



Report to: Cabinet

Subject: Draft Budget and Service Plan Priorities to be Subject to Scrutiny Committee Consultation

Date: 13 January 2011

Author: Senior Management Team on behalf of Leader of the Council

1. PURPOSE OF THE REPORT

This report details the likely General Fund base budget for 2011/12 based on provisional settlement figures, the likely position in respect of capital financing, and assumed changes to the base budget in respect of inflation, pay award etc.

The severe economic pressures that the authority is facing, following the announcement of a much reduced Government Grant Settlement, make this a very challenging budget round. There is no potential for growth in the immediate revenue budget with new budget pressures needing to be met from other budget savings and reductions. Resources for capital are limited but the proposed capital programme does incorporate plans for a replacement leisure facility to facilitate the wider development of Arnold Town Centre. The business case for a replacement leisure facility has been assessed as affordable, and is mainly funded from grant, sale of assets, existing running costs, and savings in the longer term investment that would be required in existing facilities if they continued unchanged.

The specific aims of the report are to identify Members' expectations in respect of revenue and capital budgets and to seek comment on performance related matters for the year 2011/12 for forwarding on to Policy Review Scrutiny Committee for comment. Once the Draft Budget and Service Plan proposals have been agreed they will be combined to form the Council Plan.

2. BACKGROUND

The Constitution of the Council details the Budget and Policy Framework Procedural rules. Section 2 1(c) concerns budget and performance plans. The specific requirement in part (i) is as follows:

“In early September of each financial year the Executive shall invite the Policy Review Scrutiny Committee to give views on priorities and suggestions for growth”.

In addition there is a requirement that “in each financial year, the Executive shall present a draft Budget and Performance Plan to the Scrutiny Committee for comment”.

This report ensures these requirements have been met for the 2011/12 budget process.

3. GENERAL FUND BUDGET 2011/12

The Council’s overarching Financial Strategy sets out the framework for overall financial control and administration for the Council. It also details how individual items such as Central Government Funding, Taxation levels, Resource Developments etc. impact on the annual budget and this has been taken into account in presenting this annual budget and Medium Term Financial Plan (MTFP) Summary.

3.1 Local Government Finance Settlement 2010

Provisional amounts for this Council are £6,905,517 and £6,140,742 for years 2011/12 and 2012/13 respectively. These amounts represent cash reductions of 13.8% and 11.1% in the relevant two years and are therefore in excess of the reductions expected before the announcement was made. Over the two years Gedling’s cash support is reduced by some £1.87million or over £2.3million in real terms. These amounts are net of the impact of the transfer of funding for Concessionary Fares from lower tier to upper tier authorities. For this authority this transfer is broadly neutral.

Government are currently consulting on a 2 year settlement for 2011/12 and 2012/13, with a view to a further 2 year settlement beyond this period based on a new distribution methodology, which itself will be subject to further consultation.

District Councils have generally fared worse than other organisations which receive funding via the settlement announcement, however, for Districts a system of floors exist to ensure no authority receives a reduction of more than 13.8% - 16.8% in year 1, dependent upon a four banded system. These floors are funded by scaling back the impact on those Districts who would have done better than average if the floors were not in place.

This banded system is based upon an authority's dependence on Central Government funding to support its annual expenditure. Gedling finds itself in band 1 and so is afforded most protection and therefore receives floor damping funding reducing its cut to 13.8%. This protection is worth £83,326 in 2011/12 and £88,943 2012/13 and without this the year 1 reduction would have been 14.8%.

The settlement confirms that there will be a grant of £650m to fund the implementation of a one year council tax freeze in 2011/12. There will be funding to support this freeze in the four Spending Review years up to 2014/15. However, there will be no funding to support a further freeze in 2012/13.

Local Government has been handed one of the toughest settlements across the public sector. Although formula grant (excluding police grant) is being cut by 12.1 per cent in total, cost pressures in areas such as adult social care, child protection, waste management, and flood defence will continue to mount. As a result, it is estimated that local government faces a total funding shortfall in the order of £6.5bn in the next two years.

Other Government Funding

Central Government is currently consulting on the implementation of a New Homes Bonus which is envisaged to be a significant and permanent feature of future local government funding. The principles of the grant are to reward local authorities for each new property completed within their boundary. The value of the reward is linked to the average council tax band D property and each individual award will be for a six year period. The MTFP includes an initial grant amount of £150,000 in 2011/12 rising to £1,125,000 in 2015/16.

