 | | | | | |
| Total | 3.893 | 3.961 | 4.026 | 4.026 | 4.016 | 4.153 | 4.153 | 4.138 | 4.277 | 4.277 | 4.262 | 4.405 | 4.405 | 4.390 | 4.537 | 4.537 | | | | | |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|-------------------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Cash freeze | | | | | | | | | | | | | | | | | | |
| Central Services | | | 4.889 | | | 5.239 | | | 5.300 | | | 5.428 | | | 5.558 | | | 5.692 |
| Income continuing | | | -0.996 | | | -1.278 | | | -1.284 | | | -1.290 | | | -1.296 | | | -1.302 |
| | | | 3.893 | | | 3.961 | | | 4.016 | | | 4.138 | | | 4.262 | | | 4.390 |
| Unavoidable Costs | | | | | | | | | | | | | | | | | | |
| Central Services | | | 4.889 | | | 5.028 | | | 5.161 | | | 5.291 | | | 5.425 | | | 5.563 |
| Income continuing | | | -0.996 | | | -1.002 | | | -1.008 | | | -1.014 | | | -1.020 | | | -1.026 |
| | | | 3.893 | | | 4.026 | | | 4.153 | | | 4.277 | | | 4.405 | | | 4.537 |
| Growth | | | | | | | | | | | | | | | | | | |
| Central Services | | | 4.889 | | | 5.028 | | | 5.161 | | | 5.291 | | | 5.425 | | | 5.563 |
| Income continuing | | | -0.996 | | | -1.002 | | | -1.008 | | | -1.014 | | | -1.020 | | | -1.026 |
| | | | 3.893 | | | 4.026 | | | 4.153 | | | 4.277 | | | 4.405 | | | 4.537 |

Service Summary – DCS Central Services

| Subjective - Table 9 | Cash freeze Unavoid Growth | | | |
|-------------------------------|----------------------------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m |
| Employees | 4.259 | 4.300 | 4.365 | 4.365 |
| Premises related expenditure | 0.820 | 0.841 | 0.841 | 0.841 |
| Transport related expenditure | 0 | 0.000 | 0.000 | 0.000 |
| Supplies & Services | 1.045 | 1.082 | 1.082 | 1.082 |
| Third Party payments | 0 | 0.000 | 0.000 | 0.000 |
| Transfer payments | 0 | 0.000 | 0.000 | 0.000 |
| Recharges | -1.235 | -1.261 | -1.261 | -1.261 |
| Income | -0.996 | -1.002 | -1.002 | -1.002 |
| | 3.893 | 3.961 | 4.026 | 4.026 |

| Grants - Table 6 | | | | | | |
|------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Revenue Name | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| HIV Grant | 0.034 | 0.034 | 0.034 | 0.034 | 0.034 | 0.034 |
| Managing Info. | 0.162 | 0.162 | 0.162 | 0.162 | 0.162 | 0.162 |
| ABG Adult Social | 0.711 | 0.711 | 0.711 | 0.711 | 0.711 | 0.711 |
| Care Workforce | | | | | | |
| ABG LINKs | 0.000 | 0.181 | 0.181 | 0.181 | 0.181 | 0.181 |
| Certain | 0.907 | 1.088 | 1.088 | 1.088 | 1.088 | 1.088 |
| Uncertain | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 0.907 | 1.088 | 1.088 | 1.088 | 1.088 | 1.088 |
| Capital Grants | | | | | | |

Notes on grant funding: <Please note any funding changes (grants in to or out of RSG for example)>

| | Contributions | | Partnerships | | Fees and Charges | | Total Income | |
|---------|---------------|-----------------|---------------|-----------------|------------------|-----------------|---------------|-----------------|
| | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m |
| 2007-08 | | | | | 0.089 | | 0.996 | 0 |
| 2008-09 | | | | | 0.095 | | 1.183 | 0 |
| 2009-10 | | | | | 0.101 | | 1.189 | 0 |
| 2010-11 | | | | | 0.107 | | 1.195 | 0 |
| 2011-12 | | | | | 0.113 | | 1.201 | 0 |
| 2012-13 | | | | | 0.119 | | 1.207 | 0 |
| | 0.000 | 0.000 | 0.000 | 0.000 | 0.624 | 0.000 | 6.971 | 0.000 |

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High £m | Low £m | Mitigation |
|--|-----------|----------|------------------------------------|-----------|---|
| Change projects and commissioning plans that do not | Medium | High | | | Project plans and reporting to Pay reform and 1C4W recruitment |
| Retention of staff as a result of pay reform and other | Medium | Medium | | | |

Efficiency Savings and Cost Reduction Table 11

| | Amount £ m | Description |
|---------|---------------|------------------|
| 2008-09 | -0.133 | Staff reductions |
| 2009-10 | | |
| 2010-11 | | |
| 2011-12 | | |
| 2012-13 | | |
| | -0.133 | |

Cash Freeze

| FTE's - Table 13 | | | | | | |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| Hay and Above | 0.463 | 0.475 | 0.486 | 0.499 | 0.511 | 0.524 |
| Principal Officer | 1.659 | 1.567 | 1.607 | 1.647 | 1.688 | 1.730 |
| Other | 1.321 | 1.422 | 1.458 | 1.494 | 1.531 | 1.570 |
| | 3.443 | 3.464 | 3.551 | 3.639 | 3.730 | 3.824 |
| | No | No | No | No | No | No |
| Hay and Above | 6 | 6 | 6 | 6 | 6 | 6 |
| Principal Officer | 45.15 | 41.15 | 41.15 | 41.15 | 41.15 | 41.15 |
| Other | 59.05 | 61.05 | 61.05 | 61.05 | 61.05 | 61.05 |
| | 110.2 | 108.2 | 108.2 | 108.2 | 108.2 | 108.2 |

Explanation of major movements in number of FTEs: <Please provide detail>

Note: 07-08 Salary costs exclude vacancy factor

Revenue costs of capital programme bids included above - Table 14

| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| <please detail revenue costs and savings by capital bid so | | 0.015 | 0.005 | 0 | 0 | 0 |
| | | 0.015 | 0.005 | 0 | 0 | 0 |

Service Summary – DCS Central Services

Unavoidable Costs

| FTE's - Table 13 | | | | | | | |
|-------------------------|---------|---------|---------|---------|---------|---------|--|
| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | |
| | £m | £m | £m | £m | £m | £m | |
| Hay and Above | 0.463 | 0.475 | 0.486 | 0.499 | 0.511 | 0.524 | |
| Principal Officer | 1.659 | 1.700 | 1.743 | 1.787 | 1.831 | 1.877 | |
| Other | 1.321 | 1.354 | 1.388 | 1.423 | 1.458 | 1.495 | |
| | 3.443 | 3.529 | 3.617 | 3.708 | 3.800 | 3.895 | |
| | No | No | No | No | No | No | |
| Hay and Above | 6 | 6 | 6 | 6 | 6 | 6 | |
| Principal Officer | 45.15 | 45.15 | 45.15 | 45.15 | 45.15 | 45.15 | |
| Other | 59.05 | 59.05 | 59.05 | 59.05 | 59.05 | 59.05 | |
| | 110.2 | 110.2 | 110.2 | 110.2 | 110.2 | 110.2 | |

Explanation of major movements in number of FTEs: **<Please provide detail>**
 Note: 07-08 Salary costs exclude vacancy factor

Growth

| FTE's - Table 13 | | | | | | | |
|-------------------------|---------|---------|---------|---------|---------|---------|--|
| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | |
| | £m | £m | £m | £m | £m | £m | |
| Hay and Above | 0.463 | 0.475 | 0.486 | 0.499 | 0.511 | 0.524 | |
| Principal Officer | 1.659 | 1.700 | 1.743 | 1.787 | 1.831 | 1.877 | |
| Other | 1.321 | 1.354 | 1.388 | 1.423 | 1.458 | 1.495 | |
| | 3.443 | 3.529 | 3.617 | 3.708 | 3.800 | 3.895 | |
| | No | No | No | No | No | No | |
| Hay and Above | 6 | 6 | 6 | 6 | 6 | 6 | |
| Principal Officer | 45.15 | 45.15 | 45.15 | 45.15 | 45.15 | 45.15 | |
| Other | 59.05 | 59.05 | 59.05 | 59.05 | 59.05 | 59.05 | |
| | 110.2 | 110.2 | 110.2 | 110.2 | 110.2 | 110.2 | |

Explanation of major movements in number of FTEs: **<Please provide detail>**
 Note: 07-08 Salary costs exclude vacancy factor

Major Cost Pressures In 2008-09 - Table 15

| Description | £m | Reason for cost pressure, KPI or service standard impacted and effect of not funding |
|-------------|-------|--|
| Inflation | 0.118 | Staffing and premises inflation |

Virements - Table 17

| Description | £m | Other service affected and department |
|-----------------------|--------|---------------------------------------|
| Incl. in above 07-08: | | |
| Staff | 0.035 | Corporate Finance |
| Staff | -1.644 | Resources |
| Invest to Save | 0.078 | |
| I to S DCS Recovery | -0.273 | |
| DTOC | -0.664 | Mental Health and Older People |

Service Summary – Community Safety

Budget, Performance and Risk

Service Description

Policy Description:-

COMMUNITY SAFETY/DRUGS AND ALCOHOL

The Community Safety , Anti Social Behaviour and Drugs team ensures that the Council meets its statutory obligations under crime and anti-social behaviour legislation and also provides business support to the work of the Safer Wiltshire Partnership. Decisions on priorities for spend of grants is taken with partners except for the £0.129m which WCC governs decisions on spend being the core WCC funding contribution. The teams responsibilities are

*commissioning drug and alcohol services

*leading partnership responses to crime reduction, anti-social behaviour and community safety

*ensuring the County Council's responses to Community Safety are maximised.

Proforma A

Budget Analysis - Table 1

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|-------------------|-------------|----------------|------------------|---------------|---------|-------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| Unavoidable costs | | | | | | | |
| 2007-08 | 0.129 | 3.697 | 0.217 | 4.043 | | 4.043 | |
| 2008-09 | 0.132 | 3.345 | 0.217 | 3.694 | | 3.694 | -9% |
| 2009-10 | 0.135 | 3.345 | 0.217 | 3.697 | | 3.697 | 0% |
| 2010-11 | 0.138 | 3.345 | 0.217 | 3.700 | | 3.700 | 0% |
| 2011-12 | 0.141 | 3.345 | 0.217 | 3.703 | | 3.703 | 0% |
| 2012-13 | 0.144 | 3.345 | 0.217 | 3.706 | | 3.706 | 0% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 0.125 | 0.121 | 0.121 | 0.000 |
| 2007-08 | 0.097 | 0.129 | 0.129 | 0.000 |

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|-------------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|
| | | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Community Safety | 0.849 | 0.708 | 0.748 | 0.748 | 0.711 | 0.752 | 0.752 | 0.714 | 0.755 | 0.755 | 0.717 | 0.759 | 0.759 | 0.720 | 0.762 | 0.762 |
| DAAT | 2.883 | 2.883 | 2.883 | 2.883 | 2.883 | 2.883 | 2.883 | 2.883 | 2.883 | 2.883 | 2.883 | 2.883 | 2.883 | 2.883 | 2.883 | 2.883 |
| Children & Young People | 0.311 | 0.311 | 0.311 | 0.311 | 0.311 | 0.311 | 0.311 | 0.311 | 0.311 | 0.311 | 0.311 | 0.311 | 0.311 | 0.311 | 0.311 | 0.311 |
| Income | -3.914 | -3.770 | -3.770 | -3.770 | -3.770 | -3.770 | -3.770 | -3.770 | -3.770 | -3.770 | -3.770 | -3.770 | -3.770 | -3.770 | -3.770 | -3.770 |
| Total | 0.129 | 0.132 | 0.172 | 0.172 | 0.135 | 0.176 | 0.176 | 0.138 | 0.179 | 0.179 | 0.141 | 0.183 | 0.183 | 0.144 | 0.186 | 0.186 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|--------------------------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|---------|-----------|--------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Cash freeze | | | | | | | | | | | | | | | | | | |
| Community Safety | | | 0.849 | | | 0.708 | | | 0.711 | | | 0.714 | | | 0.717 | | | 0.720 |
| DAAT | | | 2.883 | | | 2.883 | | | 2.883 | | | 2.883 | | | 2.883 | | | 2.883 |
| C&YP | | | 0.311 | | | 0.311 | | | 0.311 | | | 0.311 | | | 0.311 | | | 0.311 |
| Income | | | -3.914 | | | -3.770 | | | -3.770 | | | -3.770 | | | -3.770 | | | -3.770 |
| | | | 0.129 | | | 0.132 | | | 0.135 | | | 0.138 | | | 0.141 | | | 0.144 |
| Unavoidable Costs | | | | | | | | | | | | | | | | | | |
| Community Safety | | | 0.849 | | | 0.748 | | | 0.752 | | | 0.755 | | | 0.759 | | | 0.762 |
| DAAT | | | 2.883 | | | 2.883 | | | 2.883 | | | 2.883 | | | 2.883 | | | 2.883 |
| C&YP | | | 0.311 | | | 0.311 | | | 0.311 | | | 0.311 | | | 0.311 | | | 0.311 |
| Income | | | -3.914 | | | -3.770 | | | -3.770 | | | -3.770 | | | -3.770 | | | -3.770 |
| | | | 0.129 | | | 0.172 | | | 0.176 | | | 0.179 | | | 0.183 | | | 0.186 |
| Growth | | | | | | | | | | | | | | | | | | |
| Community Safety | | | 0.849 | | | 0.748 | | | 0.752 | | | 0.755 | | | 0.759 | | | 0.762 |
| DAAT | | | 2.883 | | | 2.883 | | | 2.883 | | | 2.883 | | | 2.883 | | | 2.883 |
| C&YP | | | 0.311 | | | 0.311 | | | 0.311 | | | 0.311 | | | 0.311 | | | 0.311 |
| Income | | | -3.914 | | | -3.770 | | | -3.770 | | | -3.770 | | | -3.770 | | | -3.770 |
| | | | 0.129 | | | 0.172 | | | 0.176 | | | 0.179 | | | 0.183 | | | 0.186 |

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|
| PAF indicator A80 - participation on drug treatment programmes. Indicator definition being revised | | | | | | | | |
| BV126 Domestic Burglaries per 1000 households | | | | | | | | |
| BV127A Violent Crime per 1000 population | | | | | | | | |
| PSA Reduction in comparator crimes by 12.5% | | | | | | | | |
| LPSA Increase reporting to Police of domestic violence incidents/reduced numbers of repeat incidents | | | | | | | | |
| ASB Increase in public satisfaction of decrease in ASB/reduction in alcohol related offending | | | | | | | | |
| LAA Targets within Safer Block to be confirmed | | | | | | | | |

Grants - Table 6

| Revenue Name | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|----------------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| SSCF | 0.088 | 0.088 | 0.088 | 0.088 | 0.088 | 0.088 |
| ABG SSCF | 0.419 | 0.419 | 0.419 | 0.419 | 0.419 | 0.419 |
| NTA PTB | 1.618 | 1.618 | 1.618 | 1.618 | 1.618 | 1.618 |
| LPSA | 0.174 | 0 | 0 | 0 | 0 | 0 |
| YPSMPG | 0.311 | 0.311 | 0.311 | 0.311 | 0.311 | 0.311 |
| Rollover 06/11 | 0.208 | 0 | 0 | 0 | 0 | 0 |
| Certain | 2.818 | 2.436 | 2.436 | 2.436 | 2.436 | 2.436 |
| DIP | 0.217 | 0.217 | 0.217 | 0.217 | 0.217 | 0.217 |
| Uncertain | 0.217 | 0.217 | 0.217 | 0.217 | 0.217 | 0.217 |
| Total | 0.425 | 0.217 | 0.217 | 0.217 | 0.217 | 0.217 |
| Capital Grants | 0.026 | 0.026 | 0.026 | 0.026 | 0.026 | 0.026 |

Service Summary – Community Safety

| Subjective - Table 9 | Cash freeze | | Unavoid | | Growth | |
|-------------------------------|-------------|---------|---------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m | £m | £m |
| Employees | 0.278 | 0.273 | 0.313 | 0.313 | | |
| Premises related expenditure | 0.012 | 0.012 | 0.012 | 0.012 | | |
| Transport related expenditure | 0.000 | 0.000 | 0.000 | 0.000 | | |
| Supplies & Services | 0.008 | 0.008 | 0.008 | 0.008 | | |
| Third Party payments | 3.751 | 3.615 | 3.615 | 3.615 | | |
| Transfer payments | 0.000 | 0.000 | 0.000 | 0.000 | | |
| Recharges | -0.006 | -0.006 | -0.006 | -0.006 | | |
| Income | -3.914 | -3.770 | -3.770 | -3.770 | | |
| | 0.129 | 0.132 | 0.172 | 0.172 | | |

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High Low £m | Mitigation |
|---|-----------|----------|---|---|
| Retention of staff as a result of pay reform and other council wide developments. | Medium | Medium | | Pay reform and 1C4W recruitment protocols. |
| Cash Freeze - serious risk to ability to deliver on LAA , which could lead to challenge from partners under S.17 of Crime and Disorder Act. | Low | Low | | Seek additional funding from partner bodies |

Other Income - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income | |
|---------|---------------|-----------------|---------------|-----------------|------------------|-----------------|---------------|-----------------|
| | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m |
| 2007-08 | | | | 0.879 | | | 3.697 | 0.217 |
| 2008-09 | | | | 0.909 | | | 3.345 | 0.217 |
| 2009-10 | | | | 0.909 | | | 3.345 | 0.217 |
| 2010-11 | | | | 0.909 | | | 3.345 | 0.217 |
| 2011-12 | | | | 0.909 | | | 3.345 | 0.217 |
| 2012-13 | | | | 0.909 | | | 3.345 | 0.217 |

Efficiency Savings and Cost Reduction Table 11

| | Amount £ m | Description |
|---------|---------------|----------------|
| 2008-09 | | <list details> |
| 2009-10 | | |
| 2010-11 | | |
| 2011-12 | | |
| 2012-13 | | |
| | 0.000 | |

Cash Freeze

| FTE's - Table 13 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.066 | 0.068 | 0.069 | 0.071 | 0.073 | 0.075 |
| Principal Officer | 0.159 | 0.163 | 0.167 | 0.171 | 0.176 | 0.180 |
| Other | 0.046 | 0.047 | 0.048 | 0.050 | 0.051 | 0.052 |
| | 0.271 | 0.278 | 0.285 | 0.292 | 0.299 | 0.307 |
| | No | No | No | No | No | No |
| Hay and Above | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Principal Officer | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Other | 2.18 | 2.18 | 2.18 | 2.18 | 2.18 | 2.18 |
| | 7.18 | 7.18 | 7.18 | 7.18 | 7.18 | 7.18 |

