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**BASSETLAW**

DISTRICT COUNCIL  
NORTH NOTTINGHAMSHIRE

# **COUNCIL TAX RESOLUTION AND BUDGET BOOK 2012/2013**

# **BUDGET BOOK 2012/13**

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**Mike Hill**  
**Head of Finance & Property**



**BASSETLAW DISTRICT COUNCIL**

**COUNCIL**

**5<sup>TH</sup> MARCH 2012**

**REPORT OF THE DIRECTOR OF RESOURCES**

**COUNCIL TAX RESOLUTION & BUDGET HEADLINES 2012/13**

Cabinet Member: Finance & Property  
Contact: Mike Hill  
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**1. Public Interest Test**

- 1.1 The author of this report, Mike Hill, has determined that the report is not confidential.

**2. Purpose of the Report**

- 2.1 Under the Council's Constitution, the functions of calculating the Council Tax requirement and the District element of the Council Tax, and the function of setting the Council Tax are the responsibility of the Full Council. The function of preparing estimates and calculations for submission to Council is the responsibility of the Cabinet.
- 2.2 This report assists Members of the Council to consider the background to their budgetary and Council Tax decisions, and sets out the recommendations from Cabinet on the 9<sup>th</sup> February 2012.

**3. Background and Discussion**

**INTRODUCTION**

- 3.1 The Council Tax is a tax on property with a personal element in the form of a discount for dwellings with less than two relevant residents. All dwellings are listed in one of eight valuation Bands and the amount of Council Tax payable in respect of each dwelling (before discounts and other reductions) is in a set proportion between each Band.
- 3.2 The headline Council Tax is calculated for Band D, and the Tax in the remaining Bands are worked out as a proportion of this amount. The lowest Band (A) is two-thirds of Band D and the highest Band (H) is twice Band D and three times Band A. The proportions are therefore as follows:

Band A	6/9	Band E	11/9
Band B	7/9	Band F	13/9
Band C	8/9	Band G	15/9
Band D	9/9	Band H	18/9

## THE COUNCIL'S LEGAL DUTIES

- 3.3 In coming to decisions in relation to the revenue budget and the Council Tax, the District Council – and Members – have various legal duties, namely:
- (a) The Council must act in accordance with its statutory duties and responsibilities;
  - (b) The Council must act reasonably;
  - (c) The Council must not act in breach of its fiduciary duty to its Ratepayers and Council Taxpayers.

### Statutory Duty

- 3.4 As part of the Budget and the Council Tax setting process, the Council was previously required by the Local Government Finance Act 1992 to make various specific calculations and decisions. The Localism Act 2011 has made significant changes to the LGFA 1992, and now requires the billing authority (Bassetlaw District Council) to calculate a **Council Tax requirement** for the year, not its budget requirement as previously.
- 3.5 These calculations must be made **before 11<sup>th</sup> March** (i.e. midnight on 10<sup>th</sup> March), although they are not invalid merely because they are made on or after that date. However, until the calculations are made any attempt to set the Council Tax will be treated as null and void.
- 3.6 The District Council has a clear legal duty to set a Council Tax, and a resolution not to set a Council Tax would be unlawful, being in breach of Section 30 of the Local Government Finance Act 1992. Similarly, so would be a resolution to set a Council Tax that deliberately did not balance the various calculations.

## ADEQUACY OF COUNCIL TAX REQUIREMENT AND FINANCIAL RESERVES

- 3.7 The Local Government Act 2003 requires the Chief Financial Officer to report to the authority on the robustness of the estimates made for the purposes of the calculation and the adequacy of the proposed financial reserves. This will include estimates and reserves used for the purpose of the Cabinet's recommendations to Council, and for the purpose of any amendments to those recommendations. The Council has a statutory duty to have regard to the Chief Financial Officer's report when making decisions about the Section 31 calculations. This is set out in the *Robustness of Estimates and Adequacy of Reserves 2012/13* report contained within this document.

## SETTING THE COUNCIL TAX

- 3.8 The final stage of the Council Tax setting process is for the Council, as billing authority, to set the overall Council Tax for each Band. Whereas the billing authorities and major precepting authorities calculate their own budget requirements, basic amounts, and amounts of each Band, the setting of the Council Tax is solely the responsibility of the District Council as billing authority.

## COUNCIL TAX FREEZE GRANT

- 3.9 A letter received from Mark Rickard, Local Government Finance, Department for Communities and Local Government dated 14<sup>th</sup> November 2011, set out the terms under which the scheme will operate. It states that "if an authority sets its basic amount of council tax for 2012/13 at a level which is no more than its basic amount of council tax for 2011/12, it will be eligible to receive a grant equivalent to an x% increase in its 2011/12 basic amount of council tax multiplied by the authority's tax

base for 2012/13 (rounded to the nearest pound)". For district councils, x% equates to a council tax freeze grant of 2.5%, and Bassetlaw's 2012/13 budget includes a Council Tax Freeze Grant equivalent to £139,200.

- 3.10 To be clear, for local authorities to receive this grant they must freeze or reduce their Band D Council Tax (net of any local precepts) in 2012/13. The recommendation is to accept this grant, which effectively means that the taxpayers do not incur any actual increase.

### **COUNCIL TAX REFERENDUMS**

- 3.11 Schedule 5 to the Localism Act 2011 introduced a new chapter into the Local government Finance Act 1992 ("the Act"), making provision for council tax referendums to be held if an authority increases its council tax by an amount exceeding principles determined by the Secretary of State and agreed by the House of Commons. The Localism Act also abolished the capping regime in England.
- 3.12 An Information Note received from Mark Rickard dated 20<sup>th</sup> January 2012, set out a summary of the key provisions for council tax referendums and authorities' responsibilities in the event that they are required to arrange for a referendum to be held in 2012/13.
- 3.13 In short, it stated a council tax referendum will only be required to be held if a local authority (a) chooses not to accept the council tax freeze grant for 2012/13, and (b), are contemplating setting an increase in council tax which exceeds the council tax excessiveness principle relevant to the Council. For district councils, the authority will be required to seek the approval of their local electorate in a referendum if, when compared to 2011/12, the council sets a council tax increase that exceeds 3.5%.
- 3.14 A further letter from Mark Rickard dated 10<sup>th</sup> February clarified the situation, as there is the possibility that a referendum could be triggered when a levy placed on the council is reduced between years. For Bassetlaw, this calculation will exclude all local precepts, and from this year, will also exclude payments to Internal Drainage Boards. It is the payments to the latter that will need to be monitored in future years to avoid any breach of the referendum limit, but this also needs to be considered against a backdrop of a changing tax base.
- 3.15 The budget for payments to the Internal Drainage Boards has increased from £435,100 in 2011/12 to £435,900 in 2012/13, but the increasing tax base between the two years has generated a further £32,100 of additional council tax income. Overall for Bassetlaw, the calculation effectively increases the '*Relevant basic amount of council tax*' for Bassetlaw by 0.03% i.e. well below the current 3.5% referendum limit.

### **OTHER PRECEPTING BODIES**

- 3.16 Since the meeting of the Cabinet on 9<sup>th</sup> February 2012 the precept levels of other precepting bodies have been received. These are detailed below:

#### **Town and Parish Councils**

The Town and Parish Council Precepts for 2012/13 are detailed in Appendix B and total £837,208. The increase in the average Band D Council Tax for Town and Parish Councils is 2.73% and results in an average Band D Council Tax figure of £22.98 for 2012/13.

## **Nottinghamshire County Council**

Nottinghamshire County Council met on 23<sup>rd</sup> February 2012 and set their precept at £43,762,878, adjusted by a Collection Fund contribution of £298,636. This results in a Band D Council Tax of £1,193.18.

## **Nottinghamshire Police Authority**

Nottinghamshire Police Authority met on 22<sup>nd</sup> February 2012 and set their precept at £6,101,928, adjusted by a Collection Fund contribution of £40,073. This results in a Band D Council Tax of £166.41.

## **Nottinghamshire Combined Fire & Rescue Authority**

Nottinghamshire Combined Fire & Rescue Authority met on 24<sup>th</sup> February 2012 and set their precept at £2,556,056, adjusted by a Collection Fund contribution of £17,442. This results in a Band D Council Tax of £69.69.

### **4. Implications**

a) For service users

The Council Tax Resolution effectively sets the revenue and capital budgets and the Council Tax level for 2012/13.

b) Strategic & Policy

As contained within this report and the individual budget reports.

c) Financial – Ref: 12/706

As contained within this report and the individual budget reports.

d) Legal - Ref: 92/03/12

As contained within this report and the individual budget reports.

e) Human Resources

As contained within this report and the individual budget reports.

f) Community Safety, Equalities, Environmental

As contained within this report and the individual budget reports.

g) This is a key decision. The individual numbers are contained within each of the budget reports.

### **5. Options, Risks and Reasons for Recommendations**

- 5.1 This report is a statutory requirement. It is for Members to decide on the balance between council taxation and service levels.

## 6. Recommendations

- 6.1 That recommendations 3(a) to 3(n) of Appendix F which is a summary of the recommendations made in the suite of the 2012/13 budget reports be approved.
- 6.2 That the formal Council Tax Resolution set out at Appendix A be approved.
- 6.3 That if the formal Council Tax Resolution at Appendix A is approved, the total Band D Council Tax will be as follows:

	2011/12	2012/13	Increase
	£	£	%
Bassetlaw District Council	152.82	152.82	0%
Nottinghamshire County Council	1,193.18	1,193.18	0%
Nottinghamshire Police Authority	160.11	166.41	3.93%
Nottinghamshire Combined Fire & Rescue Authority	69.69	69.69	0%
<b>Sub-Total</b>	<b>1,575.80</b>	<b>1,582.10</b>	<b>0.40%</b>
Town & Parish Council (average)	22.37	22.98	2.73%
<b>Total</b>	<b>1,598.17</b>	<b>1,605.08</b>	<b>0.43%</b>



## APPENDIX A

### The Council is recommended to resolve as follows:

1. It be noted that on 6<sup>th</sup> December 2011 the Council calculated the Council Tax Base 2012/13:
  - (a) For the whole Council area as 36,427.23 [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended by The Localism Act 2011 (the "Act")]; and
  - (b) For dwellings in those parts of its area to which one or more special items relate as in the attached Appendix C.
2. Calculate that the Council Tax requirement for the Council's own purposes for 2012/13 (excluding Parish precepts and Special Expenses) is £5,566,800.
3. That the following amounts be calculated for the year 2012/13 in accordance with Sections 31 to 36 of the Act:
  - (a) £103,975,500 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils and any additional special expenses.
  - (b) (£97,571,500) being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
  - (c) £6,404,000 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year (Item R in the formula in Section 31B of the Act).
  - (d) £175.80 being the amount at 3(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts and special expenses).
  - (e) £837,200 being the aggregate amount of all special items (Parish precepts and special expenses) referred to in Section 34(1) of the Act (as per the attached Appendix C).
  - (f) £152.82 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept or special item relates.
4. To note that the County Council, the Police Authority and the Combined Fire & Rescue Authority have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table below.

5. That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables below as the amounts of Council Tax for 2012/13 for each part of its area and for each of the categories of dwellings.

	Valuation Bands							
	A £	B £	C £	D £	E £	F £	G £	H £
Bassetlaw District Council	101.88	118.86	135.84	152.82	186.78	220.74	254.70	305.64
Nottinghamshire County Council	795.45	928.03	1060.60	1193.18	1458.33	1723.48	1988.63	2386.36
Nottinghamshire Police Authority	110.94	129.43	147.92	166.41	203.39	240.37	277.35	332.82
Nottinghamshire Combined Fire & Rescue Authority	46.46	54.20	61.95	69.69	85.18	100.66	116.15	139.38
<b>Aggregate of Council Tax Requirements</b>	<b>1054.73</b>	<b>1230.52</b>	<b>1406.31</b>	<b>1582.10</b>	<b>1933.68</b>	<b>2285.25</b>	<b>2636.83</b>	<b>3164.20</b>

6. That the Council's basic amount of Council Tax for 2012/13 is not excessive in accordance with the principles approved under Section 52ZB of the Local Government Finance Act 1992.
7. The Council hereby authorises the Section 151 Officer to administer the provisions of the Local Government Finance Acts 1988 and 1992 with regard to the demand, collection and recovery of Council Tax and Non-Domestic Rates and the operation of the Collection Fund.
8. (a) The Council hereby specifies that the Business Rates shall be collected in accordance with respective Statutory monthly instalment schemes laid down in Regulations in a 10 month period from April to January within the year April to March.
- (b) The Council hereby specifies that the Council Tax shall be collected in accordance with respective statutory monthly instalment schemes laid down in Regulations in a 10 month period from April to January within the year April to March, except where agreements are made with the taxpayer to pay in weekly or up to 12 monthly instalments by direct debit from April to March.
- (c) Payments will fall due on the first day of each month except where specific arrangements for Direct Debit apply for Council Tax and Business Rates.
- (d) Council Tax shall be due weekly from Council tenants in accordance with the Statutory weekly scheme and the due dates shall be rent weeks 1 to 52 inclusive but no payment shall fall due during the rent free week, i.e. w/c 24<sup>th</sup> December 2012 (week 39). The number of instalment weeks for the Council Tax scheme for Council tenants in 2012/13 shall, therefore, be 51.

**BASSETLAW DISTRICT COUNCIL TAXBASE & LOCAL PRECEPTS 2012/13**

Parish/Town Council	2011/12			2012/13			Council Tax Increase
	Taxbase	Precept	Council Tax Band D	Taxbase	Precept	Council Tax Band D	
	£	£	£	£	£	£	
Askham	81.07	0	0.00	83.13	0	0.00	0.00%
Babworth	226.38	3,805	16.81	226.33	4,035	17.83	6.07%
Bamby Moor	114.46	855	7.47	108.74	3,262	30.00	301.61%
Beckingham-cum-Saundby	485.36	19,550	40.28	492.59	18,950	38.47	-4.49%
Blyth	495.22	24,000	48.46	489.42	25,500	52.10	7.51%
Bole	50.92	0	0.00	52.30	0	0.00	0.00%
Bothamsall	91.04	1,000	10.98	90.67	1,000	11.03	0.46%
Carburton	28.11	0	0.00	28.34	0	0.00	0.00%
Carlton in Lindrick	1,850.55	103,322	55.83	1,851.77	105,977	57.23	2.51%
Clarborough & Welham	407.23	18,000	44.20	410.07	18,000	43.89	-0.70%
Clayworth	147.05	4,351	29.59	143.91	4,581	31.83	7.57%
Clumber and Hardwick	33.79	0	0.00	31.91	0	0.00	0.00%
Cuckney	87.27	6,368	72.97	87.37	6,368	72.89	-0.11%
Dunham on Trent with Ragnall, Fledborough and Darlton	239.84	8,980	37.44	239.79	8,980	37.45	0.03%
East Drayton	108.45	2,419	22.31	110.24	2,421	21.96	-1.57%
East Markham	468.82	14,848	31.67	470.94	16,068	34.12	7.74%
East Retford Charter Trustees	7,099.85	9,317	1.31	7,171.11	10,249	1.43	9.16%
Elkesley	254.17	12,362	48.64	260.34	12,362	47.48	-2.38%
Everton	349.18	10,200	29.21	355.29	10,450	29.41	0.68%
Gamston with West Drayton & Eaton	242.47	6,300	25.98	244.77	6,360	25.98	0.00%
Gringley-on-the Hill	301.67	21,487	71.23	323.61	21,487	66.40	-6.78%
Harworth & Bircotes	2,159.10	201,000	93.09	2,183.29	199,000	91.15	-2.08%
Haughton	20.69	0	0.00	20.29	0	0.00	0.00%
Hayton	158.97	6,283	39.52	156.96	7,007	44.64	12.96%
Headon-cum-Upton with Grove & Stokeham	149.90	3,588	23.94	152.97	3,662	23.94	0.00%
Hodsock	663.50	29,881	45.04	663.99	29,891	45.02	-0.04%
Holbeck & Welbeck	105.40	2,890	27.42	107.96	2,993	27.72	1.09%
Laneham	117.87	4,916	41.71	128.38	4,997	38.92	-6.69%
Lound	196.13	3,747	19.10	200.25	3,934	19.65	2.88%
Markham Clinton	91.38	3,174	34.73	91.36	3,174	34.74	0.03%
Mattersey	265.26	4,504	16.98	266.84	4,013	15.04	-11.43%
Misson	258.30	9,010	34.88	264.59	9,010	34.05	-2.38%
Misterton	735.93	49,750	67.60	738.24	49,750	67.39	-0.31%
Nether Langwith	155.04	6,739	43.47	156.81	7,078	45.14	3.84%
Normanton-on-Trent with Marnham	180.54	4,156	23.02	186.36	4,156	22.30	-3.13%
North Leverton with Habbleshorpe	341.37	10,961	32.11	349.59	13,961	39.94	24.38%
North and South Wheatley	261.36	14,779	56.55	265.31	15,518	58.49	3.43%
Norton	58.12	1,100	18.93	57.72	1,100	19.06	0.69%
Rampton	277.14	6,350	22.91	281.39	6,448	22.91	0.00%
Ranskill	513.72	12,700	24.72	524.82	16,700	31.82	28.72%
Rhodesia	256.79	5,333	20.77	253.93	6,043	23.80	14.59%
Scaftworth	21.77	0	0.00	21.37	0	0.00	0.00%
Scrooby	137.90	3,886	28.18	137.96	3,835	27.80	-1.35%
Shireoaks	475.42	10,864	22.85	472.82	10,803	22.85	0.00%
South Leverton	206.52	5,342	25.87	205.11	7,175	34.98	35.21%
Sturton-le-Steeple	187.72	8,703	46.36	192.32	11,895	61.85	33.41%
Styrrup with Oldcotes	254.20	9,996	39.32	253.56	11,000	43.38	10.33%
Sutton	263.69	11,210	42.51	261.96	11,210	42.79	0.66%
Tonworth	91.61	4,226	46.13	96.78	4,226	43.67	-5.33%
Treswell-with-Cottam	130.58	2,367	18.13	127.71	2,367	18.53	2.21%
Tuxford	851.82	84,049	98.67	850.62	84,631	99.49	0.83%
Wakeringham	375.84	15,429	41.05	373.49	16,922	45.31	10.38%
Wallingwells	14.09	0	0.00	13.79	0	0.00	0.00%
West Burton	6.50	0	0.00	6.50	0	0.00	0.00%
West Stockwith	114.85	5,745	50.02	117.18	5,858	49.99	-0.06%
Wiseton	42.45	215	5.06	41.47	215	5.18	2.37%
Worksop Charter Trustees	12,912.89	258	0.02	12,930.90	2,586	0.20	900.00%
<b>Total:</b>	<b>36,217.26</b>	<b>810,315</b>	<b>22.37</b>	<b>36,427.23</b>	<b>837,208</b>	<b>22.98</b>	<b>2.73%</b>

**LOCAL PRECEPTS 2012/13**

	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Bassetlaw District Council	101.88	118.86	135.84	152.82	186.78	220.74	254.70	305.64
Nottinghamshire County Council	795.45	928.03	1060.60	1193.18	1458.33	1723.48	1988.63	2386.36
Nottinghamshire Police Authority	110.94	129.43	147.92	166.41	203.39	240.37	277.35	332.82
Combined Fire & Rescue Authority	46.46	54.20	61.95	69.69	85.18	100.66	116.15	139.38
<b>TOTAL:</b>	<b>1054.73</b>	<b>1230.52</b>	<b>1406.31</b>	<b>1582.10</b>	<b>1933.68</b>	<b>2285.25</b>	<b>2636.83</b>	<b>3164.20</b>
Askham	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Babworth	11.89	13.87	15.85	17.83	21.79	25.75	29.72	35.66
Barnby Moor	20.00	23.33	26.67	30.00	36.67	43.33	50.00	60.00
Beckingham-cum-Saundby	25.65	29.92	34.20	38.47	47.02	55.57	64.12	76.94
Blyth	34.73	40.52	46.31	52.10	63.68	75.26	86.83	104.20
Bole	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Bothamsall	7.35	8.58	9.80	11.03	13.48	15.93	18.38	22.06
Carburton	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Carlton in Lindrick	38.15	44.51	50.87	57.23	69.95	82.67	95.38	114.46
Clarlborough & Welham	29.26	34.14	39.01	43.89	53.64	63.40	73.15	87.78
Clayworth	21.22	24.76	28.29	31.83	38.90	45.98	53.05	63.66
Clumber and Hardwick	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cuckney	48.59	56.69	64.79	72.89	89.09	105.29	121.48	145.78
Dunham on Trent with Ragnall, Fledborough and Darlton	24.97	29.13	33.29	37.45	45.77	54.09	62.42	74.90
East Drayton	14.64	17.08	19.52	21.96	26.84	31.72	36.60	43.92
East Markham	22.75	26.54	30.33	34.12	41.70	49.28	56.87	68.24
East Retford Charter Trustees	0.95	1.11	1.27	1.43	1.75	2.07	2.38	2.86
Elkesley	31.65	36.93	42.20	47.48	58.03	68.58	79.13	94.96
Everton	19.61	22.87	26.14	29.41	35.95	42.48	49.02	58.82
Gamston with West Drayton & Eaton	17.32	20.21	23.09	25.98	31.75	37.53	43.30	51.96
Gringley-on-the Hill	44.27	51.64	59.02	66.40	81.16	95.91	110.67	132.80
Harworth & Bircotes	60.77	70.89	81.02	91.15	111.41	131.66	151.92	182.30
Haughton	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hayton	29.76	34.72	39.68	44.64	54.56	64.48	74.40	89.28
Headon-cum-Upton with Grove & Stokeham	15.96	18.62	21.28	23.94	29.26	34.58	39.90	47.88
Hodsock	30.01	35.02	40.02	45.02	55.02	65.03	75.03	90.04
Holbeck & Welbeck	18.48	21.56	24.64	27.72	33.88	40.04	46.20	55.44
Laneham	25.95	30.27	34.60	38.92	47.57	56.22	64.87	77.84
Lound	13.10	15.28	17.47	19.65	24.02	28.38	32.75	39.30
Markham Clinton	23.16	27.02	30.88	34.74	42.46	50.18	57.90	69.48
Mattersey	10.03	11.70	13.37	15.04	18.38	21.72	25.07	30.08
Misson	22.70	26.48	30.27	34.05	41.62	49.18	56.75	68.10
Misterton	44.93	52.41	59.90	67.39	82.37	97.34	112.32	134.78
Nether Langwith	30.09	35.11	40.12	45.14	55.17	65.20	75.23	90.28
Normanton-on-Trent with Marnham	14.87	17.34	19.82	22.30	27.26	32.21	37.17	44.60
North Leverton with Habblessthorpe	26.63	31.06	35.50	39.94	48.82	57.69	66.57	79.88
North and South Wheatley	38.99	45.49	51.99	58.49	71.49	84.49	97.48	116.98
Norton	12.71	14.82	16.94	19.06	23.30	27.53	31.77	38.12
Rampton	15.27	17.82	20.36	22.91	28.00	33.09	38.18	45.82
Ranskill	21.21	24.75	28.28	31.82	38.89	45.96	53.03	63.64
Rhodesia	15.87	18.51	21.16	23.80	29.09	34.38	39.67	47.60
Scaftworth	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Scrooby	18.53	21.62	24.71	27.80	33.98	40.16	46.33	55.60
Shireoaks	15.23	17.77	20.31	22.85	27.93	33.01	38.08	45.70
South Leverton	23.32	27.21	31.09	34.98	42.75	50.53	58.30	69.96
Sturton-le-Steeple	41.23	48.11	54.98	61.85	75.59	89.34	103.08	123.70
Styrrup with Oldcotes	28.92	33.74	38.56	43.38	53.02	62.66	72.30	86.76
Sutton	28.53	33.28	38.04	42.79	52.30	61.81	71.32	85.58
Torworth	29.11	33.97	38.82	43.67	53.37	63.08	72.78	87.34
Treswell-with-Cottam	12.35	14.41	16.47	18.53	22.65	26.77	30.88	37.06
Tuxford	66.33	77.38	88.44	99.49	121.60	143.71	165.82	198.98
Walkeringham	30.21	35.24	40.28	45.31	55.38	65.45	75.52	90.62
Wallingwells	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
West Burton	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
West Stockwith	33.33	38.88	44.44	49.99	61.10	72.21	83.32	99.98
Wiseton	3.45	4.03	4.60	5.18	6.33	7.48	8.63	10.36
Worksop Charter Trustees	0.13	0.16	0.18	0.20	0.24	0.29	0.33	0.40

**BASSETLAW DISTRICT COUNCIL TAX INCLUDING LOCAL PRECEPTS 2012/13**

Parish/Town	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Askham	101.88	118.86	135.84	152.82	186.78	220.74	254.70	305.64
Babworth	113.77	132.73	151.69	170.65	208.57	246.49	284.42	341.30
Barnby Moor	121.88	142.19	162.51	182.82	223.45	264.07	304.70	365.64
Beckingham-cum-Saundby	127.53	148.78	170.04	191.29	233.80	276.31	318.82	382.58
Blyth	136.61	159.38	182.15	204.92	250.46	296.00	341.53	409.84
Bole	101.88	118.86	135.84	152.82	186.78	220.74	254.70	305.64
Bothamsall	109.23	127.44	145.64	163.85	200.26	236.67	273.08	327.70
Carburton	101.88	118.86	135.84	152.82	186.78	220.74	254.70	305.64
Carlton in Lindrick	140.03	163.37	186.71	210.05	256.73	303.41	350.08	420.10
Clarlborough & Welham	131.14	153.00	174.85	196.71	240.42	284.14	327.85	393.42
Clayworth	123.10	143.62	164.13	184.65	225.68	266.72	307.75	369.30
Clumber and Hardwick	101.88	118.86	135.84	152.82	186.78	220.74	254.70	305.64
Cuckney	150.47	175.55	200.63	225.71	275.87	326.03	376.18	451.42
Dunham on Trent with Ragnall, Fledborough and Darlton	126.85	147.99	169.13	190.27	232.55	274.83	317.12	380.54
East Drayton	116.52	135.94	155.36	174.78	213.62	252.46	291.30	349.56
East Markham	124.63	145.40	166.17	186.94	228.48	270.02	311.57	373.88
East Retford Charter Trustees	102.83	119.97	137.11	154.25	188.53	222.81	257.08	308.50
Eikesley	133.53	155.79	178.04	200.30	244.81	289.32	333.83	400.60
Everton	121.49	141.73	161.98	182.23	222.73	263.22	303.72	364.46
Gamston with West Drayton & Eaton	119.20	139.07	158.93	178.80	218.53	258.27	298.00	357.60
Gringley-on-the Hill	146.15	170.50	194.86	219.22	267.94	316.65	365.37	438.44
Harworth & Bircotes	162.65	189.75	216.86	243.97	298.19	352.40	406.62	487.94
Haughton	101.88	118.86	135.84	152.82	186.78	220.74	254.70	305.64
Hayton	131.64	153.58	175.52	197.46	241.34	285.22	329.10	394.92
Headon-cum-Upton with Grove & Stokeham	117.84	137.48	157.12	176.76	216.04	255.32	294.60	353.52
Hodsock	131.89	153.88	175.86	197.84	241.80	285.77	329.73	395.68
Holbeck & Welbeck	120.36	140.42	160.48	180.54	220.66	260.78	300.90	361.08
Laneham	127.83	149.13	170.44	191.74	234.35	276.96	319.57	383.48
Lound	114.98	134.14	153.31	172.47	210.80	249.12	287.45	344.94
Markham Clinton	125.04	145.88	166.72	187.56	229.24	270.92	312.60	375.12
Mattersey	111.91	130.56	149.21	167.86	205.16	242.46	279.77	335.72
Misson	124.58	145.34	166.11	186.87	228.40	269.92	311.45	373.74
Misterton	146.81	171.27	195.74	220.21	269.15	318.08	367.02	440.42
Nether Langwith	131.97	153.97	175.96	197.96	241.95	285.94	329.93	395.92
Normanton-on-Trent with Marnham	116.75	136.20	155.66	175.12	214.04	252.95	291.87	350.24
North Leverton with Habbleshorpe	128.51	149.92	171.34	192.76	235.60	278.43	321.27	385.52
North and South Wheatley	140.87	164.35	187.83	211.31	258.27	305.23	352.18	422.62
Norton	114.59	133.68	152.78	171.88	210.08	248.27	286.47	343.76
Rampton	117.15	136.68	156.20	175.73	214.78	253.83	292.88	351.46
Ranskill	123.09	143.61	164.12	184.64	225.67	266.70	307.73	369.28
Rhodesia	117.75	137.37	157.00	176.62	215.87	255.12	294.37	353.24
Scaftworth	101.88	118.86	135.84	152.82	186.78	220.74	254.70	305.64
Scrooby	120.41	140.48	160.55	180.62	220.76	260.90	301.03	361.24
Shireoaks	117.11	136.63	156.15	175.67	214.71	253.75	292.78	351.34
South Leverton	125.20	146.07	166.93	187.80	229.53	271.27	313.00	375.60
Sturton-le-Steeple	143.11	166.97	190.82	214.67	262.37	310.08	357.78	429.34
Styrrup with Oldcotes	130.80	152.60	174.40	196.20	239.80	283.40	327.00	392.40
Sutton	130.41	152.14	173.88	195.61	239.08	282.55	326.02	391.22
Torworth	130.99	152.83	174.66	196.49	240.15	283.82	327.48	392.98
Treswell-with-Cottam	114.23	133.27	152.31	171.35	209.43	247.51	285.58	342.70
Tuxford	168.21	196.24	224.28	252.31	308.38	364.45	420.52	504.62
Wakeringham	132.09	154.10	176.12	198.13	242.16	286.19	330.22	396.26
Wallingwells	101.88	118.86	135.84	152.82	186.78	220.74	254.70	305.64
West Burton	101.88	118.86	135.84	152.82	186.78	220.74	254.70	305.64
West Stockwith	135.21	157.74	180.28	202.81	247.88	292.95	338.02	405.62
Wiseton	105.33	122.89	140.44	158.00	193.11	228.22	263.33	316.00
Worksop Charter Trustees	102.01	119.02	136.02	153.02	187.02	221.03	255.03	306.04

**BASSETLAW DISTRICT COUNCIL TAX INCLUDING COUNTY COUNCIL, POLICE AUTHORITY,  
FIRE AUTHORITY, DISTRICT COUNCIL AND LOCAL PRECEPTS 2012/13**

Parish/Town	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Askham	1,054.73	1,230.52	1,406.31	1,582.10	1,933.68	2,285.25	2,636.83	3,164.20
Babworth	1,066.62	1,244.39	1,422.16	1,599.93	1,955.47	2,311.00	2,666.55	3,199.86
Barnby Moor	1,074.73	1,253.85	1,432.98	1,612.10	1,970.35	2,328.58	2,686.83	3,224.20
Beckingham-cum-Saundby	1,080.38	1,260.44	1,440.51	1,620.57	1,980.70	2,340.82	2,700.95	3,241.14
Blyth	1,089.46	1,271.04	1,452.62	1,634.20	1,997.36	2,360.51	2,723.66	3,268.40
Bole	1,054.73	1,230.52	1,406.31	1,582.10	1,933.68	2,285.25	2,636.83	3,164.20
Bothamsall	1,062.08	1,239.10	1,416.11	1,593.13	1,947.16	2,301.18	2,655.21	3,186.26
Carburton	1,054.73	1,230.52	1,406.31	1,582.10	1,933.68	2,285.25	2,636.83	3,164.20
Carlton in Lindrick	1,092.88	1,275.03	1,457.18	1,639.33	2,003.63	2,367.92	2,732.21	3,278.66
Clarborough & Welham	1,083.99	1,264.66	1,445.32	1,625.99	1,987.32	2,348.65	2,709.98	3,251.98
Clayworth	1,075.95	1,255.28	1,434.60	1,613.93	1,972.58	2,331.23	2,689.88	3,227.86
Clumber and Hardwick	1,054.73	1,230.52	1,406.31	1,582.10	1,933.68	2,285.25	2,636.83	3,164.20
Cuckney	1,103.32	1,287.21	1,471.10	1,654.99	2,022.77	2,390.54	2,758.31	3,309.98
Dunham on Trent with Ragnall, Fledborough and Darlton	1,079.70	1,259.65	1,439.60	1,619.55	1,979.45	2,339.34	2,699.25	3,239.10
East Drayton	1,069.37	1,247.60	1,425.83	1,604.06	1,960.52	2,316.97	2,673.43	3,208.12
East Markham	1,077.48	1,257.06	1,436.64	1,616.22	1,975.38	2,334.53	2,693.70	3,232.44
East Retford Charter Trustees	1,055.68	1,231.63	1,407.58	1,583.53	1,935.43	2,287.32	2,639.21	3,167.06
Elkesley	1,086.38	1,267.45	1,448.51	1,629.58	1,991.71	2,353.83	2,715.96	3,259.16
Everton	1,074.34	1,253.39	1,432.45	1,611.51	1,969.63	2,327.73	2,685.85	3,223.02
Gamston with West Drayton & Eaton	1,072.05	1,250.73	1,429.40	1,608.08	1,965.43	2,322.78	2,680.13	3,216.16
Gringley-on-the Hill	1,099.00	1,282.16	1,465.33	1,648.50	2,014.84	2,381.16	2,747.50	3,297.00
Harworth & Bircotes	1,115.50	1,301.41	1,487.33	1,673.25	2,045.09	2,416.91	2,788.75	3,346.50
Haughton	1,054.73	1,230.52	1,406.31	1,582.10	1,933.68	2,285.25	2,636.83	3,164.20
Hayton	1,084.49	1,265.24	1,445.99	1,626.74	1,988.24	2,349.73	2,711.23	3,253.48
Headon-cum-Upton with Grove & Stokeham	1,070.69	1,249.14	1,427.59	1,606.04	1,962.94	2,319.83	2,676.73	3,212.08
Hodsock	1,084.74	1,265.54	1,446.33	1,627.12	1,988.70	2,350.28	2,711.86	3,254.24
Holbeck & Welbeck	1,073.21	1,252.08	1,430.95	1,609.82	1,967.56	2,325.29	2,683.03	3,219.64
Laneham	1,080.68	1,260.79	1,440.91	1,621.02	1,981.25	2,341.47	2,701.70	3,242.04
Lound	1,067.83	1,245.80	1,423.78	1,601.75	1,957.70	2,313.63	2,669.58	3,203.50
Markham Clinton	1,077.89	1,257.54	1,437.19	1,616.84	1,976.14	2,335.43	2,694.73	3,233.68
Mattersey	1,064.76	1,242.22	1,419.68	1,597.14	1,952.06	2,306.97	2,661.90	3,194.28
Misson	1,077.43	1,257.00	1,436.58	1,616.15	1,975.30	2,334.43	2,693.58	3,232.30
Misterton	1,099.66	1,282.93	1,466.21	1,649.49	2,016.05	2,382.59	2,749.15	3,298.98
Nether Langwith	1,084.82	1,265.63	1,446.43	1,627.24	1,988.85	2,350.45	2,712.06	3,254.48
Normanton-on-Trent with Marnham	1,069.60	1,247.86	1,426.13	1,604.40	1,960.94	2,317.46	2,674.00	3,208.80
North Leverton with Habbleshorpe	1,081.36	1,261.58	1,441.81	1,622.04	1,982.50	2,342.94	2,703.40	3,244.08
North and South Wheatley	1,093.72	1,276.01	1,458.30	1,640.59	2,005.17	2,369.74	2,734.31	3,281.18
Norton	1,067.44	1,245.34	1,423.25	1,601.16	1,956.98	2,312.78	2,668.60	3,202.32
Rampton	1,070.00	1,248.34	1,426.67	1,605.01	1,961.68	2,318.34	2,675.01	3,210.02
Ranskill	1,075.94	1,255.27	1,434.59	1,613.92	1,972.57	2,331.21	2,689.86	3,227.84
Rhodesia	1,070.60	1,249.03	1,427.47	1,605.90	1,962.77	2,319.63	2,676.50	3,211.80
Scaftworth	1,054.73	1,230.52	1,406.31	1,582.10	1,933.68	2,285.25	2,636.83	3,164.20
Scrooby	1,073.26	1,252.14	1,431.02	1,609.90	1,967.66	2,325.41	2,683.16	3,219.80
Shireoaks	1,069.96	1,248.29	1,426.62	1,604.95	1,961.61	2,318.26	2,674.91	3,209.90
South Leverton	1,078.05	1,257.73	1,437.40	1,617.08	1,976.43	2,335.78	2,695.13	3,234.16
Sturton-le-Steeple	1,095.96	1,278.63	1,461.29	1,643.95	2,009.27	2,374.59	2,739.91	3,287.90
Styrrup with Oldcotes	1,083.65	1,264.26	1,444.87	1,625.48	1,986.70	2,347.91	2,709.13	3,250.96
Sutton	1,083.26	1,263.80	1,444.35	1,624.89	1,985.98	2,347.06	2,708.15	3,249.78
Torworth	1,083.84	1,264.49	1,445.13	1,625.77	1,987.05	2,348.33	2,709.61	3,251.54
Treswell-with-Cottam	1,067.08	1,244.93	1,422.78	1,600.63	1,956.33	2,312.02	2,667.71	3,201.26
Tuxford	1,121.06	1,307.90	1,494.75	1,681.59	2,055.28	2,428.96	2,802.65	3,363.18
Wakeringham	1,084.94	1,265.76	1,446.59	1,627.41	1,989.06	2,350.70	2,712.35	3,254.82
Wallingwells	1,054.73	1,230.52	1,406.31	1,582.10	1,933.68	2,285.25	2,636.83	3,164.20
West Burton	1,054.73	1,230.52	1,406.31	1,582.10	1,933.68	2,285.25	2,636.83	3,164.20
West Stockwith	1,088.06	1,269.40	1,450.75	1,632.09	1,994.78	2,357.46	2,720.15	3,264.18
Wiseton	1,058.18	1,234.55	1,410.91	1,587.28	1,940.01	2,292.73	2,645.46	3,174.56
Worksop Charter Trustees	1,054.86	1,230.68	1,406.49	1,582.30	1,933.92	2,285.54	2,637.16	3,164.60

## BUDGET HEADLINES 2012/13

### **1. Purpose of the Report**

- 1.1 This report brings together the various budget recommendations made by Cabinet on 9<sup>th</sup> February 2012 to assist the Council in determining its call upon the Collection Fund and hence the level of the Council Tax for 2012/13.

### **2. Background**

#### **General Fund Revenue Budget**

- 2.1. The overall grant settlement saw a decrease of £1,077,100 before adjustments for the Council Tax Freeze Grant of £138,300. RSG amounts to £20,100 with the NNDR element being £8,173,200.
- 2.2. The General Fund net budget for 2011/12, as agreed by Cabinet (adjusted for final figures for parish grants and internal drainage board levies) is £15,858,200 after funding Provisions (£300,000), Parish Precepts (£837,200), transfer to the Job Evaluation Reserve (£125,000), and the use of balances (£0). This provides for a Council Tax increase of 0%.

#### **Parishes**

- 2.3. The Parish Precepts for 2011/12 total £837,200 (rounded to nearest £100), an average Band D increase of 2.73%.
- 2.4. The District Council has no special expenses. This is confirmed in the Council Tax Resolution.

#### **General Fund Reserves and Balances**

- 2.5. The Council is required to operate a General Fund and a separate Collection Fund. Within the General Fund, the Council will hold £1m as a minimum working balance.

#### **Council Tax Base**

- 2.6. The Council Tax base (Band D equivalent) has increased from 36,217.26 to 36,427.23.



**Bassetlaw District Council Tax For 2012/13**

- 2.7. The District Council Tax position may be summarised as follows:

	£'000	Council Tax Band D Equiv. £
General Fund Total Expenditure	15,733	431.91
Transfer to Reserves	125	3.43
	<hr/> 15,858	<hr/> 435.34
<b><u>LESS</u></b>		
Parish Precepts	-837	-22.98
Revenue Support Grant	-158	-4.35
National Non-Domestic Rates distribution	-8,173	-224.37
Other Grants	-1,079	-29.62
To be met from Collection Fund	<hr/> 5,611	<hr/> 154.02
<b><u>LESS</u></b> reductions due to better than expected local tax collection	44	1.20
	<hr/> 5,567	<hr/> 152.82

**Housing Revenue Account (reported to Council 13<sup>th</sup> February 2012)**

- 2.8. The Housing Revenue Account estimates for 2012/13 include an average weekly rent increase of £4.62 per week on a 52-week collection basis as from 2<sup>nd</sup> April 2012 in respect of all dwellings. This provides for an average rent increase of 7.15%. Within the HRA, the Council will hold £1m as a minimum working balance.

**Capital Budget**

- 2.9. The CIPFA Prudential Code governs the Authority's Capital Expenditure. This is limited to the amount the Council can afford after allowing for grants, the availability of capital receipts, revenue contributions and leasing.
- 2.10. The recommended Capital Budget for 2012/13 (including the previous years approvals) totals £18,617,000 of which £11,379,000 is for Housing, and the remaining £7,238,000 is for the General Fund.

**Total Council Tax for 2012/13**

- 2.11. In addition to the District Council Tax, the Council is required to raise monies in respect of precepts issued by the Nottinghamshire County Council, Nottinghamshire Police Authority, Nottinghamshire Combined Fire & Rescue Authority, Parish Councils, and Charter Trustees.



2.12. The position may be summarised as follows:

	<b>Band D Council Tax £</b>	<b>Band D Percentage Increase %</b>
Bassetlaw District Council	152.82	0
Nottinghamshire County Council	1,193.18	0
Nottinghamshire Police Authority	166.41	3.93%
Nottinghamshire Combined Fire & Rescue Authority	69.69	0
Parish Councils and Charter Trustees	22.98	2.73%
<b>TOTAL</b>	<b>1,605.08</b>	<b>0.43%</b>

**Precept Requirements for 2012/13**

2.13 The position may be summarised as follows:

	<b>Band D Council Tax £</b>	<b>Proportion Of Band D %</b>
Bassetlaw District Council	5,566,809	9.52%
Nottinghamshire County Council	43,464,242	74.34%
Nottinghamshire Police Authority	6,061,855	10.37%
Nottinghamshire Combined Fire & Rescue Authority	2,538,614	4.34%
Parish Councils and Charter Trustees	837,208	1.43%
<b>TOTAL</b>	<b>58,468,728</b>	<b>100.00%</b>

3. Recommendations from the General Fund budget reports presented to Cabinet on 9<sup>th</sup> February 2012

The Council is recommended to approve for 2012/13:

General Fund Budget 2012/13

- a) The General Fund net budget of £15,021,000 (excluding parish precepts).
- b) A Council Tax Band D increase of 0% that retains the amount of £152.82 for Bassetlaw District Council.
- c) No use of reserves to fund the budget.
- d) The allocation of £125,000 into the Job Evaluation Reserve.
- e) The declaration of a £400,000 surplus on the Collection Fund.

General Fund Capital Programme 2012/13 to 2016/17

- f) The Capital Programme for 2012/13 totalling £7,238,000.
- g) The indicative Capital Programme for 2013/14 to 2016/17 totalling £4,652,000.

