

additional papers 1

Executive Committee

Wed 3rd Feb
2010
7.00 pm

Committee Room 3
Town Hall
Redditch



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Welcome to today's meeting.

Guidance for the Public

Agenda Papers

The **Agenda List** at the front of the Agenda summarises the issues to be discussed and is followed by the Officers' full supporting **Reports**.

Chair

The Chair is responsible for the proper conduct of the meeting. Generally to one side of the Chair is the Committee Support Officer who gives advice on the proper conduct of the meeting and ensures that the debate and the decisions are properly recorded. On the Chair's other side are the relevant Council Officers. The Councillors ("Members") of the Committee occupy the remaining seats around the table.

Running Order

Items will normally be taken in the order printed but, in particular circumstances, the Chair may agree to vary the order.

Refreshments : tea, coffee and water are normally available at meetings - please serve yourself.

Decisions

Decisions at the meeting will be taken by the **Councillors** who are the democratically elected representatives. They are advised by **Officers** who are paid professionals and do not have a vote.

Members of the Public

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Do Not stop to collect personal belongings.

Do Not use lifts.

Do Not re-enter the building until told to do so.

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Declaration of Interests: Guidance for Councillors

DO I HAVE A "PERSONAL INTEREST" ?

- Where the item relates or is likely to affect your **registered interests** (what you have declared on the formal Register of Interests)

OR

- Where a decision in relation to the item might reasonably be regarded as affecting **your own** well-being or financial position, or that of your **family**, or your **close associates** more than most other people affected by the issue,

you have a personal interest.

WHAT MUST I DO? **Declare the existence, and nature, of your interest and stay**

- The declaration must relate to specific business being decided - a general scattergun approach is not needed
- **Exception** - where interest arises only because of your membership of another **public body**, there is no need to declare unless you **speak** on the matter.
- You **can vote** on the matter.

IS IT A "PREJUDICIAL INTEREST" ?

In general only if:-

- It is a personal interest **and**
- The item affects your **financial position** (or conveys other benefits), or the position of your **family, close associates** or bodies through which you have a **registered interest** (or relates to the exercise of **regulatory functions** in relation to these groups)

and

- A member of public, with knowledge of the relevant facts, would reasonably believe the interest was likely to **prejudice** your judgement of the public interest.

WHAT MUST I DO? **Declare and Withdraw**

BUT you may make representations to the meeting before withdrawing, **if** the public have similar rights (such as the right to speak at Planning Committee).



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7.00 pm

Committee Room 2 Town Hall

7. Initial Estimates

(Pages 41 - 98)

Head of Financial
Revenues and Benefit
Services

To approve the Initial Estimates for 2010/11 and Forecasts for 2011/12 and 2012/13.

(Report attached)

(No Specific Ward Relevance)

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No Specific Ward Relevance

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INITIAL ESTIMATES

(Report of the Head of Financial, Revenues and Benefits Services)

1. Summary of Proposals

This report presents the Estimates at directorate level for 2010/11 prepared in accordance with the Budget Guidelines approved at the meeting of the Council on the 7th December 2009.

2. Recommendations

The Committee is asked to RECOMMEND that

1) subject to any comments, the Initial Estimates for 2010/11 be approved;

2) the Revenue Bids categorised as unavoidable and high detailed in Appendix 14 be approved , as follows:

| | |
|---------|----------|
| 2010/11 | £279,210 |
| 2011/12 | £ 98,210 |
| 2012/13 | £ 97,210 |

3) The General Fund bids for capital resources categorised as high set out in Appendix 15 be approved, as follows:

| | |
|---------|-----------|
| 2010/11 | £325,000 |
| 2011/12 | £165,000 |
| 2012/13 | £845,000; |

together with the associated revenue implications as follows:

| | |
|--------------|-----------|
| 2010/11 | £ 6,500 |
| 2011/12 | £54,200 |
| 2012/13 | £96,400 |
| Future years | £188,800; |

4) the proposal for how the Further Support for Town Centre Grant is utilised as set out in Appendix 18 be approved.

5) the bids as recommended by Overview and Scrutiny Committee be approved as follows:

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- a) **2nd December 2009 Redditch Matters to be published quarterly. Cost of an additional edition £6,000.**

- 6) **the bid for Church Hill District Centre Redevelopment for £60,000 2010/11 which was approved in principle at Council on 7th December 2009, be approved;**

- 7) **that any Direct Action - Enforcement expenditure be funded from balances, pending recovery from the third party, and officers report back to Members on the success of any recovery action; and**

- 8) **that any bids not approved at this stage be brought back to this Committee for reconsideration once the outturn position for 2009/10 is known.**

3. Financial, Legal, Policy, Risk and Climate Change / Carbon Management Implications

Financial

- 3.1 The estimates prepared for this Committee will form part of the Council's General Fund revenue budget requirement for 2010/11.

Legal

- 3.2 A statutory framework exists to ensure that local authorities set a balanced budget. The annual budget brings together the Council's expenditure plans and the ways in which income is to be raised to finance that spending. Local authorities are not able to approve a budget in which anticipated sources of income are less than the proposed expenditure levels.

Local Government Act 2003

- 3.3 There are a number of requirements that the Council's Section 151 Officer (the Council's designated senior finance Officer) has to include in the budget report. These are set out below, together with S.151 comments on each of the issues:
 - a) The level and use of reserves to be formally determined by the Council must be informed by the judgement and advice of the Chief Financial Officer (CFO).

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Section 151 Officer's comments: Review of general fund balances included in report.

- b) The CFO to report the factors that have influenced his/her judgement in the context of the key financial assumptions underpinning the budget, and ensure that his/her advice is formally recorded. Where that advice is not accepted, this should be formally recorded in the minutes of the meeting.

Section 151 Officer's comments: The main assumptions included in the calculation of the budget are included within the report.

- c) The report should include a statement showing the estimated opening balance on general fund reserves for the year ahead, any contribution to/from the fund, and the estimated closing balance.

Section 151 Officer's comments: statement included in this report.

- d) The report should show the extent to which reserves are financing ongoing expenditure.

Section 151 Officer's comments: included in the report

- e) The report should include a statement from the CFO on the adequacy of general reserves and provisions both for the forthcoming year and in the context of the medium term financial plan.

Section 151 Officer comments: the Council holds a minimal level of reserves.

- f) The report should include a statement on the annual review of earmarked reserves showing:
 - i) list of earmarked reserves
 - ii) purpose of reserve
 - iii) advice on appropriate levels
 - iv) estimated opening / closing balances
 - v) planned additions / withdrawals

Section 151 officer's comments: The current reserves were reported Members as part of the Medium- Term Financial Strategy.

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Policy

- 3.4 There are no direct policy implications arising from this report.

Risk

- 3.5 The Council will not be fulfilling its legal obligations if it fails to prepare a balanced budget for the forthcoming financial year. The risks of implementing the proposed savings have been identified as far as possible within the appendices.

Climate Change / Carbon Management

- 3.6 None.

Report

4. Background

- 4.1 At the 22nd July 2009 meeting of the Executive Committee Members considered the Medium Term Financial Plan for the period 2010/11 to 2012/13. The Plan identified a need to use £475.2k of General Fund balances to support the 2010/11 budget, £630.4k in 2011/12 and for a use of balances of £244.6k in 2012/13. In addition there would be a need to make budget savings of £603k in order to set a balanced budget in 2012/13.
- 4.2 Since this time the government have announced an increase in National Insurance contribution from April 2011. This is estimated to cost £110k. There has also been a reduction income from the business centres and leisure services. The Council also continues to experience reductions in income from local land charges and planning fees. Members have also approved a number of bids which have the following revenue implications:

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| | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 |
|---|------------------|------------------|------------------|------------------|
| 2009/10 Approvals - Revenue Implications | | | | |
| Revenue | 95.1 | 60.0 | 60.0 | 60.0 |
| Capital | 0.4 | 13.8 | 46.7 | 46.7 |
| Total Budget Implications | 95.5 | 73.8 | 106.7 | 106.7 |
| Forecast use of balances | 31.0 | 475.2 | 630.4 | 244.6 |
| Forecast budget gap | | | | 603.0 |
| Adjusted forecast | 126.5 | 549.0 | 737.1 | 954.3 |

- 4.3 At the 18th November 2009 meeting of the Executive Committee Members considered a number of revenue and capital bids for the current year and the forthcoming three years ending in 2012/13. Members approved the bids for 2009/10 and approved, in principle, the bids for the forthcoming three years, subject to the availability of resources.
- 4.4 Following the meeting of the Executive Committee in November 2009 and the outcome of the Initial Estimate process for 2010/11 the Strategic Management Team have met to review the categorisation the General Fund bids.
- 4.5 Strategic Management Team Amendments
- 4.6 The bid for £110,000 for works to Public Buildings has been removed from the list of bids pending a further report to Members on works required to meet health and safety and DDA regulation requirements and a review of the Council's other obligations in terms of the repair and maintenance of Council owned buildings.
- 4.7 The bid for the repair and maintenance of street lighting has been changed to medium priority following a reassessment of the urgency of this work. This bid will be reconsidered later in the year.
- 4.8 The bid for Landscape Maintenance has been changed to medium priority pending an investigation into the potential for the utilisation of Section 106 contributions to support this budget.