Unavoidable Costs

| FTE's - Table 13 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m |
| Hay and Above | 0.066 | 0.068 | 0.069 | 0.071 | 0.073 |
| Principal Officer | 0.159 | 0.163 | 0.167 | 0.171 | 0.176 |
| Other | 0.046 | 0.047 | 0.048 | 0.050 | 0.052 |
| | 0.271 | 0.278 | 0.285 | 0.292 | 0.307 |
| | No | No | No | No | No |
| Hay and Above | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Principal Officer | 4.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Other | 2.18 | 2.18 | 2.18 | 2.18 | 2.18 |
| | 7.18 | 8.18 | 8.18 | 8.18 | 8.18 |

Growth

| FTE's - Table 13 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m |
| Hay and Above | 0.066 | 0.068 | 0.069 | 0.071 | 0.073 |
| Principal Officer | 0.159 | 0.163 | 0.167 | 0.171 | 0.176 |
| Other | 0.046 | 0.047 | 0.048 | 0.050 | 0.052 |
| | 0.271 | 0.278 | 0.285 | 0.292 | 0.307 |
| | No | No | No | No | No |
| Hay and Above | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Principal Officer | 4.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Other | 2.18 | 2.18 | 2.18 | 2.18 | 2.18 |
| | 7.18 | 8.18 | 8.18 | 8.18 | 8.18 |

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 Explanation of major movements in number of FTEs: <Please provide detail>

| Major Cost Pressures in 2008-09 - Table 15 | | |
|--|-------|---|
| Description | £m | Reason for cost pressure, KPI or service standard impacted |
| Staffing | 0.040 | Staffing Additional responsibility crime and disorder. LAA target |

LAA Memo - Table 16

| | £m |
|--|-------|
| Capital grants assumed in budget, expected through LAA | 0.026 |
| Revenue grants assumed in budget, expected through LAA | 0.507 |
| Other funding assumed <please detail> | |
| | 0.533 |

Service Summary – Libraries and Heritage Services

Proforma A

Budget, Performance and Risk

Service Description

Policy Description:-

LIBRARIES & HERITAGE

Budget Analysis - Table 1

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|-------------------|-------------|----------------|------------------|---------------|---------|-------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| Unavoidable costs | | | | | | | |
| 2007-08 | 6.518 | 1.027 | 0.000 | 7.545 | 0.944 | 8.489 | |
| 2008-09 | 6.588 | 1.186 | 0.000 | 7.774 | 0.672 | 8.446 | -1% |
| 2009-10 | 6.725 | 1.186 | 0.000 | 7.911 | 0.015 | 7.926 | -6% |
| 2010-11 | 6.935 | 1.186 | 0.000 | 8.121 | 0.015 | 8.136 | 3% |
| 2011-12 | 7.151 | 1.186 | 0.000 | 8.337 | 0.000 | 8.337 | 2% |
| 2012-13 | 7.373 | 1.186 | 0.000 | 8.559 | 0.000 | 8.559 | 3% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 6.544 | 6.528 | 6.544 | -0.016 |
| 2007-08 | 6.574 | 6.518 | 6.518 | 0 |

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|-------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|
| | | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Libraries | 5.853 | 6.020 | 6.104 | 6.174 | 6.110 | 6.266 | 6.266 | 6.272 | 6.433 | 6.433 | 6.437 | 6.603 | 6.603 | 6.607 | 6.777 | 6.777 |
| Art Grant | 0.079 | 0.081 | 0.081 | 0.081 | 0.083 | 0.083 | 0.083 | 0.085 | 0.085 | 0.085 | 0.087 | 0.087 | 0.087 | 0.090 | 0.090 | 0.090 |
| Heritage | 1.613 | 1.673 | 1.673 | 1.673 | 1.718 | 1.718 | 1.718 | 1.764 | 1.764 | 1.764 | 1.813 | 1.813 | 1.813 | 1.862 | 1.862 | 1.862 |
| Income continuing | -1.027 | -1.186 | -1.044 | -1.044 | -1.186 | -1.044 | -1.044 | -1.186 | -1.044 | -1.044 | -1.186 | -1.044 | -1.044 | -1.186 | -1.044 | -1.044 |
| Income uncertain | | | | | | | | | | | | | | | | |
| Total | 6.518 | 6.588 | 6.814 | 6.884 | 6.725 | 7.023 | 7.023 | 6.935 | 7.238 | 7.238 | 7.151 | 7.459 | 7.459 | 7.373 | 7.685 | 7.685 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| Cash Freeze/Unavoidable Costs | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---|-----------|-----------|-------|-----------|-----------|-------|-----------|-----------|-------|-----------|-----------|-------|-----------|-----------|-------|-----------|-----------|-------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| | £ | £m | £m | £ | £m | £m | £ | £m | £m | £ | £m | £m | £ | £m | £m | £ | £m | £m |
| Library opening hours for year | 56,962 | 91.71 | 5,224 | 56,962 | 91.71 | 5,224 | 56,962 | 91.71 | 5,224 | 56,962 | 91.71 | 5,224 | 56,962 | 91.71 | 5,224 | 56,962 | 91.71 | 5,224 |
| Public computer terminals in libraries offering internet access | 214 | | | 214 | | | 214 | | | 214 | | | 214 | | | 214 | | |
| Stock items added in year | 88,933 | | | 97,193 | | | 88,933 | | | 88,933 | | | 88,933 | | | 88,933 | | |
| Number of library loans in year | 2,889,924 | | | 2,918,823 | | | 2,948,011 | | | 2,977,492 | | | 3,007,267 | | | 3,037,339 | | |
| Number of active members | 108,000 | | | 108,500 | | | 109,000 | | | 109,500 | | | 110,000 | | | 110,500 | | |
| Number of physical library visits | 2,204,770 | 2.37 | 5,225 | 2,182,722 | | | 2,160,895 | | | 2,139,286 | | | 2,117,893 | | | 2,096,714 | | |
| Number of 'virtual' library visits | | | | | | | | | | | | | | | | | | |
| Methodology for counting this is being finalised nationally. However, the number of virtual visits will increase over the period. | | | | | | | | | | | | | | | | | | |

Growth

| Growth | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---|-----------|-----------|-------|-----------|-----------|-------|-----------|-----------|-------|-----------|-----------|-------|-----------|-----------|-------|-----------|-----------|-------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| | £ | £m | £m | £ | £m | £m | £ | £m | £m | £ | £m | £m | £ | £m | £m | £ | £m | £m |
| Library opening hours for year | 56,962 | 91.71 | 5,224 | 56,962 | 91.71 | 5,224 | 56,962 | 91.71 | 5,224 | 56,962 | 91.71 | 5,224 | 56,962 | 91.71 | 5,224 | 56,962 | 91.71 | 5,224 |
| Public computer terminals in libraries offering internet access | 214 | | | 214 | | | 214 | | | 214 | | | 214 | | | 214 | | |
| Stock items added in year | 88,933 | | | 97,193 | | | 88,933 | | | 88,933 | | | 88,933 | | | 88,933 | | |
| Number of library loans in year | 2,889,924 | | | 2,918,823 | | | 3,052,702 | | | 3,086,371 | | | 3,120,501 | | | 3,155,102 | | |
| Number of active members | 108,000 | | | 108,500 | | | 109,000 | | | 109,500 | | | 110,000 | | | 110,500 | | |
| Number of physical library visits | 2,204,770 | 2.37 | 5,225 | 2,182,722 | | | 2,228,653 | | | 2,209,416 | | | 2,190,478 | | | 2,171,839 | | |
| Number of 'virtual' library visits | | | | | | | | | | | | | | | | | | |
| Methodology for counting this is being finalised nationally. However, the number of virtual visits will increase over the period. | | | | | | | | | | | | | | | | | | |

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Service Summary – Libraries and Heritage Services

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|
| % of library visitors who found a book to borrow | | | 90% | 90% | 90% | 90% | 90% | |
| % of library visitors who found info they were looking for | | | 80% | 80% | 80% | 80% | 80% | |

| Subjective - Table 9 | Cash freeze | | | |
|-------------------------------|-------------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m |
| Employees | 4.336 | 4.420 | 4.492 | 4.492 |
| Premises related expenditure | 1.513 | 1.634 | 1.634 | 1.634 |
| Transport related expenditure | 0.175 | 0.179 | 0.179 | 0.179 |
| Supplies & Services | 1.362 | 1.378 | 1.391 | 1.461 |
| Third Party payments | 0.160 | 0.163 | 0.163 | 0.163 |
| Transfer payments | 0.000 | 0.000 | 0.000 | 0.000 |
| Restructuring | 0.000 | 0.000 | 0.000 | 0.000 |
| Income | -1.028 | -1.186 | -1.044 | -1.045 |
| | 6.518 | 6.588 | 6.815 | 6.884 |

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity | | Mitigation |
|---|-----------|----------|----------------------|--------|--|
| | | | High £m | Low £m | |
| Brand space income required for Libraries & Heritage Services. | Low | Low | 0.100 | 0.000 | Marketing campaign |
| Retention of staff as a result of pay reform and other council wide developments. | Medium | Medium | | | Pay reform and 1C4W recruitment protocols. |

Growth Items - 2008-09 - Table 12

| £m | Description | Corporate plan target impacting on and to what extent |
|-------|-------------------|---|
| 0.100 | Purchase of Books | This will impact on 2 service standards - cost per loan and cost per visit. Forecast is for a 4% increase in loans and 3.5% increase in visits. |

Cash Freeze

| FTE's - Table 13 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.057 | 0.058 | | | | |
| Principal Officer | 0.893 | 0.915 | | | | |
| Other | 3.650 | 3.741 | | | | |
| | 4.600 | 4.715 | 0 | 0 | 0 | 0 |
| | No | No | No | No | No | No |
| Hay and Above | 1 | 1 | | | | |
| Principal Officer | 25.42 | 25.42 | | | | |
| Other | 163.03 | 161.03 | | | | |
| | 189.45 | 187.45 | 0 | 0 | 0 | 0 |

Explanation of major movements in number of FTEs: <Please provide detail>

Note: 07-08 Salary costs exclude vacancy factor of 2.23%

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Other Income - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income | |
|---------|---------------|-----------|--------------|-----------|------------------|-----------|--------------|-----------|
| | Certain | Uncertain | Certain | Uncertain | Certain | Uncertain | Certain | Uncertain |
| | £m | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | | | | | 1.027 | | 1.027 | 0 |
| 2008-09 | | | | | 1.186 | | 1.186 | 0.000 |
| 2009-10 | | | | | 1.186 | | 1.186 | 0.000 |
| 2010-11 | | | | | 1.186 | | 1.186 | 0.000 |
| 2011-12 | | | | | 1.186 | | 1.186 | 0.000 |
| 2012-13 | | | | | 1.186 | | 1.186 | 0.000 |
| | 0.000 | 0.000 | 0.000 | 0.000 | 6.957 | 0.000 | 6.957 | 0.000 |

Cash freeze option

Efficiency Savings and Cost Reduction Table 11

| | Amount | Description |
|---------|--------|---|
| | | £m |
| 2008-09 | -0.174 | Increase income, policy change, closure of 1 part time library, and reduction of professional support |
| 2010-11 | | |
| 2011-12 | | |
| 2012-13 | | |
| | 0.000 | |

Revenue costs of capital programme bids included above - Table 14

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|------------------------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| Library Refurbishments | | 0.004 | 0.009 | 0.009 | 0.009 | 0.009 |

Service Summary – Libraries and Heritage Services

Unavoidable costs

| FTE's - Table 13 | | | | | | |
|--|---------|---------|---------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
| | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.057 | 0.059 | | | | |
| Principal Officer | 0.893 | 0.920 | | | | |
| Other | 3.650 | 3.762 | | | | |
| | 4.600 | 4.742 | 0.000 | 0.000 | 0.000 | 0.000 |
| | | | | | | |
| | No | No | No | No | No | No |
| Hay and Above | 1 | 1 | | | | |
| Principal Officer | 25.42 | 25.42 | | | | |
| Other | 163.03 | 161.03 | | | | |
| | 189.45 | 187.45 | 0 | 0 | 0 | 0 |
| Explanation of major movements in number of FTEs: <Please provide detail> | | | | | | |
| Note:07-08 Salary costs exclude vacancy factor of 2.23% | | | | | | |

| Major Cost Pressures In 2008-09 - Table 15 | | |
|---|-------|--|
| Description | £m | Reason for cost pressure, KPI or service standard impacted and effect of not funding |
| Inflationary pressures | 0.201 | Large proportion of budget is staffing/premise related costs. |
| | | |

Service Summary – Waste Services

Proforma A

Budget, Performance and Risk

Service Description
Policy Description:-

WASTE MANAGEMENT

To manage the statutory waste disposal function of the County Council, with particular emphasis on:-

1. the corporate goal of making Wiltshire the most waste efficient county by 2014.
2. value for money.
3. improving waste minimisation, recycling and composting service for the public, including provision of information, news, advice, guidance and motivation.
4. meeting government targets for waste minimisation, recycling, composting and other diversion from landfill.
5. working in partnership with the Wiltshire Waste Collection Authorities and Swindon Borough Council in the Wiltshire Waste Partnership.
6. protecting the environment by provision of resource efficient services and appropriate management of active and closed waste sites.

Budget Analysis - Table 1

Unavoidable Costs Option

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|---------|-------------|----------------|------------------|---------------|---------|--------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 15.150 | 2.190 | 0.000 | 17.340 | 0.000 | 17.340 | |
| 2008-09 | 18.037 | 2.195 | 0.000 | 20.232 | 0.000 | 20.232 | 17% |
| 2009-10 | 20.598 | 2.362 | 0.000 | 22.960 | 0.000 | 22.960 | 13% |
| 2010-11 | 22.934 | 2.529 | 0.000 | 25.463 | 0.000 | 25.463 | 11% |
| 2011-12 | 23.049 | 2.585 | 0.000 | 25.634 | 0.000 | 25.634 | 1% |
| 2012-13 | 25.167 | 2.642 | 0.000 | 27.809 | 0.000 | 27.809 | 8% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 14.597 | 14.700 | 14.713 | 0.013 |
| 2007-08 | 15.152 | 15.150 | 15.150 | 0.000 |

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|--------------------------------------|---------------|--------------|---------------|--------------|--------------|---------------|--------------|--------------|---------------|--------------|--------------|---------------|--------------|--------------|---------------|--------------|
| | | Unavoidable | | Growth | Unavoidable | | Growth | Unavoidable | | Growth | Unavoidable | | Growth | Unavoidable | | Growth |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Landfill & Recycling contract (+tax) | 15.611 | | 14.471 | | | 15.927 | | | 15.193 | | | 13.512 | | | 13.669 | |
| Recycling developments | 0.541 | | 0.000 | | | 0.000 | | | 0.000 | | | 0.000 | | | 0.000 | |
| Landfill Diversion contracts | 0.000 | | 5.147 | | | 6.057 | | | 9.415 | | | 12.938 | | | 13.261 | |
| Fines/LATS Trading | 0.000 | | -0.533 | | | 0.000 | | | 0.000 | | | -1.692 | | | 0.000 | |
| Waste minimisation | 0.130 | | 0.134 | | | 0.138 | | | 0.142 | | | 0.146 | | | 0.151 | |
| Other WDA functions | 0.802 | | 0.749 | | | 0.566 | | | 0.434 | | | 0.441 | | | 0.430 | |
| Income | -2.190 | | -2.195 | | | -2.362 | | | -2.530 | | | -2.585 | | | -2.642 | |
| Management | 0.256 | | 0.264 | | | 0.272 | | | 0.280 | | | 0.289 | | | 0.298 | |
| Capital | 0.000 | | 0.000 | | | 0.000 | | | 0.000 | | | 0.000 | | | 0.000 | |
| Total | 15.150 | 0.000 | 18.037 | 0.000 | 0.000 | 20.598 | 0.000 | 0.000 | 22.934 | 0.000 | 0.000 | 23.049 | 0.000 | 0.000 | 25.167 | 0.000 |

*Notional Split of Landfill and Recycling contract

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

Unavoidable Costs

Landfill contract (inc tax)
Landfill Diversion contracts

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|------------------------------|---------|-----------|------------|---------|-----------|------------|---------|-----------|------------|---------|-----------|------------|---------|-----------|------------|---------|-----------|------------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Landfill contract (inc tax) | 263,000 | 59.36 | 15,611,000 | 230,500 | 62.78 | 14,471,000 | 223,000 | 71.42 | 15,927,000 | 198,000 | 76.73 | 15,193,000 | 174,000 | 77.66 | 13,512,000 | 180,000 | 75.94 | 13,669,000 |
| Landfill Diversion contracts | - | - | - | 37,500 | 137.25 | 5,147,000 | 50,000 | 121.14 | 6,057,000 | 80,000 | 117.69 | 9,415,000 | 110,000 | 117.62 | 12,938,000 | 110,000 | 120.55 | 13,261,000 |
| | 263,000 | | 15,611,000 | 268,000 | | 19,618,000 | 273,000 | | 21,984,000 | 278,000 | | 24,608,000 | 284,000 | | 26,450,000 | 290,000 | | 26,930,000 |

Key Unit costs

Option 1
Net Revenue cost per head
- Wilts
Avg English counties

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---------------------------|---------|---------|---------|---------|---------|---------|
| Net Revenue cost per head | 33.35 | 39.28 | 44.48 | 49.18 | 49.13 | 53.32 |
| - Wilts | 33.35 | 39.28 | 44.48 | 49.18 | 49.13 | 53.32 |
| Avg English counties | 35.27 | | | | | |

(Note: WCC April 2005 pop'n projections used.)

