

## A Fresh Start for Calderdale Cabinet Budget Proposals for Budget Council 2011/12 to 2013/14

### Development of these proposals:

The Cabinet issued its budget proposals for consultation after undertaking two significant pieces of work in the Autumn of 2010 after a change of national government and control of Council in the elections in May. At that point it was clear that the council faced real challenges in the coming years with the government requiring the Council to make savings of £28m in total, with £15m next year. In addition, there are growing pressures for services for the most vulnerable people and the Council had already embarked on a programme of transformational change.

So the council undertook on a major public consultation exercise to seek their views about Council services and priorities, and a cross-party internal Budget Review of all Council services and spending.

### Priorities of local people:

From the public consultation, local people told us that their priorities include:

- Protecting front-line services – especially for vulnerable people;
- Doing all we can to be efficient, cut waste and secure better value for money;
- Not trying to do everything, especially when other organisations can do it better;
- Keeping charges for services affordable and fair, but accepting increases if it protected services;
- Working smarter, reducing management and flattening the structure;
- Co-operating with other organisations to provide better services.

### Main themes of the budget proposals:

Cabinet therefore structured its budget proposals using the following themes:

- Better ways of working and flattening the Management structure
- Reducing non-essential expenditure
- Commissioning or involving others in service delivery
- Optimising income generation
- Value for money and procurement

### You said – we listened

From the consultation responses and a re-examination of the budget proposals, especially picking up the main issues and concerns raised with us, some changes have been made to the budget proposals.

### Adult Health and Social Care:

**Refocus out-of-hours service on critical need:** we have reduced the savings here to ensure that sufficient staff resources are available to support people.

### Economy and Environment:

**Running Household Waste Sites More Efficiently:** We have removed the proposal to close these one day/week particularly because work is being done on the Halifax site and we are concerned about removing capacity across the whole system.

**Parking income:** We have listened to people's concerns and reduced the income targets accordingly.

## Calderdale Metropolitan Borough Council

**Cross Directorate Management Restructure:** We have added a provision in order to reduce the number and structure of Management within the Directorate.

**Reduction in surplus reserves and training budget:** We have increased the contribution to the budget changes from the Directorate's other budgets in order to fund the changes.

### **Safer and Stronger Communities:**

**Rationalise Tourist Information:** We are reinstating the funding for Piece Hall events which is critical as we work up the major redevelopment of Piece Hall and promote tourism within Calderdale.

**Review of Sports Facilities Pricing:** Again, we have listened to people's concerns and reduced the income targets accordingly.

**Review Library Facilities and Reduce the Stock Fund:** We are putting £50,000 back into the book fund to increase the funding available for buying books and DVDs which people told us is important.

**Protecting front-line services:** This continues to be our highest priority and we are retaining our proposals for this, putting over £3m into services for vulnerable older and disabled people, children and young people (and their families), and developing local services and Neighbourhood Services across Calderdale.



Cllr Janet Battye  
Leader



Cllr Tim Swift  
Deputy Leader

Calderdale Metropolitan Borough Council

Revenue Budget: 2011/12 to 2013/14  
Cabinet Budget Proposals

SECTION 1. SUMMARY OF BUDGET PROPOSALS 2011/12

Summary and Council Tax Requirement 2011/12

Budget Requirements	Adjusted 2011/12 Standstill Budget £	Growth £	Savings £	2011/12 Budget £
<b>Directorate Expenditure - Cost of CMBC Services to the Public</b>				
Chief Executive's Office	698,846	0	-1,160,000	<b>-461,154</b>
Adult Health & Social Care	59,534,431	250,000	-2,532,000	<b>57,252,431</b>
Children and Young People	58,314,993	981,000	-2,982,000	<b>56,313,993</b>
Economy & Environment	37,201,564	0	-2,402,000	<b>34,799,564</b>
Stronger Safer Communities	28,406,739	0	-2,022,000	<b>26,384,739</b>
Cross Council		0	-3,750,000	<b>-3,750,000</b>
<b>Total of Directorate Budgets</b>	<b>184,156,573</b>	<b>1,231,000</b>	<b>-14,848,000</b>	<b>170,539,573</b>
<b>Levies and Accounting Adjustments</b>	<b>9,934,614</b>	<b>-250,000</b>	<b>-114,000</b>	<b>9,570,614</b>
<b>Total Gross Requirements</b>	<b>194,091,187</b>	<b>981,000</b>	<b>-14,962,000</b>	<b>180,110,187</b>
<b>Contribution from(-)/(+)to Balances</b>	<b>-585,000</b>		<b>-56,250</b>	<b>-641,250</b>
<b>Total Net Requirements</b>	<b>193,506,187</b>			<b>179,468,937</b>