Treasury Management Policy and Strategy 2012/13 to 2014/15

- h) The Treasury Management Strategy, incorporating the Borrowing Strategy and the Annual Investment Strategy.
- i) The Minimum Revenue Provision Statement.
- j) The Prudential Indicators and Limits.
- k) The Authorised Limit Prudential Indicator.

Capital Investment Strategy 2012/13 to 2016/17

- l) The approval of the Capital Investment Strategy.

Property Asset Management Plan 2012/13 to 2016/17

- m) The approval of the Property Asset Management Plan.

Robustness of Estimates and Adequacy of Reserves - 2012/13

- n) The Council notes the report.



**BASSETLAW DISTRICT COUNCIL**

**CABINET**

**9th FEBRUARY 2012**

**REPORT OF DIRECTOR OF RESOURCES**

**GENERAL FUND BUDGET 2012/13**

Cabinet Member: Finance & Property  
Contact: Neil Taylor  
Ext: 3221

**1. Public Interest Test**

- 1.1 The author of this report, Neil Taylor, has determined that the report is not confidential.

**2. Purpose of the Report**

- 2.1 To provide details for the General Fund Budget proposals for 2012/13, and make recommendations for the budget setting meeting at Full Council on the 5th March, 2012.

**3.0 Background and Discussion**

- 3.1 The budget report is a key milestone in the development of the Council, and the services it provides for local people. This budget centres on five main factors:
- The savings made during the 2012/13 Star Chamber process
  - The consolidation of the further budget pressures that have been experienced since the start of the economic downturn in 2008
  - Support for the next Corporate Plan and Members' priorities
  - The significant withdrawal of a further £0.9m in Government funding
  - Members aspirations for Council Tax
- 3.2 During September and October 2011 the following savings were identified as part of the corporate approach to bridging the latest reduction in Government Grant funding. The Table below shows that Bassetlaw has saved over £1.2m in readiness for 2012/13, this is an average of over £1m a year in the past seven years. There are no growth items in the revenue budget, and any new initiatives are being dealt with flexibly and creatively by managers within existing resources. Improvements therefore are centred more on capital projects, which are covered in the General Fund Capital Programme 2012/13 – 2016/17 report.

	<b>2012/13 Reduction</b>	<b>Budget reduced in 2012/13</b>	<b>Total Reductions since 2005/06</b>
	<b>£'000</b>	<b>%</b>	<b>£'000</b>
Community Prosperity	361.9	7.4%	1,467.9
Environment & Housing	281.8	4.3%	1,120.9
Support Services	221.9	9.0%	819.9
Finance & Property	140.9	5.5%	1,248.5
Revenues & Customer Services	105.6	5.0%	1,031.4
Community Engagement & Performance	65.9	5.0%	641.0
Human Resources	27.5	6.2%	96.7
Corporate Costs	25.8	2.8%	880.4
<b>Total</b>	<b>£1,231.3</b>	<b>5.8%</b>	<b>£7,306.7</b>

- 3.3 The continual reduction of any organisation's expenditure and lower levels of income will make it unsustainable in the long term. As such the 2012/13 Budget concentrates on minimising the impact of expenditure reductions on services. However, it has to be stressed that each new budget is the starting point for the next one and it is the management of the marginal changes between the financial years which is important e.g. if Government grant reduces by £1.0m how is that managed in Year 1, if there is to be a further £0.75m reduction in Year 2. This dynamic is important when considering the level of council tax later on in the report.
- 3.4 Over 35% of the above savings for the 2012/13 budget came from the Voluntary Redundancy and Voluntary Retirement exercise and the DCLG has now approved the capitalisation for the severance pay and pension strain costs, and this has been built into the budget profile. There are no growth items in the budget as the theme for 2012/13 has been very much one of consolidation, and to that end every effort has been made to stabilise the lower fees and charges income, so any repetition of the overheating that has been experienced in 2011/12 is avoided. This support is equal to £0.24m in the 2012/13 budget.

### **2011/12 Budget Pressures**

- 3.5 This is covered in more detail on another report on this evening's agenda, and as the report shows there is still some volatility in the income budgets which are far less easy to predict and control than expenditure, which in comparison is relatively fixed. The upturn in planning income is welcome, and there is still some work to do with Nottinghamshire County Council and Transform Schools on the outstanding gas charge settlement, the projection is still for a £0.1m – £0.2m overspend (0.3% of the gross budget).
- 3.6 The underlying message for Members in this report is that as the Council's finances contract issues that would have been not deemed critical two or three years ago have greater importance now as the level of reserves and balances are lower. All service budgets have reduced over a number of years now and this has also impacted on the flexibility to respond to pressures once the budget has been set at the start of the year. This makes the corporate review at the end of the financial year when the 2011/12 out-turn is declared more important.

## General Fund Revenue Reserves & Balances

- 3.7 The Local Government Finance Act 1992 requires authorities to consider the level of reserves when calculating their budget requirements. Professional guidance is set out to assist in this deliberation (guidance note on Local Authority reserves and balances – LAAP Bulletin 77 – November 2008). The Council is maintaining its minimum working balance of £1m in 2012/13. Members know how important this is as the District Auditor comments on it as part of his official Financial Resilience test for Bassetlaw. The estimated position at the end of 2012/13 will be:

<b>General Fund:</b>	<b>Estimated Position At 31<sup>st</sup> March 2013</b>
	<b>£'000</b>
Minimum Working Balance	1,000
Job Evaluation Reserve	621
General Reserve*	98
Developers' Contributions Unapplied	187
Insurance Reserve	69
<b>TOTAL</b>	<b>£1,975</b>

\*Ex-MCA funding

- 3.8 At the same point in setting the budget for 2010/11 the opening level of all reserves and balances (@1/4/09) was £3.435m, and in 2011/12 (@1/4/10) the figure was £2.928m, and there is a clear downward trend.
- 3.9 As part of the budget recommendations in Appendix 1 the last tranche of the Job Evaluation Reserve, following a recent planning appeal is being re-instated to £0.621m with a £0.125m contribution as part of these overall budget recommendations for 2012/13.

## Capital Financing Charges

- 3.10 As part of the preparation for the Self Financing Regime all councils have had to formally split the amount of loan debt between the Housing Revenue Account and the General Fund. This is a technical process and as part of it there is a gap between the Capital Financing Requirement and the actual amount on the General Fund's debt. Over time as cashflow requirements increase and balances recede, the Council will have to borrow against the General Fund's Capital Financing Requirement total to compensate and therefore this adjustment is a single occurrence, and has been used to deal with one-off issues in the 2012/13:

- Re-instate the balance of funding to the Job Evaluation Reserve, following a successful planning appeal settlement (reported to Cabinet in September 2011)
- Increase the Central Contingency to meet any forthcoming severance costs
- Restate the base budget to deal with lower levels of car parking income, development control income, building control income and land charges income
- Reduce the level of the vacancy factor for wages and salaries' budgets
- Establish a provision for external legal advice

### **Formula Grant Settlement 2012/13**

- 3.11 Formula Grant from Central Government currently funds 55% of Bassetlaw's net budget in 2012/13, two years ago this level of support stood at 66%. 2012/13 sees the end of the second year of the 2011/12 Local Government Finance Settlement and the reduction in Revenue Support Grant to just £20,000 as the bulk of the £8.193m for 2012/13 is made up of the National Non Domestic Rates (NNDR) element.
- 3.12 As a result of their two year approach, Ministers during 2012, will be devising a new Formula Grant distribution mechanism, which may just comprise the NNDR element for Bassetlaw if the Council goes out of Revenue Support Grant completely. Other elements of Government support which have been topsliced from the national level of Government support for 2012/13 and then recycled as new grants are:

	£000
New Homes Bonus 2011/12	285
New Homes Bonus 2012/13	261
Council Tax Freeze Grant 2011/12	138
Council Tax Freeze Grant 2012/13	139
<b>TOTAL</b>	<b>£823</b>

- 3.13 These incentive based grants are equivalent to over 10% of Bassetlaw's overall Formula Grant for 2012/13.

### **Specific Grants**

- 3.14 The only other area of significant support from the Government now is the Housing Benefit Subsidy Administration Grant, which for 2012/13 is £0.744m. This may become under threat as housing benefits are a national scheme at the moment. It is difficult to assess what joint working there will be under any Universal Credit arrangements with the DWP and how much they would continue to support local authority operations after Universal Credit system goes live in October 2013.

### **Inflation And Other Budget Provisions**

- 3.15 The budget contains £70,000 for staff inflationary increases. The Chancellor announced the latest parameters for public sector pay restraint in the Autumn Statement in October 2011. As the level of staff turnover has reduced as the Council has contracted the level of vacancy factor (the period between someone leaving, and then being replaced) has been lowered from 2.5% to 1.5%.
- 3.16 In addition all RPI based contracts have been uplifted by 5% to reflect the level of inflation. There is also a Corporate Contingency of £150,000 and a provision for uncollectable debts of £80,000. All these provisions should ensure budget managers' are adequately equipped to deliver the levels of services Members have approved following their Star Chamber, and other service specific decisions in the last eight months since the election. There has however, been no increase allowed for inflation on supplies and services, in effect this means an inbuilt efficiency on these budgets.

## **Council Tax**

- 3.17 Bassetlaw has not increased its level of council tax for the third year running, since 2010/11, and for 2012/13 will be taking the one-off Council Tax Freeze grant, which will be withdrawn by the DCLG in 2013/14.
- 3.18 Since 2009/10 the level of RPI has increased by 13.2% (CPI by 10.5%) and Bassetlaw has dealt with all these inflationary pressures through reductions in expenditure and not increased its local level of tax. This equates to £0.7m, which is income that has been foregone by the Council to assist residents' domestic budgets.
- 3.19 The Medium Term Financial Plan report submitted to the January Cabinet meeting outlined the long term impact of this council tax policy on Bassetlaw. The report also reported the level set by the Secretary of State for Communities & Local Government for excessive council tax increases, which at 3.5% is inapplicable to this Council for the 2012/13 budget.
- 3.20 The report to Council on 6th December 2011 proposed a council tax base for collection purposes of 36,427.23 for 2012/13 (an increase of 209.97 Band D properties from the 2011/12 level of 36,217.26).
- 3.21 The average band D council tax for 2012/13 for Bassetlaw District Council services is £152.82 or £2.94 per week. In preparation for the 2012/13 budget, two options have been considered:
- a 0% increase which would mean the council tax remains at £152.82; and
  - a 3.49% increase (the maximum before an excessive capping referendum would be triggered) which would mean a new council tax of £158.15. This represents an annual increase of £5.33, and a 10p per weekly increase.
- 3.22 As each 1% council tax increase generates an additional £55,700 of revenue for the Council, the maximum that could be levied before a local referendum is £194,400 and this is very small compared to the gross budget for the General Fund which is in excess of £72m.
- 3.23 The majority of properties (approximately 40%) in the council's area are in Band A with a 2012/13 council tax of £101.88. A maximum increase of 3.49% for 2012/13 would mean a new council tax of £105.44. This would represent an annual increase of £3.56, and a weekly increase of 7p.
- 3.24 Parish, Police, Fire and County precepts are still to be set by the precepting authorities and will be included in the Council Tax Resolution in the 5th March 2012 report.

## **Business Support & Consultation**

- 3.25 Bassetlaw has a statutory duty to consult the business community as part of its budget preparations and will be holding a public meeting to fulfil this requirement on the 20<sup>th</sup> February, 2012. The Council is actively engaged with the business community through the two Business Forums in Retford and Worksop. Support and promotion of the town centres include setting up of food demonstrations, using ingredients from local stores and stalls to promote 'buy local' schemes. Bassetlaw is



also supporting town centre businesses with a planned series of seminars and workshops which include window dressing, customer service, and use of promotions.

- 3.26 In terms of business support, following the demise of the Business Link service, the Council has established an Enterprise Club, where a peer group of 28 local businesses offer support, advice, guidance and encouragement to new start businesses. In partnership with the Federation of Small Businesses and two local networking groups, Bassetlaw Business Focus has been established and this offers similar peer group support for all manner of existing businesses. In the coming months the council will be developing a local compact with the businesses relating to promotional activity in Worksop and Retford.
- 3.27 The Council also wishes to support local firms and the capital programme report includes the provision of work space for business and job creation at the Canal Road site (Worksop Creative Village), and there is a programme in improving the condition and operations of the district's car parks. Bassetlaw has also introduced controlled free parking initiatives which gives shoppers an extra hour free parking on a 'buy two, get one free basis', more details of which are in the Car Park Review report on this evening's agenda.

### **Collection Fund Surplus**

- 3.28 The Council is statutory obliged on 15th January each year to prepare an estimate of its Collection Fund transactions for Council Tax. This estimate enables Bassetlaw and the three major precepting authorities to take account of any surpluses or deficits on the Fund when they set their own authority budgets.
- 3.29 Collections to 31st March 2011 were in line with the budgeted rate and resulted in a surplus of £0.51m carried forward. A review of collection levels in 2011/12 have forecasted a break-even position for the year, but with the current economic climate it has been prudent to declare a surplus of only £0.4m with the balance being used to increase the council tax bad debt provision. For similar reasons, the council taxbase report to Council recommended that the estimated collection rate remain at 98.5%. The Collection Fund estimates are provided at Appendix 3. Bassetlaw's pro rata share of the £0.4m surplus is £44,000 and this has been used to offset interest costs in the budget.

### **2012/13 Work Programme**

- 3.30 With no uplifts in income, either national or local, for some time Bassetlaw has balanced its commitments by actions which have resulted in significant savings. For the 2011/12 budget major contributions were made by the savings from establishing the Leisure Trust with Barnsley Premier Leisure (£0.2m) and the retendering of the insurance contract (£0.15m), and in 2012/13 the Council has benefitted from savings of over £0.2m from the ICT contract it has with Consilium.
- 3.31 All this activity has ensured that the Council has avoided compulsory redundancies and has made every effort to downsize the organisation by redeployment and merging functions. This approach does not end when the budget is finished, but occurs every time there is some staff turnover. The Council needs to stay ahead of the curve and manage its resources so that last minute budget changes are avoided. To this end the following work programme will be undertaken in 2012 to ensure that by the time Ministers do announce the 2013/14 Settlement arrangements Bassetlaw is as prepared as it can be, with reviews of:

- grants to voluntary bodies and support via business rate relief
- concurrent grant scheme
- support service accounting and recharges
- building cleaning contract
- service benchmarking exercise
- fees & charges review
- shared services with A1 Housing
- CCTV arrangements and security contracts
- internal audit arrangements

#### 4. Implications

a) For service users.

The savings outlined in the report will enable Members to keep to their objective of maintaining the 2012/13 council tax at the same level as 2011/12 and 2010/11. These savings do not impact on services and are outlined in para 3.2, and are probably the last year that this will be able to be said as managers have been very creative in their approach to the Star Chamber process, but budgets have already been significantly reduced over a prolonged period.

b) Strategic & Policy.

The HRA budget, the HRA capital programme, the General Fund capital programme and this revenue budget all contribute to the action plan that is the Corporate Plan.

c) Financial - Ref: 12/148

All of the financial implications are contained within the body of this report. If there are any further changes they will be itemised in the Budget Setting Report to full Council on the 5th March, 2012.

d) Legal – Ref: 40/02/12

The legal framework is outlined in the report.

e) Human Resources.

The outcomes of the Voluntary Redundancy and Voluntary Early Retirement programme have been reported to Cabinet, and another update will be considered at the next meeting. All the savings have been dealt with in the budget proposals.

f) Community Safety, Equalities, Environmental.

The Equality Impact Assessment has been updated for the 2012/13 budget, and there are no adverse impacts. There are no changes to any levels of support for the Third Sector for a further year, but this will be reviewed during 2012.

- g) This is Key Decision number 300.

## **5. Options, Risks and Reasons for Recommendations**

- 5.1 The Council is required to set a balanced budget, but may otherwise vary its spending and taxation proposals below the excessive capping trigger. For the 2012/13 Revenue Budget, the following decisions are available to Members:
- i) Change the level of service spending or income projections
  - ii) Revise the level of any reserves to support the revenue Budget
  - iii) Change the planned level of increase in Council Tax for 2012/13, but any increase above 0% will mean the forfeit of the Council Tax Freeze Grant.
  - iv) Revise the General Fund Capital Programme and its associated funding strategy

## **6. Conclusions**

- 6.1 The 2012/13 budget process has been relatively straightforward this year as the Voluntary Redundancy/Early Retirement initiative has enabled the Council to make significant savings and the reduction in Formula Grant was declared in January 2011. However, as the Council has contracted so much already that level of voluntary saving is unlikely to be achieved again. If that scenario does occur it may result in some difficult decisions if the 2013/14 Settlement reduces Bassetlaw's income significantly, as the Council has not had any "top-up" of its resources with any inflationary awards since 2009/10, the reverse in fact.
- 6.2 Members have approved a strategic review of fees and charges for 2012 and also a strategic review of car parking policies is in hand. Why are these income increases important to the Council? : it is because they are sustainable and enable Bassetlaw to counter the inflationary pressures that are still occurring on its expenditure.
- 6.3 If the Council does not uplift its income, it cannot maintain its expenditure, and if that happens then the public services the Council provides will start to be eroded year after year as they cannot be sustained. Whilst it may be attractive to think that savings can go on year after year, logic and economics, points in a different direction. As Bassetlaw is a multi service organisation and provides over 400 different services to people changes, to that service mix may be important in the future.
- 6.4 2011 has seen the start of a more entrepreneurial culture with a shared service for Health & Safety with Bolsover and Mansfield, plus some income generated by Human Resources with shared management development work with West Lindsey and support for Ashfield Homes. Further discussions will be taking place with potential shared service partners during 2012, particularly A1 Housing.
- 6.5 The budget has been constructed using the Government's Council Tax Freeze Grant of £139,200 which is equivalent to a 2.5% council tax increase. This will drop out in 2013/14 and create an in-built pressure for that financial year. As Bassetlaw's reserves and balances remain low, in comparison to gross expenditure, the Council will need to reassess its financial position in July 2012 after the 2011/12 out-turn is declared and start planning its approach to 2013/14 then. There is already a savings target of £0.193m that has been identified in the Medium Term Financial Plan for that financial year, with an increase to a £0.889m savings target in 2014/15. This

underlines the ongoing need to look at the marginal changes between financial years and the need to plan ahead.

- 6.6 Whilst the Council has covered all its foreseeable commitments for 2012/13, the budget is made up of hundreds of different elements, and from that point of view is the best plan that can be constructed for events that will conclude in 14 months' time. Thanks needs to be recorded to all the budget holders who rigorously assessed their operations in the Star Chamber process this year, it is a positive sign that managers can be objective about their services and meet the corporate challenges that they are set.

## **7. Recommendations**

Cabinet is recommended to agree the following recommendations to Full Council on 5<sup>th</sup> March 2012:

- 7.1 That Cabinet considers the budget for 2012/13 and future years, together with the associated comments from Audit & Performance Scrutiny Committee on 7th February 2012, and to recommend their approval.
- 7.2 That Cabinet recommends a council tax increase of 0% for 2012/13 to keep it at the same level as 2009/10.
- 7.3 That Cabinet approves the officer recommendation that no reserves be used to fund the 2012/13 budget as detailed in Appendix 1 of this report, and £0.125m be returned to the Job Evaluation Reserve.
- 7.4 That Cabinet notes the declaration of a £0.4m surplus on the Collection Fund for 2012/13 as summarised in para 3.28 and detailed in Appendix 3 of this report.
- 7.5 That Cabinet delegates authority to the Cabinet Member for Finance & Property for addressing any issues arising from the Business Ratepayers meeting in February 2012.
- 7.6 That Cabinet delegates authority to the Director of Resources to deal with amendments to the budget for any changes to Drainage Board and Parish Town Council precepts, (these will not affect the level of Bassetlaw's council tax.)

### **Background Papers**

Star Chamber Savings 2012/13  
Previous Years' Budget Reports  
Medium Term Financial Plan 2010/11 – 2014/15  
Local Government Finance Settlement Data

### **Location**

Director of Resources

**COUNCIL BUDGET 2012/13 AND FUTURE YEARS**

Approved Budget 2011/12		Budget 2012/13	Budget 2013/14	Budget 2014/15
£		£	£	£
<b>SERVICE BUDGETS</b>				
1,066,800	Community Prosperity Economic Regeneration	1,056,500	1,021,200	1,026,900
1,484,500	Community Prosperity Planning & Building Control	1,365,700	1,374,300	1,209,400
718,900	Corporate Management	718,100	724,400	727,900
161,800	Chief Executive Department	199,700	199,600	199,600
5,637,500	Environment	5,227,400	5,463,500	5,499,400
678,700	Finance & Property	811,000	719,600	726,100
1,714,800	Housing	1,437,700	1,367,700	542,600
1,773,900	Leisure	1,641,500	1,628,900	1,626,600
1,197,400	Policy & Community Engagement	1,275,700	1,270,300	1,268,100
1,058,300	Revenues & Customer Services	879,200	912,100	894,500
100,600	Support Services	162,700	64,600	65,200
<b>15,593,200</b>	<b>Total Net Cost of Services</b>	<b>14,775,200</b>	<b>14,746,200</b>	<b>13,786,300</b>
<b>OTHER BUDGETS</b>				
(2,846,400)	Asset Rents	(3,097,900)	(3,193,000)	(2,204,500)
633,000	Capital Grants	300,000	0	0
130,000	Provisions - Corporate Contingency	150,000	130,000	130,000
50,000	Provisions - Bad Debts	80,000	80,000	80,000
0	Provisions - Pay Award	70,000	70,000	70,000
1,742,600	Net interest and borrowing costs	2,099,400	2,288,100	2,575,700
41,100	Service Improvement bids	0	0	0
518,500	Concurrent functions & drainage board levies	519,300	563,100	587,100
810,300	Parish Precepts	837,200	851,400	872,700
<b>1,079,100</b>	<b>Total Other Budgets</b>	<b>958,000</b>	<b>789,600</b>	<b>2,111,000</b>
0	Savings Target	0	(193,100)	(889,300)
0	Transfer to/(from) Earmarked Reserves	125,000	0	0
0	Transfer to/(from) General Reserve	0	0	0
<b>16,672,300</b>	<b>Total Council Net Budget</b>	<b>15,858,200</b>	<b>15,342,700</b>	<b>15,008,000</b>
<b>FUNDED BY</b>				
(2,188,900)	Revenue Support Grant	(158,400)	(158,400)	(158,400)
(7,081,500)	Business Rates	(8,173,200)	(8,219,000)	(7,863,000)
(138,300)	Council Tax Freeze Grant	(139,200)	0	0
0	Local Services Support Grant	(92,500)	0	0
(285,600)	New Homes Burden Grant	(547,100)	(547,100)	(547,100)
(633,000)	Capital Grants Received	(300,000)	0	0
0	Collection Fund Deficit/(Surplus)	(43,800)	0	0
(5,534,700)	Council Tax - BDC	(5,566,800)	(5,566,800)	(5,566,800)
(810,300)	Council Tax - Parishes	(837,200)	(851,400)	(872,700)
<b>(16,672,300)</b>	<b>Total Funding</b>	<b>(15,858,200)</b>	<b>(15,342,700)</b>	<b>(15,008,000)</b>
<b>36,217.26</b>	<b>Tax Base</b>	<b>36,427.23</b>	<b>36,427.23</b>	<b>36,427.23</b>
<b>152.82</b>	<b>Council Tax</b>	<b>152.82</b>	<b>152.82</b>	<b>152.82</b>
<b>General Fund Balances:</b>				
<b>Balance @ 1 April</b>		<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Movement in year</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Balance @ 31 March</b>		<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

**GENERAL FUND**

**SUMMARY**

BUDGET 2011/12 £	GROUP	BUDGET 2012/13 £	FORECAST	
			2013/14 £	2014/15 £
	<b><u>EXPENDITURE</u></b>			
12,402,400	Employees	11,780,600	11,888,300	12,017,300
2,143,700	Premises	2,093,900	2,043,600	2,147,600
1,487,400	Transport	1,459,600	1,413,400	1,474,900
5,699,900	Supplies and Services	5,326,600	4,975,300	4,029,800
3,109,600	Third Party Payments	3,320,000	3,423,200	3,423,700
38,370,100	Transfer Payments	39,499,800	39,845,800	41,139,200
10,972,600	Internal Services Recharged	8,425,900	8,467,700	8,477,800
2,727,100	Depreciation	3,803,100	3,758,900	3,833,000
3,662,600	Capital Financing Costs	1,251,800	1,252,500	1,352,500
<b>80,575,400</b>	<b>TOTAL EXPENDITURE</b>	<b>76,961,300</b>	<b>77,068,700</b>	<b>77,895,800</b>
	<b><u>INCOME</u></b>			
(19,447,800)	Internal Services Recharges	(14,443,000)	(14,315,400)	(13,022,000)
(38,203,800)	Grants	(40,616,100)	(41,193,300)	(42,876,700)
(6,260,200)	Customer & Client Receipts	(6,043,300)	(6,023,500)	(6,099,100)
8,700	Interest	(700)	(700)	(700)
0	Revenue Appropriations	0	-193,100	-889,300
<b>(63,903,100)</b>	<b>TOTAL INCOME</b>	<b>(61,103,100)</b>	<b>(61,726,000)</b>	<b>(62,887,800)</b>
<b>16,672,300</b>	<b>NET BUDGET</b>	<b>15,858,200</b>	<b>15,342,700</b>	<b>15,008,000</b>

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>COMMUNITY PROSPERITY - ECONOMIC REGENERATION</b>
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BUDGET 2011/12	Division	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
42,400	Tourism	112,600	113,900	115,100
281,800	Markets & Fairs	211,900	231,400	228,200
(321,200)	Parking Services	(332,800)	(376,000)	(374,700)
63,400	Christmas Lighting	73,500	73,700	73,800
184,500	Museums & Galleries	176,300	178,800	180,400
200,900	Economic Development	264,000	248,900	251,200
206,500	Community Development	174,700	171,000	171,400
192,900	CCTV Schemes	213,100	213,300	213,500
(1,400)	Economic Regenerations SMS	0	0	0
107,600	Shop Mobility	95,000	96,100	97,000
109,400	Tourist Information Centre's	68,200	70,100	71,000
<b>1,066,800</b>	<b>TOTAL EXPENDITURE</b>	<b>1,056,500</b>	<b>1,021,200</b>	<b>1,026,900</b>

## DIRECTORATE OF COMMUNITY SERVICES

## COMMUNITY PROSPERITY - ECONOMIC REGENERATION

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
779,100	Employees	777,000	771,400	744,400
443,200	Premises	482,400	503,000	523,200
17,700	Transport	25,200	25,200	25,200
253,500	Supplies and Services	266,800	266,000	265,800
394,100	Third Party Payments	409,500	359,500	359,500
0	Transfer Payments	0	0	0
619,400	Internal Services Recharged	545,300	559,800	563,800
267,200	Depreciation	305,300	300,600	273,900
5,800	Capital Financing Costs	5,200	5,000	5,000
<b>2,780,000</b>	<b>TOTAL EXPENDITURE</b>	<b>2,816,700</b>	<b>2,790,500</b>	<b>2,760,800</b>
	<b>INCOME</b>			
(332,400)	Internal Services Recharges	(238,700)	(241,700)	(242,800)
(60,700)	Grants	(50,400)	(36,500)	0
(1,320,100)	Customer & Client Receipts	(1,471,100)	(1,491,100)	(1,491,100)
<b>(1,713,200)</b>	<b>TOTAL INCOME</b>	<b>(1,760,200)</b>	<b>(1,769,300)</b>	<b>(1,733,900)</b>
<b>1,066,800</b>	<b>NET BUDGET</b>	<b>1,056,500</b>	<b>1,021,200</b>	<b>1,026,900</b>

**Head of Service:**

David Armiger

## BRIEF DESCRIPTION OF SERVICE

The management and provision of services such as Planning, Building Control, Economic Development, Leisure, Sports Development, and Town Centres Management. Provision of advice and support on all aspects of matters affecting the prosperity of the District.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
24.67	Expenditure per Resident	25.19	24.96	24.69
(15.20)	Income per Resident	(15.74)	(15.83)	(15.51)



## DIRECTORATE OF COMMUNITY SERVICES

## TOURISM

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
0	Employees	76,600	77,400	78,400
0	Premises	0	0	0
0	Transport	0	0	0
19,500	Supplies and Services	21,400	21,400	21,400
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
25,300	Internal Services Recharged	17,600	18,100	18,300
500	Depreciation	0	0	0
100	Capital Financing Costs	0	0	0
<b>45,400</b>	<b>TOTAL EXPENDITURE</b>	<b>115,600</b>	<b>116,900</b>	<b>118,100</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(3,000)	Customer & Client Receipts	(3,000)	(3,000)	(3,000)
<b>(3,000)</b>	<b>TOTAL INCOME</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>
<b>42,400</b>	<b>NET BUDGET</b>	<b>112,600</b>	<b>113,900</b>	<b>115,100</b>

Responsible Budget Holder: Robert Wilkinson

## BRIEF DESCRIPTION OF SERVICE

To promote Bassetlaw as a tourist and visitor destination. To provide support for tourism developers throughout Bassetlaw. To aid specified organisations and events.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
0.40	Expenditure per Resident	1.03	1.05	1.06
(0.03)	Income per Resident	(0.03)	(0.03)	(0.03)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>MARKETS &amp; FAIRS</b>
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BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
259,700	Employees	263,100	266,800	270,800
120,900	Premises	138,200	151,000	152,200
5,000	Transport	13,000	13,000	13,000
15,300	Supplies and Services	16,700	16,100	16,100
19,500	Third Party Payments	19,500	19,500	19,500
0	Transfer Payments	0	0	0
93,500	Internal Services Recharged	63,500	67,200	68,200
99,900	Depreciation	92,300	92,300	82,900
2,100	Capital Financing Costs	1,800	1,700	1,700
<b>615,900</b>	<b>TOTAL EXPENDITURE</b>	<b>608,100</b>	<b>627,600</b>	<b>624,400</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(334,100)	Customer & Client Receipts	(396,200)	(396,200)	(396,200)
<b>(334,100)</b>	<b>TOTAL INCOME</b>	<b>(396,200)</b>	<b>(396,200)</b>	<b>(396,200)</b>
<b>281,800</b>	<b>NET BUDGET</b>	<b>211,900</b>	<b>231,400</b>	<b>228,200</b>

<b>Responsible Budget Holder: Richard Blagg</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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<p>The organisation, management and promotion of weekly provisions and Antiques and Collectors markets. The organisation and management of fairs and circuses.</p>
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BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
5.46	Expenditure per Resident	5.44	5.61	5.58
(2.96)	Income per Resident	(3.54)	(3.54)	(3.54)

## DIRECTORATE OF COMMUNITY SERVICES

## PARKING SERVICES

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b><u>EXPENDITURE</u></b>			
27,400	Employees	27,600	27,800	28,200
185,500	Premises	184,600	189,500	206,400
1,000	Transport	1,000	1,000	1,000
18,300	Supplies and Services	20,100	20,100	20,100
175,500	Third Party Payments	225,500	175,500	175,500
0	Transfer Payments	0	0	0
57,300	Internal Services Recharged	74,600	76,300	77,600
25,300	Depreciation	25,300	25,300	8,000
700	Capital Financing Costs	700	700	700
<b>491,000</b>	<b>TOTAL EXPENDITURE</b>	<b>559,400</b>	<b>516,200</b>	<b>517,500</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(812,200)	Customer & Client Receipts	(892,200)	(892,200)	(892,200)
<b>(812,200)</b>	<b>TOTAL INCOME</b>	<b>(892,200)</b>	<b>(892,200)</b>	<b>(892,200)</b>
<b>(321,200)</b>	<b>NET BUDGET</b>	<b>(332,800)</b>	<b>(376,000)</b>	<b>(374,700)</b>

Responsible Budget Holder: Richard Blagg

## BRIEF DESCRIPTION OF SERVICE

To provide management and maintenance of public on and off-street parking and Council owned Pay and Display Car Parks.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
4.36	Expenditure per Resident	5.00	4.62	4.63
(7.21)	Income per Resident	(7.98)	(7.98)	(7.98)

## DIRECTORATE OF COMMUNITY SERVICES

## CHRISTMAS LIGHTING

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
200	Premises	0	0	0
0	Transport	0	0	0
25,600	Supplies and Services	25,600	25,600	25,600
34,300	Third Party Payments	34,300	34,300	34,300
0	Transfer Payments	0	0	0
13,300	Internal Services Recharged	13,600	13,800	13,900
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>73,400</b>	<b>TOTAL EXPENDITURE</b>	<b>73,500</b>	<b>73,700</b>	<b>73,800</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(10,000)	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>(10,000)</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>63,400</b>	<b>NET BUDGET</b>	<b>73,500</b>	<b>73,700</b>	<b>73,800</b>

Responsible Budget Holder: Robert Wilkinson

## BRIEF DESCRIPTION OF SERVICE

To provide funding for Christmas Lighting and associated event/ceremony.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
0.65	Expenditure per Resident	0.66	0.66	0.66
(0.09)	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## MUSEUMS &amp; GALLERIES

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
84,100	Employees	83,300	84,000	84,900
59,200	Premises	55,100	56,100	56,900
1,100	Transport	1,100	1,100	1,100
16,800	Supplies and Services	17,000	16,900	16,800
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
23,600	Internal Services Recharged	24,800	25,700	25,700
9,800	Depreciation	3,200	3,200	3,200
200	Capital Financing Costs	100	100	100
<b>194,800</b>	<b>TOTAL EXPENDITURE</b>	<b>184,600</b>	<b>187,100</b>	<b>188,700</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(10,300)	Customer & Client Receipts	(8,300)	(8,300)	(8,300)
<b>(10,300)</b>	<b>TOTAL INCOME</b>	<b>(8,300)</b>	<b>(8,300)</b>	<b>(8,300)</b>
<b>184,500</b>	<b>NET BUDGET</b>	<b>176,300</b>	<b>178,800</b>	<b>180,400</b>

Responsible Budget Holder: S. Glasswell

## BRIEF DESCRIPTION OF SERVICE

To provide cultural facilities in the form of a Museum. This includes Percy Laws Gallery and offers exhibits which reflect the history of the District.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
1.73	Expenditure per Resident	1.65	1.67	1.69
(0.09)	Income per Resident	(0.07)	(0.07)	(0.07)

## DIRECTORATE OF COMMUNITY SERVICES

## ECONOMIC DEVELOPMENT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
101,900	Employees	113,300	100,200	64,300
66,900	Premises	87,500	89,000	90,100
800	Transport	300	300	300
66,600	Supplies and Services	73,700	73,700	73,700
31,300	Third Party Payments	10,300	10,300	10,300
0	Transfer Payments	0	0	0
130,100	Internal Services Recharged	127,400	130,000	130,600
0	Depreciation	58,000	58,000	58,000
0	Capital Financing Costs	0	0	0
<b>397,600</b>	<b>TOTAL EXPENDITURE</b>	<b>470,500</b>	<b>461,500</b>	<b>427,300</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(50,700)	Grants	(50,400)	(36,500)	0
(146,000)	Customer & Client Receipts	(156,100)	(176,100)	(176,100)
<b>(196,700)</b>	<b>TOTAL INCOME</b>	<b>(206,500)</b>	<b>(212,600)</b>	<b>(176,100)</b>
<b>200,900</b>	<b>NET BUDGET</b>	<b>264,000</b>	<b>248,900</b>	<b>251,200</b>

Responsible Budget Holder: Robert Wilkinson

## BRIEF DESCRIPTION OF SERVICE

To support the running costs of the Bassetlaw Business Innovation Centre (Turbine) through partnership with Nottinghamshire County Council. Funding of the Bassetlaw Enterprise Board to provide technical and financial support to new and expanding businesses in Bassetlaw. To provide partnership finance allocated to established and proven business support organisations. To encourage and foster inward investment enquiries. To raise the profile of Europe both in terms of funding available and non-financial opportunities for Bassetlaw.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
3.53	Expenditure per Resident	4.21	4.13	3.82
(1.75)	Income per Resident	(1.85)	(1.90)	(1.58)

## DIRECTORATE OF COMMUNITY SERVICES

## COMMUNITY DEVELOPMENT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
700	Premises	0	0	0
0	Transport	0	0	0
31,300	Supplies and Services	23,100	23,100	23,100
22,700	Third Party Payments	9,100	9,100	9,100
0	Transfer Payments	0	0	0
65,700	Internal Services Recharged	82,100	83,200	83,600
84,300	Depreciation	59,100	54,400	54,400
1,800	Capital Financing Costs	1,300	1,200	1,200
<b>206,500</b>	<b>TOTAL EXPENDITURE</b>	<b>174,700</b>	<b>171,000</b>	<b>171,400</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>206,500</b>	<b>NET BUDGET</b>	<b>174,700</b>	<b>171,000</b>	<b>171,400</b>

Responsible Budget Holder: Robert Wilkinson

## BRIEF DESCRIPTION OF SERVICE

To provide targeted financial support for regeneration initiatives in areas of particular disadvantage.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
1.83	Expenditure per Resident	1.56	1.53	1.53
0.00	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## CCTV SCHEMES

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	5,000	5,200	5,300
0	Transport	0	0	0
25,600	Supplies and Services	26,200	26,200	26,200
108,800	Third Party Payments	108,800	108,800	108,800
0	Transfer Payments	0	0	0
14,500	Internal Services Recharged	8,800	8,800	8,900
43,100	Depreciation	63,100	63,100	63,100
900	Capital Financing Costs	1,200	1,200	1,200
<b>192,900</b>	<b>TOTAL EXPENDITURE</b>	<b>213,100</b>	<b>213,300</b>	<b>213,500</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>192,900</b>	<b>NET BUDGET</b>	<b>213,100</b>	<b>213,300</b>	<b>213,500</b>

Responsible Budget Holder: David Armiger

## BRIEF DESCRIPTION OF SERVICE

Enhancing the safety and the confidence of the local community.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
1.71	Expenditure per Resident	1.91	1.91	1.91
0.00	Income per Resident	0.00	0.00	0.00



## DIRECTORATE OF COMMUNITY SERVICES

## ECONOMIC REGENERATION SMS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
205,200	Employees	119,500	120,700	121,900
0	Premises	0	0	0
3,200	Transport	3,200	3,200	3,200
10,000	Supplies and Services	16,200	16,200	16,200
2,000	Third Party Payments	2,000	2,000	2,000
0	Transfer Payments	0	0	0
110,600	Internal Services Recharged	97,800	99,600	99,500
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>331,000</b>	<b>TOTAL EXPENDITURE</b>	<b>238,700</b>	<b>241,700</b>	<b>242,800</b>
	<b>INCOME</b>			
(332,400)	Internal Services Recharges	(238,700)	(241,700)	(242,800)
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>(332,400)</b>	<b>TOTAL INCOME</b>	<b>(238,700)</b>	<b>(241,700)</b>	<b>(242,800)</b>
<b>(1,400)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Robert Wilkinson

## BRIEF DESCRIPTION OF SERVICE

The role of Bassetlaw Development Unit is to provide business, employment, marketing and infrastructure support and signpost to advice for business development in the district.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
2.94	Expenditure per Resident	2.14	2.16	2.17
(2.95)	Income per Resident	(2.14)	(2.16)	(2.17)

## DIRECTORATE OF COMMUNITY SERVICES

## SHOP MOBILITY

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
54,100	Employees	50,400	50,900	51,700
5,700	Premises	6,200	6,300	6,400
6,500	Transport	6,500	6,500	6,500
18,400	Supplies and Services	17,400	17,300	17,200
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
19,800	Internal Services Recharged	11,300	11,900	12,000
3,500	Depreciation	3,500	3,500	3,500
0	Capital Financing Costs	100	100	100
<b>108,000</b>	<b>TOTAL EXPENDITURE</b>	<b>95,400</b>	<b>96,500</b>	<b>97,400</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(400)	Customer & Client Receipts	(400)	(400)	(400)
<b>(400)</b>	<b>TOTAL INCOME</b>	<b>(400)</b>	<b>(400)</b>	<b>(400)</b>
<b>107,600</b>	<b>NET BUDGET</b>	<b>95,000</b>	<b>96,100</b>	<b>97,000</b>

Responsible Budget Holder: Richard Blagg

## BRIEF DESCRIPTION OF SERVICE

To provide a Shopmobility Service in Worksop and Retford to enable people with disabilities to use the facilities of the town centre's by means of motorised scooters.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
0.96	Expenditure per Resident	0.85	0.86	0.87
(0.00)	Income per Resident	(0.00)	(0.00)	(0.00)

## DIRECTORATE OF RESOURCES

## TOURIST INFORMATION

BUDGET 2011/12	DIVISION	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
46,700	Employees	43,200	43,600	44,200
4,100	Premises	5,800	5,900	5,900
100	Transport	100	100	100
6,100	Supplies and Services	9,400	9,400	9,400
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
65,700	Internal Services Recharged	23,800	25,200	25,500
800	Depreciation	800	800	800
0	Capital Financing Costs	0	0	0
<b>123,500</b>	<b>TOTAL EXPENDITURE</b>	<b>83,100</b>	<b>85,000</b>	<b>85,900</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(14,100)	Customer & Client Receipts	(14,900)	(14,900)	(14,900)
<b>(14,100)</b>	<b>TOTAL INCOME</b>	<b>(14,900)</b>	<b>(14,900)</b>	<b>(14,900)</b>
<b>109,400</b>	<b>NET BUDGET</b>	<b>68,200</b>	<b>70,100</b>	<b>71,000</b>

Responsible Budget Holder: S WITHINGTON

## BRIEF DESCRIPTION OF SERVICE

To promote and provide information about Bassetlaw and other destinations of interest throughout the United Kingdom.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
1.10	Expenditure per Resident	0.74	0.76	0.77
(0.13)	Income per Resident	(0.13)	(0.13)	(0.13)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>COMMUNITY PROSPERITY - PLANNING &amp; BUILDING CONTROL</b>
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BUDGET 2011/12 £	Division	BUDGET 2012/13 £	FORECAST	
			2013/14 £	2014/15 £
568,500	Planning Policy & Conservation	544,200	599,900	478,900
534,700	Planning	408,400	364,700	316,800
(3,900)	Planning - Service Management & Support	0	0	0
0	Regeneration Sms	0	0	0
12,200	Environmental Projects	11,700	3,600	3,600
373,000	Building Control Dangerous Structures	401,400	406,100	410,100
<b>1,484,500</b>	<b>TOTAL EXPENDITURE</b>	<b>1,365,700</b>	<b>1,374,300</b>	<b>1,209,400</b>

## DIRECTORATE OF COMMUNITY SERVICES

## COMMUNITY PROSPERITY - PLANNING &amp; BUILDING CONTROL

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
1,418,400	Employees	1,346,700	1,368,300	1,387,300
1,500	Premises	1,400	1,400	1,400
67,700	Transport	71,700	71,700	71,700
156,500	Supplies and Services	220,400	115,500	95,500
49,800	Third Party Payments	79,800	164,800	59,800
0	Transfer Payments	0	0	0
1,509,100	Internal Services Recharged	1,000,000	1,005,700	1,000,700
15,500	Depreciation	69,600	61,500	8,600
700	Capital Financing Costs	900	900	900
<b>3,219,200</b>	<b>TOTAL EXPENDITURE</b>	<b>2,790,500</b>	<b>2,789,800</b>	<b>2,625,900</b>
	<b>INCOME</b>			
(749,500)	Internal Services Recharges	(576,600)	(582,300)	(583,300)
(50,000)	Grants	(65,000)	0	0
(935,200)	Customer & Client Receipts	(783,200)	(833,200)	(833,200)
0	Interest	0	0	0
<b>(1,734,700)</b>	<b>TOTAL INCOME</b>	<b>(1,424,800)</b>	<b>(1,415,500)</b>	<b>(1,416,500)</b>
<b>1,484,500</b>	<b>NET BUDGET</b>	<b>1,365,700</b>	<b>1,374,300</b>	<b>1,209,400</b>