Grants - Table 6

| Revenue | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------|---------|---------|---------|---------|---------|---------|
| Name | £m | £m | £m | £m | £m | £m |
| <LIST ALL GRANTS> | | | | | | |
| Waste perfo | 0.541 | | | | | |
| Certain | 0.541 | 0 | 0 | 0 | 0 | 0 |
| Uncertain | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 0.541 | 0 | 0 | 0 | 0 | 0 |
| Capital | | | | | | |
| Grants | | | | | | |

Service Summary – Waste Services

Key Performance Standards & Assumptions - Table 5

| All Scenarios | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|
| Waste arising (tonnes) | 263,000 | 268,000 | 273,000 | 278,000 | 284,000 | 290,000 |
| Waste Landfilled - Tonnes | | | | | | |
| Waste Recycled | | | | | | |
| Waste -Other diversion from Landfill | | | | | | |
| Biodegradable Landfill allowance (tonnes) -target avoiding Fines | 118,124 | 106,776 | 93,158 | 82,789 | 72,419 | 62,050 |
| Landfill Tax £ per tonne | 24 | 32 | 40 | 48 | 48 | 48 |
| Traded Landfill allowances Assumed £ per tonne | 0 | 10 | 10 | 30 | 30 | 30 |
| Fines Per Tonne £ | 150 | 150 | 150 | 150 | 150 | 150 |
| Cash Freeze/ Unavoidable Costs | | | | | | |
| H'hld Waste Collection (kgs per head) (BV84) | 502 | 507 | 514 | 521 | 529 | 530 |
| Total h'hld waste recycling / composting (BV82a/b) | 37.6% | 37.6% | 39.1% | 39.1% | 39.0% | 39.1% |
| H'hld Waste to Energy (BV82c) | 0.0% | 16.1% | 21.0% | 24.7% | 28.2% | 27.9% |
| H'hld Waste to Landfill (BV82d) (Source: DCLG, www.bvpi.gov.uk) | 62.4% | 46.4% | 39.9% | 33.0% | 25.6% | 25.8% |

Other Income - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income | |
|---------|---------------|-----------------|---------------|-----------------|------------------|-----------------|---------------|-----------------|
| | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m |
| 2007-08 | 0.717 | | | | 0.932 | | 2.190 | 0.000 |
| 2008-09 | 1.175 | | | | 1.020 | | 2.195 | 0.000 |
| 2009-10 | 1.210 | | | | 1.152 | | 2.362 | 0.000 |
| 2010-11 | 1.246 | | | | 1.283 | | 2.529 | 0.000 |
| 2011-12 | 1.284 | | | | 1.301 | | 2.585 | 0.000 |
| 2012-13 | 1.322 | | | | 1.320 | | 2.642 | 0.000 |

| Subjective - Table 9 | Cash freeze | | Unavoid | | Growth (Option A) | |
|-------------------------------|-------------|---------|---------|---------|-------------------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m | £m | £m |
| Employees | 0.239 | | 0.243 | | | |
| Premises related expenditure | 0.001 | | 0.001 | | | |
| Transport related expenditure | 0.011 | | 0.009 | | | |
| Supplies & Services | 0.230 | | 0.114 | | | |
| Third Party payments | 16.859 | | 19.865 | | | |
| Transfer payments | 0.000 | | 0.000 | | | |
| Restructuring | 0.000 | | 0.000 | | | |
| Income | -2.190 | | -2.195 | | | |
| | 15.150 | 0.000 | 18.037 | | 0.000 | |

Demographics - Table 8

| Year | Volume (Tonnes MSW) | % change | 3 year avg |
|---------|---------------------------|----------|------------|
| 2005-06 | 259,703 | | |
| 2006-07 | 263,000 | 1.27% | 2.00% |
| 2007-08 | 263,000 | 0.00% | 2.00% |
| 2008-09 | 268,000 | 2.00% | 2.00% |
| 2009-10 | 273,000 | 2.00% | 2.00% |
| 2010-11 | 278,000 | 2.00% | 2.00% |
| 2011-12 | 284,000 | 2.00% | 2.00% |
| 2012-13 | 290,000 | 2.00% | 2.00% |

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity | | Mitigation |
|--|--------------|----------|----------------------|-----------|-----------------------------|
| | | | High £m | Low £m | |
| Cash freeze/ Unavoidable Costs | | | | | |
| Tonnages increase by 2%(high)/1%(low) more than assumption | low | low | 0.421 | 0.211 | Defer recycling initiatives |
| Contract inflation 1% above assumption | medium | low | 0.140 | 0.140 | Defer recycling initiatives |
| Failure to agree additional contracts for waste diversion | low | low | 0.250 | 0.250 | Impact from 2009-10 onwards |
| Sale price of LATs allowance lower than forecast (High £5/T, low £4/T) | medium | medium | 0.532 | 0.266 | Defined as income at risk |
| Unplanned costs of dealing with Site contamination - subject to EA | low | low | 0.500 | 0.050 | Negotiate with EA. |
| Reduced prices for paper recyclates (high £19/T, low £9/T) | low | low | 0.266 | 0.126 | Defer recycling initiatives |
| Landfill Tax escalator to be reviewed 2011/12 | High | medium | | | Increase landfill diversion |

Efficiency Savings and Cost Reduction Table 11

| | Amount £ m | Description |
|---------|---------------|-------------|
| 2008-09 | | |
| 2009-10 | | |
| 2010-11 | | |
| 2011-12 | | |
| 2012-13 | | |
| | 0.000 | |

Service Summary – Waste Services

Growth Items - 2008-09 - Table 12

| Description | £m | Corporate plan target impacting on and to what extent |
|--|-------|---|
| Food Waste Recycling - Whole County Option A | 8.455 | Maintains Top Quartile recycling performance |
| OR Food Waste Recycling - Urban areas only Option B | 4.766 | Maintains Top Quartile recycling performance |

FTES - Table 13

| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Hay and Above | 0.053 | 0.058 | 0.056 | 0.057 | 0.059 | 0.060 |
| Principal Officer | 0.069 | 0.070 | 0.072 | 0.074 | 0.076 | 0.078 |
| Other | 0.110 | 0.106 | 0.116 | 0.118 | 0.121 | 0.124 |
| | 0.232 | 0.234 | 0.244 | 0.250 | 0.256 | 0.262 |
| | No | No | No | No | No | No |
| Hay and Above | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Principal Officer | 1.76 | 1.76 | 1.76 | 1.76 | 1.76 | 1.76 |
| Other | 4.00 | 3.81 | 4.00 | 4.00 | 4.00 | 4.00 |
| | 6.76 | 6.57 | 6.76 | 6.76 | 6.76 | 6.76 |

Explanation of major movements in number of FTEs:

<Please provide detail>

Revenue costs of capital programme bids included above - Table 14

| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| <please detail revenue costs and savings by capital bid so that can> | | | | | | |

Notes:

Major Cost Pressures In 2008-09 - Table 15

| Description | £m | Reason for cost pressure, KPI or service standrd impacted and effect of not funding |
|--|--------|---|
| Landfill Tax | 0.984 | Increase rom £24, to £32 per tonne |
| Landfill Diversion Contract | 5.147 | Lakeside Contract.To achieve additional 50,000 tonnes(full year) of Landfill diversion and Avoid fines of £150 per tonne in Future years. |
| Offsetting savings | -3.157 | net savings in other disposal and recycling costs |
| Funding from Landfill AllowanceTrading | -0.532 | Sale of Lat Surplus at end of Trading period |
| Grant Loss | 0.541 | Potential Loss of Waste Performance and Efficiency Grant from 2008-9 |
| | 2.983 | Net cash cost pressure 2008-9 |

LAA Memo - Table 16

Capital grants assumed in budget, expected through LAA
Revenue grants assumed in budget, expected through LAA
Other funding assumed through <please detail>

£m

Service Summary – Passenger Transport Services

Proforma A

Budget, Performance and Risk

Service Description

Policy Description:-

PASSENGER TRANSPORT

Public Transport

To Promote the availability of Public Transport - to provide access to a wide range of opportunities to those without a car - and to provide a wider range of travel choices as an alternative to the car, so contributing to reduced congestion, air pollution and improved road safety

Education Transport

To provide home to school and college transport for entitled pupils and students

Budget Monitoring - Table 2

| Year | Original budget £m | Approved budget £m | (Proj) Outturn £m | Variation £m |
|---------|-----------------------|-----------------------|----------------------|-----------------|
| 2006-07 | 12,825 | 12,228 | 12,027 | -0.201 |
| 2007-08 | 13,549 | 13,539 | 13,539 | 0 |

Budget Analysis - Table 1

Unavoidable Costs Option

| | Net Revenue £m | Income Certain £m | Income Uncertain £m | Gross Revenue £m | Capital £m | Total £m | change £m |
|---------|-------------------|----------------------|------------------------|---------------------|---------------|-------------|--------------|
| 2007-08 | 13.539 | 2.298 | 0.940 | 16.777 | | 16.777 | |
| 2008-09 | 14.067 | 0.994 | 2.317 | 17.378 | | 17.378 | 3.6% |
| 2009-10 | 14.845 | 1.070 | 2.465 | 18.380 | | 18.380 | 5.8% |
| 2010-11 | 15.745 | 1.096 | 2.580 | 19.421 | | 19.421 | 5.7% |
| 2011-12 | 16.920 | 1.121 | 2.695 | 20.736 | | 20.736 | 6.8% |
| 2012-13 | 18.087 | 1.148 | 2.710 | 21.945 | | 21.945 | 5.8% |

Objective Budget - Table 3

| | 2007-08 £m | 2008-09 Cash freeze £m | 2008-09 Unavoidable cost £m | 2008-09 Growth £m | 2009-10 Cash freeze £m | 2009-10 Unavoidable cost £m | 2009-10 Growth £m | 2010-11 Cash freeze £m | 2010-11 Unavoidable cost £m | 2010-11 Growth £m | 2011-12 Cash freeze £m | 2011-12 Unavoidable cost £m | 2011-12 Growth £m | 2012-13 Cash freeze £m | 2012-13 Unavoidable cost £m | 2012-13 Growth £m |
|--------------------------|---------------|------------------------------|-----------------------------------|-------------------------|------------------------------|-----------------------------------|-------------------------|------------------------------|-----------------------------------|-------------------------|------------------------------|-----------------------------------|-------------------------|------------------------------|-----------------------------------|-------------------------|
| Public Transport | | | | | | | | | | | | | | | | |
| Expenditure | 5.217 | | 5.498 | | | 5.731 | | | 5.973 | | | 6.458 | | | 6.985 | |
| Income | -1.644 | | -1.640 | | | -1.650 | | | -1.660 | | | -1.670 | | | -1.681 | |
| Net | 3.573 | 0.000 | 3.858 | 0.000 | 0.000 | 4.081 | 0.000 | 0.000 | 4.313 | 0.000 | 0.000 | 4.788 | 0.000 | 0.000 | 5.304 | 0.000 |
| Education Transport | | | | | | | | | | | | | | | | |
| Expenditure | 9.389 | | 9.889 | | | 10.610 | | | 11.359 | | | 12.137 | | | 12.766 | |
| Income | -0.604 | | -0.859 | | | -1.054 | | | -1.164 | | | -1.273 | | | -1.283 | |
| Net | 8.785 | 0.000 | 9.030 | 0.000 | 0.000 | 9.556 | 0.000 | 0.000 | 10.195 | 0.000 | 0.000 | 10.864 | 0.000 | 0.000 | 11.483 | 0.000 |
| Staffing & Related Costs | 1.076 | | 1.074 | | | 1.100 | | | 1.127 | | | 1.155 | | | 1.184 | |
| School Crossing Patrols | 0.105 | | 0.105 | | | 0.108 | | | 0.110 | | | 0.113 | | | 0.116 | |
| Total | 13.539 | 0.000 | 14.067 | 0.000 | 0.000 | 14.845 | 0.000 | 0.000 | 15.745 | 0.000 | 0.000 | 16.920 | 0.000 | 0.000 | 18.087 | 0.000 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|--|---------------|-----------|------------------|---------------|-----------|------------------|---------------|-----------|-------------------|---------------|-----------|-------------------|---------------|-----------|-------------------|---------------|-----------|-------------------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Unavoidable Costs | | | | | | | | | | | | | | | | | | |
| Public Transport | | | | | | | | | | | | | | | | | | |
| Passenger No's on Supported Services | 3,519,000 | 1.48 | 5,217,000 | 3,519,000 | 1.55 | 5,452,000 | 3,519,000 | 1.63 | 5,731,000 | 3,519,000 | 1.70 | 5,973,000 | 3,519,000 | 1.84 | 6,458,000 | 3,519,000 | 1.98 | 6,985,000 |
| Education Transport | | | | | | | | | | | | | | | | | | |
| No of Mainstream pupils Transported - Existing | 11,162 | 841 | 9,389,000 | 11,195 | 865 | 9,682,000 | 11,206 | 904 | 10,127,000 | 11,139 | 965 | 10,748,000 | 11,059 | 1031 | 11,310,000 | 11,059 | 1,080 | 11,938,885 |
| No of Additional Mainstream Pupils transported | | | 0 | 412 | 1000 | 207,000 | 595 | 1050 | 483,000 | 778 | 1100 | 611,000 | 961 | 1160 | 827,000 | 961 | 1160 | 827,000 |
| New Education act | | | | | | | | | | | | | | | | | | |
| Total Education | 11,162 | | 9,389,000 | 11,607 | | 9,889,000 | 11,801 | | 10,610,000 | 11,917 | | 11,359,000 | 12,020 | | 12,137,000 | 12,020 | | 12,765,885 |

Service Summary – Passenger Transport Services

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|
| Cash freeze | | | | | | | | |
| Public Transport | | | | | | | | |
| % of Rural Transport with access to a daily or better weekday bus service | 90 | 90 | 90 | 90 | 90 | 90 | 90 | 90 |
| An hourly or better weekday bus service | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |

Unavoidable Costs

| | | | | | | | | |
|---|----|----|----|----|----|----|----|----|
| Public Transport | | | | | | | | |
| % of Rural Transport with access to a daily or better weekday bus service | 90 | 90 | 90 | 90 | 90 | 90 | 90 | 90 |
| An hourly or better weekday bus service | 64 | 64 | 64 | 64 | 64 | 64 | 64 | 64 |

Growth-no growth proposed.

Key unit costs

| | 2005-06 | 2006-07 | 2007-08 |
|---|---------|---------|---------|
| Net Revenue costs per Head-Public Transport | | | |
| -Wiltshire | 11.30 | 11.24 | 12.16 |
| -Average English Counties | 9.08 | 9.31 | 9.39 |
| -minimum | 5.27 | 3.44 | 3.88 |
| -maximum | 16.81 | 15.93 | 19.24 |

| Subjective - Table 9 | Cash freeze | | Unavoid | Growth |
|-------------------------------|-------------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m |
| Employees | 2.155 | | 2.043 | |
| Premises related expenditure | 0.003 | | 0.003 | |
| Transport related expenditure | 0.032 | | 0.031 | |
| Supplies & Services | 0.170 | | 0.277 | |
| Third Party payments | 14.417 | | 15.024 | |
| Transfer payments | 0.000 | | 0.000 | |
| Restructuring | 0.000 | | 0.000 | |
| Income | -3.238 | | -3.311 | |
| | 13.539 | 0 | 14.067 | 0 |

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High £m | Low £m | Mitigation |
|--|-----------|----------|------------------------------------|-----------|---|
| ALL Scenarios | | | | | |
| Public Transport | | | | | |
| Contract Price increase above forecast (approx 7.2%) | Med | High | 0.212 | 0.085 | Reduce supported Bus Services |
| Loss/Reduction in Rural Bus Subsidy Grant | Low | High | 1.338 | 0.669 | Reduce supported Bus Services Grant not ring fenced to rural areas |
| Deregistration of commercial bus services | Med | High | 0.100 | 0.000 | Possible reduction in other supported services if deregistered service replaced |
| Education Transport | | | | | |
| Contract Price increase above forecast (approx 5.6%) | Med | High | 0.495 | 0.182 | No mitigation within Education transport budget savings to be found elsewhere |
| Lower than expected Grant for Extended Rights | Med | medium | 0.104 | 0% | Figures assume that Govt Grant will cover 50% of additional costs |

Grants - Table 6

| Revenue | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|------------------------------|---------|---------|---------|---------|---------|---------|
| Name | £m | £m | £m | £m | £m | £m |
| Rural Bus Sub | 1.338 | | | | | |
| Rural Bus Chai | 0.146 | | | | | |
| Certain | 1.484 | 0 | 0 | 0 | 0 | 0 |
| Rural Bus Subsidy Grant* | | 1.338 | 1.338 | 1.338 | 1.338 | 1.338 |
| Extended Rights-Schol Transp | | 0.164 | 0.292 | 0.385 | 0.478 | 0.488 |
| Uncertain | 0 | 1.502 | 1.63 | 1.723 | 1.816 | 1.826 |
| Total | 1.484 | 1.502 | 1.63 | 1.723 | 1.816 | 1.826 |
| Capital Grants | | | | | | |

* Dependent on Comprehensive Spending Review (CSR)

Notes on grant funding: <Please note any funding changes (grants in to or out of RSG for example)>

Other Income - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income | |
|---------|---------------|-----------|--------------|-----------|------------------|-----------|--------------|-----------|
| | Certain | Uncertain | Certain | Uncertain | Certain | Uncertain | Certain | Uncertain |
| | £m | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 0.160 | | | | 0.654 | 0.940 | 2.298 | 0.940 |
| 2008-09 | 0.195 | | | | 0.799 | 0.815 | 0.994 | 2.317 |
| 2009-10 | 0.203 | | | | 0.867 | 0.835 | 1.070 | 2.465 |
| 2010-11 | 0.211 | | | | 0.885 | 0.857 | 1.096 | 2.580 |
| 2011-12 | 0.219 | | | | 0.902 | 0.879 | 1.121 | 2.695 |
| 2012-13 | 0.228 | | | | 0.920 | 0.884 | 1.148 | 2.710 |

School Transport

| Demographics - Table 8 | | | | see chart |
|------------------------|--------|----------|------------|-----------|
| Year | Volume | % change | 3 year avg | |
| 2005-06 | 11,249 | 0.00% | | |
| 2006-07 | 11,249 | 0.00% | | |
| 2007-08 | 11,162 | -0.77% | | |
| 2008-09 | 11,195 | 0.30% | | |
| 2009-10 | 11,206 | 0.10% | | |
| 2010-11 | 11,139 | -0.60% | | |
| 2011-12 | | | | |

Efficiency Savings and Cost Reduction Table 11

| | Amount £ m | Description |
|---------|---------------|---|
| 2007-8 | 0.020 | ongoing savings from review of sites requiring School Crossing patrols. |
| 2008-09 | | |
| 2009-10 | | |
| 2010-11 | | |
| 2011-12 | | |
| 2012-13 | 0.000 | |

Service Summary – Passenger Transport Services

| FTES - Table 13 | | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---|--------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.056 | 0.058 | 0.059 | 0.061 | 0.062 | 0.064 | |
| Principal Officer | 0.191 | 0.196 | 0.201 | 0.206 | 0.211 | 0.216 | |
| Other | 0.801 | 0.810 | 0.830 | 0.851 | 0.872 | 0.894 | |
| Other- School Crossing Patrols & Escorts* | 0.105 | 0.105 | 0.108 | 0.110 | 0.113 | 0.116 | |
| * Escort costs are recharged to DCS and DCE transport Budgets and costs not included above. | 1.153 | 1.169 | 1.198 | 1.228 | 1.259 | 1.290 | |
| | No | No | No | No | No | No | |
| Hay and Above | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | |
| Principal Officer | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | |
| Other | 35.80 | 33.50 | 33.50 | 33.50 | 33.50 | 33.50 | |
| Other- School Crossing Patrols & Escorts | 69.00 | 69.00 | 69.00 | 69.00 | 69.00 | 69.00 | |
| | 110.80 | 108.50 | 108.50 | 108.50 | 108.50 | 108.50 | |

Explanation of major movements in number of FTEs: <Please provide detail>

Revenue costs of capital programme bids included above - Table 14

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| <please detail revenue costs and savings by capital bid so that can cross refer | | | | | | |

Notes:

| Major Cost Pressures In 2008-09 - Table 15 | | |
|---|--------|--|
| Description | £m | Reason for cost pressure, KPI or service standard impacted and effect of not funding |
| Public Transport- Inflation | 0.271 | Inflation higher than RPI increases |
| Education Transport: | | |
| Inflation | 0.529 | Inflation higher than RPI increases |
| School Choice legislation (Extended Rights) | 0.207 | Statutory requirement |
| Govt Grant for Extended grants | -0.104 | Assumed 50% of estimated costs |
| reduction net costs from fees & charges etc | -0.104 | 16+ Fees & denominational Transport charges. |
| Net Cost Pressure 2008-9 | 0.799 | |

LAA Memo - Table 16

Capital grants assumed in budget, expected through LAA
Revenue grants assumed in budget, expected through LAA
Other funding assumed through <please detail>

£m

Service Summary – Highways Services

Budget, Performance and Risk

Service Description

Proforma A

HIGHWAYS

To carry out the duties and responsibilities of the local highway authority in accordance with the requirements of the Highways Act 1980 and related legislation.