3.2 Base Budget 2011/12

In developing a budget proposal, assumptions on the core budget have to be made and the various assumptions in respect of inflation and technical changes are shown at Appendix 1. These have been included in both the annual base budget and MTFP calculations. The latest available estimate of the base budget for 2011/12 is £13,522,100, see table below.

Portfolio	Original Budget 2010/11 £	Base Budget 2011/12 £	Variance £	Major Reason for Variance
Leader	2,158,400	2,181,000	22,600	Local Election offset by senior mgt restructure savings
Safe & Sustainable Neighbourhoods	2,346,700	2,541,900	195,200	CCTV maintenance and replacement and reduced government grant
Customer & Member Services	349,000	334,000	(15,000)	Additional homelessness grant and transfer of staff and Sanctuary grant from Strategic Planning.
Development & Enterprise	557,000	512,800	(44,200)	Bestwood Lodge rent transferred from Leisure Portfolio offset by reduced land charges income
Direct Services	5,033,900	5,024,800	(9,100)	Staff restructure savings offset by additional transport and waste management costs
Strategic Planning	401,300	385,900	(15,400)	Transfer of staff and Sanctuary grant to Customer Services offset by deleted planning delivery grant
Leisure & Wellbeing	2,943,900	2,775,200	(168,700)	Creche closure, additional DNA income offset by reduced joint use contributions and transfer of Bestwood Lodge rent to Dev & Enterprise Portfolio
Finance	881,100	(233,500)	(1,114,600)	Transfer of Concessionary Fares to NCC (offset by reduction in Government Grant Settlement) offset by additional capital financing costs
Base Budget 2011/12 excluding income inflation	14,671,300	13,522,100	(1,149,200)	

3.3 **Budget Pressures and Efficiency Savings/Budget Reductions**

As Members are aware the economic downturn is continuing to place significant pressure on the Council's financial position in terms of reduced Government Grant Settlement, increased running costs and reduced income levels. Some improvement in income levels in some areas is reflected in the base budget for 2011/12 with further improvement anticipated over the term of the MTFP, but recovery to pre-economic downturn levels are not now expected within the same period.

Significant ongoing budget pressures include:

	2011/12 £
Employers National Insurance Increase of 1%	102,900
Employers Superannuation Increase of 0.6%	57,800
Casual Employee Holiday Pay Entitlement	40,000
CCTV Maintenance/Replacement	79,000
Increased Waste Disposal Costs/Refuse Bins/Reduced Recycling Credits	89,300
Increased Transport Costs	34,700
Reduced Income LGEM/Gedling Homes Contracts	34,300
Reduced Income Land Charges/Leisure and Community Centres/Car Parks/Street Cleansing	126,000
Reduced Planning Delivery Grant 2010/11 onward	100,100
Council Tax Benefit	17,000

In addition to the above, service demands arising from an increasing number of households and ageing population are anticipated in the MTFP to the value of £100,000 in 2013/14 rising to £600,000 in 2015/16.

In addition, a significant number of specific Government and other Local Authority grants, both revenue and capital, have been withdrawn or reduced. As a result the expenditure budgets relating to these grants have, in the main, been deleted leaving a net nil impact on the Council's budget but resulting in a reduction in service to the community. A full list of reduced grants is included at Appendix 2.

Areas of significant reduced costs include the ongoing impact of the reduced 2010/11 pay award totalling £49,100 in 2011/12 and the transfer of Concessionary Fares to Notts County Council reducing the budget by

£1,229,000, however this is fully offset by reduced Government Revenue Support Grant.

In order to mitigate the reduction in Government Grant and increasing costs, the base budget and MTFP include efficiency savings in terms of cash limited supplies and services budgets of approx £95,000 per annum, other major cashable efficiency gains totalling £411,900, and other major budget reductions totalling £534,500, as detailed in the table below:

	2011/12 £	Note
<u>Efficiency</u>		
Senior Management Restructure/Secretariat	(82,700)	Full year effect £185,700
Gedling Transformation Programme	(100,000)	A further £39,000 savings are expected in 2012/13
Staff Terms and Conditions	(61,000)	Full year effect £92,500
Direct Services Restructure	(60,500)	
Gas/Electricity Procurement	(90,400)	
Debtors System Efficiency	(11,000)	
Landscape Tool Procurement	(10,300)	
Total Efficiency	(411,900)	
<u>Other Budget Reductions</u>		
Closure of Balmoral Hostel	(21,400)	
Closure of Creche	(53,000)	
Reduced Contribution to Country Parks	(40,000)	
Rent Allowances	(86,500)	
Impact of Capital Programme Reductions	(120,000)	Full Year Effect £244,000
Additional Income DNA/Garden Waste	(143,600)	
Reduced Revenue Maintenance	(70,000)	
Total Budget Reductions	(534,500)	