**Head of Service:** David Armiger

## BRIEF DESCRIPTION OF SERVICE

The management and provision of services such as Planning, Building Control, Economic Development, Leisure, Sports Development, and Town Centres Management. Provision of advice and support on all aspects of matters affecting the prosperity of the District.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
28.56	Expenditure per Resident	25.00	25.00	23.53
(15.39)	Income per Resident	(12.77)	(12.68)	(12.69)

## DIRECTORATE OF COMMUNITY SERVICES

## PLANNING POLICY AND CONSERVATION

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
298,200	Employees	306,000	311,000	315,200
0	Premises	0	0	0
6,800	Transport	10,800	10,800	10,800
105,900	Supplies and Services	145,800	40,900	20,900
13,000	Third Party Payments	55,000	140,000	35,000
0	Transfer Payments	0	0	0
196,600	Internal Services Recharged	91,400	97,000	96,800
0	Depreciation	0	0	0
	Capital Financing Costs	200	200	200
<b>620,500</b>	<b>TOTAL EXPENDITURE</b>	<b>609,200</b>	<b>599,900</b>	<b>478,900</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(50,000)	Grants	(65,000)	0	0
(2,000)	Customer & Client Receipts	0	0	0
	Interest	0	0	0
<b>(52,000)</b>	<b>TOTAL INCOME</b>	<b>(65,000)</b>	<b>0</b>	<b>0</b>
<b>568,500</b>	<b>NET BUDGET</b>	<b>544,200</b>	<b>599,900</b>	<b>478,900</b>

Responsible Budget Holder: Richard Schofield

## BRIEF DESCRIPTION OF SERVICE

Local Development Framework; Planning Policy, Heritage and Trees. All aspects of Local Development Framework; collection and collation of planning data; co-ordination and liaison on major development issues, highways, public transport and other physical environment issues; and preparation of reports and advice on other town planning matters. To gain approval, print and publish the Local Development Framework, and to implement the necessary procedures. Management of Heritage service including: provision of expert advice on heritage applications; management of grant schemes and historic environment regeneration schemes; production of Conservation Area Appraisals and professional Guidance. Management of tree service, including provision of expert advice on tree applications and surveying & creation of Tree Preservation Orders.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
5.51	Expenditure per Resident	5.46	5.38	4.29
(0.46)	Income per Resident	(0.58)	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## PLANNING

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
445,500	Employees	364,100	371,900	378,100
0	Premises	0	0	0
20,800	Transport	20,800	20,800	20,800
400	Supplies and Services	22,800	22,800	22,800
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
677,800	Internal Services Recharged	406,200	404,700	399,600
0	Depreciation	54,300	54,300	5,300
0	Capital Financing Costs	0	0	0
<b>1,144,500</b>	<b>TOTAL EXPENDITURE</b>	<b>868,200</b>	<b>874,500</b>	<b>826,600</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(609,800)	Customer & Client Receipts	(459,800)	(509,800)	(509,800)
0	Interest	0	0	0
<b>(609,800)</b>	<b>TOTAL INCOME</b>	<b>(459,800)</b>	<b>(509,800)</b>	<b>(509,800)</b>
<b>534,700</b>	<b>NET BUDGET</b>	<b>408,400</b>	<b>364,700</b>	<b>316,800</b>

Responsible Budget Holder: David Armiger

## BRIEF DESCRIPTION OF SERVICE

To process planning applications and appeals, the investigation and enforcement of unauthorised development, to ensure compliance with planning conditions as development proceeds, and the provision of advice relating to all developments related proposals.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
10.16	Expenditure per Resident	7.78	7.84	7.41
(5.41)	Income per Resident	(4.12)	(4.57)	(4.57)

## DIRECTORATE OF COMMUNITY SERVICES

## PLANNING - SERVICE MANAGEMENT &amp; SUPPORT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
276,300	Employees	271,400	275,600	279,500
900	Premises	900	900	900
7,200	Transport	7,200	7,200	7,200
45,200	Supplies and Services	33,200	33,200	33,200
20,400	Third Party Payments	8,400	8,400	8,400
0	Transfer Payments	0	0	0
176,800	Internal Services Recharged	121,700	121,700	121,700
3,900	Depreciation	3,900	3,900	0
100	Capital Financing Costs	400	400	400
<b>530,800</b>	<b>TOTAL EXPENDITURE</b>	<b>447,100</b>	<b>451,300</b>	<b>451,300</b>
	<b>INCOME</b>			
(496,200)	Internal Services Recharges	(408,600)	(412,800)	(412,800)
0	Grants	0	0	0
(38,500)	Customer & Client Receipts	(38,500)	(38,500)	(38,500)
0	Interest	0	0	0
<b>(534,700)</b>	<b>TOTAL INCOME</b>	<b>(447,100)</b>	<b>(451,300)</b>	<b>(451,300)</b>
<b>(3,900)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Lisa Taylor

## BRIEF DESCRIPTION OF SERVICE

To provide managerial, technical and administrative support to the Planning Services which comprises Building Control, Development Control and Policy and Implementation. Planning Delivery Grant.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
4.71	Expenditure per Resident	4.01	4.04	4.04
(4.74)	Income per Resident	(4.01)	(4.04)	(4.04)



## DIRECTORATE OF COMMUNITY SERVICES

## REGENERATION SMS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b><u>EXPENDITURE</u></b>			
91,900	Employees	82,500	83,400	84,400
0	Premises	0	0	0
1,600	Transport	1,600	1,600	1,600
100	Supplies and Services	200	200	200
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
151,200	Internal Services Recharged	74,400	75,000	75,000
0	Depreciation	0	0	0
0	Capital Financing Costs	(100)	(100)	(100)
<b>244,800</b>	<b>TOTAL EXPENDITURE</b>	<b>158,600</b>	<b>160,100</b>	<b>161,100</b>
	<b><u>INCOME</u></b>			
(244,800)	Internal Services Recharges	(158,600)	(160,100)	(161,100)
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	Interest	0	0	0
<b>(244,800)</b>	<b>TOTAL INCOME</b>	<b>(158,600)</b>	<b>(160,100)</b>	<b>(161,100)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: David Arminger

## BRIEF DESCRIPTION OF SERVICE

To provide overall management and control of the Community Prosperity service area.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
2.17	Expenditure per Resident	1.42	1.43	1.44
(2.17)	Income per Resident	(1.42)	(1.43)	(1.44)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>ENVIRONMENTAL PROJECTS</b>
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BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
£		£	£	£
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
11,600	Depreciation	11,400	3,300	3,300
600	Capital Financing Costs	300	300	300
<b>12,200</b>	<b>TOTAL EXPENDITURE</b>	<b>11,700</b>	<b>3,600</b>	<b>3,600</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	Interest	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>12,200</b>	<b>NET BUDGET</b>	<b>11,700</b>	<b>3,600</b>	<b>3,600</b>

<b>Responsible Budget Holder:</b> <b>David Armiger</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Capital financing expenses relating to previous works.
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BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
£		£	£	£
0.11	Expenditure per Resident	0.10	0.03	0.03
0.00	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>BUILDING CONTROL / DANGEROUS STRUCTURES</b>
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BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
306,500	Employees	322,700	326,400	330,100
600	Premises	500	500	500
31,300	Transport	31,300	31,300	31,300
4,900	Supplies and Services	18,400	18,400	18,400
16,400	Third Party Payments	16,400	16,400	16,400
0	Transfer Payments	0	0	0
306,700	Internal Services Recharged	306,300	307,300	307,600
0	Depreciation	0	0	0
0	Capital Financing Costs	100	100	100
<b>666,400</b>	<b>TOTAL EXPENDITURE</b>	<b>695,700</b>	<b>700,400</b>	<b>704,400</b>
	<b>INCOME</b>			
(8,500)	Internal Services Recharges	(9,400)	(9,400)	(9,400)
0	Grants	0	0	0
(284,900)	Customer & Client Receipts	(284,900)	(284,900)	(284,900)
0	Interest	0	0	0
<b>(293,400)</b>	<b>TOTAL INCOME</b>	<b>(294,300)</b>	<b>(294,300)</b>	<b>(294,300)</b>
<b>373,000</b>	<b>NET BUDGET</b>	<b>401,400</b>	<b>406,100</b>	<b>410,100</b>

<b>Responsible Budget Holder:     Bob Whatley / Angela Edwards</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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The consideration of plans and the inspection of work in accordance with the Building Regulations. The consideration of plans and the inspection of work reverting to Local Authority control. Enforcement of legislation and undertaking of statutory administrative duties not within the authority of Approved Inspectors. Provision of out of hours call out service in respect of dangerous structures.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
5.91	Expenditure per Resident	6.23	6.28	6.31
(2.60)	Income per Resident	(2.64)	(2.64)	(2.64)

## CHIEF EXECUTIVE DEPARTMENT

## CORPORATE MANAGEMENT

BUDGET 2011/12 £	DIVISION	BUDGET 2012/13 £	FORECAST	
			2013/14 £	2014/15 £
419,900	Corporate Finance	517,600	519,200	519,500
299,000	Strategic Advice	200,500	205,200	208,400
<b>718,900</b>	<b>Total</b>	<b>718,100</b>	<b>724,400</b>	<b>727,900</b>

## CHIEF EXECUTIVE DEPARTMENT

## CORPORATE MANAGEMENT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
248,500	Employees	273,000	273,000	273,000
0	Premises	0	0	0
0	Transport	0	0	0
211,100	Supplies and Services	177,600	177,700	177,700
1,400	Third Party Payments	700	700	700
0	Transfer Payments	0	0	0
562,200	Internal Services Recharged	656,300	662,700	666,200
13,000	Depreciation	11,100	11,100	11,100
300	Capital Financing Costs	5,600	5,400	5,400
<b>1,036,500</b>	<b>TOTAL EXPENDITURE</b>	<b>1,124,300</b>	<b>1,130,600</b>	<b>1,134,100</b>
	<b>INCOME</b>			
(317,600)	Internal Services Recharges	(406,200)	(406,200)	(406,200)
0	Grants/Contributions	0	0	0
0	Customer & Client Receipts	0	0	0
<b>(317,600)</b>	<b>TOTAL INCOME</b>	<b>(406,200)</b>	<b>(406,200)</b>	<b>(406,200)</b>
<b>718,900</b>	<b>NET BUDGET</b>	<b>718,100</b>	<b>724,400</b>	<b>727,900</b>

Responsible Budget Holder: D Hunter

## BRIEF DESCRIPTION OF SERVICE

Corporate Finance costs including External Audit Fees and Corporate Bank Charges. To manage the payments of approved grants. To provide the support required to facilitate the whole Council management and the ability to monitor and progress outcomes.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
9.20	Expenditure per Resident	10.06	10.11	10.14
(2.82)	Income per Resident	(3.63)	(3.63)	(3.63)

## CHIEF EXECUTIVE DEPARTMENT

## CORPORATE FINANCE

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
273,200	Employees	264,000	264,000	264,000
0	Premises	0	0	0
0	Transport	0	0	0
185,000	Supplies and Services	167,000	167,100	167,100
700	Third Party Payments	700	700	700
0	Transfer Payments	0	0	0
100	Internal Services Recharged	131,500	133,000	133,300
13,000	Depreciation	11,100	11,100	11,100
300	Capital Financing Costs	300	300	300
<b>472,300</b>	<b>TOTAL EXPENDITURE</b>	<b>574,600</b>	<b>576,200</b>	<b>576,500</b>
	<b>INCOME</b>			
(52,400)	Internal Services Recharges	(57,000)	(57,000)	(57,000)
0	Grants/Contributions	0	0	0
0	Customer & Client Receipts	0	0	0
<b>(52,400)</b>	<b>TOTAL INCOME</b>	<b>(57,000)</b>	<b>(57,000)</b>	<b>(57,000)</b>
<b>419,900</b>	<b>NET BUDGET</b>	<b>517,600</b>	<b>519,200</b>	<b>519,500</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

External audit fees for the independent examination of the Council's accounts and review of systems. The cost of corporate bank charges for banking income and making payments on behalf of the council as a whole. Contributions to the superannuation fund in respect of ill health and early retirement. Pension strain costs. Unused Accommodation and Information Technology Costs. Deficiency on Asset Rents.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
4.19	Expenditure per Resident	5.14	5.15	5.16
(0.46)	Income per Resident	(0.51)	(0.51)	(0.51)

## CHIEF EXECUTIVE DEPARTMENT

## STRATEGIC ADVICE

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
(24,700)	Employees	9,000	9,000	9,000
0	Premises	0	0	0
0	Transport	0	0	0
26,100	Supplies and Services	10,600	10,600	10,600
700	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
562,100	Internal Services Recharged	524,800	529,700	532,900
0	Depreciation	0	0	0
0	Capital Financing Costs	5,300	5,100	5,100
<b>564,200</b>	<b>TOTAL EXPENDITURE</b>	<b>549,700</b>	<b>554,400</b>	<b>557,600</b>
	<b>INCOME</b>			
(265,200)	Internal Services Recharges	(349,200)	(349,200)	(349,200)
0	Grants/Contributions	0	0	0
0	Customer & Client Receipts	0	0	0
<b>(265,200)</b>	<b>TOTAL INCOME</b>	<b>(349,200)</b>	<b>(349,200)</b>	<b>(349,200)</b>
<b>299,000</b>	<b>NET BUDGET</b>	<b>200,500</b>	<b>205,200</b>	<b>208,400</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

To provide the support required to facilitate the whole Council management and the ability to monitor and progress outcomes.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
5.01	Expenditure per Resident	4.92	4.96	4.99
(2.35)	Income per Resident	(3.12)	(3.12)	(3.12)

## CHIEF EXECUTIVE DEPARTMENT

## CHIEF EXECUTIVE DEPARTMENT

BUDGET 2011/12	DIVISION	BUDGET 2012/13	FORECAST	
			2013/14	2014/15
£		£	£	£
(600)	Management Team	0	0	0
(2,400)	Human Resources	0	0	0
0	Unions	0	0	0
0	Corporate Training	0	0	0
164,800	Grants	199,700	199,600	199,600
<b>161,800</b>	<b>Total</b>	<b>199,700</b>	<b>199,600</b>	<b>199,600</b>



## CHIEF EXECUTIVE DEPARTMENT

## CHIEF EXECUTIVE DEPARTMENT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
859,300	Employees	891,500	898,300	907,200
0	Premises	0	0	0
11,100	Transport	10,700	10,700	10,700
189,500	Supplies and Services	227,100	226,900	226,900
27,900	Third Party Payments	29,000	29,000	29,000
0	Transfer Payments	0	0	0
241,400	Internal Services Recharged	194,300	197,800	198,400
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>1,329,200</b>	<b>TOTAL EXPENDITURE</b>	<b>1,352,600</b>	<b>1,362,700</b>	<b>1,372,200</b>
	<b>INCOME</b>			
(1,167,400)	Internal Services Recharges	(1,074,900)	(1,083,600)	(1,091,600)
0	Grants/Contributions	(78,000)	(79,500)	(81,000)
0	Customer & Client Receipts	0	0	0
<b>(1,167,400)</b>	<b>TOTAL INCOME</b>	<b>(1,152,900)</b>	<b>(1,163,100)</b>	<b>(1,172,600)</b>
<b>161,800</b>	<b>NET BUDGET</b>	<b>199,700</b>	<b>199,600</b>	<b>199,600</b>

Responsible Budget Holder: D Hunter

## BRIEF DESCRIPTION OF SERVICE

Overall Corporate control and management of the Authority in line with Council Policies and objectives. To provide overall management and control of the Directorate of Corporate Services, Directorate of Community Services, and Directorate of Resources. To provide effective leadership and management of the Human Resource Service.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
11.79	Expenditure per Resident	12.10	12.19	12.27
(10.36)	Income per Resident	(10.31)	(10.40)	(10.49)

## CHIEF EXECUTIVE DEPARTMENT

## MANAGEMENT TEAM

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
518,400	Employees	516,000	520,800	526,500
0	Premises	0	0	0
4,400	Transport	4,000	4,000	4,000
10,800	Supplies and Services	7,700	7,700	7,700
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
73,300	Internal Services Recharged	101,900	103,500	103,700
0	Depreciation	0	0	0
0	Capital Financing Costs	400	400	400
<b>606,900</b>	<b>TOTAL EXPENDITURE</b>	<b>630,000</b>	<b>636,400</b>	<b>642,300</b>
	<b>INCOME</b>			
(607,500)	Internal Services Recharges	(575,500)	(580,500)	(585,000)
0	Grants/Contributions	(54,500)	(55,900)	(57,300)
0	Customer & Client Receipts	0	0	0
<b>(607,500)</b>	<b>TOTAL INCOME</b>	<b>(630,000)</b>	<b>(636,400)</b>	<b>(642,300)</b>
<b>(600)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: David Hunter

## BRIEF DESCRIPTION OF SERVICE

The Chief Executive Department ensures overall Corporate control and management of the Authority in line with Council Policies and objectives. To provide overall management and control of the Directorate of Corporate Services, Directorate of Community Services, and Directorate of Resources.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
5.39	Expenditure per Resident	5.64	5.69	5.75
(5.39)	Income per Resident	(5.64)	(5.69)	(5.75)

## CHIEF EXECUTIVE DEPARTMENT

## HUMAN RESOURCES

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b><u>EXPENDITURE</u></b>			
291,400	Employees	292,600	294,500	297,500
0	Premises	0	0	0
6,700	Transport	6,700	6,700	6,700
16,800	Supplies and Services	20,800	20,700	20,700
27,900	Third Party Payments	29,000	29,000	29,000
0	Transfer Payments	0	0	0
152,600	Internal Services Recharged	78,000	79,700	80,300
0	Depreciation	0	0	0
0	Capital Financing Costs	(300)	(300)	(300)
<b>495,400</b>	<b>TOTAL EXPENDITURE</b>	<b>426,800</b>	<b>430,300</b>	<b>433,900</b>
	<b><u>INCOME</u></b>			
(497,800)	Internal Services Recharges	(404,300)	(407,700)	(411,200)
0	Grants/Contributions	(22,500)	(22,600)	(22,700)
0	Customer & Client Receipts	0	0	0
<b>(497,800)</b>	<b>TOTAL INCOME</b>	<b>(426,800)</b>	<b>(430,300)</b>	<b>(433,900)</b>
<b>(2,400)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Len Hull

## BRIEF DESCRIPTION OF SERVICE

To provide a framework of excellence in people management that supports the developing agenda of the Council and create a culture and environment where people can use their talents in the best way possible. This incorporates human resource management, organisational development and learning and development.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
4.40	Expenditure per Resident	3.82	3.85	3.88
(4.42)	Income per Resident	(3.82)	(3.85)	(3.88)

## CHIEF EXECUTIVE DEPARTMENT

## UNIONS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
16,900	Employees	16,800	16,900	17,100
0	Premises	0	0	0
0	Transport	0	0	0
100	Supplies and Services	900	900	900
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
5,200	Internal Services Recharged	6,900	7,000	6,800
	Depreciation			
0	Capital Financing Costs	0	0	0
<b>22,200</b>	<b>TOTAL EXPENDITURE</b>	<b>24,600</b>	<b>24,800</b>	<b>24,800</b>
	<b>INCOME</b>			
(22,200)	Internal Services Recharges	(24,400)	(24,600)	(24,600)
0	Grants/Contributions	(200)	(200)	(200)
0	Customer & Client Receipts			
<b>(22,200)</b>	<b>TOTAL INCOME</b>	<b>(24,600)</b>	<b>(24,800)</b>	<b>(24,800)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: L Hull

## BRIEF DESCRIPTION OF SERVICE

To ensure the development and maintenance of good relations with all recognised Trade Unions and to ensure that consultation processes are effectively and properly delivered. To provide resources, support, guidance and advice in respect of Trade Union activities.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
0.20	Expenditure per Resident	0.22	0.22	0.22
(0.20)	Income per Resident	(0.22)	(0.22)	(0.22)

## CHIEF EXECUTIVE DEPARTMENT

## CORPORATE TRAINING

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
32,600	Employees	66,100	66,100	66,100
0	Premises	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
7,300	Internal Services Recharged	5,500	5,600	5,600
	Depreciation			
0	Capital Financing Costs	(100)	(100)	(100)
<b>39,900</b>	<b>TOTAL EXPENDITURE</b>	<b>71,500</b>	<b>71,600</b>	<b>71,600</b>
	<b>INCOME</b>			
(39,900)	Internal Services Recharges	(70,700)	(70,800)	(70,800)
0	Grants/Contributions	(800)	(800)	(800)
0	Customer & Client Receipts	0	0	0
<b>(39,900)</b>	<b>TOTAL INCOME</b>	<b>(71,500)</b>	<b>(71,600)</b>	<b>(71,600)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Len Hull

## BRIEF DESCRIPTION OF SERVICE

To provide learning and development opportunities across the Council to ensure that employees have the right skills and expertise to deliver the Council's strategic aims and objectives and deliver excellence in service provision.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
0.35	Expenditure per Resident	0.64	0.64	0.64
(0.35)	Income per Resident	(0.64)	(0.64)	(0.64)

## CORPORATE MANAGEMENT

## MAJOR GRANTS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
161,800	Supplies and Services	197,700	197,600	197,600
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
3,000	Internal Services Recharged	2,000	2,000	2,000
	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>164,800</b>	<b>TOTAL EXPENDITURE</b>	<b>199,700</b>	<b>199,600</b>	<b>199,600</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants/Contributions	0	0	0
0	Customer & Client Receipts	0	0	0
0	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>164,800</b>	<b>NET BUDGET</b>	<b>199,700</b>	<b>199,600</b>	<b>199,600</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

Manages the payments of approved grants.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
1.46	Expenditure per Resident	1.79	1.79	1.79
0.00	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## ENVIRONMENT

BUDGET 2011/12 £	Division	BUDGET 2012/13 £	FORECAST	
			2013/14 £	2014/15 £
488,700	Environmental Health	440,200	449,800	453,500
581,900	Environment Public Health	593,700	607,600	616,000
111,200	Waste Disposal	143,200	122,400	112,900
843,200	Community Parks and Open Spaces	761,600	764,700	715,600
80,300	Cemeteries	39,200	45,200	62,800
835,700	Street Cleansing	797,200	797,200	797,200
1,800,400	Waste Collection	1,446,000	1,667,300	1,676,300
71,600	Emergency Planning	53,300	54,800	54,400
0	Transport	0	0	0
(800)	Environment Services Unit	0	0	0
209,300	Environment Policy & Development	183,800	181,800	236,100
447,800	Grounds Maintenance Trading A/C	590,200	590,200	589,700
(100)	Health & Safety	0	0	0
0	NCC Disposal Charges	0	0	0
168,300	Public Conveniences	179,000	182,500	184,900
<b>5,637,500</b>	<b>TOTAL EXPENDITURE</b>	<b>5,227,400</b>	<b>5,463,500</b>	<b>5,499,400</b>

## DIRECTORATE OF COMMUNITY SERVICES

## ENVIRONMENT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
3,603,400	Employees	3,402,000	3,455,600	3,515,700
720,400	Premises	615,300	616,500	686,400
1,201,300	Transport	1,181,600	1,135,400	1,196,800
790,700	Supplies and Services	385,800	356,100	329,000
263,100	Third Party Payments	243,300	243,300	243,300
0	Transfer Payments	0	0	0
1,377,600	Internal Services Recharged	1,147,200	1,163,900	1,165,600
777,100	Depreciation	937,100	1,165,600	1,197,800
19,100	Capital Finance Costs	22,400	22,000	22,000
<b>8,752,700</b>	<b>TOTAL EXPENDITURE</b>	<b>7,934,700</b>	<b>8,158,400</b>	<b>8,356,600</b>
	<b>INCOME</b>			
(1,691,400)	Internal Services Recharges	(1,244,800)	(1,266,000)	(1,355,200)
(93,100)	Grants	(112,900)	(114,000)	(115,300)
(1,330,500)	Customer & Client Receipts	(1,349,400)	(1,314,700)	(1,386,500)
(200)	Interest	(200)	(200)	(200)
<b>(3,115,200)</b>	<b>TOTAL INCOME</b>	<b>(2,707,300)</b>	<b>(2,694,900)</b>	<b>(2,857,200)</b>
<b>5,637,500</b>	<b>NET BUDGET</b>	<b>5,227,400</b>	<b>5,463,500</b>	<b>5,499,400</b>

Head of Service M Ladyman

## BRIEF DESCRIPTION OF SERVICE

The management and provision of services such as abandoned vehicles, animal welfare, biodiversity and nature conservation, cemeteries, emergency planning, energy, flooding and drought, fly tipping, food production, parks and open spaces, pests and nuisance, pollution, street care and cleaning, waste recycling and the provision of advice and support on all aspects of matters affecting the environment of the District.

BUDGET 2010/11	GROUP	BUDGET 2011/12	FORECAST	
£		£	2012/13	2013/14
78.36	Expenditure per Resident	70.41	72.39	74.15
(27.89)	Income per Resident	(24.02)	(23.91)	(25.35)



## DIRECTORATE OF COMMUNITY SERVICES

## ENVIRONMENTAL HEALTH

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
318,500	Employees	322,300	327,700	332,500
0	Premises	0	0	0
17,000	Transport	15,800	15,800	15,800
10,600	Supplies and Services	11,100	11,100	11,000
16,200	Third Party Payments	8,500	8,500	8,500
0	Transfer Payments	0	0	0
154,400	Internal Services Recharged	110,500	114,700	113,700
0	Depreciation	0	0	0
100	Capital Finance Costs	100	100	100
<b>516,800</b>	<b>TOTAL EXPENDITURE</b>	<b>468,300</b>	<b>477,900</b>	<b>481,600</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(28,100)	Customer & Client Receipts	(28,100)	(28,100)	(28,100)
<b>(28,100)</b>	<b>TOTAL INCOME</b>	<b>(28,100)</b>	<b>(28,100)</b>	<b>(28,100)</b>
<b>488,700</b>	<b>NET BUDGET</b>	<b>440,200</b>	<b>449,800</b>	<b>453,500</b>

Responsible Budget Holder: E Prime

## BRIEF DESCRIPTION OF SERVICE

The management and provision of services such as Water Sampling, Air Pollution, Contaminated Land, Food, Regulation Enforcement, Health & Safety General.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
4.59	Expenditure per Resident	4.20	4.28	4.32
0.00	Income per Resident	(0.25)	(0.25)	(0.25)

## DIRECTORATE OF COMMUNITY SERVICES

## ENVIRONMENT PUBLIC HEALTH

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
348,100	Employees	365,500	373,800	381,500
1,700	Premises	0	0	0
22,200	Transport	31,200	31,400	31,700
25,900	Supplies and Services	25,800	25,800	25,800
49,400	Third Party Payments	47,900	47,900	47,900
0	Transfer Payments	0	0	
146,300	Internal Services Recharged	133,500	138,900	138,800
5,500	Depreciation	7,800	7,800	8,300
100	Capital Finance Costs	200	200	200
<b>599,200</b>	<b>TOTAL EXPENDITURE</b>	<b>611,900</b>	<b>625,800</b>	<b>634,200</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(17,300)	Customer & Client Receipts	(18,200)	(18,200)	(18,200)
<b>(17,300)</b>	<b>TOTAL INCOME</b>	<b>(18,200)</b>	<b>(18,200)</b>	<b>(18,200)</b>
<b>581,900</b>	<b>NET BUDGET</b>	<b>593,700</b>	<b>607,600</b>	<b>616,000</b>

Responsible Budget Holder: J Proudman

## BRIEF DESCRIPTION OF SERVICE

The management and provision of services such as Rodent & Pest Control, Dog Warden & Animal Welfare, Noise Control, Public Health Standards, Neighbourhood, Environmental Works.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
5.32	Expenditure per Resident	5.48	5.61	5.68
0.00	Income per Resident	(0.16)	(0.16)	(0.16)

## DIRECTORATE OF COMMUNITY SERVICES

## WASTE DISPOSAL

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
32,100	Premises	52,100	59,200	61,600
1,300	Transport	3,600	3,800	3,900
12,000	Supplies and Services	12,200	12,200	12,200
14,100	Third Party Payments	11,100	11,100	11,100
0	Transfer Payments	0	0	0
15,600	Internal Services Recharged	18,000	11,500	19,100
117,500	Depreciation	128,400	106,900	87,300
2,600	Capital Finance Costs	1,800	1,700	1,700
<b>195,200</b>	<b>TOTAL EXPENDITURE</b>	<b>227,200</b>	<b>206,400</b>	<b>196,900</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(84,000)	Grants	(84,000)	(84,000)	(84,000)
0	Customer & Client Receipts	0	0	0
<b>(84,000)</b>	<b>TOTAL INCOME</b>	<b>(84,000)</b>	<b>(84,000)</b>	<b>(84,000)</b>
<b>111,200</b>	<b>NET BUDGET</b>	<b>143,200</b>	<b>122,400</b>	<b>112,900</b>

Responsible Budget Holder: T Andrew/ J Walker

## BRIEF DESCRIPTION OF SERVICE

To provide a service which offers a full range of waste disposal options.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
1.73	Expenditure per Resident	2.04	1.85	1.76
(0.75)	Income per Resident	(0.75)	(0.75)	(0.75)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>COMMUNITY PARKS AND OPEN SPACES</b>
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BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b><u>EXPENDITURE</u></b>			
100,000	Employees	74,000	75,500	76,900
207,600	Premises	173,800	176,800	181,800
6,900	Transport	8,600	8,800	9,200
69,000	Supplies and Services	58,600	58,600	58,600
800	Third Party Payments	800	800	800
0	Transfer Payments	0	0	0
150,500	Internal Services Recharged	94,400	98,300	96,100
333,300	Depreciation	388,100	382,900	329,200
7,900	Capital Finance Costs	6,300	6,000	6,000
<b>876,000</b>	<b>TOTAL EXPENDITURE</b>	<b>804,600</b>	<b>807,700</b>	<b>758,600</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
(1,500)	Grants	(1,500)	(1,500)	(1,500)
(31,300)	Customer & Client Receipts	(41,500)	(41,500)	(41,500)
<b>(32,800)</b>	<b>TOTAL INCOME</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(43,000)</b>
<b>843,200</b>	<b>NET BUDGET</b>	<b>761,600</b>	<b>764,700</b>	<b>715,600</b>

<b>Responsible Budget Holder:</b> K Somers/ J Foster
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Responsible for the development of all the Councils' parks and open spaces, which includes cemeteries, closed church yards, allotments, Kilton Forest Golf Course, housing estates, industrial estates, town centre parks in Retford and Worksop, Langold Country Park, sports pitches, bowling greens and play areas owned by the Council.

#REF!	UNIT COSTS	BUDGET 2011/12	FORECAST	
£		£	2013/14	2014/15
			£	£
7.77	Expenditure per Resident	7.21	7.24	6.80
0.00	Income per Resident	(0.39)	(0.39)	(0.39)

## DIRECTORATE OF COMMUNITY SERVICES

## CEMETERIES

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
32,400	Employees	25,000	25,900	27,000
170,800	Premises	154,000	157,900	171,000
1,600	Transport	1,600	1,600	1,600
11,400	Supplies and Services	11,500	11,500	11,500
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
36,900	Internal Services Recharged	38,100	36,800	40,200
38,800	Depreciation	33,800	36,300	36,300
1,000	Capital Finance Costs	600	600	600
<b>292,900</b>	<b>TOTAL EXPENDITURE</b>	<b>264,600</b>	<b>270,600</b>	<b>288,200</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(212,400)	Customer & Client Receipts	(225,200)	(225,200)	(225,200)
(200)	Interest	(200)	(200)	(200)
<b>(212,600)</b>	<b>TOTAL INCOME</b>	<b>(225,400)</b>	<b>(225,400)</b>	<b>(225,400)</b>
<b>80,300</b>	<b>NET BUDGET</b>	<b>39,200</b>	<b>45,200</b>	<b>62,800</b>

Responsible Budget Holder: A Smith

## BRIEF DESCRIPTION OF SERVICE

To continue a high quality burial service and plan to ensure the future burial needs of the community.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
2.60	Expenditure per Resident	2.37	2.42	2.58
0.00	Income per Resident	(2.02)	(2.02)	(2.02)

## DIRECTORATE OF COMMUNITY SERVICES

## STREET CLEANSING

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
565,300	Employees	490,500	495,200	500,000
46,400	Premises	58,200	48,200	41,200
150,700	Transport	159,000	160,600	163,400
97,000	Supplies and Services	52,300	40,800	32,600
18,500	Third Party Payments	18,500	18,500	18,500
0	Transfer Payments		0	0
100,600	Internal Services Recharged	114,500	114,200	113,600
62,200	Depreciation	111,300	111,300	181,400
1,300	Capital Finance Costs	2,300	2,300	2,300
<b>1,042,000</b>	<b>TOTAL EXPENDITURE</b>	<b>1,006,600</b>	<b>991,100</b>	<b>1,053,000</b>
	<b>INCOME</b>			
(204,600)	Internal Services Recharges	(207,700)	(192,200)	(254,100)
0	Grants	0	0	0
(1,700)	Customer & Client Receipts	(1,700)	(1,700)	(1,700)
<b>(206,300)</b>	<b>TOTAL INCOME</b>	<b>(209,400)</b>	<b>(193,900)</b>	<b>(255,800)</b>
<b>835,700</b>	<b>NET BUDGET</b>	<b>797,200</b>	<b>797,200</b>	<b>797,200</b>

Responsible Budget Holder: T Andrew

## BRIEF DESCRIPTION OF SERVICE

To maintain cleanliness in accordance with the Environmental Protection Act 1988

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
9.25	Expenditure per Resident	9.02	8.88	9.44
(1.82)	Income per Resident	(1.88)	(1.74)	(2.29)

## DIRECTORATE OF COMMUNITY SERVICES

## WASTE COLLECTION

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
994,400	Employees	959,500	970,400	981,300
80,100	Premises	1,700	1,700	1,700
462,900	Transport	370,500	372,200	374,900
335,800	Supplies and Services	88,800	82,500	70,000
100	Third Party Payments	100	100	100
0	Transfer Payments		0	0
203,000	Internal Services Recharged	252,800	255,200	252,400
95,100	Depreciation	113,600	346,700	360,300
2,300	Capital Finance Costs	3,900	3,900	3,900
<b>2,173,700</b>	<b>TOTAL EXPENDITURE</b>	<b>1,790,900</b>	<b>2,032,700</b>	<b>2,044,600</b>
	<b>INCOME</b>			
(164,900)	Internal Services Recharges	(141,600)	(161,000)	(162,600)
(7,600)	Grants	(5,900)	(7,000)	(8,300)
(200,800)	Customer & Client Receipts	(197,400)	(197,400)	(197,400)
<b>(373,300)</b>	<b>TOTAL INCOME</b>	<b>(344,900)</b>	<b>(365,400)</b>	<b>(368,300)</b>
<b>1,800,400</b>	<b>NET BUDGET</b>	<b>1,446,000</b>	<b>1,667,300</b>	<b>1,676,300</b>

Responsible Budget Holder: T Andrew

## BRIEF DESCRIPTION OF SERVICE

To provide a collection for domestic waste including dry recyclables and bulky items

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
19.29	Expenditure per Resident	16.05	18.21	18.32
(1.46)	Income per Resident	(3.09)	(3.27)	(3.30)

## DIRECTORATE OF COMMUNITY SERVICES

## EMERGENCY PLANNING

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
29,400	Employees	29,500	29,800	30,100
0	Premises	0	0	0
0	Transport	0	0	0
3,900	Supplies and Services	2,900	2,500	2,600
17,100	Third Party Payments	12,100	12,100	12,100
0	Transfer Payments	0	0	0
21,200	Internal Services Recharged	8,800	10,400	9,600
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>71,600</b>	<b>TOTAL EXPENDITURE</b>	<b>53,300</b>	<b>54,800</b>	<b>54,400</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>71,600</b>	<b>NET BUDGET</b>	<b>53,300</b>	<b>54,800</b>	<b>54,400</b>

Responsible Budget Holder: J Moran

## BRIEF DESCRIPTION OF SERVICE

The provision for the immediate response to incidents that occur in and around the district, provide longer term support for major incidents or disruption caused by events such as flooding, severe weather damage or possible long term human or animal health emergencies.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
0.64	Expenditure per Resident	0.48	0.49	0.49
0.00	Income per Resident	0.00	0.00	0.00



## DIRECTORATE OF COMMUNITY SERVICES

## TRANSPORT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
210,300	Employees	235,900	242,000	251,600
0	Premises	0	0	0
369,500	Transport	395,000	342,000	392,500
109,200	Supplies and Services	31,200	31,200	31,200
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
102,000	Internal Services Recharged	74,300	74,300	74,300
4,700	Depreciation	6,200	6,200	6,300
1,100	Capital Finance Costs	3,700	3,700	3,700
<b>796,800</b>	<b>TOTAL EXPENDITURE</b>	<b>746,300</b>	<b>699,400</b>	<b>759,600</b>
	<b>INCOME</b>			
(394,600)	Internal Services Recharges	(330,600)	(334,700)	(341,400)
0	Grants	0	0	0
(402,200)	Customer & Client Receipts	(415,700)	(364,700)	(418,200)
<b>(796,800)</b>	<b>TOTAL INCOME</b>	<b>(746,300)</b>	<b>(699,400)</b>	<b>(759,600)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: P Jones

## BRIEF DESCRIPTION OF SERVICE

To undertake the management, servicing, MOT's and repairs of the Council's vehicle fleet.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
7.07	Expenditure per Resident	6.69	6.27	6.81
(7.07)	Income per Resident	(6.69)	(6.27)	(6.81)

## DIRECTORATE OF COMMUNITY SERVICES

## ENVIRONMENTAL SERVICES UNIT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
190,300	Employees	76,500	78,600	81,200
6,700	Premises	400	400	400
2,900	Transport	2,900	2,900	2,900
5,400	Supplies and Services	7,700	7,700	7,700
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
279,000	Internal Services Recharged	177,900	182,100	182,000
0	Depreciation	0	0	0
0	Capital Finance Costs	(200)	(200)	(200)
<b>484,300</b>	<b>TOTAL EXPENDITURE</b>	<b>265,200</b>	<b>271,500</b>	<b>274,000</b>
	<b>INCOME</b>			
(479,400)	Internal Services Recharges	(264,000)	(270,100)	(271,300)
0	Grants	(700)	(700)	(700)
(5,700)	Customer & Client Receipts	(500)	(700)	(2,000)
<b>(485,100)</b>	<b>TOTAL INCOME</b>	<b>(265,200)</b>	<b>(271,500)</b>	<b>(274,000)</b>
<b>(800)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: P Jones

## BRIEF DESCRIPTION OF SERVICE

To control and monitor all aspects of the rechargeable Refuse Collection service, Other Cleaning contract, Building Cleaning contracts, Grounds Maintenance contracts and Parks & Open Spaces.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
4.30	Expenditure per Resident	2.38	2.43	2.46
(4.25)	Income per Resident	(2.38)	(2.43)	(2.46)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>ENVIRONMENTAL POLICY AND DEVELOPMENT</b>
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BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
51,100	Employees	51,800	52,200	52,800
113,300	Premises	110,300	106,300	161,000
4,100	Transport	2,600	2,600	2,600
2,800	Supplies and Services	1,500	1,500	1,500
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
38,000	Internal Services Recharged	15,600	17,200	16,200
0	Depreciation	2,000	2,000	2,000
0	Capital Finance Costs	0	0	0
<b>209,300</b>	<b>TOTAL EXPENDITURE</b>	<b>183,800</b>	<b>181,800</b>	<b>236,100</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>209,300</b>	<b>NET BUDGET</b>	<b>183,800</b>	<b>181,800</b>	<b>236,100</b>

<b>Responsible Budget Holder: J Walker</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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The development of Environmental Management in the Authority.
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BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
1.86	Expenditure per Resident	1.65	1.63	2.12
0.00	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## GROUNDS MAINTENANCE TRADING ACCOUNT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
656,100	Employees	644,200	655,900	670,800
14,700	Premises	14,700	14,700	14,700
157,600	Transport	186,200	189,100	193,700
92,200	Supplies and Services	67,300	55,800	49,400
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
84,900	Internal Services Recharged	82,900	82,600	82,100
91,900	Depreciation	117,500	137,100	158,300
2,000	Capital Finance Costs	3,100	3,100	3,100
<b>1,099,400</b>	<b>TOTAL EXPENDITURE</b>	<b>1,115,900</b>	<b>1,138,300</b>	<b>1,172,100</b>
	<b>INCOME</b>			
(354,700)	Internal Services Recharges	(238,700)	(245,000)	(262,300)
0	Grants	0	0	0
(296,900)	Customer & Client Receipts	(287,000)	(303,100)	(320,100)
<b>(651,600)</b>	<b>TOTAL INCOME</b>	<b>(525,700)</b>	<b>(548,100)</b>	<b>(582,400)</b>
<b>447,800</b>	<b>NET BUDGET</b>	<b>590,200</b>	<b>590,200</b>	<b>589,700</b>

Responsible Budget Holder: K Somers

## BRIEF DESCRIPTION OF SERVICE

Responsible for the grounds maintenance of all the Councils' parks and open spaces, which includes cemeteries, closed church yards, allotments, Kilton Forest Golf Course, housing estates, industrial estates, town centre parks in Retford and Worksop, Langold Country Park, sports pitches, bowling greens and play areas owned by the Council.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
9.76	Expenditure per Resident	10.00	10.20	10.50
(3.15)	Income per Resident	(4.71)	(4.91)	(5.22)

## DIRECTORATE OF COMMUNITY SERVICES

## HEALTH &amp; SAFETY

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
44,700	Employees	49,900	50,300	50,900
0	Premises	0	0	0
4,600	Transport	4,600	4,600	4,600
8,100	Supplies and Services	7,500	7,500	7,500
12,800	Third Party Payments	10,200	10,200	10,200
0	Transfer Payments	0	0	0
22,900	Internal Services Recharged	10,800	11,200	11,100
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>93,100</b>	<b>TOTAL EXPENDITURE</b>	<b>83,000</b>	<b>83,800</b>	<b>84,300</b>
	<b>INCOME</b>			
(93,200)	Internal Services Recharges	(62,200)	(63,000)	(63,500)
0	Grants	(20,800)	(20,800)	(20,800)
0	Customer & Client Receipts	0	0	0
<b>(93,200)</b>	<b>TOTAL INCOME</b>	<b>(83,000)</b>	<b>(83,800)</b>	<b>(84,300)</b>
<b>(100)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: J Moran

## BRIEF DESCRIPTION OF SERVICE

To provide a comprehensive Health & Safety service across the Council. To develop and maintain the Council's Safety Policy.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
0.83	Expenditure per Resident	0.74	0.75	0.76
(0.83)	Income per Resident	(0.74)	(0.75)	(0.76)