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- 4.9. The bid for Direct Action - Enforcement has been removed from the list. Officers are requesting that any enforcement action be initially funded from balances and recovered from the third parties. It is intended that any enforcement action will be self-funding. Officers will report back to Members on the success of a recovery action.
- 4.10. The capital bid for the Energy Management System has been removed from the list as it has been included in the list of projects for SALIX funding.

Capitalisation Request

- 4.11. On the 15th December 2009 the Council applied to the Secretary of State for a Capitalisation Direction in respect of the severance costs associated with the Single Management Team. Approval was given at the close of business on the 29th January 2010. This means that the severance costs can be met from capital receipts as opposed to being a direct charge to the General Fund revenue account. If approval had not been granted the Members would have only been able to approve bids totalling up to £100,000.

5. Key Issues

- 5.1 The Appendices to this report set out the initial estimates for 2010/11 and projections for 2011/12 and 2012/13. The net expenditure is:
- a) Base Budget for 2010/11 £12,952,190
 - b) Base Budget for 2011/12 £13,424,340
 - c) Base Budget for 2012/13 £13,674,150
- 5.2. Appendices 1 - 13 show the 2010/11 revenue estimates for the services delivered by the Heads of Service.

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These can be summarised as follows:-

| | 2010/11 Initial Estimate £'000 |
|--|---|
| Head of Service | |
| Directors | 0.0 |
| Head of Financial, Revenues & Benefits | 1,803.7 |
| Head of Legal, Democratic & Property | 615.4 |
| Head of Strategy & Partnerships | 1,547.5 |
| Head of Environment | 3,041.9 |
| Head of Operations | 1,868.2 |
| Head of Planning & Building Control | 964.3 |
| Head of Asset and Maintenance | 46.0 |
| Head of Leisure & Art | 3,132.5 |
| Head of Housing & Community | 650.3 |
| Head of Customer and IT | 67.9 |
| Head of HR & Communications | 195.8 |
| Total | 13,933.5 |

Budget Assumptions

- 5.3 The estimates have been calculated in line with the Budget Preparation Guidelines approved by the Council at their meeting on the 7th December 2009, apart from the potential increase in employee budgets for a 1% pay settlement. This action has been taken in light of the national expectation of a public sector pay freeze. In preparing the draft budget for 2010/11 the following assumptions have been made in respect of the main elements of the budget:

| Assumptions: | % |
|-----------------------------------|----------|
| Pension fund increases (note 1) | 21.60 |
| Vacancy/turnover savings (note 2) | 3.50 |
| Investment interest (note 3) | 1.25 |
| Short-term borrowing (note 3) | 1.45 |
| Job evaluation (note 4) | 3.00 |

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Notes:

1. Following the presentation of the 2007 Pension Fund Valuation the actuaries have assessed that in order to move toward a fully funded pension scheme the rate needs to increase in incremental steps to a maximum of 23.9% by 2013/14. The applicable rate for 2010/11 is 21.6%. The rate payable from 1st April 2011 will be further revised following the next valuation of the Pension Fund on 31st March 2010.
2. Savings of £350,000 each year on the pay bill have been assumed through vacancy management. These savings will also be used to cover the costs of recruitment.
3. The Council continues to be in a net borrowing position for 2010/11. Although the base rate has remained at 0.5% the cost of borrowing has increased for the Council and less income is being received from new investments made during 2009/10. Having looked at the current profiling of lending and borrowing and assuming that interest rates remain constant during the coming financial year, the cost of short term borrowing is budgeted for 1.45% and investment interest at 1.25%.
4. The base budget includes a provision for a 3% increase in employee costs due to job evaluation. In addition, the Council has a further provision of £600,000 set aside for job evaluation purposes.

General Fund Balances

- 5.4 General Fund balances are estimated to be £1,977.5m as at the 31st March 2010. The table below set out the impact on General Fund Balances:

| | 2010/11 £'000 |
|--|--------------------------|
| Balance b/f 1st April 2008 | 2,131.2 |
| 2008/09 estimated use of balances | (153.7) |
| Estimated balance as at 31st March 2009 | 1,977.5 |

- 5.5 The Local Government Act 2003 requires the Chief Finance Officer to report on the adequacy of financial reserves when consideration is given to the General Fund budget requirement for the year.

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- 5.6 In February 2003 CIPFA published a guidance document on Local Authority Reserves and Balances. The guidance does not prescribe the minimum level of balances to be held but recommends that consideration is given to the strategic, operational and financial risks facing the authority. During the consultation on this document it was suggested that the recommended minimum should be 5% of net expenditure and this has been followed by a number of authorities.
- 5.7 5% for Redditch would mean maintaining balances at or around £650k. However, just a 1% variation in gross income and gross expenditure is equivalent to £746k which would result in a significant reduction in balances. The increased pressures on limited resources as demonstrated by the projected increases in formula grant, the increases in utility costs, and the fluctuations in income receipts and interest rates together with the impact of the economy on increased service demand may impact on the delivery of services within existing budgets over the 3 year period. In addition, there will be initial costs associated with the delivery of the longer term savings as a result of joint or shared service working. These costs could be funded from general fund balances if sufficient funds were available.
- 5.8 It is therefore considered, taking the above issues into account that a general fund revenue balance of £750k is a prudent minimum level.

Government Grant

- 5.9 The Council has notified of the final formula grant settlement for 2010/11. The main elements of the grant settlement are (2009/10 figures provided for information):

| | 2009/10 £ | 2010/11 £ | Variance £ | Variance % |
|------------------------------|----------------------|----------------------|-----------------------|-----------------------|
| Revenue Support Grant | 1,205,022 | 818,850 | (386,172) | (32.0) |
| Redistributed business rates | 5,220,774 | 5,639,080 | 418,306 | 8.0 |
| Formula Grant (FG) | 6,425,796 | 6,457,930 | 32,134 | 0.5 |

- 5.10 The Council has been advised that it will receive a further increase of 0.5% 2010/11, the final year of CSR07. It has been assumed that there will be no increase in grant for 2011/12 and 2012/13.

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Council Tax

- 5.11 The Council Tax base for 2010/11 has been calculated as 27,470.42 by Officers which was approved at 27th January 2009 Executive meeting. Based on a 2.5% increase in Council Tax, as recommended in the Medium Term Financial Plan, this would result in a demand on the Collection Fund of £5,754,643 for 2010/11.

Collection Fund

- 5.12 Every year the Council has to estimate the surplus or deficit on the Collection Fund. The estimated surplus was calculated as £73,037 as at 15th January 2010. Redditch Borough Council has a statutory requirement to calculate the surplus or deficit as at 15th January 2010. This figure will then form part of the actual budget. The surplus or deficit is then distributed to the major precepting authorities pro rata to their Band D charge, thus the surplus will be distributed as follows:

| Precepting Authority | £ |
|--|---------------|
| Worcestershire County Council | 50,598 |
| West Mercia Police Authority | 8,666 |
| Hereford & Worcester Fire & Rescue Authority | 3,572 |
| Redditch Borough Council | 10,200 |
| Totals | 73,037 |

- 5.13 This means that the Council will receive £10,200 in 2010/11 to contribute towards funding the revenue budget.
- 5.14 The main way in which the Collection Fund generates a surplus is if the Council collects more council tax, in percentage terms, than was assumed when setting the Council Tax base. When setting the Council Tax base for 2010/11 the collection rate was set at 99%. At this level it is not considered that any further surplus will be generated in the period covered by the Medium Term Financial Plan 2011/12 to 2012/13.

Revenue Budget Pressures

- 5.15 Officers have identified a number of budget pressures that have either been deemed "unavoidable", "high", "medium" or "low" priority. Unavoidable includes the ongoing effects of pressures during 2008/09 together with any emerging pressures. A high priority is something that is in direct pursuit of the Council's priorities. Each budget pressure has a specific "funding request" schedule

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completed which reflects how the funding required meets the Council objectives.

- 5.16 Revenue bids totally £495,960 have been proposed in respect of the 2010/11 financial year, of which £362,600 relates to one-off bids. The impact of these bids in 2011/12 reduces to £188,760 and to £189,260 in 2012/13 because of the variations in the amounts required each year and the duration of each proposal. The bids have been categorised into unavoidable, high, medium and low. Only those classified as unavoidable and high are included in the budget proposed as follows:

| | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 |
|-------------------------------|------------------|------------------|------------------|
| Unavoidable | 60.2 | 24.2 | 16.2 |
| High | 219.0 | 74.0 | 81.0 |
| Total Budget Pressures | 279.2 | 98.2 | 97.2 |

- 5.17 The details of the bids are included at Appendix 14 – this includes the details of the bids categorised as medium or low for Members information.

Overview and Scrutiny Committee Recommendations

- 5.18 On the 2nd December 2009 the Executive Committee considered a report from the Neighbourhood Group Task and Finish Group that recommended the a bid be submitted to allow Redditch Matters to be published quarterly. It is estimated that an additional edition would initially cost up to £6,000, dependent upon advertising revenue.

Church Hill District Centre – Redevelopment Bid

- 5.19 Council on the 7th December 2009 resolved that a bid for £60,000 additional revenue funding be approved in principle and considered alongside the other Capital and Revenue bids for 2010/11 to progress the scheme to the point of signing contracts and final project evaluation.

Further Support for Town Centre Grant

- 5.20 The Council has been awarded £52,000 Further Support for Town Centre grant. A revenue bid form has been completed setting out a proposal for how this grant could be utilised (see Appendix 17).

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Members are asked to approve the expenditure associated with this grant.