In addition, payroll reductions of £345,000 provided in the 2010/11 base budget continue to be included in the 2011/12 base budget. These payroll reductions were previously anticipated to be temporary with reinstatement assumed in line with the economic recovery but as a result of the significant reduction in Government Grant Settlement these have now been included in the MTFP as ongoing reductions.

3.4 **Review of Balance Sheet Reserves and Provisions**

Reserves and Provisions on the balance sheet have been reviewed to ensure appropriate levels of funds are retained for specific future purposes and risks. As a result the following amounts will be released to the General Fund Balance to support the base budget over the medium term:

Reclassification of Insurance Fund	£260,000
Reclassification of Concessionary Fares Reserve	£200,000
Use of Fleming Case VAT Reimbursement	£600,000
Collection Fund Surplus	£15,000
Removal of annual insurance and bad debts provision contributions	£17,000
Total	£1,092,000

3.5 **Income Inflation**

The base budget at paragraph 3.2 excludes income inflation. The MTFP includes income inflation at 2.5% on discretionary income (excluding leisure DNA), which equates to £83,600, and the increase per Portfolio is shown in the table below. Each additional 1% increase will raise a further £33,400 and increases at 3% are also shown.

It is suggested that the Portfolio Holder agrees individual charges with the relevant Head of Service, with discretion to vary the % increase, as long as the overall cash amount for that Portfolio is raised. The Leisure Portfolio Holder has approved a 2.5% increase for Leisure (excluding DNA) which has been applied with effect from 1 January 2011 to coincide with the Government increase in VAT.

Portfolio	Discretionary Income £	1% increase £	2.5% increase £	3% increase £
Leader	(6,100)	(100)	(200)	(200)
Safe & Sustainable Neighbourhoods	(158,800)	(1,600)	(4,000)	(4,800)
Development & Enterprise	(120,200)	(1,200)	(3,000)	(3,600)
Direct Services	(823,000)	(8,200)	(20,600)	(24,700)
Leisure & Wellbeing	(1,916,700)	(19,200)	(47,900)	(57,500)
Finance	(315,000)	(3,100)	(7,900)	(9,400)
Total	(3,339,800)	(33,400)	(83,600)	(100,200)

In addition to the above income inflation, Planning Application Fees have been inflated by 10% in the base budget. Planning Fees have previously been statutorily set by Government with inflation increases being applied every fourth year, which is represented by the 10% increase in base in 2011/12. However, the Government are proposing to de-regulate the fee setting for Planning Applications and enable local authorities to set their own fees which more accurately reflect the actual cost of providing the service. Therefore the basis of fee setting is currently being reviewed and there is potential for further income to be generated.

3.6 **Resource Developments 2011/12**

Following discussions with the Leader the Resource Developments detailed below are recommended to Cabinet for approval.

Revenue Resource Developments 2011/12

In light of the overall financial position and the need to reduce net revenue expenditure significantly in order to achieve a balanced budget over time, there is only one Revenue Resource Development included in the budget proposal for 2011/12, and the MTFP, at paragraph 4 below, assumes no future ongoing revenue development bids.

During 2010/11, Policy and Resources Committee established a temporary post of Economic Development Officer, for a two year period, to be funded from the existing budgets for the Arnold Town Master Plan and the Greater Nottingham Partnership. It was proposed that the post be reviewed before the end of the two year period to determine if the post should be permanently established and this review will be completed during 2011/12. The MTFP assumes establishment of a budget of £45,000 on a permanent basis with effect from 2012/13 subject to the outcome of the review.

Capital Resource Developments 2011/12

As detailed in paragraph 1 above, the proposed capital programme incorporates plans for a replacement leisure facility to facilitate the wider development of Arnold Town Centre as detailed in the table below. An initial feasibility study has been undertaken and the business case for a replacement leisure facility has been assessed as affordable, being mainly funded from grant, sale of assets, existing running costs and savings in the longer term investment that would be required in existing facilities if they continued unchanged. The funding of the scheme consists of Growth Point Grant £950,000 secured specifically for this project; Capital Receipts of £1.2 million which are expected to be generated from sale of Council owned sites; and the remainder will be financed by prudential borrowing which has been assessed as affordable within the business case. A further report containing detailed proposals will be submitted to Members in due course.