## DIRECTORATE OF COMMUNITY SERVICES

## NCC DISPOSAL CHARGES

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
134,100	Third Party Payments	134,100	134,100	134,100
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>134,100</b>	<b>TOTAL EXPENDITURE</b>	<b>134,100</b>	<b>134,100</b>	<b>134,100</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(134,100)	Customer & Client Receipts	(134,100)	(134,100)	(134,100)
<b>(134,100)</b>	<b>TOTAL INCOME</b>	<b>(134,100)</b>	<b>(134,100)</b>	<b>(134,100)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: T Andrew

## BRIEF DESCRIPTION OF SERVICE

Management of the NCC Disposal Charges.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
1.19	Expenditure per Resident	1.20	1.20	1.20
0.00	Income per Resident	(1.20)	(1.20)	(1.20)

## DIRECTORATE OF COMMUNITY SERVICES

## PUBLIC CONVENIENCES

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
62,800	Employees	77,400	78,300	79,100
47,000	Premises	50,100	51,300	53,000
0	Transport	0	0	0
7,400	Supplies and Services	7,400	7,400	7,400
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
22,300	Internal Services Recharged	15,100	16,500	16,400
28,100	Depreciation	28,400	28,400	28,400
700	Capital Finance Costs	600	600	600
<b>168,300</b>	<b>TOTAL EXPENDITURE</b>	<b>179,000</b>	<b>182,500</b>	<b>184,900</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>168,300</b>	<b>NET BUDGET</b>	<b>179,000</b>	<b>182,500</b>	<b>184,900</b>

Responsible Budget Holder: T Andrew

## BRIEF DESCRIPTION OF SERVICE

To provide adequate and clean public conveniences.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
1.49	Expenditure per Resident	1.60	1.64	1.66
0.00	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF RESOURCES</b>
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<b>FINANCE &amp; PROPERTY</b>
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BUDGET 2011/12	DIVISION	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
0	Head of Finance & Property	0	0	0
(3,000)	Management Accounts	0	0	0
3,300	Corporate Accounts	1,000	1,000	900
(500)	Internal Audit	0	0	0
205,700	Estates	256,000	232,500	240,300
486,800	Engineers & Building Maintenance	579,700	513,400	513,400
(20,700)	Facilities	(25,700)	(27,300)	(28,500)
7,100	Procurement	0	0	0
<b>678,700</b>	<b>TOTAL EXPENDITURE</b>	<b>811,000</b>	<b>719,600</b>	<b>726,100</b>



## DIRECTORATE OF RESOURCES

## FINANCE &amp; PROPERTY

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
1,204,300	Employees	1,196,800	1,215,600	1,230,300
773,100	Premises	861,900	789,800	803,700
28,500	Transport	29,600	29,600	29,600
128,500	Supplies and Services	257,900	256,900	257,100
499,500	Third Party Payments	548,600	559,500	583,700
0	Transfer Payments	0	0	0
1,985,400	Internal Services Recharged	1,397,300	1,358,800	1,366,000
371,500	Depreciation	428,300	432,200	421,600
9,300	Capital Financing Costs	(2,500)	(2,700)	(2,700)
<b>5,000,100</b>	<b>TOTAL EXPENDITURE</b>	<b>4,717,900</b>	<b>4,639,700</b>	<b>4,689,300</b>
	<b>INCOME</b>			
(3,396,500)	Internal Services Recharges	(2,708,000)	(2,722,900)	(2,754,100)
(72,200)	Grants	(500,500)	(510,500)	(521,200)
(854,300)	Customer & Client Receipts	(698,400)	(686,700)	(687,900)
1,600	Interest	0	0	0
<b>(4,321,400)</b>	<b>TOTAL INCOME</b>	<b>(3,906,900)</b>	<b>(3,920,100)</b>	<b>(3,963,200)</b>
<b>678,700</b>	<b>NET BUDGET</b>	<b>811,000</b>	<b>719,600</b>	<b>726,100</b>

Head of Service: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

Provision of a comprehensive range of financial services to support all activities of the council. The services include Accountancy, Internal Audit and Exchequer Services such as Payroll, Banking & Creditors. The Service is responsible for the effective stewardship of the Council's financial resources, and to produce Financial Statements to statutory requirements. To undertake all estate management and valuation functions in relation to the Council's substantial land and property holdings. Provision of a civil/municipal engineering service in terms of design, advice and related contract management to client departments. To deal with drainage matters including land and drainage reservoirs. Building Maintenance service provides strategic property asset management.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
44.37	Expenditure per Resident	42.20	41.50	41.94
(38.34)	Income per Resident	(34.95)	(35.06)	(35.45)

## DIRECTORATE OF RESOURCES

## HEAD OF FINANCE &amp; PROPERTY

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
93,900	Employees	88,600	89,600	90,400
0	Premises	0	0	0
1,800	Transport	1,800	1,800	1,800
8,900	Supplies and Services	11,600	11,600	11,600
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
140,600	Internal Services Recharged	103,900	105,500	106,100
0	Depreciation	0	0	0
0	Capital Financing Costs	(100)	(100)	(100)
<b>245,200</b>	<b>TOTAL EXPENDITURE</b>	<b>205,800</b>	<b>208,400</b>	<b>209,800</b>
	<b>INCOME</b>			
(245,200)	Internal Services Recharges	(205,800)	(208,400)	(209,800)
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	Interest			
<b>(245,200)</b>	<b>TOTAL INCOME</b>	<b>(205,800)</b>	<b>(208,400)</b>	<b>(209,800)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder:

Mike Hill

## BRIEF DESCRIPTION OF SERVICE

To provide overall control and management of the Finance & Property Services. To oversee the provision of financial advice and guidance to Members and Officers throughout the Council. The publication of the Statement of Accounts and Budget Monitoring to ensure adherence to budgets. Overall Management of assets, including valuations, repairs and maintenance.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
2.18	Expenditure per Resident	1.84	1.86	1.88
(2.18)	Income per Resident	(1.84)	(1.86)	(1.88)

## DIRECTORATE OF RESOURCES

## MANAGEMENT ACCOUNTS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b><u>EXPENDITURE</u></b>			
219,300	Employees	209,700	214,600	217,800
0	Premises	0	0	0
1,200	Transport	600	600	600
2,600	Supplies and Services	56,500	56,500	56,500
3,100	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
136,400	Internal Services Recharged	96,800	98,800	97,700
0	Depreciation	0	0	0
0	Capital Financing Costs	(300)	(300)	(300)
<b>362,600</b>	<b>TOTAL EXPENDITURE</b>	<b>363,300</b>	<b>370,200</b>	<b>372,300</b>
	<b><u>INCOME</u></b>			
(361,200)	Internal Services Recharges	(306,700)	(312,200)	(312,800)
0	Grants	(56,600)	(58,000)	(59,500)
(4,400)	Customer & Client Receipts	0	0	0
0	Interest			
<b>(365,600)</b>	<b>TOTAL INCOME</b>	<b>(363,300)</b>	<b>(370,200)</b>	<b>(372,300)</b>
<b>(3,000)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder:

Julie Foulger

## BRIEF DESCRIPTION OF SERVICE

Provision of a comprehensive, high quality accounting service for all the activities of the Council, including co-ordination and compilation of the annual budget, regular budget monitoring, and grant claims administration.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
3.22	Expenditure per Resident	3.25	3.31	3.33
(3.24)	Income per Resident	(3.25)	(3.31)	(3.33)

## DIRECTORATE OF RESOURCES

## CORPORATE ACCOUNTS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
253,400	Employees	247,300	252,000	255,700
0	Premises	0	0	0
1,400	Transport	1,300	1,300	1,300
24,300	Supplies and Services	129,400	129,500	129,500
334,400	Third Party Payments	397,400	405,900	417,700
0	Transfer Payments	0	0	0
424,200	Internal Services Recharged	363,800	366,000	368,900
0	Depreciation	0	0	0
100	Capital Financing Costs	800	800	800
<b>1,037,800</b>	<b>TOTAL EXPENDITURE</b>	<b>1,140,000</b>	<b>1,155,500</b>	<b>1,173,900</b>
	<b>INCOME</b>			
(891,100)	Internal Services Recharges	(735,400)	(742,400)	(751,800)
(200)	Grants	(368,000)	(376,500)	(385,600)
(143,000)	Customer & Client Receipts	(35,600)	(35,600)	(35,600)
(200)	Interest	0	0	0
<b>(1,034,500)</b>	<b>TOTAL INCOME</b>	<b>(1,139,000)</b>	<b>(1,154,500)</b>	<b>(1,173,000)</b>
<b>3,300</b>	<b>NET BUDGET</b>	<b>1,000</b>	<b>1,000</b>	<b>900</b>

Responsible Budget Holder:

Tracey Bircumshaw

## BRIEF DESCRIPTION OF SERVICE

To maintain, control and supervise the Payroll, Creditors, Insurance, and Banking Services. To co-ordinate the the production of the annual Statement of Accounts. Responsibility for Capital Accounting, Asset Register and Treasury Management

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
9.21	Expenditure per Resident	10.20	10.34	10.50
(9.18)	Income per Resident	(10.19)	(10.33)	(10.49)

## DIRECTORATE OF RESOURCES

## INTERNAL AUDIT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
14,800	Employees	14,900	15,000	15,200
0	Premises	0	0	0
0	Transport	0	0	0
700	Supplies and Services	700	700	700
90,500	Third Party Payments	95,000	97,400	99,800
0	Transfer Payments	0	0	0
36,000	Internal Services Recharged	29,000	29,500	29,600
0	Depreciation	0	0	0
0	Capital Financing Costs	(100)	(100)	(100)
<b>142,000</b>	<b>TOTAL EXPENDITURE</b>	<b>139,500</b>	<b>142,500</b>	<b>145,200</b>
	<b>INCOME</b>			
(142,500)	Internal Services Recharges	(139,500)	(142,500)	(145,200)
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	Interest	0	0	0
<b>(142,500)</b>	<b>TOTAL INCOME</b>	<b>(139,500)</b>	<b>(142,500)</b>	<b>(145,200)</b>
<b>(500)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder:

Mike Hill

## BRIEF DESCRIPTION OF SERVICE

Internal Audit objectively examines, evaluates and reports on the adequacy of the control environment as a contribution to the proper, economic, efficient and effective use of the Council's resources.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
1.26	Expenditure per Resident	1.25	1.27	1.30
(1.26)	Income per Resident	(1.25)	(1.27)	(1.30)

## DIRECTORATE OF RESOURCES

## ESTATES

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
185,700	Employees	178,300	183,500	186,700
139,000	Premises	146,800	148,700	150,400
4,700	Transport	4,700	4,700	4,700
12,100	Supplies and Services	12,800	12,900	12,900
23,800	Third Party Payments	13,900	13,900	23,900
0	Transfer Payments	0	0	
471,300	Internal Services Recharged	427,100	389,000	390,900
46,000	Depreciation	117,800	124,400	128,200
0	Capital Financing Costs	2,100	2,000	2,000
<b>882,600</b>	<b>TOTAL EXPENDITURE</b>	<b>903,500</b>	<b>879,100</b>	<b>899,700</b>
	<b>INCOME</b>			
(357,800)	Internal Services Recharges	(317,200)	(316,300)	(329,100)
(7,400)	Grants	(8,200)	(8,200)	(8,200)
(313,500)	Customer & Client Receipts	(322,100)	(322,100)	(322,100)
1,800	Interest	0	0	0
<b>(676,900)</b>	<b>TOTAL INCOME</b>	<b>(647,500)</b>	<b>(646,600)</b>	<b>(659,400)</b>
<b>205,700</b>	<b>NET BUDGET</b>	<b>256,000</b>	<b>232,500</b>	<b>240,300</b>

Responsible Budget Holder:

Rachel Baker

## BRIEF DESCRIPTION OF SERVICE

To undertake all estate management and valuation functions in relation to the Council's substantial land and property holdings (excluding Council housing and operational buildings).

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
7.83	Expenditure per Resident	8.08	7.86	8.05
(6.01)	Income per Resident	(5.79)	(5.78)	(5.90)

## DIRECTORATE OF RESOURCES

## ENGINEERS &amp; BUILDING MAINTENANCE

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
308,900	Employees	372,500	375,000	378,300
634,100	Premises	712,800	638,800	651,000
15,900	Transport	14,700	14,700	14,700
98,800	Supplies and Services	82,500	81,300	81,500
47,700	Third Party Payments	42,300	42,300	42,300
0	Transfer Payments	0	0	0
707,300	Internal Services Recharged	325,200	318,000	320,500
323,500	Depreciation	308,500	305,800	291,400
9,100	Capital Financing Costs	(4,900)	(5,000)	(5,000)
<b>2,145,300</b>	<b>TOTAL EXPENDITURE</b>	<b>1,853,600</b>	<b>1,770,900</b>	<b>1,774,700</b>
	<b>INCOME</b>			
(1,293,600)	Internal Services Recharges	(923,100)	(919,500)	(923,200)
(59,900)	Grants	(63,000)	(63,100)	(63,200)
(305,000)	Customer & Client Receipts	(287,800)	(274,900)	(274,900)
0	Interest	0	0	0
<b>(1,658,500)</b>	<b>TOTAL INCOME</b>	<b>(1,273,900)</b>	<b>(1,257,500)</b>	<b>(1,261,300)</b>
<b>486,800</b>	<b>NET BUDGET</b>	<b>579,700</b>	<b>513,400</b>	<b>513,400</b>

Responsible Budget Holder:

John Bowler

## BRIEF DESCRIPTION OF SERVICE

Provision of a civil/municipal engineering service in terms of design, advice and related contract management to client demands. To deal with drainage matters including land drainage and reservoirs. Building Maintenance service provides strategic property asset management. To maintain, adapt and alter properties in line with all necessary legislative and Health and Safety requirements. Responsibility for providing good, well maintained accommodation and working conditions for staff and keep operational costs as economical as possible.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
19.04	Expenditure per Resident	16.58	15.84	15.87
(14.72)	Income per Resident	(11.39)	(11.25)	(11.28)

## DIRECTORATE OF RESOURCES

## FACILITIES

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
92,200	Employees	20,200	21,000	21,300
0	Premises	2,300	2,300	2,300
3,500	Transport	4,900	4,900	4,900
36,100	Supplies and Services	14,000	14,000	14,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
43,600	Internal Services Recharged	13,000	12,800	12,500
2,000	Depreciation	2,000	2,000	2,000
100	Capital Financing Costs	0	0	0
<b>177,500</b>	<b>TOTAL EXPENDITURE</b>	<b>56,400</b>	<b>57,000</b>	<b>57,000</b>
	<b>INCOME</b>			
(105,100)	Internal Services Recharges	(24,500)	(25,500)	(25,500)
(4,700)	Grants	(4,700)	(4,700)	(4,700)
(88,400)	Customer & Client Receipts	(52,900)	(54,100)	(55,300)
0	Interest	0	0	0
<b>(198,200)</b>	<b>TOTAL INCOME</b>	<b>(82,100)</b>	<b>(84,300)</b>	<b>(85,500)</b>
<b>(20,700)</b>	<b>NET BUDGET</b>	<b>(25,700)</b>	<b>(27,300)</b>	<b>(28,500)</b>

Responsible Budget Holder:

John Unstead

## BRIEF DESCRIPTION OF SERVICE

Facilities Management incorporates building maintenance & statutory compliance Caretakers Service, PAT Testing, Courier Services & the cash collection from the Council Car Parks. The day to day Facilities Management service ensures that the Councils operational office's and civic buildings are available for use by Members, Council Staff and the General Public.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
1.57	Expenditure per Resident	0.50	0.51	0.51
(1.76)	Income per Resident	(0.73)	(0.75)	(0.76)



## DIRECTORATE OF RESOURCES

## PROCUREMENT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
			2013/14	2014/15
£		£	£	£
	<b>EXPENDITURE</b>			
36,100	Employees	65,300	64,900	64,900
0	Premises	0	0	0
0	Transport	1,600	1,600	1,600
(55,000)	Supplies and Services	(49,600)	(49,600)	(49,600)
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
26,000	Internal Services Recharged	38,500	39,200	39,800
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>7,100</b>	<b>TOTAL EXPENDITURE</b>	<b>55,800</b>	<b>56,100</b>	<b>56,700</b>
	<b>INCOME</b>			
0	Internal Services Recharges	(55,800)	(56,100)	(56,700)
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	Interest	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>(55,800)</b>	<b>(56,100)</b>	<b>(56,700)</b>
<b>7,100</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Sandy Williams

## BRIEF DESCRIPTION OF SERVICE

Providing Procurement support and guidance to all Services and ensure compliance with the EU Legislation in providing contracts and tenders to reduce costs within the Council for best value and efficiencies.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
			2013/14	2014/15
£		£	£	£
0.06	Expenditure per Resident	0.50	0.50	0.51
0.00	Income per Resident	(0.50)	(0.50)	(0.51)

## DIRECTORATE OF COMMUNITY SERVICES

## HOUSING

BUDGET 2011/12 £	Division	BUDGET 2012/13 £	FORECAST	
			2013/14 £	2014/15 £
224,800	Housing Strategy	58,700	58,600	58,700
18,100	Registered Social Landlords	0	0	0
15,100	Housing Advice	0	0	27,000
1,008,300	Private Sector Housing Renewal	915,300	918,900	64,900
265,400	Homelessness	252,100	228,200	230,000
20,300	Homelessness Grant	49,600	0	0
145,100	Contribution to HRA Shared Items	145,100	145,100	145,100
(100)	Housing Management & Support	0	0	0
17,700	Private Sector PAS	16,900	16,900	16,900
100	General Improvement Areas	0	0	0
<b>1,714,800</b>	<b>TOTAL EXPENDITURE</b>	<b>1,437,700</b>	<b>1,367,700</b>	<b>542,600</b>

## DIRECTORATE OF COMMUNITY SERVICES

## HOUSING

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
360,300	Employees	317,000	322,600	326,200
4,600	Premises	0	0	0
13,100	Transport	13,100	13,100	13,100
2,027,800	Supplies and Services	1,464,200	1,390,700	535,700
172,200	Third Party Payments	17,100	17,100	44,100
	Transfer Payments	(800)	(800)	(800)
450,100	Internal Services Recharged	241,000	242,500	242,500
20,300	Depreciation	3,100	0	0
5,700	Capital Finance Costs	4,400	4,300	4,300
<b>3,054,100</b>	<b>TOTAL EXPENDITURE</b>	<b>2,059,100</b>	<b>1,989,500</b>	<b>1,165,100</b>
	<b>INCOME</b>			
(192,200)	Internal Services Recharges	(111,800)	(111,700)	(111,900)
(1,011,700)	Grants	(379,500)	(380,000)	(380,500)
(135,400)	Customer & Client Receipts	(130,100)	(130,100)	(130,100)
<b>(1,339,300)</b>	<b>TOTAL INCOME</b>	<b>(621,400)</b>	<b>(621,800)</b>	<b>(622,500)</b>
<b>1,714,800</b>	<b>NET BUDGET</b>	<b>1,437,700</b>	<b>1,367,700</b>	<b>542,600</b>

Head of Service M Ladyman

**BRIEF DESCRIPTION OF SERVICE**

The management and provision of services such as area housing strategy, housing grants, housing needs, homelessness, Preventative Adaptation Scheme, strategic housing market assessment, and support on all aspects of matters affecting the housing of the District.

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
27.10	Expenditure per Resident	18.42	17.80	10.42
(11.88)	Income per Resident	(5.56)	(5.56)	(5.57)

## DIRECTORATE OF COMMUNITY SERVICES

## HOUSING STRATEGY

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
0	Supplies and Services	1,000	1,000	1,000
150,000	Third Party Payments	0	0	0
0	Transfer Payments	(800)	(800)	(800)
75,600	Internal Services Recharged	58,500	58,400	58,500
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>225,600</b>	<b>TOTAL EXPENDITURE</b>	<b>58,700</b>	<b>58,600</b>	<b>58,700</b>
	<b>INCOME</b>			
(800)	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>(800)</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>224,800</b>	<b>NET BUDGET</b>	<b>58,700</b>	<b>58,600</b>	<b>58,700</b>

Responsible Budget Holder: C Frost

## BRIEF DESCRIPTION OF SERVICE

Costs relating to the Housing Investment Programme bid

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
2.00	Expenditure per Resident	0.53	0.52	0.53
(0.01)	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## REGISTERED SOCIAL LANDLORDS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>	0	0	0
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
18,100	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>18,100</b>	<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>18,100</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: C Frost

## BRIEF DESCRIPTION OF SERVICE

Temporary accommodation for the homeless

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
0.16	Expenditure per Resident	0.00	0.00	0.00
0.00	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## HOUSING ADVICE

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
5,100	Third Party Payments	0	0	27,000
0	Transfer Payments	0	0	0
10,000	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>15,100</b>	<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>27,000</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>15,100</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>27,000</b>

Responsible Budget Holder: C Frost

## BRIEF DESCRIPTION OF SERVICE

To provide a Housing Advice service for the community

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
0.13	Expenditure per Resident	0.00	0.00	0.24
0.00	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## PRIVATE SECTOR HOUSING RENEWAL

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
138,600	Employees	103,700	106,700	107,800
0	Premises	0	0	0
8,000	Transport	8,000	8,000	8,000
1,752,500	Supplies and Services	1,204,200	1,204,200	349,200
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
121,200	Internal Services Recharged	63,600	64,300	64,200
0	Depreciation	0	0	0
5,200	Capital Finance Costs	3,000	2,900	2,900
<b>2,025,500</b>	<b>TOTAL EXPENDITURE</b>	<b>1,382,500</b>	<b>1,386,100</b>	<b>532,100</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(895,000)	Grants	(345,000)	(345,000)	(345,000)
(122,200)	Customer & Client Receipts	(122,200)	(122,200)	(122,200)
<b>(1,017,200)</b>	<b>TOTAL INCOME</b>	<b>(467,200)</b>	<b>(467,200)</b>	<b>(467,200)</b>
<b>1,008,300</b>	<b>NET BUDGET</b>	<b>915,300</b>	<b>918,900</b>	<b>64,900</b>

Responsible Budget Holder: C Frost

## BRIEF DESCRIPTION OF SERVICE

The administration of the grants for the renovation and renewal of property and facilitate partnership for the provision of minor adaptations in own homes. Also the administration of the Agency Housing Renovation, DFG's and Minor Works Grants.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
17.97	Expenditure per Resident	12.37	12.40	4.76
(9.03)	Income per Resident	(4.18)	(4.18)	(4.18)

## DIRECTORATE OF COMMUNITY SERVICES

## HOMELESSNESS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
146,200	Employees	145,600	147,800	149,600
4,600	Premises	0	0	0
3,300	Transport	3,300	3,300	3,300
16,800	Supplies and Services	43,700	16,700	16,700
1,500	Third Party Payments	1,500	1,500	1,500
0	Transfer Payments	0	0	0
106,200	Internal Services Recharged	65,900	66,800	66,800
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>278,600</b>	<b>TOTAL EXPENDITURE</b>	<b>260,000</b>	<b>236,100</b>	<b>237,900</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(13,200)	Customer & Client Receipts	(7,900)	(7,900)	(7,900)
<b>(13,200)</b>	<b>TOTAL INCOME</b>	<b>(7,900)</b>	<b>(7,900)</b>	<b>(7,900)</b>
<b>265,400</b>	<b>NET BUDGET</b>	<b>252,100</b>	<b>228,200</b>	<b>230,000</b>

Responsible Budget Holder: C Frost / T Walstow

## BRIEF DESCRIPTION OF SERVICE

To provide temporary accommodation for the homeless

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
2.47	Expenditure per Resident	2.33	2.11	2.13
(0.12)	Income per Resident	(0.07)	(0.07)	(0.07)



## DIRECTORATE OF COMMUNITY SERVICES

## HOMELESSNESS GRANT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
92,500	Supplies and Services	46,500	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
20,300	Depreciation	3,100	0	0
0	Capital Finance Costs	0	0	0
<b>112,800</b>	<b>TOTAL EXPENDITURE</b>	<b>49,600</b>	<b>0</b>	<b>0</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(92,500)	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>(92,500)</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>20,300</b>	<b>NET BUDGET</b>	<b>49,600</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: C Frost

## BRIEF DESCRIPTION OF SERVICE

To provide temporary accomodation for the homeless

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
1.00	Expenditure per Resident	0.44	0.00	0.00
(0.82)	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## CONTRIBUTION TO HRA SHARED ITEMS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
145,100	Supplies and Services	145,100	145,100	145,100
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>145,100</b>	<b>TOTAL EXPENDITURE</b>	<b>145,100</b>	<b>145,100</b>	<b>145,100</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>145,100</b>	<b>NET BUDGET</b>	<b>145,100</b>	<b>145,100</b>	<b>145,100</b>

Responsible Budget Holder: J Foulger

## BRIEF DESCRIPTION OF SERVICE

General Fund contribution to the Housing Revenue Account in relation to shared amenities.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
1.29	Expenditure per Resident	1.30	1.30	1.30
0.00	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## HOUSING MANAGEMENT AND SUPPORT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
75,500	Employees	67,700	68,100	68,800
0	Premises	0	0	0
1,800	Transport	1,800	1,800	1,800
3,500	Supplies and Services	6,200	6,200	6,200
(300)	Third Party Payments	(300)	(300)	(300)
0	Transfer Payments	0	0	0
118,100	Internal Services Recharged	53,000	53,000	53,000
0	Depreciation	0	0	0
400	Capital Finance Costs	1400	1,400	1400
<b>199,000</b>		<b>129,800</b>	<b>130,200</b>	<b>130,900</b>
	<b>INCOME</b>			
(191,400)	Internal Services Recharges	(111,800)	(111,700)	(111,900)
(7,700)	Grants	(18,000)	(18,500)	(19,000)
0	Customer & Client Receipts	0	0	0
<b>(199,100)</b>	<b>TOTAL INCOME</b>	<b>(129,800)</b>	<b>(130,200)</b>	<b>(130,900)</b>
<b>(100)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: C Frost

## BRIEF DESCRIPTION OF SERVICE

Strategic management of housing services.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
1.77	Expenditure per Resident	1.16	1.16	1.17
(1.77)	Income per Resident	(1.16)	(1.16)	(1.17)

## DIRECTORATE OF COMMUNITY SERVICES

## PRIVATE SECTOR PREVENTATIVE ADAPTATIONS SERVICE

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
17,400	Supplies and Services	17,500	17,500	17,500
15,900	Third Party Payments	15,900	15,900	15,900
0	Transfer Payments	0	0	0
900	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>34,200</b>		<b>33,400</b>	<b>33,400</b>	<b>33,400</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(16,500)	Grants	(16,500)	(16,500)	(16,500)
0	Customer & Client Receipts	0	0	0
<b>(16,500)</b>	<b>TOTAL INCOME</b>	<b>(16,500)</b>	<b>(16,500)</b>	<b>(16,500)</b>
<b>17,700</b>	<b>NET BUDGET</b>	<b>16,900</b>	<b>16,900</b>	<b>16,900</b>

Responsible Budget Holder: W Pigott

## BRIEF DESCRIPTION OF SERVICE

HPAS (Handy Persons and Preventative Adaptations service) provides quick access to minor adaptations (e.g. grab rails) and small handy person-type works to promote independence and prevent accidents in the home for people aged 60+ and disabled people.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
0.30	Expenditure per Resident	0.30	0.30	0.30
(0.15)	Income per Resident	(0.15)	(0.15)	(0.15)

## DIRECTORATE OF COMMUNITY SERVICES

## GENERAL IMPROVEMENT AREAS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
100	Capital Finance Costs	0	0	0
<b>100</b>		<b>0</b>	<b>0</b>	<b>0</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>100</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: C Frost

## BRIEF DESCRIPTION OF SERVICE

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
0.00	Expenditure per Resident	0.00	0.00	0.00
0.00	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## LEISURE

BUDGET 2011/12 £	Division	BUDGET 2012/13 £	FORECAST	
			2013/14 £	2014/15 £
1,267,500	Leisure -Service Management & Support	1,157,100	1,140,600	1,172,700
51,000	North Notts Community Leisure Ltd - Grant			
	Aid & Monitoring	41,700	41,700	1,700
73,300	Arts Development & Culture	68,600	69,300	69,600
300,800	Sports & Physical Activity Development	266,200	267,800	271,800
81,300	Strategic Management - Parks & Open Spaces	107,900	109,500	110,800
<b>1,773,900</b>	<b>TOTAL EXPENDITURE</b>	<b>1,641,500</b>	<b>1,628,900</b>	<b>1,626,600</b>

## DIRECTORATE OF COMMUNITY SERVICES

## LEISURE

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
351,200	Employees	329,100	302,700	306,300
166,700	Premises	116,000	116,000	116,000
22,500	Transport	26,700	26,700	26,800
186,900	Supplies and Services	123,000	120,400	75,500
810,300	Third Party Payments	829,900	867,000	894,000
	Transfer Payments			
228,300	Internal Services Recharged	180,300	182,700	183,100
212,200	Depreciation	247,100	193,300	193,300
13,400	Capital Financing Costs	6,200	6,000	6,000
<b>1,991,500</b>	<b>TOTAL EXPENDITURE</b>	<b>1,858,300</b>	<b>1,814,800</b>	<b>1,801,000</b>
	<b>INCOME</b>			
(110,200)	Internal Services Recharges	(85,100)	(85,700)	(86,200)
(77,000)	Grants/Contributions	(131,300)	(99,800)	(87,800)
(30,400)	Customer & Client Receipts	(400)	(400)	(400)
<b>(217,600)</b>	<b>TOTAL INCOME</b>	<b>(216,800)</b>	<b>(185,900)</b>	<b>(174,400)</b>
<b>1,773,900</b>	<b>NET BUDGET</b>	<b>1,641,500</b>	<b>1,628,900</b>	<b>1,626,600</b>

**Head of Service:****David Armiger****BRIEF DESCRIPTION OF SERVICE**

The management and provision of services such as Planning, Building Control, Economic Development, Leisure, Sports Development, and Town Centres Management. Provision of advice and support on all aspects of matters affecting the prosperity of the District.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
17.67	Expenditure per Resident	16.62	16.23	16.11
(1.93)	Income per Resident	(1.94)	(1.66)	(1.56)

## DIRECTORATE OF COMMUNITY SERVICES

## LEISURE SERVICE MANAGEMENT &amp; SUPPORT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
48,100	Employees	48,200	48,800	49,300
166,200	Premises	114,500	114,500	114,500
2,600	Transport	2,600	2,600	2,600
55,600	Supplies and Services	10,400	10,200	10,400
788,300	Third Party Payments	796,900	834,000	873,000
0	Transfer Payments	0	0	0
119,400	Internal Services Recharged	67,000	67,600	68,100
212,200	Depreciation	247,100	193,300	185,700
13,100	Capital Financing Costs	6,100	5,900	5,900
<b>1,405,500</b>	<b>TOTAL EXPENDITURE</b>	<b>1,292,800</b>	<b>1,276,900</b>	<b>1,309,500</b>
	<b>INCOME</b>			
(110,200)	Internal Services Recharges	(85,100)	(85,700)	(86,200)
(27,800)	Grants/Contributions	(50,600)	(50,600)	(50,600)
	Customer & Client Receipts			
<b>(138,000)</b>	<b>TOTAL INCOME</b>	<b>(135,700)</b>	<b>(136,300)</b>	<b>(136,800)</b>
<b>1,267,500</b>	<b>NET BUDGET</b>	<b>1,157,100</b>	<b>1,140,600</b>	<b>1,172,700</b>

Responsible Budget Holder: Peter Clark

## BRIEF DESCRIPTION OF SERVICE

The management, administration and development of Leisure Centres, Kilton Forest Golf Course Sports Development. The management of parks open spaces, play development and Community Park Rangers.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
12.47	Expenditure per Resident	11.56	11.42	11.71
(1.22)	Income per Resident	(1.21)	(1.22)	(1.22)



## DIRECTORATE OF COMMUNITY SERVICES

## NORTH NOTTS COMMUNITY LEISURE LTD - GRANT AID &amp; MONITORING

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
45,200	Supplies and Services	40,000	40,000	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
5,500	Internal Services Recharged	1,700	1,700	1,700
0	Depreciation	0	0	0
300	Capital Financing Costs	0	0	0
<b>51,000</b>	<b>TOTAL EXPENDITURE</b>	<b>41,700</b>	<b>41,700</b>	<b>1,700</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants/Contributions	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>51,000</b>	<b>NET BUDGET</b>	<b>41,700</b>	<b>41,700</b>	<b>1,700</b>

Responsible Budget Holder: Peter Clark

## BRIEF DESCRIPTION OF SERVICE

To provide grant aid to support operations of North Notts Community Leisure Limited. To ensure that health and well-being benefits of the North Notts Arena are maintained and developed for the local community.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
0.45	Expenditure per Resident	0.37	0.37	0.02
0.00	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## ARTS DEVELOPMENT &amp; CULTURE

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
29,300	Employees	29,300	29,700	30,000
0	Premises	0	0	0
0	Transport	0	0	0
16,100	Supplies and Services	9,300	9,300	9,300
16,900	Third Party Payments	16,900	16,900	16,900
0	Transfer Payments	0	0	0
11,000	Internal Services Recharged	13,100	13,400	13,400
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>73,300</b>	<b>TOTAL EXPENDITURE</b>	<b>68,600</b>	<b>69,300</b>	<b>69,600</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants/Contributions	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>73,300</b>	<b>NET BUDGET</b>	<b>68,600</b>	<b>69,300</b>	<b>69,600</b>

Responsible Budget Holder: Peter Clark

## BRIEF DESCRIPTION OF SERVICE

Consists of Art Policy Development which is responsible for the co-ordination and development of Rural Arts Touring.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
0.65	Expenditure per Resident	0.61	0.62	0.62
0.00	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## SPORTS &amp; PHYSICAL ACTIVITY DEVELOPMENT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
228,500	Employees	191,600	162,700	164,200
500	Premises	1,500	1,500	1,500
19,400	Transport	18,600	18,600	18,700
46,700	Supplies and Services	45,100	42,700	37,600
5,100	Third Party Payments	16,100	16,100	4,100
0	Transfer Payments	0	0	0
80,200	Internal Services Recharged	74,300	75,700	75,600
0	Depreciation	0	0	7,600
0	Capital Financing Costs	100	100	100
<b>380,400</b>	<b>TOTAL EXPENDITURE</b>	<b>347,300</b>	<b>317,400</b>	<b>309,400</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(49,200)	Grants/Contributions	(80,700)	(49,200)	(37,200)
(30,400)	Customer & Client Receipts	(400)	(400)	(400)
<b>(79,600)</b>	<b>TOTAL INCOME</b>	<b>(81,100)</b>	<b>(49,600)</b>	<b>(37,600)</b>
<b>300,800</b>	<b>NET BUDGET</b>	<b>266,200</b>	<b>267,800</b>	<b>271,800</b>

Responsible Budget Holder: T. Wright

## BRIEF DESCRIPTION OF SERVICE

Developing a sporting infrastructure across the district by working in partnership with a range of different organisations, including sports clubs and coaches. To deliver specific programmes, including exercise on referral, people with a disability and young people at risk of social exclusion.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
3.38	Expenditure per Resident	3.11	2.84	2.77
(0.71)	Income per Resident	(0.73)	(0.44)	(0.34)

## DIRECTORATE OF COMMUNITY SERVICES

## STRATEGIC MANAGEMENT - PARKS &amp; OPEN SPACES

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
45,300	Employees	60,000	61,500	62,800
0	Premises	0	0	0
500	Transport	5,500	5,500	5,500
23,300	Supplies and Services	18,200	18,200	18,200
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
12,200	Internal Services Recharged	24,200	24,300	24,300
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>81,300</b>	<b>TOTAL EXPENDITURE</b>	<b>107,900</b>	<b>109,500</b>	<b>110,800</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants/Contributions	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>81,300</b>	<b>NET BUDGET</b>	<b>107,900</b>	<b>109,500</b>	<b>110,800</b>

Responsible Budget Holder: P.Clark

## BRIEF DESCRIPTION OF SERVICE

To provide the strategic management function for the parks and open spaces unit. To develop play facilities in Bassetlaw. To develop and provide learning and activity programmes through the Community Park Ranger Service.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
0.72	Expenditure per Resident	0.97	0.98	0.99
0.00	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>POLICY &amp; COMMUNITY ENGAGEMENT</b>
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<b>BUDGET 2011/12</b>	<b>DIVISION</b>	<b>BUDGET 2012/13</b>	<b>FORECAST</b>	
<b>£</b>		<b>£</b>	<b>2013/14</b>	<b>2014/15</b>
		<b>£</b>	<b>£</b>	<b>£</b>
195,100	Community Safety	217,000	209,000	210,200
637,800	Democratic Representation & Support	698,700	700,300	697,700
292,700	Elections	306,900	307,500	306,700
25,000	Community Strategy & Engagement	15,200	15,200	15,100
40,500	Public Relations	31,600	32,000	32,100
6,300	Service & Corporate Management	6,300	6,300	6,300
<b>1,197,400</b>	<b>Total</b>	<b>1,275,700</b>	<b>1,270,300</b>	<b>1,268,100</b>

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>COMMUNITY ENGAGEMENT AND PERFORMANCE</b>
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BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
687,000	Employees	652,700	660,500	666,000
10,300	Premises	8,800	8,800	8,800
50,600	Transport	50,900	50,900	50,900
558,100	Supplies and Services	550,000	540,100	540,100
18,200	Third Party Payments	17,000	17,000	17,000
0	Transfer Payments	0	0	0
641,200	Internal Services Recharged	636,100	642,100	637,400
0	Depreciation	0	0	0
0	Capital Financing Costs	(500)	(400)	(400)
<b>1,965,400</b>	<b>TOTAL EXPENDITURE</b>	<b>1,915,000</b>	<b>1,919,000</b>	<b>1,919,800</b>
	<b>INCOME</b>			
(727,100)	Internal Services Recharges	(630,600)	(639,900)	(642,800)
(1,700)	Grants	(5,400)	(5,500)	(5,600)
(39,200)	Customer & Client Receipts	(3,300)	(3,300)	(3,300)
<b>(768,000)</b>	<b>TOTAL INCOME</b>	<b>(639,300)</b>	<b>(648,700)</b>	<b>(651,700)</b>
<b>1,197,400</b>	<b>NET BUDGET</b>	<b>1,275,700</b>	<b>1,270,300</b>	<b>1,268,100</b>

<b>Director of Corporate Services: Ros Theakstone</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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The Community Engagement and Performance Service combines:  
Policy, Scrutiny, Performance, Complaints, Public Relations, Democratic Services, Elections, Administrative and Member Support and Community Safety the Service ensures the Council is in optimum health – doing what it should be, in the way it should be done, to the best of its ability.

**Our purpose**

The role of Community Engagement and Performance is to

- Support other council services
- Deliver our own services

We are directly responsible for responding to new local, regional and central government policy, managing council performance, scrutinising council policies, overseeing all complaints on behalf of the council, developing the Council's approach to partnership working and risk management and delivering an effective internal and external communications function.

We are responsible for organising and playing the leading role in all Parish, District, County, Parliamentary and European elections and for the electoral registration function. We also manage Committee Services, Chairman's duties and provide administrative support to all elected members.