Capital Bids

General Fund Capital Bids

- 5.21 In addition to the revenue bids detailed in Appendix 14 there are 21 bids for General Fund capital resources (see Appendix 15). These have also been categorised into unavoidable, high, medium and low. The bids for 2010/11 total £702,475. There is a further requirement for £165,000 in 2011/12 and £845,000 in 2012/13
- 5.22 Only those bids classified as unavoidable and high are included in the budget proposed as follows:

| Capital Bids | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 |
|-------------------------------|------------------|------------------|------------------|
| Unavoidable | 0.0 | 0.0 | 0.0 |
| High | 325.0 | 165.0 | 845.0 |
| Total Budget Pressures | 325.0 | 165.0 | 845.0 |

- 5.23 The Council does not have sufficient capital receipts available to fund these and therefore, if approved, there will be a direct impact on the General Fund Revenue Account in terms of borrowing costs over the beneficial life of the individual schemes.

| Revenue implications | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 |
|-------------------------------|------------------|------------------|------------------|
| Unavoidable | 0.0 | 0.0 | 0.0 |
| High | 6.5 | 54.2 | 96.4 |
| Total Budget Pressures | 6.5 | 54.2 | 96.4 |

- 5.24 The detailed revenue implications of the bids categorised as either unavoidable or high have been included at Appendix 16.

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Summary

- 5.25 Based on the assumptions, the impact of funding the Capital Programme and the proposed pressures and savings the estimated position for each of the three years is as follows:

| | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 |
|--|------------------|------------------|------------------|
| Estimated balance b/f | 1,977.5 | 997.2 | 85.7 |
| Less minimum level of balances | (750.0) | (750.0) | (750.0) |
| | 1227.5 | 247.2 | (835.7) |
| Pressures | | | |
| Estimated use of Balances | 628.6 | 930.5 | 1,001.3 |
| Unavoidable and High revenue bids | 279.2 | 98.2 | 97.2 |
| Revenue implications of Unavoidable and High GF capital bids | 6.5 | 54.2 | 96.4 |
| Other (Redditch Matters/Church Hill) | 66.0 | 0.0 | 0.0 |
| Overall Shortfall | (247.2) | 835.7 | 2,030.6 |

6. Other Implications

| | | |
|------------------------------|---|--|
| Asset Management | - | Some of the bids have implications for asset management. |
| Community Safety | - | Some of the bids have implications for community safety. |
| Health | - | None. |
| Human Resources | - | None. |
| Social Exclusion | - | None. |
| Environment /Sustainability- | - | None. |

7. Conclusion

- 7.1 A balanced budget will be set for 2010/11, subject to Member consideration of this report.

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- 7.2 Whilst the table in 5.25 of the report indicates that the Council will need to make savings of £835,700 in 2011/12 in order to set a balanced budget. There are a number of significant variables which may impact on future budgets:
- a) Government Grant - Assumptions have been made that future formula grant settlements will no increase in government grant in 2011/12 and 2012/13;
 - b) Savings of £290,000 in 2010/11 and £390,000 for 2011/12 and 2012/13 have been budgeted for in respect of shared services, and are detailed in Appendix 1. There are a significant number of reviews and projects which could realise increased levels of savings and affect the budget position. No additional savings for the agreed Single Management Team have been included in the base budget.
 - c) Economic Climate - There are risks due to the current economic climate that budgeted income from particular services may not be achieved. These could include income from the Council's portfolio of commercial properties and the projected planning income budgets. In mitigation of this realistic income levels have been set and decisions on fees and charges reflective of the economic position.

- 7.3 Should there be no additional savings then the budgeted position would remain as forecast in the report.

The position for the three years is forecast to be as follows:

- a) 2010/11 (£247,200)
 - b) 2011/12 £ 835,700
 - c) 2012/13 £2,030,600.
- 7.4. Officers will commence the financial forward planning for 2011/12 and 2012/13 in the new financial year. Members will be regularly appraised of developments and proposals.
- 7.5. Members are advised that the budget proposed and the forecasts for 2011/12 and 2012/13 are realistic given the significant number of variables outlined within the report.

8. Lessons Learnt

None.

9. Background Papers

Budget Guidelines Report (Council 7th December 2009).
Medium Term Financial Strategy and Plan 2010/10 to 2012/13
(Executive Committee 22nd July 2009)
Estimate working papers held by Financial Services.

10. Consultation

There has been no consultation other than with relevant Borough Council Officers and Members however, it is suggested that wider consultation take place on any additional savings that are brought forward for Members consideration.

11. Author of Report

The author of this report is Sam Morgan (Financial Services Manager) and Teresa Kristunas (Head of Financial, Revenues and Benefits Services) who can be contacted on extension 3790 (e-mail sam.morgan@redditchbc.gov.uk) and extension 3295 (e-mail teresa.kristunas@redditchbc.gov.uk) for more information

12. Appendices

- Appendix 1 - Projections 2010/11 & 2011/12
- Appendix 2 - Directors
- Appendix 3 - Head of Finance, Revenues & Benefits
- Appendix 4 - Head of Legal Democratic & Property
- Appendix 5 - Head of Strategy & Partnership
- Appendix 6 - Head of Environmental Services
- Appendix 7 - Head of Operations
- Appendix 8 - Head of Planning & Building Control
- Appendix 9 - Head of Asset and Maintenance
- Appendix 10 - Head of Leisure
- Appendix 11 - Head of Housing & Community
- Appendix 12 - Head of Customer and IT
- Appendix 13 - Head of HR & Communications
- Appendix 14 - Revenue Bids 2009/10 – 2011/12
- Appendix 15 - Capital Bids – 2009/10 – 2011/12
- Appendix 16 - Revenue Implications of the High Capital Bids.
- Appendix 17 - Further Support for Town Centre Grant bid form

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Appendix 1

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| Head of Service | 2010/11 Initial Budget £ | 2011/12 Projected Budget £ | 2012/13 Projected Budget £ |
|--------------------------------------|-----------------------------------|-------------------------------------|-------------------------------------|
| Head of Finance, Revenues & Benefits | 1,803.7 | 1,783.1 | 1,863.9 |
| Head of Legal, Democratic & Property | 615.4 | 635.8 | 650.9 |
| Head of Strategy & Partnership | 1,547.5 | 1,547.0 | 1,553.3 |
| Head of Environment | 3,041.9 | 3,088.0 | 3,123.8 |
| Head of Operations | 1,868.2 | 1,896.5 | 1,933.3 |
| Head of Planning & Building Control | 964.3 | 937.8 | 961.8 |
| Head of Asset and Maintenance | 46.0 | 44.9 | 48.0 |
| Head of Leisure & Arts | 3,132.5 | 3,172.8 | 3,213.5 |
| Head of Housing & Community | 650.3 | 680.9 | 695.7 |
| Head of Customer and IT | 67.9 | 70.0 | 71.0 |
| Head of HR & Communications | 195.8 | 148.0 | 133.8 |
| Heads of Service total | 13,933.5 | 14,004.8 | 14,249.0 |
| Financing Charges | 225.6 | 264.2 | 264.5 |
| Superannuation scheme | 271.2 | 271.2 | 271.2 |
| FRS 17 Adjustment | 227.3 | 229.5 | 231.8 |
| Bad Debt Provision | 50.0 | 50.0 | 50.0 |
| Planning Grant | (150.0) | (150.0) | (150.0) |
| Outturn Savings | (350.0) | (350.0) | (350.0) |
| VAT Claim | (346.0) | 0.0 | 0.0 |
| Contingency | 426.3 | 540.3 | 543.3 |
| MRP | 416.5 | 416.5 | 416.5 |
| Shared Services | (290.0) | (390.0) | (390.0) |
| | 14,414.4 | 14,886.5 | 15,136.3 |
| less Capital Charges | (1,470.3) | (1,470.3) | (1,470.3) |
| Parish Precept | 8.3 | 8.3 | 8.3 |
| Net Expenditure | 12,952.4 | 13,424.5 | 13,674.3 |
| Council Tax Payers | (5,762.0) | (5,900.0) | (6,046.0) |
| Gov't/Other Contributions | (6,561.8) | (6,594.0) | (6,627.0) |
| Use of Balances | 628.6 | 930.5 | 1,001.3 |

Executive Committee

Appendix 2

3rd February 2010

Directors Initial Estimates 2010/11

| Services Provided | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 |
|--|--|-----------------------------------|--------------------------------------|
| These service units provide administrative, technical and professional support to the direct services provided by this and other directorates. Their costs are wholly recharged. | | | |
| Joint Chief Executive | 92.8 | | 92.8 |
| Deputy Chief Executive | 119.3 | | 119.3 |
| Director of Housing, Leisure & Customer Services | 101.5 | | 101.5 |
| Director of Environment & Planning | 99.6 | | 99.6 |
| PA's & Directorate Support | 252.7 | | 252.7 |
| Recharge to Services | (665.9) | | (665.9) |
| Total | 0 | 0 | 0 |

| SUBJECTIVE ANALYSIS | 2010/11 Gross Expenditure £'000 | Gross Income £'000 | 2010/11 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 642.2 | | 642.2 |
| Premises | | | |
| Transport Related Expenses | 0.7 | | 0.7 |
| Supplies and Services | 23.0 | | 23.0 |
| Recharges to Services | (665.9) | | (665.9) |
| Total Service Estimate | 0 | 0 | 0 |

