		2011/12 £'000	I	ndicative 2012/13 £'000
Adult Social Care Cash Limit		42,015		41,515
Key Service Pressures Commissioning Specific grant fall-out (including Area Based Grants) Other net variations (including price inflation not covered by cash limits) Net savings required to meet overall funding reduction	•	2,511 4,939 154 5,890 13,186	3	3,524 4,939 154 6,390 14,699
Savings Reductions to grant-supported expenditure New grant support Savings agreed at Special Council (details shown below)	-	131 6,439 6,616 13,186	-	131 6,439 8,129 14,699
Detailed savings proposals Social Work and Care Management / Commissioning:		%		
Remodel community commissioning service Renegotiate contracts with external providers including Supporting People	-	1,100 1,300	-	1,100
Changes to charging policies	_	270		2,813
More comprehensive use of reablement service		1,250		270
Full application of Resource Allocation System	_	685	-	1,250
In House Provider Services:	-	000		685
Remodel 4 residential homes	-	195	-	195
Outsource Extra Care Services	_	160		160
Outsource provision of service from Midway		55		55
Remodel Day Care Services, closure of 2 establishments (Tower View and Mill Hill) and vacate Accrington Road, retain 2 and focus services from these sites. Savings will also be made from the running costs of the establishments no longer in use				
Savings on Rehabilitation and Enabling service		1,000	-	1,000
Alternative management of Shared Lives Service		206	-	206
Remodel management structure	-	30	-	30
Savings from Administration review		215	-	215
	-	150	-	150
		6,616	-	8,129