To reduce the number of people being killed and seriously injured on the County's roads.

To improve the condition of the highway network, including bridges, street lighting, and rights of way.

To encourage the use of more sustainable modes of transport, reduce delays due to roadworks and improve conditions for all road users, including pedestrians, cyclists and the disabled.

Policy Description:-

Budget Analysis - Table 1

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|---------|-------------|----------------|------------------|---------------|---------|--------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 19.804 | 2.822 | 0.820 | 23.446 | 20.359 | 43.805 | |
| 2008-09 | 20.429 | 2.850 | 0.882 | 24.161 | 18.720 | 42.881 | -2% |
| 2009-10 | 21.383 | 2.842 | 0.943 | 25.168 | 17.988 | 43.156 | 1% |
| 2010-11 | 22.384 | 2.826 | 0.952 | 26.162 | 18.672 | 44.834 | 4% |
| 2011-12 | 23.432 | 1.474 | 2.348 | 27.254 | 18.717 | 45.971 | 3% |
| 2012-13 | 24.406 | 1.510 | 2.358 | 28.274 | 18.764 | 47.038 | 2% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Pro) Outturn | Variation |
|---------|-----------------|-----------------|---------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 17.241 | 16.420 | 16.536 | -0.116 |
| 2007-08 | 16.584 | 19.803 | 19.803 | 0 |

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---|---------------|--------------|---------------|--------------|--------------|---------------|--------------|--------------|---------------|--------------|--------------|---------------|--------------|--------------|---------------|--------------|
| | | Unavoidable | | | Unavoidable | | | Unavoidable | | | Unavoidable | | | Unavoidable | | |
| | | Cash freeze | cost | Growth | Cash freeze | cost | Growth | Cash freeze | cost | Growth | Cash freeze | cost | Growth | Cash freeze | cost | Growth |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Highway & Bridges Maintenance (see note 1 below) | 7.442 | | 7.733 | | | 8.120 | | | 8.525 | | | 8.951 | | | 9.397 | |
| Highway Maince-Capital Charges | 0.100 | | 0.000 | | | 0.110 | | | 0.225 | | | 0.347 | | | 0.347 | |
| Weather Emergencies & Depots | 2.244 | | 2.249 | | | 2.339 | | | 2.433 | | | 2.532 | | | 2.636 | |
| Street Lighting | 2.430 | | 2.610 | | | 2.775 | | | 2.952 | | | 3.141 | | | 3.343 | |
| Rights of Way | 0.288 | | 0.351 | | | 0.367 | | | 0.384 | | | 0.401 | | | 0.420 | |
| Highway maintenance management | 1.742 | | 1.829 | | | 1.879 | | | 1.930 | | | 1.983 | | | 2.037 | |
| Traffic Management & Road Safety | 0.607 | | 0.700 | | | 0.720 | | | 0.739 | | | 0.759 | | | 0.783 | |
| Transportation & Development | 1.633 | | 1.418 | | | 1.453 | | | 1.494 | | | 1.532 | | | 1.570 | |
| Management & Support Services | 1.667 | | 1.807 | | | 1.850 | | | 1.899 | | | 1.937 | | | 1.983 | |
| Central Support costs (Accommodation, Legal, Insurance) | 1.651 | | 1.732 | | | 1.770 | | | 1.809 | | | 1.849 | | | 1.890 | |
| Total | 19.804 | 0.000 | 20.429 | 0.000 | 0.000 | 21.383 | 0.000 | 0.000 | 22.384 | 0.000 | 0.000 | 23.432 | 0.000 | 0.000 | 24.406 | 0.000 |
| Capital | | | | | | | | | | | | | | | | |
| Maintenance -Roads & Bridges | 16.570 | | 14.783 | | | 13.829 | | | 14.290 | | | 14.335 | | | 14.382 | |
| Integrated Transport | 3.789 | | 3.937 | | | 4.159 | | | 4.382 | | | 4.382 | | | 4.382 | |
| Total incl Capital | 40.163 | 0.000 | 39.149 | 0.000 | 0.000 | 39.371 | 0.000 | 0.000 | 41.056 | 0.000 | 0.000 | 42.149 | 0.000 | 0.000 | 43.170 | 0.000 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

Unavoidable Costs

Highways Structural Maintenance(Capital)

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---------------------------|---------|-----------|-------------------|---------|-----------|-------------------|---------|-----------|-------------------|---------|-----------|-------------------|---------|-----------|-------------------|---------|-----------|-------------------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Principal Roads (kms) | 61 | 56.197 | 3,428,000 | 67 | 67.507 | 4,523,000 | 40 | 70.883 | 2,834,000 | 42 | 70.883 | 2,948,000 | 42 | 70.883 | 2,948,000 | 42 | 70.883 | 2,948,000 |
| Non Principal Roads (kms) | 185 | 33.632 | 6,222,000 | 40 | 82.050 | 3,282,000 | 61 | 86.153 | 5,263,000 | 64 | 86.153 | 5,475,000 | 64 | 86.153 | 5,475,000 | 64 | 86.153 | 5,475,000 |
| Footways | | | 300,000 | 41000 | 5 | 213,000 | | | 213,000 | | | 213,000 | | | 213,000 | | | 213,000 |
| Carriageway repairs | | | 775,000 | | | 813,800 | | | 854,500 | | | 898,000 | | | 943,000 | | | 990,200 |
| Drainage and other | | | 2,257,100 | | | 1,966,000 | | | 1,966,000 | | | 1,966,000 | | | 1,966,000 | | | 1,966,000 |
| Bridges Strengthened (no) | 9 | | 3,587,900 | 9 | | 3,985,000 | 9 | | 2,698,000 | 9 | | 2,790,000 | 9 | | 2,790,000 | 9 | | 2,790,000 |
| Total | | | 16,570,000 | | | 14,782,800 | | | 13,828,500 | | | 14,290,000 | | | 14,335,000 | | | 14,382,200 |

Highways & Bridge Maintenance (note 1)

| | | | | | | | | | | | | | | | | | | |
|--|--------|---------|------------------|--------|---------|------------------|--------|---------|------------------|--------|---------|------------------|--------|---------|------------------|--------|---------|------------------|
| Carriageway Repair - Defects repaired (no) | 8,600 | 143 | 1,229,000 | 11,600 | 128 | 1,483,000 | 8,600 | 181 | 1,557,200 | 8,600 | 190 | 1,635,100 | 8,600 | 200 | 1,716,900 | 8,600 | 210 | 1,802,700 |
| Parish Stewards - 17 days per parish | 4,320 | 219 | 947,520 | 4,320 | 226 | 977,500 | 3,456 | 297 | 1,026,400 | 3,456 | 312 | 1,077,700 | 3,456 | 327 | 1,131,600 | 3,456 | 344 | 1,188,200 |
| Verge Maintenance - avg 2 cuts per year | 2 | 120,000 | 240,000 | 2 | 126,000 | 252,000 | 2 | 132,300 | 264,600 | 2 | 138,900 | 277,800 | 2 | 145,850 | 291,700 | 2 | 153,150 | 306,300 |
| Bus Shelter Maintenance - 1.5 cleans p.a | 165 | | 97,600 | 165 | | 51,250 | 165 | 326 | 53,800 | 165 | | 56,500 | 165 | | 59,300 | 165 | | 62,300 |
| Drainage Cleaning (Gully emptyings p.a) | 72,543 | | 728,300 | 72,543 | | 765,200 | 63,060 | 13 | 793,000 | 63,060 | | 832,700 | 63,060 | | 874,300 | 63,060 | | 918,000 |
| Drainage Repair & minor footway works | | | 444,000 | | | 486,200 | | | 489,500 | | | 514,000 | | | 539,700 | | | 566,700 |
| Drainage Improvements | | | | 25 | 8,000 | 200,000 | 25 | 8,400 | 210,000 | 25 | 8,820 | 220,500 | 25 | 9,260 | 231,500 | 25 | 9,724 | 243,100 |
| Remedial Earthworks | | | 9,200 | | | 32,000 | | | 33,600 | | | 35,300 | | | 37,100 | | | 39,000 |
| Barriers & Handrails | | | 36,000 | | | 37,800 | | | 39,700 | | | 41,700 | | | 43,800 | | | 46,000 |
| Safety Fencing | | | 50,000 | | | 52,500 | | | 55,100 | | | 57,900 | | | 60,800 | | | 63,800 |
| Road Sweeping | | | 24,000 | | | 25,200 | | | 26,500 | | | 27,800 | | | 29,200 | | | 30,700 |
| Sign Maintenance | | | 98,000 | | | 102,900 | | | 108,000 | | | 113,400 | | | 119,100 | | | 125,100 |
| Road Markings & Studs | | | 212,500 | | | 220,300 | | | 231,300 | | | 242,900 | | | 255,000 | | | 267,800 |
| Cyclic/Emergency Response Gangs | | | 394,480 | | | 414,200 | | | 434,900 | | | 456,600 | | | 479,400 | | | 503,400 |
| Unimogs | | | 101,600 | | | 105,400 | | | 110,700 | | | 116,200 | | | 122,000 | | | 128,100 |
| Safety Maintenance (traffic signals) | | | 377,100 | | | 396,000 | | | 415,800 | | | 436,600 | | | 458,400 | | | 481,300 |
| Bridge Maintenance | | | 660,000 | | | 631,600 | | | 663,200 | | | 696,400 | | | 731,200 | | | 767,800 |
| Contribution to urban grass cutting (cuts per season) | 3 | | 380,300 | 3 | | 399,300 | 2 | | 419,300 | 2 | | 440,300 | 2 | | 462,300 | 2 | | 485,400 |
| Landscaping/Tree Cutting | | | 90,800 | | | 94,300 | | | 98,000 | | | 101,900 | | | 105,900 | | | 111,200 |
| Other Highway Management costs | | | 2,358,200 | | | 2,339,200 | | | 2,423,400 | | | 2,511,000 | | | 2,602,100 | | | 2,732,200 |
| Less Capitalised Carriageway repairs | | | 775,000 | | | 813,800 | | | 854,500 | | | 897,200 | | | 942,100 | | | 989,200 |
| Total | | | 7,703,600 | | | 8,222,050 | | | 8,599,500 | | | 8,995,100 | | | 9,409,200 | | | 9,879,900 |

Weather & Emergencies

| | | | | | | | | | | | | | | | | | | |
|--------------------------------------|-------|--|-----------|-------|--|-----------|-------|--|-----------|-------|--|-----------|-------|--|-----------|-------|--|-----------|
| Primary Salt runs (average no p.a) | 30 | | | 30 | | | 30 | | | 30 | | | 30 | | | 30 | | |
| All Route Salt runs(average no p.a.) | 15 | | | 15 | | | 15 | | | 15 | | | 15 | | | 15 | | |
| Routes routinely salted (Km) | 1,060 | | 2,243,000 | 1,060 | | 2,351,000 | 1,060 | | 2,463,000 | 1,060 | | 2,581,000 | 1,060 | | 2,706,000 | 1,060 | | 2,706,000 |

Service Summary – Highways Services

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|
| Cash freeze | | | | | | | | |
| Unavoidable Costs | | | | | | | | |
| Number of people killed or seriously injured (KSI) | 326 | 296 | 348 | 279 | 263 | 263 | 263 | 263 |
| Number of children killed or seriously injured | 27 | 22 | 31 | 20 | 19 | 19 | 19 | 19 |
| Condition of principal roads (Corporate Goal 13) | 4.6% | 5.9% | 5.0% | 5.0% | 5.0% | 5.0% | 5.0% | Note 1 |
| Condition of Non Principal Roads (Corporate Goal 13) | 7.5% | 5.3% | 7.8% | 5.6% | 5.0% | 5.0% | 5.0% | Note 1 |
| % of footway network(urban) for possible structural mtce (BVPI 187) | 43.80% | 18.00% | 37.00% | 37.00% | 37.00% | 37.00% | 37.00% | 37.00% |

Footpaths that are easy to use (in towns) (BVPI 178)
Condition of unclassified (BVPI 224b)

Note 1 - Target to have no more than 5% of roads requiring structural maintenance by 2009-10.

Growth

Footpaths that are easy to use (BVPI 178)

Key Unit costs

Option 1

Net Revenue cost per head

Structural & Routine Maintenance

- Wilts
Avg English counties

| Subjective - Table 9 | Cash freeze | | Unavoid | | Growth | |
|-------------------------------|-------------|---------|---------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m | £m | £m |
| Employees | 5.622 | | | 6.131 | | |
| Premises related expenditure | 0.401 | | | 0.418 | | |
| Transport related expenditure | 0.729 | | | 0.603 | | |
| Supplies & Services | 3.509 | | | 3.539 | | |
| Third Party payments | 13.185 | | | 13.470 | | |
| Transfer payments | 0.000 | | | 0.000 | | |
| Restructuring | 0.000 | | | 0.000 | | |
| Income | -3.642 | | | -3.732 | | |
| | 19.804 | 0.000 | | 20.429 | | 0.000 |

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High Low | Low High | Mitigation |
|--|-----------|----------|-------------------------------------|----------------|---|
| ALL Scenarios/Unavoidable costs | | | | | |
| 1)Unexpected increase in Highways inflation -due to oil prices etc and the effects of the Olympic Games in 2012 on construction costs -Increasing cost of Highway contracts (Impact on Capital & Revenue projects) Low 2% , High 5% (£22m works budgets) | Moderate | High | 2.200 | 0.440 | Reduce amount of work done to match available funds |
| 2) County Council unable to fund full financing costs of LTP indicative allocation (Capital) -Capital Funding at risk | Moderate | High | 16.937 (100%) | 8.469 (50%) | Reduce amount of work done to match available funds |
| 3) County Council unable to augment LTP capital funding -Capital Funding at risk | High | Moderate | 0.750 | 0.750 | Reduce amount of work done to match available funds |
| 4) Increase in highways 3rd Party claims Possible consequence of reduction in Capital Funding | Moderate | Moderate | 0.500 | 0.250 | Diversion of budget |

Grants - Table 6

| Revenue Name | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|---|---------------|---------------|---------------|---------------|---------------|---------------|
| <LIST ALL GRANTS> | | | | | | |
| Road Safety (Revenue Element) | 1.487 | 1.429 | 1.439 | 1.388 | | |
| Certain | 1.487 | 1.429 | 1.439 | 1.388 | 0.000 | 0 |
| Road Safety Partnership Smaller grants | | | | | 1.388 | 1.388 |
| Uncertain | 0.000 | 0.000 | 0.000 | 0.000 | 1.388 | 1.388 |
| Total | 1.487 | 1.429 | 1.439 | 1.388 | 1.388 | 1.388 |
| Capital Grants | | | | | | |

Notes on grant funding: <Please note any funding changes (grants in to or out of RSG for example)>

Other Income - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income (incl Grants) | |
|---------|---------------|-----------------|---------------|-----------------|------------------|-----------------|----------------------------|-----------------|
| | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m |
| 2007-08 | | | | | | | 1.335 | 0.820 |
| 2008-09 | | | | | | | 1.421 | 0.882 |
| 2009-10 | | | | | | | 1.403 | 0.943 |
| 2010-11 | | | | | | | 1.438 | 0.952 |
| 2011-12 | | | | | | | 1.474 | 0.960 |
| 2012-13 | | | | | | | 1.510 | 0.970 |
| | | | | | | | 1.510 | 2.358 |

Demographics - Table 8

| Year | Volume | % change | 3 year avg |
|---------|--------|----------|------------|
| 2005-06 | | | |
| 2006-07 | | | |
| 2007-08 | | | |
| 2008-09 | | | |
| 2009-10 | | | |
| 2010-11 | | | |
| 2011-12 | | | |

see chart

Efficiency Savings and Cost Reduction Table 11

| | Amount £m | Description |
|---------|--------------|--|
| 2007-08 | 0.150 | Ongoing savings from ESD 'Fit for Purpose' restructuring |
| 2008-09 | 0.350 | Gershon efficiency savings in |
| 2009-10 | 0.350 | Highway Consultancy contract. |
| 2010-11 | 0.350 | (£0.100m) and further |
| 2011-12 | 0.350 | efficiency savings from current |
| 2012-13 | 0.350 | review projects (£0.250m) |

Service Summary – Highways Services

| | | |
|---|---|---|
| <p>Cash Freeze</p> <p>1)Reduction in Highway Maintenance (Parish Stewards, Drainage cleaning, Bus Shelter Maintenance, Urban Grass cutting)</p> | <p>Increased complaints from public ,adverse effects on street scene. Some impact on safety and long term structural condition of roads</p> | <p>No mitigation other than reversing spending reduction</p> <p>• •</p> |
|---|---|---|

| Growth Items - 2008-09 - Table 12 | | |
|---|-------|--|
| Description | £m | Corporate plan target impacting on and to what extent |
| Rights of Way Improvement Plan Implementation | 0.050 | To meet BVPI 178 target to achieve 80% of Footpaths which are rated by the public as easy to use. Corporate Plan objective : Manage and enhance the environmental assets of Wiltshire for residents and visitors to the County -improve access in the Countryside. |
| | 0.050 | |

| FTES - Table 13 | | | | | | |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| Hay and Above | 0.755 | 0.809 | 0.829 | 0.850 | 0.871 | 0.893 |
| Principal Officer | 1.700 | 1.955 | 2.004 | 2.054 | 2.105 | 2.158 |
| Other | 2.985 | 3.185 | 3.265 | 3.346 | 3.430 | 3.516 |
| | 5.440 | 5.949 | 6.098 | 6.250 | 6.406 | 6.567 |
| | No | No | No | No | No | No |
| Hay and Above | 9.60 | 9.60 | 9.60 | 9.60 | 9.60 | 9.60 |
| Principal Officer | 42.62 | 49.38 | 49.38 | 49.38 | 49.38 | 49.38 |
| Other | 128.27 | 132.89 | 132.89 | 132.89 | 132.89 | 132.89 |
| | 180.49 | 191.87 | 191.87 | 191.87 | 191.87 | 191.87 |

Explanation of major movements in number of FTEs:

Note:

Changes in staff numbers may occur as a result of work transferred to or from the County's Highway consultant (Mouchel Parkman) and to changes in the Capital Programme. For the purposes of this Medium Term Financial Strategy no changes are forecast.