We are the base for the Council's priority of Community Safety and operate a shared Community Safety Partnership with Newark and Sherwood District Council. Community Engagement and Performance Service is here to: Lead and support, deliver and scrutinise, improve and inform.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
17.44	Expenditure per Resident	17.13	17.16	17.17
(6.81)	Income per Resident	(5.72)	(5.80)	(5.83)

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>COMMUNITY SAFETY</b>
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BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
120,500	Employees	122,800	124,000	125,400
0	Premises	0	0	0
8,500	Transport	10,500	10,500	10,500
13,200	Supplies and Services	21,700	11,700	11,700
7,200	Third Party Payments	7,200	7,200	7,200
0	Transfer Payments	0	0	0
70,700	Internal Services Recharged	54,700	55,400	55,200
0	Depreciation	0	0	0
0	Capital Financing Costs	100	200	200
<b>220,100</b>	<b>TOTAL EXPENDITURE</b>	<b>217,000</b>	<b>209,000</b>	<b>210,200</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(25,000)	Customer & Client Receipts	0	0	0
<b>(25,000)</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>195,100</b>	<b>NET BUDGET</b>	<b>217,000</b>	<b>209,000</b>	<b>210,200</b>

<b>Responsible Budget Holder:</b> Gill Blenkinsop
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Working with our partners to reduce crime and fear of crime. We currently operate a shared service with Newark and Sherwood District Council.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
1.95	Expenditure per Resident	1.94	1.87	1.88
(0.22)	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>DEMOCRATIC REPRESENTATION &amp; SUPPORT</b>
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BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b><u>EXPENDITURE</u></b>			
108,900	Employees	111,700	113,200	114,600
1,400	Premises	400	400	400
34,800	Transport	33,800	33,800	33,800
395,100	Supplies and Services	400,500	400,500	400,500
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
221,700	Internal Services Recharged	311,600	313,900	311,100
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>761,900</b>	<b>TOTAL EXPENDITURE</b>	<b>858,000</b>	<b>861,800</b>	<b>860,400</b>
	<b><u>INCOME</u></b>			
(121,800)	Internal Services Recharges	(157,000)	(159,200)	(160,400)
(700)	Grants	(700)	(700)	(700)
(1,600)	Customer & Client Receipts	(1,600)	(1,600)	(1,600)
<b>(124,100)</b>	<b>TOTAL INCOME</b>	<b>(159,300)</b>	<b>(161,500)</b>	<b>(162,700)</b>
<b>637,800</b>	<b>NET BUDGET</b>	<b>698,700</b>	<b>700,300</b>	<b>697,700</b>

<b>Responsible Budget Holder:</b> Gill Blenkinsop
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Services council, cabinet and other statutory and non statutory meetings. Also, includes the costs of Members' allowances and expenses.
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BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
6.76	Expenditure per Resident	7.67	7.71	7.70
(1.10)	Income per Resident	(1.42)	(1.44)	(1.46)



<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>ELECTIONS</b>
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BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
120,500	Employees	119,200	119,600	120,100
8,900	Premises	8,400	8,400	8,400
1,000	Transport	1,000	1,000	1,000
72,600	Supplies and Services	79,800	79,800	79,800
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
90,900	Internal Services Recharged	100,200	100,400	99,100
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>293,900</b>	<b>TOTAL EXPENDITURE</b>	<b>308,600</b>	<b>309,200</b>	<b>308,400</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(1,200)	Customer & Client Receipts	(1,700)	(1,700)	(1,700)
<b>(1,200)</b>	<b>TOTAL INCOME</b>	<b>(1,700)</b>	<b>(1,700)</b>	<b>(1,700)</b>
<b>292,700</b>	<b>NET BUDGET</b>	<b>306,900</b>	<b>307,500</b>	<b>306,700</b>

<b>Responsible Budget Holder: Stephen Phillips</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Promotes electoral awareness both in terms of electoral registration and democratic participation in elections.
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BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
2.61	Expenditure per Resident	2.76	2.77	2.76
(0.01)	Income per Resident	(0.02)	(0.02)	(0.02)

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>COMMUNITY STRATEGY &amp; ENGAGEMENT</b>
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BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
11,100	Supplies and Services	6,500	6,500	6,500
9,000	Third Party Payments	7,800	7,800	7,800
0	Transfer Payments	0	0	0
4,900	Internal Services Recharged	900	900	800
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>25,000</b>	<b>TOTAL EXPENDITURE</b>	<b>15,200</b>	<b>15,200</b>	<b>15,100</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>25,000</b>	<b>NET BUDGET</b>	<b>15,200</b>	<b>15,200</b>	<b>15,100</b>

<b>Responsible Budget Holder:</b> Gill Blenkinsop
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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<p>Enables the council to respond to national, regional and local issues, and supports the Local Strategic Partnership which sets an overall vision to improve the District and delivers actions to achieve this in its Community Strategy.</p>
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BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
0.22	Expenditure per Resident	0.14	0.14	0.14
0.00	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>PUBLIC RELATIONS</b>
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BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b><u>EXPENDITURE</u></b>			
81,700	Employees	80,700	82,800	83,500
0	Premises	0	0	0
700	Transport	700	700	700
48,300	Supplies and Services	21,300	21,300	21,300
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
48,000	Internal Services Recharged	40,100	41,100	41,100
0	Depreciation	0	0	0
0	Capital Financing Costs	(100)	(100)	(100)
<b>178,700</b>	<b>TOTAL EXPENDITURE</b>	<b>142,700</b>	<b>145,800</b>	<b>146,500</b>
	<b><u>INCOME</u></b>			
(125,800)	Internal Services Recharges	(111,100)	(113,800)	(114,400)
(1,000)	Grants	0	0	0
(11,400)	Customer & Client Receipts	0	0	0
<b>(138,200)</b>	<b>TOTAL INCOME</b>	<b>(111,100)</b>	<b>(113,800)</b>	<b>(114,400)</b>
<b>40,500</b>	<b>NET BUDGET</b>	<b>31,600</b>	<b>32,000</b>	<b>32,100</b>

<b>Responsible Budget Holder:</b> <b>Jonathon Brassington</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Informs the people of Bassetlaw about the council, the services we provide and how to contact us.
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BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
1.59	Expenditure per Resident	1.28	1.30	1.31
(1.23)	Income per Resident	(0.99)	(1.02)	(1.02)

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>SERVICE &amp; CORPORATE MANAGEMENT</b>
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BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b><u>EXPENDITURE</u></b>			
255,400	Employees	218,300	220,900	222,400
0	Premises	0	0	0
5,600	Transport	4,900	4,900	4,900
17,800	Supplies and Services	20,200	20,300	20,300
2,000	Third Party Payments	2,000	2,000	2,000
0	Transfer Payments	0	0	0
205,000	Internal Services Recharged	128,600	130,400	130,100
0	Depreciation	0	0	0
0	Capital Financing Costs	(500)	(500)	(500)
<b>485,800</b>	<b>TOTAL EXPENDITURE</b>	<b>373,500</b>	<b>378,000</b>	<b>379,200</b>
	<b><u>INCOME</u></b>			
(479,500)	Internal Services Recharges	(362,500)	(366,900)	(368,000)
0	Grants	(4,700)	(4,800)	(4,900)
0	Customer & Client Receipts	0	0	0
<b>(479,500)</b>	<b>TOTAL INCOME</b>	<b>(367,200)</b>	<b>(371,700)</b>	<b>(372,900)</b>
<b>6,300</b>	<b>NET BUDGET</b>	<b>6,300</b>	<b>6,300</b>	<b>6,300</b>

<b>Responsible Budget Holder:</b> Gill Blenkinsop
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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**Risk Management**

Ensuring the Council's approach to risk management is robust

**Performance**

Drives continuous improvement of our services

**Complaints**

Proactively manages all complaints on behalf of the Council

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
4.31	Expenditure per Resident	3.34	3.38	3.39
(4.25)	Income per Resident	(3.28)	(3.32)	(3.34)

DIRECTORATE OF RESOURCES
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REVENUES AND CUSTOMER SERVICES
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BUDGET 2011/12	DIVISION	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
236,000	Housing Benefits	228,500	250,900	230,100
(3,400)	Revenues & Customer SMS	0	0	0
819,500	Local Tax Collection	650,700	661,200	664,400
6,200	Police Mobile Unit	0	0	0
<b>1,058,300</b>	<b>Total</b>	<b>879,200</b>	<b>912,100</b>	<b>894,500</b>

## DIRECTORATE OF RESOURCES

## REVENUES AND CUSTOMER SERVICES

BUDGET 2011/12	DIVISION	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
1,684,800	Employees	1,605,900	1,629,300	1,652,600
0	Premises	0	0	0
39,300	Transport	28,800	28,800	28,800
(274,600)	Supplies and Services	454,500	453,700	453,800
16,300	Third Party Payments	54,800	54,800	54,800
36,357,000	Transfer Payments	38,939,700	39,366,900	40,636,300
2,507,100	Internal Services Recharged	1,673,300	1,692,400	1,698,600
41,600	Depreciation	3,600	1,400	0
900	Capital Financing Costs	28,500	27,300	27,300
<b>40,372,400</b>	<b>TOTAL EXPENDITURE</b>	<b>42,789,100</b>	<b>43,254,600</b>	<b>44,552,200</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(1,888,700)	Internal Services Recharges	(2,030,200)	(1,829,400)	(1,427,900)
(36,833,400)	Grants	(39,246,800)	(39,920,200)	(41,636,900)
(592,000)	Customer & Client Receipts	(632,900)	(592,900)	(592,900)
<b>(39,314,100)</b>	<b>TOTAL INCOME</b>	<b>(41,909,900)</b>	<b>(42,342,500)</b>	<b>(43,657,700)</b>
<b>1,058,300</b>	<b>NET BUDGET</b>	<b>879,200</b>	<b>912,100</b>	<b>894,500</b>

Head of Service:

Andrew Burton

## BRIEF DESCRIPTION OF SERVICE

The Revenue and Customer Services service is responsible for the billing and collection of Council Tax, Business Rates and Sundry Income. The service arranges benefits payments, such as Council Tax and Housing benefits, to members of the public on low incomes. Provision of the Customer Services function dealing with all incoming telephone calls and personal visits to the Council, providing information and directing enquiries to the appropriate department.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
358.23	Expenditure per Resident	382.73	386.89	398.50
(348.84)	Income per Resident	(374.86)	(378.73)	(390.50)

## DIRECTORATE OF RESOURCES

## HOUSING BENEFITS

BUDGET 2011/12	DIVISION	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
136,400	Employees	136,900	138,300	139,600
0	Premises	0	0	0
4,400	Transport	4,400	4,400	4,400
(607,100)	Supplies and Services	12,400	12,400	12,500
0	Third Party Payments	6,500	6,500	6,500
27,382,000	Transfer Payments	30,051,500	30,478,700	31,748,100
374,600	Internal Services Recharged	303,800	308,600	314,600
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>27,290,300</b>	<b>TOTAL EXPENDITURE</b>	<b>30,515,500</b>	<b>30,948,900</b>	<b>32,225,700</b>
	<b>INCOME</b>			
(96,300)	Internal Services Recharges	(778,800)	(556,800)	(138,700)
(26,794,400)	Grants	(29,303,700)	(29,976,700)	(31,692,400)
(163,600)	Customer & Client Receipts	(204,500)	(164,500)	(164,500)
<b>(27,054,300)</b>	<b>TOTAL INCOME</b>	<b>(30,287,000)</b>	<b>(30,698,000)</b>	<b>(31,995,600)</b>
<b>236,000</b>	<b>NET BUDGET</b>	<b>228,500</b>	<b>250,900</b>	<b>230,100</b>

Responsible Budget Holder: Elaine Simmonds

## BRIEF DESCRIPTION OF SERVICE

Verification of Housing and Council Tax Benefits to ensure that only appropriate benefit payments have been paid. The administration and payment of Rent Allowances and Rent Rebates.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
242.15	Expenditure per Resident	272.95	276.82	288.24
(240.06)	Income per Resident	(270.90)	(274.58)	(286.19)

<b>DIRECTORATE OF RESOURCES</b>
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<b>REVENUES &amp; CUSTOMER SMS</b>
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BUDGET 2011/12	DIVISION	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
1,238,500	Employees	1,160,400	1,178,400	1,196,500
0	Premises	0	0	0
25,200	Transport	14,700	14,700	14,700
111,400	Supplies and Services	186,200	185,400	185,300
10,300	Third Party Payments	9,400	9,400	9,400
0	Transfer Payments	0	0	0
1,277,500	Internal Services Recharged	758,400	765,000	766,000
41,600	Depreciation	3,600	1,400	0
900	Capital Financing Costs	1,500	1,500	1,500
<b>2,705,400</b>	<b>TOTAL EXPENDITURE</b>	<b>2,134,200</b>	<b>2,155,800</b>	<b>2,173,400</b>
	<b>INCOME</b>			
(1,792,400)	Internal Services Recharges	(1,251,400)	(1,272,600)	(1,289,200)
(817,000)	Grants	(783,400)	(783,800)	(784,800)
(99,400)	Customer & Client Receipts	(99,400)	(99,400)	(99,400)
<b>(2,708,800)</b>	<b>TOTAL INCOME</b>	<b>(2,134,200)</b>	<b>(2,155,800)</b>	<b>(2,173,400)</b>
<b>(3,400)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Responsible Budget Holder:     Andrew Burton</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Management of Revenues and Customer Services. Administration of Housing and Council Tax Benefits. The Debt Recovery Unit is responsible for the billing, collection and enforcement of payment of the Council's Sundry Debts. Provision of the Customer Services function dealing with all incoming telephone calls and personal visits to the Council, providing information and directing enquiries to the appropriate department.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
24.01	Expenditure per Resident	19.09	19.28	19.44
(24.04)	Income per Resident	(19.09)	(19.28)	(19.44)



## DIRECTORATE OF RESOURCES

## LOCAL TAX COLLECTION

BUDGET 2011/12	DIVISION	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
309,900	Employees	308,600	312,600	316,500
0	Premises	0	0	0
9,700	Transport	9,700	9,700	9,700
214,900	Supplies and Services	255,900	255,900	256,000
6,000	Third Party Payments	38,900	38,900	38,900
8,975,000	Transfer Payments	8,888,200	8,888,200	8,888,200
855,000	Internal Services Recharged	611,100	618,800	618,000
0	Depreciation	0	0	0
0	Capital Financing Costs	27,000	25,800	25,800
<b>10,370,500</b>	<b>TOTAL EXPENDITURE</b>	<b>10,139,400</b>	<b>10,149,900</b>	<b>10,153,100</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(9,222,000)	Grants	(9,159,700)	(9,159,700)	(9,159,700)
(329,000)	Customer & Client Receipts	(329,000)	(329,000)	(329,000)
<b>(9,551,000)</b>	<b>TOTAL INCOME</b>	<b>(9,488,700)</b>	<b>(9,488,700)</b>	<b>(9,488,700)</b>
<b>819,500</b>	<b>NET BUDGET</b>	<b>650,700</b>	<b>661,200</b>	<b>664,400</b>

Responsible Budget Holder: Elaine Simmonds

## BRIEF DESCRIPTION OF SERVICE

To provide a billing and collection service for Council Tax and National Non-Domestic Rates.  
To provide a Council Tax Benefits Service for the public.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
92.02	Expenditure per Resident	90.69	90.79	90.81
(84.75)	Income per Resident	(84.87)	(84.87)	(84.87)

## DIRECTORATE OF RESOURCES

## POLICE MOBILE UNIT

BUDGET 2011/12	DIVISION	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
6,200	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>6,200</b>	<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>6,200</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Responsible Budget Holder:** Adele Watson

## BRIEF DESCRIPTION OF SERVICE

To fund the Police rural mobile unit.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
0.06	Expenditure per Resident	0.00	0.00	0.00
0.00	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>SUPPORT SERVICES</b>
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BUDGET 2011/12 £	DIVISION	BUDGET 2012/13 £	FORECAST	
			2013/14 £	2014/15 £
(2,000)	Land Charges	0	0	0
36,500	T-Government	13,500	13,500	13,500
32,100	Licensing	11,000	12,600	13,300
(400)	Head of Support Services	0	0	0
(500)	Legal Services	100,000	0	0
(100)	Information Technology & Communications	0	0	0
(6,100)	General Administration & Support	0	0	0
41,100	GIS	38,200	38,500	38,400
<b>100,600</b>	<b>TOTAL</b>	<b>162,700</b>	<b>64,600</b>	<b>65,200</b>

## DIRECTORATE OF CORPORATE SERVICES

## SUPPORT SERVICES

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b><u>EXPENDITURE</u></b>			
1,206,100	Employees	988,900	991,000	1,008,300
23,900	Premises	8,100	8,100	8,100
35,600	Transport	21,300	21,300	21,300
1,160,600	Supplies and Services	815,600	707,900	709,300
46,500	Third Party Payments	40,100	40,100	40,100
0	Transfer Payments	0	0	0
850,800	Internal Services Recharged	754,800	759,300	755,500
231,300	Depreciation	180,800	155,400	101,300
5,000	Capital Financing Costs	(10,900)	(11,100)	(11,100)
<b>3,559,800</b>	<b>TOTAL EXPENDITURE</b>	<b>2,798,700</b>	<b>2,672,000</b>	<b>2,632,800</b>
	<b><u>INCOME</u></b>			
(2,432,100)	Internal Services Recharges	(1,615,200)	(1,589,000)	(1,545,500)
(4,000)	Grants	(46,300)	(47,300)	(48,400)
(1,023,100)	Customer & Client Receipts	(974,500)	(971,100)	(973,700)
0	Interest	0	0	0
<b>(3,459,200)</b>	<b>TOTAL INCOME</b>	<b>(2,636,000)</b>	<b>(2,607,400)</b>	<b>(2,567,600)</b>
<b>100,600</b>	<b>NET BUDGET</b>	<b>162,700</b>	<b>64,600</b>	<b>65,200</b>

Head of Service: Steve Brown / Carolyn Forster

## BRIEF DESCRIPTION OF SERVICE

To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
31.59	Expenditure per Resident	25.03	23.90	23.55
(30.69)	Income per Resident	(23.58)	(23.32)	(22.97)

## DIRECTORATE OF CORPORATE SERVICES

## LAND CHARGES

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
49,000	Employees	48,900	49,500	49,800
0	Premises	0	0	0
100	Transport	100	100	100
18,500	Supplies and Services	19,100	18,500	18,500
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
63,500	Internal Services Recharged	34,600	34,600	34,600
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>131,100</b>	<b>TOTAL EXPENDITURE</b>	<b>102,700</b>	<b>102,700</b>	<b>103,000</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(133,100)	Customer & Client Receipts	(102,700)	(102,700)	(103,000)
0	Interest	0	0	0
<b>(133,100)</b>	<b>TOTAL INCOME</b>	<b>(102,700)</b>	<b>(102,700)</b>	<b>(103,000)</b>
<b>(2,000)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder:

Lesley Bianco

## BRIEF DESCRIPTION OF SERVICE

To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
1.16	Expenditure per Resident	0.92	0.92	0.92
(1.18)	Income per Resident	(0.92)	(0.92)	(0.92)

## DIRECTORATE OF CORPORATE SERVICES

## T-GOVERNMENT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
200	Employees	0	0	0
20,500	Premises	0	0	0
0	Transport	0	0	0
28,500	Supplies and Services	12,900	12,900	12,900
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
200	Internal Services Recharged	600	600	600
500	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>49,900</b>	<b>TOTAL EXPENDITURE</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>
	<b>INCOME</b>			
(13,400)	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	Interest	0	0	0
<b>(13,400)</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>36,500</b>	<b>NET BUDGET</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>

Responsible Budget Holder:

Steve Brown

## BRIEF DESCRIPTION OF SERVICE

To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
0.44	Expenditure per Resident	0.12	0.12	0.12
(0.12)	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF CORPORATE SERVICES

## LICENSING

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b><u>EXPENDITURE</u></b>			
72,900	Employees	73,300	75,500	77,500
0	Premises	0	0	0
10,600	Transport	2,900	2,900	2,900
15,800	Supplies and Services	18,300	18,300	18,300
5,800	Third Party Payments	5,800	5,800	5,800
0	Transfer Payments	0	0	0
111,600	Internal Services Recharged	96,600	97,200	97,100
0	Depreciation	0	0	0
0	Capital Financing Costs	(100)	(100)	(100)
<b>216,700</b>	<b>TOTAL EXPENDITURE</b>	<b>196,800</b>	<b>199,600</b>	<b>201,500</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(184,600)	Customer & Client Receipts	(185,800)	(187,000)	(188,200)
0	Interest	0	0	0
<b>(184,600)</b>	<b>TOTAL INCOME</b>	<b>(185,800)</b>	<b>(187,000)</b>	<b>(188,200)</b>
<b>32,100</b>	<b>NET BUDGET</b>	<b>11,000</b>	<b>12,600</b>	<b>13,300</b>

Responsible Budget Holder:

Stephen Wormald

## BRIEF DESCRIPTION OF SERVICE

To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
1.92	Expenditure per Resident	1.76	1.79	1.81
(1.64)	Income per Resident	(1.66)	(1.67)	(1.68)

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>HEAD OF SUPPORT SERVICES</b>
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BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b><u>EXPENDITURE</u></b>			
102,600	Employees	82,900	83,800	84,800
0	Premises	0	0	0
2,400	Transport	2,400	2,400	2,400
5,300	Supplies and Services	5,800	5,800	5,800
200	Third Party Payments	200	200	200
0	Transfer Payments	0	0	0
100,400	Internal Services Recharged	52,700	53,500	52,800
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>210,900</b>	<b>TOTAL EXPENDITURE</b>	<b>144,000</b>	<b>145,700</b>	<b>146,000</b>
	<b><u>INCOME</u></b>			
(207,300)	Internal Services Recharges	(144,000)	(145,700)	(146,000)
0	Grants	0	0	0
(4,000)	Customer & Client Receipts	0	0	0
0	Interest	0	0	0
<b>(211,300)</b>	<b>TOTAL INCOME</b>	<b>(144,000)</b>	<b>(145,700)</b>	<b>(146,000)</b>
<b>(400)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Responsible Budget Holder:</b>	<b>Steve Brown</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
1.87	Expenditure per Resident	1.29	1.31	1.31
(1.87)	Income per Resident	(1.29)	(1.30)	(1.31)



## DIRECTORATE OF CORPORATE SERVICES

## LEGAL SERVICES

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
241,400	Employees	209,700	211,800	213,900
0	Premises	0	0	0
2,800	Transport	2,800	2,800	2,800
68,000	Supplies and Services	169,100	64,900	64,900
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
103,500	Internal Services Recharged	185,400	182,700	178,300
0	Depreciation	0	0	0
0	Capital Financing Costs	(200)	(200)	(200)
<b>415,700</b>	<b>TOTAL EXPENDITURE</b>	<b>566,800</b>	<b>462,000</b>	<b>459,700</b>
	<b>INCOME</b>			
(329,800)	Internal Services Recharges	(380,400)	(375,600)	(373,300)
0	Grants	0	0	0
(86,400)	Customer & Client Receipts	(86,400)	(86,400)	(86,400)
0	Interest	0	0	0
<b>(416,200)</b>	<b>TOTAL INCOME</b>	<b>(466,800)</b>	<b>(462,000)</b>	<b>(459,700)</b>
<b>(500)</b>	<b>NET BUDGET</b>	<b>100,000</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder:

Carolyn Forster

## BRIEF DESCRIPTION OF SERVICE

To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
3.69	Expenditure per Resident	5.07	4.14	4.12
(3.69)	Income per Resident	(4.18)	(4.13)	(4.11)

## DIRECTORATE OF CORPORATE SERVICES

## INFORMATION TECHNOLOGY &amp; COMMUNICATIONS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b><u>EXPENDITURE</u></b>			
357,700	Employees	292,300	298,300	304,400
3,400	Premises	7,300	7,300	7,300
16,100	Transport	11,200	11,200	11,200
825,000	Supplies and Services	502,900	502,900	502,900
4,500	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
194,700	Internal Services Recharged	145,400	147,800	147,800
144,000	Depreciation	144,900	125,700	95,200
3,100	Capital Financing Costs	(7,000)	(7,100)	(7,100)
<b>1,548,500</b>	<b>TOTAL EXPENDITURE</b>	<b>1,097,000</b>	<b>1,086,100</b>	<b>1,061,700</b>
	<b><u>INCOME</u></b>			
(1,141,400)	Internal Services Recharges	(647,500)	(635,600)	(610,100)
0	Grants	(42,300)	(43,300)	(44,400)
(407,200)	Customer & Client Receipts	(407,200)	(407,200)	(407,200)
0	Interest	0	0	0
<b>(1,548,600)</b>	<b>TOTAL INCOME</b>	<b>(1,097,000)</b>	<b>(1,086,100)</b>	<b>(1,061,700)</b>
<b>(100)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Mick Coley

## BRIEF DESCRIPTION OF SERVICE

To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
13.74	Expenditure per Resident	9.81	9.73	9.51
(13.74)	Income per Resident	(9.81)	(9.71)	(9.50)

## DIRECTORATE OF CORPORATE SERVICES

## GENERAL ADMINISTRATION AND SUPPORT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
265,500	Employees	186,700	188,500	192,000
0	Premises	0	0	0
1,900	Transport	300	300	300
162,200	Supplies and Services	55,800	52,900	54,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
197,600	Internal Services Recharged	170,400	173,000	175,000
3,500	Depreciation	3,500	800	800
100	Capital Financing Costs	(200)	(200)	(200)
<b>630,800</b>	<b>TOTAL EXPENDITURE</b>	<b>416,500</b>	<b>415,300</b>	<b>421,900</b>
	<b>INCOME</b>			
(433,700)	Internal Services Recharges	(233,100)	(236,500)	(242,000)
0	Grants	0	0	0
(203,200)	Customer & Client Receipts	(183,400)	(178,800)	(179,900)
0	Interest	0	0	0
<b>(636,900)</b>	<b>TOTAL INCOME</b>	<b>(416,500)</b>	<b>(415,300)</b>	<b>(421,900)</b>
<b>(6,100)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder:

Steve Brown

## BRIEF DESCRIPTION OF SERVICE

To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
5.60	Expenditure per Resident	3.73	3.72	3.78
(5.65)	Income per Resident	(3.73)	(3.71)	(3.77)

## DIRECTORATE OF CORPORATE SERVICES

## GIS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
116,800	Employees	95,100	83,600	85,900
0	Premises	800	800	800
1,700	Transport	1,600	1,600	1,600
37,300	Supplies and Services	31,700	31,700	32,000
36,000	Third Party Payments	34,100	34,100	34,100
0	Transfer Payments	0	0	0
79,300	Internal Services Recharged	69,100	69,900	69,300
83,300	Depreciation	32,400	28,900	5,300
1,800	Capital Financing Costs	(3,400)	(3,500)	(3,500)
<b>356,200</b>	<b>TOTAL EXPENDITURE</b>	<b>261,400</b>	<b>247,100</b>	<b>225,500</b>
	<b>INCOME</b>			
(306,500)	Internal Services Recharges	(210,200)	(195,600)	(174,100)
(4,000)	Grants	(4,000)	(4,000)	(4,000)
(4,600)	Customer & Client Receipts	(9,000)	(9,000)	(9,000)
0	Interest	0	0	0
<b>(315,100)</b>	<b>TOTAL INCOME</b>	<b>(223,200)</b>	<b>(208,600)</b>	<b>(187,100)</b>
<b>41,100</b>	<b>NET BUDGET</b>	<b>38,200</b>	<b>38,500</b>	<b>38,400</b>

Responsible Budget Holder:

Lesley Bianco

## BRIEF DESCRIPTION OF SERVICE

To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
3.16	Expenditure per Resident	2.34	2.21	2.02
(2.80)	Income per Resident	(2.00)	(1.87)	(1.67)

## CHIEF EXECUTIVE

## OTHER BUDGETS

BUDGET 2011/12 £	DIVISION	BUDGET 2012/13 £	FORECAST	
			2013/14 £	2014/15 £
(2,846,400)	Asset Rents	(3,097,900)	(3,193,000)	(2,204,500)
633,000	Capital Grants	300,000	0	0
0	Contribution to pooling	0	0	0
130,000	Provision - Corporate Contingency	150,000	130,000	130,000
50,000	Provision - Bad debts	80,000	80,000	80,000
0	Provision - Pay Award	70,000	70,000	70,000
1,742,600	Net Interest & borrowing costs	2,099,400	2,288,100	2,575,700
41,100	Service Improvement bids	0	0	0
518,500	Concurrent functions & drainage board levies	519,300	563,100	587,100
810,300	Parishes and drainage board levies	837,200	851,400	872,700
<b>1,079,100</b>	<b>TOTAL</b>	<b>958,000</b>	<b>789,600</b>	<b>2,111,000</b>

## CHIEF EXECUTIVE

## OTHER BUDGETS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
311,300	Supplies and Services	383,700	363,400	363,400
810,300	Third Party Payments	1,050,200	1,070,400	1,097,700
2,013,100	Transfer Payments	435,900	479,700	503,700
0	Internal Services Recharged	0	0	0
777,400	Depreciation	1,617,100	1,437,800	1,625,400
3,602,400	Capital Financing Costs	1,192,500	1,195,800	1,295,800
<b>7,514,500</b>	<b>TOTAL EXPENDITURE</b>	<b>4,679,400</b>	<b>4,547,100</b>	<b>4,886,000</b>
	<b>INCOME</b>			
(6,442,700)	Internal Services Recharges	(3,720,900)	(3,757,000)	(2,774,500)
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
7,300	Interest	(500)	(500)	(500)
<b>(6,435,400)</b>	<b>TOTAL INCOME</b>	<b>(3,721,400)</b>	<b>(3,757,500)</b>	<b>(2,775,000)</b>
<b>1,079,100</b>	<b>NET BUDGET</b>	<b>958,000</b>	<b>789,600</b>	<b>2,111,000</b>

Head of Service: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

This covers all of the areas that are not specifically under the control of a Head of Service. It consists of : Accounting entries to reverse the effects of depreciation charges; any provisions made by the Council; the interest costs associated with long term borrowing and investments; any reinvestment into Council services, and finally the levies from the parishes and internal drainage boards.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
66.68	Expenditure per Resident	41.86	40.67	43.70
(57.10)	Income per Resident	(33.29)	(33.61)	(24.82)

## CHIEF EXECUTIVE

## ASSET RENTS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
945,000	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	410,000	345,000	345,000
0	Capital Financing Costs	0	0	0
<b>945,000</b>	<b>TOTAL EXPENDITURE</b>	<b>410,000</b>	<b>345,000</b>	<b>345,000</b>
	<b>INCOME</b>			
(3,791,400)	Internal Services Recharges	(3,507,900)	(3,538,000)	(2,549,500)
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
(3,791,400)	<b>TOTAL INCOME</b>	(3,507,900)	(3,538,000)	(2,549,500)
<b>(2,846,400)</b>	<b>NET BUDGET</b>	<b>(3,097,900)</b>	<b>(3,193,000)</b>	<b>(2,204,500)</b>

Responsible Budget Holder: Tracey Bircumshaw

## BRIEF DESCRIPTION OF SERVICE

This budget represents the reversal of the depreciation and deferred charges made to individual service areas. It is required to ensure there is no 'real' impact on the council taxpayer.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
			£	£
8.39	Expenditure per Resident	3.67	3.09	3.09
(33.64)	Income per Resident	(31.38)	(31.65)	(22.80)

## CHIEF EXECUTIVE

## CAPITAL GRANTS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
633,000	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	300,000	0	0
0	Capital Financing Costs	0	0	0
<b>633,000</b>	<b>TOTAL EXPENDITURE</b>	<b>300,000</b>	<b>0</b>	<b>0</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>633,000</b>	<b>NET BUDGET</b>	<b>300,000</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Tracey Bircumshaw

## BRIEF DESCRIPTION OF SERVICE

To account for the reversal of any Capital grants received

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
5.62	Expenditure per Resident	2.68	0.00	0.00
0.00	Income per Resident	0.00	0.00	0.00



## CHIEF EXECUTIVE

## CONTRIBUTION TO POOLING

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
0	Third Party Payments	213,000	219,000	225,000
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
0	<b>TOTAL EXPENDITURE</b>	<b>213,000</b>	<b>219,000</b>	<b>225,000</b>
	<b>INCOME</b>			
0	Internal Services Recharges	(213,000)	(219,000)	(225,000)
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	<b>TOTAL INCOME</b>	<b>(213,000)</b>	<b>(219,000)</b>	<b>(225,000)</b>
0	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Tracey Bircumshaw

## BRIEF DESCRIPTION OF SERVICE

To account for the pooling of Right to Buy Sales and subsequent reversal

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
0.00	Expenditure per Resident	1.91	1.96	2.01
0.00	Income per Resident	(1.91)	(1.96)	(2.01)

## CHIEF EXECUTIVE

## PROVISION - CORPORATE CONTINGENCY

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
130,000	Supplies and Services	150,000	130,000	130,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>130,000</b>	<b>TOTAL EXPENDITURE</b>	<b>150,000</b>	<b>130,000</b>	<b>130,000</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>130,000</b>	<b>NET BUDGET</b>	<b>150,000</b>	<b>130,000</b>	<b>130,000</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

The Corporate Contingency provides a general provision against major variances that are of a 'one-off' nature. It replaces the inefficient use of supplementary estimates.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
1.15	Expenditure per Resident	1.34	1.16	1.16
0.00	Income per Resident	0.00	0.00	0.00

## CHIEF EXECUTIVE

## PROVISION - BAD DEBT

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
50,000	Supplies and Services	80,000	80,000	80,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>50,000</b>	<b>TOTAL EXPENDITURE</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>50,000</b>	<b>NET BUDGET</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

An amount set aside to cover debts that may prove to be uncollectable in the future.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
0.44	Expenditure per Resident	0.72	0.72	0.72
0.00	Income per Resident	0.00	0.00	0.00

## CHIEF EXECUTIVE

## PROVISION - PAY AWARD

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
0	Supplies and Services	70,000	70,000	70,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
0	<b>TOTAL EXPENDITURE</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	<b>NET BUDGET</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

A provision to meet the expected costs of future pay awards

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
0.00	Expenditure per Resident	0.63	0.63	0.63
0.00	Income per Resident	0.00	0.00	0.00

## CHIEF EXECUTIVE

## NET INTEREST AND BORROWING COSTS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
6,800	Supplies and Services	300	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
777,400	Depreciation	907,100	1,092,800	1,280,400
3,602,400	Capital financing costs	1,192,500	1,195,800	1,295,800
<b>4,386,600</b>	<b>TOTAL EXPENDITURE</b>	<b>2,099,900</b>	<b>2,288,600</b>	<b>2,576,200</b>
	<b>INCOME</b>			
(2,651,300)	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
7,300	Interest	(500)	(500)	(500)
<b>(2,644,000)</b>	<b>TOTAL INCOME</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>
<b>1,742,600</b>	<b>NET BUDGET</b>	<b>2,099,400</b>	<b>2,288,100</b>	<b>2,575,700</b>

Responsible Budget Holder: Tracey Bircumshaw

## BRIEF DESCRIPTION OF SERVICE

This aids the Council to support its cash flow, and relates to the interest payable on temporary and long-term loans, and also interest receivable from short term investments.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
39.27	Expenditure per Resident	18.78	20.47	23.04
(23.67)	Income per Resident	(0.00)	(0.00)	(0.00)

## CHIEF EXECUTIVE

## SERVICE IMPROVEMENT BIDS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
41,100	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital financing costs	0	0	0
<b>41,100</b>	<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>41,100</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

This budget is for a comprehensive investment in priority service areas.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
0.36	Expenditure per Resident	0.00	0.00	0.00
0.00	Income per Resident	0.00	0.00	0.00

## CHIEF EXECUTIVE

## CONCURRENT FUNCTIONS AND DRAINAGE BOARD LEVIES

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
£		£	£	£
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
83,400	Supplies and Services	83,400	83,400	83,400
0	Third Party Payments	0	0	0
435,100	Transfer Payments	435,900	479,700	503,700
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>518,500</b>	<b>TOTAL EXPENDITURE</b>	<b>519,300</b>	<b>563,100</b>	<b>587,100</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>518,500</b>	<b>NET BUDGET</b>	<b>519,300</b>	<b>563,100</b>	<b>587,100</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

To contribute to Parish Councils for undertaking work that a District Council could ordinarily be responsible for. To provide payments to local internal drainage boards alongside other local authorities.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
£		£	£	£
4.60	Expenditure per Resident	4.64	5.04	5.25
0.00	Income per Resident	0.00	0.00	0.00

## CHIEF EXECUTIVE

## PARISH PRECEPTS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
810,300	Third Party Payments	837,200	851,400	872,700
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>810,300</b>	<b>TOTAL EXPENDITURE</b>	<b>837,200</b>	<b>851,400</b>	<b>872,700</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>810,300</b>	<b>NET BUDGET</b>	<b>837,200</b>	<b>851,400</b>	<b>872,700</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

Precepts payable to parishes.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14	2014/15
7.19	Expenditure per Resident	7.49	7.62	7.81
0.00	Income per Resident	0.00	0.00	0.00



RESERVES
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RESERVES
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BUDGET 2011/12	Division	BUDGET 2012/13	FORECAST	
			2012/13	2014/15
£		£	£	£
0	Savings Target	0	(193,100)	(889,300)
0	Transfer to/(from) Earmarked Reserves	125,000	0	0
0	<b>TOTAL EXPENDITURE</b>	<b>125,000</b>	<b>(193,100)</b>	<b>(889,300)</b>

## RESERVES

## TRANSFERS

BUDGET 2011/12	GROUP	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	125,000	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
0	<b>TOTAL EXPENDITURE</b>	<b>125,000</b>	<b>0</b>	<b>0</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	Revenue Appropriations	0	(193,100)	(889,300)
0	<b>TOTAL INCOME</b>	<b>0</b>	<b>(193,100)</b>	<b>(889,300)</b>
0	<b>NET BUDGET</b>	<b>125,000</b>	<b>(193,100)</b>	<b>(889,300)</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

This budget represents a transfer to earmarked reserves in 2012/13 and a savings target set for future budgets.

BUDGET 2011/12	UNIT COSTS	BUDGET 2012/13	FORECAST	
£		£	2013/14 £	2014/15 £
0.00	Expenditure per Resident	1.12	0.00	0.00
0.00	Income per Resident	0.00	(1.73)	(7.95)

**COLLECTION FUND ESTIMATES 2012/13**

<b>COUNCIL TAX</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Surplus for 2010/11</b>			
Actual surplus as at 31.03.11		510	
Less surplus declared 15th January 2011		<u>0</u>	
Estimate overstated			510
 <b>Transactions in 2011/12</b>			
Taxpayers' accounts due (excluding benefits)		65,242	
<b>Less:</b>			
Exemptions, discounts and disabled relief	(6,928)		
Precepts	(57,881)		
Anticipated write offs	(226)		
Increase in bad debt provision	<u>(317)</u>		
		<u>(65,352)</u>	
			(110)
 <b>Surplus declared 15th January 2012</b>			<u><u>400</u></u>

<b>Allocation of Council Tax surplus</b>		<b>£</b>
Bassetlaw District Council	10.96%	43,849
Nottinghamshire County Council	74.66%	298,636
Nottinghamshire Police Authority	10.02%	40,073
Combined Fire Authority	4.36%	17,442
		<u><u>400,000</u></u>

## MOVEMENT ON BALANCES:

REVENUE BALANCE	Balance 01/04/11 £'000
Working Balance	(1,000)
General Reserve	(314)
<b>SUB-TOTAL</b>	<b>(1,314)</b>

Carry Forwards June 2011 £'000	LAA Reward Grant September 2011 £'000	Budget Monitoring February 2012 £'000	Year-End Adjustments £'000	Balance 31/03/12 £'000
-	-	-	-	(1,000)
322	-	131	(139)	-
<b>322</b>	<b>-</b>	<b>131</b>	<b>(139)</b>	<b>(1,000)</b>

Movements in Year £'000	Balance 31/03/13 £'000
-	(1,000)
-	-
<b>-</b>	<b>(1,000)</b>

## MOVEMENT ON EARMARKED RESERVES:

REVENUE RESERVE	Balance 01/04/11 £000
Insurance	(69)
Developers Revenue Contributions Unapplied	(187)
Job Evaluation	(490)
Concessionary Fares Bus Passes	(20)
Manton Community	-
Bassetlaw 2012	-
<b>SUB-TOTAL</b>	<b>(766)</b>

Carry Forwards June 2011 £'000	LAA Reward Grant September 2011 £'000	Budget Monitoring February 2012 £'000	Year-End Adjustments £'000	Balance 31/03/12 £'000
-	-	-	-	(69)
-	-	-	-	(187)
-	(125)	(20)	139	(496)
-	-	20	-	-
(98)	-	-	-	(98)
-	(25)	-	-	(25)
<b>(98)</b>	<b>(150)</b>	<b>-</b>	<b>139</b>	<b>(875)</b>

Movements in Year £'000	Balance 31/03/13 £'000
-	(69)
-	(187)
(125)	(621)
-	-
-	(98)
25	-
<b>(100)</b>	<b>(975)</b>

<b>TOTAL RESERVES</b>	<b>(2,080)</b>
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<b>(1,875)</b>
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<b>(1,975)</b>
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Note: The Council currently holds a Treasury Management Impairment Reserve of £1.619m which is purposely not reported in the above figures because it is prudent to retain this sum until final settlements from the Icelandic Banks have been recovered and received, or the position becomes clearer as dividends are repaid back to the Council.



**BASSETLAW DISTRICT COUNCIL**

**CABINET**

**9<sup>TH</sup> FEBRUARY 2012**

**REPORT OF THE DIRECTOR OF RESOURCES**

**GENERAL FUND CAPITAL PROGRAMME 2012/13 TO 2016/17**

Cabinet Member: Finance & Property

Contact: Neil Taylor

Ext: 3221

**1. Public Interest Test**

- 1.1 The author of this report, Neil Taylor, has determined that the report is not confidential.

**2. Purpose of the Report**

- 2.1 To approve the General Fund Capital Programme for 2012/13 to 2016/17.

(There was a previous report on the HRA Housing Capital Programme to the January Cabinet meeting.)

**3. Background and Discussion**

- 3.1 As this is the first full capital programme report for the new Administration every scheme is being reviewed as the Council's capital resources are finite.
- 3.2 As part of the overall strategy for capital the Council restricts the funding of capital schemes via revenue, and minimises borrowing as the revenue implications add to the revenue pressures on the General Fund, and this is the most financially acute area of the Council's operations.

**Schemes Approved From 2011/12**

- 3.3 There are a number of schemes that are carried forward from 2011/12 into 2012/13, as reported in the Budget Monitoring Report to the 31<sup>st</sup> December, 2011. They are:

	2012/13	Total Cost 2012/13 to 2016/17
	£000	£000
Disabled Facilities Grants	500	500
Strategic Intervention Fund	359	359
Worksop Town Hall Toilets' Refurbishment	70	70
Worksop Creative Village Phase I	847	847
CCTV Digital Upgrade	293	293
Bridge St, Worksop Improvements:		
Public Realm Improvements	230	954
Enhanced Public Toilets	46	46
Worksop Market Relocation	50	50
<b>TOTAL</b>	<b>£2,395</b>	<b>£3,119</b>

- 3.4 In the Council's existing four year capital programme there are a number of schemes that were approved at Full Council on the 3<sup>rd</sup> March 2011 as part of the overall budget for 2011/12, up to 2015/16. The existing commitments for 2012/13 onwards are as follows:

	2012/13	Total Cost 2012/13 to 2016/17
	£000	£000
Disabled Facilities Grants	1,200	3,090
Replacement Vehicles	1,433*	2,433*
Refurbishing Existing Play Areas	75	150
Retford Cemetery - Public Toilets	125	125
Worksop Library - Public Toilets	95	95
The Canch – Memorial Gardens	50	50
BDC Buildings - Planned Maintenance	75	150
Worksop Creative Village Phase II	500	638
Tuxford Conservation Area	105	105
Buildings At Risk	20	40
IT Computer Replacement Fund	50	100
<b>TOTAL</b>	<b>£3,728</b>	<b>£6,976</b>

Both of these sets of programmes are to be funded by:

	2012/13	Total Cost 2012/13 to 2016/17
	£000	£000
Capital Receipts	3,265	5,064
DCLG Disabled Facilities Grant	345	1,380
*Renewal of existing leasing/borrowing schemes	1,503	2,503
Grant funding – Creative Village, Phase 1	545	545
Grant funding – Creative Village, Phase 2	300	438
English Heritage Grant: Tuxford Conservation Area	40	40
Nottinghamshire CC: Tuxford Conservation Area	25	25
Nottinghamshire CC: CCTV	100	100
<b>TOTAL</b>	<b>£6,123</b>	<b>£10,095</b>

- 3.5 It is important to note that £5.064m of the approved 2012/13 to 2016/17 capital programme is to be funded by capital receipts, primarily to meet the ongoing commitment for mandatory Disabled Facilities Grants. This issue was outlined in the Medium Term Financial Plan 2012/13 – 2014/15 report to Cabinet in January 2011. This is important as the projections from the 2011/12 to 2015/16 programme are only fully funded to 2013/14, and therefore the Council needs to have more resources in place by that stage, unless demand levels are reduced to the level of grant. It is expected that the Government will be making further announcements about the future of Disabled Facilities Grants during 2012, and this may include taking into account homeowners equity in their property and may assist in reducing immediate demand.
- 3.6 The estimated capital receipts at 1st April, 2012 are £5.264m. It is anticipated that £5.064m will be applied to fund the 2012/13 - 2016/17 capital programme. This leaves an overall surplus of £0.2m before further capital receipts are generated in 2012/13.

#### **Resources To Be Generated in 2012/13**

- 3.7 Now that the bulk of the Clinton Maltkins capital receipt has been spent and committed, the Council has to sell its surplus assets to generate the resources for future investment. Two reports were submitted to Cabinet in October 2011 to gain approval to sell two sites. These, and other potential sales that could occur in 2012 are set out below.

	£000	Expected Receipt
Land at Larwood	25	April 2012
Harworth Town Council Annexe	54	April 2012
Corner site – Bridge St/Newgate St	250	May 2012
<i>Subject to future Cabinet report</i>	850	August 2012
18/18A The Square, Retford	375	Sept 2012
Garage sites – Phase II	180	Oct 2012
<b>TOTAL</b>	<b>£1,734</b>	

- 3.8 Therefore to ensure the Council has sufficient funds to meet Members' aspirations for capital investment the above need to be sold, but importantly from 2012/13 onwards



no money in excess of the resources in hand can be spent on any projects until the capital receipts are actually achieved. As a result Members will have a twofold task:

i, to agree a list of priorities for 2012/13 to support the schemes they wish to see in the Council's Corporate Plan; and

ii, to agree what schemes will have first call on the resources that are generated.

3.9 Following on from this Members need to take decisive action now about the land at Ordsall (a report considering future options will be considered at the next Cabinet meeting) and also the site at Old Brewery Yard, Worksop once the Council's records have transferred to the new facilities at 73 Bridge St and agreement is reached with existing tenants about their future location. This will ensure that future resources are available to meet commitments and support the schemes that will form part of the next Corporate Plan.