2011/12 Calculation of Calderdale MBC Element of Council Tax

2010/11 Council Tax 2 Adults 1 Adult £ p £ p		£	2011/12 Band D Equivalent 2 Adults £ p	
	Calderdale MBC Net Expend (excl Parishes)	179,468,937		
	Revenue Support Grant	-19,449,719		
	Unified Business Rate	-62,923,122		
	Core Grants	-15,834,113		
	New Homes Bonus	-500,000		
	Collection Fund Surplus	-200,000		
<b>1,226.90 920.18</b>	<b>Met by Council Tax</b>	<b>80,561,983</b>	<b>1,226.90</b>	<b>0.00%</b>

Impact of the Police and the Fire and Rescue Authority Precepts

2010/11 Council Tax 2 Adults 1 Adult £ p £ p		£	Band D Equivalent 2 Adults	Change %
1,226.90 920.18	Calderdale MBC	80,561,983	1,226.90	0.00%
52.41 39.3075	WY Fire*	3,441,366	52.41	0.00%
130.50 97.875	WY Police*	8,569,218	130.50	0.00%
<b>1,409.81 1,057.36</b>	<b>Met by Council Tax</b>	<b>92,572,567</b>	<b>1,409.81</b>	<b>0.00%</b>

In addition Parish Precepts will be levied in some areas

6.88 5.16	Total Parish Precepts	451,620	6.88	0.00%
<b>1,416.69 1,062.52</b>	<b>Average Calderdale Council Tax</b>	<b>93,024,187</b>	<b>1,416.69</b>	<b>0.00%</b>

\*The Police and the Fire Authority Precepts are subject to approval.

**Calderdale Metropolitan Borough Council**

**Budget Proposals and Indicative Council Tax Requirement 2012/13**

Budget Requirements	Adjusted 2012/13 Standstill Budget £	Growth £	Savings £	2012/13 Budget £
<b>Directorate Expenditure - Cost of CMBC Services to the Public</b>				
Chief Executive's Office	577,436	0	-2,003,000	<b>-1,425,564</b>
Adult Health & Social Care	59,571,325	250,000	-3,913,000	<b>55,908,325</b>
Children and Young People	58,256,993	981,000	-4,043,000	<b>55,194,993</b>
Economy & Environment	36,695,584	0	-3,705,000	<b>32,990,584</b>
Stronger Safer Communities	28,186,719	0	-2,966,000	<b>25,220,719</b>
Cross Council		1,000,000	-6,920,000	<b>-5,920,000</b>
<b>Total of Directorate Budgets</b>	<b>183,288,057</b>	<b>2,231,000</b>	<b>-23,550,000</b>	<b>161,969,057</b>
Levies and Accounting Adjustments	12,583,580	-250,000	-198,550	<b>12,135,030</b>
<b>Total Gross Requirements</b>	<b>195,871,637</b>	<b>1,981,000</b>	<b>-23,748,550</b>	<b>174,104,087</b>
<b>Contribution from(-)/(+)to Balances</b>	<b>-733,490</b>	<b>600,000</b>		<b>-133,490</b>
<b>Total Net Requirements</b>	<b>195,138,147</b>			<b>173,970,597</b>

**2012/13 Calculation of Calderdale MBC Element of Council Tax**

2011/12 Council Tax 2 Adults    1 Adult £ p        £ p		£	2012/13 Band D Equivalent 2 Adults    Change £ p        %
	Calderdale MBC Net Expend( excl Parishes)	173,970,597	
	Revenue Support Grant	-75,038,929	
	Unified Business Rate		
	Core Grants	-16,057,676	
	New Homes Bonus	-500,000	
	Collection Fund Surplus	-200,000	
<b>1,226.90    920.18</b>	<b>Met by Council Tax</b>	<b>82,173,992</b>	<b>1,251.45    2.00%</b>

