



Report to: Cabinet

Subject: Council Plan 2012/13 (including General Fund Revenue Budget and Service Plan)

Date: 16 February 2012

Author: Senior Leadership Team on behalf of the Leader

1. PURPOSE OF REPORT

1.1 This report presents the General Fund Revenue Budget and Service Plan for 2012/13 for approval.

2. PROCESS

2.1 Under the Council's constitution, the Cabinet makes the final service plan and budget proposals after consideration of the comments made by the Policy Review Scrutiny Committee in respect of the draft service plan and budget. The draft General Fund Revenue Budget and Service Plan (now known as the Council Plan) was considered by this Scrutiny Committee on 24 January 2012 as detailed in paragraph 4.12.

2.2 The final Budget and Service Plan proposals determined by Cabinet will be considered at the Council Budget meeting on 5 March 2012. The Borough Council has a statutory responsibility to determine its Council Tax by 10 March.

2.3 In accordance with the Council's constitution, full Council will in each year determine the financial thresholds for each service or function above which expenditure or saving is regarded to be significant and should therefore be regarded as a Key Decision. Traditionally the threshold has operated at above £0.5m and it is proposed that this value be continued for 2012/13.

3. BACKGROUND

3.1 The Council's Priorities

The Council Plan has been built around delivery of the Borough Council's Vision, Values and Priorities agreed by Council in October 2011. These are attached for reference at **Appendix 1**.

3.2 Service Planning 2012/13

The Service Planning elements of the Council Plan are attached at **Appendix 2**.

For each of the six priorities (People; Homes; Jobs; Place; Performance and Recreation), a series of objectives are set out. These objectives are as presented to Cabinet on 12 January 2012.

For each objective, a number of priority actions and performance indicators are proposed, each of which has a named Service Manager and/or Corporate Director and portfolio holder. For most performance indicators, targets are proposed for the next three years¹.

Should the recommendations be agreed, these priority actions will form the high level actions against which progress will be managed and reported to members through the Covalent performance management system.

4. PROPOSED GENERAL FUND REVENUE BUDGET 2012/13

4.1 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.

4.2 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.

¹ Targets are not set for indicators which are considered to be contextual i.e. the outcome is central to the Council's priorities but the issue over which the Council has limited control, for example unemployment levels.

The provisional settlement figure for 2012/13 of £6.274m was announced on 8 December and reported to Cabinet on 12 January 2012. The final Revenue Support Grant settlement figures were announced on 31 January 2012 and no changes have been made from the provisional announcement, confirming the figure of £6.274m for 2012/13. The settlement 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 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.

4.3 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.

4.4 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.

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 3**. These have been included in both the annual budget and MTFP calculations.

4.5 General Fund Budget 2012/13 Summary

The following table summarises the proposed General Fund Budget for 2012/13. The detailed budgets are presented at **Appendix 5** together with an explanation of major variances between the original estimate for 2011/12 and the estimate for 2012/13

General Fund Budget Summary 2012/13

Portfolio	Original Budget 2011/12 £	Base Budget 2012/13 £	Variance £
Community & Employee Relations	1,060,200	1,072,800	12,600
Health & Wellbeing	1,472,400	1,384,000	(88,400)
Communication & Public Protection	922,100	803,100	(119,000)
Economic & Strategic Development	923,800	981,900	58,100
Environment & Sustainability	5,162,200	5,094,600	(67,600)
Leisure & Culture	2,315,700	2,338,200	22,500
Finance and Performance	1,367,500	616,100	(751,400)
Base Budget 2012/13	13,223,900	12,290,700	(933,200)

Note: Non-ringfenced Government Grants of New Homes Bonus and Council Tax Freeze grant have previously been accounted for as receipts into General Fund Balances and not as directly reducing the Net Portfolio Budget/Budget Requirement for the year. The 2011 Localism Act now requires Councils to set a Council Tax Requirement after taking into account any funding from reserves, income and general funding from Government. The New Home Bonus and Council Tax Freeze Grant are now presented as reducing the Net Proposed Budget before calculating the usage of general balances required in setting the Council Tax Requirement. This variance resulting from this presentational change included in the table above is a reduction of £888,300 in Finance and Performance Portfolio. Actual additional resources received in 2012/13 for these grants are detailed in paragraph 4.3 above i.e. New Homes Bonus is increased by £409,600. For full details of budget variances see paragraph 4.8 below.

4.6 Proposed Revenue 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 Developments included in the budget proposal for 2012/13, and the MTFP, at paragraph 5 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 4.

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
	£	£	£	
Health and Wellbeing Teenage and Floating Tenancy Support	22,000	22,000	22,000	30
Finance and Performance Election Support	22,400	23,300	24,100	26
Total	44,400	45,300	46,100	

4.7 Parish Aid and Community Fund

At the meeting on 12 January 2012 Cabinet recommended that Parish Revenue Aid be reduced by 50% for 2012/13 and removed completely in 2013/14. This reduction equates to £75,600 in 2012/13 and £151,200 2013/14. This is in addition to the £20,000 previously planned reduction in Parish Aid in line with government grant settlement reductions.

To replace Parish Aid it is proposed that a Community Fund be established over two years, being £24,400 in 2012/13 rising to £100,000 in 2013/14.

4.8 **Major Budget Changes**
Budget Pressures/Growth and Efficiency Savings/Budget Reductions

4.8.1 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. Further declines are expected in planning, land charges and leisure income. Recovery of income to pre-economic downturn levels are not now expected within the period of the MTFP. In order to mitigate reduced grant/increasing costs, the base budget and MTFP include proposals for budget reductions and efficiency savings.

4.8.2 In summary, the table below highlights the areas of major variance in expenditure/income which have been reflected in the base budget 2012/13 and the main proposals for budget reductions and efficiency savings:

Major Budget Changes 2012/13

	Budget Impact 2012/13 £	£
Original Budget 2011/12		13,223,900
<u>Revenue Budget Pressures</u>		
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 Cost re approved capital programme	85,400	
Reduced Income – car parks	346,100	
Reduced Income – Other	209,500	
Reduced Government Grants (Housing Benefit and Anti Social Behaviour)	102,700	
Other Minor Variances (net)	47,200	
Total Pressures		1,078,200

	Budget Impact 2012/13 £	£
<u>Revenue Budget Growth</u>		
Establishment of Sustainability Officer Post	30,900	
Permanent Establishment of Economic Dev. Officer	37,800	
Local Apprentice Scheme	18,200	
Election Support (Development Bid)	22,400	
Teenage and Floating Tenancy Support (Development Bid)	22,000	
Superfast Broadband (one off cost 2012/13)	90,000	
Community Infrastructure Levy Admin (to be funded from future developer contributions)	25,000	
Establishment of Community Fund (Cabinet 12/1/12)	24,400	
Total Growth		270,700
<u>Revenue Budget Efficiencies</u>		
Senior Management Restructure (gross saving before frozen posts £156,900, rising to £160,300 by 2016/17)	(118,300)	
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 (Saving £29,500 effective from 2013/14)		
Total Efficiencies		(311,700)
<u>Revenue Budget Reductions</u>		
Income Inflation 5%	(132,000)	
Employers National Insurance Thresholds	(150,000)	
Removal of Summer Waste Collection	(149,300)	
Planned Parish Aid reduction in line with Govt Grant Settlement	(20,000)	

	Budget Impact 2012/13 £	£
Parish Aid Reduction 50% (Cabinet 12/1/12)	(75,600)	
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 (No District Election 2012/13)	(149,300)	
Removal of 2011/12 Mgt Restructure Redundancy/Salary Budgets	(104,700)	
Building Control Account Surplus (see note below)	(18,900)	
Total Budget Reductions		(1,082,100)
Net Decrease in Budget 2012/13		(44,900)
New Homes Bonus		(749,400)
2011/12 Council Tax Freeze Grant		(138,900)
Proposed 2012/13 Net Budget		12,290,700

4.8.3 In addition to the above the MTFP/base budget includes the following:

- 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;
- payroll reductions (frozen posts) of £301,900 provided in the 2011/12 base budget 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;

- Efficiency savings in terms of cash limited supplies and services budgets of approx £95,000 per annum;

4.9 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 and all are assessed as appropriate with no changes necessary.

4.10 Fees and Charges

Discretionary fees and charges (excluding Leisure DNA and Car Parks) have been increased by 5% equating to £132,000. Specific charges are at the discretion of individual Portfolio Holders provided that the overall level of increase is achieved. Changes in expected volumes of customers, both upwards and downward have also been anticipated, again in line with market expectations.

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.

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.

Building Control

The Building (Local Authority Charges) Regulations 2010 which came into force in 2010 state that where Local Authorities are in a position where there are no surpluses in the earmarked reserve to fund an in year deficit, the deficit should be met from General Fund balances. The Authority should subsequently set charges or reduce expenditure in the following year to replenish the General Fund balance.

The Council's Building Control Account is projected to be in deficit at the 31 March 2012 totalling £119,300 which will be met by General Fund balances.

The Building Control base budget 2012/13 has been reviewed as part of the current budget process and together with the new management structure changes and fee increases, it is anticipated that the service will make a surplus of £18,900 in 2012/2013 and in subsequent years, which will be used to replenish previous deficits charged to the General Fund Balance.

4.11 Financing of the Capital Programme

As detailed in the Capital Programme report earlier on this agenda borrowing is required to finance part of the capital programme in 2012/13. Borrowing has an impact on the revenue budget in terms of interest costs and principal repayment. This is reflected in the General Fund Revenue Estimate summarised in paragraph 4.5 above and the Medium Term Financial Plan.

4.12 Scrutiny Committee Consultation

Policy Review Scrutiny Committee considered the Cabinet's budget proposals at its meeting on 24 January 2012. The Committee resolved to note the report.

4.13 Business Ratepayers Consultation

Statutory consultation with 90 business ratepayers has been undertaken. No responses have been received.

5. MEDIUM TERM FINANCIAL PLAN

5.1 The implementation of the Local Government Act 2003, which introduced requirements for the Council's Chief Financial Officer to comment on the robustness of the Council's estimates, and the need to look at the medium term (3 years) in order to produce the required indicators as detailed in the Prudential Code, means great emphasis needs to be placed on the Council's medium term financial planning. Although an absolute requirement to look over three years is required, it is considered good practice to look over as long a period as is reasonable. This Council has a history of producing a medium term financial plan over a 5 year horizon and this is still considered the appropriate period for this authority.

5.2 The following table (A) identifies the impact of all the options that are proposed in this report:

- i) The incremental increase in base revenue expenditure from 2011/12 and budget growth items (paragraph 4.8.2)
- ii) Fees and charges to be increased by an average 5%.

- iii) Anticipated cost of borrowing to finance the capital programme for 2012/2013-2016/17.
- iv) The achievement of the budget reductions and efficiency savings in 2012/2013 (paragraph 4.8.2 above)

(A) MEDIUM TERM FINANCIAL PLAN 2012/13 TO 2016/17-HIGH LEVEL SUMMARY

	2012/13 £	2013/14 £	2014/15 £	2015/16 £	2016/17 £
Total Net Projected Expenditure	12,290,700	12,253,600	12,368,200	12,838,200	13,000,000
Less: Amount (from)/to Balances	(345,500)	(340,800)	(644,600)	(744,300)	(524,400)
Net Council Tax Requirement	11,945,200	11,912,800	11,723,600	12,093,900	12,475,600
Less: Net External Support	6,135,400	5,942,900	5,556,600	5,723,300	5,895,000
Collection Fund Surplus	30,700	0	0	0	0
Required Council Tax Yield	5,779,100	5,969,900	6,167,000	6,370,600	6,580,600
Percentage Council Tax increase	3.40%	2.90%	2.90%	2.90%	2.90%
Tax Base	38,435	38,585	38,735	38,885	39,035
Expected balances at year end	4,348,000	4,007,300	3,362,600	2,618,300	2,093,800
Required balance (7.5% projected expenditure)	988,400	989,400	998,000	1,022,900	1,035,000
(Surplus)/Deficit on required balances	(3,359,600)	(3,017,900)	(2,364,600)	(1,595,400)	(1,058,800)

6. COUNCIL TAX

- 6.1 The council tax for a band D property for 2011/12 is £145.42. The level of council tax for 2012/13 depends on the extent of service reductions/developments and financial risk issues (see paragraph 7 below) that the Council decides to provide for in the budget for next year. For illustration, an increase in council tax by 1% provides additional funding of £55,700.
- 6.2 The Council Taxpayer has to meet the difference between the planned expenditure and the Government grant receivable after the use of any balances are taken into account. It is this difference that is used to calculate individual Council Tax bills for 2012/13.

- 6.3 Table (B) details the impact of a range of Council Tax increases for 2012/13 on the Required General Fund Balance at the end of the 5 year MTFP cycle. The 0% increase incorporates the impact of the receipt of Council Tax Freeze Grant from Central Government.