Revenue costs of capital programme bids included above - Table 14

| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|---|---------------|---------------|---------------|---------------|---------------|---------------|
| <please detail revenue costs and savings by capital bid so that can | | | | | | |

Notes:

| Major Cost Pressures In 2008-09 - Table 15 | | |
|--|----|--|
| Description | £m | Reason for cost pressure, KPI or service standrd impacted and effect of not funding |
| | | <p>The costing of highway works allow for an inflation rate of 5% (higher than the retail prices index) This reflects increases in labour costs in civil engineering and higher costs of fuel and road materials which have been experienced in the past.</p> <p>The funding of £0.775m per annum of road repairs from prudential borrowing increases costs year on year as total borrowing increases</p> |

LAA Memo - Table 16

Capital grants assumed in budget, expected through LAA
Revenue grants assumed in budget, expected through LAA
Other funding assumed thrc <please detail>

£m

0

0

0

0

| Virements - Table 17 | | |
|---------------------------------|--------|---------------------------------------|
| Description | £m | Other service affected and department |
| Original Budget | 16.584 | |
| Telephone Centralisation | -0.020 | To Resources Corporate Services |
| IT Transfer | -0.001 | To Resources IT |
| Management and Support transfer | 3.241 | From ESD Property & other services |
| 2007-8 Revised Base | 19.804 | |

Budget, Performance and Risk

PLANNING & REGENERATION

Planning & Regeneration
To provide an integrated land-use planning and development service for all section of the community. This involves:

Maintaining and analysing land -use economic and population data.

Maintaining Statutory Development Plans-Wiltshire's Structure Plan Minerals Plan and Waste Plan.

Discharging the Authority's duties under the Countryside and Rights of Way Act (2000) including the management of Areas of Outstanding Natural Beauty (AONBs)

Providing advice and information on Countryside, biodiversity, landscape and other matters on statutory and other consultations.

Provide a development control service for minerals and waste and for the County Council's own applications.

Promoting Economic Development and Tourism in the County and attracting external funding for development programmes.

Providing Gypsy and Traveller sites and Traveller liaison services

Budget Monitoring - Table 2

Objective Budget - Table 3

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

Unavoidable Costs

Growth

[illegible]

Service Summary – Planning Services

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
|--|---------|---------|---------|---------|---------|---------|---------|
|--|---------|---------|---------|---------|---------|---------|---------|

Economy, Regeneration & Intelligence

| | | | | | | | |
|---|-------|-------|--------|--|--|--|--|
| Total Supported Funding bids for Wiltshire | 16.7m | 31.9m | 15.00m | | | | |
| Total Successful Funding bids for Wiltshire | 1.90m | 1.27m | 1.50m | | | | |

Growth areas

The Military Civilian Integration Programme

European Programmes

Food and Drink Projects

Local Authorities will have a leading role in economic development due to Regional Assemblies being phased out by 2010, Regional development agencies will take over these roles including responsibility for developing a single regional strategy, Local authorities will have a statutory role in contributing to the development of these strategies. KPI's will be established for this service

Key Unit costs

Option 1

| | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|---------|
|--|---------|---------|---------|---------|---------|---------|---------|

Planning Policy & Development Control

| | | | | | | | |
|---------------------------|------|------|------|------|------|------|------|
| Net Revenue cost per head | | | | | | | |
| - Wilts | 4.46 | 4.61 | 4.73 | 4.84 | 4.96 | 5.09 | 5.22 |
| -Avg English counties | 4.09 | 4.26 | | | | | |

Economic & Community Development

| | | | | | | | |
|---------------------------|------|------|------|------|------|------|------|
| Net Revenue cost per head | | | | | | | |
| - Wilts | 1.68 | 1.54 | 1.58 | 1.62 | 1.66 | 1.70 | 1.74 |
| -Avg English counties | 4.68 | 5.60 | | | | | |

Source :CIPFA Financial & General Statistics -Estimates

| Subjective - Table 9 | Cash freeze | | Unavoidable Growth | |
|-------------------------------|-------------|---------|--------------------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m |
| Employees | 1.855 | | 1.928 | |
| Premises related expenditure | 0.224 | | 0.233 | |
| Transport related expenditure | 0.074 | | 0.077 | |
| Supplies & Services | 0.954 | | 0.927 | |
| Third Party payments | 0.000 | | 0.000 | |
| Transfer payments | 0.000 | | 0.000 | |
| Capital Charges | 0.000 | | 0.000 | |
| Income | -0.766 | | -0.825 | |
| | 2.341 | 0.000 | 2.340 | 0.000 |

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High £m Low £m | Mitigation |
|---|-----------|----------|---|--|
| <u>ALL Scenarios</u> | | | | |
| Legal Challenge to Planning decisions-possible substantial award of costs against WCC | low | medium | | Dependent on costs. |
| <u>Cash Freeze</u> | | | | |
| Options- | | | | |
| Holding Staff vacancies & reducing specialists fees in planning service (£128,000) | | | | Risk to maintenance of sound evidence -base on policy development and implementation. Risk that WCC policy is open to challenge & not upheld. Unable to progress planning applications efficiently Risk to Corporate Performance. |
| Item No.08 - Medium Term Financial | | | | |

Grants - Table 6

| Revenue Name | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <LIST ALL GRANTS> | | | | | | |
| Planning De | 0.054 | | | | | |
| Certain | 0.054 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Uncertain | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total | 0.054 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Grants | | | | | | |

Notes on grant funding: <Please note any funding changes (grants in to or out of RSG for example)>

Other Income - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income | |
|---------|---------------|-----------------|---------------|-----------------|------------------|-----------------|---------------|-----------------|
| | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m |
| 2007-08 | | | | | 0.712 | | 0.766 | 0 |
| 2008-09 | | | | | 0.825 | | 0.825 | 0 |
| 2009-10 | | | | | 0.841 | | 0.841 | 0 |
| 2010-11 | | | | | 0.859 | | 0.859 | 0 |
| 2011-12 | | | | | 0.876 | | 0.876 | 0 |
| 2012-13 | | | | | 0.894 | | 0.894 | 0 |

Demographics - Table 8

| Year | Volume | % change | 3 year avg | see chart |
|---------|---------|----------|------------|-----------|
| 2005-06 | 452,009 | 0.78% | 0.78% | |
| 2006-07 | 455,287 | 0.73% | 0.75% | |
| 2007-08 | 458,391 | 0.68% | 0.73% | |
| 2008-09 | 461,421 | 0.66% | 0.71% | |
| 2009-10 | 464,460 | 0.66% | 0.70% | |
| 2010-11 | 467,624 | 0.68% | 0.70% | |
| 2011-12 | 470,728 | 0.66% | 0.69% | |
| 2012-13 | 473,832 | 0.66% | 0.69% | |

Efficiency Savings and Cost Reduction Table 11

| | Amount £ m | Description |
|---------|---------------|---|
| 2007-08 | 0.080 | On going savings from 'Fit for Purpose' restructuring of ESD attributable to the Planning service including deletion of one Group manager post. |
| 2008-09 | | |
| 2009-10 | | |
| 2010-11 | | |
| 2011-12 | | |
| 2012-13 | | |
| | 0.080 | |

Departmental reorganisation deleted Group Manager,

Service Summary – Planning Services

Growth Items - 2008-09 - Table 12

| Growth Plans 2009-12 Table 12 | | |
|---|-------|--|
| Description | £m | Corporate plan target impacting on and to what extent |
| Country Parks Asset Management Plan | 0.026 | Corporate Plan objective : Manage and enhance the environmental assets of Wiltshire for residents and visitors to the County Improve performance on Planning Applications incl WCC |
| Additional Countryside Ranger | 0.036 | |
| Additional Development Control post | 0.046 | |
| Economic development : | | |
| Military Civilian Integration Programme | 0.089 | The sub-national review of Economic Development and Regeneration proposes a leading role for Local Authorities in Economic Development with the phasing out of Regional Assemblies by 2010 Increased capacity is needed to realise the opportunities offered and progress key projects. |
| European Programmes | 0.037 | |
| Food and Drink | 0.057 | |
| Olympics | 0.081 | |
| | 0.371 | |

FTEs - Table 13

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.120 | 0.186 | 0.191 | 0.195 | 0.200 | 0.205 |
| Principal Officer | 1.215 | 1.139 | 1.167 | 1.197 | 1.227 | 1.257 |
| Other | 0.490 | 0.557 | 0.571 | 0.585 | 0.600 | 0.615 |
| | 1.825 | 1.882 | 1.929 | 1.977 | 2.027 | 2.077 |
| | No | No | No | No | No | No |
| Hay and Above | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Principal Officer | 31.70 | 30.20 | 30.20 | 30.20 | 30.20 | 30.20 |
| Other | 20.70 | 21.40 | 21.40 | 21.40 | 21.40 | 21.40 |
| | 54.40 | 54.60 | 54.60 | 54.60 | 54.60 | 54.60 |

Explanation of major movements in number of FTEs: **<Please provide detail>****Revenue costs of capital programme bids included above - Table 14**

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| <please detail revenue costs and savings by capital bid so | | | | | | |

Notes:

Major Cost Pressures In 2008-09 - Table 15

| Description | £m | Reason for cost pressure, KPI or service standard impacted and effect of not funding |
|-------------|-------|--|
| Grants | 0.054 | Expected loss of Planning Delivery Grant |

LAA Memo - Table 16

Capital grants assumed in budget, expected through LAA
Revenue grants assumed in budget, expected through LAA
Other funding assumed thro <please detail>

£m

Virements - Table 17

| Description | £m | Other service affected and department |
|--------------------------|--------|---------------------------------------|
| Original Budget | 1.878 | |
| Waste Planning | 0.404 | ESD Waste |
| Telephone Centralisation | -0.011 | Corporate Services |
| Gipsy Sites | 0.070 | ESD Property & Other |
| Revised base Budget | 2.341 | |

Service Summary – Trading Standards Services

Budget, Performance and Risk

Service Description
Policy Description:-

TRADING STANDARDS & EMERGENCY PLANNING

To protect and promote the health, safety and well being of all Wiltshire communities and to improve Trading Standards and Public Protection.

The Service has to enforce 70 Acts of Parliament, various regulations, European Directives and consumer legislation covering the following activities: Product Safety, Food Safety and Standards, Animal Health, Welfare and Disease Control, Trade Descriptions and Fair Trading, Weights and Measures, Community Safety, Consumer Complaints, Consumer Education and Business Advice.

Provision of Emergency Planning service for the County.

Proforma A

Budget Analysis - Table 1

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|--------------------------|-------------|----------------|------------------|---------------|---------|-------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| Unavoidable costs option | | | | | | | |
| 2007-08 | 1.473 | 0.161 | 0.000 | 1.634 | | 1.634 | |
| 2008-09 | 1.533 | 0.115 | 0.049 | 1.697 | | 1.697 | 4% |
| 2009-10 | 1.569 | 0.118 | 0.050 | 1.737 | | 1.737 | 2% |
| 2010-11 | 1.606 | 0.121 | 0.051 | 1.778 | | 1.778 | 2% |
| 2011-12 | 1.643 | 0.123 | 0.052 | 1.818 | | 1.818 | 2% |
| 2012-13 | 1.682 | 0.126 | 0.053 | 1.861 | | 1.861 | 2% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 1.432 | 1.258 | 1.262 | 0.004 |
| 2007-08 | 1.453 | 1.445 | 1.445 | 0 |

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|--------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|--------------|------------------|--------------|
| | £m | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Trading Standards | 1.246 | | 1.305 | | | 1.335 | | | 1.366 | | | 1.397 | | | 1.430 | |
| Emergency Planning | 0.227 | | 0.228 | | | 0.234 | | | 0.240 | | | 0.246 | | | 0.252 | |
| Total | 1.473 | 0.000 | 1.533 | 0.000 | 0.000 | 1.569 | 0.000 | 0.000 | 1.606 | 0.000 | 0.000 | 1.643 | 0.000 | 0.000 | 1.682 | 0.000 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2011-12 | | |
|-----------------------------|----------|-----------|-------|----------|-----------|-------|----------|-----------|-------|----------|-----------|-------|----------|-----------|-------|----------|-----------|-------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Cash freeze | | | | | | | | | | | | | | | | | | |
| Food Safety Act Inspections | | | | | | | | | | | | | | | | | | |
| High risk premises | 96(100%) | | | 96(100%) | | | 96(100%) | | | 96(100%) | | | 96(100%) | | | 96(100%) | | |
| Medium risk " | 945(50%) | | | 945(50%) | | | 945(50%) | | | 945(50%) | | | 945(50%) | | | 945(50%) | | |
| Low risk " | 190(10%) | | | 190(10%) | | | 190(10%) | | | 190(10%) | | | 190(10%) | | | 190(10%) | | |
| Non Food Inspections | 25(80%) | | | 25(80%) | | | 25(80%) | | | 25(80%) | | | 25(80%) | | | 25(80%) | | |
| Food Sampling-no of samples | 400 | | | 280 | | | 280 | | | 280 | | | 280 | | | 280 | | |
| Animal Feed Sampling-no | 90 | | | 45 | | | 45 | | | 45 | | | 45 | | | 45 | | |

Unavoidable Costs

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2011-12 | | |
|-----------------------------|----------|-----------|-------|----------|-----------|-------|----------|-----------|-------|----------|-----------|-------|----------|-----------|-------|----------|-----------|-------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Food Safety Act Inspections | | | | | | | | | | | | | | | | | | |
| High risk premises | 96(100%) | | | 96(100%) | | | 96(100%) | | | 96(100%) | | | 96(100%) | | | 96(100%) | | |
| Medium risk " | 945(50%) | | | 945(50%) | | | 945(50%) | | | 945(50%) | | | 945(50%) | | | 945(50%) | | |
| Low risk " | 190(10%) | | | 190(10%) | | | 190(10%) | | | 190(10%) | | | 190(10%) | | | 190(10%) | | |
| Non Food Inspections | 25(80%) | | | 25(80%) | | | 25(80%) | | | 25(80%) | | | 25(80%) | | | 25(80%) | | |
| Food Sampling-no of samples | 400 | | | 400 | | | 400 | | | 400 | | | 400 | | | 400 | | |
| Animal Feed Sampling-no | 90 | | | 90 | | | 90 | | | 90 | | | 90 | | | 90 | | |

Growth

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2011-12 | | |
|-----------------------------|----------|-----------|-------|----------|-----------|-------|----------|-----------|-------|----------|-----------|-------|----------|-----------|-------|----------|-----------|-------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Food Safety Act Inspections | | | | | | | | | | | | | | | | | | |
| High risk premises | 96(100%) | | | 96(100%) | | | 96(100%) | | | 96(100%) | | | 96(100%) | | | 96(100%) | | |
| Medium risk " | 945(50%) | | | 945(50%) | | | 945(50%) | | | 945(50%) | | | 945(50%) | | | 945(50%) | | |
| Low risk " | 190(10%) | | | 190(10%) | | | 190(10%) | | | 190(10%) | | | 190(10%) | | | 190(10%) | | |
| Non Food Inspections | 25(80%) | | | 25(80%) | | | 25(80%) | | | 25(80%) | | | 25(80%) | | | 25(80%) | | |
| Food Sampling-no of samples | 400 | | | 400 | | | 400 | | | 400 | | | 400 | | | 400 | | |
| Animal Feed Sampling-no | 90 | | | 90 | | | 90 | | | 90 | | | 90 | | | 90 | | |

Service Summary – Trading Standards Services

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|
|--|---------|---------|---------|---------|---------|---------|---------|---------|

Cash freeze

Unavoidable Costs

Trading Standards National Performance Framework Data
(Latest Published data).

| | | |
|---|-------------|--------------|
| | | % |
| Customer Satisfaction Index | Wilts | 88.0 |
| | Avg County: | 87.0 |
| Business Satisfaction Index | Wilts | 87.3 |
| | Avg County: | 89.3 |
| % of Business Contacted | Wilts | 88.8 |
| | Avg County: | 93.8 |
| Business found to be compliant Wilts (High Risk) | Avg County: | 93.7 96.3 |
| Business found to be compliant Wilts (Medium Risk) | Avg County: | 97.5 95.0 |
| Business found to be compliant Wilts (Low Risk) | Avg County: | 99.9 95.0 |