DESCRIPTION	2011/12 Capital Budget	2012/13 Capital Budget	2013/14 Capital Budget	Total
	£	£	£	£
Replacement Leisure Facility	1,125,000	5,480,000	3,470,000	10,075,000

There are no other capital resource developments for 2011/12.

3.7 Capital Programme and Financing 2010/11-2014/15

Sources of finance for the capital programme are under increasing pressure with the withdrawal of Government Grants and fewer general capital receipts being available. As a result there is now an increasing reliance on prudential borrowing to fund capital projects which has to be financed by revenue contributions to repay the principal and interest.

As the revenue budget is under significant pressure as a result of the reduced Revenue Support Grant Settlement the level of affordable borrowing is now restricted. Therefore, reductions have been made to some of the ongoing budget items within the capital programme including:

- Asset Management Fund reduced from £200,000 to £150,000 pa;
- Future Development Bids and Equipment Replacements, both reduced from £150,000 to £100,000 pa;
- Parish Capital Aid deletion of annual budget £57,100.

External funding continues to be important in the funding of capital expenditure. Grants and Contributions for 2011/12 are expected to be £1,277,000. This includes a grant from Growth Point of £950,000, in respect of the Arnold Town Master Plan Replacement Leisure Facility Scheme, and Disabled Facilities Grant of £327,000 which is expected to continue at a similar level from 2012/13 onwards.

Where specific grants have been withdrawn, namely the Regional Housing Board monies of £505,000 for Private Sector Improvement Grants, the corresponding capital budget has been deleted.

The MTFP, at paragraph 4 below, incorporates the full revenue effects of the proposed capital programme attached at Appendix 3. The proposed programme includes the development item of Replacement Leisure Facility, replacement equipment and vehicles and ongoing budgets e.g. Private Sector Improvement Grants and Asset Management Fund which is used to maintain the Council's assets to a safe and usable standard. Appendix 3 also identifies the borrowing and capital receipt generation required to balance the financing of the future programme.

The level of borrowing included in the estimates is an average of £1.2 million per annum over the 5 year planning cycle of the MTFP and in addition a further £7.9m is required to finance the Replacement Leisure Facility between 2011/12-2013/14. This level of borrowing has been assessed in accordance with the Prudential Code and is judged to be within prudent limits and affordable in terms of revenue consequences of the borrowing, i.e. interest and set aside of principal, subject to a balanced revenue budget being achieved as detailed in paragraph 4 below. A report on the Prudential Code Indicators appears elsewhere on this agenda with a recommendation for referral to Council for approval in February 2011.

Public Realms Works

There are capital resources available for Public Realms Works, £550,000 pa plus inflation, for five years, which were negotiated as part of the LSVT of housing stock. The total budget for 2011/12 is expected to be in the region of £600,000 but the precise figure will not be available until the April 2011 RPI is known. Proposals for the Public Realms Works are currently under negotiation with Gedling Homes and will be reported to Cabinet in February. Public Realms Works will be procured by Gedling Homes for the benefit of the community and the capital costs do not feature directly in the Council's budgets.

4. MEDIUM TERM FINANCIAL PLAN SUMMARY 2011/12 – 2015/16

4.1 The table below presents the latest MTFP and incorporates income inflation (excluding DNA) assumed at 2.5%, Council Tax increase assumed at 0% 2011/12 (govt grant equivalent to a 2.5% increase will be available to fund a freeze in 2011/12 as detailed in para 3.1), and the impact of budget pressures, efficiency savings and resource developments as detailed in paragraphs 3.3-3.6 above.

4.2 The projected level of General Fund balance is also given, together with the minimum “desirable” balance based on 7.5% of total expenditure. It can be seen that on the current assumptions significant sums will be required to be transferred from balances each year, leaving the General Fund balance to be below the minimum level from 2014/15.