(B) IMPACT OF PERCENTAGE COUNCIL TAX INCREASES 2012/13 ON MINIMUM BALANCES REQUIRED

Council Tax Increase	Council Tax Amount Band D	Impact on (Surplus) /Deficit on Required Balances 2016/17	
%	£	£	
0.0	145.42	(185,300)	Including Council Tax Freeze Grant – 1 year only
0.5	146.15	(194,400)	Loss of Freeze Grant – broadly same position on balances by year 5
1.0	146.87	(341,700)	Loss of Freeze Grant – benefit of increase from 2014/15
2.0	148.33	(641,600)	Loss of Freeze Grant – benefit of increase from 2013/14
2.5	149.06	(791,500)	Neutral 2012/13 – benefit of increase from 2013/14
3.0	149.78	(938,700)	½% benefit in 2012/13 onward
3.5	150.51	(1,088,300)	1% benefit in 2012/13 onward

An increase above 3.5% would require a referendum.

- 6.4 If Council determined not to implement a Council Tax freeze and forgo the associated specific Government Grant, equivalent to a 2.5% increase but only available for one year, then balances would be slightly above the minimum required in the Medium Term Financial Plan, however, flexibility to adjust to potential changes as a result of increased risks to the budget would be reduced. In addition long term savings/reductions in service would be required.

7. FINANCIAL RISK ISSUES

- 7.1 A minimum balance of 7.5% of total projected net expenditure on the General Fund is required in accordance with the Council's approved Financial Strategy. The external Auditor regards this level of balance on the General Fund to be satisfactory, and it is also appropriate to reflect uncertainties in the financial process in the medium term. The minimum balance required for 2012/13 is £988,400.
- 7.2 The (surplus)/deficit on balances in the above table (A) shows amounts (above)/below the recommended minimum General Fund balance in any one year. Current spending plans, incorporating a 3.4% increase in Council Tax in 2012/13 which is yet to be determined, show a surplus of £3,359,600 in 2012/13 gradually declining to a surplus on balances of £1,058,800 by 2016/17. Underlying this is an annual deficit between the amounts of income expected when compared to the anticipated expenditure. Although the MTFP projections show that this can be accommodated within the five-year horizon, further adjustments will be required to rectify this core imbalance with in excess of a further £0.5million reduction per annum being required to ensure balances do not fall below the minimum required beyond the term of this MTFP.
- 7.3 Projections for Council Tax increases in the MTFP are estimated at the current maximum percentage of 3.4% in 2012/13 and 2.9% from 2013/14 onwards which is close to the limit of more than 3.5% which triggers the requirement for a referendum, as detailed in paragraph 4.4. Therefore there is no further scope to fund the core imbalance by increasing Council Tax. The extent to which Members will be required to maximise council tax increases will depend upon levels of efficiencies and new income generating initiatives.
- 7.4 The current uncertainty resulting from the economic recession and changes to the Government Grant Settlement results in increased risks in the financial planning process. Specific Risks in the MTFP Assumptions include:
- 7.4.1 The Local Government Finance Settlement provides grant figures for a 2 year period 2011/12-2012/13. It is anticipated that beyond this there will be a further 2 year settlement for 2013/14-2014/15 which will be based on a new distribution methodology. The grant figures included in the MTFP for 2013/14 onwards are based on the Government's projections included in the Comprehensive Spending Review announcement. However, there is some uncertainty regarding how these projections will translate to actual grant payments at a local level, given the experience of higher than projected grant reductions faced by district council in 2011/12-2012/13 and the proposed new distribution methodology. In addition Gedling currently benefits by a protection amount of an average £83,600pa for the current 2 year settlement. It is anticipated that this

protection will be removed from the base for the purpose of future Grant Settlement decisions;

7.4.2 The MTFP at table A includes an estimate of the New Homes Bonus, totalling £3.9m over the 5 years of the plan. As detailed in paragraph 4.3 the future funding of the New Homes Bonus is unclear 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 Government Grant Settlement. The figures for New Homes Bonus included in the MTFP reflect this assumption presenting a prudent and managed risk position;

7.4.3 Central Government are currently consulting on and implementing a number of initiatives which will affect local government funding, namely Universal Credit, Localisation of Council Tax Support and Business Rates Retention. The full extent of the financial impact of the initiatives is not clear but they have the potential to reduce the overall funding available and increase costs the figures for which are not yet possible to estimate and factor into the MTFP;

7.4.4 Initiatives introduced to manage within reduced resources bring increased risks both financially and in terms of service delivery. For example:

- Reduced maintenance budgets – can be accommodated in the medium term but may bring pressures in the longer term as major capital investment plans may need to be accelerated as assets deteriorate faster.
- Earmarked reserves for specific purposes/risk management have been reviewed and will be managed at minimum requirement levels providing less scope for managing emerging risks.
- Income figures included in the MTFP are based on an assumption that the economic conditions will begin to recover during the medium term but the speed and extent of recovery remain uncertain.
- The ongoing economic situation is continuing to create an increasing demand for services e.g. homelessness, housing benefits, economic development. The full extent of the resulting budget pressures cannot be fully known as the speed of economic recovery remains uncertain.

7.5 The Authority continues with activities undertaken in association with a variety of partners. This requires reliance on partnership funding and/or the delivery of integrated programmes and is an approach which is integral to the Council's efficiency programme. However, a significant number of the

Council's partners are public sector organisations which are also facing significant budget pressures and changing roles. This places increasing risk on the Council both directly, in respect of possible withdrawal of partnership funding, and indirectly, with the Council potentially facing additional burdens resulting from budget cuts in other organisations.

- 7.6 Although there is increased risk arising from these assumptions, it is not considered necessary to increase minimum balances above the 7.5% of total projected net expenditure, as required in the Financial Strategy as the Council is responding to the challenges through efficiency measures and service reductions. Although it is considered that the annual and medium term budgets are robust, given the above risk assessment it is clear that the achievement of the estimated Medium Term Financial Plan is more uncertain than in previous years and that the Council has even fewer avenues it which it can manage downside risks. However, given the Council's excellent track record for budget management, careful budget monitoring and financial planning will continue to provide an early warning system giving the Authority time to consider further action should the budget situation deteriorate.

8. RECOMMENDATIONS

Cabinet are asked to recommend to Council on 5 March 2012:

- i. The financial threshold above which decisions will be regarded as Key Decisions be set at £0.5m for 2012/13.
- ii. a Council Tax increase which balances the financing of a Net Council Tax Requirement of £11,945,200 in 2012/13.
- iii. that the detailed budgets and service plans for 2012/13 be approved.

Gedling Borough Council's Vision, Values and Priorities

Strapline (Statement of our Fundamental Purpose)

Serving People; Improving Lives

Vision (What we want to create)

The best place to live and work and the best Council around - best through the eyes of residents and staff

Values (How we want to behave; what we want our Council to be like)

A caring and fair Council (one that treats customers, residents, partners and staff well; one that is a pleasure to deal with; one that champions the needs of disadvantaged individuals and groups)

A listening Council (one that welcomes different perspectives; is open to feedback; one that listens to and involves the people it serves)

An ambitious Council (one that wants the very best for its public; one that innovates; sets the pace; is never satisfied and constantly hungry for improvement)

A responsive Council (one that delivers and meets its promises; one that knows and understands its public; is sensitive to different needs and acts accordingly)

An efficient Council (one that is responsible with its resources; that avoids waste and makes the most of what it has; one that seeks out new funding opportunities)

Priorities

- People
- Homes
- Jobs
- Place
- Performance
- Recreation

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>

Proposed Priority Actions and Indicators 2012/13

Priority: Homes

Objective	Proposed Actions	Start date	Completion date	Accountable Manager	Lead Director	Lead Portfolio
Improve the quality, choice and safety of existing housing	Continue to host and maintain landlord forums	1/4/12	31/3/13	Alison Bennett	Paula Darlington	Health and Wellbeing
	Maintain and undertake review of the choice based lettings and Choice Based Lettings web system to improve housing stock	1/4/12	31/3/13	Alison Bennett	Paula Darlington	Health and Wellbeing
	Progress a Neighbourhood Plan (or alternative) for Newstead Village as part of the neighbourhood planning national pilot	1/4/12	31/7/14	Peter Baguley	Paula Darlington	Community and Employee Relations
Minimise the incidence of homelessness	Explore opportunities to develop neighbourhood plans with other communities,	1/4/12	31/3/13	Peter Baguley	Paula Darlington	Community and Employee Relations
	Produce a new homeless and housing strategy addressing fluctuations of need in the borough, responding to legislation and good practice and options to further enhance the service	1/4/12	30/9/12	Alison Bennett	Paula Darlington	Health and Wellbeing
	Maximise the delivery of affordable housing in new developments	1/4/12	31/3/13	Alison Bennett	Paula Darlington	Economic and Strategic Development

	Respond to changes to housing benefit and council tax such as the introduction of Universal Credits	1/4/12	31/3/13	John Vickers	Mark Kimberley	Finance and Performance
	Promote the Local Authority Mortgage Scheme to help First Time Buyers	1/4/12	31/3/13	Alison Bennett	Paula Darlington	Economic and Strategic Development
	Improve take-up and use of online Housing Benefit claim form	1/4/12	31/3/13	John Vickers	Mark Kimberley	Finance and Performance
	Ensure Temporary Accommodation response is accessible on 24 hour basis with access to appropriate accommodation	1/4/12	31/3/13	Alison Bennett	Paula Darlington	Health and Wellbeing
	Raise awareness of the range of homelessness services available	1/4/12	31/3/13	Alison Bennett	Paula Darlington	Health and Wellbeing
	Investigate the feasibility of developing an Equity Release Scheme - providing people the opportunity to release small amounts of finance from houses they own working in partnership a charitable trust	TBA	TBA	Andy Callingham	David Wakelin	Health and Wellbeing
	Develop Strategy to support vulnerable people to target the Council's activities to protect those most at need within our communities	01/04/12	31/3/13 (Ongoing until March 2014)	Andy Callingham	David Wakelin	Health and Wellbeing

Provide more homes of the right type and in the right place	Develop and implement policies on design, sustainability, mix and tenure of housing	1/4/12	31/3/12	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Progress the Community Infrastructure Levy in accordance with the Council's role as a Frontrunner authority	1/4/12	28/2/13	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Progress Aligned Core Strategy to adoption	1/4/12	31/12/12	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Work with Gedling Homes to improve housing and explore development opportunities	1/4/12	31/3/13	Alison Bennett	Paula Darlington	Economic and Strategic Development
	Develop clear strategy for efficiently collecting and applying Section 106 and Community Infrastructure Levy	1/4/12	31/3/13	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Progress a development brief for the Teal Close and north of Victoria Park allocations to encourage building of new homes	1/4/12	31/3/13	Peter Baguley	Paula Darlington	Economic and Strategic Development

Indicators

Objective	Performance measure	Baseline 11/12	Targets			Accountable Manager	Lead Director	Lead Portfolio
			12/13	13/14	14/15			
Improve the quality, choice and safety of existing Housing	Percentage of Major planning applications processed within 13 weeks	76%	77%	78%	80%	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Percentage of Minor planning applications processed within 8 weeks	78%	79%	80%	80%	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Percentage of Other planning applications within 8 weeks	91%	92%	93%	93%	Peter Baguley	Paula Darlington	Economic and Strategic Development
Provide more homes of the right type and in the right place	Net additional homes provided Data for 2011/12 not available until mid 2013.	Figure for 2010/11 341	Aligned Core Strategy target when agreed	Aligned Core Strategy target	Aligned Core Strategy target	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Provide adequate deliverable and sustainable housing sites to meet anticipated future demand.	Figure for 2010/11 65%	100%	100%	100%	Peter Baguley	Paula Darlington	Economic and Strategic Development

Minimise the incidence of homelessness	Number of affordable homes delivered (gross)	Projected 70 units	80 units	90 units	100 units	Alison Bennett	Paula Darlington	Economic and Strategic Development	
	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	8 Days as at Sept 11	<9 Days	<8 Days	<8 Days	John Vickers	Mark Kimberley	Finance and Performance	
	Average time to process new Housing/Council Tax Benefit claims	20 Days as at Sept 11	<18 Days	<17 Days	<17 Days	John Vickers	Mark Kimberley	Finance and Performance	
	Average time to process change of Housing/Council Tax Benefit circumstances	6 Days	<8 Days	<7 Days	<7 Days	John Vickers	Mark Kimberley	Finance and Performance	
	Number of "hard to reach" claims put into payment	313	150	150	150	John Vickers	Mark Kimberley	Finance and Performance	
	Preventing Homelessness – number of households who considered themselves as homeless, who approached the Council, and for whom housing advice resolved their situation			Tracking Indicator			Alison Bennett	Paula Darlington	Health and Wellbeing

	Number of households living in temporary accommodation	11	12	12	12	Alison Bennett	Paula Darlington	Health and Wellbeing
	Average length of time spent in temporary accommodation (in weeks)	9.5 weeks as at Sept 11	10 weeks	TBA	TBA	Alison Bennett	Paula Darlington	Health and Wellbeing