Children's Services Cash Limit 37,206 35,93: Key Service Pressures Non-recurring items and full year effects Specific grant fall-out (including Area Based Grants) 12,785 12,785 Other net variations (including price inflation not covered by cash limits) 1,753 1,439 Other net variations (including price inflation not covered by cash limits) 1,753 1,439 Net savings required to meet overall funding reduction 1,753 1,439 Net savings required to meet overall funding reduction 1,753 1,439 Net savings required to meet overall funding reduction 1,753 1,439 Net savings Reductions to grant-supported expenditure 2,102 2,102 2,102 Reductions to grant-support 2,102 2,102 3,774 3,9774 Savings agreed at Special Council (details shown below) 4,444 5,5963 Detailed savings proposals Management Structure, policy planning and business support: Reduction of back office functions and business support 3,800 - 380 Social Care: Remodelling off Social Work teams to increase First Response & Early Intervention & reduce longer term placement costs 5,001 Remodelling off Social Work teams to increase First Response & Early Intervention & reduce longer term placement costs 5,001 Remodelling off Social Work teams to increase First Response & Early Intervention & reduce longer term placement costs 5,001 Remodelling off Social Work teams to increase First Response & Early Intervention & reduce longer term placement costs 5,001 Remodelling off Social Work teams to increase First Response & Early Intervention & reduce longer term placement costs 5,001 Remodelling off Social Work teams to increase First Response & Early Intervention & reduce longer term placement costs 5,001 Remodelling off Intervention of Cost office post 5,001 Remodelling office function and Business Support: 8,000 Reduction in Mgml & Business Team & Business Infrastructure 2,25 - 255 Loss of senior management post 6,001 Loss of senior management post 6,001 Loss of senior management post 7,001 Reduction in Mgml & Business Team & Business Infrastructure 5,002 Reduction Intervent					opood	13
Non-recurring items and full year effects 1,189 1,252	, 1202 20					Indicativ 2012/1: £'000
Non-recurring items and full year effects Specific grant fall-out (including Area Based Grants) Other net variations (including price inflation not covered by cash limits) Net savings required to meet overall funding reduction At 101 Specific grant fall-out (including price inflation not covered by cash limits) Net savings required to meet overall funding reduction At 101 Specific grant fall-out (including price inflation not covered by details and including reduction At 101 Specific grant fall-out (including reduction fall fall fall fall fall fall fall fal	Children's Services	Cash Limit		37,206		35,933
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Young People's Services: Youth Offending Team - reduction of core team subject to continuing Youth Justice Board grant Removal of contribution to Young People's Housing Officer - 45 - 45 Schools and Learning: Special Educational Needs - reduction in core Statutory Assessment staffing & Ed Psychologists - 92 - 159 Loss of senior management post - 65 - 65 Inclusion Support Services - reduction in core ISS team & staffing at Sunnyhurst Centre & St Thomas Pupil Referral Unit - 350 - 350 Loss of Dedicated Schools Grant, savings on schools block re Inclusion Support Services reducing pressure on Individual Schools Budgets School Improvement & Curriculum Support - reduction in core staffing Loss of Young People's Learning post, School Improvement Officer & 158 - 158 School Support - reduction in core client team and asset measures in 158 School Support - reduction in core client team and asset measures in 158		Shine with achaela and u				1
Youth Offending Team - reduction of core team subject to continuing Youth Justice Board grant Removal of contribution to Young People's Housing Officer Schools and Learning: Special Educational Needs - reduction in core Statutory Assessment staffing & Ed Psychologists Loss of senior management post Inclusion Support Services - reduction in core ISS team & staffing at Sunnyhurst Centre & St Thomas Pupil Referral Unit Loss of Dedicated Schools Grant, savings on schools block re Inclusion Support Services reducing pressure on Individual Schools Budgets School Improvement & Curriculum Support - reduction in core staffing Loss of Young People's Learning post, School Improvement Officer & Healthy Schools posts School Support - reduction in core client team and asset measures in the support and service measure	sin existing sites	l essential early years services from		4 500		
Removal of contribution to Young People's Housing Officer - 45 - 45 Schools and Learning: Special Educational Needs - reduction in core Statutory Assessment staffing & Ed Psychologists - 92 - 159 Loss of senior management post - 65 - 65 Inclusion Support Services - reduction in core ISS team & staffing at Sunnyhurst Centre & St Thomas Pupil Referral Unit - 350 - 350 Loss of Dedicated Schools Grant, savings on schools block re Inclusion Support Services reducing pressure on Individual Schools Budgets 350 350 School Improvement & Curriculum Support - reduction in core staffing - 126 - 126 Healthy Schools posts - 158 - 158 School Support - reduction in core client team and accept means and accept	Young People's Services:			1,500	-	1,750