Head of Financial, Revenues and Benefits Services
Initial Estimates 2010/11

| | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 |
|---|--|-----------------------------------|--------------------------------------|
| Services Provided | | | |
| These service units provide administrative technical and professional support to the direct services provided by this and other directorates. Their costs are wholly recharged. | | | |
| Head of Service | 80.4 | | 80.4 |
| Financial Services | 871.8 | (17.8) | 854.0 |
| Revenue Services | 345.2 | | 345.2 |
| Benefits Services | 906.9 | (0.6) | 906.3 |
| Audit Services | 171.3 | | 171.3 |
| Insurance Premiums | 536.6 | (0.2) | 536.4 |
| Recharge to Services | (2,912.2) | 18.4 | (2,893.8) |
| Total | 0.0 | (0.2) | (0.2) |
| Direct Services | | | |
| Central Services to the Public | | | |
| Council Tax Benefits | 6,712.2 | (6,609.3) | 102.9 |
| Tax Collections | 954.7 | (333.0) | 621.7 |
| Corporate and Democratic Core | | | |
| Corporate and Democratic Core | 772.6 | | 772.6 |
| Housing Benefit Payments | | | |
| Housing Benefit Payments | 21,476.4 | (21,169.7) | 306.7 |
| TOTAL SERVICE ESTIMATE | 29,915.9 | (28,112.2) | 1,803.7 |

SUBJECTIVE ANALYSIS

| | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 |
|-------------------------------------|--|-----------------------------------|--------------------------------------|
| Employee Expenses | 2,141.7 | | 2,141.7 |
| Transport Related Expenses | 6.1 | | 6.1 |
| Supplies and Services | 1,044.3 | | 1,044.3 |
| Transfer Payments (Benefits) | 27,015.4 | | 27,015.4 |
| Third Party Payments | 1.0 | | 1.0 |
| Support Services Costs | 2,445.2 | | 2,445.2 |
| Capital Financing Costs | 174.4 | | 174.4 |
| Government Grants (Benefit Subsidy) | | (27,778.9) | (27,778.9) |
| Other Income | | (351.7) | (351.7) |
| Recharges to Services | (2,912.2) | 18.4 | (2,893.8) |
| Total Service Estimate | 29,915.9 | (28,112.2) | 1,803.7 |

Executive Committee

Appendix 4

3rd February 2010

Head of Legal, Democratic & Property Services

Initial Estimates 2010/11

| Services Provided | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 | Notes |
|--|--|-----------------------------------|--------------------------------------|--------------|
| These service units provide administrative, technical and professional support to the direct services provided by this and other Directorates. Their costs are wholly recharged. | | | | |
| Head of Service | 76.6 | | 76.6 | |
| Legal Services | 367.2 | (5.0) | 362.2 | |
| Member and Committee Services | 317.3 | | 317.3 | |
| Electoral Services | 51.8 | | 51.8 | |
| Land Charges | 39.9 | | 39.9 | |
| Cleaners | 156.5 | | 156.5 | |
| Public Buildings | 236.6 | | 236.6 | |
| Administrative Buildings | 1,053.1 | (76.2) | 976.9 | |
| Head of Asset & Maintenance Services | 43.9 | | 43.9 | |
| Estates | 273.5 | | 273.5 | |
| Asset Maintenance | 272.5 | (0.1) | 272.4 | |
| Recharge to Services | (2,888.9) | 81.3 | (2,807.6) | |
| Total | 0.0 | 0.0 | 0.0 | |
| Direct Services | | | | |
| Land and Property Holdings | | | | |
| Civic Suite | 42.1 | (15.5) | 26.6 | |
| Business Centres | 472.7 | (420.7) | 52.0 | |
| Investment Properties | 511.8 | (905.6) | (393.8) | |
| Minor Land Sales | 10.0 | | 10.0 | |
| Cultural, Environmental & Planning | | | | |
| Neighbourhood Groups | 49.2 | | 49.2 | |
| Land Drainage | 208.3 | (16.0) | 192.3 | |
| Street Naming & Numbering | 24.5 | | 24.5 | |
| Central Services to the Public | | | | |
| Register of Electors | 97.0 | | 97.0 | |
| Conducting Elections | 105.4 | | 105.4 | |
| Land Charges | 55.3 | (60.0) | (4.7) | |
| Energy Monitoring | 6.0 | | 6.0 | |
| Corporate and Democratic Core | | | | |
| Cost of Democracy | 335.9 | | 335.9 | |

Executive**Appendix 4**

Committee

3rd February 2010

| | | |
|-----------------------------|------|------|
| Voluntary Land Registration | 10.8 | 10.8 |
|-----------------------------|------|------|

Highways, Roads & Transport

| | | |
|---------------------------------|-------|---------|
| In Curtilage Parking | 22.7 | 22.7 |
| Bus Shelters | 20.0 | 20.0 |
| Street Lighting | 2.7 | 2.7 |
| Non Adopted Highways Inspection | 46.9 | 46.9 |
| Information Signs | 0.2 | 0.2 |
| Parking | 196.1 | (184.4) |

TOTAL SERVICE ESTIMATE

| | | |
|----------------|------------------|--------------|
| 2,217.6 | (1,602.2) | 615.4 |
|----------------|------------------|--------------|

SUBJECTIVE ANALYSIS

| | 2010/11 Gross Expenditure £'000 | Gross Income £'000 | 2010/11 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 1,632.4 | | 1,632.4 |
| Premises | 1,406.4 | | 1,406.4 |
| Transport Related Expenses | 31.1 | | 31.1 |
| Supplies and Services | 499.2 | | 499.2 |
| Transfer Payments (Benefits) | 0.0 | | 0.0 |
| Third Party Payments | 538.7 | | 538.7 |
| Support Services Costs | 824.9 | | 824.9 |
| Capital Financing Costs | 173.8 | | 173.8 |
| Other Income | | (1,603.5) | (1,603.5) |
| Recharges to Services | (2,888.9) | 81.3 | (2,807.6) |
| Total Service Estimate | 2,217.6 | (1,602.2) | 615.4 |

Head of Strategy and Partnership
Initial Estimates 2010/11

| Services Provided | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 |
|--|------------------------------------|-------------------------------|----------------------------------|
| These service units provide administrative, technical and professional support to the direct services provided by this and other directorates. Their costs are wholly recharged. | | | |
| Head of Service | 71.2 | (13.0) | 58.2 |
| Policy Development Team | 232.4 | | 232.4 |
| Housing Policy | 115.9 | | 115.9 |
| Recharge to Services | (406.5) | | (406.5) |
| Total | 0 | (13.0) | 0 |
| Direct Services | | | |
| Public Transport | | | |
| Concessionary Fares | 1,196.0 | (235.3) | 960.8 |
| Community Safety | | | |
| Community Safety | 274.2 | (110.0) | 164.2 |
| Anti Social Behaviour | 56.3 | (0.1) | 56.2 |
| Corporate Expenses | | | |
| Redditch Partnership | 86.4 | (5.0) | 81.4 |
| Grants to Voluntary Sector | 249.9 | | 249.9 |
| Procurement Officer | 35.0 | | 35.0 |
| TOTAL SERVICE ESTIMATE | 1910.9 | (363.4) | 1547.5 |

Executive Committee

Appendix 5

3rd February 2010

| SUBJECTIVE ANALYSIS | 2010/11 Gross Expenditure £'000 | Gross Income £'000 | 2010/11 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 796.0 | | 796.0 |
| Premises | 0 | | 0 |
| Transport Related Expenses | 14.3 | | 14.3 |
| Supplies and Services | 315.6 | | 315.6 |
| Third Party Payments | 1,152.5 | | 1,152.5 |
| Support Services Costs | 271.5 | | 271.5 |
| Capital Financing Costs | 0.0 | | 0 |
| Government Grants | | (234.2) | (234.2) |
| Other Income | | (129.2) | (129.2) |
| Recharges to Services | (406.5) | | (406.5) |
| Recharge to HRA | (232.5) | | (232.5) |
| Total Service Estimate | 1910.9 | (363.4) | 1,547.5 |

Executive Committee

Appendix 6

3rd February 2010

Head of Environment

Initial Estimates 2010/11

| Services Provided | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 |
|--|--|-----------------------------------|--------------------------------------|
| These service units provide administrative, technical and professional support to the direct services provided by this and other directorates. Their costs are wholly recharged. | | | |
| Head of Service | 74.1 | | 74.1 |
| Landscape & Countryside/Waste M'mnt | 535.3 | | 535.3 |
| Project M'mnt-Landscape Imp/Estate Enhancement | 36.8 | | 36.8 |
| Environmental Health Licensing | 518.8 | (0.3) | 518.5 |
| | 135.6 | | 135.6 |
| Recharge to Services | (1,300.6) | 0.3 | (1,300.3) |
| Total | 0.0 | 0.0 | 0.0 |
| Direct Services | | | |
| Open Spaces | | | |
| Open Spaces | 1,177.1 | (79.6) | 1,097.5 |
| Allotments | 46.3 | (13.8) | 32.5 |
| Environmental Health | | | |
| Public Health | 701.0 | (18.9) | 682.1 |
| Dog Wardens | 73.0 | (1.0) | 72.0 |
| Hackney Carriage & Private Hire Licensing | 141.2 | (126.5) | 14.7 |
| | 100.5 | (46.0) | 54.5 |
| Pest control | 42.4 | (1.0) | 41.4 |
| Abandoned Vehicles | 14.7 | (4.5) | 10.2 |
| Waste Collection | | | |
| Waste Collection General | 162.9 | (60.0) | 102.9 |
| Street Cleansing | | | |
| Street Cleansing | 832.6 | | 832.6 |
| Travellers and Unauthorised Campers | 32.8 | | 32.8 |
| Environmental Initiatives | | | |
| Climate Change | 71.0 | (23.0) | 48.0 |

