

Council

Mon 6 Apr
2009
7.00 pm

Council Chamber
Town Hall
Redditch



www.redditchbc.gov.uk

Access to Information - Your Rights

The Local Government (Access to Information) Act 1985 widened the rights of press and public to attend Local Authority meetings and to see certain documents. Recently the Freedom of Information Act 2000, has further broadened these rights, and limited exemptions under the 1985 Act.

Your main rights are set out below:-

- Automatic right to attend all Council and Committee meetings unless the business would disclose confidential or “exempt” information.
- Automatic right to inspect agenda and public reports at least five days before the date of the meeting.
- Automatic right to inspect minutes of the Council and its Committees (or summaries of business undertaken in private) for up to six years following a meeting.
- Automatic right to inspect lists of background papers used in the preparation of public reports.
- Access, upon request, to the background papers on which reports are based for a period of up to four years from the date of the meeting.
- Access to a public register stating the names and addresses and electoral areas of all Councillors with details of the membership of all Committees etc.
- A reasonable number of copies of agenda and reports relating to items to be considered in public must be made available to the public attending meetings of the Council and its Committees etc.
- Access to a list specifying those powers which the Council has delegated to its Officers indicating also the titles of the Officers concerned.
- Access to a summary of the rights of the public to attend meetings of the Council and its Committees etc. and to inspect and copy documents.
- In addition, the public now has a right to be present when the Council determines “Key Decisions” unless the business would disclose confidential or “exempt” information.
- Unless otherwise stated, all items of business before the Executive Committee are Key Decisions.
- (Copies of Agenda Lists are published in advance of the meetings on the Council’s Website:
www.redditchbc.gov.uk

If you have any queries on this Agenda or any of the decisions taken or wish to exercise any of the above rights of access to information, please contact

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Minicom: 595528

آپ انگریزی میں مدد چاہتے ہیں – نسلیاتی رسائی [Ethnic Access] سے رابطہ کریں ٹیلیفون: 01905 25121

ইংরেজি ভাষার বিষয়ে সাহায্য চান – এথনিক অ্যাকসেস [Ethnic Access] এর সঙ্গে যোগাযোগ করুন,
টেলিফোনঃ 01905 25121

‘Potrzebujesz pomocy z Angielskim – skontaktuj się z Ethnic Access Tel: 01905 25121’

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

Members of the public may, by prior arrangement, speak at meetings of the Council or its Committees. Specific procedures exist for Appeals Hearings or for meetings involving Licence or Planning Applications. For further information on this point, please speak to the Committee Support Officer.

Special Arrangements

If you have any particular needs, please contact the Committee Support Officer.

Infra-red devices for the hearing impaired are available on request at the meeting. Other facilities may require prior arrangement.

Further Information

If you require any further information, please contact the Committee Support Officer (see foot of page opposite).

Fire/ Emergency instructions

If the alarm is sounded, please leave the building by the nearest available exit – these are clearly indicated within all the Committee Rooms.

If you discover a fire, inform a member of staff or operate the nearest alarm call point (wall mounted red rectangular box). In the event of the fire alarm sounding, leave the building immediately following the fire exit signs. Officers have been appointed with responsibility to ensure that all visitors are escorted from the building.

Do Not stop to collect personal belongings.

Do Not use lifts.

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

The emergency Assembly Area is on the Ringway Car Park.

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).



Council

Monday, 6th April, 2009

7.00 pm

Council Chamber Town Hall

Agenda

Membership:

| | | |
|--------|-----------------|-------------|
| Cllrs: | J Field (Mayor) | N Hicks |
| | P Anderson | G Hopkins |
| | K Banks | D Hunt |
| | M Braley | R King |
| | J Brunner | W King |
| | M Chalk | C MacMillan |
| | A Clayton | P Mould |
| | B Clayton | W Norton |
| | G Chance | J Pearce |
| | J Cookson | B Quinney |
| | D Enderby | M Shurmer |
| | A Fry | D Smith |
| | C Gandy | D Taylor |
| | M Hall | D Thomas |
| | W Hartnett | |

| | |
|--|---|
| <p>1. Welcome</p> | <p>The Mayor will open the meeting and welcome all present.</p> <p>The Mayor's Chaplain, the Reverend Mike Herbert, will lead the Council in prayer.</p> |
| <p>2. Apologies</p> | <p>To receive any apologies for absence on behalf of Council members.</p> |
| <p>3. Declarations of Interest</p> | <p>To invite Councillors to declare any interests they may have in items on the agenda.</p> |
| <p>4. Minutes (Pages 1 - 6) Chief Executive</p> | <p>To confirm as a correct record the minutes of the meeting of the Council held on 9 March 2009.</p> <p>(Minutes attached)</p> |
| <p>5. Communications and Mayor's Announcements</p> | <p>To receive a report from the Mayor on civic matters which have arisen since the last meeting or events which may be occurring in the near future.</p> <p>To give notice of any variation to the items listed in the Forward Plan and/or items accepted as "Urgent Business".</p> <p>(No separate report / oral update)</p> |

| | |
|--|---|
| <p>6. Returning Officer's Report (Pages 7 - 8) Head of Legal, Democratic and Property Services</p> | <p>To formally receive and note the report of the Returning Officer as to the results of the local elections held on 26 March 2009 and consider any consequent effect on the membership of Committees, Sub-Committees etc. (Report attached) (Central Ward and Headless Cross & Oakenshaw Ward);</p> |
| <p>7. Notice of Motion - Labour Group Alternative Budget - Amendment (Pages 9 - 16) Chief Executive</p> | <p>To consider a Notice of Motion submitted by Councillor W Hartnett, in accordance with Standing Order 6 and, exceptionally, Standing Order 15, concerning the budget considered by Council no 9 March 2009. (Report attached) All Wards</p> |
| <p>8. Budget Savings 2009/10 - 2011/12 (Pages 17 - 84) Chief Executive</p> | <p>To consider a number of proposals to address the budget gap following the end of the period of staff and public consultation on a number of options for achieving the required savings. (Report attached – Appendices 2 and 3 to follow) All Wards</p> |
| <p>9. Urgent Business - Record of Decisions Chief Executive</p> | <p>To note any decisions taken in accordance with Standing Order 36 and/or the Overview and Scrutiny Procedure Rules (Constitution), as specified. (None to date).</p> |
| <p>10. Urgent Business - general (if any)</p> | <p>To consider any additional items exceptionally agreed by the Mayor as Urgent Business in accordance with the powers vested in him by virtue of Section 100(B)(4)(b) of the Local Government Act 1972. (This power should be exercised only in cases where there are genuinely special circumstances which require consideration of an item which has not previously been published on the Order of Business for the meeting and/or on the Leader's Forward Plan.)</p> |

| | |
|------------------------------------|---|
| 11. Exclusion of the Public | <p>It may be necessary, in the opinion of the Chief Executive, to consider excluding the public from the meeting in relation to the following items of business on the grounds that exempt information is likely to be divulged. It may be necessary, therefore, to move the following resolution:</p> <p>“that, under S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matter(s) on the grounds that it/they involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs <i>(to be specified)</i> of Part 1 of Schedule 12 (A) of the said Act, as amended.”</p> |
| | <p>(Note: Anyone requiring copies of any previously circulated reports, or supplementary papers, should please contact Committee Services Officers in advance of the meeting.)</p> |



Council

9 March 2009

Minutes

Present:

Councillor Malcolm Hall (Deputy Mayor) and Councillors P Anderson, K Banks, M Braley, J Brunner, M Chalk, A Clayton, B Clayton, J Cookson, D Enderby, A Fry, C Gandy, W Hartnett, N Hicks, D Hunt, R King, C MacMillan, W Norton, J Pearce, B Quinney, M Shurmer, D Smith and D Thomas

Also Present:

D Andrews and M Collins (Vice-Chair, Standards Committee)

Officers:

S Hanley, A Marklew, S Mullins, J Smith and J Staniland

Committee Services Officer:

I Westmore

114. WELCOME

The Deputy Mayor opened the meeting and welcomed all present.

115. APOLOGIES

Apologies for absence were received from the Mayor, Councillor Field, and Councillors W King, Mould and Taylor.

116. DECLARATIONS OF INTEREST

There were no declarations of interest.

117. KIETH BOYD-CARPENTER

The Deputy Mayor introduced a tribute to a former colleague, Councillor Kieth Boyd-Carpenter, who had recently retired his seat on the Council because of ill-health.

The Deputy Mayor welcomed Councillor Boyd-Carpenter and his wife, Val to the meeting and spoke of Councillor Boyd-Carpenter's contribution to the Council over a period of more than a quarter of a century, including his time as Mayor of the Borough in 2003/04.

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Chair

The Leader of the Council and the Leader of the Minority Group continued the tributes to Councillor Boyd-Carpenter, followed by other Members, many of whom commended his work as a good local Councillor to the communities he served.

RESOLVED that

the Council's thanks to Councillor Kieth Boyd-Carpenter for his contribution to the Council be formally recorded.

118. MINUTES

RESOLVED that

the minutes of the meetings of the Council held on 19 January and 23 February 2009 be confirmed as a correct record and signed by the Deputy Mayor.

119. COMMUNICATIONS AND MAYOR'S ANNOUNCEMENTS

The Deputy Mayor's communications and announcements were considered under the following headings:

a) Mayor's announcements

The Deputy Mayor advised that since the previous meeting of the Council he and the Mayor had attended various functions, including: the Sports Partnership Awards, the Holocaust Memorial Day event, a Special Olympics Presentation evening at the Town Hall, a Burns Night celebration at Bromsgrove, the AGMs of the Friends of Auxerre, Redditch One World Link and the Student Council, the Herefordshire and Worcestershire Sports Partnership Awards presentation and the Art and Heritage Open Day at the Gallery in Millsborough House.

The Deputy Mayor particularly highlighted the three local winners of awards at the Herefordshire and Worcestershire Sports Partnership Awards presentation, Will James, Georgette Mullen and the Astwood Bank Girls Under 15 Cricket Team, and it was agreed that a letter of congratulation be sent to the individuals concerned.

b) Forthcoming events

The Mayor advised that forthcoming events included the Worcestershire Young Musicians of the Year event, a Royal Visit to Where Next?, Astwood Bank Operatic Society's production of "The Count of Luxembourg" and the Chinese New Year Celebration which had been postponed from February owing to the weather.

c) Urgent Business

The Deputy Mayor advised that he had accepted one additional item of "Urgent Business":

Item 12 – Civil Parking Enforcement – Delegations and Authorisations.

The Deputy Mayor had also accepted a late report:

Item 7 – Decision Notice of the meeting of the Executive Committee held on 2 March 2009.

120. EXECUTIVE COMMITTEE

RESOLVED that

- 1) **the minutes of the meetings of the Executive Committee held on 7 January, 13 January and 23 February 2009 be received and adopted;**
- 2) **the minutes of the meetings of the Executive Committee held on 28 January and 18 February 2009 be received and adopted and all recommendations approved, subject to:**

in respect of Minute 229 (Empty Homes Strategy)
it being further RESOLVED that

the minutes be amended to read "...increase the level of..." rather than "...reduce the level of...";

in respect of Minute 232 (Constitutional Review Working Party)

it being further NOTED that

recommendations 11-15 (Standing Orders) were intended as guidance and did not reflect an intention to amend Standing Orders; and

- 3) **the decision notice of the meeting of the Executive Committee held on 2 March 2009 be received and all recommendations approved, subject to:**

in respect of Minute 246 (Core Strategy Evidence Base)
it being further NOTED that

an amendment was to be made to Appendix B under the delegated authority granted and subsequent to the site visit by Members to a number of the sites in question.

121. REGULATORY COMMITTEES

The Council received the minutes of recent meetings of the Audit and Planning Committees.

RESOLVED that

- 1) the minutes of the meeting of the Audit Committee held on 21 January 2009 be received and adopted and all recommendations approved; and**
- 2) the minutes of the meetings of the Planning Committee held on 6 January and 3 February 2009 be received and adopted and all recommendations approved.**

122. FEES AND CHARGES - 2009/10

The Council considered once again the Fees and Charges for 2009/10, incorporating the additional information that had been requested at the last ordinary meeting of the Council in respect of the charges for Leisure Services.

Members were being asked to consider the approval of the Fees and Charges in their entirety following deferral of the recommendations at the meeting on 19 January. There were two additional amendments to those reported to the meeting in January that were tabled on the evening in respect of the charge for beverages in the Civic Suite and the incremental charges for the collection of additional items of bulky waste.