**Calderdale Metropolitan Borough Council**

**Budget Proposals and Indicative Council Tax Requirement 2013/14**

Budget Requirements	Adjusted 2013/14 Standstill Budget £	Growth £	Savings £	2013/14 Budget £
<b>Directorate Expenditure - Cost of CMBC Services to the Public</b>				
Chief Executive's Office	549,386	0	-3,003,000	<b>-2,453,614</b>
Adult Health & Social Care	60,071,885	250,000	-4,045,000	<b>56,276,885</b>
Children and Young People	58,263,835	981,000	-4,243,000	<b>55,001,835</b>
Economy & Environment	37,095,524	0	-4,210,000	<b>32,885,524</b>
Stronger Safer Communities	28,194,679	0	-3,063,000	<b>25,131,679</b>
Cross Council		2,000,000	-10,220,000	<b>-8,220,000</b>
<b>Total of Directorate Budgets</b>	<b>184,175,309</b>	<b>3,231,000</b>	<b>-28,784,000</b>	<b>158,622,309</b>
Levies and Accounting Adjustments	17,593,948	-250,000	-198,550	<b>17,145,398</b>
<b>Total Gross Requirements</b>	<b>201,769,257</b>	<b>2,981,000</b>	<b>-28,982,550</b>	<b>175,767,707</b>
<b>Contribution from(-)/(+)to Balances</b>	0		-903,330	<b>-903,330</b>
<b>Total Net Requirements</b>	<b>201,769,257</b>			<b>174,864,377</b>

**2013/14 Calculation of Calderdale MBC Element of Council Tax**

2012/13 Council Tax 2 Adults    1 Adult £ p        £ p		£	2013/14 Band D Equivalent 2 Adults    Change £ p        %
	Calderdale MBC Net Expend( excl Parishes)	174,864,377	
	Revenue Support Grant	-74,288,540	
	Unified Business Rate		
	Core Grants	-16,057,676	
	New Homes Bonus	-500,000	
	Collection Fund Surplus	-200,000	
<b>1,251.45    938.59</b>	<b>Met by Council Tax</b>	<b>83,818,161</b>	<b>1,276.49    2.00%</b>

## **SECTION 2. OVERVIEW OF 2011/12 BUDGET**

### **Chief Finance Officer Report**

The Local Government Act 2003 requires that in making decisions in relation to setting its Council Tax that the Authority's Chief Finance Officer must report on:

- a) the robustness of the estimates made for the purpose of the calculations, and
- b) the adequacy of proposed financial reserves.

Members are required to have regard to the report when making decisions about calculations.

The budget proposals provide clear proposals for action to deliver longer term cost reductions and efficiency savings. This is in line with the Council's agreed Medium Term Financial Plan and recently published Government Comprehensive Spending Review.

The proposals have been developed by, and considered in conjunction with, Directors. All proposals have been fully costed and methods of implementation identified. They are therefore considered robust for the planning period of this budget.

In addition, a detailed review of budgets was undertaken in updating the standstill budget position. This included a complete review of identifiable pay and prices changes. All centrally controlled budgets have been updated and a detailed assessment made of debt and borrowing costs over the plan period.

The draft budget maintains unallocated balances (financial reserves) above £5m. The minimum level is in line with my overall assessment of major financial risks, as set out in the Council's Medium Term Financial Plan. It also reflects the recommendations of the Council's appointed external auditors. This level of balances relates to non-school spending, as schools retain balances of their own.

There is an opportunity to use any excess balances over and above the minimum level in support of short-term non-recurring budget initiatives. Equally, however, there are a number of uncertainties around specific budgets in the current year, and areas which may need investment in order to provide modernised services and generate efficiency savings. On balance, therefore, it is recommended that at this stage, balances are retained above the minimum level.

In addition to the unallocated balances referred to above, the Council holds earmarked reserves to cover potential future costs to the Council of issues such as workforce planning and insurance.

The earmarked reserves are mainly for specific purposes and do not carry a recommended level or limit. As such it is of vital importance that these reserves are reviewed periodically in order to ascertain their continued validity and level. Regular consideration should be given to whether they could be put to better use elsewhere in subsequent years.

The earmarked reserves are formally reviewed three times a year. Firstly, this is done as part of the development of the Medium Term Financial Strategy, secondly as part of the formal budget setting process and finally as part of the closedown procedures at the end of the financial year. Monitoring and further reviews are also undertaken throughout the year as part of the Quarterly Revenue Monitoring processes.

The adequacy of all major reserves and balances have been examined to ensure that they are sufficient to support the key financial assumptions held within the Medium Term Financial Strategy which also underpins the Cabinet Revenue Budget Proposals for Consultation for the three year period 2011/12 to 2013/14.

The levels of reserves and balances are considered adequate for this purpose.