	2011/12 £	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Projected Budget assuming 2.5% income inflation	13,438,700	13,369,500	13,832,500	14,721,200	15,165,100
Use of Balances in above	(674,100)	(901,000)	(889,600)	(1,573,300)	(1,419,900)
Projected year-end GF Balances	4,020,600	3,119,600	2,230,000	656,700	(763,200)
Minimum Balance	1,007,900	1,002,700	1,037,400	1,104,100	1,137,400
(Surplus)/Deficit	(3,012,700)	(2,116,900)	(1,192,600)	447,400	1,900,600

4.3 The table above shows that, unless corrective action is taken, there would be a general trend of using General Fund balances to support ongoing expenditure. This is not a sustainable position, and would be the result of an imbalance between day-to-day income and expenditure. This imbalance can only be resolved by one or more of the following actions:

- Generating further efficiency savings which result in actual budget reductions
- Adjustment to Service Provision
- Increasing Council Tax by more than 2.5%
- Introducing new fees and charges
- Increasing fees and charges above 2.5%

Some specific ideas for resolving the budget imbalance are detailed at paragraph 4.4 below for consideration.

4.4 Budget Reduction Proposals

In order to achieve a sustainable budget position in the future it will be necessary to secure further budget reductions/efficiencies in excess of £350,000 per annum, over and above those already included in the base budget, as detailed in paragraph 3.2 above.

A list of possibilities for budget reductions, having regard to minimising the impact on service delivery, is detailed below for Members' consideration.

Proposed Budget Reductions

	2011/12 £	Note
Reduce Parish Aid in line with reduced Revenue Support Grant	(27,400)	Rising to £56,200 by 2014/15
Reduce Voluntary Grants	(66,100)	
Reduction in Uncommitted Community Funds	(62,100)	
Public Convenience Closures	(36,800)	
Reduce Number of Park Attendants	(41,300)	
Alternative Pattern of Cemetery Gates Closures	(31,900)	
Remove Additional Highways Grass Cut	(20,000)	
Rationalisation of Gym Provision	(14,000)	
Reduce Number of Cabinet Members	(6,700)	
TOTAL	(306,300)	

Members may wish to consider further reductions to enable investment in priority areas.

5. PERFORMANCE INDICATORS AND WIDER PERFORMANCE MATTERS

Following the completion in 2009 of a fundamental review of its performance management arrangements, including the bringing on line of the new Covalent performance management system, further changes to service planning have been introduced this year to bring in a greater degree of involvement of Section Heads in the development of Service Plans.

Service Planning continues to be built around the five Community Strategy priority themes and the Council's Operational Vision and Strategy to be a top performing council. Further consideration has been given to the range of objectives set out beneath each priority theme, taking into account evidence from public consultation, the State of the Borough review and the Coalition Government's priorities for local authorities.

As a result, objectives for each priority theme have been revised, and a copy of the proposed objectives for 2011/12 is attached for members' consideration at Appendix 4. Within these, and taking into account public views, State of the Borough evidence and Coalition expectations, it is felt that particular emphasis should be placed on: -

- Using the Council's powers to stimulate the local economy
- Protecting the most vulnerable people in society
- Protecting core front-line services
- Continued emphasis on efficiencies, including "spend to save" where appropriate

As previously, these objectives form the top of a "golden thread" against which Priority Actions and Performance Measures will be proposed, cascading to department, section and individual level plans. Once these actions and measures are agreed, progress towards them will be managed through the Covalent system.

A draft list of Priority Actions is included under each proposed objective at Appendix 4. The aim is for a finalised list of these actions to be presented for consideration by Cabinet in February as part of the overall Council Plan.

It had been hoped to include a draft list of performance measures to be considered at this time, but at the time of writing we were still awaiting confirmation of new government reporting requirements of local authorities, following ending of the national performance indicator regime. These new requirements will impact significantly on the data gathered by the Council and included in the Council Plan, so it is felt to be prudent to await confirmation on these issues from the government before confirming a way forward. In the meantime, managers are giving consideration to possible future key performance indicators, where appropriate retaining locally relevant former national indicators, and the views of Performance Review Scrutiny Committee have also been sought on this matter. It is most likely that a revised list of performance indicators for Gedling Borough Council, incorporating any national requirements, will be presented to Cabinet for consideration later in 2011, with proposed targets.

6. RECOMMENDATION

Cabinet are requested to:

- (a) Approve the above budget information for forwarding to Policy Review Scrutiny Committee for consultation.
- (b) Approve a 2.5% income inflation increase for the individual portfolios as shown in the table at paragraph 3.5.
- (c) Comment on other aspects of the budget and service plan as appropriate.

