



Report to: Cabinet

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

Date: 12 January 2012

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 2012/13 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 financial pressures that the authority continues to face following the downturn in the economy and the announcement of a much reduced Government Grant Settlement in the 2010 Comprehensive spending review make this another very challenging budget round. As the Council relies heavily on central funding to deliver its services any funding reductions require the Council to make budget cuts and efficiencies to deliver a balanced budget in the medium term. This may make it more difficult for the Council to develop a Council Plan that demonstrates progress towards priorities. There is limited potential for growth in the immediate revenue budget with new budget pressures needing to be met from other budget savings and reductions.

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 2012/13 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. It contains the specific requirement for the Executive to present, in each financial year, a draft Budget and Performance Plan to the Policy Review Scrutiny Committee for comment.

This report ensures these requirements have been met for the 2012/13 budget process.

3. GENERAL FUND BUDGET 2012/13

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 2011

The Local Government Finance Settlement determines how much grant Central Government will give to each local authority in England in 2012/13.

The Provisional settlement figure for 2012/13 was announced on 8 December and totals £6,274,297 for 2012/13. This amount is in line with the provisional settlement announced in February 2011, as part of the 2010 Spending Review, and includes the Council Tax Freeze grant of £138,901 which will be received for a period of 4 years to finance the Council Tax freeze implemented in 2011/12. The settlement figure, excluding Council Tax Freeze grant, of £6,135,396 represents a cash reduction of £818,200 or 11.8% from the 2011/12 grant figure. The consultation period on the settlement closes on 16 January 2012.

The Government have announced that further funds of £675m will be available to local authorities which freeze council tax for a further year in 2012/13. Councils that do so will get a grant equivalent to raising their council tax by 2.5% which equates to approximately £140,000 for Gedling. However, this funding will only be available for one year and not the four years funding provided for the 2011/12 council tax freeze.

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 disproportionate reduction in funding, 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 totalling £83,592. Without this protection the total grant reduction in 2012/13 would have been 13.0%.

New Homes Bonus

During 2011/12 Central Government introduced the 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.

In total the Government allocated £425m to New Homes Bonus funding. The 2012/13 provisional allocations indicate that the New Homes Bonus scheme has been more successful than anticipated and has exceeded initial budget estimates by £6m, with £431m being allocated over 2011/12 and 2012/13. The additional £6m will be recouped from local government resource in 2013/14. There is no indication that there will be any further new monies available for future New Homes Bonus and it is anticipated that future allocations will be made from within the overall existing resource pot i.e. future increases in New Homes Bonus may be offset by reductions in the general government grant settlement.

Gedling has been awarded £409,600 for 2012/13 which is in addition to the £339,800 awarded for 2011/12, giving a total cumulative New Homes bonus of £749,400. As the future funding of New Homes Bonus is unclear, the MTFP assumes only small future increases in grant after 2012/13, to represent improvements in performance relative to the achievements of other local authorities, which may provide minor increases in the share of the pot.

The receipt of the New Homes Bonus has enabled the Council to respond to local priorities by investing in its Economic Development activities through the introduction of free town centre car parking, protection of Arnold leisure centre and theatre facilities and the establishment of an increased and permanent staffing resource for general economic development work.

Council Tax Increase Referendum Trigger

The Localism Act 2011 gives powers to the local community to either endorse or veto Council Tax rises that are above a limit which is to be set annually by the House of Commons. If a local authority decides to implement a council tax increase above the government set limit this will trigger a referendum so that local voters can either support or reject the proposed rise. For 2012/13 the limit has been set at **3.5%**. Any Council which sets an increase greater than 3.5% and does not get support from the electorate via the referendum will have to revert to a council tax level that is compliant.

Previously, central government had the power to 'cap' council tax rises. If Ministers thought that local authorities were increasing taxes excessively they could stop them from doing so.

3.2 Base Budget 2012/13

In developing a budget proposal, assumptions on the core budget have to be made and the various assumptions in respect of inflation 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 2012/13 is £13,360,600, see table below.