**Calderdale Metropolitan Borough Council**

**Chief Executive's Office – Savings**

<b>BRIEF DESCRIPTION</b>	<b>2011/12 Total £000</b>	<b>2012/13 Total £000</b>	<b>2013/14 Total £000</b>
<b>Better ways of working/flatten the management structure</b>			
Centralisation of Training	-150	-150	-150
Deletion of Deputy Chief Executive's Post	-157	-157	-157
Further review of structures and budgets		-843	-1,843
Reduction in Finance posts/budget	-300	-300	-300
Reduction in the cost of Members/Member Services	-60	-60	-60
Deletion of posts in Human Resources	-100	-100	-100
Centralisation of Occupational Health in the Council	-60	-60	-60
Deletion of posts in Business Change and Performance Management	-291	-291	-291
	<b>-1,118</b>	<b>-1,961</b>	<b>-2,961</b>
<b>Reduce non-essential expenditure</b>			
Deletion of budget for Comprehensive Area Assessment	-42	-42	-42
<b>SAVINGS TOTAL</b>	<b>-1,160</b>	<b>-2,003</b>	<b>-3,003</b>

## Calderdale Metropolitan Borough Council

### Adults, Health and Social Care – Growth

<b>BRIEF DESCRIPTION</b>	<b>2011/12 Total £000</b>	<b>2012/13 Total £000</b>	<b>2013/14 Total £000</b>
<b>Protect front-line services</b> Demographic Growth	250	250	250
<b>GROWTH TOTAL</b>	<b>250</b>	<b>250</b>	<b>250</b>

**Calderdale Metropolitan Borough Council**

**Adults, Health and Social Care – Savings**

<b>BRIEF DESCRIPTION</b>	<b>2011/12 Total £000</b>	<b>2012/13 Total £000</b>	<b>2013/14 Total £000</b>
<b>Better ways of working/flatten the management structure</b>			
Demand Management from Telecare	-100	-200	-300
Make More Efficient use of Ferney Lee	-75	-75	-75
Management Review of Independent Living Scheme	-52	-61	-61
Reconfigure Reablement Service to Improve Efficiency	-300	-500	-500
Reduce Community Learning Disabilities Team Management Costs	-35	-35	-35
Reduction of Night Care Staff in SHARE	-40	-40	-40
Refocus Out of Hours Service on Critical Need	-20	-60	-60
Review & Redesign In-house Day & Vocational Support Service (Mental Health)	-50	-100	-100
Review of Client Financial Services Section	-20	-20	-20
Review of Administration (HQ & Adult Care Support)	-40	-80	-80
Review of Contracts Section	-40	-40	-40
Review of Sleep-in Duty Requirement at Ferney Lee	-12	-12	-12
Review of Training Function	-35	-70	-70
Review Skill Mix of Assessment & Care Management Teams	-150	-200	-200
Review Of Community Mental Health Services	-25	-50	-50
	<b>-994</b>	<b>-1,543</b>	<b>-1,643</b>
<b>Commission/involve others in service delivery</b>			
Staffing Efficiencies within In-house Extra Care Home Care Service	-15	-30	-30
Rationalise Complaints and Compliments Service	-25	-25	-25
Review In-house Day Support Service (Learning Disability)	-83	-165	-165
	<b>-123</b>	<b>-220</b>	<b>-220</b>
<b>Optimise income generation</b>			
Implementation of Fairer Charging Policy	-480	-550	-550
<b>Reduce non-essential expenditure</b>			
Cease Provision of NVQ Training	-75	-150	-150
Cease Provision of Staff Free Meals	-70	-70	-70
	<b>-145</b>	<b>-220</b>	<b>-220</b>
<b>VFM and Procurement</b>			
Change to Payments for Respite/Short Breaks in Direct Payments	-150	-150	-150
Review Contracts with Independent Homecare Sector	-150	-250	-250
Remove Under Occupancy/use in Day Care Block Contracts	-50	-240	-240
Review of Supporting People Contracts	-340	-340	-340
Review of Well Being & Social Care Management Structure	0	-50	-82
Savings & Efficiencies in the Contracting Regime	-100	-350	-350
	<b>-790</b>	<b>-1,380</b>	<b>-1,412</b>
<b>SAVINGS TOTAL</b>	<b>-2,532</b>	<b>-3,913</b>	<b>-4,045</b>