MAJOR PRICE INDICES - BASE BUDGET ASSUMPTIONS 2011/12-2015/16

		2011/12	2012/13	2013/14	2014/15	2015/16
Budget Head		Inflation Rates Per Annum				
Pay Award	%	0	2.25	3.25	3.75	2
	£	0	295,200	436,000	519,500	287,400
Superannuation Actuarial Increase	%	0.6	0	0	0	0
	£	57,800	0	0	0	0
NNDR	%	4.6	2.5	2.5	2.5	2.5
	£	19,700	11,200	11,500	11,800	12,100
Gas/Electricity	%	-(20-25)	0	0	0	0
	£	-90,400	0	0	0	0
General Supplies and Services/ Insurance	%	0	0	0	0	0
	£	0	0	0	0	0
Income	%	2.5	2.9	4.9	4.9	4.9
	£	-83,600	-99,300	-172,600	-181,100	-190,000

Appendix 2

Impact of Grant Reductions 2011/12

Revenue	£
Loss of Safer and Stronger Communities Grant	103,900
Payments relating to SSCF projects no longer made by GBC	(103,900)
Loss of NCC grant for Crime Analyst Post	14,000
Cease payment to NCC Police Analyst Post	(14,000)
Loss of Notts Police contribution towards to the Neighbourhoods and Crime Manager	6,000
Loss of PCT grant	4,200
Healthy Communities Officer post ending November 2011	(4,200)
Loss of CIF grant	10,900
Volunteer and Club Dev Community Dev. P/T Sports Dev Officer posts	(10,900)
Loss of CCTV Grant	10,000
Reduction in External Contractors CCTV	(10,000)
Loss of Anti Social Behaviour Co-ordinator Grant	21,500
Reduction in Anti-Social Behaviour staffing/expenditure budget	(21,500)
Loss of Planning and Delivery Grant (wef 2010/11)	100,000
Capital	£
DEFRA (general financing to vehicle replacement, alternative financing now required)	31,000
Regional Housing Board Grant	505,000
Reduction in Private Sector Improvement Grants	(505,000)

Appendix 3 (i)

GENERAL FUND CAPITAL ESTIMATE 2011/12 - 2015/16

	2011/12 Inc Slippage	2012/13	2013/14	2014/15	2015/16
	£	£	£	£	£
<u>ESTIMATED PROGRAMME</u>					
Ongoing Schemes	593,000	593,000	593,000	593,000	593,000
ATMP - Replacement Leisure Centre	1,125,000	5,480,000	3,470,000	-	-
Replacement Vehicles	684,000	759,000	672,000	750,000	752,000
Replacement Equipment	85,400	100,000	100,000	100,000	100,000
Asset Management Fund	150,000	150,000	150,000	150,000	150,000
Future Resource Development Bids	-	100,000	100,000	100,000	100,000
Acquisition of Cemetery Land	-	350,000	-	-	-
Slippage 09/10 Document Management	25,000				
Slippage 10/11 Document Management	14,500				
TOTAL EXPENDITURE	2,676,900	7,532,000	5,085,000	1,693,000	1,695,000
<u>ESTIMATED FINANCING AVAILABLE</u>					
Usable Capital Receipts B/fwd	(250,000)	-	-	-	-
In year usable receipts	(141,000)	(134,000)	(1,356,000)	(158,000)	(160,000)
Borrowing/Leasing	(833,900)	(1,591,000)	(1,132,000)	(1,208,000)	(1,208,000)
Borrowing- Leisure Centre	(175,000)	(5,480,000)	(2,270,000)		
<u>Grants & Contributions</u>					
SCG for DFG	(327,000)	(327,000)	(327,000)	(327,000)	(327,000)
RHB - Renewal Grants	-	-	-	-	-
Growth Point Grant	(950,000)				
TOTAL AVAILABLE FINANCING	(2,676,900)	(7,532,000)	(5,085,000)	(1,693,000)	(1,695,000)