Priority: Jobs

Objective	Proposed actions	Start date	Completion date	Accountable Manager	Lead Director	Lead Portfolio
Improve local skills level	Increase apprenticeship opportunities with the Council	1/04/2012	31/3/2013	David Archer	Stephen Bray	Economic and Strategic Development
	Develop Internship scheme and implement	1/04/2012	31/3/2013	David Archer	Stephen Bray	Economic and Strategic Development
	Implement new work experience scheme following national curriculum changes.	1/04/2012	31/3/2013	David Archer	Stephen Bray	Economic and Strategic Development
	Explore feasibility of attracting further education college presence in the borough	1/04/2012	31/3/2013	Paula Darlington	Paula Darlington	Economic and Strategic Development
Grow new local businesses and develop existing ones	Promote and support self employment	1/04/2012	31/3/2013	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Develop star ratings for food businesses to improve standards, and promote the scheme to give Gedling businesses a competitive edge	1/04/2012	31/03/2013	Andy Callingham	David Wakelin	Economic and Strategic Development

Objective	Proposed actions	Start date	Completion date	Accountable Manager	Lead Director	Lead Portfolio
	Explore opportunities to improve front line contact with businesses to sign post to new advice/services	1/04/2012	31/03/2014	Andy Callingham	David Wakelin	Economic and Strategic Development
	Develop and promote improved offer to businesses planning to move to or expand in Borough	1/04/2012	31/03/2013	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Facilitate and encourage business to business trading	1/04/2012	31/03/2013	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Deliver a range of events/training that meet the needs of local businesses	1/04/2012	31/03/2013	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Develop comprehensive pre-application service to speed up the planning process	1/04/2012	01/03/2013	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Identify and tackle localised barriers to employment - with an emphasis on young people.	1/04/2012	30/09/2012	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Continue to deliver apprenticeship based work programme funded by Public Realm Work in partnership with Gedling Homes	1/04/2012	31/03/2013	David Archer	Stephen Bray	Economic and Strategic Development
	Reduce unemployment					

Objective	Proposed actions	Start date	Completion date	Accountable Manager	Lead Director	Lead Portfolio
Revitalise local shopping centres	Review current 'health' of local shopping centres long term vision and plans for the Borough's town centres "offer"	1/04/2012	31/03/2013	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Identify and progress environmental improvements in town centres to include continued Shop Front Grant Scheme in partnership with Gedling Homes	1/04/2012	31/03/2013	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Progress Arnold Town Centre regeneration plans	1/04/2012	31/03/2014	Mark Kimberley	Mark Kimberley	Economic and Strategic Development

Indicators

Objective	Performance measure	Baseline 11/12	Targets			Accountable Manager	Lead Director	Lead Portfolio
			12/13	13/14	14/15			
Improve local skills level	% of residents with NVQ 2 and above	75.7% (2010)	Tracking indicator			Peter Baguley	Paula Darlington	Economic and Strategic Development
	% of residents with NVQ 3 and above	52.6% (2010)	Tracking indicator			Peter Baguley	Paula Darlington	Economic and Strategic Development

	% of residents with NVQ 4 and above	30.7% (2010)	Tracking indicator			Peter Baguley	Paula Darlington	Economic and Strategic Development
	Number of apprenticeships created	6	6	6	6	David Archer	Stephen Bray	Economic and Strategic Development
	Number of jobs created via Nottingham Business Venture (indicative measure)	Baseline to be agreed				Peter Baguley	Paula Darlington	Economic and Strategic Development
	Number of new start businesses via Nottingham Business Venture (indicative measure)	Baseline to be agreed				Peter Baguley	Paula Darlington	Economic and Strategic Development
Grow new local businesses and develop existing ones	Food establishments in the area which are broadly compliant with food hygiene law	91%	92%	93%	94%	Andy Callingham	David Wakelin	Economic and Strategic Development
	Payments of local suppliers within 10 days	90%	90%	91%	91%	Alison Ball	Mark Kimberley	Finance and Performance

Reduce unemployment	Number of internships created	n/a	2	2 additional	2 additional	David Archer	Stephen Bray	Economic and Strategic Development
	Number of work experience placements created	n/a	10	10	10	David Archer	Stephen Bray	Economic and Strategic Development
	Working age people on Job Seeker Allowance	3.5% (As at August 2011)	Tracking indicator			Peter Baguley	Paula Darlington	Economic and Strategic Development
	Young people on Job Seeker Allowance (18-24 year olds)	9.8% (as at August 2011)	Tracking indicator			Peter Baguley	Paula Darlington	Economic and Strategic Development
Revitalise local shopping centres	Town Centre vacancy rate (ground floor units - average for borough's main centres)	12.9%	12.0%	11.0%	10.0%	Peter Baguley	Paula Darlington	Economic and Strategic Development
	Town Centre User visit satisfaction	98.5% (tbc)	97%	97.50%	98%	Peter Baguley	Paula Darlington	Economic and Strategic Development

Priority: People

Objective	Proposed Actions	Start date	Completion date	Accountable Manager	Lead Director	Lead Portfolio
Reduce anti-social behaviour, crime and the fear of crime	Implement Community Safety Action Plans agreed through South Notts CDRP	1/4/12	31/3/13	Andy Callingham	David Wakelin	Communications and Public Protection
	Develop and deliver youth diversionary activities for at risk communities and individuals	1/4/12	31/3/13	Jayne Cox	Paula Darlington	Communications and Public Protection
	Work with Nottinghamshire Police to increase the number of police volunteers in the Borough	1/4/12	31/3/13	Andy Callingham	David Wakelin	Communications and Public Protection
	Explore opportunities for co-locating police and Council enforcement staff	1/4/12	31/3/13	Andy Callingham	David Wakelin	Communications and Public Protection
	Review and develop Neighbourhood Warden Service in liaison with the Police	1/4/12	31/3/13	Andy Callingham	David Wakelin	Communications and Public Protection

Give people more say, choice and ownership of local facilities and services	Review approach to community engagement	1/4/12	31/7/12	Paula Darlington	Paula Darlington	Community Engagement and Employee Relations
	Engage the public in scrutiny of our services	01/04/2012	31/03/2013	Elections and Member Services Manager	Stephen Bray	Community Engagement and Employee Relations
Increase Pride and personal responsibility	Improve promotion of electoral registration targeted at areas of lower registration	1/04/2012	31/03/2013	Elections and Member Services Manager	Stephen Bray	Community Engagement and Employee Relations
	Develop Community Awards to recognise and encourage volunteering	1/04/2012	31/03/2013	Elections and Member Services Manager	Stephen Bray	Community Engagement and Employee Relations
	Support and enable groups to develop sport within the borough (Gedling Sports Forum, Gedling Football Development Group and the Primary Schools Sports Association)	1/04/2012	31/03/2013	Jayne Cox	Paula Darlington	Leisure and Culture

Increase support to, and profile of, elected members	Deliver Member Charter Action Plan and achieve award	1/4/2012	31/5/12	Elections and Member Services Manager	Stephen Bray	Community Engagement and Employee Relations
	Develop and deliver programme of "Cabinet in the Community"	1/4/12	31/3/13	Elections and Member Services Manager	Stephen Bray	Community Engagement and Employee Relations
Improve health outcomes for local residents	Ensure active engagement with County Health and Wellbeing Board and Local GP Consortium	1/4/12	31/3/13	David Wakelin	David Wakelin	Health and Wellbeing
	Deliver 'Changing Lifestyles' Sports and Physical Activity	1/4/12	31/3/13	Jayne Cox	Paula Darlington	Health and Wellbeing
	Produce and implement an Air Quality Action Plan	1/4/12	31/9/12	Andy Callingham	David Wakelin	Health and Wellbeing
	Develop programme of health activities including target areas of deprivation through joint working with the neighbourhoods team	1/4/12	31/3/13	Jayne Cox	Paula Darlington	Health and Wellbeing
	Target under-represented groups to participate more in physical activity and culture	1/4/12	31/3/13	Jayne Cox	Paula Darlington	Health and Wellbeing

Indicators

Objective	Performance measure	Baseline 11/12	Targets			Accountable Manager	Lead Director	Lead Portfolio
			12/13	13/14	14/15			
Reduce anti-social behaviour, crime and the fear of crime	Reduction in level of reported crime	TBC	5%	5%	5%	Andy Callingham	David Wakelin	Communications and Public Protection
	Reduction in level of reported ASB	TBC	10%	5%	5%	Andy Callingham	David Wakelin	Communications and Public Protection
	Reduction in level of domestic violence repeat victims	TBC	10%	10%	5%	Andy Callingham	David Wakelin	Communications and Public Protection
Increase Pride and personal responsibility	Estimated percentage of eligible population registered to vote	95.33%	Tracking indicator			Elections and Member Services Manager	Stephen Bray	Community and Employee Relations

Priority: Performance

Objective	Proposed Actions	Start date	Completion date	Accountable Manager	Lead Director	Lead Portfolio
Improve the customer experience of dealing with the council	Review the way in which the Council gathers, analyses and uses customer satisfaction information to drive performance improvement and implement changes arising from this	1/4/12	31/3/13	Stephen Bray	Stephen Bray	Community and Employee Relations
	Carry out overall a customer satisfaction survey focusing on universal services and wider quality of life	1/8/12	31/3/13	Stephen Bray	Stephen Bray	Community and Employee Relations
	Increase the number of online transactions of council services available through the new website	1/04/2012	1/12/2012	Mark Lane	Mark Kimberley	Communications and Public Protection
	Reduce customer waiting times in the Civic Centre Reception	1/4/12	31/3/13	Mark Lane	Mark Kimberley	Finance and Performance

Increase value for money to customers	Widen the scope of the Value for Money aspect of audit programmes to incorporate outline service reviews.	1/4/12	31/3/13	Vince Rimmington	Mark Kimberley	Finance and Performance
	Organise Peer Review of the Council	1/4/12	31/12/13	Stephen Bray	Stephen Bray	Finance and Performance
	Investigate purchase of Street Cleansing and Grounds Maintenance computerised package to enable more efficient operation	1/07/2012	31/03/2013	Melvyn Cryer	David Wakelin	Finance and Performance
	Pursue potential co-location of GP Consortium Staff in the Civic Centre and explore opportunities for joint working	1/04/2012	31/03/2013	Mark Kimberley	Mark Kimberley	Finance and Performance
	Review all current corporate working groups and reconfigure to reflect new management arrangements	1/04/2012	01/06/2012	Stephen Bray	Stephen Bray	Finance and Performance
	Investigate and implement appropriate automated cashier services	1/04/2012	31/03/2013	Mark Lane	Mark Kimberley	Finance and Performance

Improve Staff satisfaction and morale	Introduce improvements to sickness management arrangements and review effectiveness	1/04/2012	30/11/12	David Archer	Stephen Bray	Community and Employee Relations
	Improve consistency and quality of Personal Development Review interviews – link to new priorities and their delivery	30/06/2012	31/03/2013	David Archer	Stephen Bray	Community and Employee Relations
	Review and progress corporate management leadership development to reflect new management arrangements	1/04/2012	30/09/2013	David Archer	Stephen Bray	Community and Employee Relations
	Carry out general satisfaction survey of employees	31/07/2012	31/03/2013	David Archer	Stephen Bray	Community and Employee Relations
	Support the delivery of the Well@Work scheme to GBC employees	1/5/12	31/1/13	Jayne Cox	Paula Darlington	Community and Employee Relations
	Organise an employee Health Fair	1/04/2012	31/03/2013	Vince Rimmington	Mark Kimberley	Community and Employee Relations
	Review and improve intranet, drawing on lessons learnt from website upgrade	1/04/2012	31/03/2013	Carolynne Tasker/Caroline Newson	Stephen Bray	Communications and Public Protection

Indicators

Objective	Performance measure	Baseline 11/12	Targets			Accountable Manager	Lead Director	Lead Portfolio
			12/13	13/14	14/15			
Improve the customer experience of dealing with the council	% of customers that are satisfied with customer services	84%	84%	85%	85%	Mark Lane	Mark Kimberley	Finance and Performance
	% of contacts that are resolved within service standards	80%	85%	86%	87%	Mark Lane	Mark Kimberley	Finance and Performance
	% of calls to the contact centre answered/call-backs made	85%	85%	86%	86%	Mark Lane	Mark Kimberley	Finance and Performance
	% of one stop customers seen within 15 minutes of arrival	81%	81%	82%	82%	Mark Lane	Mark Kimberley	Finance and Performance
	% Complaints upheld/partly upheld	Tracking Indicator				Mark Lane	Mark Kimberley	Finance and Performance

<p style="text-align: center;">Improve the customer experience of dealing with the council</p>	Satisfaction with Parks & Open Spaces	70.8% (Actual)	72%	74%	76%	Mel Cryer	Mark Kimberley	Finance and Performance
	Satisfaction with parks and open spaces - service users	Baseline to be set				Mel Cryer	Mark Kimberley	Finance and Performance
	Satisfaction with street cleansing	Baseline to be set				Mel Cryer	Mark Kimberley	Finance and Performance
	Satisfaction with Cemeteries and Cemetery Service (Service Users)	82% (Est)	84%	86%	88%	Mel Cryer	Mark Kimberley	Finance and Performance
	Residents satisfied with household waste collection	94% 2010/11	94%	95%	95%	Caroline McKenzie	Stephen Bray	Finance and Performance
	Percentage of local residents who feel they are well informed about the Council and its work	80% 2010/11	81%	82%	83%	Carolynne Tasker/ Caroline Newson	Stephen Bray	Finance and Performance