**Calderdale Metropolitan Borough Council**

**Children and Young People – Growth**

<b>BRIEF DESCRIPTION</b>	<b>2011/12 Total £000</b>	<b>2012/13 Total £000</b>	<b>2013/14 Total £000</b>
<b>Protect front-line services</b>			
Anti Bullying	50	50	50
Intensive Family Support	411	411	411
Looked After Children Growth Make Permanent	400	400	400
Safeguarding Unit	120	120	120
<b>GROWTH TOTAL</b>	<b>981</b>	<b>981</b>	<b>981</b>

**Calderdale Metropolitan Borough Council**

**Children and Young People – Savings**

<b>BRIEF DESCRIPTION</b>	<b>2011/12 Total £000</b>	<b>2012/13 Total £000</b>	<b>2013/14 Total £000</b>
<b>Better ways of working/flatten the management structure</b>			
Access & Capital (Non DSG element)	-46	-71	-71
Admin PA Support	-45	-45	-45
Directorate Management	-20	-40	-100
Education Welfare Service - Alternative Model of Provision	-36	-36	-36
Educational Psychology - Alternative Model of Provision	-15	-15	-15
Learning Services Re-design	-729	-1,457	-1,457
Reshaping Young People's Services	-200	-400	-540
Special Educational Needs - Business Support	-119	-119	-119
	<b>-1,210</b>	<b>-2,183</b>	<b>-2,383</b>
<b>Commission/involve others in service delivery</b>			
Early Years	-110	-193	-193
Extended Schools	-337	-337	-337
Parent Partnership - Explore Alternatives	-10	-10	-10
Prevention and early intervention recommissioning	-60	-60	-60
Targeted Mental Health Service in Schools	-222	-222	-222
	<b>-739</b>	<b>-822</b>	<b>-822</b>
<b>Optimise income generation</b>			
Explore Options for Charging in Children's Centres	-16	-16	-16
<b>Reduce non-essential expenditure</b>			
Home to School Transport	-100	-100	-100
Imagination Library and Book Start	-380	-380	-380
Insurance	-30	-30	-30
Play Service and Play Schemes (Sessional)	-73	-73	-73
Reduction in directorate workforce development costs	-354	-359	-359
Vulnerable Children's Service - Redesign (Virtual School Head)	-80	-80	-80
	<b>-1,017</b>	<b>-1,022</b>	<b>-1,022</b>
<b>SAVINGS TOTAL</b>	<b>-2,982</b>	<b>-4,043</b>	<b>-4,243</b>

**Calderdale Metropolitan Borough Council**

**Economy and Environment – Savings**

<b>BRIEF DESCRIPTION</b>	<b>2011/12 Total £000</b>	<b>2012/13 Total £000</b>	<b>2013/14 Total £000</b>
<b>Better ways of working/flatten the management structure</b>			
Development Strategy Energy Management Staff Savings	-39	-39	-39
Land and Property Team Rationalisation	-50	-34	-94
Manage Markets Differently	-52	-105	-105
Minimising the Cost of the Local Development Framework	-150	0	0
Network Management Savings	-10	-10	-35
Parking Services Staffing Reductions	-70	-70	-70
Private Sector Housing Restructure	-40	-80	-80
Rationalisation of Business Support/Customer Services	-63	-63	-63
Rationalisation of ICT Support	-47	-47	-47
Recycling Improvements	-50	-145	-170
Restructure and other Cost Savings in Development Management	-80	-120	-160
Restructure of Highways Maintenance Management	-140	-126	-126
Restructure of Networks/Traffic Related Teams	-181	-266	-266
Review of Building Control Structure	-55	-55	-55
Review of Business and Economy	-37	-131	-131
Review of Environmental Health	-62	-125	-143
Streamline Housing Strategy and Access Service	-33	-65	-65
Transport Services Restructure	-43	-80	-80
Cross Directorate Management Restructure	-50	-100	-100
	<b>-1,252</b>	<b>-1,661</b>	<b>-1,829</b>
<b>Commission/involve others in service delivery</b>			
Workwise and ISCAL Operations Review	0	-70	-70
Building, Design and Maintenance Review	-40	-640	-887
Transfer of School Crossing Patrols	-123	-247	-247
	<b>-163</b>	<b>-957</b>	<b>-1,204</b>
<b>Optimise income generation</b>			
Parking Income	-453	-603	-603
<b>Reduce non-essential expenditure</b>			
Reduced Cost of Highways Works	-158	-158	-158
Reduction in Surplus Reserves and Training Budget	-273	-73	-73
	<b>-431</b>	<b>-231</b>	<b>-231</b>
<b>VFM and Procurement</b>			
Improved management of Council Assets	-103	-253	-343
<b>SAVINGS TOTAL</b>	<b>-2,402</b>	<b>-3,705</b>	<b>-4,210</b>