DRAFT CAPITAL PROGRAMME 2011/12 - 2013/14

SCHEME DESCRIPTION	Ref	CAPITAL BUDGET REQUIREMENT		
		2011/12	2012/13	2013/14
		£	£	£
<u>DIRECT SERVICES</u>				
Safety Surface Renewal	Ongoing	26,000	26,000	26,000
Sub-Total Direct Services		26,000	26,000	26,000
<u>Vehicle Replacement</u>				
Replace Toyota Dyna 3way Tipper		32,000		
Replace Shibura 364 Rotary Mower		16,000		
Replace Toyota Dyna 3way Tipper		30,000		
Replace Shredder		18,000		
Replace Dennis Rigid Narrow		155,000		
Replace Seddon Atkinson Rigid		170,000		
Replace Seddon Atkinson Garden Waste		155,000		
Replace Schmidt Sweeper		64,000		
Replace Ford Ranger		9,000		
Replace Ford Ranger		9,000		
Replace Applied Sweeper 1		13,000		
Replace Applied Sweeper 2		13,000		
Future Vehicle Replacements			759,000	672,000
Sub-total Replacement Vehicles		684,000	759,000	672,000
Total Direct Services		710,000	785,000	698,000
<u>LEISURE SERVICES</u>				
Cemetery Land Purchase		0	350,000	0
Replace Spinning Bikes		48,000	0	0
Replace Gym Equipment		37,400	0	0
Replacement Leisure Centre		1,125,000	5,480,000	3,470,000
Total Leisure Services		1,210,400	5,830,000	3,470,000
<u>PLANNING AND ENVIRONMENT</u>				
Total Planning and Environment		0	0	0
<u>CORPORATE SERVICES</u>				
Asset Management Fund	Ongoing	150,000	150,000	150,000
EDRMS System	Slippage 10/11	39,500	0	0
Total Corporate Services		189,500	150,000	150,000
<u>HOUSING GENERAL FUND</u>				
Private Sector Improvement Grants	Ongoing	567,000	567,000	567,000
Total Housing General Fund		567,000	567,000	567,000
Future Equipment Replacement		0	100,000	100,000
Future Service Development Bids		0	100,000	100,000
TOTAL CAPITAL PROGRAMME		2,676,900	7,532,000	5,085,000

Draft Council Plan 2011/12
Council Plan Theme: A place of safe and strong communities

<p>Objective Reduce anti-social behaviour and fear of crime</p>	<p>Objective Reduce levels of deprivation amongst vulnerable groups and within 'priority' neighbourhoods</p>
<p>Priority Actions</p> <ul style="list-style-type: none"> • Target resources into areas of most need as informed by South Nottinghamshire performance figures and partnership tasking meetings • Reduce incidents of fly tipping, graffiti and littering through education and enforcement • Develop planned programme of youth diversionary activities • Minimise incidents of benefit fraud • Continue to support South Nottinghamshire Community Safety Partnership and contribute to the implementation of agreed action plans 	<p>Priority Actions</p> <ul style="list-style-type: none"> • Improve take up of Housing Benefits • Improve benefit processing times • Implement regeneration plans for Killisick, Netherfield etc • Explore, and if appropriate, progress physical regeneration in Newstead Village

Council Plan Theme: A place where people are treated fairly and have the opportunity to get involved

<p>Objective Increase citizen participation by giving people more say, choice and ownership of local facilities and services</p>	<p>Objective Increase the support to, and profile of, elected members</p>
<p>Priority Actions</p> <ul style="list-style-type: none"> • Review and address the implications of the Localism Bill • Continue to strengthen and develop links with and between Parish Councils • Review with community groups ownership and management of Community Centres • Explore needs of older population to help shape future service delivery • Implement Choice Based Lettings • Explore means of improving engagement and communication with young people • Seek public views on priorities to inform future budget and service planning 	<p>Priority Actions</p> <ul style="list-style-type: none"> • Manage election and post election process, including Members' Induction • Implement Member Charter Action Plan

Council Plan Theme: A place where we can take care of our environment

<p>Objective Maintain and where possible improve the high quality and appearance of public land and buildings</p>	<p>Objective Reduce residual waste and encourage recycling</p>	<p>Objective Enhance and protect the local environment through the promotion of sustainable development and good design</p>	<p>Objective Reduce the Council's carbon footprint and energy usage and influence others to do the same</p>
<p>Priority Actions</p> <ul style="list-style-type: none"> • Encourage and promote personal responsibility for the quality of the environment through enforcement and education activity • Develop opportunities for public art in the borough • Develop and manage Public Realm Works improvement programme with Gedling Homes • Implement public toilet rationalisation and improvement plan 	<p>Priority Actions</p> <ul style="list-style-type: none"> • Encourage and improve participation in existing recycling schemes • Explore opportunities to recycle a wider range of materials 	<p>Priority Actions</p> <ul style="list-style-type: none"> • Progress the Local Development Framework including Core Strategy • Undertake feasibility into future availability of cemetery land • Progress development of the former Gedling Colliery/Chase Farm site • Implement a 'development management' approach to all major proposals 	<p>Priority Actions</p> <ul style="list-style-type: none"> • Manage delivery of Energy Policy and Action Plan • Continue partnership arrangement with 'Green Energy Doctor' to install energy saving measures in houses • Explore and implement procurement of more energy efficient vehicles