	Number of 'hits' on the website	3,391,760 as at 31 Dec 2011	plus 5% increase (500,000)	plus 5% increase	plus 5% increase	Carolynne Tasker	Stephen Bray	Communications and Public Protection
	Number of services available from website	Baseline being established 2011/12	5 new services	6 new services	7 new services	Carolynne Tasker/ Caroline Newson	Stephen Bray	Communications and Public Protection
Improve the customer experience of dealing with the council	Number of on line claim forms processed as a % of total new claims	5%	>6%	>7%	>8%	John Vickers	Mark Kimberley	Finance and Performance
	Number of Open Gedling registered users	1,280	>2,000	>2,500	>3,000	John Vickers	Mark Kimberley	Finance and Performance
Increase value for money to customers	Satisfaction of business with local authority regulation services	88%	89%	90%	91%	Andy Callingham	David Wakelin	Finance and Performance
	Percentage of Council Tax Collected	98.50%	98.50%	98.50%	98.50%	John Vickers	Mark Kimberley	Finance and Performance
	Percentage of Business Rates Collected	98.50%	98.50%	98.50%	98.50%	John Vickers	Mark Kimberley	Finance and Performance

	% of Housing and Council Tax Benefit cases for which the calculation of the amount of benefit due is correct	85%	>95%	>95%	>95%	John Vickers	Mark Kimberley	Finance and Performance
	Payments of suppliers within 30 days	98%	98%	98%	98%	Alison Ball	Mark Kimberley	Finance and Performance
	Reduction in sickness absence level (FTE days lost per FTE)	10.58 days (at Dec 11)	10 days	9.5 days	9 days	David Archer	Stephen Bray	Finance and Performance
Improve Staff satisfaction and morale	% contracted permanent contracted employees having taken part in Personal Development Review interviews resulting in an action plan	92.20%	100%	100%	100%	David Archer	Stephen Bray	Finance and Performance

Priority: Place

Objective	Proposed Actions	Start date	Completion date	Accountable Manager	Lead Director	Lead Portfolio
Reduce the volume of waste generated and increase recycling	Maximise participation in reusing and recycling waste material	1/4/12	31/3/12	Caroline McKenzie	David Wakelin	Environment and Sustainability
	Investigate widening the range of materials that can be recycled within the Borough	1/4/12	31/3/12	Caroline McKenzie	David Wakelin	Environment and Sustainability
Regenerate Priority Neighbourhoods	Progress the Community Infrastructure Levy in accordance with the Council's role as a Frontrunner authority	1/4/12	31/3/13	Peter Baguley	Paula Darlington	Environment and Sustainability
	Develop and implement, with partner agencies, an action plan in line with the authority pledge to tackle child poverty	1/4/12	31/3/13	Andy Callingham	David Wakelin	Health and Wellbeing
Reduce the Council's and the Borough's Carbon Footprint and energy usage	Contribute to national Troubled Families initiative	1/4/12	31/3/13	Dave Wakelin	David Wakelin	Communications and Public Protection
	Improve the energy efficiency and reduction in carbon footprint at the leisure centres	1/4/12	31/3/13	Jayne Cox	Paula Darlington	Environment and Sustainability
	Develop and implement a sustainability action plan	1/4/12	31/3/15	Stephen Bray	Stephen Bray	Environment and Sustainability

<p>Keep our streets, parks and open spaces clean, tidy and attractive</p>	<p>Improve the energy efficiency and reduce the carbon footprint at the leisure and community centres</p>	1/4/12	31/3/13	Jayne Cox	Paula Darlington	Environment and Sustainability
	<p>Extend use of electric vehicles and improve fuel efficiency of Council's refuse fleet</p>	1/4/12	31/3/13	Mark Hurst	David Wakelin	Environment and Sustainability
	<p>Review the Council's Energy Plan to establish targets for reduction in energy usage and carbon emissions</p>	1/4/12	31/3/13	Peter Baguley	Paula Darlington	Environment and Sustainability
	<p>Actively enforce against environmental crime in priority areas</p>	1/4/2012	31/3/2013	Andy Callingham	David Wakelin	Environment and Sustainability
	<p>Explore potential to secure more Green Flags and Green Flag Community Awards for parks and open spaces</p>	01/4/2012	31/3/2013	Melvyn Cryer	David Wakelin	Environment and Sustainability
	<p>Identify opportunities in both new builds and existing sites with partners and promote the installation of underground recycling bins</p>	1/6/2012	31/8/12	Caroline McKenzie	David Wakelin	Environment and Sustainability
	<p>Manage delivery of agreed schedule of Public Realm Works</p>	1/4/12	31/3/13	Alison Bennett	Paula Darlington	Environment and Sustainability

Enhance the profile of the Borough; celebrate and protect its heritage and sense of identity	Deliver and support programme of events to mark the Queen's Diamond Jubilee	1/4/12	31/12/12	Stephen Bray	Stephen Bray	Community and Employee Engagement
	Arrange and deliver a 'Freedom of the Borough' ceremony for the Mercian Regiment'	1/04/2012	31/10/2012	Elections and Member Services Manager	Stephen Bray	Community and Employee Engagement
	Modernise the Borough Council's "brand"	1/4/12	31/3/13	Carolynne Tasker/Caroline Newson	Stephen Bray	Communications and Public Protection

Indicators

Objective	Performance measure	Baseline 11/12	Targets			Accountable Manager	Lead Director	Lead Portfolio
			12/13	13/14	14/15			
Reduce the volume of waste generated and increase recycling	Percentage of household waste sent for reuse, recycling and composting	37.65%	39.50%	40%	41%	Caroline McKenzie	David Wakelin	Environment and Sustainability
	Residual household waste per household in Kg	538kg	530kg	525kg	520kg	Caroline McKenzie	David Wakelin	Environment and Sustainability

<p>Keep our streets, parks, open spaces clean, tidy and attractive</p>	Percentage of streets with unacceptable levels of litter	2.66% (average of surveys in 2011/12)	Not more than 3%	Not more than 3%	Not more than 3%	Mel Cryer	David Wakelin	Environment and Sustainability
	Percentage of streets with unacceptable levels of detritus	10.4% (average of surveys in 2011/12)	Not more than 9%	Not more than 8%	Not more than 7%	Mel Cryer	David Wakelin	Environment and Sustainability
	Percentage of streets with unacceptable levels of graffiti	2.33% (average of surveys in 2011/12)	Not more than 1%	Not more than 1%	Not more than 1%	Mel Cryer	David Wakelin	Environment and Sustainability
	Remove high visibility incidents of graffiti within 10 working days	86% (Est)	88%	90%	92%	Mel Cryer	David Wakelin	Environment and Sustainability
	Remove incidents of offensive graffiti within 2 working days	100%	100%	100%	100%	Mel Cryer	David Wakelin	Environment and Sustainability

	% fly tipping incidents removed within 2 working days	86%	95%	96%	97%	Caroline McKenzie	David Wakelin	Environment and Sustainability
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Priority: Recreation

Objective	Proposed Actions	Start date	Completion date	Accountable Manager	Lead Director	Lead Portfolio
Increase participation in leisure and culture	Deliver 'Everyone Should Benefit...' Arts Strategy	1/4/12	31/3/13	Jayne Cox	Paula Darlington	Leisure and Culture
	Progress regeneration/ Development of Arnold Leisure Centre	1/4/12	31/3/13	Jayne Cox	Paula Darlington	Environment and Sustainability
	Deliver programme of delivery for new and to improve existing play areas and facilities	1/4/2012	31/3/2013	Mel Cryer	David Wakelin	Environment and Sustainability
	Deliver the Gedling's Olympic and Paralympics Legacy Plan	1/4/2012	30/9/12	Jayne Cox	Paula Darlington	Environment and Sustainability
Encourage more people to respect, appreciate and enjoy the local environment	Deliver and support a diverse range of play and events in the Borough (including Gedling Show, Arnold Carnival etc)	1/4/2012	28/2/13	Community Engagement Manager	Paula Darlington	Environment and Sustainability
	Develop 'Love Where You Live' Keep Britain Tidy initiatives including community cleanups	01/4/2012	31/3/2013	Melvyn Cryer	David Wakelin	Environment and Sustainability

	Work with local organisations to provide environmental themed information at the Gedling Show	01/4/2012	30/9/12	Jayne Cox	Paula Darlington	Environment and Sustainability
Encourage more people to get involved and active in their local community	Encourage increased participation in 'friends groups' of our parks and green spaces	01/4/2012	31/3/2013	Melvyn Cryer	David Wakelin	Community and Employee Engagement

Indicators

Objective	Performance measure	Baseline 11/12	Targets			Accountable Manager	Lead Director	Lead Portfolio
			12/13	13/14	14/15			
Increase participation in leisure and leisure culture	Number of attendances at leisure centres	752676 year to date to 31.12.11	+0.5%	+0.5%	+0.5%	Jayne Cox	Paula Darlington	Environment and Sustainability
	Number of people taking part in Positive Moves scheme	TBC	300	To be confirmed subject to funding	To be confirmed subject to funding	Jayne Cox	Paula Darlington	Environment and Sustainability
	Number of people taking part in Moving More Often	TBC	100	To be confirmed subject to funding	To be confirmed subject to funding	Jayne Cox	Paula Darlington	Environment and Sustainability
	Number of people taking part in Heartbeats	TBC	100	To be confirmed subject to funding	To be confirmed subject to funding	Jayne Cox	Paula Darlington	Environment and Sustainability
	Number of people taking part in Get Going in Gedling	TBC	125	To be confirmed subject to funding	To be confirmed subject to funding	Jayne Cox	Paula Darlington	Environment and Sustainability
	Number of children attending the GOALS project	635	685	To be confirmed subject to funding	To be confirmed subject to funding	Jayne Cox	Paula Darlington	Environment and Sustainability

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
NNDR	%	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	

Portfolio Summary
Revenue Budget 2012-13

	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Community & Employess Relations Portfolio	1,060,200	1,072,800	12,600
Health & Wellbeing Portfolio	1,472,400	1,384,000	-88,400
Communication & Public Protection Portfolio	922,100	803,100	-119,000
Economic & Strategic Development Portfolio	923,800	981,900	58,100
Environment & Sustainability Portfolio	5,162,200	5,094,600	-67,600
Leisure & Culture Portfolio	2,315,700	2,338,200	22,500
Finance & Performance Portfolio	1,367,500	616,100	-751,400
Total General Fund	13,223,900	12,290,700	-933,200

Community
And
Employee Relations

Portfolio Holder: Cllr Creamer

Community & Employee Relations Portfolio
Revenue Budget Summary 2012-13

Division	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Organisational Development	0	0	0
Democratic Mgt & Representation	611,300	670,000	58,700
Scrutiny Officer	41,600	0	-41,600
Committee Services	0	0	0
Community Grants	177,400	326,500	149,100
Customer Services	0	0	0
Parish Aid	229,900	76,300	-153,600
Total Leader Portfolio	1,060,200	1,072,800	12,600

Please note: The management restructure has required a significant number of revisions to salary and central support allocations, resulting in numerous budget variances. The allocations have been based upon the best information currently available and will be refined during 2012-13 as operational working practices become established.

Major Variances:

Organisational Development

Variance mainly due to management restructure allocations. Also apprentice from Local Employment Scheme introduced, and additional one off budget for Resource Link development to be offset by contribution from efficiency and innovations reserve.

Democratic Mgt & Representation

Increased Central Support following management restructure.

Scrutiny Officer

Budgets transferred to Committee Services as divisions merged.

Committee Services

Overall increase in Employee Expenses due to budgets transferred from Scrutiny as divisions to be merged, and management restructure allocation.

Community Grants

Mainly due to the Superfast Broadband initiative with NCC, transfer of the Members Pot budget from the Finance & Performance Portfolio and the establishment of a Community Fund.

Customer Services

Variance mainly due to management restructure allocations. Additional cost due to the employment of two staff under the local apprentice scheme, offset by efficiency savings delivered under the LEAN Programme and income from NCC for accommodation use.

Parish Aid

Variance mainly due to a reduction in Parish Aid (agreed at Cabinet) and reduced amortisation charges following the discontinuation of Capital Aid in 2011/12.