3.10 These resources need to be achieved to ensure sufficient finance is available to support future financial years' priorities. If this does not happen forthcoming spending plans will be disjointed with the money available to fund them. If it were not for the over commitment on Disabled Facilities Grants this may not be a problem, but lead times will be required to dispose of future assets, and whilst the programming of spending and finance may be challenging now it could mean an effective freeze if Members are not proactive about their potential disposal programme. Any such situation needs to be avoided.

#### **New Schemes 2012/13 - 2016/17**

3.11 The full set of bids is set out for Members information on Appendix 1, but from this overall list some political priority for 2012/13 has been indicated for:

	2012/13	Total Cost 2012/13 to 2016/17
	£000	£000
Car Parking improvements	300	400
Community Garden - Strawberry Rd, Retford	25	25
Bandstand Improvements - Kings Park, Retford	20	20
Langold Country Park - Water Splash Pool	275	275
Langold Country Park - Play equipment	100	100
Langold Country Park - Nature Reserve Fencing	30	30
Nottinghamshire Countywide Broadband Initiative	150	150
Civic Pride Initiatives	25	25
Mobile CCTV Cameras for the District	30	30
Community Sports Fund	25	25
Car Parking at Sandy Lane, Worksop	10	10
<b>TOTAL</b>	<b>£990</b>	<b>£1,090</b>

3.12 In addition there are other schemes which are required to maintain existing commitments and services functioning/developing:

	2012/13	Total Cost 2012/13 to 2016/17
	£000	£000
Rewiring of Ex NCC Wing At Queen's Buildings	50	100
Rewiring of Amcott House and Emergency Lighting	20	40
Re-roofing Leverton Industrial Estate	-	170
Flood Mitigation Schemes ( a £0.15m grant will offset this )	100	400
Demolition of wooden units Carlton Phoenix Ind Estates	70	70
High Speed Data Transfer Broadband	15	15
Energy Conservation - SMART Metering	25	65
Photovoltaic roll-out	25	25
<b>TOTAL</b>	<b>£305</b>	<b>£885</b>

### 2012/13 Overview

- 3.13 It has been established that the Retford Cemetery Toilet scheme can be completed with a lower budget of £0.09m using an existing building. In addition the previously approved Canch Memorial Garden project is not to proceed, and the County Council's decision to withdraw the £0.14m for the dilapidations work has necessitated a review of the Worksop Library Project, including the £0.095m toilet scheme. Pulling this all together the overview of the potential scheme bids and funding is:

	2012/13	Total Cost 2012/13 to 2016/17
	£000	£000
Schemes carried forward from 2011/12 – para 3.3	2,395	3,119
Schemes approved from 2011/12 – para 3.4	3,728	6,976
Reduction in Retford Cemetery Toilet scheme – para 3.13	(35)	(35)
Deletion of the Canch Memorial Gardens – para 3.13	(50)	(50)
Review of Worksop Library Public Toilets – para 3.13	(95)	(95)
Identified priorities – para 3.11	990	1,090
Existing services – para 3.12	305	885
<b>TOTAL</b>	<b>£7,238</b>	<b>£11,890</b>

This can be funded by:

Existing finance identified – para 3.4	6,123	10,095	
Net surplus in capital receipts – para 3.6	200	200	
Identified capital receipts being marketed – para 3.7	1,734	1,734	
Flood mitigation Scheme Grants (50%) – para 3.12	0	150	
<b>TOTAL</b>	<b>£8,057</b>	<b>£12,179</b>	

The final balance between income and expenditure is:

	2012/13 £000	Total Cost 2012/13 to 2016/17 £000
	<b>£819</b>	<b>£289</b>

- 3.14 If Members subsequently decide to endorse the Worksop Library Toilets scheme (£95,000) and replace the funding withdrawn by the County Council for Worksop Library (£140,000) the remaining balance will be £54,000.

### **Capital Prioritisation Process**

- 3.15 All of the projects in the attached Capital Programme have been reviewed by the Property & Regeneration Group, and scored in accordance with the Capital Prioritisation Process (details of which are provided within the Capital Investment Strategy report elsewhere on this agenda). Each scheme has been assessed according to the scoring matrix and its contribution to Council priorities. The recommended schemes have all emerged from this process and further details are provided at Appendix B.
- 3.16 The process is designed to demonstrate a level of objectivity in the selection of projects. It is numerically based, and allocates points to projects dependant upon the categories into which they fall. The aim is to demonstrate how the Council selects projects that will achieve its overall objectives and is not biased towards particular service interests.

## **4. Implications**

- a) For Service Users.

Bassetlaw's capital investment in the district is an important factor for residents, but potential schemes and projects far outweigh the resources available to the Council. Decisions on what schemes to fund are therefore important.

- b) Strategic & Policy

The Capital Programme has been developed with regard to the Community Strategy and Corporate Plan. In particular, it supports the delivery of the Council's priorities through the Medium Term Financial Plan.

- c) Financial - Ref: 12 / 678

These are included within the main body of the report. Additionally, the revenue consequences of all schemes have been assessed and included within the General Fund revenue base budget.

d) Legal – Ref: 27/02/12

None arising directly from this report, although this will assist in meeting the Council's corporate objectives.

e) Human Resources

None arising directly from this report.

f) Community Safety, Equalities, Environmental

Some of the capital schemes have positive implications on community safety, equalities and environmental issues, and these have been considered at the project appraisal stage, prior to any recommendations on the capital programme

g) This is a Key Decision. Number 301

**5. Options, Risks and Reasons for Recommendations**

- 5.1 Members can decide what schemes to include or exclude. Any schemes which include external finance will have implications for those organisations.

**6. Conclusions**

- 6.1 The 2012/13 - 2016/17 Capital Programme sees the first time the Council has to co-ordinate its resources with expenditure, rather than having all the resources in place at the start of the financial year. This adds to the need for clear priorities and stresses the need for sound financial management. It also is a portent for the future as funding is limited.
- 6.2 As such progress reports and projects which need financing, will be linked to specific capital receipt events. The spending cannot go ahead if the capital receipts do not materialise.
- 6.3 Looking beyond 2013/14 the Council needs to set in train prospective capital receipt projects to ensure there is no mismatch between future commitments – be they mandatory in the case of future Disabled Facilities Grant commitments, or schemes that require more than one year's funding and could be compromised part way through their progress. Members should not underestimate the significance of the ongoing commitment there is by Bassetlaw to Disabled Facility Grant funding which is far out of proportion to the current level of Government grant received. The DCLG have undertaken a recent study of Disabled Facilities Grants and if there are any changes Bassetlaw needs to ensure this level of commitment is reduced if it is not to eventually absorb all future capital resources and compromise the General Fund.
- 6.4 There are a number of developments which herald future Corporate Plan priorities and from that point of view the Council is taking a proactive stance on future improvements for residents and the local environment.

## **7. Recommendations**

- 7.1 That Cabinet approves the Capital Programme for 2012/13 for £7.238m as shown at Appendix A, and recommends these to full Council on 5th March 2012.
- 7.2 That Cabinet approves the indicative Capital Programme for 2013/14 to 2016/17 of £4.652m also set out in Appendix A, subject to the delivery of the necessary capital receipts and recommends these to full Council on 5th March 2012.
- 7.3 That regular updates are provided to Cabinet throughout 2012/13 as and when specific capital receipts are made, so that the Council does not overextend its commitments.

### **Background Papers**

### **Location**

Capital Bids & Resourcing Statements

Director of Resources

# GENERAL FUND CAPITAL PROGRAMME 2012-2017

## APPENDIX A

	2012/13		2013/14		2014/15		2015/16		2016/17		Total		
	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Disabled Facilities Grant	1,355	345	855	345	0	345	0	345	0	0	2,210	1,380	3,590
Strategic Intervention Fund (includes Empty Homes)	359	0	0	0	0	0	0	0	0	0	359	0	359
Workshop Town Hall Toilets' Refurbishment	0	70	0	0	0	0	0	0	0	0	0	70	70
Workshop Creative Village Phase I	302	545	0	0	0	0	0	0	0	0	302	545	847
CCTV Digital Upgrade	193	100	0	0	0	0	0	0	0	0	193	100	293
Bridge Street Public Realm	230	0	200	0	200	0	200	0	124	0	954	0	954
Bridge Street Public Toilets	46	0	0	0	0	0	0	0	0	0	46	0	46
Workshop Market Relocation	50	0	0	0	0	0	0	0	0	0	50	0	50
Replacement Vehicles & Plant	0	1,433	0	1,000	0	0	0	0	0	0	0	2,433	2,433
Refurbishing Existing Play Areas	75	0	75	0	0	0	0	0	0	0	150	0	150
Retford Cemetery - Public Toilets	90	0	0	0	0	0	0	0	0	0	90	0	90
BDC Buildings - Planned Maintenance	75	0	75	0	0	0	0	0	0	0	150	0	150
Workshop Creative Village Phase II	200	300	0	138	0	0	0	0	0	0	200	438	638
Tuxford Conservation Area	40	65	0	0	0	0	0	0	0	0	40	65	105
Buildings At Risk	20	0	20	0	0	0	0	0	0	0	40	0	40
IT Computer Replacement Fund	50	0	50	0	0	0	0	0	0	0	100	0	100
Car Parking Machines improvements/replacement	300	0	100	0	0	0	0	0	0	0	400	0	400
Community Garden - Strawberry Rd, Retford	25	0	0	0	0	0	0	0	0	0	25	0	25
Bandstand Improvements - Kings Park, Retford	20	0	0	0	0	0	0	0	0	0	20	0	20
Langold Country Park - Water Splash Pool	275	0	0	0	0	0	0	0	0	0	275	0	275
Langold Country Park - Play Equipment	100	0	0	0	0	0	0	0	0	0	100	0	100
Langold Country Park - Perimeter Fence	30	0	0	0	0	0	0	0	0	0	30	0	30
Nottinghamshire Countywide Broadband Initiative	150	0	0	0	0	0	0	0	0	0	150	0	150
Civic Pride Initiatives	25	0	0	0	0	0	0	0	0	0	25	0	25
Mobile CCTV Cameras for the District	30	0	0	0	0	0	0	0	0	0	30	0	30
Community Sports Fund	25	0	0	0	0	0	0	0	0	0	25	0	25
Car Parking at Sandy Lane, Workshop	10	0	0	0	0	0	0	0	0	0	10	0	10
Rewiring of Ex NCC Wing at Queen's Buildings	50	0	50	0	0	0	0	0	0	0	100	0	100
Rewiring of Amcott House and Emergency Lighting	20	0	20	0	0	0	0	0	0	0	40	0	40
Re-Roofing Leverton Industrial Estate	0	0	0	0	170	0	0	0	0	0	170	0	170

# GENERAL FUND CAPITAL PROGRAMME 2012-2017

APPENDIX A

	2012/13		2013/14		2014/15		2015/16		2016/17		Total		
	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Flood Mitigation Schemes (a £0.15m grant will offset this)	100	0	50	50	50	50	50	50	0	0	250	150	400
Demolition of Wooden Units Carlton Phoenix Ind Estate	70	0	0	0	0	0	0	0	0	0	70	0	70
High Speed Data Transfer Broadband	15	0	0	0	0	0	0	0	0	0	15	0	15
Energy Conservation - SMART metering	25	0	20	0	20	0	0	0	0	0	65	0	65
Photovoltaic roll out	25	0	0	0	0	0	0	0	0	0	25	0	25
<b>GRAND TOTAL</b>	<b>4,380</b>	<b>2,858</b>	<b>1,515</b>	<b>1,533</b>	<b>440</b>	<b>395</b>	<b>250</b>	<b>395</b>	<b>124</b>	<b>0</b>	<b>6,709</b>	<b>5,181</b>	<b>11,890</b>

## FUNDED FROM:

	2012/13		2013/14		2014/15		2015/16		2016/17		Total		
	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Receipts	4,380	0	884	0	0	0	0	0	0	0	5,264	0	5,264
Identified Capital Receipts being Marketed	0	0	631	0	440	0	250	0	124	0	1,445	0	1,445
Disabled Facilities Grant	0	345	0	345	0	345	0	345	0	0	0	1,380	1,380
Borrowing (Vehicles)	0	1,433	0	1,000	0	0	0	0	0	0	0	2,433	2,433
Borrowing (Workshop Town Hall Toilets)	0	70	0	0	0	0	0	0	0	0	0	70	70
ERDF Grant (Creative Village Phase 1)	0	545	0	0	0	0	0	0	0	0	0	545	545
Grant yet to be submitted (Creative Village Phase 2)	0	300	0	138	0	0	0	0	0	0	0	438	438
Notts County Council (CCTV)	0	100	0	0	0	0	0	0	0	0	0	100	100
Notts County Council (Tuxford Conservation)	0	25	0	0	0	0	0	0	0	0	0	25	25
Contribution to be approved (Flood Mitigation)	0	0	0	50	0	50	0	50	0	0	0	150	150
English Heritage (Tuxford Conservation)	0	40	0	0	0	0	0	0	0	0	0	40	40
<b>TOTAL FUNDING</b>	<b>4,380</b>	<b>2,858</b>	<b>1,515</b>	<b>1,533</b>	<b>440</b>	<b>395</b>	<b>250</b>	<b>395</b>	<b>124</b>	<b>0</b>	<b>6,709</b>	<b>5,181</b>	<b>11,890</b>

## CAPITAL RECEIPTS

Brought Forward 1st April	5,264	2,618	1,103	663	413
New Receipts	1,734	0	0	0	0
Used for Funding	(4,380)	(1,515)	(440)	(250)	(124)
Carried Forward 31st March	<u>2,618</u>	<u>1,103</u>	<u>663</u>	<u>413</u>	<u>289</u>

**GENERAL FUND CAPITAL BIDS****Disabled Facilities Grant**

To facilitate the payment of mandatory Disabled Facilities Grants to private sector properties. This budget reflects the growing needs from an ageing population. The expenditure profile assumes that government subsidy will remain frozen at 2009/10 levels (i.e. £345,000).

**Strategic Intervention Fund (includes Empty Homes)**

The aim of the fund is to provide an opportunity to purchase land and properties that can either open up wider areas for development or which have an un-realised development potential. This will allow more sustainable development packages to be put together or will release sites for development which would have otherwise been constrained. The other use of the fund is to tackle long-standing empty homes and bring them back into use. The fund should be self-sustaining with any disposals being used to replenish the balance.

**Worksop Town Hall Toilets' Refurbishment**

Refurbishment of Worksop Town Hall dilapidated toilets on the ground & 2nd floors.

**Worksop Creative Village Phase I**

The conversion of a Victorian Terrace and courtyard at the Canalside site to create workspace for Creative industries. The Village will open out via a footbridge to the Canch.

**CCTV Digital Upgrade**

The upgrade of the Bassetlaw CCTV system from the ageing analogue system currently in use to digital technology. This will involve replacing/improving all of the existing cameras and the control room to provide a more resilient, flexible system and to reduce reliance on videotape and other older technology, which is becoming difficult to obtain. The upgrade should also reduce costs by moving to a wireless system.

**Bridge Street Public Realm**

A project to provide BDC with a fund to undertake smaller scale public realm improvements such as street scene, street furniture, lighting, surfacing etc, to improve the sense of place and image for residents in, and visitors to, Bassetlaw.

**Bridge Street Public Toilets**

To upgrade/refurbish the toilet facilities at 73 Bridge Street to ensure they are of a standard suitable for general public use and in keeping with standards and level of facilities in the Council's other public conveniences.

**Worksop Market Relocation**

The installation of electrical feeder pillars for Worksop Market in alignment with the Bridge Street Pedestrianisation scheme.



### Replacement Vehicles & Plant

The Replacement of vehicles and plant currently on operating/finance leases or owned outright by the Council. The usual lease period or working life is 5 to 7 years, but this can/is extended where suitability/serviceability allows, depending on vehicle condition.

### Refurbishing Existing Play Areas

To support and fund improvements/refurbishment on existing play sites, to comply with relevant NPFA standards in accordance with BDC's Play Strategy *'Somewhere Safe for the Kids to Play!'*

### Retford Cemetery - Public Toilets

To provide purpose-built new public toilet facilities within the Cemetery.

### BDC Buildings - Planned Maintenance

To undertake planned maintenance on Council properties to sustain the existing condition or make improvements in standards.

### Worksop Creative Village Phase II

Expansion of the current project underway, with the addition of display space and cafeteria to act as additional visitor attraction.

### Tuxford Conservation Area

English Heritage has classed Tuxford as a conservation area 'at risk' in their national 'Heritage at Risk Register'. In real terms, the village centre is in a parlous state. A partnership grant scheme between English Heritage, Bassetlaw District Council and, potentially, Nottinghamshire County Council for the preservation and enhancement of Tuxford Conservation Area. The scheme would make grants available to the owners of individual properties to carry out repairs and other appropriate work, including improvements to the public realm to enhance the area.

### Buildings At Risk

There are 19 Conservation Areas and over 1,000 Listed Buildings in Bassetlaw. These make a huge contribution to the quality of life of local residents, adding to an attractive environment and a strong sense of local distinctiveness. Sadly, the District also has a significant number of historic buildings and streetscapes in grave states of disrepair. At present, the Council is unable to offer any more than professional advice relating to their repair and is in no position to be proactive in addressing regeneration opportunities that exist among the many 'at risk' buildings in the District.

The Buildings at Risk Fund enables the Council to contribute to high-profile restoration projects; provide targeted grants where appropriate, to enable repairs to historic buildings across Bassetlaw; and seek match funding for larger projects (e.g. streetscape improvements).

### IT Computer Replacement Fund

An IT replacement programme for PC's to virtual desktop technology. This allows the replacement of traditional desktop boxes with small control boxes reducing power consumption from 70 watts to 5 watts per hour. Full-scale replacement will provide revenue savings in running costs, plus it will save over 60 tonnes per annum of CO2.

### Car Parking Machines improvements/replacement

To change the parking metering to pay on exit machines. This would allow longer stays in strategic places, such as Market square, and be a fairer way of applying charges. This would also promote a business case to increase income through charging and by the redeployment of parking officers to enforce on-street violations, which gains additional income. The scheme will also have a planned maintenance regime for surfaces, lining etc.

### Community Garden - Strawberry Rd, Retford

To carry out site improvement works at the above green space site. The proposed works include the upgrading of boundary fence lines, improvements to footpaths and the re-surfacing of the concrete skate bowl.

### Bandstand Improvements - Kings Park, Retford

To design, purchase and install a bespoke bandstand structure for use at entertainment events. The structure includes a portable canopy with fixed rails which would be secured to an existing concrete base. The base would be renovated as part of the project.

### Langold Country Park - Water Splash Pool

To build a new Water Splash Play Park at Langold Country Park at the site of the old derelict lido. The installation will include fountain features and wetpour rubber surfacing and all necessary plant and filtration equipment.

### Langold Country Park - Play Equipment

The proposed project would see the installation of stimulating and challenging play equipment with safety surfacing, for children with varying ability between the ages of 3 and 16.

### Langold Country Park - Perimeter Fence

To install a perimeter fence on the boundary of the park (rear of Church Street) and to clear fly tipping from the boundary to protect the designated Local Nature Reserve from further tipping.

### Nottinghamshire Countywide Broadband Initiative

To contribute to the Countywide broadband scheme which will bring high speed internet access to the majority of households in Nottinghamshire.

### Civic Pride Initiatives

To facilitate a number of capital improvements to the infrastructure around Bassetlaw to engender pride in our District.

### Mobile CCTV Cameras for the District

To provide a mobile CCTV service for areas of demand, including events.

### Community Sports Fund

To provide a fund for local groups to apply to the Council for various sports equipment.

### Car Parking at Sandy Lane, Worksop

To make capital improvements to the current car park at Sandy Lane.

### Rewiring of Ex NCC Wing at Queen's Buildings

The replacement of unsatisfactory certified defective distribution and Electrical Wiring Systems for power and lighting final circuits in Phases across the 3 floors as identified. To enable the safe re-occupation of the NCC wings in Queen's Buildings.

### Rewiring of Amcott House and Emergency Lighting

Phased works to Improve Electrical Safety by replacing switchgear, distribution boards and adding additional protection by RCD devices followed by a rewire and make good and install Emergency lighting to BS5266.

### Re-Roofing Leverton Industrial Estate

The replacement of the roof to the older section of the estate. If the roof is not repaired its condition may render the units uninhabitable and the tenants may have to vacate, reducing the income from the estate.

### Flood Mitigation Schemes

Watercourse and culvert improvements at Clarborough, Walkeringham and North Leverton with contribution and match-funding for the capital schemes promoted through partnership working with Nottinghamshire County, A1 Housing and Environment Agency/DEFRA.

### Demolition of Wooden Units Carlton Phoenix Industrial Estate

At present there are 5 small industrial premises of wood construction, together with 2 toilet blocks providing facilities to the rest of the industrial estate. The units are currently empty as they are not fit for purpose, therefore it is proposed to re-locate the toilet facilities within the main industrial building on site and demolish the wooden units. Following demolition it is proposed to surface the area and use the majority for additional car parking for the current tenants on site as this is currently at a premium. The additional area not to be used as parking would be let as an 'open yard' or 'vehicle hard standing' attracting an annual income.

### High Speed Data Transfer Broadband

The project will purchase equipment and software for BDC to provide High Speed Data Transfer (HSDT) to organisations and businesses in Bassetlaw via the Retford Enterprise Centre.

### Energy Conservation - SMART metering

To update the current SMART metering system which will include zoning of heating and lighting and the addition of water monitoring and to continue with the lighting improvement scheme throughout the Council's operational properties including motion sensors and timers over a period of three years which will cover payback time.

### Photovoltaic roll out

To install further photovoltaic solar panels onto the roof of appropriate Council buildings.



**BASSETLAW DISTRICT COUNCIL**

**CABINET**

**9<sup>TH</sup> FEBRUARY 2012**

**REPORT OF THE DIRECTOR OF RESOURCES**

**TREASURY MANAGEMENT POLICY AND STRATEGY 2012/13 TO 2014/15**

Cabinet Member: Finance & Property  
Contact: Mike Hill  
Ext. 3174

**1. Public Interest Test**

- 1.1 The author of this report, Mike Hill, has determined that the report is not confidential.

**2. Purpose of the Report**

- 2.1 This report seeks approval for the Treasury Management Strategy, Borrowing Strategy, Investment Strategy, Minimum Revenue Provision Policy, and Prudential Indicators, updated in accordance with latest guidance.

**3. Background and Discussion**

- 3.1 Treasury Management is defined as "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 3.2 The Treasury Management Policy was approved by Council on 3<sup>rd</sup> March 2009 and became effective on 1<sup>st</sup> April 2009.
- 3.3 Statutory Requirements:
- It is a statutory requirement under Section 33 of the Local Government Finance Act 1992 for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level that is affordable for the foreseeable future, after taking into account the following issues:
    - Increases in interest payments caused by increased borrowing to finance additional capital expenditure; and
    - Any increases in running costs from new capital projects.

- The Local Government Act 2003 (the Act) and supporting regulations requires the Council to 'have regard to' the *CIPFA Prudential Code* and the *CIPFA Treasury Management Code of Practice* (original version) to set Prudential and Treasury Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- The Act therefore requires the Council to set out its Treasury Strategy for Borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance subsequent to the Act). This sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

#### 3.4 CIPFA Requirements:

The primary requirements of the Code are as follows:

- The creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities – as approved by full Council on 3<sup>rd</sup> March 2009;
- The creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives – as approved by full Council on 3<sup>rd</sup> March 2009;
- Receipt by the full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report (stewardship report) covering activities during the previous year;
- Delegation by the Council of responsibilities for implementing and monitoring Treasury Management Policies and Practices and for the execution and administration of treasury management decisions;
- Delegation by the Council of the role of scrutiny of Treasury Management Strategy and Policies to a specific named body. For this Council the delegated body is the Audit and Performance Scrutiny Committee.

#### 3.5 This report seeks approval for the updated **Treasury Management Strategy, Borrowing Strategy and Investment Strategy** (Appendix 1) in accordance with latest guidance as follows:

- The Treasury Management Strategy determines the manner in which the Council's treasury function is managed;
- The Borrowing Strategy sets out how the Council's treasury service will support the capital decisions taken; the day to day treasury management activity; and the limitations on activity through treasury prudential indicators;
- The Investment Strategy sets out the Council's criteria for choosing investment counterparties and limiting exposure to the risk of loss. This strategy is in accordance with the DCLG Investment Guidance.

- 3.6 It also seeks approval for the Council's **Minimum Revenue Provision (MRP) Policy** (Appendix 2), which sets out how the Council will pay for capital assets through revenue each year (as required by Regulation under the Local Government and Public Involvement in Health Act 2007).
- 3.7 Finally, it seeks approval for the reporting of the **Prudential Indicators**, which sets out the expected capital activities during the financial year (as required by the *CIPFA Prudential Code for Capital Finance in Local Authorities* (as contained within Appendix 1). The treasury management prudential indicators are now included as treasury indicators in the *CIPFA Treasury Management in Public Services Code of Practice*. The key indicator is the **Authorised Limit**, i.e. the maximum amount of debt the Council could afford in the short term, but which would not be sustainable in the longer term. This is required by section 3 of the *Local Government Act 2003*, and is calculated in accordance with the *CIPFA Treasury Management in Public Services Code of Practice* and the *CIPFA Prudential Code*.
- 3.8 Further information is appended as follows:
- Appendix 3. Interest rate forecasts.
  - Appendix 4. Economic background.
  - Appendix 5. Specified and non-specified investments.
  - Appendix 6. Credit & Counterparty Risk (TMP1).
  - Appendix 7. Treasury management scheme of delegation.
  - Appendix 8. The treasury management role of the Section 151 Officer.
- 3.9 Members will be aware that the new Housing Self-Financing options become effective from 1<sup>st</sup> April 2012, and this requires the Council to take on additional borrowing of £27.5m from the 28<sup>th</sup> March 2012. The treasury implications of this are detailed within the attached strategy.

#### 4. **Implications**

a) For service users

There is an impact on available resources depending upon the Council's ability to fund future borrowing.

b) Strategic & Policy

The Treasury Management Strategy, MRP Policy Statement and Annual Investment Strategy ensure that the Council complies with legislation and recommended good practice in relation to its treasury management function.

c) Financial - Ref: 12/190



These are contained within the body of the report and the associated appendices.

- d) Legal Ref: 31/02/12

Part 2 of the Local Government Act 2003 places duties on local authorities with regard to financial management. This report fulfils those duties.

- e) Human Resources

None from this report.

- f) Community Safety, Equalities, Environmental

The updated Treasury Management Policy has been subject to a partial equalities impact assessment.

- g) This is a key decision, reference number 303.

## **5. Options, Risks and Reasons for Recommendations**

- 5.1 The only option is to accept the recommendations and adopt the Treasury Management Strategy, Borrowing Strategy, Annual Investment Strategy and MRP Statement and to approve the Prudential Indicators. To not approve these policies would contravene the requirements of both legislation and good practice. In addition the Audit Commission may pass comment in their *Annual Audit Letter*.

## **6. Recommendations**

That Cabinet approves each of the following key elements and recommends these to Full Council on 5 March 2012:

- 6.1 The Treasury Management Strategy 2012/13 to 2014/15, incorporating the Borrowing Strategy and the Annual Investment Strategy (Appendix 1).
- 6.2 The Minimum Revenue Provision (MRP) Statement contained within Appendix 2, which sets out the Council's policy on MRP.
- 6.3 The Prudential Indicators and Limits for 2012/13 to 2014/15 contained within Appendix 3.
- 6.4 The Authorised Limit Prudential Indicator contained within Appendix 3.

### **Background Papers**

CIPFA Treasury Management Code of Practice  
CIPFA Prudential Code  
Local Government Act 2003  
CIPFA's Standard of Professional Practice on Treasury Management

### **Location**

Accountancy Offices

## **1. Treasury Management Strategy for 2012/13**

The strategy for 2012/13 covers two main areas:

### **Capital Issues**

- the capital plans and the prudential indicators;
- the MRP strategy.

### **Treasury management Issues**

- the current treasury position;
- treasury indicators which will limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, the CLG MRP Guidance, the CIPFA Treasury Management Code and the CLG Investment Guidance.

## **2. The Capital Prudential Indicators 2012/13 – 2014/15**

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans are reflected in prudential indicators, which are designed to assist members to overview and confirm capital expenditure plans.

A key issue facing the Council is the impact of planned HRA reform. This would essentially end the impact of the housing subsidy system and will see the HRA as a stand alone business. The Council will need to approve revised limits in advance of the reform being put into operation.

The Council currently pays into the HRA housing subsidy system, and in order to stop future payments from 1 April 2012 the Council is required to pay the CLG £27.517m. This payment is effectively HRA debt, and so the prudential indicators have been adjusted to reflect this change. The actual payment will be made on the 28 March 2012 and so the indicators will take immediate effect from the approval of these limits by Council. The change is expected to be beneficial to the Council.

### **Capital Expenditure.**

This prudential Indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

<b>Capital Expenditure £'000</b>	<b>2010/11 Actual</b>	<b>2011/12 Revised Estimate</b>	<b>2012/13 Estimate</b>	<b>2013/14 Estimate</b>	<b>2014/15 Estimate</b>
General Fund (GF)	8,255	7,672	7,238	3,048	835
HRA existing	16,494	10,604	11,379	10,684	7,009
HRA settlement	0	27,517	0	0	0
<b>HRA Total</b>	<b>16,494</b>	<b>38,121</b>	<b>11,379</b>	<b>10,684</b>	<b>7,009</b>
<b>Total</b>	<b>24,749</b>	<b>45,793</b>	<b>18,617</b>	<b>13,732</b>	<b>7,844</b>

Other long term liabilities. The above financing need excludes other long term liabilities, ie leasing arrangements of the Council's vehicle fleet, which already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding need (borrowing).

<b>Capital Financing £'000</b>	<b>2010/11 Actual</b>	<b>2011/12 Revised Estimate</b>	<b>2012/13 Estimate</b>	<b>2013/14 Estimate</b>	<b>2014/15 Estimate</b>
<b>General Fund Expenditure</b>	<b>8,255</b>	<b>7,672</b>	<b>7,238</b>	<b>3,048</b>	<b>835</b>
Capital Receipts	2,347	4,240	4,380	1,515	440
Capital Grants	3,818	2,020	1,355	533	395
Revenue	0	4	0	0	0
<b>General Fund financing need</b>	<b>2,090</b>	<b>1,408</b>	<b>1,503</b>	<b>1,000</b>	<b>0</b>
<b>HRA Expenditure</b>	<b>16,494</b>	<b>38,121</b>	<b>11,379</b>	<b>10,684</b>	<b>7,009</b>
Capital receipts	879	1,380	71	73	75
Capital grants	181	175	3,500	3,500	0
Revenue	300	60	1,308	1,111	1,934
Major Repairs Reserve	4,194	4,194	5,000	5,000	5,000
<b>HRA Net financing need for the year</b>	<b>10,940</b>	<b>32,312</b>	<b>1,500</b>	<b>1,000</b>	<b>0</b>
<b>Total Net financing need for the year</b>	<b>13,030</b>	<b>33,720</b>	<b>3,003</b>	<b>2,000</b>	<b>0</b>

### **The Council's Borrowing Need (the Capital Financing Requirement)**

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

Following accounting changes the CFR includes any other long term liabilities (e.g. finance leases) brought onto the balance sheet. Whilst this increases the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes. The Council currently has £0.081m of such schemes within the CFR.

The Council is asked to approve the CFR projections below:

£'000	2010/11 Actual	2011/12 Revised Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
Capital Financing Requirement					
CFR – GF	28,367	28,751	29,341	29,238	27,947
CFR - HRA	64,860	69,655	71,155	71,930	71,705
HRA Settlement	0	27,517	27,517	27,517	27,517
Total CFR	93,227	125,923	128,013	128,685	127,169
<b>Movement in CFR</b>	<b>12,017</b>	<b>32,696</b>	<b>2,090</b>	<b>672</b>	<b>-1,516</b>

Movement in CFR represented by					
Net financing need for the year (above)	13,330	6,203	3,003	2,000	0
HRA Settlement	0	27,517	0	0	0
Less MRP/VRP and other financing movements	1,313	1,024	913	1,328	1,516
<b>Movement in CFR</b>	<b>12,017</b>	<b>32,696</b>	<b>2,090</b>	<b>672</b>	<b>-1,516</b>

### The Use of the Council's Resources and the Investment Position

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year end balances for each resource, and the impact of the cashflow on the requirement for temporary borrowing at each year end.

Year End Resources £'000	2010/11 Actual	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
Reserves - GF	1,314	1,000	1,000	1,000	1,000
Reserves - HRA	1,128	1,653	1,153	1,811	2,044
Capital Receipts GF	9,287	5,264	2,618	1,103	663
Capital Receipts - HRA	1,517	169	169	169	169
Provisions	475	108	108	108	108
Other	838	975	975	877	877
<b>Total core funds</b>	<b>14,559</b>	<b>9,169</b>	<b>6,023</b>	<b>5,068</b>	<b>4,861</b>
Working Balance	-1,065	-741	-741	-741	-741
Under/(over)borrowing	11,664	5,194	6,452	3,043	27
Estimated Investments	5,389	3,537	198	387	384
Temporary Borrowing	-1,429	1,179	114	2,379	4,531

### Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an

indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

#### **Actual and estimates of the ratio of financing costs to net revenue stream**

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

The estimates of financing costs include current commitments and the proposals in this budget report

%	2010/11 Actual	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
Non-HRA	8.81	10.32	12.63	14.68	16.92
HRA (inclusive of settlement)	52.19	56.94	40.31	38.86	41.34

#### **Estimates of the incremental impact of capital investment decisions on council tax.**

This indicator identifies the revenue costs associated with proposed changes to the three year capital programme recommended in this budget report compared to the Council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

#### **Incremental impact of capital investment decisions on the band D council tax**

£	2010/11 Actual	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
Council tax - band D	3.88	3.55	10.13	6.84	0

#### **Estimates of the incremental impact of capital investment decisions on housing rent levels**

Similar to the council tax calculation, this indicator identifies the trend in the cost of proposed changes in the housing capital programme recommended in this budget report compared to the Council's existing commitments and current plans, expressed as a discrete impact on weekly rent levels. All borrowing prior to 2012/13 was supported by Housing Subsidy, therefore £0 impact on rents.

#### **Incremental impact of capital investment decisions on housing rent levels**

£	2009/10 Actual	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
Weekly housing rent levels	0	0	2.94	1.11	0.02

This represents the impact on rents of the capital financing of the Housing stock. However, any discrete impact will be constrained by rent controls.

### **3. Treasury Management Strategy**

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

#### **3.1 Current Portfolio Position**

The Council's treasury portfolio position at 31 March 2011, with forward projections are summarised below. The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

<b>£'000</b>	<b>2010/11 Actual</b>	<b>2011/12 Estimate</b>	<b>2012/13 Estimate</b>	<b>2013/14 Estimate</b>	<b>2014/15 Estimate</b>
<b>External Debt</b>					
Debt at 1 April	70,250	81,188	120,642	121,642	125,642
Expected change in Debt	10,938	11,937	1,000	4,000	1,500
HRA settlement	0	27,517	0	0	0
Other long-term liabilities (OLTL)	375	81	0	0	0
Expected change in OLTL	0	-294	-81	0	0
Actual debt at 31 March	81,188	120,642	121,561	125,642	127,142
The Capital Financing Requirement	93,227	125,923	128,013	128,685	127,169
Under / (over) borrowing	11,664	5,194	6,452	3,043	27

<b>Total investments at 31 March</b>					
Investments	5,389	3,537	198	387	384
Investment change	1,078	-1,852	-3,339	189	-3

<b>Net Debt</b>	<b>75,799</b>	<b>117,105</b>	<b>121,363</b>	<b>125,255</b>	<b>126,758</b>
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Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well defined limits. One of these is that the Council needs to ensure that its total debt, net of any investments, does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2012/13 and the following two financial years (shown as net borrowing above). This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

The Head of Finance and Property reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

### 3.2. Treasury Indicators: Limits to Borrowing Activity

#### The Operational Boundary

This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

<b>Operational boundary £'000</b>	<b>2011/12 Estimate</b>	<b>2012/13 Estimate</b>	<b>2013/14 Estimate</b>	<b>2014/15 Estimate</b>
Debt	98,400	101,483	101,483	100,483
Add HRA settlement	27,517	27,517	27,517	27,517
Other long term liabilities	83	0	0	0
<b>Total</b>	<b>126,000</b>	<b>129,000</b>	<b>129,000</b>	<b>128,000</b>

#### The Authorised Limit for external debt

A further key prudential indicator represents a control on the maximum level of debt. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following Authorised Limit:

<b>Authorised limit £,000</b>	<b>2011/12 Estimate</b>	<b>2012/13 Estimate</b>	<b>2013/14 Estimate</b>	<b>2014/15 Estimate</b>
<b>Total</b>	<b>131,000</b>	<b>134,000</b>	<b>134,000</b>	<b>133,000</b>

Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is currently:

<b>HRA Debt Limit £'000</b>	<b>2011/12 Estimate</b>	<b>2012/13 Estimate</b>	<b>2013/14 Estimate</b>	<b>2014/15 Estimate</b>
<b>Total</b>	<b>106,500</b>	<b>106,500</b>	<b>106,500</b>	<b>106,500</b>

### 3.3. Prospects for Interest Rates

The Council has appointed Sector as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Appendix 1 draws together a number of current City forecasts for short term (Bank Rate) and longer fixed interest rates. The following table gives the Sector central view.

Annual Average %	Bank Rate	Money Rates		PWL B Borrowing Rates		
		3 month	1 year	5 year	25 year	50 year
March 2012	0.50	0.70	1.50	2.30	4.20	4.30
June 2012	0.50	0.70	1.50	2.30	4.20	4.30
Sept 2012	0.50	0.70	1.50	2.30	4.30	4.40
Dec 2012	0.50	0.70	1.60	2.40	4.30	4.40
March 2013	0.50	0.75	1.70	2.50	4.40	4.50
June 2013	0.50	0.80	1.80	2.60	4.50	4.60
Sept 2013	0.75	0.90	1.90	2.70	4.60	4.70
Dec 2013	1.00	1.20	2.20	2.80	4.70	4.80
March 2014	1.25	1.40	2.40	2.90	4.80	4.90
June 2014	1.50	1.60	2.60	3.10	4.90	5.00

Growth in the UK economy is expected to be weak in the next two years and there is a risk of a technical recession (i.e. two quarters of negative growth). Bank Rate, currently 0.5%, underpins investment returns and is not expected to start increasing until quarter 3 of 2013 despite inflation currently being well above the Monetary Policy Committee inflation target. Hopes for an export led recovery appear likely to be disappointed due to the Eurozone sovereign debt crisis depressing growth in the UK's biggest export market. The Comprehensive Spending Review, which seeks to reduce the UK's annual fiscal deficit, will also depress growth during the next few years.

Fixed interest borrowing rates are based on UK gilt yields. The outlook for borrowing rates is currently much more difficult to predict. The UK total national debt is forecast to continue rising until 2015/16; the consequent increase in gilt issuance is therefore expected to be reflected in an increase in gilt yields over this period. However, gilt yields are currently at historically low levels due to investor concerns over Eurozone sovereign debt and have been subject to exceptionally high levels of volatility as events in the Eurozone debt crisis have evolved.

This challenging and uncertain economic outlook has a several key treasury management implications:

- The Eurozone sovereign debt difficulties, most evident in Greece, provide a clear indication of much higher counterparty risk. This continues to suggest the use of higher quality counterparties for shorter time periods;
- Investment returns are likely to remain relatively low during 2012/13;
- Borrowing interest rates are currently attractive, but may remain low for some time. The timing of any borrowing will need to be monitored carefully;
- There will remain a cost of capital – any borrowing undertaken that results in an increase in investments will incur a revenue loss between borrowing costs and investment returns.



### 3.4 Borrowing Strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is high and will be maintained for the borrowing excluding the HRA reform settlement.

Against this background and the risks within the economic forecast, caution will be adopted with the 2012/13 treasury operations. The Head of Finance and Property will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- if it was felt that there was a significant risk of a sharp FALL in long and short term rates, e.g. due to a marked increase of risks around relapse into recession or of risks of deflation, then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.

The requirement for the HRA reform settlement to be made to the CLG on 28 March 2012 will require a separate consideration of a borrowing strategy. The Council will need to have the cash settlement amount of £27.517m available by the 28<sup>th</sup> March 2012, so separate borrowing solely for this purpose is anticipated. The PWLB are providing loans at interest rates 0.85% lower than the usual PWLB interest rates solely for the settlement requirements. This provides a compelling reason to utilise this borrowing availability. The exact structure of debt to be drawn is currently being considered by officers to ensure it meets the requirements of the HRA business plan and the overall requirements of the Council. Whilst the debt can be drawn earlier than needed, this may incur a revenue cost, and will be considered when a review of the structure of actual prevailing borrowing and investment interest rates is undertaken nearer to the time.

#### Treasury Management Limits on Activity

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;

- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

	2012/13	2013/14	2014/15
<b>Interest rate Exposures</b>			
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	20%	20%	20%
Limits on fixed interest rates:			
• Debt only	100%	100%	100%
• Investments only	50%	50%	50%
Limits on variable interest rates			
• Debt only	20%	20%	20%
• Investments only	100%	100%	100%
<b>Maturity Structure of fixed interest rate borrowing 2012/13</b>			
	Lower	Upper	
Under 12 months	0%	25%	
12 months to 2 years	0%	50%	
2 years to 5 years	0%	50%	
5 years to 10 years	0%	50%	
10 years and above	0%	100%	
<b>Maturity Structure of variable interest rate borrowing 2012/13</b>			
	Lower	Upper	
Under 12 months	0%	20%	
12 months to 2 years	0%	20%	
2 years to 5 years	0%	20%	
5 years to 10 years	0%	20%	
10 years and above	0%	20%	

### **3.5 Policy on Borrowing in Advance of Need**

The Council will not borrow more, than or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Borrowing in advance will be made within the constraints that:

- It will be limited to no more than 50% of the expected increase in borrowing need (CFR) over the three year planning period; and
- Would not look to borrow more than 1 year in advance of need.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

### **3.6. Debt Rescheduling**

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling will be reported to the Cabinet, at the earliest meeting following its action.

### **3.7. Annual Investment Strategy**

#### **3.7.1 Investment Policy**

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, then finally return on investment.

In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council has below clearly stipulated the

minimum acceptable credit quality of counterparties for inclusion on the lending list. The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches and outlooks published by all three ratings agencies with a full understanding of these reflect in the eyes of each agency. Using the Sector ratings service banks' ratings are monitored on a real time basis with knowledge of any changes notified electronically as the agencies notify modifications.

Further, the Council's officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "Credit Default Swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.

The intention of the strategy is to provide security of investment and minimisation of risk.

Investment instruments identified for use in the financial year are listed in appendix 4 under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will be as set through the Council's Treasury Management Practices – Schedules.

### **3.7.2 Creditworthiness policy**

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle the Council will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the Specified and Non-Specified investment sections below; and
- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

The Head of Finance and Property will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit it to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either Specified or Non-Specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

The minimum rating criteria uses the lowest common denominator method of selecting counterparties and applying limits. This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For instance, if an institution is rated by two agencies, one meets the Council's criteria, the other does not, the institution will fall outside the lending criteria.