Executive**Appendix 6**

Committee

3rd February 2010

Housing General Fund

| | | |
|--------------------|------|------|
| Improvement Grants | 20.7 | 20.7 |
|--------------------|------|------|

| | | | |
|-------------------------------|----------------|----------------|----------------|
| TOTAL SERVICE ESTIMATE | 3,416.2 | (374.3) | 3,041.9 |
|-------------------------------|----------------|----------------|----------------|

SUBJECTIVE ANALYSIS

| | 2010/11 Gross Expenditure £'000 | Gross Income £'000 | 2010/11 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 1,359.8 | | 1,359.8 |
| Premises | 986.7 | | 986.7 |
| Transport Related Expenses | 52.7 | | 52.7 |
| Supplies and Services | 152.1 | | 152.1 |
| Third Party Payments | 1,284.0 | | 1,284.0 |
| Support Services Costs | 1,452.0 | | 1,452.0 |
| Capital Financing Costs | 5.4 | | 5.4 |
| Other Income | (10.2) | (374.3) | (384.5) |
| Recharges to Services | (1,866.3) | | (1,866.3) |
| Total Service Estimate | 3,416.2 | (374.3) | 3,041.9 |

Executive Committee

Appendix 7

3rd February 2010

Head of Operations

Initial Estimates 2010/11

| Services Provided | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 |
|--|--|-----------------------------------|--------------------------------------|
| These service units provide administrative, technical and professional support to the direct services provided by this and other directorates. Their costs are wholly recharged. | | | |
| Head of Service | 70.4 | | 70.4 |
| Environmental Services Management | 530.2 | | 530.2 |
| Cleansing Team | 954.7 | (75.4) | 879.3 |
| Landscape Team | 1,583.3 | (200.0) | 1,383.3 |
| Waste Collection Management & Supervision | 37.5 | | 37.5 |
| Stores Unit | 117.9 | | 117.9 |
| Mechanics Oncost | 255.0 | | 255.0 |
| Recharge to Services | (3,549.0) | 275.4 | (3,273.6) |
| Total | 0.0 | 0.0 | 0.0 |
| Direct Services | | | |
| Land & Property Holdings | | | |
| Outdoor Market | 118.6 | (120.0) | (1.4) |
| Public Transport | | | |
| Dial-a-ride | 392.3 | (99.0) | 293.3 |
| Shopmobility | 166.5 | (40.2) | 126.3 |
| Cemeteries and Crematorium | | | |
| Cemeteries and Crematorium | 529.2 | (709.0) | (179.8) |
| Waste Collection | | | |
| Waste Collection and Recycling | 1,669.7 | (39.9) | 1,629.8 |
| TOTAL SERVICE ESTIMATE | 2,876.3 | (1008.1) | 1,868.2 |

Executive Committee

Appendix 7

3rd February 2010

| SUBJECTIVE ANALYSIS | 2010/11 Gross Expenditure £'000 | Gross Income £'000 | 2010/11 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 3,849.0 | | 3,849.0 |
| Premises | 247.2 | | 247.2 |
| Transport Related Expenses | 957.8 | | 957.8 |
| Supplies and Services | 411.1 | | 411.1 |
| Third Party Payments | 83.7 | | 83.7 |
| Support Services Costs | 1,634.3 | | 1,634.3 |
| Capital Financing Costs | 484.1 | | 484.1 |
| Other Income | (283.9) | (1008.1) | (1,292.0) |
| Recharges to Services | (4,507.0) | | (4,507.0) |
| Total Service Estimate | 2,876.3 | (1008.1) | 1,868.2 |

Head of Planning & Building Control
Initial Estimates 2010/11

| Services Provided | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 |
|--|------------------------------------|-------------------------------|----------------------------------|
| These service units provide administrative, technical and professional support to the direct services provided by this and other directorates. Their costs are wholly recharged. | | | |
| Head of Service | 72.9 | | 72.9 |
| Planning Services | 630.7 | (1.6) | 632.3 |
| Building Control Team | 208.8 | | 208.8 |
| Recharge to Services | (912.4) | 1.6 | (914.0) |
| Total | 0.0 | 0.0 | 0.0 |
| Direct Services | | | |
| Economic Development | | | |
| Economic Development | 118.6 | | 118.6 |
| Planning | | | |
| Development Plans | 401.8 | | 401.8 |
| Development Control | | | |
| Development Control | 487.1 | (156.6) | 330.5 |
| Building Control | | | |
| Building Control Service | 223.6 | (113.8) | 109.8 |
| Disabled Access | 3.6 | | 3.6 |
| TOTAL SERVICE ESTIMATE | 1,234.7 | (270.4) | 964.3 |

Executive Committee

Appendix 8

3rd February 2010

| SUBJECTIVE ANALYSIS | 2010/11 Gross Expenditure £'000 | Gross Income £'000 | 2010/11 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 953.3 | | 953.3 |
| Premises | 0.0 | | 0.0 |
| Transport Related Expenses | 10.6 | | 10.6 |
| Supplies and Services | 93.4 | | 93.4 |
| Third Party Payments | 0.0 | | 0.0 |
| Support Services Costs | 1,086.7 | | 1,086.7 |
| Capital Financing Costs | 6.3 | | 6.3 |
| Other Income | (1.6) | (270.4) | (272.0) |
| Recharges to Services | (914.0) | | (914.0) |
| Total Service Estimate | 1,234.7 | (270.4) | 964.3 |

Head of Asset & Maintenance Services

Initial Estimates 2010/11

Services Provided

These service units provide administrative, technical and professional support to the direct services provided by this and other directorates. Their costs are wholly recharged.

| Gross Expenditure | Gross Income | Net Expenditure |
|--------------------------|---------------------|------------------------|
| £'000 | £'000 | £'000 |

Notes

| | | | |
|---------------------------|-----------|-----|-----------|
| Housing Capital | 420.2 | | 420.2 |
| Housing Maintenance Teams | 2,499.6 | | 2,499.6 |
| Recharge to Services | (2,919.8) | | (2,919.8) |
| Total | 0.0 | 0.0 | 0.0 |

Direct Services

Private Sector Housing Renewal

| | | | |
|---------------|-------|---------|------|
| Care & Repair | 370.9 | (324.9) | 46.0 |
|---------------|-------|---------|------|

TOTAL SERVICE ESTIMATE

| | | | |
|--|--------------|----------------|-------------|
| | 370.9 | (324.9) | 46.0 |
|--|--------------|----------------|-------------|

Executive Committee

Appendix 9

3rd February 2010

| SUBJECTIVE ANALYSIS | 2009/10 | | 2009/10 |
|-------------------------------|-------------------------------|--------------------------|-----------------------------|
| | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 |
| Employee Expenses | 2,263.5 | | 2,263.5 |
| Premises | 3.6 | | 3.6 |
| Transport Related Expenses | 201.8 | | 201.8 |
| Supplies and Services | 479.1 | | 479.1 |
| Transfer Payments (Benefits) | 0.0 | | 0.0 |
| Third Party Payments | 68.0 | | 68.0 |
| Support Services Costs | 243.5 | | 243.5 |
| Capital Financing Costs | 31.2 | | 31.2 |
| Government Grants | 0.0 | (189.0) | (189.0) |
| Other Income | 0.0 | (135.9) | (135.9) |
| Recharges to Services | (2,919.8) | | (2,919.8) |
| Total Service Estimate | 370.9 | (324.9) | 46.0 |

Executive Committee

Appendix 10

3rd February 2010

Head of Leisure and Arts

Initial Estimates 2010/11

| Services Provided | Gross Expenditure £'000 | Income £'000 | Net Expenditure £'000 |
|--|--|-------------------------|--------------------------------------|
| These service units provide administrative, technical and professional support to the direct services provided by this and other directorates. Their costs are wholly recharged. | | | |
| Head of Service | 70.3 | | 70.3 |
| Management Team | 158.2 | | 158.2 |
| Recharge to Services | (228.5) | | (228.5) |
| Total | 0.0 | | 0.0 |
| Direct Services | | | |
| Recreation & Sport | | | |
| Abbey Stadium | 938.9 | (440.3) | 498.6 |
| Hewell Road Swimming Pool | 429.7 | (190.1) | 239.6 |
| Reddicard | 34.0 | (66.9) | (32.9) |
| Pitcheroak Golf Course | 217.5 | (138.9) | 78.6 |
| Arrow Vale Sports Centre | 381.0 | (249.9) | 131.1 |
| Kingsley | 448.6 | (259.1) | 189.5 |
| Playing Fields & Changing Rooms | 132.4 | (19.9) | 112.5 |
| Play Areas | 315.6 | | 315.6 |
| Play Fund | 67.1 | (59.9) | 7.2 |
| Action Sport | 324.7 | (120.8) | 203.9 |
| Free Swimming | 70.1 | (70.1) | 0.0 |
| Meeting Rooms (RBC) | 411.3 | (130.0) | 281.3 |
| Meeting Rooms (Management Cttee) | 14.5 | | 14.5 |
| Community Projects | 5.8 | (2.2) | 3.6 |
| Open Spaces | | | |
| Arrow Valley Countryside Centre | 305.5 | (95.6) | 209.9 |
| Fireworks Extravaganza | 33.7 | (0.9) | 32.8 |
| Culture & Heritage | | | |
| Palace Theatre | 506.9 | (133.9) | 373.0 |
| Arts Strategy | 59.1 | | 59.1 |
| Forge Mill Museum | 297.8 | (42.7) | 255.1 |
| Tourism | | | |
| Tourist Information Centre | 72.6 | (0.2) | 72.4 |