RESOLVED that

- 1) in cases where;-**
 - a) fees or charges are statutory;**
 - b) fees and charges are set externally (for example under the Model Scheme of Charges for Building Control fees and charges);**
 - c) the Council has delegated authority for Officers to vary fees and charges to take account of various circumstances; or**

- d) fees and charges are established under separate processes, for example the setting of Taxi Fares, the requirement for a general minimum 5% increase in fees and charges be waived;
- 2) the proposed fees and charges for 2009/10, as listed in the appendices to the report submitted to the Executive Committee on 7 January 2009 and subject to the amendments recommended below, be approved;
- 3) the requirement for a general minimum 5% increase in fees and charges for Leisure Services be waived;
- 4) the proposed fees and charges as detailed in Appendices 1 and 2 to the additional report be approved; and
- 5) the concessionary element of the Reddicard be reduced from 50% to 25%.

123. ADMINISTRATIVE MATTERS - ADDITIONAL MEETINGS OF THE COUNCIL

Members considered the convening of additional meetings of the Council for various purposes and the delegation of authority to Officers to arrange a further extraordinary meeting in connection with the conferring of the Freedom of the Borough.

RESOLVED that

- 1) additional meetings of the Council be held on 6 April 2009 and 27 July 2009; and
- 2) authority be delegated to Officers, in consultation with the Mayor and the Leader of the Council, to establish a date for an extraordinary meeting of the Council at which the Freedom of the Borough might be granted to the Mercian Regiment.

124. URGENT BUSINESS - RECORD OF DECISIONS

There were no Urgent Business decisions under Standing Order 36 for consideration at this meeting.

125. URGENT BUSINESS - CIVIL PARKING ENFORCEMENT - DELEGATIONS AND AUTHORISATIONS

The Council considered a request to delegate powers in respect of Civil Parking Enforcement in the Borough and bestow authority to enter into agreements required by legislation for adjudication.

RESOLVED that

- 1) authority be delegated to the Director of Housing, Leisure and Customer Services to exercise the Council's civil parking enforcement powers within the Borough of Redditch, when civil parking enforcement within the Borough comes into effect;**
- 2) the Council enter into a Deed of Arrangements with the Parking and Traffic Regulations Outside London Adjudication Joint Committee (PATROLAJC) for the functions in relation to adjudicators under Part 6 of the Traffic Management Act 2004; and**
- 3) authority be delegated to the Head of Legal, Democratic & Property Services to sign any necessary agreements or other documents to enable the introduction of civil parking enforcement within the Borough.**

The Meeting commenced at 7.00 pm
and closed at 9.37 pm

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Chair

REDDITCH BOROUGH COUNCIL

BOROUGH COUNCIL ELECTION

Date : 26th March 2009

Agenda Item 6

| WARD | Candidates | Description | Votes Cast | |
|---------------------------------------|---------------------------|------------------------------|------------|---------|
| Central | Richard Kevin Armstrong | Independent | 34 | |
| Electorate 4653 | Greg Chance | The Labour Party Candidate | 700 | Elected |
| Seats 1 | Simone Claire Rudge | Liberal Democrat | 84 | |
| Ballot Papers 1367 | David Frank Oliver Thain | Conservative Party Candidate | 511 | |
| % Poll 29.38 | Kevin White | Green Party | 36 | |
| Headless Cross & Oakenshaw | Isabel Margaret Armstrong | Independent | 45 | |
| Electorate 6843 | Pattie Hill | The Labour Party Candidate | 502 | |
| Seats 1 | Gay Florence Hopkins | Conservative Party Candidate | 764 | Elected |
| Ballot Papers 1590 | John Gordon Stanley | Liberal Democrat | 162 | |
| % Poll 23.24 | Alistair Derek Waugh | Green Party | 113 | |

Council

6 April 2009

NOTICE OF MOTION – LABOUR GROUP ALTERNATIVE BUDGET – AMENDMENT

The following Notice of Motion has been received in accordance with Standing Order 6 and, exceptionally, Standing Order 15 ('6-month rule' – see note below):-

Labour Group Alternative Budget

(Received from Councillors Hartnett and Shurmer)

'Following the public consultation on the Council Budget for 2009/10, we move an amendment to the Budget considered by Council on 9th March 2009. The amendment is as attached.'

Proposed by: Cllr Bill Hartnett

Seconded by: Cllr Mark Shurmer.

In accordance with Standing Order 15, the following are further signatories:-

Signed by: Cllr R King

Signed by: Cllr W King

Signed by: Cllr A Fry

Signed by: Cllr D Taylor

Signed by: Cllr D Hunt.

Note: Extract from Standing Orders

15. CHANGES TO PRECEDING RESOLUTION

(a) This Standing Order shall apply to any motion which has been expressly approved or any motion or amendment expressly, or by implication, rejected by a resolution passed within the preceding 6 months.

(b) Subject to (c) and (d) below, no motion which has the effect of changing or altering any such resolution referred to in (a) above, and no motion or amendment which has the same effect as any motion or amendment which was expressly or by implication previously rejected by such resolution referred to in (a) above, shall be moved unless notice is given under Standing Order 6 which bears the names of at least 6 Members of the Council.

Council

6 April 2009

The intention is that this Motion should be considered as part of the debate on the budget proposals (separate agenda item refers).

Standing Order 15 requires that, in order to permit consideration of a proposal which has already been dismissed by resolution of the full Council within a 6-month period, it can only be raised by Notice of Motion subscribed by at least 6 members of the Council.

Notice of Motion, Council 6 April 2009**Labour Group Alternative Budget**

Following the public consultation on the Council budget 2009-2010, I would like to propose an amendment to the budget as considered by Council on 9 March 2009.

The amendment (comprising of a number of elements) is as follows:

- a) That full Council agree to the reduction in the level of balances to £650,000.00;
- b) That full Council do not agree to the inclusion of the following budget bids:
 - i) Economic Development post;
 - ii) Benefits Service;
 - iii) Asset Disposal;
 - iv) Civic Newspaper Bid;
 - v) Charging for car parking.

The effect on the revenue account is as follows:

| | 2009/10 | 2010/11 | 2011/12 |
|--|----------------|----------------|----------------|
| Economic Development post | (20.0) | (20.0) | (20.0) |
| Benefits Service | (40.0) | (40.0) | (40.0) |
| Asset Disposal | (25.0) | (20.0) | 0.0 |
| Civic Newspaper Bid | (18.0) | 0.0 | 0.0 |
| Members Allowance (3%) | (4.2) | (4.4) | (4.5) |
| Revenue implications on parking meters | (0.8) | (7.9) | (7.9) |
| Lost income from not implementing parking meters | 20.8 | 41.6 | 41.6 |
| | (87.2) | (50.7) | (30.8) |

- c) That full Council do not agree to the removal of the Christmas lights provision.
- d) That full Council do not agree to the stopping of the fireworks event.
- e) That full Council do not agree to the closure of the golf course, but transfer to alternative service provider.
- f) Members do not take a 3% increase on their allowances.

The effect on the revenue account is as follows:

| Remove from Basket | | | |
|-------------------------------------|----------------|----------------|----------------|
| | 2009/10 | 2010/11 | 2011/12 |
| Christmas Lights | 35.0 | 35.0 | 35.0 |
| Fireworks Display (saving) | 16.5 | 16.5 | 16.5 |
| Golf Course | 64.0 | 85.0 | 85.0 |
| Savings if run by H&WGCGP | (17.0) | (24.3) | (25.9) |
| | 98.5 | 112.2 | 110.6 |
| | | | |
| Shortfall | 643.6 | 1,493.3 | 1,707.0 |
| Less proposed Basket | (949.4) | (1,417.0) | (1,505.4) |
| Add revenue implications | 5.0 | | |
| | (300.8) | 76.3 | 201.5 |
| | | | |
| Overall deficit over 3 years | (23.0) | | |

Proposal for Pitcheroak Golf Course

The Worcestershire and Herefordshire County Golf Partnership (CGP) are very pleased to have been given the opportunity to present its proposal for the operation of the facilities at Pitcheroak Golf Course.

We anticipate managing the facility in line with the overall goals of the CGP and the 'Whole Sports Plan', namely **Get Golfers to Start, Stay and Succeed**. To this end the CGP has funds which will be used to promote these activities at Pitcheroak.

The CGP goals are complimentary to the RDC goals of providing a cost effective leisure facility for its constituents.

These shared goals will ensure the success of the collaboration.

The CGP is a non profit making organisation and this proposal is based on the principle that while using its best endeavours to meet and exceed the agreed targets in the management of the facility, the CGP does not currently have funds available for the management of the facility.

It is therefore important that the RDC provide a fee which covers the contract we propose to issue to the Professional for providing the required services.

The CGP proposal for Pitcheroak Golf Course covers the following:-

1. Facility

To operate as a '**Starter Centre**'. By establishing links with local RBC schools and communities to offer Taster and Starter Golf Coaching to recruit new local players into the game.

To operate a '**Junior Academy**'. By establishing a Junior Coaching Academy to increase the skill levels of existing players, both girls and boys, locally and to surrounding area.

To continue a **Pay and Play** offering to the local community.

To continue the operation of **Redditch Kingfisher Golf Club**, in a way that maximises the use of the course for all its planned users.

2. Services

To collect green fees and process to RBC (security and liability will need clarification).

To offer quality coaching (PGA Level 3) on site.

To adequately stock and service the shop (shop/office rent, all heating, lighting and phones to be offered to CGP at zero cost basis).

To offer a consulting input into the green keeping and general upkeep of the golf course, through the proposed management committee.

To offer a long term strategy and potential funding streams to enhance the establishment and services on offer.

3. Duration

The project will run as a one year pilot from the date when the CGP take management of the facility. Thereafter we anticipate a 5 year renewable contract. The CGP would seek this management asap to maximise the effect of the summer and maximising play on the course.

4. Times

Summer periods 8.30am to 6.30am. Winter periods 9.00am to 4.00pm. All other periods the shop will be open from 8.30am and closing 2 hours prior to dusk.

- a) the shop will be open 7 days a week (unless the course is closed due to weather conditions, etc);
- b) the course or part of the course may be closed from time to time to allow coaching sessions to take place (health and safety). At least one week's notice to members will be posted prior to any closure.

5. Staffing

At least one member of staff will be on hand to collect green fees and offer professional advice whilst the shop is open. A PGA level 3 coach will be on site or available at any time. The CGP will also call on the National Governing Bodies of golf to offer further expertise as to the successful running of the project.

6. Consultation

To meet RBC on a quarterly basis to review project performance. The make up of this management committee to be agreed but it will include the necessary expertise and responsibilities to implement any actions agreed by the management committee.

7. Marketing

For RBC to offer the CGP access to all Reddicard holders and local residents (via your electoral roll or Council Tax billing) to promote golf at Pitcheroak and free taster opportunities, etc in order to increase the playing population.

8. Costing

To provide the services as outlined above the CGP would charge RBC £2,000 a month payable in advance. As an alternative the CGP is prepared to discuss reducing this monthly charge by introducing a commission structure based on 'Increased Green Fee Collection' above current levels. As the CGP will be most active in promoting the establishment and getting more players into the game (through its own initiatives and cost), we anticipate a positive impact upon green fee collection. For this proposal to be negotiated further, the CGP would require complete up to date information on historical green fees collected by RBC.

9. Goals

To increase playing numbers and green fees ultimately over 25,000 rounds per year.

To offer free golf taster to all in the community.

To install an inductive starter playing process in place.

To establish a regional PESSCL scheme and link all schools in RBC to Pitcheroak GC and coach at least 5 schools a week.

To help increase the overall standard and perception of the course.

Our proposal is cost effective.

It meets RDC goals by:

- Reducing RDC current costs;
- Benefiting the local community in getting more people active;
- Making substantial improvements in promoting golf within schools;
- Introducing active promotion to stimulate a better return on the RDC investment.

As originally discussed, the CGP must operate on non-profit basis, therefore the CGP cannot speculate on possible additional income to cover operational costs. We cannot propose to run the establishment in any way that risks the CGP becoming liable.

We have already discussed with various parties how to put the above offering in place while meeting this condition and we are confident our plan will work to the benefit of both RDC and CGP.

Accordingly we are confident that the CGP can deliver a far more effective service than the one currently offered.

We trust you find the proposal of interest and look forward to hearing your reaction.

Attachment

CGP Terms of Reference.