Removal of contribution to Young People's Housing Officer - 45 - 45 Schools and Learning: Special Educational Needs - reduction in core Statutory Assessment staffing & Ed Psychologists - 92 - 159 Loss of senior management post - 65 - 65 Inclusion Support Services - reduction in core ISS team & staffing at Sunnyhurst Centre & St Thomas Pupil Referral Unit - 350 - 350 Loss of Dedicated Schools Grant, savings on schools block re Inclusion Support Services reducing pressure on Individual Schools Budgets 350 350 School Improvement & Curriculum Support - reduction in core staffing - 126 - 126 Healthy Schools posts - 158 - 158 School Support - reduction in core client team and accept means and accept	Youth Justice Board areast	of core team subject to continuing				
Schools and Learning: Special Educational Needs - reduction in core Statutory Assessment staffing & Ed Psychologists - 92 - 159 Loss of senior management post - 65 - 65 Inclusion Support Services - reduction in core ISS team & staffing at Sunnyhurst Centre & St Thomas Pupil Referral Unit - 350 - 350 Loss of Dedicated Schools Grant, savings on schools block re Inclusion Support Services reducing pressure on Individual Schools Budgets - 350 - 350 School Improvement & Curriculum Support - reduction in core staffing - 126 - 126 Healthy Schools posts - 158 - 158 School Support - reduction in core client team and asset measurement - 156	grant		-	122	-	122
Special Educational Needs - reduction in core Statutory Assessment staffing & Ed Psychologists - 92 - 159 Loss of senior management post - 65 - 65 Inclusion Support Services - reduction in core ISS team & staffing at Sunnyhurst Centre & St Thomas Pupil Referral Unit - 350 - 350 Loss of Dedicated Schools Grant, savings on schools block re Inclusion Support Services reducing pressure on Individual Schools Budgets 350 - 350 School Improvement & Curriculum Support - reduction in core staffing - 126 - 126 Healthy Schools posts - 158 - 158 School Support - reduction in core client team and accept measurement of the staffing - 158	ocitions and Learning.		-8	45		
Loss of senior management post - 65 - 65 Inclusion Support Services - reduction in core ISS team & staffing at Sunnyhurst Centre & St Thomas Pupil Referral Unit - 350 - 350 Loss of Dedicated Schools Grant, savings on schools block re Inclusion Support Services reducing pressure on Individual Schools Budgets 350 - 350 School Improvement & Curriculum Support - reduction in core staffing - 126 - 126 Healthy Schools posts - 158 - 158 School Support - reduction in core client team and accept measurement of the staffing - 158 School Support - reduction in core client team and accept measurement of the staffing - 158	Special Educational Needs - reduc	ction in core Statutory Assessment				
Inclusion Support Services - reduction in core ISS team & staffing at Sunnyhurst Centre & St Thomas Pupil Referral Unit - 350 - 350 Loss of Dedicated Schools Grant, savings on schools block re Inclusion Support Services reducing pressure on Individual Schools Budgets 350 350 School Improvement & Curriculum Support - reduction in core staffing - 126 - 126 Loss of Young People's Learning post, School Improvement Officer & 158 - 158 School Support - reduction in core client team and accept measurement of the service of the staffing in the service of the			_	92	_	150
Sunnyhurst Centre & St Thomas Pupil Referral Unit - 350 - 350 Loss of Dedicated Schools Grant, savings on schools block re Inclusion Support Services reducing pressure on Individual Schools Budgets 350 350 School Improvement & Curriculum Support - reduction in core staffing - 126 - 126 Loss of Young People's Learning post, School Improvement Officer & 158 - 158 School Support - reduction in core client team and accept measurement of the staffing - 158	Inclusion Support Services reduced	4:	()			
Inclusion Support Services reducing pressure on Individual Schools Budgets 350 350 School Improvement & Curriculum Support - reduction in core staffing - 126 - 126 Loss of Young People's Learning post, School Improvement Officer & - 158 - 158 School Support - reduction in core client team and accept measurement.	The second of th	Unii Motorrol I Ind				
Budgets School Improvement & Curriculum Support - reduction in core staffing - 126 - 126 Healthy Schools posts School Support - reduction in core client team and accept measurement - 158	Loss of Dedicated Schools Grant of	Savings on solvest- II I		350	-	350
School Improvement & Curriculum Support - reduction in core staffing - 126 - 126 Loss of Young People's Learning post, School Improvement Officer & - 158 - 158 School Support - reduction in core client team and asset measurement.	moldoion oupport Services reducing	g pressure on Individual Schools				
Healthy Schools posts - 158 - 158 School Support - reduction in core client team and asset management.				350		350
Healthy Schools posts - 158 - 158 School Support - reduction in core client team and asset management.	School Improvement & Curriculum	Support - reduction in core staffing	_	126		120
School Support - reduction in core client team and accet management.	- s o i i oding i copie s Learning no	ost, School Improvement Officer &		120		126
School Support - reduction in core client team and asset management			-	158		158
was soon management = 11	School Support - reduction in core o	lient team and asset management	_	72		72