**Calderdale Metropolitan Borough Council**

**Safer and Stronger Communities – Savings**

<b>BRIEF DESCRIPTION</b>	<b>2011/12 Total £000</b>	<b>2012/13 Total £000</b>	<b>2013/14 Total £000</b>
<b>Better ways of working/flatten the management structure</b>			
Rationalisation of Management Across the Directorate	-34	-68	-68
Reduction in Overtime Across the Directorate	-40	-70	-70
Review of Registrars	-29	-50	-50
Rationalise Tourist Information	-35	-75	-75
	<b>-138</b>	<b>-263</b>	<b>-263</b>
<b>Commission/involve others in service delivery</b>			
Deliver Victoria Theatre Through Different Model	-45	-75	-100
Neighbourhood & Community Engagement Service Redesign	-515	-515	-515
Public Halls	-15	-40	-40
Management Cost Reduction in Anti Social Behaviour	-40	-40	-40
Replace Grants with Integrated Commissioning	-50	-50	-50
Ground Floor Project to Become Grant Aided	0	-12	-12
Sharing Cost of Street Management and Green Areas with Partners	-214	-411	-413
	<b>-879</b>	<b>-1,143</b>	<b>-1,170</b>
<b>Optimise income generation</b>			
Integrate Activity & Community Development & Active Lifestyles	-50	-75	-75
Optimise Income Generation	-185	-355	-400
Review of Sports Facilities Pricing	-450	-510	-510
Commercialise the Museums Education Service	-50	-75	-100
External Licensing & Event Income Streams	-20	-40	-40
	<b>-755</b>	<b>-1,055</b>	<b>-1,125</b>
<b>Reduce non-essential expenditure</b>			
Review Library Facilities and Reduce the Stock Fund	-175	-300	-300
Stop Calderdale Call, Your Call and A-Z guide	0	-105	-105
Reduction in Research Costs	-75	-100	-100
	<b>-250</b>	<b>-505</b>	<b>-505</b>
<b>SAVINGS TOTAL</b>	<b>-2,022</b>	<b>-2,966</b>	<b>-3,063</b>

## Calderdale Metropolitan Borough Council

### Cross Council - Growth

<b>BRIEF DESCRIPTION</b>	<b>2011/12 Total £000</b>	<b>2012/13 Total £000</b>	<b>2013/14 Total £000</b>
<b>Protect front-line services</b> Demographic Growth		1,000	2,000
<b>GROWTH TOTAL</b>	<b>0</b>	<b>1,000</b>	<b>2,000</b>

**Calderdale Metropolitan Borough Council**

**Cross Council - Savings**

<b>BRIEF DESCRIPTION</b>	<b>2011/12 Total £000</b>	<b>2012/13 Total £000</b>	<b>2013/14 Total £000</b>
<b>Better ways of working/flatten the management structure</b>			
Corporate Admin Review	-330	-700	-1,200
Housing Benefits Subsidy	-800	-800	-800
Inflation - Pay and NI	-1,500	-2,500	-3,500
Inflation - Prices	-750	-750	-750
Inflation - Superannuation	-320	-1,120	-1,920
Process Re-engineering			-500
Shared Services		-1,000	-1,500
	-3,700	-6,870	-10,170
<b>Reduce non-essential expenditure</b>			
External Audit Fees	-50	-50	-50
<b>SAVINGS TOTAL</b>	<b>-3,750</b>	<b>-6,920</b>	<b>-10,220</b>

**Calderdale Metropolitan Borough Council**

**Estimated Available Revenue Balances from 31<sup>st</sup> March 2011 to 31<sup>st</sup> March 2014**

	<b>£</b>
<b>Estimated available General Fund Revenue Balances as at 31st March 2011*</b>	<b>10,057,000</b>
Earmarked Reserve to fund one off costs of ongoing savings	-3,000,000
Assumed contribution to budget from balances 2011/12	-641,250
<b>Estimated available General Fund Revenue Balances as at 31st March 2012</b>	<b>6,415,750</b>
Assumed contribution to budget from balances 2012/13	-133,490
<b>Estimated available General Fund Revenue Balances as at 31st March 2013</b>	<b>6,282,260</b>
Assumed contribution to budget from balances 2013/14	-903,330
<b>Estimated available General Fund Revenue Balances as at 31st March 2014</b>	<b>5,378,930</b>