Council

BUDGET SAVINGS 2009/10 - 2011/12

(Report of the Acting Deputy Chief Executive)

1. Summary of Proposals

The Council is asked to consider the latest position on the budget options and to receive and consider the responses following the formal consultation period which ran from 23 February 2009 to 19 March 2009.

The report outlines the financial position agreed at Council on 23 February 2009 including the agreed budget bids and provides the most up to date position with regard to known variations.

Local Authorities are not able to approve a budget in which anticipated sources of income are less than the proposed expenditure levels.

2. Recommendations

The Council is asked to RESOLVE that

- 1) **the Council specify from the schedule of savings (which have been subject to formal consultation) which to approve for the forthcoming three years 2009/10 to 2011/12;**
- 2) **the variations and impacts on the budget to those matters formally consulted upon be noted; and**
- 3) **Officers provide a future options report to enable Members to consider the potential for re-investment in services to assist with the economic downturn.**

3. Financial, Legal, Policy, Risk and Sustainability Implications

Financial

- 3.1 The estimates which support this Council's consideration form part of the Council's General Fund revenue budget requirement for 2009/10. Savings of £793.6k are required to achieve a balanced budget for 2009/10. The financial implications are as set out throughout this and the original report to Executive and Council on 23 February 2009.

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 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 budgetary reports. These issues and the Section 151 Officer's comments are fully detailed in the report reproduced at Appendix 1.

Policy

- 3.4 There are significant policy implications arising from this report, dependant upon which options the Council chooses to support.

Risk

- 3.5 The risks of implementing the proposed savings have been identified within the relevant appendices.

Sustainability / Environmental

- 3.6 The Councils revised Priorities were agreed by Council in December 2008. The alignment with the Councils priorities are stated within the budgetary schedule, which include environmental issues.
- 3.7 Financial sustainability will be supported by meeting the necessary savings levels to achieve a balanced budget.

Report

4. Background

- 4.1 At the 18 February 2009 meeting of the Executive Committee and subsequent meeting of full Council on 23 February 2009, the Council agreed the following:-
- a) The Initial Estimates for 2009/10;
 - b) Revenue Bids categorised as unavoidable and high, (Appendix 1 - Pages 67/68);

Council

6 April 2009

- c) General fund bids for capital resources categorised as unavoidable and high, (Appendix 1 - Pages 69/70);
 - d) Housing Revenue Account bids for capital resources categorised as high (Appendix 1 - Page 73) and that;
 - e) the savings/additional funding, detailed at (Appendix 1 - Pages 75-83) be approved for the purpose of consultation.
- 4.2 The original Executive report of 18 February 2009 is reproduced to provide clarity to Members.

5. Key Issues

5.1 The updated Medium Term Financial Plan reported to Council on 23 February 2009 highlighted the requirement to make savings (either in savings or increased revenue) to meet the budget deficit(s) for the years 2009/10 to 2011/12. These figures include all of the bids approved by Council on 23 February 2009.

5.2 Savings required:-

| | | |
|----|---------|------------|
| a) | 2009/10 | £793,600 |
| b) | 2010/11 | £1,643,300 |
| c) | 2011/12 | £1,857,000 |

5.3 In order to meet the budget deficit in the medium term, a schedule of potential savings proposed by the Corporate Management Team has been subject to a period of formal consultation from 28 February 2009 to 19 March 2009.

5.4 As a result of the previous Council decision 4 members of staff were placed "potentially at risk of redundancy" and **X** staff advised of the potential TUPE arrangements should there be the transfer to alternative providers (REDI Centre and Matchborough West / Batchley Community Centres).

5.5 Following final decisions of Council the staff ultimately at risk will have the opportunity to secure alternative employment with the Authority via the redeployment process.

Variations

5.6 Councils attention is brought to the following variations / information which has been confirmed / notified following the last meeting of Council.

LABGI

- 5.7 The LABGI Year 3 contingency distribution of £123.1k was built into the budget assumptions for outturns for 2008/09 and estimated general fund balances. To date LABGI allocations for the year's 209/10 to 2011/12 have not been advised so no variation to the plan is advised.

Benefits Subsidy

- 5.8 Notification was received on 12 March 2009 from the Department of Works and Pensions that £255k of "retrospective withheld benefit subsidy" will be paid to the Authority. This payment was received on 16 March 2009. The impact of this being a "one off" payment is that it increases the potential level and schedule of savings to the following:-

| | |
|-----------------------------------|------------------------------------|
| Original recommended savings 9/10 | £960,700 (Original schedule) |
| Benefit Subsidy | <u>£255,000</u> (revised schedule) |
| | £1,215,700 |

- 5.9 This one off payment has no impact on subsequent years savings for 2010/11 and 2011/12 and these remain as stated within the original schedule:-

| | |
|---------|------------|
| 2010/11 | £1,478,500 |
| 2011/12 | £1,585,300 |

- 5.10 It is proposed that Officers prepare a report for Members' future consideration which outlines a range of options to assist / mitigate against the impact of the economic downturn. Members may wish to consider a further level of reinvestment in services which could positively assist individuals and communities at such a difficult time.

Outturn figures

- 5.11 No additional information is currently available to advise Members of any amendments to the General Fund outturn figures for 2008/09.

Redundancy Costs

- 5.12 Dependant on the Councils final decisions, the potential redundancy figure of (£35,100) could be affected.

Pay Award

- 5.13 The impact of the 2008 pay settlement means that an additional £25,700 saving has been identified and this will be returned to

General Fund balances. The pay award was originally budgeted at 3% with the actual award being 2.75%.

This additional saving / award has not at this stage been refactored into the revised savings schedule.

Local Area Agreement (LAA)

- 5.14 Worcestershire County Council have advised of the intention to provide each of the 6 district Local Strategic Partnerships (LSPs) with reward grant funding at the level of £20,000 per annum for five years to assist in the administration / support of the LSPs. This grant has not been factored into the budget estimates and will be considered by the Redditch LSP at the first opportunity

Additional revenue requirements

- 5.15 If Members do not agree to the following saving proposals then additional revenue will be required for 2009/10 and each subsequent year thereafter:-

Fireworks - Additional £15,000 revenue required
Pest Control - Additional £5,000 revenue required

Consultation

- 5.16 The consultation process which concluded on 19 March 2009 consisted of:-
- a) Detailed discussion with directly affected staff;
 - b) Staff briefings and issued core brief / intranet; articles and updates
 - c) Meetings with the Trade Unions;
 - d) Public consultation via the Media / Local press
 - e) Email direct to the Acting Joint Chief Executive.
- 5.17 In total there were **X** responses received from staff and **X** responses from members of the public / stakeholders. A summary of the responses received are enclosed at Appendix 2 for Members consideration.
- 5.18 Officers of the Corporate Management Team have overviewed / considered the submissions and provided a response to each of the issues. Where there have been multiples of the same issue raised (i.e. petitions) there is one composite response.
- 5.19 A full pack of all the consultation responses will be made available to the Group Leaders and available electronically to all Memebers.

Timetable

- 5.20 Once agreed by Council, implementation will commence immediately, unless otherwise specified. As a result of the need to undertake full and proper consultation the full year impact of some of the savings will not be achieved in 2009/10 and the savings have been reduced to reflect this.

6. Other Implications

Any Community Safety, Human Resource, Social Inclusion and Sustainability implications have been included in the main report and supporting appendices.

7. ConclusionNet Position

- 7.1 Subject to Members decisions at Council, any changes to the schedule of savings will alter the net position for the forthcoming 3 years, i.e.
- | | | | |
|----|---------|-------------------------------|----------------------------|
| a) | 2009/10 | (£132,000) revised (£387,000) | including Benefits subsidy |
| b) | 2010/11 | £164,800 | |
| c) | 2011/12 | £274,900 | |
| d) | Overall | £307,700 revised £52,700 | including Benefits subsidy |

Therefore the overall balance of required savings : £52,700.

- 7.2 Additional savings will need to be made in order to balance the three year plan. Council has agreed to the following reports being brought before Members by the end of July.
- a) Arrow Valley Countryside Centre and Forge Mill Museum - Reports outlining the options and potential for alternative management arrangements and / or transfer to alternative provider(s).
 - b) Shopmobility and Dial-a-Ride - Business cases to be developed to consider revised arrangements / options to deliver long term sustainability within both schemes.

Council

6 April 2009

7.3 Members have also indicated that consultation and future financial planning will commence in June 2009 for years 2010/11 and thereafter.

8. **Background Papers**

Previously published Council and Executive reports and minutes.

9. **Consultation**

Directors, Corporate Management Team and Financial Services Manager.

10. **Author of Report**

The author of this report is Sue Hanley (Acting Deputy Chief Executive), who can be contacted on extension 3601 (e-mail: sue.hanley@redditchbc.gov.uk) for more information.

11. **Appendices**

Appendix 1 Executive Committee report 18 February 2009 - General Fund Revenue Budgets & Capital Bids 2009/10 - 2011/12.

Appendix 2 Summary of consultation received on Budget Strategy Options - March 2009.

Appendix 3 Compilation of all received responses (Confidential to Members).

Appendix 1

No Direct Ward Relevance

Executive Committee

18 February 2009

GENERAL FUND REVENUE BUDGETS AND CAPITAL BIDS 2009/10 – 2011/12

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

1. Purpose of Report

This report presents the Estimates at directorate level for 2009/10 prepared in accordance with the Budget Guidelines approved at the meeting of the Council on the 15 September 2008. Also to provide information to enable the Executive Committee to approve the medium term financial plan (revenue & capital budgets) for 2009/10 - 2011/12 including a range of proposals to address the budget gap.

2. Recommendations

The Committee is asked to **RECOMMEND** that

- 1) **subject to any comments, the Initial Estimates for 2009/10 be approved;**
- 2) **the Revenue Bids categorised as unavoidable and high detailed in Appendix 14 be approved as follows:**

| | |
|---------|-----------|
| 2009/10 | £465,000 |
| 2010/11 | £367,000 |
| 2011/12 | £280,000; |
- 3) **the General Fund bids for capital resources categorised as unavoidable and high set out in Appendix 15 be approved as follows:**

| | |
|---------|------------|
| 2009/10 | £1,127,200 |
| 2010/11 | £ 920,000 |
| 2011/12 | £ 820,000; |
- 4) **the Housing Revenue Account bids for capital resources categorised as high set out in Appendix 17 be approved as follows:**

| | |
|---------|------------|
| 2009/10 | £1,090,000 |
| 2010/11 | £ 570,000 |
| 2011/12 | £ 570,000; |

Executive**Committee**

18 February 2009

- 5) **the savings / additional as identified in Appendix 17 and below be approved for consultation:**

| | |
|---------|-------------|
| 2009/10 | £ 960,700 |
| 2010/11 | £1,478,500 |
| 2011/12 | £1,585,300; |

- 6) **the balance of the set up costs for Civil Enforcement Parking funded by the Council from future income streams;**
- 7) **potential redundancy costs of £35.1,000 be funded from balances;**
- 8) **Officers be asked to do further work with regard to**
- a) **Arrow Valley Countryside Centre**
 - b) **Forge Mill Museum**
 - c) **Shopmobility**
 - d) **Dial A Ride.**

3. **Financial, Legal, Policy and Risk Implications**

Financial

- 3.1 The estimates prepared for this Committee will form part of the Council's General Fund revenue budget requirement for 2009/10.

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:

Executive Committee

18 February 2009

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

- ii) 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.

- iii) 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.

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

Section 151 Officer's comments: included in the report

- v) 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.

- vi) The report should include a statement on the annual review of earmarked reserves showing:

- 1) list of earmarked reserves
- 2) purpose of reserve
- 3) advice on appropriate levels
- 4) estimated opening / closing balances
- 5) planned additions / withdrawals

Executive Committee

18 February 2009

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

vii) Prudential indicators and related matters

Section 151 Officer's comments: This will be covered by the Treasury Management Strategy which is elsewhere on the agenda.

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.

Report

4. Background

- 4.1 At the 17 December 2008 meeting of the Executive Committee Members considered the Medium Term Financial Strategy and Plan that identified a budget gap of £630k for 2009/10, a further gap of £720k for 2010/11 and £130k in 2011/12. The report also presented Members with a number of revenue and capital bids for consideration.
- 4.2. Members deferred consideration of the revenue and capital bids in lieu of a decision regarding their funding. Members also requested a further report with options for meeting the budgetary gap. This report details the proposed options for addressing the budget gap.
- 4.3. The Estimated Outturn for 2008/09 has now been concluded and the estimated requirement to support the budget from General Fund balances has reduced from £605.6k to £45.6k. This means that there is more money in balances to fund expenditure in 2009/10. In addition the Council was notified on the 5 February 2009 that it can expect to receive, subject to any challenges to the overall distribution, £123,066 in LAGBI monies. This is from the distribution of the contingency fund held by central government in respect of Year 3 of the outgoing scheme.