Portfolio cash limits, key pressures and savings proposals

		2011/12 £'000	li	ndicative 2012/13 £'000
Reduced administrative costs for student Higher Education awards	_	118		118
Loss of senior management post		68		
BSF Operating Costs - reduced revenue support costs for remainder of project				68 175
Interest savings on BSF programme reducing future revenue costs				
Review of Special Educational Needs policy	-	50		175 150
Reduction in discretionary payments; school clothing grants to be paid only at start of academic year; introduction and increase of charges for denominational transport services. This is subject to a full consultation		11		
exercise.	-	197	22 0	297
	•	4,446	-	5,963

		0.000	.	
		2011/12 £'000		Indicativ 2012/1 £'00
Environmental Improvement and Sustainability				
Cash Limit		11,183	86	11,26
Key Service Pressures				,
Non-recurring items and full year effects				
Income shortfalls due to recession		104		104
Other net variations (including price inflation not covered by		45		4:
cash limits)		racers and		
Net savings required to meet overall funding reduction	-	57		22
s and to most overall fulfiding reduction		1,651		1,572
	-	1,743		1,743
Savings				
Savings agreed at Special Council (details shown below)		4 740		¥ 1966
(details shown below)	_	1,743		1,743
	2 <u>5.</u>	1,743	. **	1,743
Detailed savings proposals				
Review work patterns and reduce overtime:				
Refuse collection 4 day week	_	50		50
Street Cleansing reduce overtime	-	30		50
Cemetery - renogotiate working times and reduce overtime	-	20		30
Cernetery income:	_		-	20
Cemetery - increase income	_	10		10
Cemetery - increase burial and cremation charges above		10	-	10
inflation/increase mercury abatement charge	-	60	-	60
Review commercial skip service: Remove service to save on landfill costs				
Reduce street cleansing service:	-	80	Li m s.	80
Street cleansing reduce frequencies				
Reduce parks maintenance and grass cutting of private land and	-	200	_ (m)	200
andscaped areas:				
Grass cutting - stop cutting private land				
Grass cutting - reduce cutting of landscaped areas	-	20	-	20
	-	25		25
Parks 20% reduction in maintenance - incorporates reduced maintenance at smaller parks i.e. Griffin, Livesey Urban, Ashton and Whitehall. More limited focus on Green Flag Parks only i.e. Corporation Park, Roe Lee, Queens Park, Sunnyhurst Woods, Witton and Bold venture parks. Around 20 under-utilised and vandalised play areas may close, closure of 4 bowling greens and no winter bowls, reduce sports pitch provision maintenance, grassed areas on non-Council land will no longer be cut and reduced grass cutting in parks. The Council will				
consider community support of any of these facilities		200	20	200
egeneration):		200		200
Public toilets transfer to Regeneration staff		75	_	75
aste - HWRC opening, trade waste charges, review				- 70
forcement team, reduce costs:				
Vaste - reduce opening hours of HWRC - Vaste - reduce enforcement		65	_	65
		45	_	45
Vaste - further reductions in enforcement		110	-	110
rade waste - increase charges above inflation - educe LATS budget		70	_	70
Combine bulky waste and bin delivery services		20		20
		40		40

Portfolio cash limits, key pressures and savings proposals

•		2011/12 £'000	Ir	ndicative 2012/13 £'000
Reduce budget for landfill to reflect actual tonnages	-	50		50
Reduce costs of recycling transport to new contract	_	270		270
Environment management:		270		2/0
Environmental Services - management restructure		80		90
Town Halls - facilities and cleaning:		- 00		80
Town Halls reduced facilities		55		EE
Building cleaning - reduce cleaning in town hall	_	50	-	55 50
Public Protection reductions - education, inspection and training:	elin			
Public protection - reduce senior managers Public protection - implement quality quality protection - implement quality qual	-	20	7.	20
Public protection - implement audit approach to statutory inspections of medium to low risk premises	_	18	-	18
Environmental education reduction	-	25		25
Undertake inspection of high risk premises only	-	35		35
Reduce environmental health training		6	-	6
Reduce budget for abandoned vehicles	-	14		14
		1,743	-	1,743