Community & Employee Relations

Division	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Organisational Development	0	0	0
Democratic Mgt & Representation	611,300	670,000	58,700
Scrutiny Officer	41,600	0	-41,600
Committee Services	0	0	0
Community Development	0	0	0
Community Grants	177,400	326,500	149,100
Customer Services	0	0	0
Parish Aid	229,900	76,300	-153,600
Total Community & Employee Relations	1,060,200	1,072,800	12,600

R130

Organisational Development

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	263,533	267,100	367,000
Less Income	-3,297	0	-6,000
Net Controllable Expenditure/(Income)	260,236	267,100	361,000
Support Costs	90,010	100,100	110,500
Less Recharges To Other Services	-350,246	-367,200	-471,500
Net Non-Controllable Expenditure/(Income)	-260,236	-267,100	-361,000
Net Revenue Budget	0	0	0

R140

Democratic Mgt & Representation

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	414,121	397,900	398,700
Less Income	-8,658	-3,300	-3,500
Net Controllable Expenditure/(Income)	405,463	394,600	395,200
Support Costs	248,564	216,700	274,800
Net Non-Controllable Expenditure/(Income)	248,564	216,700	274,800
Net Revenue Budget	654,027	611,300	670,000

R155

Scrutiny Officer

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	36,349	34,600	0
Less Income	-967	0	0
Net Controllable Expenditure/(Income)	35,382	34,600	0
Support Costs	19,015	7,000	0
Net Non-Controllable Expenditure/(Income)	19,015	7,000	0
Net Revenue Budget	54,397	41,600	0

R157

Committee Services

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	98,548	79,700	132,700
Net Controllable Expenditure/(Income)	98,548	79,700	132,700
Support Costs	49,985	39,700	55,900
Less Recharges To Other Services	-148,533	-119,400	-188,600
Net Non-Controllable Expenditure/(Income)	-98,548	-79,700	-132,700
Net Revenue Budget	0	0	0

R400

Community Development

	Actual 2010-11	Original Budget 2011-12	Original Budget 2012-13
	£	£	£
Support Costs	0	0	0
Capital Financing Expenses	0	0	0
Net Non-Controllable Expenditure/(Income)	0	0	0
Net Revenue Budget	0	0	0

R420

Community Grants

	Actual 2010-11	Original Budget 2011-12	Original Budget 2012-13
	£	£	£
Direct Expenditure	225,523	175,000	314,500
Less Income	-6,139	-10,000	-5,000
Net Controllable Expenditure/(Income)	219,383	165,000	309,500
Support Costs	13,562	11,900	16,500
Capital Financing Expenses	534	500	500
Net Non-Controllable Expenditure/(Income)	14,096	12,400	17,000
Net Revenue Budget	233,479	177,400	326,500

R820

Customer Services

	Actual 2010-11	Original Budget 2011-12	Original Budget 2012-13
	£	£	£
Direct Expenditure	721,344	673,200	629,900
Less Income	-31,896	0	-6,100
Net Controllable Expenditure/(Income)	689,449	673,200	623,800
Support Costs	192,786	207,400	174,900
Capital Financing Expenses	6,499	6,500	0
Less Recharges To Other Services	-888,734	-887,100	-798,700
Net Non-Controllable Expenditure/(Income)	-689,449	-673,200	-623,800
Net Revenue Budget	0	0	0

R850

Parish Aid

	Actual 2010-11	Original Budget 2011-12	Original Budget 2012-13
	£	£	£
Direct Expenditure	192,662	171,200	75,600
Less Income	-515	-500	-500
Net Controllable Expenditure/(Income)	192,147	170,700	75,100
Support Costs	952	2,100	1,200
Capital Financing Expenses	63,157	57,100	0
Net Non-Controllable Expenditure/(Income)	64,109	59,200	1,200
Net Revenue Budget	256,256	229,900	76,300

Health
And
Wellbeing

Portfolio Holder: Cllr Hollingsworth

Health & Wellbeing Portfolio
Revenue Budget Summary 2012-13

Division	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Licensing & Hackney Carriages	21,300	(16,700)	(38,000)
Environmental Protection	384,300	390,600	6,300
Food, Health & Safety	328,000	303,900	(24,100)
Renovation Grants	427,700	353,800	(73,900)
Housing Needs	311,100	352,400	41,300
Total Health & Wellbeing Portfolio	1,472,400	1,384,000	(88,400)

Please note: The management restructure has required a significant number of revisions to salary and central support allocations, resulting in numerous budget variances. The allocations have been based upon the best information currently available and will be refined during 2012-13 as operational working practices become established.

Major Variances:

Licensing & Hackney Carriages

Variance mainly due to increased income based upon increasing numbers of Hackney Carriage drivers applying to Gedling Borough Council. This is partly offset by increased Vehicle Inspection costs, Driving Test costs and CRB checks.

Environmental Protection

Variance mainly due to the establishment of the Sustainability Officer post, loss of Government grant for the Anti-Social Behaviour post partly offset by an efficiency from the re-negotiation of the mapping services contract.

Food Health & Safety

Variance mainly due to the management restructure allocations (see note above).

Renovation Grants

Variance mainly due to changes in Amortisation and Deferred charges. Also Employee Expenses have reduced mainly as a result of the management restructure.

Housing Needs

Variance mainly due resource development bids for Teenage and Floating Tenancy Support and Bed and Breakfast due to an increase in homelessness placements. Additional running cost for additional leased units of temporary accommodation offset by income.

Health & Wellbeing

Division	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Licencing & Hackney Carriages	21,300	-16,700	-38,000
Environmental Protection	384,300	390,600	6,300
Food, Health & Safety	328,000	303,900	-24,100
Renovation Grants	427,700	353,800	-73,900
Housing Needs	311,100	352,400	41,300
Residual HRA	0	0	0
Total Health & Wellbeing	1,472,400	1,384,000	-88,400

R100

Licencing & Hackney Carriages

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	128,012	144,400	149,800
Less Income	-244,837	-247,200	-285,500
Net Controllable Expenditure/(Income)	-116,825	-102,800	-135,700
Support Costs	183,328	120,100	115,000
Capital Financing Expenses	2,020	4,000	4,000
Net Non-Controllable Expenditure/(Income)	185,348	124,100	119,000
Net Revenue Budget	68,523	21,300	-16,700

R200

Environmental Protection

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	307,335	292,600	296,800
Less Income	-38,733	-44,800	-21,700
Net Controllable Expenditure/(Income)	268,602	247,800	275,100
Support Costs	174,720	172,000	151,600
Capital Financing Expenses	1,204	1,200	1,200
Less Recharges To Other Services	-38,472	-36,700	-37,300
Net Non-Controllable Expenditure/(Income)	137,452	136,500	115,500
Net Revenue Budget	406,054	384,300	390,600

R205

Food, Health & Safety

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	302,036	268,000	249,300
Less Income	-2,400	-2,400	-3,400
Net Controllable Expenditure/(Income)	299,637	265,600	245,900
Support Costs	69,904	62,400	58,000
Less Recharges To Other Services	-54,001	0	0
Net Non-Controllable Expenditure/(Income)	15,903	62,400	58,000
Net Revenue Budget	315,540	328,000	303,900

R600

Renovation Grants

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	76,713	63,000	45,300
Less Income	-335	-700	-700
Net Controllable Expenditure/(Income)	76,378	62,300	44,600
Support Costs	62,282	64,900	69,200
Capital Financing Expenses	207,142	300,500	240,000
Less Recharges To Other Services	-54,238	0	0
Net Non-Controllable Expenditure/(Income)	215,186	365,400	309,200
Net Revenue Budget	291,564	427,700	353,800

R630

Housing Needs

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	479,031	379,500	410,800
Less Income	-186,050	-155,000	-173,800
Net Controllable Expenditure/(Income)	292,981	224,500	237,000
Support Costs	92,891	78,800	104,300
Capital Financing Expenses	5,913	7,800	11,100
Net Non-Controllable Expenditure/(Income)	98,804	86,600	115,400
Net Revenue Budget	391,785	311,100	352,400

R631

Residual HRA

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	-7,729	0	0
Less Income	4,166	0	0
Net Controllable Expenditure/(Income)	-3,563	0	0
Support Costs	0	0	0
Net Non-Controllable Expenditure/(Income)	0	0	0
Net Revenue Budget	-3,563	0	0

Communication
And
Public Protection

Portfolio Holder: Cllr Payne

Communication & Public Protection Portfolio
Revenue Budget 2012-13 Summary

Division	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Central Print Room	0	0	0
Crime Reduction	326,700	197,000	(129,700)
Comm Protection & Dog Control	556,000	606,100	50,100
Information Technology	39,400	0	(39,400)
Procurement	0	0	0
Communications & Publicity	0	0	0
Total Customer & Member Services Portfolio	922,100	803,100	(119,000)

Please note: The management restructure has required a significant number of revisions to salary and central support allocations, resulting in numerous budget variances. The allocations have been based upon the best information currently available and will be refined during 2012-13 as operational working practices become established.

Major Variances:

Central Print Room

Efficiency savings in staffing and equipment resulting from a review of corporate printing arrangements.

Crime Reduction

Mainly due to the management restructure allocations and the transfer of the Community Safety Coordinator post to the Community Protection & Dog Control division.

Comm Protection & Dog Control

Mainly due to the management restructure allocations and the transfer of the Community Safety Coordinator post and associated budgets from the Crime Reduction division. There is also a reduction in Depreciation charges for CCTV equipment.

Information Technology

Variance mainly due to management restructure allocations and an increase in equipment which will be met from I.T. replacement fund.

Communications & Publicity

Mainly due to the management restructure allocations.

Communication & Public Protection

Division	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Central Print Room	0	0	0
Crime Reduction	326,700	197,000	-129,700
Comm Protection & Dog Control	556,000	606,100	50,100
Information Technology	39,400	0	-39,400
Procurement	0	0	0
Communications & Publicity	0	0	0
Total Communication & Public Protection	922,100	803,100	-119,000

R165

Central Print Room

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	61,443	63,700	48,700
Less Income	-31,681	-34,000	-31,200
Net Controllable Expenditure/(Income)	29,761	29,700	17,500
Support Costs	16,263	15,700	12,900
Capital Financing Expenses	11,302	0	0
Less Recharges To Other Services	-57,326	-45,400	-30,400
Net Non-Controllable Expenditure/(Income)	-29,761	-29,700	-17,500
Net Revenue Budget	0	0	0

R210

Crime Reduction

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	306,272	240,300	139,200
Less Income	-40,256	-4,500	0
Net Controllable Expenditure/(Income)	266,016	235,800	139,200
Support Costs	82,773	90,900	57,800
Capital Financing Expenses	0	0	0
Net Non-Controllable Expenditure/(Income)	82,773	90,900	57,800
Net Revenue Budget	348,789	326,700	197,000

R215

Comm Protection & Dog Control

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	287,132	417,700	529,100
Less Income	-17,715	-7,600	-11,700
Net Controllable Expenditure/(Income)	269,417	410,100	517,400
Support Costs	65,929	61,400	67,100
Capital Financing Expenses	80,562	84,500	21,600
Net Non-Controllable Expenditure/(Income)	146,491	145,900	88,700
Net Revenue Budget	415,908	556,000	606,100

R300

Information Technology

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	924,352	883,400	830,600
Less Income	-105,814	-62,300	-71,700
Net Controllable Expenditure/(Income)	818,538	821,100	758,900
Support Costs	91,969	92,700	70,400
Capital Financing Expenses	261,951	134,900	90,100
Less Recharges To Other Services	-1,134,755	-1,009,300	-919,400
Net Non-Controllable Expenditure/(Income)	-780,836	-781,700	-758,900
Net Revenue Budget	37,702	39,400	0

R305

Procurement

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	20,389	20,400	20,600
Net Controllable Expenditure/(Income)	20,389	20,400	20,600
Support Costs	760	1,200	1,800
Less Recharges To Other Services	-21,149	-21,600	-22,400
Net Non-Controllable Expenditure/(Income)	-20,389	-20,400	-20,600
Net Revenue Budget	0	0	0

R340

Communications & Publicity

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	178,759	172,100	182,900
Net Controllable Expenditure/(Income)	178,759	172,100	182,900
Support Costs	23,646	15,800	40,500
Less Recharges To Other Services	-202,405	-187,900	-223,400
Net Non-Controllable Expenditure/(Income)	-178,759	-172,100	-182,900
Net Revenue Budget	0	0	0

Economic
And
Strategic Development

Portfolio Holder: Cllr Allan

Economic & Strategic Development Portfolio
Revenue Budget Summary 2012-13

Division	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Development & Enterprise Service Support	0	0	0
Development Control	409,700	378,300	(31,400)
Planning Policy	286,300	318,700	32,400
Arnold Master Plan	8,300	5,600	(2,700)
Bldg Control - Fee Earning Acct	0	(18,900)	(18,900)
Bldg Control - Non Fee Earning Acct	101,300	88,100	(13,200)
Strategy & Performance	0	0	0
Land Charges	(6,500)	(8,600)	(2,100)
Economic Development	14,900	86,600	71,700
Estates & Valuation	0	0	0
Public Land & Buildings	(8,500)	11,900	20,400
Business Units	(1,100)	(5,700)	(4,600)
Other Gen.Fund Housing Services	(800)	0	800
Housing Strategy	120,200	125,900	5,700
Total Economic & Strategic Development Portfolio	923,800	981,900	58,100

Please note: The management restructure has required a significant number of revisions to salary and central support allocations, resulting in numerous budget variances. The allocations have been based upon the best information currently available and will be refined during 2012-13 as operational working practices become established.