Council Plan Theme: A place where people can lead a healthy and active lifestyle

Objective Increase participation in leisure and culture	Objective Secure improved health outcomes for local residents	Objective Provide more homes of a suitable type and tenure to meet local aspirations and demand	Objective Improve the quality of housing and minimise the incidence of homelessness in the borough
<p>Priority Actions</p> <ul style="list-style-type: none"> • Co-ordinate delivery of Changing Lifestyles Action Plan focusing on priority neighbourhoods • Deliver a diverse range of events, encouraging local organisations to participate in stage performances and community activities provided at the Arnold Carnival and Gedling Show • Develop sports coaches in the borough through the scholarship scheme 	<p>Priority Actions</p> <ul style="list-style-type: none"> • Develop a productive relationship with the emerging GP consortium • Work with health colleagues to seize opportunities for health improvement arising from NHS reforms • Deliver health actions plans within Netherfield and Killisick wards 	<p>Priority Actions</p> <ul style="list-style-type: none"> • Agree and manage delivery of Gedling Local Investment Agreement and contribute to review of Nottingham Housing Market Area Local Investment Plan • Derive a robust and justifiable housing needs requirement for Gedling Borough to feed into Core Strategy • Evaluate the role and use of commuted sums for the funding of affordable housing • Implement Housing Strategy Action Plan 	<p>Priority Actions</p> <ul style="list-style-type: none"> • Deliver domestic abuse reduction strategy in partnership with the South Nottinghamshire Community Partnership • Maximise spend on Disabled Facilities Grant adaptations to allow residents to stay in their own homes • Access funding to implement initiatives to prevent homelessness

Council Plan Theme: A place that contributes to a vibrant and prosperous Greater Nottingham

Objective Strengthen town and neighbourhood shopping centres	Objective Grow new local businesses and develop existing ones	Objective Improve local skills levels
<p>Priority Actions</p> <ul style="list-style-type: none"> • Progress proposals to re-develop Arnold Town Centre • Design and implement measures to reduce business crime • Review current health of shopping centres and deliver agreed improvement plan • Improve visibility of street cleaning service in town centres 	<p>Priority Actions</p> <ul style="list-style-type: none"> • Improve take up of Small Business Rate Relief • Support local businesses through the Creative Greenhouse network • Promote and support self employment • Co-ordinate and encourage local business training, seminars and networking events tailored to meet needs of local business 	<p>Priority Actions</p> <ul style="list-style-type: none"> • Manage and co-ordinate Future Jobs Fund contract • Explore the opportunities for improving skills by supporting and developing volunteers • Review and assess local skills levels against current and future business/market needs • Strengthen school/business links through work placements, mentoring, job-shadowing programmes

Operational vision and strategy: Gedling as a top performing Council

Objective Maintain service quality and staff morale in the face of budget reductions	Objective Increase value for money and communicate this to customers	Objective Improve the customer experience of dealing with the Council
Priority Actions <ul style="list-style-type: none"> • Review and where necessary improve staff communication and engagement activity • Improve cross departmental working • Review results of Best Council Staff survey and develop action plan • Review Absence Management Policies and Procedures 	Priority Actions <ul style="list-style-type: none"> • Progress implementation of Fast4ward • Review and introduce new performance management framework to reflect Council's performance needs and any new Government requirements • Review charging policies • Review current organisational arrangements to achieve reductions in management costs • Explore and exploit joint procurement/service delivery opportunities where these serve the best interests of Gedling 	Priority Actions <ul style="list-style-type: none"> • Review Council's Emergency Plan • Improve the Council's website • Implement the requirements of the Equality Act • Improve understanding of customer needs through a more coordinated approach to gathering and use of customer feedback • Review payment methods for council services • Explore new ways for communication and promotion of services to customers • Increase the number of services that can be delivered on line through channel migration