			2011/12 £'000	1	ndicative 2012/13 £'000
Housing	Cash Limit		1,147		771
Other net variations (cash limits)	and full year effects (including Area Based Grants) to recession including price inflation not covered by		128 1,552 68 236		393 1,552 68 236
corporate contribution	neet overall funding reduction offset by		122		11
			1,862		2,238
Savings Reductions to grant-si	upported expenditure	-			
New grant support		-	1,563	•	1,828
Savings agreed at Spe	ecial Council (details shown below)	-	127	-	127
* ************************************	(details shown below)	_	172	-	283
			1,862	-	2,238
Detailed savings proportion	ousing services in conjunction with great				
fallout this will mean a 50	0% reduction in staff	-	172	-	283
			172		283
Reductions to capital g	rants		The state of the s		200
	HMR funding		10,994 13,006 8,159 -	200 201	08/09 09/10 10/11 11/12
	Housing capital grant		4,045 2,968 2,364	200 201	08/09 09/10 0/11 1/12

				2011/12 £'000	ı	ndicative 2012/13 £'000
I	Leisure & Culture Cash	Limit		7,303		6,722
١	Key Service Pressures Non-recurring items and full year effe Specific grant fall-out (including Area	cts Based Granto)	-	100	-	100
C	ncome shortfalls due to recession Other net variations (including price in eash limits)			366 246		366 246
,N	let savings required to meet overall t	unding reduction		65 874 1,451	i)	65 1,456 2,033
	Savings Reductions to grant-supported expend	414	-			2,000
S	avings agreed at Special Council (de	ature etails shown below)	-	366 1,085		366 1,667
D	etailed savings proposals			1,451	: <u>-</u>	2,033
Re	eview festivals and events - no events in apport to Darwen Live	Blackburn and reduced	d	N		
Re	eview Museums and Arts - staffing restr duced opening hours and 4 days per we	uctures to reflect		100	-	100
Re	eview public halls operations - staffing re	estructures to reflect	_	140	-	140
poi	tential closure for 3 months of the year operations.	conference rooms, and reduced classical		50		424
clos	view services and opening hours, leisur structure to reflect bank holiday closures sures, reduced winter opening at Wave	some weekend				134
Rev	tructed classes view countryside contracted services - v		-	240	-	440
ev	st Pennine Moors Partnership view Library service following public con	sultation stoffing	-	90		90
serv	tructure to reflect reduced opening hour vice with housebound service and reduce chases	s replace mobile		170		
Con	nmunity centres transfer - complete trai	nsfer of Community	((170	-	513
conf	tres with Phase 1 (Little Harwood, Ivy dsworth wef 01/04/11) transfer of Phas firmed during 2011/12)	St, Sudellside and se 2 centres to be	-	150	-	250
Libra	ary book fund reduced (one year only)		-	145		_
			-	1,085	-	1,667

			2011/12 £'000	I	ndicative 2012/13 £'000
Neighbourhoods & Customer Services	Cash Limit		4,166		4,166
Key Service Pressures Non-recurring items and full year effects Specific grant fall-out (including Area Based Income shortfalls due to recession Retention of PCSOs Other net variations (including price inflation cash limits) Net savings required to meet overall funding servings Savings Reductions to grant-supported expenditure New grant support Savings agreed at Special Council (details she	not covered by reduction		106 3,046 115 223 74 752 4,168	-	106 3,046 115 223 74 752 4,168
		-	4,168	-	4,168
Detailed savings proposals					
Customer services review, incorporates loss of rev £194k, reduction in opening hours, reduce capacit debt, welfare rights, housing etc	enue grants of y for advice on		388		222
Review council and 3rd sector advice services			46		388
Review community safety further to grant fallout of impacting upon commissioned projects, partnershi preventative working, diversionary activities for you	n working		195		195
Review and re-model neighbourhoods and learning grant fallout of £750k, reduction in ability to support changes to Neighbourhood Board structure, cash for cessation, reduction in ability for partnership working the contract of the contrac	, further to	000		27	
Review departmental support services		-	356	-	356
Review trading standards, reduction in ability to pre llegal trade, alcohol and tobacco etc, reduction in cenforcement issues	vent fraud, apacity for	_	40	-	40
- STOCKE ISSUES		-	90	-	90
		-	1,115	-	1,115