Credit rating information is supplied by Sector, our treasury consultants, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing. For instance, a negative rating watch applying to a counterparty at the minimum Council criteria will be suspended from use, with all others being reviewed in light of market conditions.

The criteria for providing a pool of high quality investment counterparties (both Specified and Non-specified investments) is:

- Banks 1 - good credit quality – the Council will only use banks which:
  - i. are UK banks; and/or
  - ii. are non-UK and domiciled in a country which has a minimum sovereign long term rating of AAA and have, as a minimum, the following Fitch, Moody's and Standard and Poors credit ratings (where rated):
    - i. Short term – F1+
    - ii. Long term – A+
    - iii. Viability / financial strength – AAA (Fitch / Moody's only)
    - iv. Support – C (Fitch only)
- Banks 2 – Part nationalised UK banks – Lloyds Bank and Royal Bank of Scotland. These banks can be included if they continue to be part nationalised or they meet the ratings in Banks 1 above.
- Banks 3 – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
- Bank subsidiary and treasury operation -. The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Money Market Funds – AAA
- UK Government (including gilts and the DMADF)
- Local authorities, parish councils etc

A limit of £1m will be applied to the use of Non-Specified counterparties.

Country and sector considerations - Due care will be taken to consider the country, group and sector exposure of the Council's investments. In part the country selection will be chosen by the credit rating of the sovereign state in Banks 1 above. In addition:

- no more than £3m will be placed with any non-UK country at any time;
- limits in place above will apply to a group of companies;

- sector limits will be monitored regularly for appropriateness.

Use of additional information other than credit ratings. Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

Time and monetary limits applying to investments. The time and monetary limits for institutions on the Council's counterparty list are as follows (these will cover both Specified and Non-Specified Investments):

	<b>Fitch Long term Rating (or equivalent)</b>	<b>Money Limit</b>	<b>Time Limit</b>
Banks 1 category high quality	F1+/A+	£1m	6 month
Banks 2 category – part nationalised	N/A	£1m	6 month
Limit 3 category – Council's banker (not meeting Banks 1)	-	£1m	1 day
DMAF	AAA	unlimited	6 months
Local authorities	N/A	£1m	6 months
Money market Funds	AAA	£3m	liquid

The proposed criteria for Specified and Non-Specified investments are shown in Appendix 4 for approval.

### 3.7.3 Country limits

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AAA from **Fitch** (or equivalent).

### 3.7.4 Investment Strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Investment returns expectations. Bank Rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 3 of 2013. Bank Rate forecasts for financial year ends (March) are:

- 2011/ 2012 0.50%
- 2012/ 2013 0.50%
- 2013/ 2014 1.25%
- 2014/ 2015 2.50%

There are downside risks to these forecasts (i.e. start of increases in Bank Rate is delayed even further) if economic growth remains weaker for longer than expected.

However, should the pace of growth pick up more sharply than expected there could be upside risk, particularly if Bank of England inflation forecasts for two years ahead exceed the Bank of England's 2% target rate.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to three months during each financial year for the next five years are as follows:

2012/13	0.70%
2013/14	1.00%
2014/15	1.60%
2015/16	3.30%
2016/17	4.10%

Investment treasury indicator and limit - total principal funds invested for greater than 364 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limit: -

<b>Maximum principal sums invested &gt; 364 days</b>			
<b>£m</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
Principal sums invested > 364 days	0	0	0

For its cash flow generated balances, the Council will seek to utilise, money market funds and short-dated deposits (overnight to six months) in order to benefit from the compounding of interest.

### **3.7.5 Icelandic Bank Investments**

The Icelandic courts have supported the view that the Council will be treated as a preferred creditor, thereby seeing a high proportion of the investment being returned. The actual repayment is currently expected to be partially in foreign currency assets. It is currently too early to provide a definitive policy on how this exchange rate risk will be managed, but the expectation will be that the risk will be managed proactively and assets converted to sterling at the earliest opportunity.

### **3.7.6 Investment Risk Benchmarking**

These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the Mid-Year or Annual Report.

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.06% historic risk of default when compared to the whole portfolio.

Liquidity – in respect of this area the Council seeks to maintain:

- Bank overdraft - £0.250m
- Liquid short term deposits of at least £1m available with a week's notice.
- Weighted Average Life benchmark is expected to be 1 year, with a maximum of 1 year.

Yield - local measures of yield benchmarks

Investments – internal returns above the 7 day LIBID rate

And in addition that the security benchmark for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.10%	0.10%	0.10%	0.10%	0.10%

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

### **3.8 End of year investment report**

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

### **3.10 Policy on the use of external service providers**

The Council uses Sector as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

### **3.11 Scheme of delegation**

Please see appendix 7.

### **3.12 Role of the section 151 officer**

Please see Appendix 8.



## APPENDIX 2

**MINIMUM REVENUE PROVISION POLICY STATEMENT 2012/13**

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

CLG Regulations have been issued which require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

**For capital expenditure incurred before 1 April 2008** or which in the future will be Supported Capital Expenditure, the MRP policy will be:

- Existing practice - MRP will follow the existing practice outlined in former CLG regulations (option 1);

This option provide for an approximate 4% reduction in the borrowing need (CFR) each year.

**From 1 April 2008** for all unsupported borrowing (including finance leases) the MRP policy will be:

- Asset Life Method – MRP will be based on the estimated life of the assets, in accordance with the proposed regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);

These options provide for a reduction in the borrowing need over approximately the asset's life.

No revenue charge is currently required for the HRA. However under HRA reform the HRA will be required to charge depreciation on its assets, which will have a revenue effect. In order to address any possible adverse impact, regulations will allow the Major Repairs Allowance to be used as a proxy for depreciation for the first five years.

Repayments included in annual finance leases are applied as MRP.

# APPENDIX 3 - Interest Rate Forecast 2011/2015

Sector's Interest Rate View															
	Now	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15
Sector's Bank Rate View	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	2.00%	2.25%	2.50%
3 Month LIBID	0.87%	0.70%	0.70%	0.70%	0.70%	0.70%	0.75%	0.80%	0.90%	1.20%	1.40%	1.60%	2.10%	2.40%	2.60%
6 Month LIBID	1.16%	1.00%	1.00%	1.00%	1.00%	1.00%	1.10%	1.20%	1.40%	1.60%	1.80%	2.00%	2.50%	2.70%	2.90%
12 Month LIBID	1.65%	1.50%	1.50%	1.50%	1.50%	1.60%	1.70%	1.80%	1.90%	2.20%	2.40%	2.60%	3.10%	3.20%	3.30%
5yr PWLB Rate	2.25%	2.30%	2.30%	2.30%	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.10%	3.30%	3.50%	3.70%
10yr PWLB Rate	3.33%	3.30%	3.30%	3.30%	3.40%	3.40%	3.50%	3.60%	3.70%	3.80%	4.00%	4.20%	4.40%	4.60%	4.80%
25yr PWLB Rate	4.24%	4.20%	4.20%	4.20%	4.30%	4.30%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%
50yr PWLB Rate	4.26%	4.30%	4.30%	4.30%	4.40%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.30%
Bank Rate															
Sector's View	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	2.00%	2.25%	2.50%
UBS	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	-	-	-	-	-	-	-	-	-
Capital Economics	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	-	-	-	-	-
5yr PWLB Rate															
Sector's View	2.25%	2.30%	2.30%	2.30%	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.10%	3.30%	3.50%	3.70%
UBS	2.25%	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Economics	2.25%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	-	-	-	-	-
10yr PWLB Rate															
Sector's View	3.33%	3.30%	3.30%	3.30%	3.40%	3.40%	3.50%	3.60%	3.70%	3.80%	4.00%	4.20%	4.40%	4.60%	4.80%
UBS	3.33%	3.45%	3.45%	3.50%	3.60%	3.65%	-	-	-	-	-	-	-	-	-
Capital Economics	3.33%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	-	-	-	-	-
25yr PWLB Rate															
Sector's View	4.24%	4.20%	4.20%	4.20%	4.30%	4.30%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%
UBS	4.24%	4.80%	4.90%	4.90%	4.90%	4.90%	-	-	-	-	-	-	-	-	-
Capital Economics	4.24%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	-	-	-	-	-
50yr PWLB Rate															
Sector's View	4.26%	4.30%	4.30%	4.30%	4.40%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.30%
UBS	4.26%	4.80%	4.95%	4.95%	5.00%	5.00%	-	-	-	-	-	-	-	-	-
Capital Economics	4.26%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	-	-	-	-	-

## APPENDIX 4

**Economic Background****4.1. Global economy**

The outlook for the global economy remains clouded with uncertainty with the UK economy struggling to generate sustained recovery that offers solid optimism for the outlook for 2012, or possibly even into 2013. Consumer and business confidence levels are low and with little to boost sentiment, it is not easy to see potential for a significant increase in the growth rate in the short term.

At the centre of much of the uncertainty is the ongoing Eurozone sovereign debt crisis which has intensified, rather than dissipated throughout 2011. The main problem has been Greece, where, even with an Eurozone/IMF/ECB bailout package and the imposition of austerity measures aimed at deficit reduction, the lack of progress and the ongoing deficiency in addressing the underlying lack of competitiveness of the Greek economy, has seen an escalation of their problems. These look certain to result in a default of some kind but it currently remains unresolved if this will be either "orderly" or "disorderly". Most commentators currently view that it is now inevitable that Greece will have to exit the Eurozone in 2012.

There is also growing concern about the situation in Italy and the risk that contagion has not been contained. Italy is the third biggest debtor country in the world but its prospects are limited given the poor rate of economic growth over the last decade and likely difficulties in implementing the required level of fundamental reforms in the economy. The Eurozone now has a well established track record of always doing too little too late to deal with this crisis; this augurs poorly for future prospects, especially given the rising level of electoral opposition in northern EU countries to bailing out profligate southern countries.

The US economy has encouraged with some positive news around the start of 2012 but any improvement in the weak rate of growth is likely to only generate slow progress in reducing the high level of unemployment which is acting as such a dampener on the economy. With Presidential elections due in November 2012, the current administration has been hamstrung by political gridlock with the two houses split between the main parties. In quarter 3 the Federal Reserve started "Operation Twist" in an effort to re-ignite the rate of growth in the economy. However, high levels of consumer indebtedness, a moribund housing market together with stubbornly high unemployment, will continue to weigh heavily on consumer confidence and so on the ability to generate a healthy and consistent rate of economic growth.

Hopes for broad based recovery have, therefore, focussed on the emerging markets but these areas have been struggling with inflationary pressures in their previously fast growth economies. China, though, has maintained its growth pattern, despite a major thrust to tighten monetary policy during 2011 to cool inflationary pressures which are now subsiding. However, some forward looking indicators are causing concern that there may not be a soft landing ahead, which would then be a further dampener on world economic growth.

**4.2 UK economy**

The Government's austerity measures, aimed at getting the public sector deficit into order over the next four years, have yet to fully impact on the economy. However, coming at a time when economic growth has been weak and concerns at the risk of a technical recession (two quarters of negative growth) in 2012, it looks likely that the private sector will not make up for the negative impact of these austerity measures given the lack of an export led recovery due to the downturn in our major trading

partner – the EU. The housing market, a gauge of consumer confidence, remains weak and the outlook is for house prices to be little changed for a prolonged period.

**Economic Growth.** GDP growth has, basically, flatlined since the election of 2010 and, worryingly, the economic forecasts for 2012 and beyond have been revised lower on a near quarterly basis. With concerns of a potential return to recession, the Bank of England embarked on a second round of Quantitative Easing to stimulate economic activity. It appears very likely that there will be another expansion of quantitative easing in quarter 1 2012 in order to stimulate economic growth.

**Unemployment.** With the impact of the Government's austerity strategy resulting in steadily increasing unemployment during 2011, there are limited prospects for any improvement in 2012 given the prospects for weak growth.

**Inflation and Bank Rate.** For the last two years, the MPC's contention has been that high inflation was the outcome of temporary external factors and other one offs (e.g. changes in VAT); that view remains in place with CPI inflation starting quarter 1 of 2012 at 4.8%, having peaked at 5.2% in September 2011. They remain of the view that the rate will fall back to, or below, the 2% target level within the two year horizon.

**AAA rating.** The ratings agencies have recently reaffirmed the UK's AAA sovereign rating and have expressed satisfaction with Government policy for deficit reduction. They have, though, warned that this could be reviewed if the policy were to change, or was seen to be failing to achieve its desired outcome. This credit position has ensured that the UK government is able to fund itself at historically low levels and, with the safe haven status from Eurozone debt also drawing in external investment, the pressure on rates has been down, and looks set to remain so for some time.

#### **4.3 Sector's forward view**

Economic forecasting remains troublesome with so many external influences weighing on the UK. There does, however, appear to be consensus among analysts that the economy remains weak and whilst there is still a broad range of views as to potential performance, they have all been downgraded throughout 2011. Key areas of uncertainty include:

- a worsening of the Eurozone debt crisis and heightened risk of the breakdown of the bloc or even of the currency itself;
- the impact of the Eurozone crisis on financial markets and the banking sector;
- the impact of the Government's austerity plan on confidence and growth and the need to rebalance the economy from services to exporting manufactured goods;
- the under-performance of the UK economy which could undermine the Government's policies that have been based upon levels of growth that increasingly seem likely to be undershot;
- a continuation of high levels of inflation ;
- the economic performance of the UK's trading partners, in particular the EU and US, with some analysts suggesting that recession could return to both;
- stimulus packages failing to stimulate growth;

- elections due in the US, Germany and France in 2012 or 2013;
- potential for protectionism i.e. an escalation of the currency war / trade dispute between the US and China.

The overall balance of risks remains weighted to the downside. Lack of economic growth, both domestically and overseas, will impact on confidence putting upward pressure on unemployment. It will also further knock levels of demand which will bring the threat of recession back into focus.

Sector believes that the longer run trend is for gilt yields and PWLB rates to rise due to the high volume of gilt issuance in the UK, and the high volume of debt issuance in other major western countries.

Given the weak outlook for economic growth, Sector sees the prospects for any interest rate changes before mid-2013 as very limited. There is potential for the start of Bank Rate increases to be even further delayed if growth disappoints.

## APPENDIX 5

**SPECIFIED AND NON SPECIFIED INVESTMENTS**

Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management Specified and Non-Specified Investments and Limits

**SPECIFIED INVESTMENTS:** All such investments will be sterling denominated, with maturities up to maximum of 6 months, meeting the minimum 'high' quality criteria where applicable.

**NON-SPECIFIED INVESTMENTS:** These are any investments which do not meet the Specified Investment criteria. A minimum of £1m will be held in a non-specified investment.

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	* Minimum credit criteria / colour band	** Max % of total investment s/ £ limit per institution	Max. maturity period
DMADF – UK Government	N/A	£3m	6 months
UK Government Bodies	AAA	£3m	6 months
Money market funds	AAA	£3m	Liquid
Local authorities	N/A	£1m	6 months
Term deposits with banks and building societies	Yellow Purple Blue Orange Red Green No Colour	£1m	6 months

**NON-SPECIFIED INVESTMENTS** A minimum of £1m be held in aggregate in non-specified investment

1. Maturities of ANY period

	Use	Money Limit	Max. maturity period
Council own banker if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as is possible	In-house	£1m	Overnight

## APPENDIX 6

**Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management**

The CLG issued Investment Guidance in 2010, and this forms the structure of the Council's policy below.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council adopted the Code on 5 February 2002 and will apply its principles to all investment activity. In accordance with the Code, the Head of Finance and Property has produced its Treasury Management Practices (TMPs). This part, TMP 1(5), covering investment counterparty policy requires approval each year.

Annual Investment Strategy - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

Strategy Guidelines – The main strategy guidelines are contained in the body of the treasury strategy statement.

Specified Investments – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK Treasury Bills or a Gilt with less than one year to maturity).
2. A local authority, parish council or community council.
3. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's or Fitch rating agencies.



4. A body that is considered of a high credit quality (such as a bank or building society). For category 5 this covers bodies with a minimum short term rating of F1+/A+ (or the equivalent) as rated by Standard and Poor's, Moody's or Fitch rating agencies.

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. This criteria is maximum £3m for 6 months.

Non-Specified Investments – Non-specified investments are any other type of investment (i.e. not defined as Specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non specified investments would include any sterling investments with:

	Non Specified Investment Category	Limit £
a.	The Council's own banker if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as is possible.	£1m

The Monitoring of Investment Counterparties - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Sector as and when ratings change, and counterparties are checked. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Head of Finance and Property, and if required new counterparties which meet the criteria will be added to the list.

**APPENDIX 7****Treasury Management Scheme of Delegation****(i) Full council**

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

**(ii) Cabinet**

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;
- approving the selection of external service providers and agreeing terms of appointment.

**(iii) Audit and Performance Scrutiny Committee**

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

**APPENDIX 8****The Treasury Management Role of the Section 151 Officer**

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

**BASSETLAW DISTRICT COUNCIL**

**CABINET**

**9<sup>TH</sup> FEBRUARY 2012**

**REPORT OF DIRECTOR OF RESOURCES**

**CAPITAL INVESTMENT STRATEGY 2012/13 TO 2016/17**

Cabinet Member: Finance & Property  
Contact: Mike Hill  
Ext: 3174

**1. Public Interest Test**

The author of this report, Mike Hill, has determined that the report is not confidential.

**2. Purpose of the Report**

To seek Cabinet approval to the Capital Investment Strategy 2012/13 to 2016/17.

**3. Background and Discussion**

3.1 A copy of the Capital Investment Strategy is attached at Appendix A.

3.2 The Capital Investment Strategy outlines the principles and framework that shape the Council's capital investment decisions. The principal aim is to deliver a programme of capital investment that contributes to the achievement of the Council's priorities and objectives as set out in the Corporate Plan.

3.3 The Strategy defines at the highest level how the capital programme is to be formulated, it identifies the issues and options that influence capital spending, and sets out how the resources and capital programme will be managed.

**4. Implications**

a) For service users

This report sets the financial framework for capital investment.

b) Strategic & Policy

It links to the policy and strategy documents mentioned within the strategy, in particular the Property Asset Management Plan and Treasury Management Policy and Strategy.

- c) Financial - Ref: 12/201

The financial implications of the approved Capital Investment Programme are fully reflected within the Budget report elsewhere on this agenda.

- d) Legal – Ref: 33/02/12

The legal implications are as contained within the report.

- e) Human Resources

None from this report.

- f) Community Safety, Equalities, Environmental

These are considered as part of the approval of individual capital investment schemes.

- g) This is a key decision, reference number 304.

**5. Options, Risks and Reasons for Recommendations**

The Capital Investment Strategy is a key document that sets out how capital resources will be deployed to meet the priorities of the Council.

**6. Recommendations**

That the Cabinet recommends approval of the Capital Investment Strategy 2012/13 to 2016/17 to full Council on 5<sup>th</sup> March 2012.

**Background Papers**

Capital programme working papers

**Location**

Accountancy office

# CAPITAL INVESTMENT STRATEGY

## BASSETLAW DISTRICT COUNCIL

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# CAPITAL INVESTMENT STRATEGY

## 1. INTRODUCTION

This Capital Investment Strategy outlines the principles and framework that shape the Council's capital investment proposals. The principal aim is to deliver an affordable programme of capital investment consistent with the Council's Financial Strategy and that contributes to the achievement of the Council's priorities and objectives as set out in the Corporate Plan and the vision set out in the Community Strategy.

The Strategy defines at the highest level how the capital programme is to be formulated and designed; it identifies the issues and options that influence capital spending and sets out how the resources and capital programme will be managed.

As well as detailing the approved capital investment programme over the forthcoming five years, the document also sets out the Council's ambitions over the medium to longer term.

The basic elements of the strategy therefore include:

- A direct relationship to the Corporate Plan;
- A framework for the review and management of existing and future assets (the Asset Management Plan);
- An investment programme expressed over the medium to long term;
- A document that indicates the opportunities for partnership working;
- A framework that prioritises the use of capital resources;
- A consideration of the need to pursue external financing (grants, contributions etc), which reconcile external funding opportunities with the Council's priorities and organisational objectives, so that it is the achievement of the latter that directs effort to secure the former.
- A direct relationship with the Treasury Management Strategy and the limitations on activity through the treasury management Prudential Indicators.

This document is intended for the use by all stakeholders to show how the Council makes decisions on capital investment:

- for the Cabinet and Council – to decide on capital investment policy within the overall context of investment need/opportunity and affordability;
- for Councillors – to provide an understanding of the need for capital investment and help them scrutinise policy and management;
- for Officers – to provide an understanding of the Council's capital investment priorities, to assist them in bidding for capital resources and to confirm their role in the management and monitoring arrangements;
- for taxpayers – to demonstrate how the Council seeks to prudently manage capital resources and look after its assets;
- for partners – to share with them our Vision and help to co-ordinate and seek further opportunities for joint ventures.

# CAPITAL INVESTMENT STRATEGY

The capital programme consists of two elements:

- The Housing Capital Programme with a proposed budget for 2012/13 of £11.4m, which supports the maintenance of the council's circa 6,900 council houses;
- The General Fund Capital Programme with a proposed budget for 2012/13 of £7.2m. Of this amount, expenditure on the Council's non-housing assets totals £5.5m, and £1.7m will provide Disabled Facilities Grants to a number of private dwellings during the year.

## 2. PRINCIPLES SUPPORTING THE STRATEGY

The Capital Investment Strategy reflects the aspirations included within the Council's main strategic documents - principally the Corporate Plan but also other key planning documents such as the Asset Management Plan, Treasury Management Strategy, Budget Strategy, and the IT Strategy.

The principles that underpin the Capital Investment Strategy include:

### Policy Principles:

- A direct relationship between Council priorities, including our statutory requirements, and a capital programme driven by essential investment needs and prioritised on an authority-wide basis, demonstrating an explicit link with all key strategic planning documents;
- The use of a rational process for assessing the relative importance of potential schemes.

### Financial Principles:

- The overarching commitment to affordability of investments over the longer term;
- A recognition that the Council's own locally generated resources are limited and will only be used to fund those capital priorities that are unlikely to be able to access any other funding sources;
- A commitment to developing partnerships, including the pursuit of joint venture and community arrangements where appropriate, to achieve the Council's investment aspirations;
- To pursue all available external funding where there is a direct compatibility with the Council priorities;
- Value for money of investments in assets over their full life cycle.

### Asset Management Principles:

- The development of Asset Management Plans and investment plans for the use of all Council assets, be these operational buildings, investment properties, equipment and machinery, Information Technology or infrastructure assets;
- The optimisation of surplus assets by maximising income or application to other purposes informed through the AMP process, with all receipts generated through the sale of surplus property assets being used to fund the Capital Programme;



# CAPITAL INVESTMENT STRATEGY

- Recognition of the value of surplus properties that are gifted by the Council as a contribution to a particular scheme. This value will be treated as capital resources and will have to be assessed against other capital proposals;
- A process of declaring property assets as surplus will be led by the Corporate Property Officer (Property Manager) in consultation with the holding department, who will be able to declare a site surplus to requirements if deemed to be under-utilised or surplus to requirements;
- Wherever possible ensuring active community involvement in informing priorities and engagement in management plans, in line with the Localism Act 2011;
- Management of assets to take full account of the Council's wider priorities including its environmental priorities;
- The continuation of financial support to schemes that involve site assembly through the Strategic Intervention Fund, which will potentially generate significant capital receipts in the medium term;
- The provision of financial support to the Empty Homes Initiative, which is intended to bring empty homes back into use to increase the supply of affordable housing in the district;
- The Property Review process will determine if an asset meets the corporate need in the longer term. If this is the case then investment in the asset will be maintained. Conversely, if it is not required, then the asset is more valuable to the Council as a capital receipt.

## Implementation and Management Principle

- The operation of robust management arrangements for the implementation, updating and review of the Strategy.

### 3. CAPITAL INVESTMENT PRIORITIES

The aim of the Council is to make a sustainable improvement to the long-term quality of life of our residents. The new Corporate Plan 2012-2015 sets out the vision for Bassetlaw. This is:

*"A dynamic district where people live, work and prosper and the Council works in partnership with others to develop a quality of life for all."*

This Vision is intended to be external facing and clearly indicates the Council's ambition for the district and the people within.

Underpinning the Council's contribution to the Corporate Plan vision are four new Ambitions. These are:

- *Economic Regeneration of our District;*
- *Quality Housing and the Local Environment;*
- *Involved Communities and Locality Working; and*
- *A Well Run Council.*

Supporting these four Ambitions and running through everything we do, are activities such as customer focus and better community engagement that will improve how the Council does its business in the future. These will help to achieve the outcome of being an efficient and effective Council.

# CAPITAL INVESTMENT STRATEGY

## 4. CAPITAL INVESTMENT – AMBITION, OPPORTUNITY AND NEED

The capital programme for 2012-17 has been formulated to observe the principles contained in this document. The five-year Capital Programme was agreed at last year's Cabinet, however, further recommendations are being/have already been made to Cabinet to allocate funding for major projects. These new capital projects meet the following strategic themes as follows:

### Economic Regeneration of our District

- Worksop Canalside Creative Village
- Tuxford Conservation Area
- Strategic Intervention Fund
- Worksop Market
- Bridge Street, Worksop Public Realm Works
- Countywide and High Speed Data Transfer Broadband

### Quality Housing and the Local Environment

- Disabled Facilities Grants
- Decent Homes/Fuel Poverty/Disability Works to Council Dwellings
- Provision and Refurbishment of Public Conveniences
- Empty Homes Initiatives
- CCTV Digital Upgrade and Mobile CCTV Cameras
- Langold County Park Improvements
- Flood Mitigation/Alleviation Schemes
- Energy/Carbon Reduction Schemes
- Civic Pride Initiatives

### Involved Communities and Locality Working

- Play Area Development and Refurbishments
- Community Sports Fund

### A Well Run Council

- Replacement Vehicles and Plant
- Planned Maintenance of Council-Owned Buildings
- IT Computer Replacement Fund
- Car Parking Improvements

## 5. FINANCIAL CONTEXT

### Comprehensive Spending Review

The Comprehensive Spending Review was announced in October 2010, and it made a number of key announcements that relate specifically to capital expenditure:

- *Forecast reduction of 29% nationally in overall capital expenditure, primarily resulting from a 45% reduction in central government funding;*
- *Supported borrowing will cease from 1<sup>st</sup> April 2011, but the flexibility of prudential borrowing is maintained i.e. the core principle of affordability still applies instead of applying ceilings on expenditure levels. However the costs of prudential borrowing have increased due to a 1% rise in Government lending rates (via the Public Works Loans Board);*
- *A move towards capital grant funding, although the details are unclear.*

# CAPITAL INVESTMENT STRATEGY

To date, the third and fourth years of the Comprehensive Spending Review have not been announced, and will depend upon the outcome of the Local Government Resource Review, which is now nearing completion.

What this means in practice is that all local authorities will find it much harder to fund capital expenditure, resulting from less government funding, more expensive borrowing, and reduced capital receipts in the current economic climate.

In response to these significant pressures, local authorities must now explore alternative sources of funding capital expenditure. These various options can be summarised as follows:

- External partners – Traditionally S106 monies have been levied on private contractors to develop capital projects within the district. These opportunities are now extended to include the Community Infrastructure Levy, which allows local authorities in England and Wales to raise funds from developers undertaking new building projects in their area. The money can be used to fund a wide range of infrastructure that is needed as a result of development. This includes transport schemes, flood defences, schools, hospitals, other health and social care facilities, parks, green spaces and leisure centres;
- Grants – It is hoped that a number of capital grants may be made available by the central government that could be used to fund capital expenditure. For example, the New Homes Bonus is now an established grant, which is directly linked to the number of empty homes that are brought back into use within the district, coupled with the build of any new affordable housing units. Similarly, the Decent Homes work was previously funded by Supported Borrowing (a permission to borrow where the government reimbursed the Council for the annual revenue cost it incurred in interest payments), and this has now been converted into a real cash-backed grant for 2012/13 and 2013/14;
- Business Improvement Districts (BIDs) – A partnership between a local authority and local businesses to develop projects and services that benefit the local trading environment;
- Local Asset Backed Vehicle/Partnership – This is a public/private partnership whereby the public sector contribute the land, and this is matched by private sector equity to develop and regenerate an area – it is ultimately based on profit-share;
- Tax Increment Financing (TIF) – This is a new initiative that allows a local authority to borrow money against the predicted future growth in local business rates income;
- Social Impact Bonds (SIBs) – A contract between a public body and a private investor, where the investor funds are used to pay for interventions to improve the social outcome, and the public body pays the investor based on that improved social outcome. Examples include prisons based on reduced re-offending, and CCTV based on reduced anti-social behaviour and crime levels.

## Housing Capital Financing and Right-to Buys

What is now clear are the arrangements for funding the new Housing Self-Financing regime. The Council will take on additional long-term borrowing of £27.5m on 28<sup>th</sup> March 2012 as a payment to buy the Council out of the current housing subsidy arrangements. In return the Council will be able to retain all of the housing rents it generates, and use this to fund future capital expenditure on the housing stock.

The latest government proposals for housing were published on 21<sup>st</sup> November 2011, and it introduced a number of issues that will have an impact on capital expenditure:

# CAPITAL INVESTMENT STRATEGY

- *A commitment to meet the debt on sold properties and one-to-one replacement properties, with a target of 100,000 new dwellings nationally;*
- *To offer right-to-buy discounts of up to 60% for houses and 70% for flats;*
- *Consultation on different options for replacement dwellings i.e. a hybrid of local and national arrangements. There is also the impact of the borrowing cap for local authorities who wish to build themselves;*
- *The potential for new build through 'affordable rent' models and flexible tenancies. Also using New Homes Bonus or Homes & Communities Agency (HCA) grant;*
- *The impacts of the Localism Act 2011 which grants planning freedoms and prescribes the release of public land.*

All of these issues will be consulted on throughout the coming months.

## Financial Process

The Council's financial and service planning process ensures decisions about the allocation of capital and revenue resources are taken to achieve a corporate and consistent approach.

The funding of capital schemes is via the following hierarchy:

- External grants and contributions
- Supported borrowing
- Capital receipts from the disposal of fixed assets
- Leasing finance
- Prudential unsupported borrowing
- Revenue contributions

The following paragraphs examine the current and prospective means of financing projects and the range of choices available.

**External Grants and Contributions** - Some capital projects are financed wholly or partly through external grants and contributions that are specific to projects and cannot be used for other purposes.

Grants from external sources are a valuable source of capital finance for the Council and have enabled the Council to realise a substantial number of capital developments that would otherwise have been unable to progress. Given the scale of the Council's ambitions to improve and add to its asset base much will depend on our ability to secure external funding.

The most significant grant that the Council now receives is the Decent Homes funding for the period 2012-2014, which will be used to complete the Decent Homes programme for council dwellings. The Council may also generate sizeable Section 106 monies and Community Infrastructure levies from development sites that are acquired for housing and other purposes.

**Borrowing** – Borrowing is either supported (where the government funds the revenue consequences of the debt) or unsupported prudential borrowing (where the debt costs have to be funded from the Council's revenue resources). The principle of affordability is therefore a key consideration.

With the introduction in April 2012 of the new Housing Self-Financing regime, significant levels of additional borrowing to fund the overall capital programme 2012/13 to 2016/17 will no longer apply.

# CAPITAL INVESTMENT STRATEGY

Instead, borrowing for housing purposes will be restricted to the 'gap' between the current Capital Financing Requirement and the government imposed borrowing ceiling. The size of this housing 'gap' is circa £8m and will only be used to fund invest to save schemes such as energy efficiency projects, or new build in the longer term.

For the General Fund, unsupported prudential borrowing will be tightly controlled due to the financial impact it will have on an a revenue budget that already operates to very tight margins. The planning assumption for the five-year programme is that the Council may use borrowing for 'long life' assets, or as a replacement for leasing, or for an invest to save scheme. This must, however, be proven to be affordable within the revenue budget.

**Capital Receipts** - The Council also generates its own capital resources through the sale of surplus land and buildings and these resources can be used by the Council to invest in new capital projects. However, the Council is not asset rich and the ability to realise significant capital receipts is limited. Moreover, the current economic climate will restrict the capital value of any sale. Decisions to dispose of assets at less than full value should therefore be tested against the opportunity cost of the capital spending given up as a consequence.

The Council received General Fund capital receipts of £549,000 in 2010/11 (estimated at £183,000 in 2011/12), and Housing capital receipts of £97,000 in 2010/11 (estimated at £32,000 in 2011/12).

Council houses are sold each year under the Right to Buy (RTB) scheme. Since 2004, RTB receipts are pooled by central government, and the Council retains only 25%. The latest housing proposals are to continue on this basis although the actual discount rates may change (as commented above). It should be made clear that net housing capital receipts are available to fund both Housing and General Fund capital schemes. In the past, it has been Council policy to ringfence Housing capital receipts for council housing and private sector housing purposes only. However, due to the sums involved with regard to Disabled Facilities Grants, these are now being funded from General Fund capital receipts.

The Asset Management Plan includes a capital receipts target, although this is not built into any funding projections. The associated loss of any rental income from such sales is built into the General Fund budget.

**Revenue Funding** - The Council can also use revenue resources to fund capital projects, although pressures on the revenue budgets limit the ability to fund schemes from this source.

**Other Sources of Capital Financing** - The Council will continue to explore the potential for developing partnerships and private sector involvement. It also has the opportunity to use leasing as a means of funding capital expenditure on vehicles and other equipment.

In all cases the resulting revenue costs of these sources of funding are tested for relative Value for Money alongside debt financing.

The Council recognises that certain services have greater potential for attracting capital finance from external sources. The Council aims to ensure that it maximises the opportunities to attract partnership or third party funding where appropriate and will focus the use of its own scarce capital resources to provide public assets where these alternative funding sources are not available.

The table below shows the estimated use of these resources over the five-year period, as presented within the separate General Fund and Housing Capital Programme reports.

# CAPITAL INVESTMENT STRATEGY

	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
<b>GENERAL FUND</b>					
Grants & Contributions	1,355	533	395	395	0
Capital Receipts	4,380	1,515	440	250	124
Leasing/Unsupported Borrowing	1,503	1,000	0	0	0
	7,238	3,048	835	645	124
<b>HOUSING</b>					
Major Repairs Allowance	5,000	5,000	5,000	5,000	5,000
Other Grants & Contributions	3,500	3,500	0	0	0
Unsupported Borrowing	1,500	1,000	0	0	0
Capital Receipts	71	73	75	153	236
Revenue Contributions	1,308	1,111	1,934	1,616	1,543
	11,379	10,684	7,009	6,769	6,779
<b>TOTAL:</b>	18,617	13,732	7,844	7,414	6,903

## 6. CAPITAL INVESTMENT PRIORITISATION

Demand for capital resources to meet investment needs and aspirations will exceed the resources available to the Council.

To ensure that capital resources are allocated to the Council's priorities, an objective, structured prioritisation process has been adopted for determining the Capital Programme.

In moving to a longer-term view of priorities, the first step in this process is to identify the potential calls on capital. An early filtering out of aspirations, which do not sufficiently meet Council priorities to warrant incurring costs of feasibility and option appraisal studies, seeks to obviate potentially abortive costs.

From this refined review the process is based on the completion of a Capital Service Bid for each project to be considered for inclusion in the Capital Programme. Each Capital Service Bid is then scored against the established methodology. The Property & Regeneration Group scrutinises and moderates the scores, and recommends options for a prioritised Capital Programme for the forthcoming period. These are presented to Cabinet, which makes the final recommendations to full Council.

Once full Council has approved the schemes that comprise the Capital Programme, the project managers develop detailed project plans for each scheme. The project plan forms the basis for monitoring delivery of the critical physical milestones. Each project plan includes:

- The projects objectives and performance indicators (inputs, outputs, and outcome based);
- Key milestone dates for project delivery;
- Responsible officers for delivery of each milestone;
- Resource requirements including full financial breakdown;
- Risk analysis;
- Post project review on the completion of each scheme.

The process specifically addresses the key requirements of the Prudential Code, i.e.:

- Affordability, prudence and sustainability - the integration of the capital and revenue planning processes ensures that coherent decision-making takes place on the level of borrowing that is prudent, affordable and sustainable;

# CAPITAL INVESTMENT STRATEGY

- the Council's service objectives – the specific relationships to the achievement of the objectives expressed in the Corporate Plan supplemented by reference to relevant strategic, service and/or statutory plans;
- the Value for Money offered by the plans – as demonstrated by an options appraisal;
- the stewardship of the Council's assets – explicit regard to the Council's Asset Management Plan;
- the practicalities of the capital expenditure plan – i.e. projects are realistically phased and are capable of being delivered in physical terms.

## 7. MANAGING THE CAPITAL PROGRAMME

A key role in the monitoring of the capital programme is undertaken by the Property & Regeneration Group, which meets on a monthly basis. This Group is attended by all responsible officers and is chaired by the Director of Resources. It is a supportive environment in which problem areas are identified and corrective actions agreed and implemented at an early stage to avoid slippage. Each scheme has a nominated project manager who is responsible for the successful completion of the scheme both to time and on budget.

The Council maintains comprehensive and robust procedures for managing and monitoring its Capital Programme. Ongoing monitoring arrangements for the delivery of the approved programme consist of:

- Project Managers are identified for each scheme who are responsible for monitoring progress, spend and income and producing action plans to respond to variations in pace or cost of delivery;
- The Head of Finance & Property co-ordinates high level monthly reporting and detailed quarterly reporting to the Management Team, Audit & Performance Scrutiny Committee, and Cabinet;
- The Property & Regeneration Group considers a monthly monitoring statement at each meeting, where project officers report on performance outputs on each of the major capital projects in progress. Variations and unexpected items are discussed and appropriate action taken.
- Heads of Service are responsible for ensuring that Project Manager monitoring reports are quality assured and challenged, and that corporate implications arising from capital monitoring are brought to the attention of the Management Team and Cabinet.
- Standing items on the Property & Regeneration Group agenda are an update on the progress with any key regeneration sites (including those where the Council does not have any financial input), and the progress made with the disposal of surplus land and buildings.

## 8. PROCUREMENT

The Council has adopted a Corporate Procurement Policy and Strategy that sets the framework by which the Council will ensure that procurement across the Council delivers excellent value for money. This includes the procurement of assets. The Strategy provides direction, structure and

# CAPITAL INVESTMENT STRATEGY

information in respect of the Council's approach to procurement and answers the procurement challenges faced by the Council.

The following principles form the basis of all procurement activity in order to achieve value for money in capital projects:

- *Strategic procurement will support improved service delivery through the freeing up of resources and improving the quality of goods, services and works;*
- *Strategic procurement will ensure that the Council obtains value for money in the acquisition and management of its resources, balancing both quality and cost;*
- *The Council will undertake all procurement activity within a corporate framework to enable all officers to obtain goods, services and works to the required quality in the most efficient manner;*
- *All procurement activity will be sustainable, supporting and promoting Council policies and priorities, including equal rights, sustainability, social cohesion and economic regeneration;*
- *The Council will ensure that procurement activity is undertaken in the most effective and appropriate manner.*
- *All procurement activity will be assessed on a whole-life costing and benefits basis with due regard to risk.*
- *Procurement activity will be transparent (and fully compliant with the Freedom of Information Act), fair and consistent, and be undertaken to the highest standards of probity and accountability. Procurement decisions must be evidence based.*

Delivery of the Capital Programme is a key element of the Council's Corporate Procurement Policy and Strategy by ensuring adequate project management and support are in place at all stages prior to contract award and including the subsequent management of contracts.

## 9. CAPITAL RECEIPTS

All capital receipts arising from the sale of land and buildings will feed directly into the corporate capital pot for reinvestment. Generally capital receipts will be treated as a corporate resource.

The Council will ring-fence capital receipts to specific schemes where there is a legal requirement to do so i.e. whether it arises from the terms under which the asset was acquired, or from a statutory requirement. An example of the latter would be the sale of an allotment site following Secretary of State approval.

Exceptionally the Council may ringfence receipts where there is a close link between the receipt and reinvestment, for example in using the Strategic Intervention Fund.

## 10. CONCLUSION

The Capital Investment Strategy is a 'live' document which enables the Council to make rational capital investment decisions in order to achieve its corporate priorities and objectives. As a consequence, it provides a framework for determining the relative importance of individual capital projects.



# CAPITAL INVESTMENT STRATEGY

If the Council is to achieve its ambitions, it is recognised that a commitment to partnership working with both the private sector and other public sector agencies will play a significant part of the Council's overall approach.

The adoption of a five-year capital planning framework is a significant means of improving programming for major projects and ensuring the longer term sustainability of the borrowing requirement.

The Council aims to ensure that it will maximise the opportunities to attract partnership or third party funding, and will focus the use of its own scarce capital resources to provide public assets where these alternative funding sources are not available.

New and innovative ways of generating increased capital finance will continue to be explored, as well as adopting a rigorous approach to the identification and disposal of surplus assets.

The Council will maintain comprehensive and robust procedures for managing and monitoring its Capital Programme.

Any policy or strategy proposed to Council that requires capital investment must be consistent with the Capital Investment Strategy.

The strategy will be revisited annually, to ensure that it is kept up-to-date and is relevant and effective.

# CAPITAL INVESTMENT STRATEGY

## APPENDIX 1

### CAPITAL PRIORITISATION PROCESS

#### INTRODUCTION AND BACKGROUND

Good practice dictates that the framework for allocating capital resources to capital projects is clear and understandable to all. It is therefore imperative that the Capital Investment Strategy details the process by which projects are selected in relation to objectives and service plans. This will demonstrate a level of objectivity in the selection of projects, especially in the context of a strategic planning process.

#### FRAMEWORK OF THE PRIORITISATION PROCESS

The process is numerically based, and allocates points to projects dependent upon the categories into which they fall. The aim is to demonstrate how the Council selects projects that will achieve its overall objectives and is not biased towards particular service interests.

The process is in two parts. In Stage 1, projects are placed into **one** of 8 categories, attracting the appropriate points. In Stage 2, additional points may be acquired if projects satisfy one or more criteria. Equally, points can be deducted if, for example, the project results in increased revenue costs. The aggregate of these two stages will result in a list of projects in priority order.

Projects above £500,000 will be considered separately. This is because above £500,000 a project will consume such a large proportion of the likely resources available as to make the process ineffective for the remaining bids, and it is recommended that bids of this order should be prioritised and considered separately. Projects of this scale make comparison in the context of a prioritisation process very difficult. In a case where a project of such size is put forward, it could be decided that all cash available for the year should be allocated to this one project, or, if the project is high value and spans a number of years, the annual allocation could be top-sliced prior to allocating the remaining funds identified through the normal prioritisation process.

A lower limit of £10,000 has been set because this is considered small enough to be met from revenue budgets.

#### HOW THE PROCESS OPERATES

It is intended that this process should be undertaken first by the Property & Regeneration Group to determine a long list based on Stage 1 of the prioritisation process. This will be considered by the Management Team resulting in a shortened list being produced. Service Managers will then be invited to complete a more detailed capital bid which will be fully scored against categories A to M to determine a final score, and enable prioritisation to be achieved.