Major Variances:

Development & Enterprise Service Support

Variances mainly due to the Management restructure allocation.

Development Control

Variance is mainly due to the management restructure and a reduction in Planning Applications, partly offset by the introduction of new charges.

Planning Policy

CIL NRL Consultancy to be funded from future developer contribution and CIL Hearing costs funded by contribution from Efficiency & Innovations reserve. Other variance is mainly due to the management restructure allocations (see note above).

Arnold Master Plan

No major variance.

Bldg Control - Fee Earning Acct

Variance is mainly due to the management restructure.

Bldg Control - Non Fee Earning Acct

No major variance.

Strategy & Performance

Mainly due to management restructure allocations (see note above).

Land Charges

No major variance.

Economic Development

Permanent establishment of the Economic Development Officer and management restructure allocations.

Public Land & Buildings

Mainly due to reduced income following the rent arbitration of Bestwood Lodge Hotel, increased NNDR. These have been offset by the removal of Amortisation charges following the cancellation of the 'Strategic Land Sales Review.

Business Units

Additional income due to increased occupancy levels.

Other Gen.Fund Housing Services

No major variance.

Housing Strategy

Mainly due to management restructure allocations (see note above).

Economic & Strategic Development

Division	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Development & Enterprise Service Support	0	0	0
Development Control	409,700	378,300	-31,400
Planning Policy	286,300	318,700	32,400
Arnold Master Plan	8,300	5,600	-2,700
Bldg Control-Fee Earning Acct	0	-18,900	-18,900
Bldg Cont-Non Fee Earning Acct	101,300	88,100	-13,200
Strategy & Performance	0	0	0
Land Charges	-6,500	-8,600	-2,100
Economic Development	14,900	86,600	71,700
Estates & Valuation	0	0	0
Public Land & Buildings	-8,500	11,900	20,400
Business Units	-1,100	-5,700	-4,600
Other Gen Fund Housing Servs	-800	0	800
Housing Strategy	120,200	125,900	5,700
Total Economic & Strategic Development	923,800	981,900	58,100

R105

Development & Enterprise Service Support

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	292,980	190,300	96,400
Less Income	-94,808	0	0
Net Controllable Expenditure/(Income)	198,172	190,300	96,400
Support Costs	101,542	95,400	68,700
Capital Financing Expenses	1,108	1,100	0
Less Recharges To Other Services	-300,822	-286,800	-165,100
Net Non-Controllable Expenditure/(Income)	-198,172	-190,300	-96,400
Net Revenue Budget	0	0	0

R110

Development Control

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	429,523	423,900	421,200
Less Income	-379,072	-320,500	-308,900
Net Controllable Expenditure/(Income)	50,451	103,400	112,300
Support Costs	314,909	310,000	280,200
Less Recharges To Other Services	-3,700	-3,700	-14,200
Net Non-Controllable Expenditure/(Income)	311,209	306,300	266,000
Net Revenue Budget	361,660	409,700	378,300

R115

Planning Policy

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	280,918	245,200	300,000
Less Income	-18,529	-600	-25,600
Net Controllable Expenditure/(Income)	262,389	244,600	274,400
Support Costs	50,991	49,200	53,500
Capital Financing Expenses	4,800	4,800	4,800
Less Recharges To Other Services	-13,111	-12,300	-14,000
Net Non-Controllable Expenditure/(Income)	42,680	41,700	44,300
Net Revenue Budget	305,069	286,300	318,700

R118

Arnold Master Plan

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	17,566	0	0
Less income	-17,566	0	0
Net Controllable Expenditure/(Income)	0	0	0
Support Costs	5,622	8,300	5,600
Net Non-Controllable Expenditure/(Income)	5,622	8,300	5,600
Net Revenue Budget	5,622	8,300	5,600

R120

Bldg Control-Fee Earning Acct

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	276,118	244,200	204,200
Less Income	-254,529	-223,300	-187,200
Net Controllable Expenditure/(Income)	21,589	20,900	17,000
Support Costs	106,165	104,100	81,800
Less Recharges To Other Services	-127,754	-125,000	-117,700
Net Non-Controllable Expenditure/(Income)	-21,589	-20,900	-35,900
Net Revenue Budget	0	0	-18,900

R122

Bldg Cont-Non Fee Earning Acct

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	24,174	500	500
Net Controllable Expenditure/(Income)	24,174	500	500
Support Costs	100,916	100,800	87,600
Net Non-Controllable Expenditure/(Income)	100,916	100,800	87,600
Net Revenue Budget	125,090	101,300	88,100

R125

Strategy & Performance

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	142,777	117,400	37,700
Less Income	-10,246	0	0
Net Controllable Expenditure/(Income)	132,531	117,400	37,700
Support Costs	43,875	75,400	29,300
Capital Financing Expenses	2,500	2,500	2,500
Less Recharges To Other Services	-178,906	-195,300	-69,500
Net Non-Controllable Expenditure/(Income)	-132,531	-117,400	-37,700
Net Revenue Budget	0	0	0

R172

Land Charges

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	67,580	44,200	42,200
Less Income	-131,659	-124,000	-119,600
Net Controllable Expenditure/(Income)	-64,079	-79,800	-77,400
Support Costs	81,145	73,300	68,800
Net Non-Controllable Expenditure/(Income)	81,145	73,300	68,800
Net Revenue Budget	17,066	-6,500	-8,600

R175

Economic Development

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	47,929	52,700	77,600
Less Income	-19,800	-37,800	0
Net Controllable Expenditure/(Income)	28,129	14,900	77,600
Support Costs	14,922	0	9,000
Net Non-Controllable Expenditure/(Income)	14,922	0	9,000
Net Revenue Budget	43,052	14,900	86,600

R182

Estates & Valuation

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	86,131	73,300	73,300
Net Controllable Expenditure/(Income)	86,131	73,300	73,300
Support Costs	34,289	31,700	47,800
Less Recharges To Other Services	-120,420	-105,000	-121,100
Net Non-Controllable Expenditure/(Income)	-86,131	-73,300	-73,300
Net Revenue Budget	0	0	0

R185

Public Land & Buildings

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	23,652	22,700	27,200
Less Income	-95,873	-149,800	-113,200
Net Controllable Expenditure/(Income)	-72,221	-127,100	-86,000
Support Costs	90,797	64,700	91,600
Capital Financing Expenses	6,288	53,900	6,300
Net Non-Controllable Expenditure/(Income)	97,085	118,600	97,900
Net Revenue Budget	24,864	-8,500	11,900

R410

Business Units

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	112,331	118,200	123,900
Less Income	-185,752	-183,800	-193,700
Net Controllable Expenditure/(Income)	-73,421	-65,600	-69,800
Support Costs	52,150	50,300	49,900
Capital Financing Expenses	14,176	14,200	14,200
Net Non-Controllable Expenditure/(Income)	66,326	64,500	64,100
Net Revenue Budget	-7,095	-1,100	-5,700

R620

Other Gen Fund Housing Servs

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	-78	0	0
Less Income	-639	-800	0
Net Controllable Expenditure/(Income)	-717	-800	0
Net Revenue Budget	-717	-800	0

R640

Housing Strategy

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	140,765	113,400	100,800
Less Income	-13,296	-14,500	-14,700
Net Controllable Expenditure/(Income)	127,470	98,900	86,100
Support Costs	36,387	21,300	39,800
Net Non-Controllable Expenditure/(Income)	36,387	21,300	39,800
Net Revenue Budget	163,856	120,200	125,900

Environment
And
Sustainability

Portfolio Holder: Cllr Feeney

Environment and Sustainability Portfolio
Revenue Budget 2012-13 Summary

Division	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Waste Management	2,351,700	1,978,200	(373,500)
Street Cleansing	882,500	866,100	(16,400)
Public Conveniences	59,400	27,300	(32,100)
Direct Services Service Support	0	0	0
Technical Services	20,000	18,800	(1,200)
Building Services	0	0	0
Energy Management	31,700	25,700	(6,000)
Land Drainage	17,600	12,100	(5,500)
Programmed Maintenance	142,500	109,900	(32,600)
Car Parks	(124,200)	255,000	379,200
Depot	0	0	0
Fleet Management	0	0	0
Assets & Sustainability	0	0	0
Public Offices	(39,400)	0	39,400
Leisure Allotments	26,100	28,900	2,800
Leisure Areas	1,778,900	1,823,900	45,000
Leisure Cemeteries	15,400	(51,300)	(66,700)
Total Direct Services & Property Portfolio	5,162,200	5,094,600	(67,600)

Please note: The management restructure has required a significant number of revisions to salary and central support allocations, resulting in numerous budget variances. The allocations have been based upon the best information currently available and will be refined during 2012-13 as operational working practices become established.

Major Variances:

Waste Management

Mainly due to removal of summer waste collection schemes, savings due to medical waste reclassification and additional income on Garden Waste and Trade Waste.

Street Cleansing

Variance due to an efficiency saving of two posts and changes to National Insurance payments, partly offset by the re-appraisal of fleet recharges.

Public Conveniences

Variance due to the re-appraisal of Fleet recharges, reduced Property Depreciation and reduced NNDR charges.

Direct Services Service Support

Variance due to the Management restructure allocations.

Technical Services

Variance due to the Management restructure allocations.

Building Services

No major variance.

Energy Management

Re-appraisal of Central Support charges.

Land Drainage

Re-appraisal of Central Support recharges.

Programmed Maintenance

Re-appraisal of Central Support charges.

Car Parks

Variance mainly due to reduced Pay and Display income due to the introduction of the new 2 hour free parking tariff. In addition there was a decrease in Long Stay income permit due to customers changing to a reduced price permit. Routine Maintenance was increased to account for repair costs necessary to maintain safety.

Depot

No major variances.

Fleet Management

Variance mainly due to the removal of fuel and hire costs related to the summer collection scheme, mobiles radios due to efficiency savings and reduced depreciation and insurance costs. Also fuel increases occurred due to higher prices and additional repair costs, partly offset by efficiency savings expected due to new fuel tanks and electric vehicle. A variance occurred on vehicles sales due to the new 2012/13 replacement schedule.

Assets & Sustainability

Variance due to the Management restructure allocations.

Public Offices

No major variances.

Leisure Allotments

No major variances.

Leisure Areas

Discontinuation of Highways grass cutting for NCC and reduction of the Calverton contract has resulted in a loss of income. This has partly been offset by a reduction in staffing, third party payments, re-appraisal of fleet charges and reduced depreciation.

Leisure Cemeteries

Mainly due to the re-alignment of agency staff budgets and an efficiency saving of one post. In addition 5% income inflation on Cemetery Fees & Charges.

Environment & Sustainability

Division	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Waste Management	2,351,700	1,978,200	-373,500
Street Cleansing	882,500	866,100	-16,400
Public Conveniences	59,400	27,300	-32,100
Direct Services Service Support	0	0	0
Technical Services	20,000	18,800	-1,200
Building Services	0	0	0
Energy Management	31,700	25,700	-6,000
Land Drainage	17,600	12,100	-5,500
Programmed Maintenance	142,500	109,900	-32,600
Car Parks	-124,200	255,000	379,200
Depot	0	0	0
Fleet Management	0	0	0
Public Offices	-39,400	0	39,400
Assets & Sustainability	0	0	0
Residual Highways	0	0	0
Leisure Allotments	26,100	28,900	2,800
Leisure Areas	1,778,900	1,823,900	45,000
Leisure Cemeteries	15,400	-51,300	-66,700
Total Environment & Sustainability	5,162,200	5,094,600	-67,600

R500

Waste Management

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	2,929,539	2,940,400	2,738,000
Less Income	-1,038,402	-1,043,500	-1,117,100
Net Controllable Expenditure/(Income)	1,891,137	1,896,900	1,620,900
Support Costs	408,396	408,800	311,100
Capital Financing Expenses	224,002	46,000	46,200
Net Non-Controllable Expenditure/(Income)	632,398	454,800	357,300
Net Revenue Budget	2,523,535	2,351,700	1,978,200

R505

Street Cleansing

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	902,353	852,100	826,200
Less Income	-23,225	-15,000	-15,800
Net Controllable Expenditure/(Income)	879,128	837,100	810,400
Support Costs	48,022	44,500	55,700
Capital Financing Expenses	4,433	900	0
Less Recharges To Other Services	-178	0	0
Net Non-Controllable Expenditure/(Income)	52,278	45,400	55,700
Net Revenue Budget	931,405	882,500	866,100

R510

Public Conveniences

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	52,357	31,300	12,000
Less Income	0	-600	0
Net Controllable Expenditure/(Income)	52,357	30,700	12,000
Support Costs	23,862	15,800	13,400
Capital Financing Expenses	12,899	12,900	1,900
Net Non-Controllable Expenditure/(Income)	36,761	28,700	15,300
Net Revenue Budget	89,118	59,400	27,300

R514

Direct Services Service Support

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	152,063	133,300	54,300
Less Income	0	0	0
Net Controllable Expenditure/(Income)	152,063	133,300	54,300
Support Costs	90,260	89,000	74,300
Less Recharges To Other Services	-242,323	-222,300	-128,600
Net Non-Controllable Expenditure/(Income)	-152,063	-133,300	-54,300
Net Revenue Budget	0	0	0