Executive**Appendix 10**

Committee

3rd February 2010

Employment & Training Initiatives

| | | | |
|-------------|-------|---------|------|
| REDI Centre | 301.5 | (244.1) | 57.4 |
|-------------|-------|---------|------|

Highways, Roads & Transport

| | | | |
|------------------|------|-------|------|
| Christmas Lights | 34.7 | (5.0) | 29.7 |
|------------------|------|-------|------|

TOTAL SERVICE ESTIMATE

| | | |
|---------------|-----------------|---------------|
| 5403.0 | (2270.5) | 3132.5 |
|---------------|-----------------|---------------|

SUBJECTIVE ANALYSIS

| | | | |
|-------------------------------|---------------|-----------------|---------------|
| Employee Expenses | 2565.3 | | 2565.3 |
| Premises | 1059.2 | | 1059.2 |
| Transport Related Expenses | 28.2 | | 28.2 |
| Supplies and Services | 563.8 | | 563.8 |
| Third Party Payments | 344.5 | | 344.5 |
| Support Services Costs | 624.0 | | 624.0 |
| Capital Financing Costs | 446.5 | | 446.5 |
| Other Income | | (2270.5) | (2270.5) |
| Recharges to Services | (228.5) | | (228.5) |
| Total Service Estimate | 5403.0 | (2270.5) | 3132.5 |

Executive Committee

Appendix 11

3rd February 2010

Head of Housing & Community Services

Initial Estimates 2010/11

| Services Provided | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 | Notes |
|--|--|-----------------------------------|--------------------------------------|--------------|
| These service units provide administrative, technical and professional support to the direct services provided by this and other directorates. Their costs are wholly recharged. | | | | |
| Head of Service | 87.9 | | 87.9 | |
| Housing Services Manager | 49.2 | | 49.2 | |
| Database & Housing Performance | 151.2 | | 151.2 | |
| Tenancy Management | 544.1 | | 544.1 | |
| Housing Options | 430.3 | | 430.3 | |
| Income & Recovery | 209.4 | | 209.4 | |
| Recharge to Services | (1,472.1) | | (1,472.1) | |
| Total | 0.0 | 0.0 | 0.0 | |
| Direct Services | | | | |
| Supporting People/Social Services | | | | |
| Community Alarm - Support to Tenants | 353.9 | (353.9) | 0.0 | |
| St.David's House - Support | 441.8 | (441.8) | 0.0 | |
| Wardens - Support Element | 825.3 | (825.3) | 0.0 | |
| Welfare Services | | | | |
| Community Alarm - Private Sector | 154.5 | (154.5) | 0.0 | |
| Concessionary TV Licences | 14.8 | | 14.8 | |
| Community Safety | | | | |
| CCTV | 506.3 | | 506.3 | |
| Community Development | | | | |
| Surestart | 12.1 | | 12.1 | |
| Housing Advances | | | | |
| Loans to Housing Associations | 0.3 | (2.3) | (2.0) | |
| Homelessness | | | | |
| Bed & Breakfast Payments | 22.0 | (14.9) | 7.1 | |
| Homeless Dispersed Units | 56.9 | (43.0) | 13.9 | |
| Homelessness Grant | 140.0 | (140.0) | 0.0 | |
| Other Council Property | | | | |
| Leased Dwellings | 23.4 | (23.4) | 0.0 | |
| Housing Recharges | 98.1 | | 98.1 | |
| TOTAL SERVICE ESTIMATE | 2,649.4 | (1,999.1) | 650.3 | |

Executive Committee

Appendix 11

3rd February 2010

| SUBJECTIVE ANALYSIS | 2009/10 | | 2009/10 |
|-------------------------------|-------------------------------|--------------------------|-----------------------------|
| | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 |
| Employee Expenses | 3,009.8 | | 3,009.8 |
| Premises | 85.2 | | 85.2 |
| Transport Related Expenses | 50.0 | | 50.0 |
| Supplies and Services | 464.7 | | 464.7 |
| Transfer Payments (Benefits) | 0.0 | | 0.0 |
| Third Party Payments | 0.0 | | 0.0 |
| Support Services Costs | 365.5 | | 365.5 |
| Capital Financing Costs | 146.3 | | 146.3 |
| Government Grants | 0.0 | (1,301.8) | (1,301.8) |
| Other Income | 0.0 | (345.9) | (345.9) |
| Recharge to HRA | 0.0 | (351.4) | (351.4) |
| Recharges to Services | (1,472.1) | | (1,472.1) |
| Total Service Estimate | 2,649.4 | (1,999.1) | 650.3 |

Executive Committee

Appendix 12

3rd February 2010

Head of Customer & IT Services

Initial Estimates 2010/11

| Services Provided | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 | Notes |
|--|--|-----------------------------------|--------------------------------------|--------------|
| These service units provide administrative, technical and professional support to the direct services provided by this and other directorates. Their costs are wholly recharged. | | | | |
| Head of Service | 69.7 | | 69.7 | |
| Central Switchboard | 81.5 | | 81.5 | |
| One Stop Shop | 945.7 | (183.1) | 762.6 | |
| IT Services | 707.8 | | 707.8 | |
| Recharge to Services | (1804.7) | 183.1 | (1621.6) | |
| Total | 0.0 | (0.0) | 0.0 | |
| Direct Services | | | | |
| Central Services to the Public | | | | |
| Emergency Planning | 67.9 | | 67.9 | |
| TOTAL SERVICE ESTIMATE | 67.9 | 0.0 | 67.9 | |

| SUBJECTIVE ANALYSIS | 2010/11 Gross Expenditure £'000 | Gross Income £'000 | 2010/11 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 1288.8 | | 1288.8 |
| Premises | 0.0 | | 0.0 |
| Transport Related Expenses | 7.8 | | 7.8 |
| Supplies and Services | 392.7 | | 392.7 |
| Third Party Payments | 15.0 | | 15.0 |
| Support Services Costs | 119.7 | | 119.7 |
| Capital Financing Costs | 48.6 | | 48.6 |
| Other Income | | (183.1) | (183.1) |
| Recharges to Services | (1804.7) | 183.1 | (1621.6) |
| Total Service Estimate | 67.9 | 0.0 | 67.9 |

Executive Committee

Appendix 13

3rd February 2010

Head of Human Resources and Communications Initial Estimates 2010/11

| Services Provided | Gross Expenditure £'000 | Gross Income £'000 | Net Expenditure £'000 |
|---|------------------------------------|-------------------------------|----------------------------------|
| These service units provide administrative technical and professional support to the direct services provided by this and other directorates. Their costs are wholly recharged. | | | |
| Head of Service | 68.9 | | 68.9 |
| Human Resources | 668.7 | (38.1) | 630.6 |
| Reprographics | 329.0 | (1.0) | 328.0 |
| Communications | 170.4 | | 170.4 |
| Recharge to Services | (1,237.0) | 39.1 | (1,197.9) |
| Total | 0 | 0 | 0 |
| Direct Services | | | |
| Human Resources | | | |
| Corporate Traineeships | 33.0 | | 33.0 |
| Job Evaluation | 50.0 | | 50.0 |
| Corporate Expenses | | | |
| Publicity and Promotion | 112.8 | | 112.8 |
| TOTAL SERVICE ESTIMATE | 195.8 | 0 | 195.8 |

| SUBJECTIVE ANALYSIS | 2010/11 Gross Expenditure £'000 | Gross Income £'000 | 2010/11 Net Expenditure £'000 |
|-------------------------------|--|-------------------------------|--|
| Employee Expenses | 972.6 | | 972.6 |
| Premises | 4.7 | | 4.7 |
| Transport Related Expenses | 1.6 | | 1.6 |
| Supplies and Services | 297.9 | | 297.9 |
| Third Party Payments | | (1.0) | (1.0) |
| Support Services Costs | 150.0 | | 150.0 |
| Capital Financing Costs | 6.0 | | 6.0 |
| Government Grants | | | |
| Other Income | | (38.1) | (38.1) |
| Recharges to Services | (1237.0) | 39.1 | (1,197.9) |
| Total Service Estimate | 195.8 | 0 | 195.8 |

Appendix 14

Executive

3rd February 2010

Potential Revenue Bids

| No. | Description | 2010/11 | 2011/12 | 2012/13 | Commentary | Link to Priorities |
|-----|---|---------------|---------------|---------------|---|---------------------------------|
| | Unavoidable | £ | £ | £ | | |
| 1 | Legionella control - additional funds | 10,500 | 14,500 | 6,500 | At present the stored water system are cleaned and disinfected and tested for legionella and TVC's yearly as a control measure. If control measures ar to remain effective, then regular monitoring of the systems are essential. | Well Managed Organisation |
| 2 | CRB checks (every 3 years) (part HIRA) | 30,000 | | | Process now changed, all current employees who deal with vulnerable people will need to be checked every three years. Risk - statutory requirement | Safe, Well Managed Organisation |
| 3 | Review of Retail & Leisure Needs Assessment | 10,000 | | | Refresh to take account of Town Centre Strategy outcomes, RSS and economic climate | |
| 4 | Members' Remuneration Allowances | 9,710 | 9,710 | 9,710 | Contingency based on Independent Remuneration Panel recommendations. | Well Managed Organisation |
| | Total Unavoidable | 60,210 | 24,210 | 16,210 | | |