Portfolio	Original Budget 2011/12 £	Base Budget 2012/13 £	Variance £	Major Reason for Variance
Community & Employee Relations	1,060,200	1,100,500	40,300	Superfast Broadband scheme offset by management restructure savings
Health & Wellbeing	1,472,400	1,399,300	(73,100)	Management restructure savings and additional licensing income
Communication & Public Protection	922,100	875,700	(46,400)	Reduced depreciation charges.
Economic & Strategic Development	923,800	1,057,200	133,400	Additional management restructure costs, Economic Development Officer and reduced Planning, Land charges and Building Control income.
Environment & Sustainability	5,162,200	5,109,800	(52,400)	Removal of summer waste collection, saving on management restructure, additional Trade Waste and Garden Waste income offset by reduced Car Park Income.
Leisure & Culture	2,315,700	2,372,400	56,700	Increases in Utilities and reduced income offset by management restructure savings.
Finance and Performance	1,367,500	1,445,700	78,200	Reduced Housing Benefit Grants and depreciation recharges, additional costs of management restructure, offset reduced Election costs and inflation budget.
Base Budget 2012/13 excluding income inflation	13,223,900	13,360,600	136,700	

The above Portfolio totals are subject to change following the final allocations of management restructure impact and central support.

3.3 Budget Pressures/Growth 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 which are reflected in the base budget. Further declines are expected in planning, land charges, building control and leisure income. Recovery of income to pre-economic downturn levels are not now expected within the period of the MTFP.

Significant ongoing budget pressures/growth includes:

REVENUE BUDGET PRESSURES

	2012/13 £
Inflation (Pay; Utilities; Fuel; One offs)	230,200
Increased Transport Costs (parts; tyres; ageing vehicles)	40,100
Increased Homelessness Bed and Breakfast costs	17,000
Additional Borrowing costs re approved capital programme	85,400
Reduced income – car parks	317,700
Reduce Income – other	209,500
Reduced Government Grants (Housing Benefit Admin/Anti Social Behaviour)	102,700
Building Control Fee Earning Account Deficit (subject to change following management restructure and central support allocations)	42,500
Other minor variances (net)	37,600
TOTAL PRESSURES	1,057,700

REVENUE BUDGET GROWTH

	2012/13
Establishment of Sustainability Officer Post	30,900
Permanent Establishment of Economic Development Officer Post	37,800
Local Apprentice Scheme	18,200
Election Support (Bid)	22,400
Teenage and Floating Tenancy Support (Bid)	22,000
Superfast Broadband (one off cost 2012/13)	90,000
Community Infrastructure Levy Admin (cost to be funded from future developer contributions)	25,000
TOTAL GROWTH	246,300

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 2014/15 rising to £300,000 in 2016/17.

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 £311,700 2012/13, and other major budget reductions totalling £855,600, as detailed in the table below:

	2012/13 £	Note
<u>Efficiency</u>		
Senior Management Restructure	(118,300)	Gross saving before frozen post £156,900 rising to £160,300 by 2016/17.
Gedling Transformation Programme	(38,300)	
Insurance Contract Procurement	(63,500)	
Printing and Phone Procurement	(21,000)	
Mapping Service Contract	(10,000)	
Online Legal Resources	(10,000)	
Replace Fuel Tanks	(10,500)	
Electric Vehicle Acquisition	(5,500)	
Financial Services Restructure	(14,300)	
Housing Benefit Risk Based Verification	(9,300)	
Mobile Radio Removal	(11,000)	
Cash Office Self Service Kiosk		(£29,500) Effective from 2013/14
Total Efficiency	(311,700)	(total £341,200 from 2013/14)
<u>Other Budget Reductions</u>		
Employers National Insurance	(150,000)	

	2012/13 £	Note
Thresholds		
Removal of Summer Waste Collection	(149,300)	
Planned Parish Aid reduction in line with Govt Grant Settlement	(20,000)	
Additional Income Planning Pre-application advice and questionnaires	(16,500)	
Supplies Inflation Provision 2011/12 deleted	(90,000)	
Medical Waste reclassification	(14,000)	
Housing Benefit Overpayment Recoveries	(34,100)	
Additional Income Garden Waste	(57,700)	
Additional Trade Waste Income Inflation	(38,300)	
Other Income increases – Hackney Carriage/Investment Interest	(31,700)	
Removal of Election Budget	(149,300)	No District Election 2012/13
Removal of 2011/12 Mgt Restructure Redundancy/Salary Budgets	(104,700)	
Total Budget Reductions	(855,600)	