			2011/12 £'000	na na	ndicative 2012/13 £'000	
Regeneration Cas	h Limit		12,532		10,703	
Key Service Pressures Non-recurring items and full year ef	fects		423		1,604	
Specific grant fall-out (including Are Income shortfalls due to recession	a Based Grants)		12,232		12,232	
Building maintenance - reduced car	sital management		340		340	
Cor strategy public enquiry (one year Other net variations (including price cash limits)	ar only)		400		400 75	
Net savings required to meet overal	funding reduction	-	125	-	235	
5 qui ou to meet overal	runding reduction	-	1,603		1,738	
			14,873		16,154	
Savings						
eductions to grant-supported expe	nditure	_	11,746		12 007	
New grant support		***	503	## E	12,927	
Reduce size of internal building team	i	_	400	_	503 400	
Savings agreed at Special Council (d	letails shown below)	-	2,224	_	2,324	
	H.5477 SHOP	-	14,873	-	16,154	
Detailed savings proposals						
Restructure residual stoffing to anno i						
Restructure residual staffing teams impa	acted by grant fallout:					
Review planning and licensing services:	es and Projects staff	-	190	-	190	
for pre-application advice			240		0.10	
Licensing - manage back office functions v	ia existing teams		240 75		240	
Review highways service - including redu	iction in 6km of road		10	-	75	
out on road network and minor patching	pot hole repairs carried	-	744	4	744	
Review services provided through strateg	ic partnership:				7 7 7	
Capita core fee 10% reduction		-	250	-	250	
eview markets management and servic Reorganise/outsource management	ng:					
Review departmental support services		_	75		75	
Administration and business support		-			-	
Street lighting reductions		-	140	-	140	
Reducing column replacements by 60, no n	ight time inspections					
cleaning of lantern frequency every 5 rather time dimming of lights	than 3 years, pilot night					
time diffining of lights			110	-	210	
ransport Services withdrawn or reduced Services withdrawn	in frequency	•	400	-	400	
223 Blackburn – Tockholes – Belmont daytir						
9/9A Lammack – Blackburn evenings and St	ines					
535 Bolton – Belmont – Blackburn Sundays	anuays					
563 Bolton – Edgworth evenings						
1,12C,17/18 Accrington, Highercroft, Shadsw	orth early mornings				1	
13A, 13C Blackburn – RBH - Darwen evening	S					
320,321,322 Darwen rurals daily						
HC2 Darwen Health Centre daytimes (diversi agreed)	on of other routes to be					

Indicative

Portfolio cash limits, key pressures and savings proposals

1	2011/12 £'000	2012/13 £'000
Services reduced in frequency		
12A/12C Highercroft evenings 30mins to every 60 mins	®	
D1 Sunnyhurst daytimes reduced from 5 journeys to 2		
JS2 Pothouse Tuesday daytime PM journeys reduced		
220 Pleasington lunchtime journey Wed and Friday removed 7/7A, 38, 237 Edgworth, Hoddlesden, Spring Vale rationalised inc Darwen Rurals. Cost £20k		
D3 Bold Venture daytimes from hourly to 2 hourly		
3,4,14,17A Fenisc, S'bower, Shad eves/Sun combined to 60 mins		1
D2 Birch Hall mid afternoon service removed		
	- 2,224	- 2324