Growth

Key Unit costs

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|
| Net Revenue cost per head - Trading Standards | | | | | | | | |
| - Wilts | 3.34 | 3.55 | 3.70 | 3.79 | 3.89 | 3.98 | 4.08 | 4.19 |
| Avg English counties | 3.33 | 3.64 | 3.64 | | | | | |
| Net Revenue cost per head - Emergency Planning | | | | | | | | |
| - Wilts | | 0.66 | 0.59 | 0.60 | 0.62 | 0.64 | 0.65 | 0.67 |
| Avg English counties | | | 0.64 | | | | | |

| Subjective - Table 9 | Cash freeze | | Unavoid | | Growth | |
|-------------------------------|-------------|---------|---------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m | £m | £m |
| Employees | 1.370 | | | 1.426 | | |
| Premises related expenditure | 0.001 | | | 0.001 | | |
| Transport related expenditure | 0.070 | | | 0.073 | | |
| Supplies & Services | 0.193 | | | 0.197 | | |
| Third Party payments | 0.000 | | | 0.000 | | |
| Transfer payments | 0.000 | | | 0.000 | | |
| Restructuring | 0.000 | | | 0.000 | | |
| Income | -0.161 | | | -0.164 | | |
| | 1.473 | 0.000 | | 1.533 | 0.000 | |

Grants - Table 6

| Revenue | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-----------------------|---------|---------|---------|---------|---------|---------|
| Name | £m | £m | £m | £m | £m | £m |
| <LIST ALL GRANTS> | | | | | | |
| Animal Mov | 0.048 | | | | | |
| Certain | 0.048 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Animal Movement grant | | 0.049 | 0.050 | 0.051 | 0.052 | 0.053 |
| Uncertain | 0.000 | 0.049 | 0.050 | 0.051 | 0.052 | 0.053 |
| Total | 0.048 | 0.049 | 0.050 | 0.051 | 0.052 | 0.053 |
| Capital Grants | | | | | | |

Notes on grant funding: <Please note any funding changes (grants in to or out of RSG for example)>

Other Income - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income | | Total Income |
|---------|---------------|-----------------|---------------|-----------------|------------------|-----------------|---------------|-----------------|--------------|
| | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | |
| 2007-08 | 0.067 | | | | 0.046 | 0.000 | 0.161 | 0.000 | ✓ 0.161 |
| 2008-09 | 0.068 | | | | 0.047 | 0.000 | 0.115 | 0.049 | ✓ 0.164 |
| 2009-10 | 0.070 | | | | 0.048 | 0.000 | 0.118 | 0.050 | ✓ 0.168 |
| 2010-11 | 0.071 | | | | 0.050 | 0.000 | 0.121 | 0.051 | ✓ 0.172 |
| 2011-12 | 0.073 | | | | 0.050 | 0.000 | 0.123 | 0.052 | ✓ 0.175 |
| 2012-13 | 0.074 | | | | 0.052 | 0.000 | 0.126 | 0.053 | ✓ 0.179 |

Demographics - Table 8

| Year | Volume | % change | 3 year avg |
|---------|--------|----------|------------|
| 2005-06 | | | |
| 2006-07 | | | |
| 2007-08 | | | |
| 2008-09 | | | |
| 2009-10 | | | |
| 2010-11 | | | |
| 2011-12 | | | |

see chart

Service Summary – Trading Standards Services

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High £m Low £m | Mitigation |
|--|-----------|----------|---|--|
| ALL Scenarios | | | | |
| Ceasing of grant for Animal Movement licencing (DEFRA) | medium | medium | | Would no longer provide the service (2 members of Staff) |
| Cash Freeze | | | | |
| Reduced Sampling and analysis of Food | medium | medium | | Agency targets would not be met, reduction in capacity for complaints sampling and emergencies Unable to contribute to region-wide surveys/projects and meet statutory duty to carry out market surveillance Agency targets would not be met, reduction in capacity for complaints sampling and emergencies Loss in Capacity to deal with anticipated additional referrals, drop in customer satisfaction |
| Reduced Sampling and analysis of Non Food | medium | medium | | |
| Reduced Sampling and analysis of Animal Feedstuffs | medium | medium | | |
| No Recruitment to Vacant Posts | medium | medium | | |

Efficiency Savings and Cost Reduction Table 11

| | Amount £ m | Description |
|---|---------------|---|
| 2008-09 2009-10 2010-11 2011-12 2012-13 | | Efficiencies have been achieved in 2007-08 through mobile working under the Ways of Working project. Savings in desk space achieved. Further efficiencies will be achieved in 2008-9 as technology is made available to more staff. |

Growth Items - 2008-09 - Table 12

| Description | £m | Corporate plan target impacting on and to what extent |
|---|-------|---|
| Food Hygiene on farms - 1 off funding transferring to RSG | 0.040 | To meet new statutory duties |
| Intellectual property - 1 off funding transferring to RSG | 0.045 | To meet new statutory duties |
| Animal feed enforcement | 0.040 | To meet new statutory duties |
| | 0.125 | |

FTES - Table 13

| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Hay and Above | 0.123 | 0.126 | 0.129 | 0.132 | 0.136 | 0.139 |
| Principal Officer | 0.605 | 0.625 | 0.641 | 0.657 | 0.673 | 0.690 |
| Other | 0.586 | 0.586 | 0.601 | 0.616 | 0.631 | 0.647 |
| | 1.314 | 1.337 | 1.370 | 1.405 | 1.440 | 1.476 |
| | No | No | No | No | No | No |
| Hay and Above | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Principal Officer | 15.00 | 15.00 | 15.00 | 15.00 | 15.00 | 15.00 |
| Other | 21.90 | 24.20 | 24.20 | 24.20 | 24.20 | 24.20 |
| | 38.90 | 41.20 | 41.20 | 41.20 | 41.20 | 41.20 |

Explanation of major movements in number of FTEs: <Please provide detail>

Virements - Table 17

| Description | £m | Other service affected and department |
|---------------------|-------|---|
| Original Budget | 1.246 | |
| Emergency Planning | 0.227 | Transfer from ESD Property & Other services |
| Revised Base Budget | 1.473 | |

Service Summary – Property Services

Proforma A

Budget, Performance and Risk

Service Description

Policy Description:-

PROPERTY SERVICES

Strategic management of the County Council's property assets to meet its operational objectives.

Budget Analysis - Table 1

| | Net Revenue £m | Income Certain £m | Income Uncertain £m | Gross Revenue £m | Capital £m | Total £m | change £m |
|--------------------------|-------------------|----------------------|------------------------|---------------------|---------------|-------------|--------------|
| Unavoidable Costs Option | | | | | | | |
| 2007-08 | 2.042 | 2.675 | 0.000 | 4.717 | 1.649 | 6.366 | |
| 2008-09 | 2.042 | 2.577 | 0.000 | 4.619 | 1.606 | 6.225 | -2% |
| 2009-10 | 2.216 | 2.531 | 0.000 | 4.747 | 0.475 | 5.222 | -16% |
| 2010-11 | 2.319 | 2.562 | 0.000 | 4.881 | 0.350 | 5.231 | 0% |
| 2011-12 | 2.401 | 2.620 | 0.000 | 5.021 | 0.350 | 5.371 | 3% |
| 2012-13 | 2.487 | 2.679 | 0.000 | 5.166 | 0.350 | 5.516 | 3% |

Budget Monitoring - Table 2

| Year | Original budget £m | Approved budget £m | (Proj) Outturn £m | Variation £m |
|---------|-----------------------|-----------------------|----------------------|-----------------|
| 2006-07 | | 1.103 | 1.046 | -0.057 |
| 2007-08 | 1.081 | 1.081 | 1.081 | 0 |

Objective Budget - Table 3

| | 2007-08 £m | 2008-09 | | | | 2009-10 | | | | 2010-11 | | | | 2011-12 | | | | 2012-13 | | | |
|-------------------------------|---------------|-------------------|------------------------|--------------|--------------|-------------------|------------------------|--------------|--------------|-------------------|------------------------|--------------|--------------|-------------------|------------------------|--------------|--------------|-------------------|------------------------|--------------|--------------|
| | | Cash freeze £m | Unavoidable cost £m | Growth £m | £m | Cash freeze £m | Unavoidable cost £m | Growth £m | £m | Cash freeze £m | Unavoidable cost £m | Growth £m | £m | Cash freeze £m | Unavoidable cost £m | Growth £m | £m | Cash freeze £m | Unavoidable cost £m | Growth £m | £m |
| Strategic Property Services | 0.808 | | 0.818 | | | | 0.844 | | | | 0.873 | | | | 0.901 | | | | 0.933 | | |
| County Farms | -0.063 | | -0.063 | | | | -0.063 | | | | -0.063 | | | | -0.063 | | | | -0.063 | | |
| Central Repairs & Maintenance | 1.185 | | 1.222 | | | | 1.267 | | | | 1.313 | | | | 1.362 | | | | 1.412 | | |
| Energy Conservation Fund | 0.112 | | 0.065 | | | | 0.066 | | | | 0.068 | | | | 0.070 | | | | 0.071 | | |
| Administrative Buildings | 0.000 | | 0.000 | | | | 0.102 | | | | 0.128 | | | | 0.131 | | | | 0.134 | | |
| Design and Print Unit | 0.000 | | 0.000 | | | | 0.000 | | | | 0.000 | | | | 0.000 | | | | 0.000 | | |
| Total | 2.042 | 0.000 | 2.042 | 0.000 | 0.000 | 0.000 | 2.216 | 0.000 | 0.000 | 0.000 | 2.319 | 0.000 | 0.000 | 0.000 | 2.401 | 0.000 | 0.000 | 0.000 | 2.487 | 0.000 | 0.000 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

None available

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|
| Unavoidable Costs | | | | | | | | |
| Building Maintenance Backlog | | | | | | | | |
| - Schools | | £63.9m | | | | | | |
| - Non-Schools | | £16.3m | | | | | | |
| Ratio of Planned maintenance to total maintenance % | 67.06 | 60.70 | | | | | | |

| Subjective - Table 9 | Cash freeze Unavoid Growth | | | |
|-------------------------------|----------------------------|---------------|---------------|---------------|
| | 2007-08 £m | 2008-09 £m | 2008-09 £m | 2008-09 £m |
| Employees | 1.971 | | 1.883 | |
| Premises related expenditure | 0.483 | | 0.463 | |
| Transport related expenditure | 0.073 | | 0.074 | |
| Supplies & Services | 1.919 | | 1.922 | |
| Third Party payments | 0.271 | | 0.277 | |
| Transfer payments | 0.000 | | 0.000 | |
| Restructuring | 0.000 | | 0.000 | |
| Income | -2.675 | | -2.577 | |
| | 2.042 | 0.000 | 2.042 | 0.000 |

Other Income - Table 7

| | Contributions | | Partnerships | | Fees and Charges | | Total Income | |
|---------|---------------|-----------------|---------------|-----------------|------------------|-----------------|---------------|-----------------|
| | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m | Certain £m | Uncertain £m |
| 2007-08 | | | | | 2.675 | | 2.675 | 0 |
| 2008-09 | | | | | 2.577 | | 2.577 | 0 |
| 2009-10 | | | | | 2.531 | | 2.531 | 0 |
| 2010-11 | | | | | 2.562 | | 2.562 | 0 |
| 2011-12 | | | | | 2.620 | | 2.620 | 0 |
| 2012-13 | | | | | 2.679 | | 2.679 | 0 |

Growth Items - 2008-09 - Table 12

| Description | £m | Corporate plan target impacting on and to what extent |
|---|-------|---|
| No growth Items -other than those identified to implement LGR | 0.120 | |
| Item No.08 - Medium Term Financial Strategy0.doc | | |

Service Summary – Property Services

| FTEs - Table 13 | | | | | | |
|------------------------|---------|---------|---------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
| | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.175 | 0.181 | 0.186 | 0.190 | 0.195 | 0.200 |
| Principal Officer | 0.456 | 0.506 | 0.519 | 0.532 | 0.545 | 0.559 |
| Other | 1.291 | 1.154 | 1.183 | 1.212 | 1.243 | 1.274 |
| | 1.922 | 1.841 | 1.887 | 1.934 | 1.983 | 2.032 |
| | No | No | No | No | No | No |
| Hay and Above | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Principal Officer | 11.60 | 12.50 | 12.50 | 12.50 | 12.50 | 12.50 |
| Other | 45.30 | 42.00 | 42.00 | 42.00 | 42.00 | 42.00 |
| | 59.90 | 57.50 | 57.50 | 57.50 | 57.50 | 57.50 |

Explanation of major movements in number of FTEs: **<Please provide detail>**

Revenue costs of capital programme bids included above - Table 14

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| <please detail revenue costs and savings by capital bid so | | | | | | |

Notes:

Major Cost Pressures In 2008-09 - Table 15

| Description | £m | Reason for cost pressure, KPI or service standard impacted and effect of not funding |
|--------------------------|-------|--|
| Administrative buildings | 0.037 | Loss of Income from Record Office (due to move to Chippenham) and external users (Mouchel Parkman) exceeds short term reduction in premises running costs |

LAA Memo - Table 16

Capital grants assumed in budget, expected through LAA
Revenue grants assumed in budget, expected through LAA
Other funding assumed thro <please detail>

£m

Virements - Table 17

| Description | £m | Other service affected and department |
|-------------------------------|--------------|---|
| Original Budget | 5.926 | |
| Procurement Transfer | -0.516 | To Resources Dept - IT & Procurement |
| Finance Transfer | -0.672 | To Resources Dept - Finance |
| Landlords Repairs | 0.878 | From DCS/DCE |
| Telephone Centralisation | -0.037 | To Resources-Corporate Services |
| Emergency Planning | -0.227 | To ESD Trading Standards & Emergency Planning |
| Gipsy Sites | -0.070 | To ESD Planning |
| Management and Support Servio | -3.241 | To ESD Highways |
| Revised Base Budget | 2.041 | |

Service Summary – ICT and Procurement Services

Budget, Performance and Risk

Service Description

Policy Description:-

Budget Analysis - Table 1

Option 1

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|---------|-------------|----------------|------------------|---------------|---------|--------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 10.254 | 0.000 | 0.000 | 10.254 | | 10.254 | |
| 2008-09 | 10.412 | 0.000 | 0.000 | 10.412 | | 10.412 | 2% |
| 2009-10 | 10.508 | 0.000 | 0.000 | 10.508 | | 10.508 | 1% |
| 2010-11 | 10.770 | 0.000 | 0.000 | 10.770 | | 10.770 | 2% |
| 2011-12 | 11.040 | 0.000 | 0.000 | 11.040 | | 11.040 | 3% |
| 2012-13 | 11.316 | 0.000 | 0.000 | 11.316 | | 11.316 | 3% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | | | | |
| 2007-08 | | | | |

Objective Budget - Table 3

| | 2007-08 | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---|---------------|---------------|------------------|----------|---------------|------------------|----------|---------------|------------------|----------|---------------|------------------|----------|---------------|------------------|----------|
| | | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Management | 0.199 | 0.177 | 0.203 | | 0.181 | 0.208 | | 0.185 | 0.213 | | 0.190 | 0.219 | | 0.195 | 0.224 | |
| Information Management | 0.276 | 0.257 | 0.283 | | 0.263 | 0.290 | | 0.270 | 0.297 | | 0.277 | 0.305 | | 0.284 | 0.312 | |
| Business Analysis & Programme | 0.475 | 0.475 | 0.487 | | 0.487 | 0.499 | | 0.499 | 0.512 | | 0.512 | 0.524 | | 0.524 | 0.538 | |
| Applications and Technical | 2.193 | 2.279 | 2.242 | | 2.336 | 2.298 | | 2.394 | 2.356 | | 2.454 | 2.414 | | 2.516 | 2.475 | |
| Operations and Security - Steria Contract | 2.588 | 2.580 | 2.580 | | 2.600 | 2.600 | | 2.633 | 2.633 | | 2.596 | 2.596 | | 2.661 | 2.661 | |
| Operations and Security - WAN | 1.081 | 0.915 | 0.915 | | 0.938 | 0.938 | | 0.961 | 0.961 | | 0.985 | 0.985 | | 1.010 | 1.010 | |
| Operations and Security - Other | 1.734 | 1.557 | 1.773 | | 1.596 | 1.817 | | 1.636 | 1.863 | | 1.677 | 1.909 | | 1.719 | 1.957 | |
| Operations New Services Support Costs | | 0.160 | | | 0.045 | 0.045 | | 0.077 | 0.077 | | 0.182 | 0.182 | | 0.187 | 0.187 | |
| Procurement | 0.516 | 0.716 | 0.528 | | 0.734 | 0.541 | | 0.752 | 0.555 | | 0.771 | 0.569 | | 0.790 | 0.583 | |
| BMP Support Costs | | | | | - | 0.500 | | - | 0.750 | | - | 0.769 | | - | 0.788 | |
| Projects | 1.192 | 1.296 | 1.549 | | 1.328 | 1.588 | | 1.362 | 1.627 | | 1.396 | 1.668 | | 1.431 | 1.710 | |
| Total | 10.254 | 10.412 | 10.560 | - | 10.508 | 11.324 | - | 10.770 | 11.844 | - | 11.040 | 12.141 | - | 11.316 | 12.445 | - |

Proposed Project Demands (only funded to level shown in shaded box below)

| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m |
|------------------------------|---------------|---------------|---------------|---------------|---------------|
| Infrastructure | 0.507 | 0.600 | 0.405 | 0.405 | 0.405 |
| Telephony | 0.025 | 0.250 | 0.150 | 0.150 | 0.100 |
| WAN | 0.142 | 0.200 | 0.170 | 0.217 | 0.124 |
| WoW | 0.579 | 0.261 | 0.150 | 0.150 | 0.100 |
| Line of Business | 0.938 | 1.300 | 0.891 | 0.891 | 1.121 |
| Information Management | 0.220 | 0.300 | 0.200 | 0.200 | 0.200 |
| LGR | | 1.200 | 0.800 | 0.500 | |
| Total Project Demands | 2.411 | 4.111 | 2.766 | 2.513 | 2.050 |

Funds Available for Projects

| | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| Specific Budget (See Objective Table above) | 1.192 | 1.296 | 1.328 | 1.362 | 1.396 |
| Project days within Steria Contract | 0.700 | 0.718 | 0.735 | 0.754 | 0.773 |
| Total Funds Available | 1.892 | 2.014 | 2.064 | 2.115 | 2.168 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2011-12 | | |
|--|---------------|------------------|--------------|---------------|------------------|--------------|---------------|------------------|--------------|---------------|------------------|--------------|---------------|------------------|--------------|---------------|------------------|--------------|
| Cash freeze | | | | | | | | | | | | | | | | | | |
| Number of PCs Supported | 3,400 | | | 3,468 | | | 3,537 | | | 3,607 | | | 3,679 | | | | | |
| Service Desk Call Volumes (% annual reduction) | | | | -5% | | | -5% | | | -5% | | | -5% | | | -5% | | |
| | | | | | | | | | | | | | | | | | | |
| Unavoidable Costs | | | | | | | | | | | | | | | | | | |
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Number of PCs Supported | 3,400 | | | 3,468 | | | 3,537 | | | 3,607 | | | 3,679 | | | | | |
| Service Desk Call Volumes (% annual reduction) | | | | -5% | | | -5% | | | -5% | | | -5% | | | -5% | | |
| | | | | | | | | | | | | | | | | | | |