Executive Committee

18 February 2009

- 4.4 Since Members considered the report on the Medium Term Financial Strategy on 17 December 2008 officers have undertaken further work with regard to establishing a baseline budget for 2009/10 to 2011/12. The table below shows the reasons for the changes to the figures as presented to Members in December.

| | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|---|------------------|------------------|------------------|
| Budget savings required in December | 630.0 | 1,350.0 | 1,480.0 |
| Revised estimate variations (see item 5 Executive Agenda 28 Jan 2009) | (217.4) | (217.4) | (217.4) |
| Other changes | 17.6 | (55.9) | 7.3 |
| LAGBI | (123.1) | | |
| | | | |
| Revised budget savings required (base budget) | 307.1 | 1,076.7 | 1,269.9 |

- 4.5 In addition to reviewing the baseline budget, Officers have been continuing to review the budget bids and to identify potential savings/additional income. The approved priorities have been used to drive the budget process as follows:
- a) Budget bids have only been proposed to Members by senior management if they have been identified as unavoidable / or they are fundamental in achieving the Council's priorities.
 - b) Financial savings have been focused on more efficient working practices and alternative methods of service delivery
 - c) Disinvesting in non priority areas.
 - d) Capital Projects to be proposed only if they meet the priorities of the Council

5. Key Issues

- 5.1 The Appendices to this report set out the initial estimates for 2009/10 and projections for 2010/11 and 2011/12. The net expenditure is:
- i) Base Budget for 2009/10 £13,179,550
 - ii) Base Budget for 2010/11 £13,456,235
 - iii) Base Budget for 2011/12 £13,921,349.
- 5.2. Appendices 1 - 13 show the 2009/10 revenue estimates for the services delivered by the Heads of Service.

Executive Committee

18 February 2009

These can be summarised as follows:-

| | 2009/10 Initial Estimate £'000 |
|--|---|
| Head of Service | |
| Directors | 0.0 |
| Head of Financial, Revenues & Benefits | 1,736.8 |
| Head of Legal, Democratic & Property | 360.3 |
| Head of Strategy & Partnerships | 1,586.2 |
| Head of Environment | 2,912.1 |
| Head of Operations | 1,845.9 |
| Head of Planning & Building Control | 966.2 |
| Head of Asset and Maintenance | 346.1 |
| Head of Leisure & Art | 3,403.4 |
| Head of Housing & Community | 697.6 |
| Head of Customer and IT | 54.6 |
| Head of HR & Communications | 123.7 |
| Total | 14,032.9 |

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 15 September 2008. In preparing the draft budget for 2009/10 the following assumptions have been made for the main elements of the budget:

| Assumptions: | % |
|-----------------------------------|----------|
| Pay awards | 3.0 |
| Gas | 100.0 |
| Electricity | 70.0 |
| Business Rates | 2.0 |
| Pension fund increases (note 1) | 20.8 |
| Vacancy/turnover savings (note 2) | 2.0 |
| Investment interest (note 3) | 4.0 |
| Short-term borrowing (note 3) | 2.0 |
| | |

Notes:

- 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

Executive Committee

18 February 2009

incremental steps to a maximum of 23.9% by 2013/14. The applicable rate for 2009/10 is 20.8%.

The rate payable from 1 April 2011 will be further revised following the next valuation of the Pension Fund on 31 March 2010.

2. Savings of £200k 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. Another important factor within the overall medium term financial plan is Interest rates. This will be particularly relevant during 2009/10 when the Council's investments that are earning in excess of 6% mature. However, as the Council is in a net borrowing position it continues to benefit from the current low rates for short term borrowing.

General Fund Balances

- 5.4 General Fund balances are estimated to be £1.538m as at the 31 March 2009. The table below set out the impact on General Fund Revenue balances on the estimated budget for 2009/10 to 2011/12 and the savings required following a review of the budget for 2008/09.

| | |
|---|----------------|
| | 2009/10 |
| | £'000 |
| Balance b/f 1st April 2008 | 1,461.0 |
| 2008/09 estimated use of balances | (45.6) |
| LAGBI Year 3 Contingency Dist. | 123.1 |
| Estimated balance as at 31st March 2009 | 1,538.5 |

- 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.
- 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

Executive Committee

18 February 2009

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 2009/10. The main elements of the grant settlement are (2008/09 figures provided for information):

| | 2008/09 £ | 2009/10 £ | Variance £ | Variance % |
|------------------------------|---------------------|---------------------|----------------------|----------------------|
| Revenue Support Grant | 781,308 | 1,205,022 | 423,714 | 54.2 |
| Redistributed business rates | 5,612,519 | 5,220,774 | (391,745) | (7.0) |
| Formula Grant (FG) | 6,393,827 | 6,425,796 | 31,969 | 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 the increase for 2011/12 will also be 0.5%.

Council Tax

- 5.11 On the 7 January 2009 the Executive Committee approved the Council Tax Base for 2009/10 as 27,270.10. Based on a 4.5% increase in Council Tax for 2009/10 this would result in a demand on the Collection Fund of £5,573,345, an increase of £289,382 from 2008/09.
- 5.12 Given that the Government has given strong indications that it will cap any authority that imposes an increase in Council Tax of more than 5% it is felt that any rise needs to be carefully considered. It is therefore recommended that the Council Tax is increased by 4.5% across the 3 years of the Medium Term Financial Plan. The demand

Executive Committee

18 February 2009

on the Collection Fund for 2010/11 and 2011/12 has assumed an increase in the Council Tax base of 0.9%.

- 5.13 The impact of this increase will be an additional £8.80 on Band D with a revised charge of £204.08. This will be formally considered by Council on the 23rd February as part of the Council Tax resolutions which cannot be considered until details of the Feckenham Parish Council precept and those of the other precepting bodies' have been notified to the Council.
- 5.14 It may be useful for Members to know the effects of differing increases in Council Tax. For each ½% increase this would result in additional council tax income of £26k.

Collection Fund

- 5.15 Every year the Council has to estimate the surplus or deficit on the Collection Fund. The surplus as at the 31 March 2009 has been estimated in accordance with statutory requirements. The surplus was calculated as £99,646. This 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 | 69,397 |
| West Mercia Police Authority | 11,660 |
| Hereford & Worcester Fire & Rescue Authority | 6,807 |
| Redditch Borough Council | 13,782 |
| Totals | 99,646 |

- 5.16 This means that the Council will receive £13,782 in 2009/10 to help fund the revenue budget.
- 5.17 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 2009/10 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 2009/10 to 2011/12.

Revenue Budget Pressures

- 5.18 Officers have identified a number of budget pressures that have either been deemed "unavoidable" or "high" priority. Unavoidable

Executive Committee

18 February 2009

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 unavoidable and high pressure has a specific "funding request" schedule completed which reflects how the funding required meets the Council objectives.

- 5.19 Revenue bids totally £649,200 have been proposed in respect of the 2009/10 financial year, of which £49,000 relates to one-off bids. The impact of these bids in 2010/11 reduces to £532,800 and to £445,700 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:

| | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|-------------------------------|------------------|------------------|------------------|
| Unavoidable | 124.0 | 129.0 | 112.0 |
| High | 341.0 | 238.0 | 168.0 |
| Total Budget Pressures | 465.0 | 367.0 | 280.0 |

- 5.20 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.
- 5.21 If Members were to approve the budget pressures categorised as unavoidable and high this would increase the budget gap as identified at 4.4 to:

- 1) 2009/10 £ 772,100
- 2) 2010/11 £1,443,700
- 3) 2011/12 £1,549,900.

Capital Bids

General Fund Capital Bids

- 5.22 In addition to the revenue bids detailed in Appendix 14 there are 17 bids for General Fund capital resources (see Appendix 15). These have also been categorised into unavoidable, high, medium and low. The bids for 2009/10 total £1,492,200. There is a further requirement for £977,000 in 2010/11 and £877,000 in 2011/12. The table below set out the impact on General Fund Revenue balances

Executive Committee

18 February 2009

of the estimated budget for 2009/10 to 2011/12 and the savings required following a review of the budget for 2008/09.

- 5.23 Only those bids classified as unavoidable and high are included in the budget proposed as follows:

| Capital Bids | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|-------------------------------|------------------|------------------|------------------|
| Unavoidable | 555.0 | 250.0 | 250.0 |
| High | 572.2 | 670.0 | 570.0 |
| Total Budget Pressures | 1,127.2 | 920.0 | 820.0 |

- 5.24 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 | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|-------------------------------|------------------|------------------|------------------|
| Unavoidable | 10.6 | 110.8 | 138.2 |
| High | 10.9 | 88.8 | 168.9 |
| Total Budget Pressures | 21.5 | 199.6 | 307.1 |

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

Housing Revenue Account (HRA)

- 5.26 Appendix 17 details 3 bids for HRA capital resources totalling £1,150m for 2009/10, £570k for both 2010/11 and 2011/12. These have also been categorised into unavoidable, high, medium and low.

| | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|-------------------------------|------------------|------------------|------------------|
| High | 1,090.0 | 570.0 | 570.0 |
| Total Budget Pressures | 1,090.0 | 570.0 | 570.0 |

Executive Committee

18 February 2009

- 5.27 The above bids will need to be funded from borrowing. The estimated cost to the HRA is as follows:

| | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|-------------------------------|------------------|------------------|------------------|
| High | 21.8 | 55.0 | 77.8 |
| Total Budget Pressures | 21.8 | 55.0 | 77.8 |

- 5.28 Should Members approve the high HRA capital bids the implications shown above would be in addition to those associated with the Decent Homes 5 year Capital Programme recommended for approval by the Executive Committee on the 28 January 2009.

Summary

- 5.29 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:

| | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|--|------------------|------------------|------------------|
| Revised budget savings required (base budget) | 307.1 | 1,076.7 | 1,269.9 |
| Pressures | | | |
| Unavoidable and High revenue | 465.0 | 367.0 | 280.0 |
| Revenue implications of Unavoidable and High GF capital bids | 21.5 | 199.6 | 307.1 |
| Overall Shortfall | 793.6 | 1,643.3 | 1,857.0 |

Budget Reductions

- 5.30 In order to start the process of addressing the budget deficit in the medium term officers have produced a schedule of potential savings for consideration by Members. The savings have been proposed by Corporate Management Team who have sought to identify areas which could demonstrate:

- Additional income generation
- Reduction to costs with no impact on service delivery

Executive Committee

18 February 2009

- Alternative methods of service delivery / more efficient working practices / shared / collaborative working to realise savings
- Reduction in cost of services which do not directly impact on the Councils priorities

- 5.31 The Corporate Management Team have identified a “basket” of savings for Members consideration. This is attached at Appendix 17. The overall basket totals:
- 2009/10 £ 960,700
 - 2010/11 £1,478,500
 - 2011/12 £1,585,300.
- 5.32 Officers have included as part of the review of the Financial Plan proposals to generate efficiency savings through joint working or alternative ways of providing our services over the next 3 years. There is a target of £40k in 2009/10, £290k saving in 2010/11 with a further £100k in 2011/12. The plans to deliver these savings will be reported to Members during 2009/10 as updates on joint working arrangements. These savings are in addition to the savings arising from the Acting Joint Chief Executive arrangements of £40k that are included within the base budget proposals.
- 5.33 If agreed by Members full consultation will need to be undertaken with the staff and then reported back to full Council in March. As a result of the need to undertake full and proper consultation the full year impact of some of the savings will not be achieved in 2009/10 and the savings have been reduced to reflect that.
- 5.34 There are potential redundancy implications as a result of the proposed savings. These total £35.1k.

| | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|---|------------------|------------------|------------------|
| Overall Shortfall | 793.6 | 1,643.3 | 1,857.0 |
| Recommended Savings | (960.7) | (1,478.5) | (1,585.3) |
| Revenue Implications of Recommended Savings | 35.1 | 0.0 | 0.0 |
| Balance | (132.0) | 164.8 | 274.9 |

Executive Committee

18 February 2009

Civil Parking Enforcement

- 5.35 The original proposal for the implementation of Civil Parking Enforcement within the Borough was based on Wychavon District Council making available to the Council a loan to fund some of the initial set up costs for the Scheme. During recent discussions with Wychavon District Council it has become apparent that it would be more beneficial for Redditch Borough Council to meet the balance of the set up costs and charge them against future income streams rather than take up the loan offer from Wychavon District Council.
- 5.36 Members are asked to agree to a change to the arrangement included in the original proposal.