Appendix 14

Executive

3rd February 2010

Potential Revenue Bids

| No. | Description | 2010/11 £ | 2011/12 £ | 2012/13 £ | Commentary | Link to Priorities |
|-------------|--|--------------|--------------|--------------|---|---------------------------|
| High | | | | | | |
| 5 | Land Drainage | | | 7,000 | Additional to amount included in base budget | Well Managed Organisation |
| 6 | Core Strategy legal compliance check - barrister appointment | 7,000 | | | All DPDs are recommended to be checked for legal compliance in advance of publication. | |
| 7 | Core Strategy Soundness Compliance Check - barrister appointment | 7,000 | | | All DPDs are recommended to be checked for soundness compliance in advance of publication. | |
| 8 | Core Strategy DPD Examination | | 50,000 | 50,000 | | |
| 9 | Joint Evidence base for Redditch/Bromsgrove Sustainable Urban Extension (?2009/10 and 2010/11) | 50,000 | | | To bring forward a SUE to the north of Redditch to meet the requirements of the WMRSS. Any unspent monies during 09/10 to be carried forward to 10/11. | |
| 10 | Job Evaluation | 50,000 | | | Resource required to complete work on Single Status. Risk - no resource to complete Job Evaluation. | Well Managed Organisation |
| 11 | Workforce Planning | 25,000 | | | Funding required for ongoing work. Risk - adverse comment by Audit Commission. Qualified comment made in 2008/09. | Well Managed Organisation |
| 12 | Urban Design Advice | 10,000 | | | Required to advise on the allocation sites in the Site Allocations and Policies DPD and potential capacities. Work may also be associated with further SHLAA annual review. Possible also work for SPD sites. | |

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Executive

3rd February 2010

Potential Revenue Bids

| No. | Description | 2010/11 £ | 2011/12 £ | 2012/13 £ | Commentary | Link to Priorities |
|-----|--------------------------------------|----------------|---------------|---------------|---|------------------------|
| 13 | Grant for manufacturing companies | 9,000 | 9,000 | 9,000 | To deliver action 1.2 of the Redditch Economic Development Strategy - a grant to assist businesses to implement recommendations by MAS. | Enterprising Community |
| 14 | Diversification Research Report | 10,000 | | | To provide an evidence base to support the proposal. | Enterprising Community |
| 15 | Business Prospectus | 1,000 | | | To produce a Redditch prospectus. | Enterprising Community |
| 16 | Business Events | 3,000 | 3,000 | 3,000 | to encourage businesses to be embedded in the area and to minimise the risk of relocation. | Enterprising Community |
| 17 | Young Entrepreneur of the Year Award | 1,000 | 1,000 | 1,000 | Action aims to recognise and promote enterpreneurialism in young people. | Enterprising Community |
| 18 | Grant fund for school projects | 3,000 | 3,000 | 3,000 | Action aims to foster economic ambitions in young people and improve link between education providers and business. | Enterprising Community |
| 19 | Uplift to marketing budget | 8,000 | 8,000 | 8,000 | Action to improve the promotion of Redditch as a business location. | Enterprising Community |
| 20 | Town Centre Strategy | 35,000 | | | Progressing quick wins as set out in Town Centre Strategy to be added to £58,000 already located in S106 fund. | Enterprising Community |
| | Total High | 219,000 | 74,000 | 81,000 | | |

Appendix 14

Executive

3rd February 2010

Potential Revenue Bids

| No. | Description | 2010/11 £ | 2011/12 £ | 2012/13 £ | Commentary | Link to Priorities |
|-----|---|--------------|--------------|--------------|---|---|
| | Medium | | | | | |
| 21 | Repairs and Maintenance - Street Lighting | 6,000 | 6,000 | 6,000 | Bid is to allow the standards of maintenance to reach minimum acceptable levels. Risk - areas will in time become unlit leading to public safety and anti-social behaviour concerns. Existing units are of obsolete design and performance. | Well Managed Organisation |
| 22 | Landscape Maintenance | 100,000 | 100,000 | 100,000 | This bid will permit the continuation of the current level of ground maintenance service. The current budget is dependant upon £200k of Section 106 contributions. This level of contribution is unsustainable. | Cleaner , Greener |
| 23 | Street Nameplates | 8,000 | 8,000 | 8,000 | Bid is to allow the standards of maintenance to reach minimum acceptable levels. Risk - backlog of maintenance will not be addressed. | Safe and Well Managed Organisation |
| 24 | Climate Change Project Officer | 16,050 | 16,550 | 17,150 | The bid is to create a joint (1/2 funded by BDC) post of Climate Change Project Officer to support the Climate Change Manager post. Risk - Without a support project officer, the opportunity to rapidly progress actions to fulfil the Climate Change Strategy will be lost. We could also miss out on funding opportunities. | Enterprising, Safe, Cleaner and Greener and Well Managed Organisation |

Appendix 14

Executive

3rd February 2010

Potential Revenue Bids

| No. | Description | 2010/11 £ | 2011/12 £ | 2012/13 £ | Commentary | Link to Priorities |
|-----|--|--------------|--------------|--------------|---|---|
| 25 | Tree Review | 40,000 | | | Change in statutory framework and out of date existing records that have needed reviewing for a long time, means review now needs to happen within a prescribed timescale. One off piece of work required to carry out survey, and follow up with revocation and designation including legal and admin support work and community/owner consultation in compliance with regs. | |
| 26 | Member Development | 20,000 | 20,000 | 20,000 | Programme to be developed by Member Development Steering Group further to adoption of Members' Role Descriptors, towards WMLGA Charter Award. | Well Managed Organisation - check existing budget |
| 27 | New post Assistant Play Area Technical Officer | 22,700 | 23,600 | 24,500 | Due to the stock now totalling over 50 major sites and the new sites due to come on line through the Play Builder Programme the current post holder is unable to cover the facilities as recommended by ROSPA. Risk - potential increase in insurance claims. | Enterprising Community, Safe |
| 28 | Funding for business engagement | 15,000 | 15,000 | 15,000 | Action aims to encourage businesses to be embedded in the area and to minimise relocation. | Enterprising Community |
| 29 | Business Start Up Grant | 5,000 | 5,000 | 5,000 | To encourage more people to start businesses. | Enterprising Community |
| 30 | Careers Fair | 1,000 | 1,000 | 1,000 | To inform students about career opportunities in Redditch and foster economic ambitions in young people. | Enterprising Community |

Appendix 14

Executive

3rd February 2010

Potential Revenue Bids

| No. | Description | 2010/11 | 2011/12 | 2012/13 | Commentary | Link to Priorities |
|------------------------------|---|----------------|----------------|----------------|--|---------------------------|
| | | £ | £ | £ | | |
| 31 | Placement Programme for Local Authorities and Public Sector Organisations | 1,400 | 1,400 | 1,400 | To support the priority of reducing out-migration of skilled young people. | Enterprising Community |
| 32 | Membership of Worcestershire Conference Desk | 2,600 | | | Aims to promote Redditch's "offer" | Enterprising Community |
| 33 | XL Clubs | 10,000 | | | | Enterprising Community |
| 34 | Cemetery Development | 75,000 | | | Evaluation of suitability of proposed burial sites within the Borough. | Well Managed Organisation |
| Total Medium | | 216,750 | 90,550 | 92,050 | | |
| Total GF Revenue Bids | | 495,960 | 188,760 | 189,260 | | |

Appendix 15

Executive

3rd February 2010

| No. | Potential Capital Bids | | 2010/11 £ | 2011/12 £ | 2012/13 £ | Revenue Implications £ | Commentary | Link to Priorities |
|-----|---|------|--------------|--------------|--------------|------------------------------|---|---|
| | Description General Fund | High | | | | | | |
| 1 | Disabled Facilities Grants | | 40,000 | 65,000 | 575,000 | | Members consideration of proposals for future funding - Exec. Feb 2010. | |
| 2 | Lifetime Grants | | | | 150,000 | | | |
| 3 | Replace culvert/footbridge - Church Hill Brook (nr Exhall Close/Loxley Close) | | 20,000 | | | | Significant restriction to flows leading to unreasonable levels of flood risk to nearby residential properties. Risk - History of flooding in the area. | Clean and Green |
| 4 | Upgrade Street Lighting - r/o Foxlydiate Crescent (3 areas) | | 25,000 | | | | Area poorly lit due to age of lighting columns that are now in a dangerous condition. | Clean and Green, Safe |
| 5 | Footpath Improvements (2 locations) - Church Hill Brook (nr Church Hill Way and Walkers Road) | | 20,000 | | | | Footpaths require raising locally in order to deflect waters back into the existing channel. Risk - history of flooding in the area. | Enterprising Community, Clean and Green, Safe and Well Managed Organisation |
| 6 | Church Hill Brook (Moons Moat Drive) - Culvert 74 improvements | | | | 10,000 | | Location principle collection point for any waterborne debris within Church Hill Brook. | Clean and Green Safe |