R515

Technical Services

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	74,273	71,700	18,900
Net Controllable Expenditure/(Income)	74,273	71,700	18,900
Support Costs	62,809	56,500	51,400
Less Recharges To Other Services	-118,096	-108,200	-51,500
Net Non-Controllable Expenditure/(Income)	-55,287	-51,700	-100
Net Revenue Budget	18,986	20,000	18,800

R520

Building Services

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	103,032	93,200	95,300
Net Controllable Expenditure/(Income)	103,032	93,200	95,300
Support Costs	41,554	33,400	24,500
Less Recharges To Other Services	-144,586	-126,600	-119,800
Net Non-Controllable Expenditure/(Income)	-103,032	-93,200	-95,300
Net Revenue Budget	0	0	0

R525

Energy Management

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Support Costs	24,276	27,700	21,700
Capital Financing Expenses	3,993	4,000	4,000
Net Non-Controllable Expenditure/(Income)	28,269	31,700	25,700
Net Revenue Budget	28,269	31,700	25,700

R530

Land Drainage

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	209	300	300
Net Controllable Expenditure/(Income)	209	300	300
Support Costs	13,949	15,200	11,200
Capital Financing Expenses	0	2,100	600
Net Non-Controllable Expenditure/(Income)	13,949	17,300	11,800
Net Revenue Budget	14,158	17,600	12,100

R535

Programmed Maintenance

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	75,986	83,100	79,200
Less Income	-1,470	-2,900	-1,500
Net Controllable Expenditure/(Income)	74,517	80,200	77,700
Support Costs	49,501	53,700	30,300
Capital Financing Expenses	24,786	8,600	1,900
Net Non-Controllable Expenditure/(Income)	74,287	62,300	32,200
Net Revenue Budget	148,804	142,500	109,900

R540

Car Parks

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	206,251	195,000	202,400
Less Income	-388,498	-419,500	-65,300
Net Controllable Expenditure/(Income)	-182,247	-224,500	137,100
Support Costs	52,082	70,100	83,500
Capital Financing Expenses	1,287,787	30,200	34,400
Net Non-Controllable Expenditure/(Income)	1,339,869	100,300	117,900
Net Revenue Budget	1,157,622	-124,200	255,000

R550

Depot

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	63,347	67,700	69,300
Less Income	-2,081	-1,300	0
Net Controllable Expenditure/(Income)	61,266	66,400	69,300
Support Costs	23,848	21,500	15,200
Capital Financing Expenses	33,636	33,600	33,600
Less Recharges To Other Services	-118,750	-121,500	-118,100
Net Non-Controllable Expenditure/(Income)	-61,266	-66,400	-69,300
Net Revenue Budget	0	0	0

R555

Fleet Management

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	1,021,289	983,800	944,100
Less Income	-37,393	-40,700	-22,300
Net Controllable Expenditure/(Income)	983,896	943,100	921,800
Support Costs	107,922	105,600	87,700
Capital Financing Expenses	591,849	649,300	599,400
Less Recharges To Other Services	-1,683,667	-1,698,000	-1,608,900
Net Non-Controllable Expenditure/(Income)	-983,896	-943,100	-921,800
Net Revenue Budget	0	0	0

R560

Public Offices

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	443,923	460,800	457,700
Less Income	-25,009	-27,900	-34,000
Net Controllable Expenditure/(Income)	418,914	432,900	423,700
Support Costs	83,548	73,700	69,200
Capital Financing Expenses	94,914	96,900	101,500
Less Recharges To Other Services	-635,078	-642,900	-594,400
Net Non-Controllable Expenditure/(Income)	-456,616	-472,300	-423,700
Net Revenue Budget	-37,702	-39,400	0

R565

Assets & Sustainability

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	0	0	52,800
Net Controllable Expenditure/(Income)	0	0	52,800
Support Costs	0	0	500
Less Recharges To Other Services	0	0	-53,300
Net Non-Controllable Expenditure/(Income)	0	0	-52,800
Net Revenue Budget	0	0	0

R575

Residual Highways

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Less Income	1,214	0	0
Net Controllable Expenditure/(Income)	1,214	0	0
Support Costs	0	0	0
Net Non-Controllable Expenditure/(Income)	0	0	0
Net Revenue Budget	1,214	0	0

R710

Leisure Allotments

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	34,788	23,000	28,800
Less Income	-7,635	-7,200	-7,600
Net Controllable Expenditure/(Income)	27,153	15,800	21,200
Support Costs	6,231	9,900	7,300
Capital Financing Expenses	425	400	400
Net Non-Controllable Expenditure/(Income)	6,656	10,300	7,700
Net Revenue Budget	33,809	26,100	28,900

R715

Leisure Areas

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	1,708,420	1,615,600	1,527,600
Less Income	-651,917	-431,200	-269,500
Net Controllable Expenditure/(Income)	1,056,503	1,184,400	1,258,100
Support Costs	239,530	179,600	194,800
Capital Financing Expenses	391,244	438,900	388,300
Less Recharges To Other Services	-24,269	-24,000	-17,300
Net Non-Controllable Expenditure/(Income)	606,504	594,500	565,800
Net Revenue Budget	1,663,008	1,778,900	1,823,900

R720

Leisure Cemeteries

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	324,780	329,900	287,000
Less Income	-358,648	-389,400	-410,500
Net Controllable Expenditure/(Income)	-33,869	-59,500	-123,500
Support Costs	56,201	37,300	35,200
Capital Financing Expenses	36,303	37,600	37,000
Net Non-Controllable Expenditure/(Income)	92,504	74,900	72,200
Net Revenue Budget	58,635	15,400	-51,300

Leisure
And
Culture

Portfolio Holder: Cllr Pulk

Leisure & Culture Portfolio
Revenue Budget 2012-13 Summary

Division	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Leisure Services Division	0	0	0
Calverton Leisure Centre	254,300	276,800	22,500
Carlton Forum Leisure Centre	351,300	369,800	18,500
Redhill Leisure Centre	105,000	139,800	34,800
Arnold Leisure Centre	497,700	499,500	1,800
Richard Herrod Leisure Centre	304,100	268,800	(35,300)
Twinning & Tourism	53,300	48,000	(5,300)
Events & The Arts	212,100	201,200	(10,900)
Leisure Development	216,000	212,500	(3,500)
Community Centres	321,900	321,800	(100)
Total Leisure & Wellbeing Portfolio	2,315,700	2,338,200	22,500

Please note: The management restructure has required a significant number of revisions to salary and central support allocations, resulting in numerous budget variances. The allocations have been based upon the best information currently available and will be refined during 2012-13 as operational working practices become established.

Major Variances:

Leisure Services Division

Mainly management restructure allocations.

Calverton Leisure Centre

Additional costs for utilities due to increased contract prices. Overall increase in income due to inflation (5%) but reduction Holiday Activities programme, partially offset by savings on instructors.

Carlton Forum Leisure Centre

Increase in the cost of Superannuation due to high number of staff joining the scheme, savings on casual staff and instructors achieved as part of reprogramming of activities. Increased charges from suppliers have led to additional costs for utilities. Depreciation charges for plant have increased. Income reduced in a number of areas including All Weather Pitch, DNA Membership and Fitness Suite, offset by income inflation.

Redhill Leisure Centre

Reduction in employee cost due to lower NI thresholds and reduced instructor costs. Utilities charges increased by suppliers. NCC joint use contribution reduced due to the new agreement and basis of calculation. Income inflation of 5% has reduced the shortfall in income in the Fitness Suite, Aerobics Studio and All Weather Pitch.

Arnold Leisure Centre

Restructure of duty rotas have reduced salary costs offset by increased utility charges. Income inflation of 5% and the additional income from Theatre Promotions have offset the reduced income expected from swimming and bar drinks.

Richard Herrod Leisure Centre

Salary savings are due to reduced NI charges. Increased utilities charges are partially offset by the savings to be achieved by installation of solar panels. Inflation on income has offset the reduction in bar drink sales and function income.

Twinning & Tourism

Due to the re-appraisal of Central Support.

Events & The Arts

Due to the re-appraisal of Central Support.

Leisure Development

CIF grant has ended resulting in reduced income offset by reduction in salaries.

Community Centres

Increased Employee Expenses mainly due to management restructure allocations partially offset by additional frozen post savings. Inflationary increases on utilities and NNDR.

Leisure & Culture

Division	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Leisure Services Division	0	0	0
Leisure Misc Expenses/Contbn	0	0	0
Calverton Leisure Centre	254,300	276,800	22,500
Carlton Forum Leisure Centre	351,300	369,800	18,500
Redhill Leisure Centre	105,000	139,800	34,800
Arnold Leisure Centre	497,700	499,500	1,800
Richard Herrod Leisure Centre	304,100	268,800	-35,300
Twining & Tourism	53,300	48,000	-5,300
Events & The Arts	212,100	201,200	-10,900
Leisure Development	216,000	212,500	-3,500
Community Centres	321,900	321,800	-100
Total Leisure & Culture	2,315,700	2,338,200	22,500

R700

Leisure Services Division

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	526,681	448,900	336,400
Less Income	-36,031	-300	-300
Net Controllable Expenditure/(Income)	490,650	448,600	336,100
Support Costs	153,852	131,400	158,000
Capital Financing Expenses	5,696	0	0
Less Recharges To Other Services	-650,198	-580,000	-494,100
Net Non-Controllable Expenditure/(Income)	-490,650	-448,600	-336,100
Net Revenue Budget	0	0	0

R705

Leisure Misc Expenses/Contbn

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	6,069	0	0
Net Controllable Expenditure/(Income)	6,069	0	0
Support Costs	568	0	0
Net Non-Controllable Expenditure/(Income)	568	0	0
Net Revenue Budget	6,637	0	0

R725

Calverton Leisure Centre

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	420,850	439,400	463,400
Less Income	-220,994	-282,300	-285,300
Net Controllable Expenditure/(Income)	199,855	157,100	178,100
Support Costs	100,202	85,800	87,300
Capital Financing Expenses	11,337	11,400	11,400
Net Non-Controllable Expenditure/(Income)	111,539	97,200	98,700
Net Revenue Budget	311,394	254,300	276,800

R730

Carlton Forum Leisure Centre

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	1,207,140	1,239,700	1,250,600
Less Income	-1,002,697	-1,091,400	-1,091,100
Net Controllable Expenditure/(Income)	204,443	148,300	159,500
Support Costs	182,418	159,100	162,000
Capital Financing Expenses	78,161	43,900	48,300
Net Non-Controllable Expenditure/(Income)	260,579	203,000	210,300
Net Revenue Budget	465,022	351,300	369,800

R735

Redhill Leisure Centre

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	507,825	547,700	541,800
Less Income	-511,332	-547,900	-514,700
Net Controllable Expenditure/(Income)	-3,506	-200	27,100
Support Costs	119,375	100,700	106,100
Capital Financing Expenses	30,341	4,500	6,600
Net Non-Controllable Expenditure/(Income)	149,716	105,200	112,700
Net Revenue Budget	146,209	105,000	139,800

R745

Arnold Leisure Centre

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	686,204	695,600	698,300
Less Income	-330,546	-352,600	-363,400
Net Controllable Expenditure/(Income)	355,657	343,000	334,900
Support Costs	119,582	100,000	111,500
Capital Financing Expenses	50,047	54,700	53,100
Net Non-Controllable Expenditure/(Income)	169,629	154,700	164,600
Net Revenue Budget	525,286	497,700	499,500

R750

Richard Herrod Leisure Centre

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	549,181	498,600	496,300
Less Income	-332,048	-341,100	-358,200
Net Controllable Expenditure/(Income)	217,133	157,500	138,100
Support Costs	95,673	88,300	71,000
Capital Financing Expenses	58,292	58,300	59,700
Net Non-Controllable Expenditure/(Income)	153,965	146,600	130,700
Net Revenue Budget	371,098	304,100	268,800

R760

Twinning & Tourism

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	16,416	22,800	22,900
Less Income	-21	0	0
Net Controllable Expenditure/(Income)	16,394	22,800	22,900
Support Costs	31,410	30,500	25,100
Net Non-Controllable Expenditure/(Income)	31,410	30,500	25,100
Net Revenue Budget	47,804	53,300	48,000

R765

Events & The Arts

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	128,703	117,300	118,000
Less Income	-25,565	-24,600	-24,700
Net Controllable Expenditure/(Income)	103,138	92,700	93,300
Support Costs	123,754	119,400	107,900
Net Non-Controllable Expenditure/(Income)	123,754	119,400	107,900
Net Revenue Budget	226,892	212,100	201,200

R770

Leisure Development

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	351,630	239,200	215,400
Less Income	-165,406	-129,600	-112,700
Net Controllable Expenditure/(Income)	186,224	109,600	102,700
Support Costs	99,692	106,400	109,800
Net Non-Controllable Expenditure/(Income)	99,692	106,400	109,800
Net Revenue Budget	285,916	216,000	212,500

R775

Community Centres

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	242,664	261,000	277,600
Less Income	-89,523	-96,500	-95,900
Net Controllable Expenditure/(Income)	153,141	164,500	181,700
Support Costs	90,035	117,900	100,900
Capital Financing Expenses	34,809	39,500	39,200
Net Non-Controllable Expenditure/(Income)	124,844	157,400	140,100
Net Revenue Budget	277,985	321,900	321,800

Finance
And
Performance

Portfolio Holder: John Clarke

Finance & Performance Portfolio
Revenue Budget 2012-13 Summary

Division	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Audit & Risk Mgt and Health & Safety	0	0	0
Corporate Management	1,085,900	1,060,500	(25,400)
Emergency Planning	37,600	21,700	(15,900)
Legal Services	0	0	0
Postages	0	0	0
Registration of Electors	161,100	196,700	35,600
Elections	243,300	168,900	(74,400)
Corporate Administration	0	0	0
Financial Services	0	0	0
Corporate Finance	0	0	0
Insurance Premiums	0	0	0
Revenues-Incomes	684,200	626,200	(58,000)
Central Provisions Account	133,200	(878,300)	(1,011,500)
Non Distributed Costs	216,000	134,500	(81,500)
Council Tax Benefits	(131,500)	(118,800)	12,700
Rent Allowances	(126,300)	(168,000)	(41,700)
Housing Benefit Administration	566,100	628,900	62,800
Rent Rebates	13,400	12,300	(1,100)
Corporate Income & expenditure	301,100	279,300	(21,800)
Movement in Reserves (MiRs)	(1,816,600)	(1,347,800)	468,800
Total Finance Portfolio	1,367,500	616,100	(751,400)

Please note: The management restructure has required a significant number of revisions to salary and central support allocations, resulting in numerous budget variances. The allocations have been based upon the best information currently available and will be refined during 2012-13 as operational working practices become established.