In addition, of the payroll reductions of £345,000 provided in the 2011/12 base budget, £301,900 have now been permanently deleted from the 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 Income Inflation

The base budget at paragraph 3.2 excludes general income inflation. The MTFP includes income inflation at 5% on discretionary income (excluding leisure DNA), which equates to £133,000, and the increase per Portfolio is

shown in the table below. Each additional 1% increase will raise a further £26,600.

It is suggested that the Portfolio Holder agrees individual charges with the relevant Corporate Director, with discretion to vary the % increase, as long as the overall cash amount for that Portfolio is raised.

Portfolio	Discretionary Income £	1% increase £	5% increase £
Community & Employee Relations	(9,100)	(100)	(500)
Health and Wellbeing	(188,200)	(1,900)	(9,500)
Communication & Public Protection	(0)	(0)	(0)
Economic & Strategic Development	(123,300)	(1,200)	(6,000)
Environment & Sustainability	(523,100)	(5,200)	(26,000)
Leisure & Culture	(1,506,500)	(15,100)	(75,500)
Finance & Performance	(308,200)	(3,100)	(15,500)
Total	(2,658,400)	(26,600)	(133,000)

In addition to the above income inflation, the Trade Waste and Recycling income has been inflated at an average of 7.9% equating to £38,300 per annum, with effect from 1 January 2012, as approved by the Portfolio Holder for Environment and Sustainability. This amount is included in the base budget at paragraph 3.2.

Planning Fees have previously been statutorily set by Government with inflation increases being applied every fourth year with the last increase being April 2008. 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. It was anticipated that the appropriate legislation would have been passed to enable local fee setting during 2011/12, however this has not yet happened and there remains a lot of uncertainty around the implementation date. The base budget for 2012/13 assumes no fee increases but as soon as legislation allows, the basis of fee setting will be reviewed and there is potential for further income to be generated.

3.5 **Resource Developments 2012/13**

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

Revenue Resource Developments 2012/13

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 are only two Revenue Resource Development included in the budget proposal for 2012/13, and the MTFP, at paragraph 4 below, assumes no future ongoing revenue development bids. The schemes proposed are those scoring 25 points and above using the Council's approved methodology. For completeness the full set of Development Bids as scored using the Council's agreed methodology are shown at Appendix 2.

General Fund Revenue Resource Development 2012/13 (above 25 points)

DESCRIPTION	2012/13 Net Revenue Bid	2013/14 Net Revenue Bid	2014/15 Onward Net Revenue Bid	TOTAL SCORE
	£	£	£	
<u>Health and Wellbeing</u> Teenage and Floating Tenancy Support	22,000	22,000	22,000	30
<u>Finance and Performance</u> Election Support	22,400	23,300	24,100	26
Total	44,400	45,300	46,100	

3.6 **Capital Programme and Financing 2012/13-2016/17**

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, capital investment is mainly limited to the enhancement and replacement of existing fixed assets and efficiency/spend to save proposals which deliver revenue savings.

The proposed capital programme is detailed at Appendix 3 (i) and includes spend to save efficiency initiatives, the Local Authority Mortgage Scheme

(see below), replacement equipment/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.

Efficiency/Spend to Save Schemes included in the proposed budget are detailed in the table below:

DESCRIPTION	2012/13 Net Revenue Bid	Ongoing Annual Revenue Saving
	£	£
<u>Environment and Sustainability</u>		
Replace Fuel Tanks	35,000	(10,500)
Electric Vehicle (replace petrol)	42,000	(5,500)
<u>Community and Employee Relations</u>		
Cash Office Self Service Kiosk	32,900	(29,500)
Total	44,400	45,300

The capital programme includes a proposed budget of £1,000,000 for the Local Authority Mortgage Scheme (LAMS) which is being considered by Cabinet in an item elsewhere on this Agenda. The scheme provides a deposit guarantee for first time buyers who cannot raise the full deposit of 20-25% required by lenders in the current financial market. The scheme requires a sum of money to be placed with the lender, in this case £1,000,000, which will be financed by borrowing. During the 5 year term of the scheme interest will be earned on the amount deposited and at the end of term the money will be returned to repay the borrowing.