6. Other Implications

Any Community Safety, Human Resources, Social Inclusion and Sustainability implications have been highlighted in the Appendices.

7. Conclusion

- 7.1 As reported above the net position for the three years is as follows:
- | | |
|------------|------------|
| a) 2009/10 | (£132,000) |
| b) 2010/11 | £ 164,800 |
| c) 2011/12 | £ 274,900 |
| d) Overall | £ 307,700. |
- 7.2 Obviously additional savings need to be made in order to balance the three year plan. It is suggested therefore that as part of Member deliberation into future service provision within the Borough, the following services/areas be subject to separate Officer reports for consideration during 2009:-
- i) Arrow Valley Countryside Centre and Forge Mill Museum - Reports outlining the options and potential for alternative management arrangements and/or transfer to alternative provider(s).
 - ii) Shopmobility and Dial A Ride - Business cases to be developed to consider revised arrangements/options to deliver long term sustainability within both schemes."
- 7.3 It is suggested that this work be undertaken alongside the shared services work in order that a report be brought back by the end of July.

Executive

Committee

18 February 2009

8. Background Papers

Budget Guidelines Report (Council 15 September 2008).
Medium Term Financial Strategy and Plan 2009/10 to 2011/12
(Executive Committee 17 December 2008)
Estimate working papers held by Financial Services.

9. 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.

10. Authors 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.

11. 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 Unavoidable and High Capital Bids.

Executive

Committee

18 February 2009

Appendix 17 - HRA Capital Bids

Appendix 18 - Proposed Savings/Additional Income

Executive Committee

Appendix 1

18 February 2009

| Head of Service | 2009/10 Initial Budget £ | 2010/11 Projection £ | 2011/12 Projection £ |
|--------------------------------------|-----------------------------------|----------------------------|----------------------------|
| Head of Finance, Revenues & Benefits | 1,736.8 | 1,839.6 | 1,965.4 |
| Head of Legal, Democratic & Property | 360.3 | 271.7 | 303.1 |
| Head of Strategy & Partnership | 1,586.2 | 1,596.5 | 1,587.4 |
| Head of Environment | 2,912.1 | 2,956.5 | 2,974.9 |
| Head of Operations | 1,845.9 | 1,931.0 | 2,022.8 |
| Head of Planning & Building Control | 966.2 | 883.7 | 917.2 |
| Head of Asset and Maintenance | 346.1 | 364.6 | 379.5 |
| Head of Leisure & Arts | 3,403.4 | 3,472.0 | 3,498.4 |
| Head of Housing & Community | 697.6 | 718.9 | 736.8 |
| Head of Customer and IT | 54.6 | 56.1 | 57.1 |
| Head of HR & Communications | 123.7 | 129.2 | 130.2 |
| Heads of Service total | 14,032.9 | 14,219.8 | 14,572.8 |
| Financing Charges | 11.3 | 132.1 | 155.3 |
| Superannuation scheme | 258.0 | 258.0 | 258.0 |
| Bad Debt Provision | 35.0 | 35.0 | 35.0 |
| Planning Grant | (100.0) | (100.0) | (100.0) |
| Other Adjustments | 291.9 | 260.9 | 349.8 |
| | 14,529.1 | 14,805.8 | 15,270.9 |
| less Capital Charges | (1,357.8) | (1,357.8) | (1,357.8) |
| | 13,171.3 | 13,448.0 | 13,913.1 |
| Parish Precept | 8.2 | 8.2 | 8.2 |
| Net Expenditure | 13,179.5 | 13,456.2 | 13,921.3 |
| Council Tax Payers | (5,587.1) | (5,824.1) | (6,086.2) |
| Gov't/Other Contributions | (6,496.8) | (6,555.4) | (6,565.2) |
| Use of Balances | 1,095.6 | 1,076.7 | 1,269.9 |

Directors
Initial Estimates 2009/10

| 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 | 96.0 | | 96.0 |
| Deputy Chief Executive | 117.9 | | 117.9 |
| Director of Housing, Leisure & Customer Services | 101.5 | | 101.5 |
| Director of Environment & Planning | 101.6 | | 101.6 |
| PA's & Directorate Support | 254.1 | | 254.1 |
| Recharge to Services | (671.1) | | (671.1) |
| Total | 0 | 0 | 0 |

| SUBJECTIVE ANALYSIS | 2009/10 Gross Expenditure £'000 | Gross Income £'000 | 2009/10 Net Expenditure £'000 |
|-------------------------------|--|-------------------------------|--|
| Employee Expenses | 646.3 | | 646.3 |
| Premises | | | |
| Transport Related Expenses | 0.8 | | 0.8 |
| Supplies and Services | 24.0 | | 24.0 |
| Recharges to Services | (671.1) | | (671.1) |
| Total Service Estimate | 0 | 0.0 | 0 |

Head of Financial, Revenues and Benefits Services
Initial Estimates 2009/10

| | 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 | 82.2 | | 82.2 |
| Financial Services | 969.1 | (19.6) | 949.5 |
| Revenue Services | 1,127.1 | (0.6) | 1,126.5 |
| Benefits Services | | | |
| Insurance Premiums | 629.1 | | 629.1 |
| Recharge to Services | (2,807.5) | 20.2 | (2,787.3) |
| Total | 0.0 | 0.0 | 0.0 |
| Direct Services | | | |
| Central Services to the Public | | | |
| Council Tax Benefits | 5,824.6 | (5,721.0) | 103.6 |
| Tax Collections | 904.9 | (328.0) | 576.9 |
| Corporate and Democratic Core | | | |
| Corporate and Democratic Core | 669.0 | (0.2) | 668.8 |
| Housing Benefit Payments | | | |
| Housing Benefit Payments | 18,335.0 | (17,947.5) | 387.5 |
| TOTAL SERVICE ESTIMATE | 25,733.5 | (23,996.7) | 1,736.8 |

Executive
Committee**Appendix 3**

18 February 2009

| SUBJECTIVE ANALYSIS | 2009/10 Gross Expenditure £'000 | Gross Income £'000 | 2009/10 Net Expenditure £'000 |
|--|--|-----------------------------------|--|
| Employee Expenses | 1,882.6 | | 1,882.6 |
| Premises | | | |
| Transport Related Expenses | 7.8 | | 7.8 |
| Supplies and Services | 458.9 | | 458.9 |
| Transfer Payments (Benefits) | 23,128.0 | | 23,128.0 |
| Third Party Payments | 4.4 | | 4.4 |
| Support Services Costs | 2,942.3 | | 2,942.3 |
| Capital Financing Costs | 117.0 | | 117.0 |
| Government Grants (Benefit Subsidy) | | (23,668.5) | (23,668.5) |
| Other Income | (20.2) | (348.4) | (348.4) |
| Recharges to Services | (2,807.5) | 20.2 | (2,787.3) |
| Total Service Estimate | 25,733.5 | (23,996.7) | 1,736.8 |

Executive Committee

Appendix 4

18 February 2009

Head of Legal, Democratic & Property Services

Initial Estimates 2009/10

| 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 | 67.5 | | 67.5 | |
| Legal Services | 370.0 | (5.1) | 364.9 | |
| Member and Committee Services | 331.3 | | 331.3 | |
| Electoral Services | 60.1 | | 60.1 | |
| Land Charges | 31.2 | | 31.2 | |
| Property Services | 284.2 | | 284.2 | |
| Audit | 173.8 | | 173.8 | |
| Recharge to Services | (1,318.1) | 5.1 | (1,313.0) | |
| Total | 0.0 | 0.0 | 0.0 | |
| Direct Services | | | | |
| Land and Property Holdings | | | | |
| Civic Suite | 41.2 | (19.5) | 21.7 | |
| Business Centres | 432.2 | (451.0) | (18.8) | |
| Investment Properties | 387.8 | (786.0) | (398.2) | |
| Cultural, Environmental & Planning | | | | |
| Neighbourhood Groups | 59.8 | | 59.8 | |
| Central Services to the Public | | | | |
| Register of Electors | 127.0 | (1.5) | 125.5 | |
| Conducting Elections | 257.8 | (150.9) | 106.9 | |
| Land Charges | 92.5 | (60.0) | 32.5 | |
| Corporate and Democratic Core | | | | |
| Cost of Democracy | 356.1 | | 356.1 | |
| Voluntary Land Registration | 56.6 | | 56.6 | |
| Highways, Roads & Transport | | | | |
| Incurtilage Parking | 18.2 | | 18.2 | |
| TOTAL SERVICE ESTIMATE | 1,829.2 | (1,468.9) | 360.3 | |

Executive
Committee**Appendix 4**

18 February 2009

| SUBJECTIVE ANALYSIS | 2009/10 Gross Expenditure £'000 | Gross Income £'000 | 2009/10 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 1,346.3 | | 1,346.3 |
| Premises | 446.0 | | 446.0 |
| Transport Related Expenses | 8.9 | | 8.9 |
| Supplies and Services | 684.1 | | 684.1 |
| Transfer Payments (Benefits) | | | |
| Third Party Payments | 9.5 | | 9.5 |
| Support Services Costs | 647.0 | | 647.0 |
| Capital Financing Costs | 6.3 | | 6.3 |
| Other Income | | (1,449.7) | (1,449.7) |
| Recharges to Services | (1,338.1) | | (1,338.1) |
| Total Service Estimate | 1,810.0 | 1,449.7 | 360.3 |

Head of Strategy and Partnership
Initial Estimates 2009/10

| 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 | 70.8 | | 70.8 |
| Policy Development Team | 217.8 | | 217.8 |
| Housing Policy | 120.0 | | 120.0 |
| Recharge to Services | (408.6) | | (408.6) |
| Total | 0 | | 0 |
| Direct Services | | | |
| Public Transport | | | |
| Concessionary Fares | 1,354.1 | (234.0) | 1,120.10 |
| Community Safety | | | |
| Community Safety | 126.8 | 0.0 | 126.8 |
| Anti Social Behaviour | 62.9 | (0.2) | 62.7 |
| Corporate Expenses | | | |
| Redditch Partnership | 31.3 | (5.0) | 26.3 |
| Grants to Voluntary Sector | 250.3 | 0.0 | 250.3 |
| TOTAL SERVICE ESTIMATE | 1,825.4 | (239.2) | 1,586.2 |

Executive
Committee**Appendix 5**

18 February 2009

| SUBJECTIVE ANALYSIS | 2009/10 Gross Expenditure £'000 | Gross Income £'000 | 2009/10 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 683.9 | | 683.9 |
| Premises | 0 | | 0 |
| Transport Related Expenses | 10.0 | | 10.0 |
| Supplies and Services | 306.0 | | 306.0 |
| Third Party Payments | 1,248.80 | | 1,248.80 |
| Support Services Costs | 222.4 | | 222.4 |
| Capital Financing Costs | 0.0 | | 0 |
| Government Grants | | (233.0) | (233.0) |
| Other Income | | (6.2) | (6.2) |
| Recharges to Services | (408.6) | | (408.6) |
| Recharge to HRA | (237.1) | | (237.1) |
| Total Service Estimate | 1,825.4 | (239.2) | 1,586.2 |

Head of Environment
Initial Estimates 2009/10

| 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 | 73.1 | | 73.1 |
| Landscape & Countryside/Waste M'mnt | 543.4 | | 543.4 |
| Project M'mnt-Landscape Imp/Estate Enhancement | 79.3 | | 79.3 |
| Environmental Health Licensing | 483.0 | (0.4) | 482.6 |
| | 146.3 | | 146.3 |
| Recharge to Services | (1,325.1) | 0.4 | (1,324.7) |
| Total | 0.0 | 0.0 | 0.0 |
| Direct Services | | | |
| Open Spaces | | | |
| Open Spaces | 1,198.4 | (77.6) | 1,120.8 |
| Allotments | 47.9 | (22.3) | 25.6 |
| Environmental Health | | | |
| Public Health | 646.2 | (24.6) | 621.6 |
| Dog Wardens | 58.5 | (1.5) | 57.0 |
| Hackney Carriage & Private Hire Licensing | 131.2 | (113.9) | 17.3 |
| | 93.5 | (49.6) | 43.9 |
| Pest control | 38.2 | (1.0) | 37.2 |
| Abandoned Vehicles | 18.7 | (11.4) | 7.3 |
| Waste Collection | | | |
| Waste Collection General | 215.7 | (68.7) | 147.0 |
| Street Cleansing | | | |
| Street Cleansing | 744.8 | | 744.8 |
| Travellers and Unauthorised Campers | 34.5 | | 34.5 |
| Environmental Initiatives | | | |
| Climate Change | 28.4 | | 28.4 |