Major Variances:

Corporate Management

Variance mainly due to Management restructure allocations. Savings have been achieved on corporate subscriptions and audit fees.

Emergency Planning

No major variances.

Legal Services

Efficiency savings on technical books from the use of on-line publications instead of printed versions. Other variances due to management restructure allocations.

Registration of Electors

Mainly due to development bid for new Elections Assistant Post.

Elections

Removal of Local Election and Referendum budgets as not taking place in 2012-13 and the addition of the Police & Crime Commissioners Election in 2012-13 which has a net nil impact..

Corporate Administration

No major variances.

Financial Services

Efficiency saving in Employee Expenses due to staff restructure and increased income from Payroll recharges to Rushcliffe BC.

Corporate Finance

Variance mainly due to management restructure allocations.

Insurance Premiums

Efficiency saving in the re-negotiation of insurance contracts.

Revenues-Incomes

Reduction in Court Fees, offset by a reduction in summons cost income.

Central Provisions Account

Removal of General Contingency as inflation built into base budget and transfer of members pot to Community and Employee Relations portfolio. Council Tax Freeze grant and New Homes Bonus income from Central Government.

Non Distributed Costs

Compensation/Redundancy budget in respect of Phase 1 of the Management restructure has been removed.

Council Tax Benefits

Increased benefit payments, partly off set by higher Government Subsidies and increased direct overpayment recoveries.

Rent Allowances

Increased Benefit payments, partly offset by higher Government Subsidies and overpayment recoveries.

Housing Benefit Administration

Reduction in Employee Expenses due to efficiency savings in Risk Based Verification Scheme
Reduction in government subsidy.

Rent Rebates

Increased Cheques & Bacs rebates, offset by Government subsidy.

Corporate Income & expenditure

Increase in investment interest and reductions in payments of interest on serviced debt and 3 temporary borrowing, partly offset by financing costs for the Local Authority Mortgage Scheme.

Movement in Reserves (MiRs)

Increased minimum revenue provision (MRP) in respect of borrowing used in the financing of the capital programme. Movements in accounting entries for depreciation and amortisation are matched by corresponding movements on departmental budgets.

Finance & Performance

Division	Original Budget 2011-12 £	Original Budget 2012-13 £	Variance to Original Budget 2011-12 £
Audit, Risk Management, Health & Safety	0	0	0
Corporate Management	1,085,900	1,060,500	-25,400
Emergency Planning	37,600	21,700	-15,900
Legal Services	0	0	0
Postages	0	0	0
Registration Of Electors	161,100	196,700	35,600
Elections	243,300	168,900	-74,400
Corporate Administration	0	0	0
Financial Services	0	0	0
Corporate Finance	0	0	0
Insurance Premiums	0	0	0
Revenues-Incomes	684,200	626,200	-58,000
Concessionary Fares	0	0	0
Central Provisions Account	133,200	-878,300	-1,011,500
Non Distributed Costs	216,000	134,500	-81,500
Council Tax Benefits	-131,500	-118,800	12,700
Rent Allowances	-126,300	-168,000	-41,700
Housing Benefit Administration	566,100	628,900	62,800
Rent Rebates	13,400	12,300	-1,100
Corporate Income & Expenditure	301,100	279,300	-21,800
Movement in Reserves (MiRs)	-1,816,600	-1,347,800	468,800
Total Finance & Performance	1,367,500	616,100	-751,400

R135

Audit, Risk Management, Health & Safety

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	229,660	222,500	218,400
Less Income	-1,500	0	0
Net Controllable Expenditure/(Income)	228,160	222,500	218,400
Support Costs	45,507	41,200	41,000
Less Recharges To Other Services	-273,667	-263,700	-259,400
Net Non-Controllable Expenditure/(Income)	-228,160	-222,500	-218,400
Net Revenue Budget	0	0	0

R145

Corporate Management

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	521,100	375,400	803,900
Less Income	-316	-300	0
Net Controllable Expenditure/(Income)	520,784	375,100	803,900
Support Costs	871,355	773,900	939,600
Less Recharges To Other Services	-54,753	-63,100	-683,000
Net Non-Controllable Expenditure/(Income)	816,602	710,800	256,600
Net Revenue Budget	1,337,386	1,085,900	1,060,500

R150

Emergency Planning

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	9,363	9,700	9,700
Net Controllable Expenditure/(Income)	9,363	9,700	9,700
Support Costs	30,731	27,900	12,000
Net Non-Controllable Expenditure/(Income)	30,731	27,900	12,000
Net Revenue Budget	40,094	37,600	21,700

R160

Legal Services

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	431,354	356,800	303,000
Less Income	-9,187	-7,900	-8,200
Net Controllable Expenditure/(Income)	422,166	348,900	294,800
Support Costs	137,085	112,400	83,900
Less Recharges To Other Services	-559,251	-461,300	-378,700
Net Non-Controllable Expenditure/(Income)	-422,166	-348,900	-294,800
Net Revenue Budget	0	0	0

R170

Postages

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	25,646	53,200	52,800
Less Income	-170	-200	-100
Net Controllable Expenditure/(Income)	25,476	53,000	52,700
Support Costs	0	100	100
Less Recharges To Other Services	-25,476	-53,100	-52,800
Net Non-Controllable Expenditure/(Income)	-25,476	-53,000	-52,700
Net Revenue Budget	0	0	0

R177

Registration Of Electors

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	67,407	73,500	95,600
Less Income	-6,277	-1,900	-1,900
Net Controllable Expenditure/(Income)	61,130	71,600	93,700
Support Costs	110,129	89,500	103,000
Net Non-Controllable Expenditure/(Income)	110,129	89,500	103,000
Net Revenue Budget	171,259	161,100	196,700

R180

Elections

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	80,515	183,300	110,900
Less Income	-77,759	-34,000	-110,900
Net Controllable Expenditure/(Income)	2,756	149,300	0
Support Costs	101,945	94,000	168,900
Net Non-Controllable Expenditure/(Income)	101,945	94,000	168,900
Net Revenue Budget	104,701	243,300	168,900

R800

Corporate Administration

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	88,596	89,800	93,500
Net Controllable Expenditure/(Income)	88,596	89,800	93,500
Support Costs	30,027	27,800	24,400
Less Recharges To Other Services	-118,623	-117,600	-117,900
Net Non-Controllable Expenditure/(Income)	-88,596	-89,800	-93,500
Net Revenue Budget	0	0	0

R805

Financial Services

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	690,876	617,100	603,600
Less Income	-80,407	-54,900	-58,700
Net Controllable Expenditure/(Income)	610,469	562,200	544,900
Support Costs	249,954	243,500	204,300
Less Recharges To Other Services	-860,423	-805,700	-749,200
Net Non-Controllable Expenditure/(Income)	-610,469	-562,200	-544,900
Net Revenue Budget	0	0	0

R810

Corporate Finance

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	121,830	113,500	0
Less Income	-15	0	0
Net Controllable Expenditure/(Income)	121,815	113,500	0
Support Costs	27,241	28,900	0
Less Recharges To Other Services	-149,056	-142,400	0
Net Non-Controllable Expenditure/(Income)	-121,815	-113,500	0
Net Revenue Budget	0	0	0

R825

Insurance Premiums

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	333,402	323,900	269,000
Net Controllable Expenditure/(Income)	333,402	323,900	269,000
Support Costs	0	0	0
Less Recharges To Other Services	-333,402	-323,900	-269,000
Net Non-Controllable Expenditure/(Income)	-333,402	-323,900	-269,000
Net Revenue Budget	0	0	0

R835

Revenues-Incomes

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	596,096	620,600	559,200
Less Income	-269,711	-322,900	-268,300
Net Controllable Expenditure/(Income)	326,385	297,700	290,900
Support Costs	557,071	578,100	506,000
Less Recharges To Other Services	-221,969	-191,600	-170,700
Net Non-Controllable Expenditure/(Income)	335,102	386,500	335,300
Net Revenue Budget	661,487	684,200	626,200

R837

Concessionary Fares

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	1,740,426	0	0
Less Income	-516,565	0	0
Net Controllable Expenditure/(Income)	1,223,861	0	0
Support Costs	11,121	0	0
Net Non-Controllable Expenditure/(Income)	11,121	0	0
Net Revenue Budget	1,234,982	0	0

R872

Central Provisions Account

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	854,318	130,000	10,000
Less Income	-870,195	0	-888,300
Net Controllable Expenditure/(Income)	-15,877	130,000	-878,300
Support Costs	2,007	3,200	0
Capital Financing Expenses	0	0	0
Net Non-Controllable Expenditure/(Income)	2,007	3,200	0
Net Revenue Budget	-13,870	133,200	-878,300

R875

Non Distributed Costs

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	-5,770,000	215,900	134,400
Net Controllable Expenditure/(Income)	-5,770,000	215,900	134,400
Support Costs	0	100	100
Net Non-Controllable Expenditure/(Income)	0	100	100
Net Revenue Budget	-5,770,000	216,000	134,500

R877

Council Tax Benefits

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	9,215,308	9,299,000	9,512,700
Less Income	-9,324,853	-9,430,500	-9,631,500
Net Controllable Expenditure/(Income)	-109,545	-131,500	-118,800
Net Revenue Budget	-109,545	-131,500	-118,800

R880

Rent Allowances

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	22,510,675	21,340,500	25,275,500
Less Income	-22,568,361	-21,466,800	-25,443,500
Net Controllable Expenditure/(Income)	-57,686	-126,300	-168,000
Net Revenue Budget	-57,686	-126,300	-168,000

R882

Housing Benefit Administration

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	1,150,444	887,700	875,300
Less Income	-1,036,209	-846,400	-780,200
Net Controllable Expenditure/(Income)	114,234	41,300	95,100
Support Costs	552,547	524,800	533,800
Net Non-Controllable Expenditure/(Income)	552,547	524,800	533,800
Net Revenue Budget	666,781	566,100	628,900

R885

Rent Rebates

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	29,239	44,800	67,500
Less Income	-15,345	-31,400	-55,200
Net Controllable Expenditure/(Income)	13,895	13,400	12,300
Net Revenue Budget	13,895	13,400	12,300

R890

Corporate Income & Expenditure

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	5,503,735	17,300	37,300
Less Income	-824,952	-101,300	-155,700
Net Controllable Expenditure/(Income)	4,678,783	-84,000	-118,400
Support Costs	0	100	0
Capital Financing Expenses	955,652	385,000	397,700
Less Recharges To Other Services	-385,817	0	0
Net Non-Controllable Expenditure/(Income)	569,835	385,100	397,700
Net Revenue Budget	5,248,618	301,100	279,300

R891

Movement in Reserves (MiRs)

	Actual 2010-11 £	Original Budget 2011-12 £	Original Budget 2012-13 £
Direct Expenditure	-14,128	0	0
Less Income	-1,751	-17,500	0
Net Controllable Expenditure/(Income)	-15,879	-17,500	0
Capital Financing Expenses	-474,837	444,600	512,500
Less Recharges To Other Services	-2,605,106	-2,243,700	-1,860,300
Net Non-Controllable Expenditure/(Income)	-3,079,943	-1,799,100	-1,347,800
Net Revenue Budget	-3,095,822	-1,816,600	-1,347,800