Appendix 3 (ii) also identifies the financing of the future programme including external grants, borrowing and capital receipt generation. External funding currently forms only a small part of financing of the capital programme with only Disabled Facilities Grant being anticipated in the medium term, at an estimated value of £353,000.

The level of borrowing included in the estimates is an average of £1.3 million per annum over the 5 year planning cycle of the MTFP. 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 2012.

Public Realm Works

There are capital resources available for Public Realm Works, £550,000 pa plus inflation, for five years, which were negotiated as part of the LSVT of housing stock.

The 2011/12 budget stands at £609,200. The focus of this year's works is on improving the appearance of the borough, and to achieve this, a series of works have been identified to resolve problems such as communal areas, car parks and garage sites. The scheme is also supporting local businesses through the shop front grant initiative and we have continued with the work programme initiative, helping people gain work experience to help them in their search for employment.

The total budget for 2012/13 is expected to be in the region of £640,000 but the precise figure will not be available until the April 2012 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 Realm 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 2012/13 – 2016/17

- 4.1 The table below presents the latest MTFP and incorporates and the impact of budget pressures, growth, efficiency savings and resource developments as detailed in paragraphs 3.3-3.5 above, and the revenue effects of the capital programme. It also incorporates the New Homes Bonus, Council Tax Freeze Grant re 2011/12, Income Inflation assumed at 5% and Council Tax increase assumed at 3.5% 2012/13 being the maximum allowed for District Councils without triggering a referendum. The Council Tax increases for MTFP purposes for future years remain at 2.9% as per previous assumptions.
- 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.

MTFP Summary 2012/13 to 2016/17

	2012/13 £	2013/14 £	2014/15 £	2015/16 £	2016/17 £
Net Projected Budget	12,339,300	12,305,500	12,418,300	12,886,300	13,046,100
Use of Balances in above	(419,000)	(386,900)	(688,900)	(786,600)	(564,300)
Projected year-end GF Balances	4,274,500	3,887,500	3,198,600	2,412,000	1,847,700
Minimum Balance	992,100	993,300	1,001,800	1,026,500	1,038,500
(Surplus)/Deficit	(3,282,400)	(2,894,200)	(2,196,800)	(1,385,500)	(809,200)
Council Tax Incr.	3.5%	2.9%	2.9%	2.9%	2.9%

4.3 The table above shows that there is sufficient in General Fund balances to maintain a balanced budget in the medium term. However, by year 5 a structural imbalance of £560,000 exists between the Council's projected expenditure and income. Unless further corrective action is taken, there would be an ongoing trend of using General Fund balances to support ongoing expenditure which is not a sustainable position. 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 future Council Tax by more than 2.9%
- Introducing new fees and charges
- Increasing fees and charges above 5%

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, over and above those already included in the base budget, as detailed in paragraph 3.2 above. Further work will be required in the medium term to develop specific ideas for resolving the budget imbalance.

One such budget reduction proposal for implementation in 2012/13, is the phased withdrawal of **Parish Revenue Aid** (reduced by 50% year 1 and 100% year 2) to be replaced with a **Community Fund** to be established

via an increase in the Members Pot budget. This proposal is estimated to generate a saving of **£51,200** in addition to the £20,000 planned reduction to Parish Revenue Aid in line with the government grant settlement reductions.

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

5. PERFORMANCE INDICATORS AND WIDER PERFORMANCE MATTERS

The combination of the relaxation of previous prescriptive approaches to performance management from central government, the change of political control at Gedling and the Council's newly adopted management arrangements have together offered the opportunity to fundamentally reassess the Council's approach to strategic performance management.

The new approach being adopted is based on the revised Vision and Priorities agreed by Council in October and underpinned by revised Values governing how the Council works.