Service Summary – ICT and Procurement Services

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|
| Cash freeze | | | | | | | | |
| Mean time to answer calls against SLA (seconds) | | | 20 | 20 | 20 | 20 | 20 | 20 |
| % User Service satisfaction | | | 83% | 83% | 83% | 83% | 83% | 83% |
| Unavoidable Costs | | | | | | | | |
| Mean time to answer calls against SLA (seconds) | | | 20 | 20 | 20 | 20 | 20 | 20 |
| % User Service satisfaction | | | 83% | 86% | 88% | 90% | 92% | 93% |

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High £m | Low £m | Mitigation |
|--|-------------|-------------|------------------------------------|-----------|--|
| <u>ALL Scenarios</u> High Corporate and departmental expectations - Departmental Initiatives - LGR - Waterside - Shared Services All to be delivered in same timescale | H | H | 2.100 | 0.250 | 1. Manage expectations on ability to 2. Reduction in overall number of |
| Reduced ICT Capacity 1. Loss of key ICT staff and difficulty filling vacancies a. CICTU b. Steria c. District Councils - Shared resource model | M | M | | | 1. Need to bring in greater number of 2. Support failing areas by spreading 3. Expand Steria Contract to cover 4. Explore possibility of interim agency |
| Budget assumes high level of staff vacancies | M | M | 0.150 | 0.050 | Reduce projects |
| Number of PCs assumed to be max 2% growth This guarantees higher software costs which cannot be avoided. | M | M | 34.300 | 16.660 | Increase expected hardware |
| <u>Desktop Software Licence risk</u> Use of auditing tools has revealed more deployed desktop software (outside the Microsoft Enterprise Agreement) than we can find licences for &/or versions of software that are no longer supportable where the purchase was made without continued Software Assurance. This will be resolved to some extent by removal through the SOE project but significant amounts of the software will need to be (re)purchased for key products like Adobe Writer, MS Project, MS Visio etc. | H | M | 0.250 | 0.150 | Departments stop using the applications &/or fund purchase maintenance themselves &/or reduce ICT projects |
| <u>Contract Re-negotiation - Steria</u> As the incumbent supplier at a time of major organisational change, Steria would be in a strong position in any contract change negotiations and would therefore be able to demand a high price for agreeing to the required changes. Overall, the scale of costs is likely to be less advantageous to the Authority than currently. | H | H | 0.250 | 0.100 | |
| <u>LGR issues</u> Redirection of ICT budget by District Councils Reduction of District ICT Staff through attrition Adoption of agreed policies | H H M | H M M | 1.500 | 0.800 | Use statutory orders to stop diversions. Early intervention from LGR Build consensus early and establish joint |
| <u>Cash Freeze</u> Applications budget includes £0.100m reduction in upgrades and maintenance support to departmental systems. This may not be achievable | M | M | 0.100 | 0.010 | at a time when dependency on ICT is increasing (see High Corporate and Departmental demand) |
| <u>Procurement</u> Reduction in ICT spend from March 2009 due to schools withdrawing from the contract | H | H | 0.050 | 0.025 | Increase charges to Departments |

| Subjective - Table 9 | 2007-08 | 2008-09 | 2008-09 | 2008-09 |
|-------------------------------|---------|---------|---------|---------|
| | £m | £m | £m | £m |
| Employees | 2.831 | 3.004 | 3.100 | |
| Premises related expenditure | | | | |
| Transport related expenditure | 0.051 | 0.050 | 0.052 | |
| Supplies & Services | 4.783 | 4.617 | 4.766 | |
| Third Party payments | 2.588 | 2.580 | 2.642 | |
| Transfer payments | | 0.160 | | |
| Restructuring | | | | |
| Income | | | | |
| | 10.253 | 10.411 | 10.560 | 0 |

| Efficiency Savings and Cost Reduction Table 11 | | |
|--|--------|----------------------------------|
| | Amount | Description |
| 2008-09 | £ m | <list details> |
| | 0.105 | Steria Contract savings |
| | -0.020 | - 1.0 FTE Information Management |
| | -0.060 | -2.0 FTE Operations posts |
| | 0.120 | Reductions in Projects Budget |
| 2009-10 | 0.045 | Steria Contract savings |
| 2010-11 | 0.031 | Steria Contract savings |
| 2011-12 | 0.103 | Steria Contract savings |
| 2012-13 | | |
| | 0.324 | |

Service Summary – ICT and Procurement Services

| FTES - Table 13 | | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------|-------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.415 | 0.415 | 0.425 | 0.436 | 0.447 | 0.458 | |
| Principal Officer | 1.275 | 1.261 | 1.293 | 1.325 | 1.358 | 1.392 | |
| Other | 1.059 | 1.053 | 1.080 | 1.106 | 1.134 | 1.163 | |
| | 2.749 | 2.729 | 2.797 | 2.867 | 2.939 | 3.012 | |
| | No | No | No | No | No | No | |
| Hay and Above | 5.89 | 5.89 | 5.89 | 5.89 | 5.89 | 5.89 | |
| Principal Officer | 29 | 30.41 | 30.41 | 30.41 | 30.41 | 30.41 | |
| Other | 39 | 37.61 | 37.61 | 37.61 | 37.61 | 37.61 | |
| | 73.89 | 73.91 | 73.91 | 73.91 | 73.91 | 73.91 | |

Explanation of major movements in number of FTEs: <Please provide detail>

| Major Cost Pressures in 2008-09 - Table 15 | | |
|---|---|---|
| Description | £m | Reason for cost pressure, KPI or service standrd impacted and effect of not funding |
| The large percentage of expenditure of expenditure (supplies and services) is paid under contracts which oblige WCC to absorb RPI increases in charges. Assumed min RPI of 2.5% | 0.100 | |
| Procurement Reform | 0.240 | Procurement has commenced a major procurement reform programme. It is insufficiently resourced to fulfil the tasks during the reform process and to continue the tasks following it, in particular the contract review and management function including the analysis for vfm of current contracts. Posts to the value of £240k have been identified to meet contract review, procurement reform and strategic procurement reform and strategic procurement requirements. Resources of £200k have been identified from the ICT area, £80k of staff costs and £120k of other reductions to pay for the procurement cost growth. The remainder of the risk will be carefully managed along with the recruitment of posts. |
| LGR | 2.500 over the 3 yrs. Approx 1.2m next year | LGR will influence most forward looking work within the ICT arena over the next 2 years. £2.5m of additional transition costs have been identified based upon the retention of current levels of ICT funding in both the County and Districts. If those levels change there will be in effect an increase to transition costs - noting Kennet's diversion of £800k of ICT resources already. Many of the current ICT projects will be expanded to fulfil LGR goals - for instance business continuity, disaster recovery, virtualisation, telephony. It is difficult to delineate between core ICT programme and LGR related programmes. Certain projects will require early commencement and investment due to lead times ie WAN, data centre |

Service Summary – Corporate Services

Proforma A

Budget, Performance and Risk

Service Description

Corporate Services

Policy Description:-

Budget Monitoring - Table 2

Budget Analysis - Table 1

Unavoidable Cost

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change |
|---------|-------------|----------------|------------------|---------------|---------|-------|--------|
| | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 4.424 | -3.698 | 0.000 | 8.122 | | 8.122 | |
| 2008-09 | 4.426 | -3.675 | -0.285 | 8.386 | | 8.386 | 3% |
| 2009-10 | 4.537 | -3.767 | -0.292 | 8.596 | | 8.596 | 2% |
| 2010-11 | 4.650 | -3.861 | -0.299 | 8.811 | | 8.811 | 2% |
| 2011-12 | 4.766 | -3.958 | -0.043 | 8.767 | | 8.767 | 0% |
| 2012-13 | 4.885 | -4.057 | -0.044 | 8.986 | | 8.986 | 3% |

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | | | | |
| 2007-08 | | | | |

Objective Budget - Table 3

| | 2008-09 | | | | 2009-10 | | | | 2010-11 | | | | 2011-12 | | | | 2012-13 | | | |
|-------------------------|--------------------|--------------|------------------|--------------|--------------|------------------|--------------|----|--------------|------------------|--------------|----|--------------|------------------|--------------|----|--------------|------------------|--------------|----|
| | Cash Limit 2008-09 | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | | Cash freeze | Unavoidable cost | Growth | |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Legal | 1.343 | 1.477 | 1.378 | | 1.514 | 1.412 | | | 1.552 | 1.448 | | | 1.591 | 1.484 | | | 1.630 | 1.521 | | |
| Human Resources | 2.509 | 2.546 | 2.379 | | 2.610 | 2.438 | | | 2.675 | 2.499 | | | 2.742 | 2.562 | | | 2.810 | 2.626 | | |
| Communications | 0.507 | 0.541 | 0.597 | 0.078 | 0.555 | 0.612 | | | 0.568 | 0.627 | | | 0.583 | 0.643 | | | 0.597 | 0.659 | | |
| CCU/Rec./Desp./SSSU/Web | 1.63 | 1.646 | 1.673 | | 1.687 | 1.715 | | | 1.729 | 1.758 | | | 1.773 | 1.802 | | | 1.817 | 1.847 | | |
| Corp / Mon Off | 0.518 | 0.499 | 0.533 | | 0.511 | 0.546 | | | 0.524 | 0.560 | | | 0.537 | 0.574 | | | 0.551 | 0.588 | | |
| Lean services Manager | 0 | | | | | | | | | | | | | | | | | | | |
| Coroner | 0.726 | 1.075 | 1.075 | | 1.102 | 1.102 | | | 1.129 | 1.129 | | | 1.158 | 1.158 | | | 1.187 | 1.187 | | |
| RBDM | 0.889 | 0.889 | 0.889 | | 0.911 | 0.911 | | | 0.934 | 0.934 | | | 0.957 | 0.957 | | | 0.981 | 0.981 | | |
| Income continuing | -3.698 | -3.812 | -3.675 | | -3.907 | -3.767 | | | -4.005 | -3.861 | | | -4.105 | -3.958 | | | -4.208 | -4.057 | | |
| Income uncertain | | -0.435 | -0.285 | -0.040 | -0.446 | -0.292 | | | -0.457 | -0.299 | | | -0.468 | -0.043 | | | -0.480 | -0.044 | | |
| Total | 4.424 | 4.426 | 4.564 | 0.038 | 4.537 | 4.678 | 0.000 | | 4.650 | 4.795 | 0.000 | | 4.766 | 5.179 | 0.000 | | 4.885 | 5.308 | 0.000 | |

Funded from Rollover

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|---|---------|--|--|---------|--|--|---------|--|--|---------|--|--|---------|--|--|---------|--|--|
| Cash freeze | | | | | | | | | | | | | | | | | | |
| Employees (fte) supported by HR - schools | 5280 | | | 5280 | | | 5280 | | | 5280 | | | 5280 | | | 5280 | | |
| Employees (fte) supported by HR - other | 2700 | | | 2700 | | | 2700 | | | 2700 | | | 2700 | | | 2700 | | |
| Turnover of Staff (%) | 14.7 | | | 14.5 | | | 14.2 | | | 14 | | | 14 | | | 14 | | |
| Internal Solicitors Chargeable Hours | 21645 | | | 21645 | | | 21645 | | | 21645 | | | 21645 | | | 21645 | | |
| Internal Consultants Chargeable | 2000 | | | 2000 | | | 2000 | | | 2000 | | | 2000 | | | 2000 | | |
| Popn of Wiltshire (as measure of | 450850 | | | 453980 | | | 457030 | | | 460080 | | | 463130 | | | 466180 | | |
| CCU added value calls | 141548 | | | 145087 | | | 148714 | | | 152432 | | | 156243 | | | 160149 | | |

Unavoidable Costs

| | 2007-08 | | | 2008-09 | | | 2009-10 | | | 2010-11 | | | 2011-12 | | | 2012-13 | | |
|--------------------------------------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|---------|-----------|-------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total | Volume | Unit cost | Total |
| Employees (fte) supported by HR - s | 5280 | | | 5280 | | | 5280 | | | 5280 | | | 5280 | | | 5280 | | |
| Employees (fte) supported by HR - o | 2700 | | | 2700 | | | 2700 | | | 2700 | | | 2700 | | | 2700 | | |
| Turnover of Staff (%) | 0.147 | | | 0.145 | | | 0.142 | | | 0.14 | | | 0.14 | | | 0.14 | | |
| Internal Solicitors Chargeable Hours | 21645 | | | 21645 | | | 21645 | | | 21645 | | | 21645 | | | 21645 | | |
| Internal Consultants Chargeable | | | | | | | | | | | | | | | | | | |
| Hours (Communications) | 2000 | | | 2000 | | | 2000 | | | 2000 | | | 2000 | | | 2000 | | |
| Popn of Wiltshire (as measure of | | | | | | | | | | | | | | | | | | |
| workload of RBDM) | 450850 | | | 453980 | | | 457030 | | | 460080 | | | 463130 | | | 466180 | | |
| CCU added value calls | 141548 | | | 145087 | | | 148714 | | | 152432 | | | 156243 | | | 160149 | | |

Service Summary – Corporate Services

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|
| Cash freeze | | | | | | | | |
| Cost of internal legal hours of external | | | 60% | 60% | 60% | 60% | 60% | 60% |
| Cost of internal consultancy hours of external | | | 60% | 60% | 60% | 60% | 60% | 60% |
| Contracts of employment completed within 8 weeks | | | 100% | 100% | 100% | 100% | 100% | 100% |
| Process claim forms by next pay run | | | 100% | 100% | 100% | 100% | 100% | 100% |
| Accuracy of forms submitted to CRB | | | 99% | 99% | 99% | 99% | 99% | 99% |
| Job applications received on-line | | | 50% | 60% | 70% | 80% | 80% | 90% |
| Unavoidable Costs | | | | | | | | |
| Cost of internal legal hours of external | | | 60% | 60% | 60% | 60% | 60% | 60% |
| Cost of internal consultancy hours of external | | | 60% | 60% | 60% | 60% | 60% | 60% |
| Contracts of employment completed within 8 weeks | | | 100% | 100% | 100% | 100% | 100% | 100% |
| Process claim forms by next pay run | | | 100% | 100% | 100% | 100% | 100% | 100% |
| Accuracy of forms submitted to CRB | | | 99% | 99% | 99% | 99% | 99% | 99% |
| Job applications received on-line | | | 50% | 60% | 70% | 80% | 80% | 90% |

| Subjective - Table 9 | Cash freeze | | Unavoid | | Growth | |
|-------------------------------|-------------|---------|---------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2008-09 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m | £m | £m |
| Employees | | 5.988 | 5.846 | | | |
| Premises related expenditure | | 0.505 | 0.518 | | | |
| Transport related expenditure | | 0.125 | 0.130 | | | |
| Supplies & Services | | 1.948 | 1.923 | | | |
| Third Party payments | | | | | | |
| Transfer payments | | 0.107 | 0.107 | | | |
| Restructuring | | | | | | |
| Income | | -4.247 | -3.960 | | | |
| | 0 | 4.426 | 4.564 | | | 0 |

Other Income - Table 7

| | Contributions | | Unavoidable Partnerships | | Fees and Charges | | Total Income | |
|---------|---------------|-----------|--------------------------|-----------|------------------|-----------|--------------|-----------|
| | Certain | Uncertain | Certain | Uncertain | Certain | Uncertain | Certain | Uncertain |
| | £m | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | | | | | | | 3.698 | 0 |
| 2008-09 | 0.218 | 0.245 | | | 3.457 | 0.000 | 3.675 | 0.245 |
| 2009-10 | 0.223 | 0.251 | | | 3.543 | | 3.767 | 0.251 |
| 2010-11 | 0.229 | 0.257 | | | 3.632 | | 3.861 | 0.257 |
| 2011-12 | 0.235 | 0.000 | | | 3.723 | | 3.958 | 0.000 |
| 2012-13 | 0.241 | 0.000 | | | 3.816 | | 4.057 | 0.000 |

Growth Items - 2008-09 - Table 12

| £m | Description | Corporate plan target impacting on and to what extent |
|--------|--|---|
| 0.078 | Costs associated with delivery of Wiltshire Magazine | |
| -0.040 | Possible advertising income from above publication | |
| 0.038 | error | |

Service Summary – Corporate Services

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High £m | Low £m | Mitigation |
|--|-----------|----------|------------------------------------|-----------|--|
| <u>ALL Scenarios</u> | | | | | |
| The workload of a number of these service areas eg Legal, HR and Communications is determined, in part, by the level of developments and initiatives throughout the County Council. An increased level of initiatives would lead to a demand for these services in excess of the levels shown. Examples include implementation of Pay Reform and new FMS | M | H | | | |
| Within HR, it is estimated that Workforce Development would require an additional £0.100m in 2008-09 and subsequent years to continue Manage to Lead Programme | | | 0.100 | 0.100 | |
| Substantial change in purchase of HR service by schools under 'Right Choice' arrangements | M | M | 0.300 | -0.100 | Reduce staffing levels (but redundancy implications) |
| Within Communications possible lower than expected take up of advertising space in the Wiltshire Magazine | M | M | 0.040 | 0.010 | Reduce circulation of magazine to reduce costs |
| Within Legal the budget assumes £0.100m from external income for work on behalf of developers | L | M | | | Monitor closely. Adjust expend |
| Failure to meet customers' expectations due to staff being seconded to Corporate projects | H | M | | | Manage expectations |
| Increased Coroner activity and costs due to military deaths (Budget included in Objective Table assumes additional net costs of £0.245m all funded by Ministry of Justice) | M | M | | | Seek further Govt support |
| CCU Further reductions in budget will require reduced staffing levels with impact on call answering volumes handled | M | M | | | |
| Web Budget is very small any further reductions will impact staffing levels impacting on website development and maintenance | M | M | | | |
| Reception small budget with further cuts will impact on staffing levels which would result in problems for reception staffing | M | L | | | |
| <u>Cash Freeze</u> | | | | | |
| <u>Unavoidable Costs</u> | | | | | |

Efficiency Savings and Cost Reduction Table 11

| | Amount | Description |
|---------|--------|---|
| | £ m | |
| 2008-09 | 0.050 | Use of internal Legal resources instead of outsourcing |
| 2008-09 | 0.010 | CCU reduction in furniture & equipment, training and printing |
| 2008-09 | 0.020 | Use if in house resources instead of external consultants |
| 2008-09 | 0.020 | Internal trainers to facilitate training instead of external trainers |
| 2009-10 | | |
| 2010-11 | | |
| 2011-12 | | |
| 2012-13 | | |
| | 0.100 | |