Executive
Committee**Appendix 6**

18 February 2009

Housing General Fund

Improvement Grants 26.7 26.7

| | | | |
|-------------------------------|----------------|----------------|----------------|
| TOTAL SERVICE ESTIMATE | 3,282.7 | (370.6) | 2,912.1 |
|-------------------------------|----------------|----------------|----------------|

SUBJECTIVE ANALYSIS

| | 2009/10 Gross Expenditure £'000 | Gross Income £'000 | 2009/10 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 1,300.3 | | 1,300.3 |
| Premises | 1,009.4 | | 1,009.4 |
| Transport Related Expenses | 46.2 | | 46.2 |
| Supplies and Services | 140.8 | | 140.8 |
| Third Party Payments | 1,172.4 | | 1,172.4 |
| Support Services Costs | 1,435.9 | | 1,435.9 |
| Capital Financing Costs | 13.2 | | 13.2 |
| Other Income | (0.4) | (370.6) | (371.0) |
| Recharges to Services | (1,835.1) | | (1,835.1) |
| Total Service Estimate | 3,282.7 | (370.6) | 2,912.1 |

Head of Operations
Initial Estimates 2009/10

| 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 | 70.1 | | 70.1 |
| Environmental Services Management | 449.3 | | 449.3 |
| Cleansing Team | 989.3 | (84.3) | 905.0 |
| Landscape Team | 1,682.9 | (246.2) | 1,436.7 |
| Waste Collection Management & Supervision | 128.8 | | 128.8 |
| Stores Unit | 114.2 | (0.1) | 114.1 |
| Mechanics Oncost | 305.6 | | 305.6 |
| Recharge to Services | (3,740.2) | 330.6 | (3,409.6) |
| Total | 0.0 | 0.0 | 0.0 |
| Direct Services | | | |
| Land & Property Holdings | | | |
| Outdoor Market | 142.7 | (109.1) | 33.6 |
| Public Transport | | | |
| Dial-a-ride | 374.8 | (112.3) | 262.5 |
| Shopmobility | 151.3 | (40.2) | 111.1 |
| Cemeteries and Crematorium | | | |
| Cemeteries and Crematorium | 520.7 | (682.4) | (161.7) |
| Waste Collection | | | |
| Waste Collection and Recycling | 1,655.2 | (54.8) | 1,600.4 |
| TOTAL SERVICE ESTIMATE | 2,844.7 | (998.8) | 1,845.9 |

Executive
Committee**Appendix 7**18 February 2009

| SUBJECTIVE ANALYSIS | 2009/10 Gross Expenditure £'000 | Gross Income £'000 | 2009/10 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 3,971.2 | | 3,971.2 |
| Premises | 259.3 | | 259.3 |
| Transport Related Expenses | 1,007.0 | | 1,007.0 |
| Supplies and Services | 439.9 | | 439.9 |
| Third Party Payments | 97.4 | | 97.4 |
| Support Services Costs | 1,525.0 | | 1,525.0 |
| Capital Financing Costs | 459.3 | | 459.3 |
| Other Income | (370.7) | (998.8) | (1,369.5) |
| Recharges to Services | (4,543.7) | | (4,543.7) |
| Total Service Estimate | 2,844.7 | (998.8) | 1,845.9 |

Executive**Appendix 8**

Committee

18 February 2009

**Head of Planning & Building Control
Initial Estimates 2009/10**

| 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 | 677.9 | (13.0) | 664.9 |
| Building Control Team | 235.4 | | 235.4 |
| Recharge to Services | (986.2) | 13.0 | (973.2) |
| Total | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Direct Services | | | |
| Economic Development | | | |
| Economic Development | 83.3 | | 83.3 |
| Planning | | | |
| Development Plans | 351.2 | | 351.2 |
| Development Control | | | |
| Development Control | 558.1 | (150.3) | 407.8 |
| Building Control | | | |
| Building Control Service | 233.9 | (113.8) | 120.1 |
| Disabled Access | 3.8 | | 3.8 |
| TOTAL SERVICE ESTIMATE | <u>1,230.3</u> | <u>(264.1)</u> | <u>966.2</u> |

Executive
Committee**Appendix 8**18 February 2009

| SUBJECTIVE ANALYSIS | 2009/10 Gross Expenditure £'000 | Gross Income £'000 | 2009/10 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 999.1 | | 999.1 |
| Premises | 0.0 | | 0.0 |
| Transport Related Expenses | 11.1 | | 11.1 |
| Supplies and Services | 89.9 | | 89.9 |
| Third Party Payments | 0.0 | | 0.0 |
| Support Services Costs | 1,116.3 | | 1,116.3 |
| Capital Financing Costs | 0.1 | | 0.1 |
| Other Income | (13.1) | (264.1) | (277.2) |
| Recharges to Services | (973.1) | | (973.1) |
| Total Service Estimate | 1,230.3 | (264.1) | 966.2 |

Head of Asset & Maintenance Services
Initial Estimates 2009/10
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 £'000 | Gross Income £'000 | Net Expenditure £'000 | Notes |
|---------------------------|--|-----------------------------------|--------------------------------------|-------|
| Head of Service | 70.0 | | 70.0 | |
| Public Buildings | 304.5 | | 304.5 | |
| Housing Capital | 431.8 | (0.2) | 431.6 | |
| Housing Maintenance Teams | 2,564.8 | (0.3) | 2,564.5 | |
| Cleaners | 156.5 | | 156.5 | |
| Asset Maintenance | 207.4 | (0.2) | 207.2 | |
| Administrative Buildings | 1,009.1 | (75.9) | 933.2 | |
| Recharge to Services | (4,738.1) | 76.6 | (4,661.5) | |
| Total | 6.0 | 0.0 | 6.0 | |

Direct Services
Cultural, Environment & Planning

| | | | |
|---------------------------|-------|--------|-------|
| Land Drainage General | 165.6 | (16.0) | 149.6 |
| Street Naming & Numbering | 25.2 | | 25.2 |

Highways, Roads & Transport

| | | | |
|-------------------------------|------|-------|------|
| Parking | 24.9 | (0.7) | 24.2 |
| Bus Shelters | 21.5 | | 21.5 |
| Street Lighting | 0.9 | | 0.9 |
| Non Adopted H'ways Inspection | 37.5 | | 37.5 |
| Information Signs | 0.2 | | 0.2 |

Private Sector Housing Renewal

| | | | |
|---------------|-------|---------|------|
| Care & Repair | 402.7 | (321.7) | 81.0 |
|---------------|-------|---------|------|

TOTAL SERVICE ESTIMATE

| | | |
|--------------|----------------|--------------|
| 684.5 | (338.4) | 346.1 |
|--------------|----------------|--------------|

Executive
Committee**Appendix 9**

18 February 2009

| SUBJECTIVE ANALYSIS | 2009/10 Gross Expenditure £'000 | Gross Income £'000 | 2009/10 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 2,892.7 | | 2,892.7 |
| Premises | 936.3 | | 936.3 |
| Transport Related Expenses | 289.5 | | 289.5 |
| Supplies and Services | 558.8 | | 558.8 |
| Transfer Payments (Benefits) | 0.0 | | 0.0 |
| Third Party Payments | 190.3 | | 190.3 |
| Support Services Costs | 402.8 | | 402.8 |
| Capital Financing Costs | 145.7 | | 145.7 |
| Government Grants | 0.0 | (223.4) | (223.4) |
| Other Income | 0.0 | (191.6) | (191.6) |
| Recharges to Services | (4,731.6) | 76.6 | (4,655.0) |
| Total Service Estimate | 684.5 | (338.4) | 346.1 |

Executive Committee

Appendix 10

18 February 2009

Head of Leisure and Arts

Initial Estimates 2009/10

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 £'000 | Income £'000 | Net Expenditure £'000 |
|----------------------|-------------------------------|-----------------|-----------------------------|
| Head of Service | 68.7 | | 68.7 |
| Management Team | 150.6 | | 150.6 |
| Recharge to Services | (219.3) | | (219.3) |
| Total | 0.0 | | 0.0 |

Direct Services

Recreation & Sport

| | | | |
|----------------------------------|-------|---------|-------|
| Abbey Stadium | 944.1 | (422.3) | 521.8 |
| Hewell Road Swimming Pool | 443.7 | (176.6) | 276.1 |
| Reddicard | 34.2 | (66.9) | -32.7 |
| Pitcheroak Golf Course | 216.8 | (78.2) | 138.6 |
| Arrow Vale Sports Centre | 383.1 | (235.5) | 147.6 |
| Kingsley | 443.9 | (240.2) | 203.7 |
| Playing Fields & Changing Rooms | 125.0 | (20.9) | 104.1 |
| Play Areas | 250.7 | 0.0 | 250.7 |
| Action Sport | 254.7 | (49.5) | 205.2 |
| Meeting Rooms (RBC) | 481.3 | (80.0) | 401.3 |
| Meeting Rooms (Management Cttee) | 15.5 | 0.0 | 15.5 |
| Community Projects | 3.3 | (2.2) | 1.1 |

Open Spaces

| | | | |
|---------------------------------|-------|--------|-------|
| Arrow Valley Countryside Centre | 288.7 | (61.6) | 227.1 |
| Fireworks Extravaganza | 22.5 | (0.9) | 21.6 |

Culture & Heritage

| | | | |
|-------------------|-------|---------|-------|
| Palace Theatre | 476.9 | (133.9) | 343.0 |
| Arts Strategy | 64.5 | 0.0 | 64.5 |
| Forge Mill Museum | 285.6 | (32.7) | 252.9 |

Tourism

| | | | |
|----------------------------|------|-------|------|
| Tourist Information Centre | 72.6 | (0.2) | 72.4 |
|----------------------------|------|-------|------|

Executive**Appendix 10**

Committee

18 February 2009

Employment & Training Initiatives

REDI Centre 345.4 (105.2) 240.2

Highways, Roads & Transport

Christmas Lights 41.8 (5.0) 36.8

Fees and charges additional income (79.1) (79.1)

TOTAL SERVICE ESTIMATE**5,194.3 (1,790.9) 3,403.4****SUBJECTIVE ANALYSIS**

Employee Expenses 2,480.6 2,480.6

Premises 1,039.3 1,039.3

Transport Related Expenses 27.1 27.1

Supplies and Services 457.4 457.4

Third Party Payments 343.7 343.7

Support Services Costs 598.7 598.7

Capital Financing Costs 466.8 (1.0) 465.8

Other Income 0.0 (1,783.8) (1,783.8)

Recharges to Services (219.3) (6.1) (225.4)

Total Service Estimate 5,194.3 (1,790.9) 3,403.4

Executive Committee

Appendix 11

18 February 2009

Head of Housing & Community Services

Initial Estimates 2009/10

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 £'000 | Gross Income £'000 | Net Expenditure £'000 | Notes |
|--------------------------------|-------------------------------|--------------------------|-----------------------------|-------|
| Head of Service | 88.1 | | 88.1 | |
| Rent & Welfare | 261.5 | | 261.5 | |
| Database & Housing Performance | 152.4 | | 152.4 | |
| Tenancy Management | 355.6 | | 355.6 | |
| Housing Options | 435.9 | | 435.9 | |
| Income & Recovery | 189.7 | | 189.7 | |
| Recharge to Services | (1,483.2) | | (1,483.2) | |
| Total | 0.0 | 0.0 | 0.0 | |

Direct Services

Supporting People/Social Services

| | | | |
|--------------------------------------|-------|---------|-----|
| Community Alarm - Support to Tenants | 352.2 | (352.2) | 0.0 |
| St.David's House - Support | 374.2 | (374.2) | 0.0 |
| Wardens - Support Element | 843.6 | (843.6) | 0.0 |

Welfare Services

| | | | |
|----------------------------------|-------|---------|------|
| Community Alarm - Private Sector | 151.1 | (106.0) | 45.1 |
| Concessionary TV Licences | 14.8 | | 14.8 |

Community Safety

| | | | |
|------|-------|--|-------|
| CCTV | 471.1 | | 471.1 |
|------|-------|--|-------|

Community Development

| | | | |
|-----------|------|--|------|
| Surestart | 18.8 | | 18.8 |
|-----------|------|--|------|