Objectives have been developed for each of the Priorities and these are attached for consideration at Appendix 4.

In addition, full Service Plans are being developed by Service Managers, with guidance from Corporate Directors. These will form the performance elements of the Council Plan, for Council consideration and adoption in March.

6. RECOMMENDATION

Cabinet are requested to:

- (a) Approve the above budget information for forwarding to Policy Review Scrutiny Committee for consultation;
- (b) Approve a 5% income inflation increase for the individual portfolios as shown in the table at paragraph 3.4;
- (c) Agree that Parish Aid be reduced by 50% for 2012/13 and removed completely in 2013/14;
- (d) Comment on other aspects of the budget and service plan as appropriate.

MTFP MAJOR PRICE INDICES

Budget Head		2012/13	2013/14	2014/15	2015/16	2016/17
Pay Award	%	1	1	1	3	3
	£	127,900	128,300	129,600	392,800	404,500
Superannuation Actuarial Increase	%	0	0	0	0	0
	£	0	0	0	0	0
NDR	%	5	2.5	2.5	2.5	2.5
	£	20,800	10,900	11,200	11,400	11,800
Gas	%	8-23	5	5	5	5
	£	37,900	12,300	12,900	13,600	14,300
Electricity	%	4.5-12.75	5	5	5	5
	£	23,500	14,600	15,400	16,100	17,000
Water	%	6	5	5	5	5
	£	6,900	6,200	6,500	6,900	7,200
General Supplies and Services	%	0	0	0	0	0
	£	0	0	0	0	0
Income (including Trade Waste)	%	5-7.8	5	5	5	5
	£	-171,300	-165,700	-174,000	-182,800	-191,900
Income Leisure DNA	%	0	0	5	5	5
	£	0	0	-40,400	-42,400	-44,500

General Fund Revenue Resource Development 2012/13

DESCRIPTION	2012/13 Net Revenue Bid	2013/14 Net Revenue Bid	2014/15 Onward Net Revenue Bid	TOTAL SCORE
	£	£	£	
<u>Health and Wellbeing</u>				
Teenage and Floating Tenancy Support	22,000	22,000	22,000	30
Handy Person Scheme Contribution	10,000	10,000	10,000	20
Empty Homes Officer	27,800	27,800	27,800	22
<u>Economic and Strategic Development</u>				
Economic Development Assistant	28,700	28,700	28,700	18
Planning Officer	27,800	27,800	27,800	10
<u>Environment and Sustainability</u>				
Parks Administration Officer	7,000	7,000	7,000	0
<u>Finance and Performance</u>				
Election Support (individual electoral registration)	22,400	23,300	24,100	26
Total	145,700	146,600	147,400	

DRAFT CAPITAL PROGRAMME 2012/13 - 2014/15

SCHEME DESCRIPTION	Ref	CAPITAL BUDGET REQUIREMENT		
		2012/13	2013/14	2014/15
		£	£	£
<u>ENVIRONMENT AND SUSTAINABILITY</u>				
Safety Surface Renewal	Ongoing	26,000	26,000	26,000
Cemetery Land Purchase		360,000	0	0
Reinstate King George V	Slippage 11/12	34,300		
Salop Street	Slippage 11/12	65,000		
Replace Fuel Tanks	Efficiency Bid	35,000		
<u>Vehicle Replacement</u>				
Replace Ford Transit FP55CYL		32,000		
Replace Seddon Atkinson Rigid FJ55KAO		170,000		
Replace Seddon Atkinson Rigid FJ55KAK		160,000		
Replace Dennis Kerbsider VX05FVH		140,000		
Replace VK58JFY Kerbsider Body		35,000		
Replace Vauxhall Astra Van X221YAL	Efficiency Bid	42,000		
Replace Exhaust Fans in Workshop		10,000		
Replace Rover Freelander FD04FFB		17,000		
Applied Sweepers	Slipped 11/12	26,000		
Replacement Vehicles			792,000	839,000
Total Environment and Sustainability		1,152,300	818,000	865,000
<u>LEISURE AND CULTURE</u>				
Total Leisure and Culture		0	0	0
<u>ECONOMIC AND STRATEGIC DEVELOPMENT</u>				
Total Economic and Strategic Development		0	0	0
<u>FINANCE AND PERFORMANCE</u>				
Asset Management Fund		150,000	150,000	150,000
Local Authority Mortgage Scheme		1,000,000	0	0
Total Finance and Performance		1,150,000	150,000	150,000
<u>HEALTH AND WELLBEING</u>				
Disabled Facilities Grant		593,000	593,000	593,000
Total Health and Wellbeing		593,000	593,000	593,000
<u>COMMUNITY AND EMPLOYEE RELATIONS</u>				
Cash Office Self Service Kiosk	Efficiency Bid	32,900	0	0
Total Community and Employee Relations		32,900	0	0
<u>COMMUNICATION AND PUBLIC PROTECTION</u>				
Electronic Document Records Mgt System	Slipped 11/12	30,000	0	0
Total Communication and Public Protection		30,000	0	0
Future Equipment Replacement		0	100,000	100,000
Future Service Development Bids		0	100,000	100,000
TOTAL CAPITAL PROGRAMME		2,958,200	1,761,000	1,808,000