FTEs - Table 13

| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Hay and Above | 0.983 | 0.923 | 0.946 | 0.970 | 0.994 | 1.019 |
| Principal Officer | 1.977 | 2.225 | 2.281 | 2.338 | 2.396 | 2.456 |
| Other | 2.67 | 2.698 | 2.765 | 2.835 | 2.905 | 2.978 |
| | 5.630 | 5.846 | 5.992 | 6.142 | 6.296 | 6.453 |

| | No | No | No | No | No | No |
|-------------------|--------|--------|--------|--------|--------|--------|
| Hay and Above | 12 | 9.00 | 9.00 | 9.00 | 9.00 | 9.00 |
| Principal Officer | 51.13 | 49.46 | 49.46 | 49.46 | 49.46 | 49.46 |
| Other | 112.44 | 107.10 | 107.10 | 107.10 | 107.10 | 107.10 |
| | 175.57 | 165.56 | 165.56 | 165.56 | 165.56 | 165.56 |

Explanation of major movements in number of FTEs: Re-organisation of Human Resources and Corporate Management departments

Service Summary – Core Services

Budget, Performance and Risk

Service Description Core

Policy Description:-

Proforma A

Budget Analysis - Table 1

| | Net Revenue | Income Certain | Income Uncertain | Gross Revenue | Capital | Total | change | |
|------------------|-------------|----------------|------------------|---------------|---------|-------|--------|----|
| | £m | £m | £m | £m | £m | £m | £m | £m |
| Unavoidable Cost | 2007-08 | 3.438 | -0.019 | 0.000 | 3.457 | | 3.457 | |
| | 2008-09 | 3.575 | -0.019 | 0.000 | 3.594 | | 3.594 | 4% |
| | 2009-10 | 3.635 | -0.019 | 0.000 | 3.654 | | 3.654 | 2% |
| | 2010-11 | 3.726 | -0.020 | 0.000 | 3.745 | | 3.745 | 2% |
| | 2011-12 | 3.819 | -0.020 | 0.000 | 3.839 | | 3.839 | 2% |
| | 2012-13 | 3.914 | -0.021 | 0.000 | 3.935 | | 3.935 | 2% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | | | | |
| 2007-08 | | | | |

Objective Budget - Table 3

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|------------------------------|--------------|------------------|--------------|--------------|------------------|--------------|
| | Cash freeze | Unavoidable cost | Growth | Cash freeze | Unavoidable cost | Growth |
| | £m | £m | £m | £m | £m | £m |
| Chief Exec / Cent Management | 0.825 | 0.821 | 0.844 | 0.859 | 0.865 | 0.880 |
| Democratic Representation | 1.4 | 1.491 | 1.491 | 1.528 | 1.528 | 1.566 |
| Corporate Grants | 0.563 | 0.563 | 0.575 | 0.577 | 0.589 | 0.592 |
| LGR | 0.350 | 0.350 | 0.357 | 0.359 | 0.366 | 0.368 |
| Customer First / Hub | 0.082 | 0.082 | 0.084 | 0.084 | 0.086 | 0.086 |
| Programme Office | 0.237 | 0.241 | 0.243 | 0.247 | 0.249 | 0.253 |
| Income continuing | -0.019 | -0.019 | -0.019 | -0.019 | -0.019 | -0.020 |
| Income uncertain | | | | 0.000 | 0.000 | 0.000 |
| Total | 3.438 | 3.529 | 3.575 | 3.635 | 3.664 | 3.726 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------------------------|---------|---------|---------|---------|---------|---------|
| Cash freeze | | | | | | |
| No of committee meetings | 140 | 140 | 140 | 140 | 140 | 140 |
| No of community area Board meetings | 160 | 160 | 160 | 160 | 160 | 160 |

Unavoidable Costs

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------------------------|---------|-----------|---------|---------|-----------|---------|
| | Volume | Unit cost | Total | Volume | Unit cost | Total |
| No of committee meetings | 140 | | 140 | 140 | | 140 |
| No of community area Board meetings | | | 160 | 160 | | 160 |

Key Performance standards - Table 5

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|
| Cash freeze | | | | | | | | |
| CPA (Use of Resources) score | | | 3 | 3 | 3 | 3 | 3 | 3 |
| Unavoidable Costs | | | | | | | | |
| CPA (Use of Resources) score | | | 3 | 3 | 4 | 4 | 4 | 4 |

Other Income - Table 7

| | Contribution s | Partnerships | Fees and Charges | Total Income |
|---------|----------------|--------------|------------------|--------------|
| | Certain | Uncertain | Certain | Uncertain |
| | £m | £m | £m | £m |
| 2007-08 | 0 | | 0.019 | 0.019 |
| 2008-09 | 0 | | 0.019 | 0.019 |
| 2009-10 | 0.000 | | 0.019 | 0.019 |
| 2010-11 | 0.000 | | 0.020 | 0.020 |
| 2011-12 | 0.000 | | 0.020 | 0.020 |
| 2012-13 | 0.000 | | 0.021 | 0.021 |

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 |
|-------------------------------|--------------|--------------|--------------|----------|
| | £m | £m | £m | £m |
| Employees | 0.963 | 0.965 | 0.989 | |
| Premises related expenditure | 0.099 | 0.099 | 0.100 | |
| Transport related expenditure | 0.087 | 0.077 | 0.078 | |
| Supplies & Services | 1.206 | 1.301 | 1.302 | |
| Third Party payments | | 0.000 | 0.000 | |
| Transfer payments | 0.671 | 0.674 | 0.685 | |
| Restructuring | 0.432 | 0.432 | 0.441 | |
| Income | -0.019 | -0.019 | -0.019 | |
| Total | 3.438 | 3.529 | 3.575 | 0 |

Service Summary – Core Services

| Growth Items - 2008-09 - Table 12 | | |
|-----------------------------------|--------------------|---|
| £m | Description | Corporate plan target impacting on and to what extent |
| 0.107 | Members allowances | This figure reflects Phases 2 & 3 of the decision to reduce the Public Services abatement for Members Allowances from 50% to 33% (This sum is included in cash limit budget) |
| | error | |

| FTES - Table 13 | | | | | | |
|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2007-08 £m | 2008-09 £m | 2009-10 £m | 2010-11 £m | 2011-12 £m | 2012-13 £m |
| | 1.020 | 1.085 | 1.112 | 1.140 | 1.169 | 1.198 |
| | 1.020 | 1.085 | 1.112 | 1.140 | 1.169 | 1.198 |
| | No 25.5 | No 25.5 | No 25.5 | No 25.5 | No 25.5 | No 25.5 |
| | 25.50 | 25.50 | 25.50 | 25.50 | 25.50 | 25.50 |

Explanation of major movements in number of FTEs: **<Please provide detail>**

| Major Cost Pressures In 2008-09 - Table 15 | | |
|--|------|--|
| Description | £m | Reason for cost pressure, KPI or service standrd impacted and effect of not funding |
| Members Allowances | 0.08 | Cost of making Members Allowances pensionable (This is not included in the current budget submission) |

Service Summary – Finance Services

Budget, Performance and Risk

Service Description

Policy Description:-

Finance

Budget Analysis - Table 1

Option 1

| | Income | | Income | | Gross | | Capital | Total | change |
|---------|-------------|---------|-----------|---------|---------|---------|---------|-------|--------|
| | Net Revenue | Certain | Uncertain | Revenue | Revenue | Revenue | | | |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| 2007-08 | 25.376 | 1.741 | 0.000 | 27.117 | | | 27.117 | | |
| 2008-09 | 24.559 | 1.741 | 0.000 | 26.300 | | | 26.300 | | -3% |
| 2009-10 | 29.143 | 1.784 | 0.000 | 30.927 | | | 30.927 | | 18% |
| 2010-11 | 30.488 | 1.829 | 0.000 | 32.317 | | | 32.317 | | 4% |
| 2011-12 | 31.531 | 1.875 | 0.000 | 33.405 | | | 33.405 | | 3% |
| 2012-13 | 32.317 | 1.921 | 0.000 | 34.238 | | | 34.238 | | 2% |

Budget Monitoring - Table 2

| Year | Original budget | Approved budget | (Proj) Outturn | Variation |
|---------|-----------------|-----------------|----------------|-----------|
| | £m | £m | £m | £m |
| 2006-07 | 1.923 | 1.997 | | |
| 2007-08 | 1.925 | 1.989 | | |

Objective Budget - Table 3

| | | 2008-09 | | | | 2009-10 | | | | 2010-11 | | | | 2011-12 | | | | 2012-13 | | | |
|----------------------------|---------------|---------------|---------------|--------------|---------------|---------------|--------------|---------------|---------------|---------------|---------------|--------------|---------------|---------------|--------------|---------------|---------------|--------------|---------------|---------------|--------------|
| | | Unavoidable | | Growth | £m | Unavoidable | | Growth | £m | Unavoidable | | Growth | £m | Unavoidable | | Growth | £m | Unavoidable | | Growth | £m |
| | 2007-08 | Cash freeze | cost | | | Cash freeze | le cost | | | Cash freeze | ble cost | | | Cash freeze | cost | | | Cash freeze | le cost | | |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Internal Audit (FE0000) | 0.385 | 0.417 | 0.417 | | 0.427 | 0.427 | | 0.438 | 0.438 | 0.449 | 0.449 | | 0.460 | 0.460 | | 0.460 | 0.460 | | 0.460 | 0.460 | |
| Corporate Finance (FF1000) | 1.311 | 1.347 | 1.335 | | 1.381 | 1.368 | | 1.416 | 1.403 | 1.451 | 1.438 | | 1.487 | 1.474 | | 1.487 | 1.474 | | 1.487 | 1.474 | |
| Dept Finance | 3.543 | 3.543 | 3.543 | | 3.632 | 3.632 | | 3.723 | 3.722 | 3.816 | 3.815 | | 3.911 | 3.911 | | 3.911 | 3.911 | | 3.911 | 3.911 | |
| Management (FM1000) | 0.179 | 0.162 | 0.190 | | 0.166 | 0.195 | | 0.170 | 0.200 | 0.174 | 0.205 | | 0.178 | 0.210 | | 0.178 | 0.210 | | 0.178 | 0.210 | |
| Exchequer (FG1000) | 0.275 | 0.282 | 0.285 | | 0.289 | 0.292 | | 0.296 | 0.299 | 0.303 | 0.307 | | 0.311 | 0.315 | | 0.311 | 0.315 | | 0.311 | 0.315 | |
| Payroll (FH/FG2) | 1.196 | 1.200 | 1.208 | | 1.230 | 1.238 | | 1.261 | 1.269 | 1.292 | 1.301 | | 1.325 | 1.333 | | 1.325 | 1.333 | | 1.325 | 1.333 | |
| AD Shared Services | | | | | | | | | | | | | | | | | | | | | |
| Capital Financing | 15.605 | 14.760 | 16.628 | | 19.099 | 19.099 | | 20.193 | 20.193 | 20.978 | 20.978 | | 21.500 | 21.500 | | 21.500 | 21.500 | | 21.500 | 21.500 | |
| Flood precept | 0.478 | 0.505 | 0.505 | | 0.518 | 0.518 | | 0.531 | 0.531 | 0.544 | 0.544 | | 0.557 | 0.557 | | 0.557 | 0.557 | | 0.557 | 0.557 | |
| Pensions Backfunding | 4.145 | 4.147 | 4.254 | | 4.251 | 4.360 | | 4.357 | 4.469 | 4.466 | 4.581 | | 4.578 | 4.696 | | 4.578 | 4.696 | | 4.578 | 4.696 | |
| Income continuing | -1.741 | -1.804 | -1.741 | | -1.849 | -1.784 | | -1.895 | -1.829 | -1.942 | -1.875 | | -1.991 | -1.921 | | -1.991 | -1.921 | | -1.991 | -1.921 | |
| Income uncertain | | | | | | | | | | | | | | | | | | | | | |
| Total | 25.376 | 24.559 | 26.624 | 0.000 | 29.143 | 29.345 | 0.000 | 30.488 | 30.695 | 31.531 | 31.743 | 0.000 | 32.317 | 32.534 | 0.000 | 32.317 | 32.534 | 0.000 | 32.317 | 32.534 | 0.000 |

Service Volumes Across Options - Service Levels / Cost Drivers - Table 4

| All Scenarios | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------------|---------|---------|---------|---------|---------|---------|
| No. of Payroll payments | 413000 | 413000 | 413000 | 413000 | 413000 | 413000 |
| No. of Audit Days | 2050 | 2050 | 2050 | 2050 | 2050 | 2050 |

Subjective - Table 9

| | Cash freeze | | Unavoid | | Growth | |
|-------------------------------|-------------|---------|---------|---------|---------|---------|
| | 2008-09 | 2008-09 | 2008-09 | 2008-09 | 2008-09 | 2008-09 |
| | £m | £m | £m | £m | £m | £m |
| Employees | | 9.735 | | 9.871 | | |
| Premises related expenditure | | 0.362 | | 0.350 | | |
| Transport related expenditure | | 0.079 | | 0.081 | | |
| Supplies & Services | | 0.922 | | 0.930 | | |
| Capital Financing | | 14.760 | | 16.628 | | |
| Transfer payments | | 0.505 | | 0.505 | | |
| Restructuring | | 0.000 | | 0.000 | | |
| Income | | -1.804 | | -1.741 | | |
| | 0 | 24.559 | | 26.625 | | 0 |

Key Budget Assumptions / Risks - Table 10

| Description | Risk Prob | Severity | Impact / sensitivity High £m | Low £m | Mitigation |
|---|-----------|----------|------------------------------|--------|--|
| <u>ALL Scenarios</u> | | | | | |
| Internal Audit - Income from Schools not guaranteed to cover cost of additional employee | L | L | 0.030 | 0.000 | |
| Local Area Agreement - There is increasing workload in supporting the LAA. If we don't dedicate resources they will not have financial governance and monitoring arrangements expected of the accountable body. | H | L | 0.047 | 0.047 | |
| Pension backfunding - it is assumed that reductions in pension backfunding will equal the increased costs in the future service rates within departments and that the budget can be vired when information is fully known. Work is on-going on this. There is a risk over the element funded by schools and whether this is sufficient. Also see cost pressures below | L | L | 0.111 | 2.000 | Detailed work is being undertaken on this to quantify by the time the final budget is set. |

Item No.08 - Medium Term Financial Strategy0.doc

Service Summary – Finance Services

| Growth Items - 2008-09 - Table 12 | | |
|-----------------------------------|-------------|---|
| £m | Description | Corporate plan target impacting on and to what extent |
| 0.047 | LAA | Local Area Agreement - WCC is the accountable body and is therefore incurring additional costs of ensuring the financial governance of these funds. LAA has new financial reporting requirements. |

| FTES - Table 13 | | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-------------------|--------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m | £m |
| Hay and Above | 0.598 | 0.587 | 0.602 | 0.617 | 0.632 | 0.648 | |
| Principal Officer | 1.342 | 1.536 | 1.574 | 1.614 | 1.654 | 1.695 | |
| Other | 3.715 | 3.926 | 4.024 | 4.125 | 4.228 | 4.334 | |
| | 5.655 | 6.049 | 6.200 | 6.355 | 6.514 | 6.677 | |
| | No | No | No | No | No | No | |
| Hay and Above | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 | |
| Principal Officer | 31.96 | 35.89 | 35.89 | 35.89 | 35.89 | 35.89 | |
| Other | 160.16 | 165.30 | 165.30 | 165.30 | 165.30 | 165.30 | |
| | 200.12 | 209.19 | 209.19 | 209.19 | 209.19 | 209.19 | |

Explanation of major movements in number of FTEs:

<Please provide detail>

Other

Internal Audit

1 post to cover additional work on FMS reviews in schools.

Payroll

2 Pay reform posts

Pensions

1 Admin post

Exchq

Extra 0.5 of a post

DCE

Extra 0.6 of a post

Principal Officers

Corporate Finance

2 additional posts - Cap/Inv accountant and Efficiency accountant

Pensions

2 additional posts

| Efficiency Savings and Cost Reduction Table 11 | | |
|--|--------|--|
| | Amount | Description |
| | £ m | |
| 2007-08 | 0.012 | ESD Time recording savings Space saving savings |
| 2008-09 | | |
| 2009-10 | | |
| 2010-11 | | |
| 2011-12 | | |
| 2012-13 | | |
| | 0.000 | |

| Major Cost Pressures In 2008-09 - Table 15 | | |
|---|-------|---|
| Description | £m | Reason for cost pressure, KPI or service standard impacted and effect of not funding |
| Increasing Capital Programme | 0.047 | In 2002-03 the capital programme over 3 years was £21m in 2007-08 it was £170m. This reflects not only an increase in the number of projects but the scale of projects and consequently the risks facing the authority. This is particularly true with the number of self funding projects which carry higher levels of risk. The increased workload is putting unsustainable pressure on the corporate finance team who support the programme. Additional staff are required and this has been met within the cash freeze proposal by reducing all budgets for non staff items and by requiring a contribution from capital projects to support 50% of the staff. |
| Increased major projects | 0.050 | The risk with this is that the training budget is at a minimum and with the high levels of staff turnover this is a risk. Training is currently set at £200 per employee which does not even cover the cost of one CIPFA course. Risk is dilution of skills set. The need to provide financial support to the major projects such as BMP, WOW, 1C4W and also to react in year to support departmental projects such as LD Review, 3 tier review, OSJ contract reviews, etc puts extreme pressure on the finance teams and the lack of capacity increases the risk exposure as some work areas have to be compromised. Within the cash limit staffing structures have been revised to reflect this. |
| Need to improve Financial Planning of authority and improve efficiency agenda | 0.050 | The increased complexity of logical government and the increased pressure on budgets means that robust, strategic financial planning is becoming critical. This means that resources are required in this area. A head of financial planning post has been created plus one other post. Together these address this issue and the project issue above. Funding has been found through Extra demand for internal audit is presented by schools under the Financial Management Standards. This is expected to be met by charging schools for the services. |
| Supporting FMSIS audits in schools | 0.030 | |

Virements - Table 17

| Description | £m | Other service affected and department |
|-------------|----|---------------------------------------|
|-------------|----|---------------------------------------|

LAA Memo - Table 16

£m

In growth bid assumed £47k used for support accountant

0.047

<please detail>

0.047