Housing Advances

| | | | |
|-------------------------------|-----|-------|-------|
| Loans to Housing Associations | 0.2 | (2.9) | (2.7) |
|-------------------------------|-----|-------|-------|

Homelessness

| | | | |
|--------------------------|------|--------|------|
| Bed & Breakfast Payments | 47.9 | (25.0) | 22.9 |
|--------------------------|------|--------|------|

Other Council Property

| | | | |
|-------------------|-------|--------|-------|
| Leased Dwellings | 22.2 | (24.8) | (2.6) |
| Housing Recharges | 130.2 | | 130.2 |

TOTAL SERVICE ESTIMATE

| | | |
|----------------|------------------|--------------|
| 2,426.3 | (1,728.7) | 697.6 |
|----------------|------------------|--------------|

Executive
Committee**Appendix 11**

18 February 2009

| SUBJECTIVE ANALYSIS | 2009/10 Gross Expenditure £'000 | Gross Income £'000 | 2009/10 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 2,954.4 | | 2,954.4 |
| Premises | 39.8 | | 39.8 |
| Transport Related Expenses | 48.2 | | 48.2 |
| Supplies and Services | 368.3 | | 368.3 |
| Transfer Payments (Benefits) | 0.0 | | 0.0 |
| Third Party Payments | 0.0 | | 0.0 |
| Support Services Costs | 395.5 | | 395.5 |
| Capital Financing Costs | 103.3 | | 103.3 |
| Government Grants | 0.0 | (1,134.8) | (1,134.8) |
| Other Income | 0.0 | (278.3) | (278.3) |
| Recharge to HRA | 0.0 | (315.6) | (315.6) |
| Recharges to Services | (1,483.2) | | (1,483.2) |
| Total Service Estimate | 2,426.3 | (1,728.7) | 697.6 |

Executive Committee

Appendix 12

18 February 2009

Head of Customer & IT Services

Initial Estimates 2009/10

| 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 | 68.6 | | 68.6 | |
| Central Switchboard | 84.4 | | 84.4 | |
| One Stop Shop | 979.0 | (194.0) | 716.0 | |
| IT Services | 680.5 | | 680.5 | |
| Recharge to Services | (1,812.5) | 194.0 | (1,549.5) | |
| Total | 0.0 | (0.0) | 0.0 | |
| Direct Services | | | | |
| Central Services to the Public | | | | |
| Emergency Planning | 54.6 | | 54.6 | |
| TOTAL SERVICE ESTIMATE | 54.6 | 0.0 | 54.6 | |

| SUBJECTIVE ANALYSIS | 2009/10 Gross Expenditure £'000 | Gross Income £'000 | 2009/10 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 1,335.0 | | 1,335.0 |
| Premises | 1.0 | | 1.0 |
| Transport Related Expenses | 8.0 | | 8.0 |
| Supplies and Services | 376.3 | | 376.3 |
| Third Party Payments | 15.0 | | 15.0 |
| Support Services Costs | 103.3 | | 103.3 |
| Capital Financing Costs | 26.1 | | 26.1 |
| Other Income | | (194.0) | (194.0) |
| Recharges to Services | (1,810.1) | 194.0 | (1,616.1) |
| Total Service Estimate | 248.6 | 0.0 | 54.6 |

Executive Committee

Appendix 13

18 February 2009

Head of Human Resources and Communications Initial Estimates 2009/10

| 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 | 69.9 | 0 | 69.9 |
| Human Resources | 543.8 | (44.8) | 499.0 |
| Reprographics | 271.2 | (5.0) | 266.2 |
| Communications | 159.0 | 0.0 | 159.0 |
| Recharge to Services | (1,043.9) | 49.8 | (994.1) |
| Total | 0 | 0 | 0 |
| Direct Services | | | |
| Human Resources | | | |
| Corporate Traineeships | 10.9 | 0 | 10.9 |
| Corporate Expenses | | | |
| Publicity and Promotion | 112.7 | 0 | 112.7 |
| TOTAL SERVICE ESTIMATE | 123.6 | 0 | 123.6 |

SUBJECTIVE ANALYSIS

| | 2009/10 Gross Expenditure £'000 | Gross Income £'000 | 2009/10 Net Expenditure £'000 |
|-------------------------------|--|-----------------------------------|--|
| Employee Expenses | 820.7 | | 820.7 |
| Premises | 4.3 | | 4.3 |
| Transport Related Expenses | 1.3 | | 1.3 |
| Supplies and Services | 147.5 | | 147.5 |
| Third Party Payments | 1.0 | | 1.0 |
| Support Services Costs | 147.9 | | 147.9 |
| Capital Financing Costs | 44.8 | | 44.8 |
| Government Grants | | | |
| Other Income | (49.8) | (49.8) | (49.8) |
| Recharges to Services | (994.1) | | (994.1) |
| Total Service Estimate | 123.6 | (49.8) | 123.6 |

Executive Committee

Appendix 14

18 February 2009

Revenue Bids 2009/10 – 2011/12

| Key Deliverable Bids | 2009/10 £000 | 2010/11 £000 | 2011/12 £000 |
|--|-----------------|-----------------|-----------------|
| <u>Unavoidable</u> | | | |
| Dog Warden - Out of hours | 17.0 | 15.0 | 15.0 |
| Business Continuity Plan | 10.0 | 0.0 | 0.0 |
| Wheels Project Annual Maintenance | 10.0 | 10.0 | 10.0 |
| Play Areas (replacement equipment) | 60.0 | 60.0 | 60.0 |
| Waste Collection - Charities, etc. | 27.0 | 27.0 | 27.0 |
| Place Survey | 0.0 | 17.0 | 0.0 |
| Total Unavoidable | 124.0 | 129.0 | 112.0 |
| | | | |
| <u>High</u> | | | |
| Resilience - additional budget to improve performance (Benefits Service) | 40.0 | 40.0 | 40.0 |
| Job Evaluation | 130.0 | 50.0 | 0.0 |
| Sewer and Drain Maintenance | 18.0 | 18.0 | 18.0 |
| Structural repairs to non building assets | 25.0 | 25.0 | 25.0 |
| Minor drainage works | 10.0 | 10.0 | 10.0 |
| Climate Change | 25.0 | 25.0 | 25.0 |
| Civic Newspaper (includes £6k advertising income) | 18.0 | 0.0 | 0.0 |
| Economic Development | 20.0 | 20.0 | 20.0 |
| Procurement Officer | 30.0 | 30.0 | 30.0 |
| Asset Disposal Programme – Marketing etc. | 25.0 | 20.0 | 0.0 |
| Total High | 341.0 | 238.0 | 168.0 |
| | | | |
| <u>Medium</u> | | | |
| Think Lean (Invest to Save) | 10.0 | 0.0 | 0.0 |
| Heritage Access Officer | 24.0 | 31.0 | 31.0 |
| Play Area Technical Officer | 33.0 | 33.0 | 33.0 |
| National Play Day Event | 10.0 | 10.0 | 10.0 |
| Additional staffing - Internal Audit | 30.0 | 30.0 | 30.0 |
| O & S Grants Officer | 22.0 | 22.0 | 22.0 |
| Shopmobility | 26.0 | 26.0 | 26.0 |
| Total Medium | 155.0 | 152.0 | 152.0 |
| | | | |

Executive**Appendix 14**

Committee

18 February 2009

| Key Deliverable Bids | 2009/10 £000 | 2010/11 £000 | 2011/12 £000 |
|---|-------------------------|-------------------------|-------------------------|
| <u>Low</u> | | | |
| Security (Countryside Centre) | 3.0 | 0.0 | 0.0 |
| Winyates Centre – security | 0.5 | 0.0 | 0.0 |
| District Centres - Provision of Road Signs | 4.5 | 0.1 | 0.0 |
| District Centres – Shutters What’s Your Point | 5.0 | 0.0 | 0.0 |
| Additional staffing hours (Youth Theatre) | 13.7 | 13.7 | 13.7 |
| Bus Shelters | 2.5 | 0.0 | 0.0 |
| Total Low | 29.2 | 13.8 | 13.7 |
| | | | |
| Total | 649.2 | 532.8 | 445.7 |

| Capital Bids | | 2009/10 | 2010/11 | 2011/12 | Revenue Implications | Commentary |
|--------------------------|---|--------------|--------------|--------------|----------------------|--|
| | | £'000 | £'000 | £'000 | £'000 | |
| Unavoidable | | | | | | |
| 1 | Business Continuity & Disaster Recovery | 200.0 | 0.0 | 0.0 | 20.0 | IT Resilience subject to discussion with Bromsgrove |
| 2 | Improvements to Public Buildings | 250.0 | 250.0 | 250.0 | | Improvement Works |
| 3 | Hewell Road - Filter Replacements | 40.0 | | | | Necessary works |
| 4 | Hewell Road - Heat Exchanger | 25.0 | | | | Necessary works |
| 5 | Abbey Stadium - Hall Floor covering | 40.0 | | | | Necessary works |
| Total Unavoidable | | 555.0 | 250.0 | 250.0 | 20.0 | |
| High | | | | | | |
| 6 | Land Drainage Works - Old Forge Drive (08/09) | 92.0 | | | | Alleviation of flooding. Immediate start 2009 |
| 7 | Land Drainage Works - Dolphin Road | 28.0 | | | | Alleviation of flooding |
| 8 | Mandatory Disabled Facilities Grants* | 220.0 | 220.0 | 220.0 | | Mandatory. £260k govt.grant included. |
| 9 | Enhancements to Church Green/Town Centre | | 250.0 | 150.0 | | Extension of phased capital works |
| 10 | Replacement Programme (IT) | 25.0 | 50.0 | 50.0 | | Ongoing upgrading |
| 11 | Home Repairs Assistance | 150.0 | 150.0 | 150.0 | | Subject to repayment. |
| 12 | Sound Desk replacement (Palace Theatre)** | 14.0 | | | | Ability to hear actors |
| 13 | Car Parking (Pay and Display) | 43.2 | | | | Introduction of car parking charges. |
| Total High | | 572.2 | 670.0 | 570.0 | 0.0 | |
| Medium | | | | | | |
| 14 | Replacement of Energy Management System | 100.0 | | | | Potential savings from revenue budgets |
| 15 | Winyates Centre Improvements | 168.0 | | | | Task & Finish recommendation |
| 16 | Software Enterprise Agreement | 57.0 | 57.0 | 57.0 | | Maintenance of business software to enable collaboration with partners |
| Total Medium | | 325.0 | 57.0 | 57.0 | 0.0 | |
| Low | | | | | | |

| | | | | | | |
|----|--|----------------|--------------|--------------|-------------|---|
| 17 | Energy Saving Funding (Invest to Save) + HRA | 40.0 | | | | Energy saving works. Also *refer to HRA |
| | Total Low | 40.0 | 0.0 | 0.0 | 0.0 | |
| | | | | | | |
| | TOTALS | 1,492.2 | 607.0 | 507.0 | 20.0 | |

Project Appraisals for all Unavoidable and High priority bids are available from Democratic Services.

- * Proposal for government grant to be distributed via the County Council from 2010/11. Budget will need to be reconsidered for 2010/11.
- ** Could potentially be financed from the sale of theatre backcloths

Revenue Implications (MRP plus interest)

| Capital Bids | | 2009/10 | 2010/11 | 2011/12 | Future Years | Total |
|-----------------------------------|---|-------------|--------------|--------------|--------------|----------------|
| | | £'000 | £'000 | £'000 | £'000 | |
| Unavoidable | | | | | | |
| 1 | Business Continuity & Disaster Recovery | 4.0 | 61.3 | 61.3 | 61.3 | 328.0 |
| 2 | Improvements to Public Buildings | 4.5 | 32.0 | 59.4 | 82.4 | 1,133.4 |
| 3 | Hewell Road – Filter Replacements | 0.8 | 7.3 | 7.3 | 7.3 | 51.2 |
| 4 | Hewell Road – Heat Exchanger | 0.5 | 4.6 | 4.6 | 4.6 | 32.0 |
| 5 | Abbey Stadium – Hall Floor Covering | 0.8 | 5.6 | 5.6 | 5.6 | 56.0 |
| Total Unavoidable | | 10.6 | 110.8 | 138.2 | 161.2 | 1,600.6 |
| High | | | | | | |
| 6 | Land Drainage Works - Old Forge Drive (08/09) | 1.6 | 7.2 | 7.2 | 7.2 | 144.0 |
| 7 | Land Drainage Works - Dolphin Road | 0.6 | 2.5 | 2.5 | 2.5 | 50.4 |
| 8 | Mandatory Disabled Facilities Grants | 4.4 | 35.2 | 66.0 | 92.4 | 308.0 |
| 9 | Enhancements to Church Green/Town Centre | 0.0 | 5.0 | 21.3 | 29.3 | 880.0 |
| 10 | Replacement Programme (IT) | 0.5 | 7.0 | 19.0 | 30.0 | 150.0 |
| 11 | Home Repairs Assistance | 3.0 | 24.0 | 45.0 | 63.0 | 630.0 |
| 12 | Sound Desk replacement (Palace Theatre)* | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 13 | Car Parking (Pay and Display) | 0.8 | 7.9 | 7.9 | 7.9 | 55.3 |
| Total High | | 10.9 | 88.8 | 168.9 | 232.3 | 2,217.7 |
| Total Unavoidable and High | | 21.5 | 199.6 | 307.1 | 393.5 | 3,818.3 |

Annual addition

178.1

107.5

86.4

* Assumed to be funded from the sale of theatre backcloths.