	2011/12 £'000		Indicativ 2012/1 £'00
Resources Cash Limit	18,730		18,52
Key Service Pressures	6 943080		,,,,
Non-recurring items and full year effects	00		2
Specific grant fall-out (including Area Based Grants)	83 1,271		1 27
income shortfalls due to recession	285		1,27 28
Other net variations (including price inflation not covered by cash limits)			20
	590		59
Net savings required to meet overall funding reduction	3,352		3,52
	5,581		5,75
Savings			
Reductions to grant-supported expenditure	- 1,271	-	1,271
Savings agreed at Special Council (details shown below)	- 4,310	_	4,483
	- 5,581	-	5,754
Detailed savings proposals			
Review, remodel and reduce all back office support services.			
I only and communications - reduction in staff reduced trained			
programme, reduction in frequency and quality of The Charles	- 500	_	500
Finance - reduction in staff in corporate finance, financial management, audit and assurance	F24	10	
HR - reduction in business partner support and Health & Safety support	- 534		730
and advice to all Council departments IT - streamline and reduce management, limited use of specialist,	- 236	-	296
technical contract staff, slowdown in technology improvements			
reduction in nardware/software budgets to reflect smaller Council	- 1,162	-	1,162
Legal - streamline and reduce management, no trainee solicitors			1,102
reduced capacity for litigation and proactive work Democratic Services - reduced staff to reflect reduction in meetings	- 468	-	468
supported (scrutiny and LSP reviews) less support available for			
Members, reduciton in consumables costs (printing and postage for members and council meetings)			
members and council meetings)	- 225	-	225
Reduce corporate property repair and maintenance budgets with			
only limited maintenance and essential repairs undertaken	- 486	_	380
Review discretionary rate relief for 2012/13	-		23
0% reduction in Members' basic and special responsibility			
Review services provided in conjunction with and through the	- 59	-	59
, ,	640		0.40
trategic partnership:		-	640
Increase in court costs for Council Tax	640		
Increase in court costs for Council Tax Bring forward the instalment date for Council Tax for new accounts in	040		
Increase in court costs for Council Tax Bring forward the instalment date for Council Tax for new accounts in 11/12 and for existing accounts from 12/13	640		
Increase in court costs for Council Tax Bring forward the instalment date for Council Tax for new accounts in 11/12 and for existing accounts from 12/13 Slight reduction in turnaround times for benefit claims	640		
Increase in court costs for Council Tax Bring forward the instalment date for Council Tax for new accounts in 11/12 and for existing accounts from 12/13 Slight reduction in turnaround times for benefit claims Review and develop an integrated service model for revenues, benefits and customer services	640		
Increase in court costs for Council Tax Bring forward the instalment date for Council Tax for new accounts in 11/12 and for existing accounts from 12/13 Slight reduction in turnaround times for benefit claims Review and develop an integrated service model for revenues, benefits and customer services Reduce cost of services provided through the partnership in respect of	640		
Increase in court costs for Council Tax Bring forward the instalment date for Council Tax for new accounts in 11/12 and for existing accounts from 12/13 Slight reduction in turnaround times for benefit claims Review and develop an integrated service model for revenues, benefits and customer services Reduce cost of services provided through the partnership in respect of property and asset management	640		
Increase in court costs for Council Tax Bring forward the instalment date for Council Tax for new accounts in 11/12 and for existing accounts from 12/13 Slight reduction in turnaround times for benefit claims Review and develop an integrated service model for revenues, benefits and customer services Reduce cost of services provided through the partnership in respect of property and asset management Introduce new IT system for self-service HR to reduce support seets	640		
Increase in court costs for Council Tax Bring forward the instalment date for Council Tax for new accounts in 11/12 and for existing accounts from 12/13 Slight reduction in turnaround times for benefit claims Review and develop an integrated service model for revenues, benefits and customer services Reduce cost of services provided through the partnership in respect of property and asset management Introduce new IT system for self-service HR to reduce support costs and enable further administrative efficiencies Reduce cost of occupational health, payroll and transactional HR	640		
Increase in court costs for Council Tax Bring forward the instalment date for Council Tax for new accounts in 11/12 and for existing accounts from 12/13 Slight reduction in turnaround times for benefit claims Review and develop an integrated service model for revenues, benefits and customer services Reduce cost of services provided through the partnership in respect of property and asset management Introduce new IT system for self-service HR to reduce support seets	640		