Appendix 15

Executive

3rd February 2010

| | Potential Capital Bids | 2010/11 | 2011/12 | 2012/13 | Revenue Implications | Commentary | Link to Priorities |
|---|--|----------------|----------------|----------------|-----------------------------|--|--|
| | Description | £ | £ | £ | £ | | |
| 7 | Improvements to culverts and re-cut ditch - Pitcheroak Woods r/o 237 - 249 Bromsgrove Road | 40,000 | | | | Proposal to restore former open channel as a more effective in dealing with any residual overland flows. Risk - flood risk to adjacent properties. Also regular source of high maintenance. | Clean and Green, Safe, Well Managed Organisation |
| 8 | Culvert Improvements - Batchley Brook Ex Pond outlet - Batchley Road | | | 10,000 | | Existing culvert has unsatisfactory entry arrangements causing problems of high maintenance during storm conditions. Should the high-level grilles fail, danger of unauthorised or accidental access to the culvert. | Clean and Green, Safe, Well Managed Organisation |
| 9 | Plant/equipment replacement | 100,000 | 100,000 | 100,000 | | Continued replacement of the authorities major items of equipment and plant as part of the standing annual plant replacement programme | Clean and Green |

Appendix 15

Executive

3rd February 2010

| | Potential Capital Bids | 2010/11 £ | 2011/12 £ | 2012/13 £ | Revenue Implications £ | Commentary | Link to Priorities |
|----|---|---------------------|---------------------|---------------------|----------------------------------|--|---|
| 10 | Description General Fund Crossgates- Security improvements | 80,000 | | | | Security improvements are required at Crossgates Depot as there has been a significant amount of crime relating to this site, with 24 incidents reported to the police since 2000 at a cost in items alone of around £37,000 | Well Managed Organisation that is safe clean and green |
| | Total High | 325,000 | 165,000 | 845,000 | 0 | | |
| 11 | Medium Sub Regional Choice Based Lettings | 15,000 | | | 5000 | The enhanced service would allow more choice for people on the council's housing waiting list. Risk - Redditch would be the only LA not to have signed up to the Sub Regional CBL. | Enterprising Community. |
| 12 | Desktop Software Upgrade (move to 2003 standard with flexibility to move to latest product (2010) to be released next year. | 83,000 | | | | Provision of office productivity suite licensing for desktop/laptop computers. Risk - unable to effectively participate in shared and collaborative working. BDC already able to move to 2010 version. | Well Managed Organisation, Transformation Government Strategy |

Appendix 15

Executive

3rd February 2010

| | Potential Capital Bids | 2010/11 £ | 2011/12 £ | 2012/13 £ | Revenue Implications £ | Commentary | Link to Priorities |
|----|--|---------------------|---------------------|---------------------|----------------------------------|--|--|
| | Description General Fund | | | | | | |
| 13 | Forge Mill Museum - Replacement Education Resource Room | 55,000 | | | | Redevelopment of the Cloisters Area to provide an Education Room. Risk - no facility to deliver Education Programme at Forge Mill. | Enterprising Community, Safe |
| 14 | Kingsley College - replacement squash heating. | 20,000 | | | | To provide new Ambi-rad squash heating. College unable to contribute 50% of cost. Risk - reduced usage and customer satisfaction. | Enterprising Community, Safe, Clean |
| 15 | Forge Mill Museum - Interpretation Project | 12,000 | | | | Large screen TV with Audio introduction to start Museum Tour. | Enterprising Community, Safe |
| 16 | Forge Mill Museum - hand held units 3D images of museum displays | 15,000 | | | | Provide hand held units which offer a 3D visual and audio tour of Forge Mill. Risk - museum experience becomes stagnated, resulting in lower usage and income. | Enterprising Community, Safe |
| 17 | Allotments - water supply | 35,475 | | | | To provide piped water to 2 allotment sites currently without water and to add to existing supply on 2 other allotments. Risk - sites without water may become under used. | Enterprising Communities, Clean and Green |

Appendix 15

Executive

3rd February 2010

| | Potential Capital Bids | 2010/11 | 2011/12 | 2012/13 | Revenue Implications | Commentary | Link to Priorities |
|----|--|----------------|----------------|----------------|-----------------------------|--|---|
| | Description | £ | £ | £ | £ | | |
| | General Fund | | | | | | |
| 18 | Pond Flooding - Morton Stanley Park | 8,000 | | | | Details to follow | |
| 19 | Public Access to IDOX | 10,000 | | | | To allow public access to Building Control records via the internet | |
| 20 | Loan fund for business start up for young people | 20,000 | | | | To encourage entrepreneurialism in young people and to improve new business survival rates | |
| | Total Medium | 273,475 | 0 | 0 | 5,000 | | |
| | Low | | | | | | |
| 21 | Allotments - fencing | 104,000 | | | | Security fencing to Church Hill and Tilehouse allotments to reduce incidence of theft. Risk - continued or increased crime on the sites. | Enterprising Communities, Safe, Clean and Green |
| | Total Low Bids | 104,000 | 0 | 0 | 0 | | |
| | Total General Fund Capital Bids | 702,475 | 165,000 | 845,000 | 5,000 | | |

Appendix 16**Executive**

3rd February 2010

| | Description General Fund | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | Future Years £'000 | Total |
|----|--|------------------|------------------|------------------|--------------------------|----------------|
| | High | | | | | |
| 1 | Disabled Facilities Grants* | 0.9 | 5.8 | 22.0 | 59.2 | 601.4 |
| 2 | Lifetime Grants | 0.0 | 0.0 | 3.4 | 21.7 | 220.8 |
| 3 | Replace culvert/footbridge - Church Hill Brook (nr Exhall Close/Loxley Close) | 0.5 | 1.9 | 1.9 | 1.9 | 38.5 |
| 4 | Upgrade Street Lighting - r/o Foxlydiate Crescent (3 areas) | 0.6 | 2.4 | 2.4 | 2.4 | 48.1 |
| 5 | Footpath Improvements (2 locations) - Church Hill Brook (nr Church Hill Way and Walkers Road) | 0.5 | 1.9 | 1.9 | 1.9 | 38.5 |
| 6 | Church Hill Brook (Moons Moat Drive) - Culvert 74 improvements | 0.0 | 0.0 | 0.2 | 0.9 | 19.2 |
| 7 | Improvements to culverts and re- cut ditch - Pitcheroak Woods r/o 237 - 249 Bromsgrove Road | 0.0 | 2.9 | 3.8 | 3.8 | 75.1 |
| 8 | Culvert Improvements - Batchley Brook Ex Pond outlet - Batchley Road | 0.0 | 0.0 | 0.2 | 0.9 | 19.2 |
| 9 | Plant/equipment replacement | 2.2 | 31.7 | 53.0 | 88.5 | 360.8 |
| 10 | Crossgates- Security improvements | 1.8 | 7.6 | 7.6 | 7.6 | 153.8 |
| | Total High | 6.5 | 54.2 | 96.4 | 188.8 | 1,575.4 |

* Assumed ongoing receipt of government grant reducing level of borrowing to £300k

Appendix 17

Revenue Bid 2010/11 – 2012/13

| | | | |
|--|---|--------------------------|--------------------------|
| 1. Head of Service: | Ruth Bamford Acting Head of Planning and Building Control | | |
| 2. Description of proposal: | To utilise the funding provided by Central Government to support the high streets and Town Centres during the recession. | | |
| 3. Is this bid for a one-off investment or ongoing commitment? | Series of actions to be taken over the next 12 months | | |
| 4. Details of bid. | | | |
| | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 |
| Improving offer of Town Centre to increase footfall, length of stay and attract more retailers | £52,631.58 | | |
| Total | £52,631.58 | | |
| 5. Which of the Council's Corporate Priorities does this bid relate to? | Enterprising Community | | |
| 6. Which of your Service Plan Key Deliverables does this project relate to? | PBC1 Improving Economic Development PBC2 Improving Town Centre Vitality and Viability | | |
| 7. How will this bid impact on service performance? | <ul style="list-style-type: none"> • Help to enable aspects of the Town Centre strategy to be delivered, namely to increase footfall, improve vitality and viability. • Enhance the Town Centre environment • Help us to meet an action in the strategy (22.1) to minimise the impact of empty shops on the image of the Town Centre. | | |
| 8. What are the Risks to the Organisation of approving, or not approving, this bid? | <ul style="list-style-type: none"> • Detrimental to the organisation as the funding has been announced by Local Government appearing in the local media • Improving the vitality of the Town Centre environment will be delayed unless action is taken • Department of Communities and Local Government may have spending deadlines linked to the funding provided • The current economic climate means that action is required now and cannot wait until next years budget bid | | |
| 9. If the bid does not meet the Priorities in paragraphs 3-4 above, please explain why the bid is being proposed. | | | |

10. How will the bid assist the Council in delivering its statutory obligations?

No statutory obligations

11. What will be the outcomes of the bid, and how will the difference that the investment makes be measured?

- Provision of specialist markets, entertainment and events will increase footfall, increase use of public space, increase length of stay and help to also attract new retailers or retain existing ones
- Improved signage and cosmetic enhancements will direct visitors to all areas of the Town Centre and increase awareness of amenities
- Production and distribution of promotional materials and other activities to attract residents and visitors to local shopping facilities
- To encourage new niche market stalls by offering new business start up grants for market traders

12. Could this service need be met through Shared Services?

The funding was given specifically to Redditch as it has been identified as being in the top half index of multiple deprivation.