Appendix 17

Executive

Committee

18 February 2009

| Capital Bids | 2009/2010 | 2010/2011 | 2011/2012 | Revenue Implications | Commentary | Link to Priorities | Risks of non approval |
|---|----------------|--------------|--------------|----------------------|--|--------------------|-----------------------|
| | £'000 | £'000 | £'000 | £'000 | | | |
| High | | | | | | | |
| Digital Aerial installation. Security upgrades. Equipment & Adaptations | 520.0 | | | | | | |
| | 570.0 | 570.0 | 570.0 | | Enabling people to stay in their homes | Safe | |
| Low | | | | | | | |
| Energy Saving Funding (Invest to Save) | 60.0 | | | | Clarify basis. *Refer to General Fund | Clean & Green | |
| Totals | 1,150.0 | 570.0 | 570.0 | 0.0 | | | |

| Description | 2009/10 | 2010/11 | 2011/12 | Revenue Implications | Commentary | Alignment with Priorities | Risks/Impacts |
|------------------------|---------|---------|---------|----------------------|--|--|--|
| | £'000 | £'000 | £'000 | £'000 | | | |
| One-off savings | | | | | | | |
| Planning Service | 53.2 | 53.2 | 0.0 | 0.0 | Planning Assistant and Receptionist both Sc5 - to be reviewed in light of changes in the housing market. Posts currently vacant. | Enterprising. Clean & Green. Safe. | The number of planning applications may increase sooner than anticipated. |
| In curtilage parking | 10.0 | 0.0 | 0.0 | 0.0 | Saving from 2008/09 will be utilised in 2009/10 to support any applications. Low demand at present. To be reviewed for 2010/11. | Safe | Increase in demand. |
| Ongoing savings | | | | | | | |
| Pitcheroak Golf Course | 64.0 | 85.0 | 85.0 | 30.1 | Closure of golf facility. Conversion to Public Park/Open Space. Cost of demolition of Club House included in revenue implications (£10k). Impact on non RBC employees. | Clean & Green. | Savings assume July closure. Risk of not removing Club House due to ongoing liabilities. Loss of local golf facility for existing members (107). |

| Description | 2009/10 | 2010/11 | 2011/12 | Revenue Implications | Commentary | Alignment with Priorities | Risks/Impacts |
|--|---------|---------|---------|----------------------|--|---------------------------|--|
| | £'000 | £'000 | £'000 | £'000 | | | |
| REDI | 60.0 | 160.0 | 160.0 | 0.0 | Option to transfer to alternative provider assessed from July 2009. Will be subject to formal procurement arrangements. Current implications will be subject to TUPE arrangements. | Enterprising | Delays in procurement or potential transfer. |
| Matchborough West and Batchley Comm. Centres | 45.0 | 61.0 | 61.0 | 0.0 | Transfer of Matchborough West to WCC during 2009. Transfer of Batchley to Batchley Support Group during 2009. Vacant Assistant Community Development Worker post from 01 April 2009. | Enterprising | No significant risk, however, savings dependent on transfer to alternative provider. |
| Print Unit | 52.0 | 52.0 | 52.0 | 0.0 | Following review of print provision, rationalisation of printing and copying arrangements. | Well Managed Organisation | Delay in implementation. Staff resistance. |

| Description | 2009/10 | 2010/11 | 2011/12 | Revenue Implications | Commentary | Alignment with Priorities | Risks/Impacts |
|---------------------------------|---------|---------|---------|----------------------|---|---------------------------|---|
| | £'000 | £'000 | £'000 | £'000 | | | |
| | | | | | | | |
| Arrow Valley Countryside Centre | 24.0 | 24.0 | 24.0 | 0.0 | Deletion of Duty Manager post (currently vacant) and restructuring of existing resources to provide on site management. | Clean & Green. | No significant risk. |
| Building Control | 20.7 | 20.7 | 20.7 | 0.0 | Reduction of Admin Officer post currently vacant. | Safe | No significant risk. |
| Head of Asset | 25.0 | 25.0 | 25.0 | 0.0 | Deletion of current vacant post of Head of Asset Maintenance and carry out service review to realign resources and create a revised structure. Note: Not full post savings. | Well Managed Organisation | No risk. Post vacant. |
| Switchboard | 3.0 | 3.0 | 3.0 | 0.0 | Renegotiation of switchboard maintenance contract. | Well Managed Organisation | No risk. Contract already renegotiated. |

| Description | 2009/10 | 2010/11 | 2011/12 | Revenue Implications | Commentary | Alignment with Priorities | Risks/Impacts |
|--------------------|---------|---------|---------|----------------------|---|--|---|
| | £'000 | £'000 | £'000 | £'000 | | | |
| Committee Services | 14.0 | 14.0 | 14.0 | 0.0 | Following Exec decision to achieve efficiency savings in circulation of electronic papers via modern.gov | Well Managed Organisation | Savings dependent on cultural change and majority of recipients accepting electronic papers. |
| Property Services | 10.3 | 10.3 | 10.3 | 0.0 | Reduction of full time post to part time post due to reduction in Right to Buy sales. Affects 2 part time Officers. | Well Managed Organisation | Limited risk of upturn in the market. |
| Licensing Officer | 13.3 | 13.3 | 13.3 | 0.0 | Deletion of post following restructure. No redundancy. | Safe | No risk. Vacant post. |
| Contaminated Land | 10.0 | 10.0 | 10.0 | 0.0 | £10k currently built into base budget as need arises. Proposal to remove provision from base budget and use of balances when necessary. | Safe, Environment and Well Managed Organisation. Statutory function. | If there is a serious risk to human health or the environment the authority is required to act immediately. Existing budget may not be sufficient for a detailed site investigation. If required, services/site work costs will need to be met from balances. |

| Description | 2009/10 | 2010/11 | 2011/12 | Revenue Implications | Commentary | Alignment with Priorities | Risks/Impacts |
|--------------------|---------|---------|---------|-------------------------|---|------------------------------------|--|
| | £'000 | £'000 | £'000 | £'000 | | | |
| Corporate Training | 50.0 | 50.0 | 50.0 | 0.0 | Current Authority budget of £225k to be reduced by £50k and centralised and prioritised linked to Council priorities and staff development. | Well Managed Organisation | No significant impact. Budget not always committed. |
| Procurement | 70.0 | 70.0 | 70.0 | 0.0 | Based on projected work programme, anticipate procurement savings as a result of corporate contract arrangements and future procurement projects. | Well Managed Organisation | Economic climate may mean that savings are not so readily achievable. |
| Benefits Subsidy | 40.0 | 100.0 | 100.0 | 0.0 | Restrict local authority errors to 0.48% of payments. | Well Managed Organisation and Safe | May not be able to restrict local authority errors to 0.48% of payments. |

| Description | 2009/10 | 2010/11 | 2011/12 | Revenue Implications | Commentary | Alignment with Priorities | Risks/Impacts |
|--------------------|---------|---------|---------|----------------------|---|---------------------------|--|
| | £'000 | £'000 | £'000 | £'000 | | | |
| Shared Services | 40.0 | 290.0 | 390.0 | Potential | Anticipate £40k savings as a result of ongoing shared service work. Future years savings dependent on full business case and delivery of shared service arrangements. | Well Managed Organisation | Non delivery of shared service arrangements following consideration of business case. |
| Vacancy Management | 125.0 | 125.0 | 125.0 | 0.0 | Increase vacancy management to 3% | Well Managed Organisation | May need to hold posts vacant to achieve savings. |
| Pay Award | 60.0 | 120.0 | 180.0 | 0.0 | Reduce provision to 2.5% from 3% | Well Managed Organisation | Pay award may be more than 2.5% |
| Dial-a-Ride | 10.0 | 10.0 | 10.0 | 0.0 | Savings. Dispose of spare vehicle and/or reduce number of dispatcher hours | Safe | May be some cancelled bookings due to either vehicle breakdown or reduced capacity within the team of dispatchers. |

| Description | 2009/ 10 | 2010/11 | 2011/12 | Revenue Implications | Commentary | Alignment with Priorities | Risks/Impacts |
|--------------------------|-------------|---------|---------|-------------------------|---|---------------------------------|---|
| | £'000 | £'000 | £'000 | £'000 | | | |
| Support Service Costs | 25.0 | 25.0 | 25.0 | 5.0 | Due to overall package of savings, anticipate savings of 1 FTE support services officer (not yet identified). | Well Managed Organisation | Savings may alter dependent on nature of post reduced (both revenue and redundancy savings). |
| Christmas Lights | 35.0 | 35.0 | 35.0 | Potential | Cease provision. Contract runs for further 2 yrs. May be implications for early termination. | Enterprising | May be a cost associated with the premature termination of contract. |
| Pest Control* | 10.0 | 10.0 | 10.0 | 0.0 | Reintroduce charging | Safe | May lead to increase in rat infestations. |
| Fireworks* | 16.5 | 16.5 | 16.5 | 0.0 | Not hold Firework Festival Event. | Safe | Negative publicity. If not agreed, additional funding of £15k required to fulfil health and safety obligations. |
| Neighbourhood Groups | 5.5 | 5.5 | 5.5 | 0.0 | Reduce number of meetings to 2 pa | Well Managed Organisation | Negative publicity. |

| Description | 2009/10 | 2010/11 | 2011/12 | Revenue Implications | Commentary | Alignment with Priorities | Risks/Impacts |
|---|---------|---------|---------|----------------------|--|---------------------------|--|
| | £'000 | £'000 | £'000 | £'000 | | | |
| Income | | | | | | | |
| Private Sector Lifeline to breakeven | 28.4 | 28.4 | 28.4 | Potential | Service to breakeven. Will require service review. | Safe | Timing of conclusion of negotiations for contracts and terms and conditions. |
| Car parking (Town Hall/AVCC/District Centres) | 20.8 | 41.6 | 41.6 | 0.0 | Introduce charging. Capital bid required of £43.2k with annual revenue implication of £7.9k. Effective from 01 August 2009 | Clean & Green | Income may not be achievable and any delay in implementation will impact on income levels. |
| Forge Mill Museum | 10.0 | 10.0 | 10.0 | 0.0 | Additional income/savings/efficiencies | Enterprising | Uncertainty regarding impact of charges. |
| Arrow Valley Countryside Centre | 10.0 | 10.0 | 10.0 | 0.0 | Additional income/savings/efficiencies | Clean & Green | Uncertainty regarding impact of charges. |
| LABGI | ??? | ??? | ??? | 0.0 | Currently out to consultation. Proposal of Determination date unknown at present. | Well Managed Organisation | Ongoing uncertainty of actual determination. |

| Description | 2009/10 | 2010/11 | 2011/12 | Revenue Implications | Commentary | Alignment with Priorities | Risks/Impacts |
|---------------------------|--------------|---------------|---------------|----------------------|--|---------------------------|--|
| | £'000 | £'000 | £'000 | £'000 | | | |
| Benefits Subsidy (2006/7) | ??? | n/a | n/a | 0.0 | Awaiting confirmation from DWP regarding retrospective/ withheld benefit subsidy. Precise sum not known. | Well Managed Organisation | Not being notified of potential sum prior to budget setting. |
| | | | | | | | |
| Total | 960.7 | 1478.5 | 1585.3 | 35.1 | | | |

*if not agreed as savings then additional revenues bids of £5k Pest Control and £15k Fireworks will be required