Appendix 3 (ii)

GENERAL FUND CAPITAL ESTIMATE 2012/13 - 2016/17

	2012/13 Inc Slippage	2013/14	2014/15	2015/16	2016/17
	£	£	£	£	£
<u>ESTIMATED PROGRAMME</u>					
Ongoing Schemes	619,000	619,000	619,000	619,000	619,000
Replacement Vehicles	590,000	792,000	839,000	809,000	600,000
Replacement Equipment	-	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
Local Authority Mortgage Scheme	1,000,000	-	-	-	-
Recommended Efficiency Bid 2012/13	109,900	-	-	-	-
Acquisition of Cemetery Land	360,000	-	-	-	-
Slippage from 2011/12	129,300	-	-	-	-
TOTAL EXPENDITURE	2,958,200	1,761,000	1,808,000	1,778,000	1,569,000
<u>ESTIMATED FINANCING AVAILABLE</u>					
In Year Usable Capital Receipts	(131,800)	(153,800)	(155,800)	(157,800)	(157,800)
Borrowing/Leasing	(2,473,400)	(1,254,200)	(1,299,200)	(1,267,200)	(1,058,200)
<u>Grants & Contributions</u>					
Disabled Facilities Grants	(353,000)	(353,000)	(353,000)	(353,000)	(353,000)
TOTAL AVAILABLE FINANCING	(2,958,200)	(1,761,000)	(1,808,000)	(1,778,000)	(1,569,000)

OBJECTIVES 2012/13

PRIORITY	OBJECTIVES
PEOPLE	<p>Reduce anti social behaviour, crime and the fear of crime</p> <p>Give people more say, choice and ownership of local facilities and services</p> <p>Increase pride and personal responsibility</p> <p>Increase the support to, and profile of, elected members</p> <p>Improve health outcomes for local residents</p>
HOMES	<p>Improve the quality and safety of existing housing</p> <p>Minimise the incidence of homelessness</p> <p>Provide more homes of the right type and in the right places</p>
JOBS	<p>Improve local skills levels</p> <p>Grow new local businesses and develop existing ones</p> <p>Reduce unemployment</p> <p>Re-vitalise local shopping centres</p>
PLACE	<p>Reduce the volume of waste generated and increase recycling</p> <p>Regenerate priority neighbourhoods</p> <p>Reduce the Council's and the Borough's carbon footprint and energy usage</p> <p>Keep our streets, parks and open spaces clean, tidy and attractive</p> <p>Enhance the profile of the Borough; celebrate and protect its heritage and sense of identity.</p>
PERFORMANCE	<p>Improve the customer experience of dealing with the Council</p> <p>Increase value for money to customers</p> <p>Improve staff satisfaction and morale</p>
RECREATION	<p>Increase participation in leisure and culture</p> <p>Encourage more people to appreciate, enjoy and respect the local environment</p> <p>Encourage more people to get involved and active in their local community</p>