# CAPITAL INVESTMENT STRATEGY

## STAGE 1: INITIAL PRIORITISATION

Categories A and B carry the maximum of 12 points reflecting the importance of carrying out the project either because the Council is under an obligation which it cannot avoid, or because it is necessary to maintain the existing asset base and hence the current level of service. Category C, (10 points), reflects the need for the Council to respond to Government expectations which, whilst they may not be statutory, might invite criticism if not undertaken. Category D, (10 points), reflects the position where capital investment today will make ongoing savings in the future i.e. invest to save schemes. Category E, (8 points), responds to the commitments arising from any S106 agreements, but carries a lower value because the Council has the option of not undertaking the project, with the only retribution being the return of the original sum to the contributor. Category F, (8 points), relates to the occasions where there is significant funding available from a partner indicating a heavy commitment on the Council to proceed. Categories G, (6 points), and H, (4 points), relate to those projects which the Council may wish to undertake but for which there is neither an overriding requirement, nor a need to replace the asset to maintain the service. Category G attracts more points because if there is an existing strategy for the service, there is more confidence that the project will fulfil its long-term aims, which have been previously approved by the Council. Category H indicates a shorter-term view. **Projects that do not fall within any of these categories would not be considered for inclusion in the Capital Programme.**

CATEGORY	CRITERIA	POINTS
A	There is a mandatory legal requirement to provide the service or asset that enables the service to be provided and that obligation cannot be met in any other way.	12
B	There is a demonstrable priority need to replace the asset/service on an essentially like for like basis, (save for improvements in technology), as the existing asset is at the end of its useful life.	12
C	There is an expectation by the Government that the Council should undertake a particular course, although it may not be currently statutory, and there is a likelihood of some form of sanction being applied against the Council if that expectation is not met.	10
D	Project is based on the principle that investment in a service will result in savings in the future.	10
E	Funding is required to supplement a S106 agreement and that funding must be met during the year in question.	8
F	Matched funding is available of at least 50% of the project cost.	8
G	Project meets objective(s) in one of the Council's approved strategy statements, (other than the Capital Strategy).	6
H	Project meets service plan objective(s), or has been previously agreed by Members to be put forward as a bid.	4

# CAPITAL INVESTMENT STRATEGY

## STAGE 2: CRITERIA FOR ADDING/DEDUCTING ADDITIONAL POINTS

Stage 2 modifies the initial categorisation by taking account of particular attributes of projects. Category I recognises the importance of a project in achieving Council objectives – the more objectives it contributes towards, the more points. Category J reflects the advantage of additional investment rather than pure replacement on a like for like basis. Category K recognises that some projects have an added importance as a result of health and safety requirements. Category L adds or deducts a weighting if the project has a positive or negative effect on future revenue budgets, and is an incentive for projects to achieve revenue savings or additional income. Finally, category M reflects the need for the Council to build partnerships and demonstrate its commitment to working jointly with the wider community.

CATEGORY	CRITERIA		POINTS
I	<b>Council Priorities</b>		
<b>AMBITION</b>	Additional points for projects adding value to the Council's Priorities, (add 1 point for each)		
<b>Economic Regeneration of our District</b>	1.1	Create an environment which attracts new businesses and supports business growth	
	1.2	Maximise the quality of our Town Centres	
	1.3	Work with partners to develop skills and promote employment prospects	
	1.4	Ensure Bassetlaw secures a high quality retail and leisure offer	
<b>Quality Housing and the Local Environment</b>	2.1	Create pride in our neighbourhoods which are clean, safe and accessible	
	2.2	Ensure the right quality and mix of housing is available to meet demand	
	2.3	Promote energy efficiency and tackle fuel poverty	
<b>Involved Communities and Locality Working</b>	3.1	Tackle inequality	
	3.2	Increase participation in sports and leisure	
	3.3	Engage with people who live and work in the District	
	3.4	Work in partnership with the Community and Voluntary Sector to support local services	
<b>A Well Run Council</b>	4.1	Demonstrate good governance, openness and transparency	
	4.2	Maximise efficiency and value for money	
	4.3	Deliver well run customer focussed services and facilities	
	4.4	Promote fair and equal access to services	

# CAPITAL INVESTMENT STRATEGY

J	<b>Improvement/Betterment</b>		
	Improvement beyond the essential requirement to deliver an existing service, (i.e. to a standard beyond that necessary to replace an existing asset which is no longer useable), where there is a proven need and a demonstrable benefit in doing so. (Add 2 points).		
K	<b>Health &amp; Safety (Non-Statutory)</b>		
	Relating to Council property, the project is considered necessary for the health and safety of the Council's employees or the general public, and has been identified as such. (Add 2 points).		
L	<b>Revenue Implications</b>		
	i	Projects result in a reduction in the revenue budget from the date of completion, (after any repayment to reserves). (Add 1 point per estimated £10,000).	
	ii	Projects result in increased net revenue costs. (Deduct 1 point per estimated £10,000).	( )
M	<b>Partnership</b>		
	Projects that enhance the relationship with the Council's partners and in doing so achieve the Council's Priorities. (Add 2 points).		

**BASSETLAW DISTRICT COUNCIL**

**CABINET**

**9<sup>TH</sup> FEBRUARY 2012**

**REPORT OF THE DIRECTOR OF RESOURCES**

**PROPERTY ASSET MANAGEMENT PLAN 2012/13 TO 2016/17**

**Cabinet Member:** Finance and Property  
**Contact:** John Unstead  
**Ext:** 3706

**1. Public Interest Test**

The author of this report, John Unstead, has determined that the report is not confidential.

**2. Purpose of the Report**

- 2.1 For Members to approve the attached Property Asset Management Plan.

**3. Background and Discussion**

- 3.1 In order to ensure that the Council is managing its assets more effectively, an up to date Asset Management Plan is essential.
- 3.2 This Asset Management Plan sets out how the Council's Property Portfolio will contribute to the Council's main aims/key priorities identified in the Corporate Plan.

**4. Implications**

- a) For Service Users

By adopting the Property Asset Management Plan the service delivery to customers of the authority will be enhanced.

- b) Strategic and Policy

The Asset Management Plan is a five year plan which is reviewed annually.

- c) Financial – Ref: 12/314

At this point in time, there are no immediate financial implications arising from this report. However, over the next financial year, it is envisaged that assets may be acquired and disposed of, whereby further reports will be brought to Cabinet for approval with the full financial implications outlined.

- d) Legal – Ref: 32/02/12

The legal implications are as contained within the report.

- e) Human Resources

None contained in this report.

- f) Community Safety, Equalities, Environmental

This is outlined in the Asset Management Plan. The Council's non-operational assets are occupied by a variety of organisations on a contractual basis. The Council seeks to eliminate access discrimination through its access to services (DDA) capital programme.

- g) This is a key decision, reference number 305.

## **5. Options, Risks and Reasons for Recommendations**

- 5.1 The Asset Management Plan is a key document that sets out how the Council effectively manages its assets to support the efficient delivery of its priorities and objectives.

## **6. Recommendations**

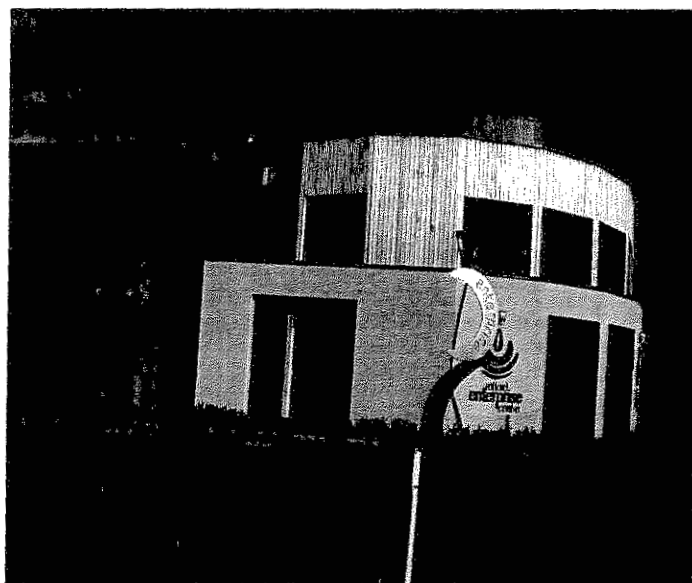
- 6.1 That the Cabinet recommends approval of the Asset Management Plan 2012/13 to 2016/17 to full Council on 5<sup>th</sup> March 2012.

**Background Papers**  
Asset Management Plan

**Location**  
Estates Unit

# **BASSETLAW DISTRICT COUNCIL**

## **ASSET MANAGEMENT PLAN 2012/13 – 2016/17**





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***“Bassetlaw District Council’s Asset Management Plan will translate into actions the commitments made in the Council’s Corporate Plan 2010/2013.***

***The purpose of the plan is to ensure that the Council’s property holdings are aligned to meet strategic priorities and service needs to ensure that the right property is available in the right place, and at the right time.***

***Our goal is to get the most from our assets as they support the provision of Council services and the delivery of our priorities. The Council will be judged on the quality of the services it delivers not the quality of its buildings, but those land and property assets do support the on-going provision of the services we provide to our community.***

***Property is the second highest cost incurred by most public authorities after expenditure on staff, and its effective and efficient management is key to being able to deliver value for money and quality services.***

***The Council aspires to use its property assets innovatively, simply because to a greater or lesser extent the land and building’s portfolio has a role in almost all of the Council’s activity throughout the district.”***

***The plan will be reviewed on a regular basis and amended as necessary to reflect changes in strategic needs and priorities.***

## 1.0 Executive Summary

The Asset Management Plan for 2012 - 2017, details an effective strategy and robust operational plan for the management of Bassetlaw District Council's significant land and building assets for the next 5 years.

The Plan is based on the guidelines issued by the Royal Institution of Chartered Surveyors (RICS) within "The RICS Public Sector Asset Management Guidelines" which set out the agenda for dealing with property assets; and the Communities and Local Government document "Building on Strong Foundations – A Framework for Local Authority Asset Management Communities & Local Government (2008).

To a greater or lesser extent, the Council's land and buildings portfolio has a role in almost all of its activity, in terms of investment, as accommodation for its services, staff and residents, as well as providing a source of income used to support service provision. The Plan seeks to provide the basis towards ensuring that the property assets owned by the Council are both fit for purpose and provide value for money in order to support the delivery of services to the District.

Enhanced asset management has the power to make an extremely wide positive impact. The Asset Management Plan captures the current position of a continually developing asset management plan consisting of practical actions, aligned with corporate objectives and properly supported by a fully resourced management and delivery team.

There is a need to improve this further, so as to meet new and ambitious goals for the future. Ultimately by recognising the centrality of asset management to the achievement of Council's corporate priorities as identified in the Corporate Plan 2012-2015. Bassetlaw's Asset Management Plan demonstrates a critically important aspect of the Council's commitment to quality services for the people of the district.

With the present economic downturn and the Comprehensive Spending Review has put future public spending under increased pressure. It has never been more important to ensure that the Council is making the most of its land and building assets; and this is a key element in continuing to be able to improve the overall quality of the Council's services despite these conditions and to improve the overall condition of the property holdings.

Bassetlaw District Council operates a substantial property and land portfolio comprising of 1,294 assets including 51 leased assets with a total combined asset value of just over £52.5 million.

With such a large property portfolio, Asset Management planning is essential in order to ensure that Council properties are fulfilling strategic goals adopted by the Council. The key objectives for the Council's property portfolio are:

1. Development and Regeneration - As a consequence of our major district-wide landholding the Council is in a fortunate position to influence a number of major development schemes which deal with not just site specific but district-wide issues. Key projects to bring forward include development schemes in Worksop and Retford town centres.

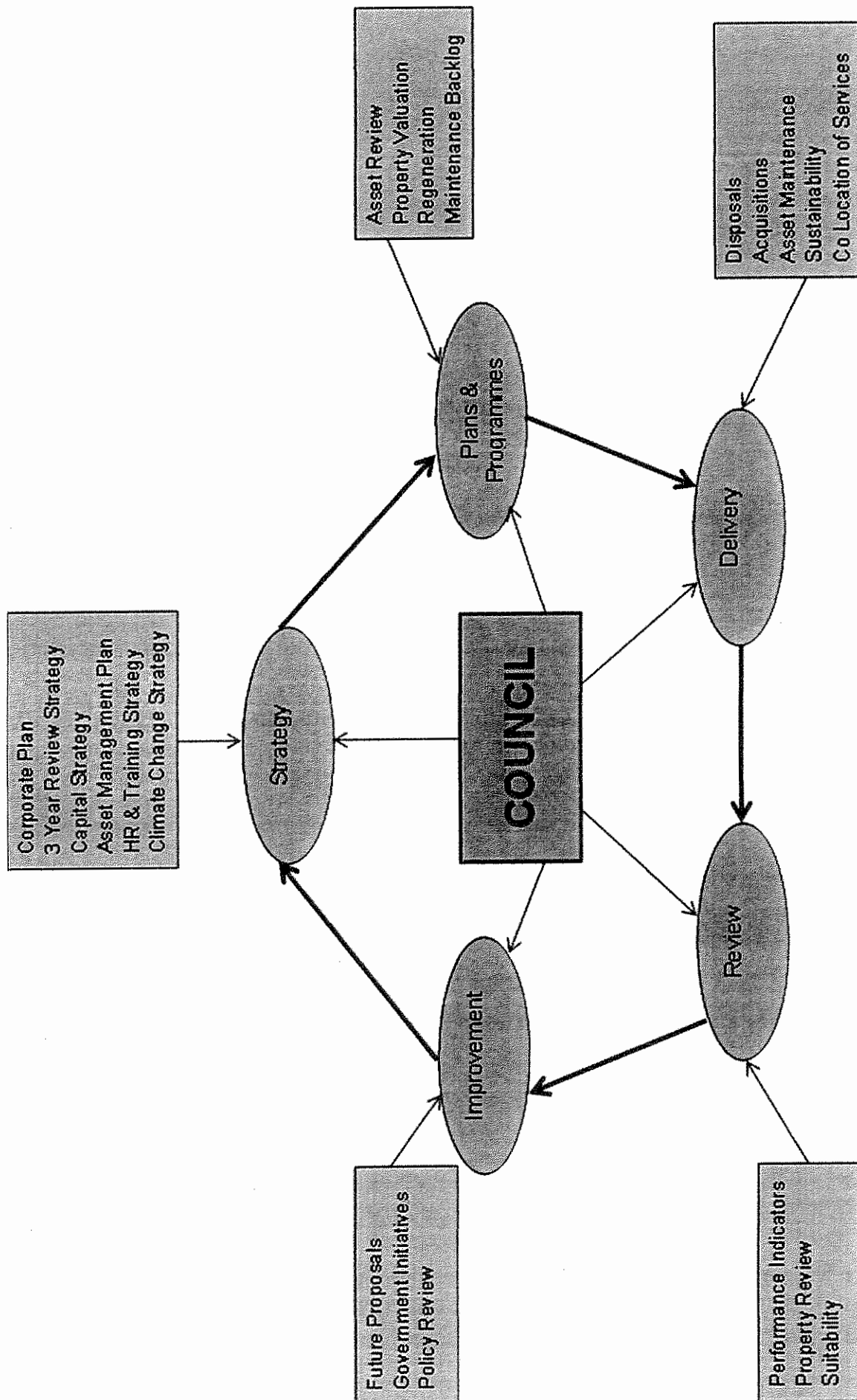
2. Operational Property – Ensuring that there are sufficient operational properties that are fit for purpose and in the right location to serve the people of Bassetlaw. This year will see the introduction of a new five year planned maintenance programme alongside projects to provide improved accommodation for front line services.
3. Managing leased Properties – Bassetlaw District Council is in the fortunate position of owning a varied and substantial range of properties which are available for lease. These properties generate revenue funds for the Council which it will seek, where possible, to increase year on year. It is essential to preserve and maximise this income stream by pro-active property management to minimise letting voids within the estate and re-let vacant property on the most advantageous terms to the Council.
4. Surplus Assets – Assets that are identified as surplus will have been subject to a review process that examines how the future use of that asset sits in the property portfolio and how it meets both current and future needs.
5. Capital Receipts – Implementation of an improved surplus property disposals strategy in order to provide funds for capital projects, capital receipts from property sales are essential. Over the next 2 years the anticipated total combined capital receipts target is £6.4 million.
6. Support the sustainability agenda.
7. Establish a one Council approach in relation to property and facilities management.
8. Reduce backlog maintenance.
9. The on-going introduction of the Concerto asset management system to provide the Council with a full asset data record management system that contains accurate property records.

The Asset Management Plan sets out key priorities for each of the above work areas.

This Asset Management Plan identifies property management systems that are in place at Bassetlaw District Council to ensure that the Council's property portfolio is performing and managed effectively and adopts a performance structure to measure success.

In an increasingly challenging climate of change/market volatility the Asset Management Plan is essential in order to fully understand the impact of future changes on our assets in order to develop a sustainable strategy in the long term. In addition to this each of the above work areas are interrelated and decision made in one area can impact elsewhere. For example, disposing of a property may impact on the investment property revenue stream therefore it is essential that this process is managed strategically.

The Plan looks to further develop Asset Management as part of an ongoing process of regular review and the drivers that shape the development of the overall strategy.



## **1.1 Why Asset Management matters to Bassetlaw**

Our property portfolio contributes to the nature of district's built environment and rural landscape in a major way. It is therefore essential that there are effective and efficient management processes in place to deal with property assets as they impact on the quality of life of residents and visitors experience in the district. From our parks, and leisure centres to the Town Hall's. Council owned property impacts on the lives of people in the community and therefore ensuring that the most is made of the property assets the Council has, together with limited resources, is the fundamental reason for this Plan.

All types of property are by nature inflexible assets. These assets take time and considerable expense to develop, to operate and ultimately to decommission and dispose of. The Council's disposal process can take time. In a similar way a comprehensive redevelopment scheme can take decades from the initial vision to delivery.

Consider how long it takes to buy and sell a house, then relate this to other types of property, it is not surprising that non-residential property disposal takes time, especially within a political and democratic context and with the need to satisfy the Council's legal obligations when doing so. Effective asset planning is essential to bring flexibility to management of the Council's property portfolio.

The Audit Commission estimates that the average local authority expends eight percent of its annual revenue budget to running and maintaining property estates. This makes property Bassetlaw's second most costly resource after staff. Effective management is therefore a crucial corporate activity if the Council is to achieve its corporate objectives.

Council services have not traditionally been exposed to the total cost of holding and operating property, so these costs are not always as fully understood as they should be. Clearly, there is a need to consider, identify and calculate appropriate property performance indicators that draw on the experience of other organisations, which will then enable officers to regularly review the performance of buildings and then act accordingly.



### 2.1 Where Property Asset Management relates to Bassetlaw District Council

Asset and property management has a number of definitions. This Plan focuses on the following definition as set out in Royal Institution of Chartered Surveyors (RICS 2008) Public Sector Asset Management Guidelines:

*“Strategic asset management is the holistic management of property assets as a key corporate resource, requiring the integration and optimisation of capital and revenue expenditure for the benefit of local communities. To enable public sector decision makers to make the right choices for investing in property, bearing in mind the need to review, challenge and prioritise the allocation of resources to achieve value for money and enable policy delivery.”*

### 2.2 Scope of the Plan

Bassetlaw's Asset Management Plan sets out a comprehensive strategy that applies to all of our property assets (land and buildings) with the exception of the management and operational arrangements for housing, parks and transport infrastructure. In addition, Service Asset Management Plans will have to be developed that provide specific information, the following subject areas that are not covered in detail in this plan:

- i) An overview of the Council's corporate priorities.
- ii) Particulars of the extent and nature of the current property portfolio and volume of the current maintenance backlog.
- iii) Consideration of current and future issues that must be addressed if key corporate objectives are to be achieved and our maintenance backlog reduced.

The Asset Management Plan identifies the underlying issues and identifies ways in which the estate will be managed to enhance its value. In this respect priorities are:

- Maximising capital value, taking into account local priorities.
- Maximising income from our commercial estate.
- Releasing latent value in surplus property for reinvestment.
- Rationalising assets that have been identified as a liability or are otherwise performing poorly. Whether through having a significant maintenance backlog or high running costs and where the property is not adding value to the organisation.
- Centralisation of all property related budgets to enable corporate prioritisation of property expenditure.

- Ensuring that all possible cross-cutting opportunities are realised both within the Council and with other public bodies (Total Place).
- Ensuring that property is in a condition appropriate to use and need, safe and compliant with legislation and suitable and sufficient for the services delivered.
- Gathering, maintaining and updating key property information.
- Underpinning the importance of facilities management as integral to good estate management.

### 2.3 Bassetlaw District Council's Strategic Plan

The Council's Corporate Plan covers the period 2012 to 2015. This Plan is reviewed annually and outlines the Council's direction for future years. The Council's mission statement is for *"a dynamic district where people live, work and prosper and the Council works in partnership with others to develop a quality of life for all"*

The Council is committed to ensuring it clearly identifies those priorities that will be of greatest benefit to the people of Bassetlaw and concentrates effort on delivering those within the identified timeframe of 2012-2015 through its Corporate Plan.

This Corporate Plan is the primary corporate plan for the authority. It is supported by:

Document	Purpose
3 Year Revenue Strategy	How we will make crucial financial savings and carefully spend the money that is available to us over the next 3 years in a way that provides value for money to residents
Capital Strategy	How the Council will finance significant investment in services over the next 5 years
Asset Management Plan	How the Council will use its land and buildings to maximum effect
Human Resources and Training Strategy	How the Council will develop staff to ensure excellent services are delivered to customers
Climate Change Strategy	How the Council will reduce carbon emissions and promote sustainability in the district.

### 2.4 The Council's Revised Strategic Themes 2012 - 2015

The Council has identified the following ambitions and priorities in the Corporate Plan 2012 - 2015:

#### Ambition 1 - Economic Regeneration of our District

##### Priorities

- *Create an environment which attracts new businesses and supports business growth*
- *Maximise the quality of our Town Centres*
- *Work with partners to develop skills and promote employment prospects*

- *Ensure Bassetlaw secures a high quality retail and leisure offer*

#### Ambition 2 - Quality Housing and the Local Environment

##### Priorities

- Create pride in our neighbourhoods which are clean safe and accessible
- Ensure the right quality and mix of housing is available to meet demand
- Promote energy efficiency and tackle fuel poverty

#### Ambition 3 – Involved Communities and Locality Working

##### Priorities

- Tackle inequality
- Increase participation in sports and leisure
- Engage with people who live and work in the District
- Work in partnership with the Community and Voluntary Sector to support local services

#### Ambition 4 - A Well Run Council

##### Priorities

- Demonstrate good governance, openness and transparency
- Maximise efficiency and value for money
- Deliver well run customer focussed services and facilities
- Promote fair and equal access to services

## 3.0 LINK BETWEEN THE STRATEGIC PLAN AND ASSET MANAGEMENT PLAN

### 3.1 Property Objectives

Property objectives have been identified as those that deal with current property issues and that fully support the Corporate Plan. The Asset Management Plan adopts a corporate asset management policy, which identifies priority actions, and which links directly to the main aims and priorities in the Strategic Plan. The Asset Management Plan is also prepared alongside the Capital Investment Strategy in order to ensure that our plans are financially sustainable.

The focus of the strategy is towards optimising the use of the Council's land and buildings in terms of service benefit, affordability and best value for money.

The intention is to create an improved and well planned property portfolio, that is fit for purpose and able to meet changing requirements whilst at the same time is also one that costs less to run, and able to release funds to invest in improved delivery of front line services for the benefit of the community.

Specifically the objectives are:

- To have sufficient, fit for purpose, well maintained and managed property in the right locations to meet the need of services, including community facilities in district and local centres
- To identify opportunities for "Total Place Initiatives" in order to reduce the number of administrative office buildings in outlying district and to identify co-location opportunities to share with public sector partners where this benefits the parties in supporting improved service delivery or efficiency
- To make investment in property that is prioritised corporately according to strategic need and to enhance the Council's commitment to the environment
- To continue to support and promote regeneration and economic development and employment opportunities within the district
- To support transformation of service delivery and community infrastructure using strategic property solutions
- To have an estate that is fit for purpose for the delivery of all Council Services
- To only retain properties which are leased that generate strong income streams to help fund asset maintenance and support service delivery
- To identify development opportunities that will encourage business into the district and with this create employment opportunities.
- To use Council land holdings to support affordable housing.

### 3.2 Required Outcomes

The Asset Management Plan is based on the key outcomes identified below:

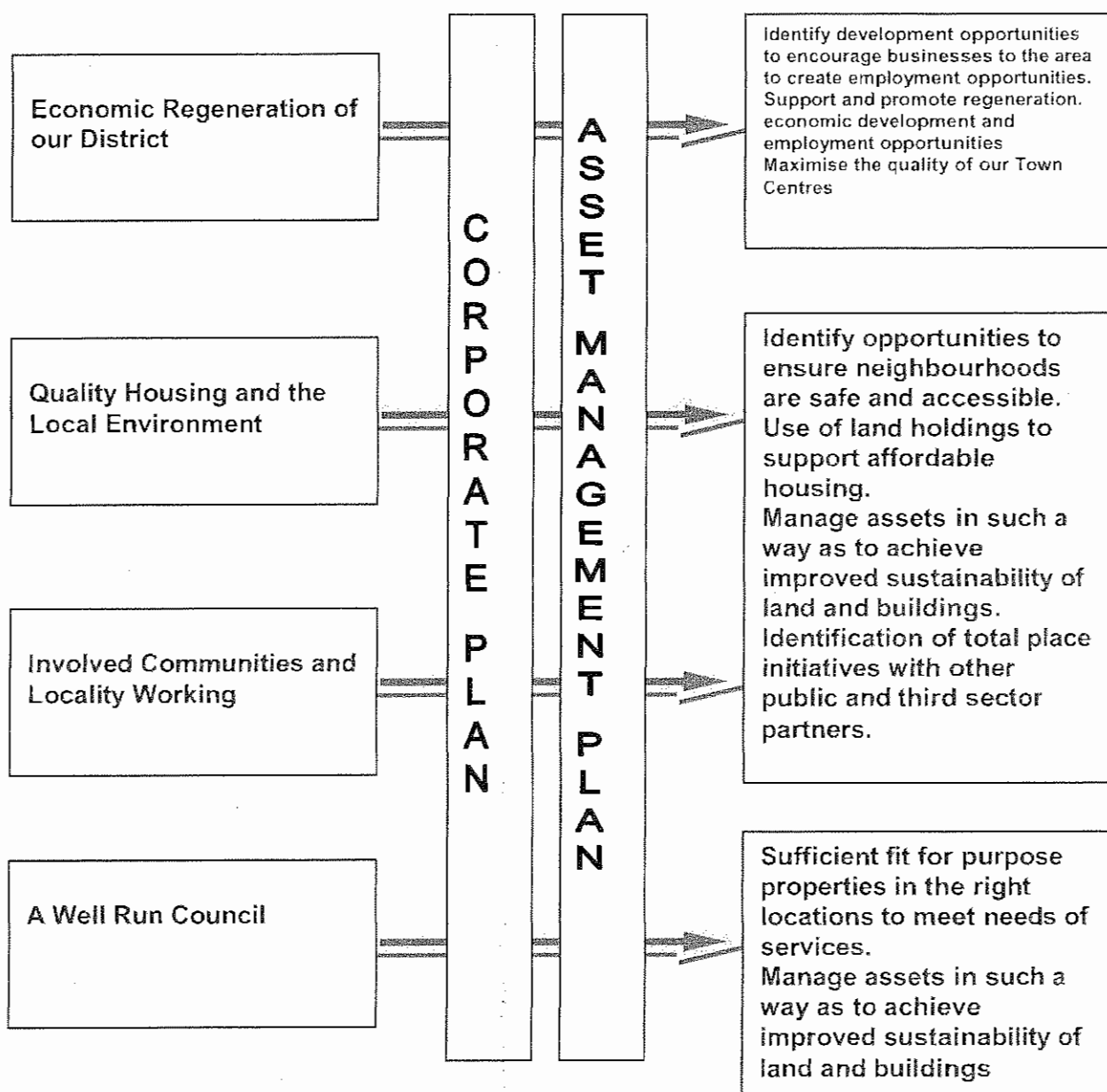
- To deliver schemes which are identified as priorities in the Council's Corporate Plan and Economic Development Unit's Service Delivery Plan. Schemes should be brought forward as part of the Local Development Framework (LDF) and accord with the latest strategic studies for example, retail capacity studies, employment and land availability studies
- The establishment of a unified approach to property and facilities management that includes the centralisation of management of all Property and Facilities Management services
- Ensure that development schemes take into account whole life costing and link in with the Council's Climate Change Strategy objectives
- Centralisation of all related budgets
- Ongoing work towards the implementation of an effective Asset Data Records Management via the Council's new asset data records management system (Concerto)
- Office accommodation transformation
- Development of an improved surplus property disposals strategy
- To identify opportunity purchases available that would assist the Council in meeting its strategic objectives and to bring forward schemes that deliver new assets into the Council's property portfolio
- The identification of co-location of Council services together with opportunities to share accommodation with other public services
- The improved use of existing resources and to minimise risk through use of sensitivity analysis in project appraisal
- Addressing historic backlog maintenance
- Improving the performance of land and buildings held for investment purposes through targeted investment and improvement
- To be fully aware of market changes and influences so as to be able to maximise the effectiveness of the Council's property review process
- Supporting the sustainability agenda
- To be able to manage schemes to a predicted timescale and cost in accordance with a formal project management approach
- Ensuring that the portfolio is sustainable and flexible enough to meet the needs of services

- Buildings are located in the optimal position to meet the needs of customers, the service and staff.

## Corporate Priorities

## Plans

## Asset Management Plan Objectives



## 4.0 OVERVIEW OF ASSETS

### 4.1 Property Portfolio

The Council's property portfolio falls under the category of Property, Plant and Equipment.

The breakdown of property categories is as shown below:-

Category	Number	Asset Value (31/3/11) £'000
Other Land and Buildings	1034	£36,399
Community Assets	65	£603
Assets under construction	1	£429
Surplus Assets Not Held for Sale)	193	£13,411
Investment Properties	1	£81
Assets Held for Sale		£1,625

### 4.3 Other land and Buildings and Surplus Assets.

The Council's operational estate is held for service delivery purposes. Assets held as Surplus are non-operational. These properties have an asset value of £49,810,302 and this is broken down into the property types as shown below:-

Property Type	No of Properties
Admin & Operational Buildings	4
Civic Buildings	2
Museum	1
Car Parks	18
Toilets	7
Community Centres and Sheltered Housing schemes	20
Cemetery Buildings	3
TIC	1
Leisure Centres	2
Other Arts and Leisure facilities	2
Garages and garage sites	916
Golf Course	1
Other Buildings	16
Land holdings	29
Miscellaneous Properties	12
Shops	31
Industrial Estates	8
Markets	2
Leasehold Flats	152



#### 4.4 Community Assets Breakdown

The community assets held to provide services to benefit the community are detailed below. These properties have an asset value of £603,872 and their type is broken down in the schedule below.

Property Type	No of Properties
Parks and Open Spaces	48
Allotment Sites	14
Cemeteries (land only)	3

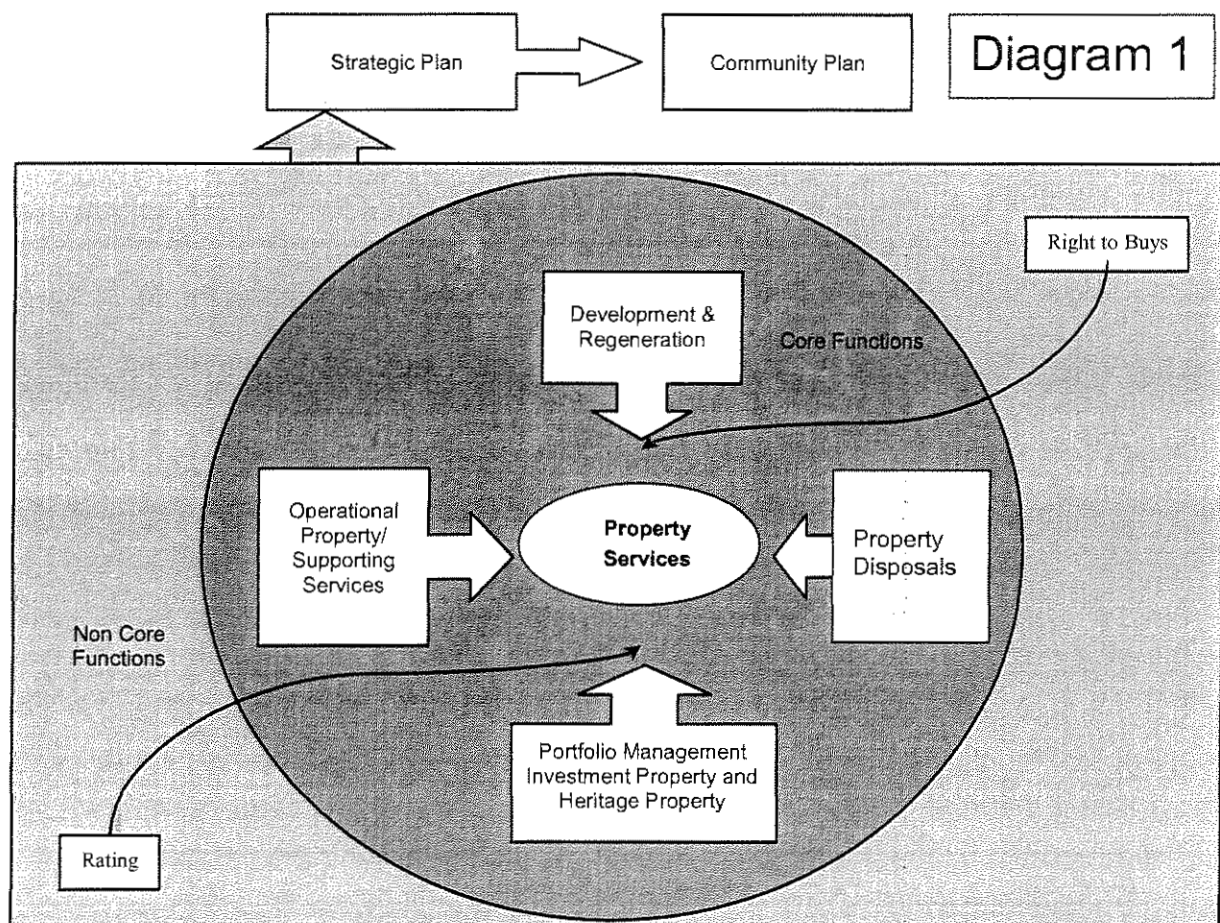
## 5.1 Introduction

The corporate asset policy identifies how the Council's property portfolio will meet the Council's strategic objectives over the next five years.

In order to achieve our corporate vision, four key work areas have been established for Asset Management and associated strategies developed (see diagram 1 below), these are:-

- Development and Regeneration
- Property Disposals
- Portfolio Management – Investment Property
- Managing Operational Property/Supporting Front Line Services

An important part of the Property Service business model is the ability to raise external fees from disposals and day-to-day management, which allows Property Services to focus on the above core areas through outsourcing. Disposal fees are currently between 1% - 2.5% dependent on the level of work required to bring sales forward; such fees are charged separately from the disposal price.



## **5.2 DEVELOPMENT AND REGENERATION**

### **Mission Statement**

To pursue regeneration and development projects which will meet the Council's Strategic Aims and Objectives to bring about priority area improvements using existing property resources combined with strategic funds when required and to provide new property assets for the Council.

### **5.3 Development and Regeneration**

We are committed to making Bassetlaw a district that people want to live in; a district they can be proud of; a district that is clean, green, safe and healthy. Over the next three years we will work with our partners to regenerate the area and improve the environment people live in. We want to make Bassetlaw a district where people feel safe and are safe. We have already made steps towards improving our principle Town Centres, with investments at Retford Market square, the Development of a Civic square and street market for Worksop. We are committed to a further programme of improvements to both towns, and will actively seek external funding, use our own assets and work with partners to further invest and develop our commercial infrastructure, an example of this being the Savoy Cinema development on the site of the former market site.

The Council is actively engaged with the business community in Retford and Worksop. Support and promotion of the town centres include setting up of food demonstrations, using ingredients from local stores and stalls to promote 'buy local' schemes. We are also supporting town centre businesses with a planned series of seminars and workshops which include window dressing, customer service, and use of promotions.

We also have controlled free parking initiatives which gives shoppers an extra hour free parking on a 'buy two, get one free basis'.

The capital programme includes the provision of work space for business and job creation at the Canal road site (Worksop Creative Village), and we are investing in improving the condition and operations of our car parks.

In terms of business support, following the demise of the direct business Link service, we have established an Enterprise Club, where a peer group of 28 local businesses offer support, advice, guidance and encouragement to new start businesses, and in partnership with the Federation of Small businesses and two local networking groups, we have establish Bassetlaw Business Focus, which offers similar peer group support for all manner of existing businesses.

We understand the responsibility we have in protecting Bassetlaw's fabulous natural landscape and open spaces. We are determined to meet our residents' expectations of cleaner streets and cleaner towns. We will improve our award winning parks and deliver more play areas.

We will take action on derelict buildings and empty homes, bringing them back into use. We will improve the gateways to our towns and villages so that people can be proud to be entering Bassetlaw.

## 5.4 Development and Regeneration Workplan

### – ‘What needs to be done’

By undertaking an annual review and updates of this plan it will be possible to incorporate and report on details of progress on current and proposed asset development programmes and measuring success in delivery.

## 5.5 Actions

The asset management regime is a cohesive set of actions that provides a balance between corporate control and operational priority. To bring about long-term change, a long-term perspective is required. By taking this view, medium and long-term issues affecting service delivery will be addressed. These include how services are planned and business transformation takes place within value for money initiatives, sustainability agenda, and affordability.

While the long term view enables the ability to plan beyond the constraints of the present economic recession. Regardless of this, short-term realities will be addressed in addition to the long-term vision.

The Local Development Framework (LDF) is the “portfolio of different planning documents that the council will prepare as a replacement to the Bassetlaw local Plan. This core strategy is the key LDF document and provides the overarching spatial development framework for the District. It sets out a vision for change in Bassetlaw to 2026, along with place-specific policy approaches to be taken in order to deliver this vision.

The Asset Management Plan will be a key delivery vehicle for the Core Strategy, setting out how the Council will use its assets to contribute to the achievement of the overall vision for change.

The Council is now progressing the development of a Community Infrastructure Levy (CIL). The CIL is a charge that local Council’s can make on all new development in their area, in order that the necessary infrastructure needed to support that development (e.g. transport upgrades, school places, village halls, play areas, etc.) can be provided. It is anticipated that the CIL will be in place by the end of 2012.”

## 5.6 Current Position

### Key Strengths

- Extensive commercial landholding particularly in Worksop town centre providing the Council with significant influence in future regeneration projects.
- Land bank of residential development sites (see disposals strategy).

### Areas for Improvement

- Worksop town centre requires improvement to underpin retail offer and improve quality of town centre.

- Residential sites should be brought forward to meet identified demand.

#### Key Opportunities

- Worksoop Town Centre Redevelopment Projects.
- New Housing Sites
- Opportunity Purchases

#### Key Threats

- Failure to regenerate key sites in Worksoop may affect vitality and viability of town centre
- Availability of funding to pump-prime the key development projects
- Phasing strategy required in order to maximise opportunities
- Lack of quality business start-up space
- Weak inward investment offer
- Market Volatility
- Significant areas of land already owned by developers

### **5.7 Key Objectives**

- To deliver schemes which are identified as priorities in the Council's Corporate Plan/Economic Development Strategy. Schemes should be brought forward as part of the Local Development Framework (LDF) and accord to the latest strategic studies for example: retail capacity studies, employment land availability study etc.
- Ensure that development schemes take into account whole life costing and comply with the Council's Climate Change Strategy objectives
- To identify opportunity purchases to assist the Council in meeting its strategic objectives, and to bring forward schemes that will deliver new assets for the Council's property portfolio
- To be fully aware of market changes/influences to maximise the effectiveness of the Council's property review exercise
- To minimise the Council's exposure to project risk through use of sensitivity analysis in project appraisal
- Manage schemes to predicted timescale and cost in accordance with formal project management approach.

### **5.8 Development and Regeneration Workplan**

A workplan has been developed which details priority actions under this Strategy.



### **Mission Statement**

To meet the capital receipts targets set out in the five year Capital Strategy and housing business plan, whilst minimising the impact on the Council's operational buildings, its investment portfolio and delivering on the Council's wider strategic property objectives.

The disposal of land and buildings for commercial purposes will in the short to medium term be difficult. In the market place generally, with the exception of food retailing, the demand for commercial land regardless of its prime position is limited. This mainly due to the economic recession, and tied into this the limited supply of commercial funding opportunities. This, taken with the costs associated with the liability to pay rates on empty properties has impacted on commercial development.

In relation to residential building land, despite having a significant land bank it is clear that land values for residential development land have been severely impacted. Residential developers who have existing "land banks" have seen the value of their assets effectively halve in value since September 2007.

Research from property agents shows the emergence of stockpiles of over valued land sitting on house builder's balance sheets that cannot be turned into valuable assets until the housing market recovers. The impact is that the market values of redevelopment sites have been adversely affected and will remain so until residential developers start to bringing sites forward for development and require land to maintain their land banks. It is clear that difficult to develop sites will not be seen as of interest to residential developers until their own land banks have been substantially reduced. However, this is not to say that the Council should not market smaller sites that will still be of interest to building companies looking to smaller scale developments.

Vacant land and buildings do have an inherent financial implication. For example in terms of ongoing maintenance, security, insurance, empty rates payments, all of which may influence the decision making process to the point where instead of holding an asset until such time as the market improves, it is more viable to seek early disposal to avoid any continuing outgoings and other vacant property management liabilities.

### **6.1 Current Position**

#### Key Strengths

- Landbank of high quality housing development sites available for disposal.

#### Areas for Improvement

- Housing Sites with existing allocation in the Local Plan should be brought forward for delivery as priority.

#### Key Opportunities

- Opportunity to generate sales from General Fund service properties through property review exercise.

## Key Threats

- The General Fund sites are either operational or held for lease purposes and therefore increased receipts in the programme will either require accommodation reviews to identify surplus assets or the Council will lose investment income. This has been budgeted at 6% of capital receipt.
- The effect of not achieving anticipated capital receipts has a major effect on the delivery/development of the Council's Capital Programme, therefore where targets are identified a weighting system should be adopted to reflect uncertainty and therefore reduce the impact of influences outside the Council's control.

## **6.2 Key Objectives**

- To achieve the General Investment Capital Receipts Target / Allowable income loss as summarised below:-

	2012/13 £	2013/14 £	2014/15 £	2015/16 £	2016/17 £
<b>Capital Receipts Target</b>	1,734,000	0	0	0	0
<b>Loss of Rental Revenue Stream</b>	9,600	0	0	0	0

- To generate Housing Revenue Account capital receipts as outlined below:-

	2012/13 £	2013/14 £	2014/15 £	2015/16 £	2016/17 £
<b>Property Disposals - RTB</b>	71,000	73,000	75,000	153,000	236,000

- To focus on the sale of non-income generating assets to minimise income loss as far as possible in the early stages of the programme and then through a robust property review exercise
- As the supply of surplus property and development land comes to an end, future disposals will be prioritised based on investment performance as identified in the performance management framework
- Investment and disposal decisions are based on thorough option appraisal and whole life costs
- Achieve efficiency savings through disposal of surplus operational property
- Strategic Service Priorities
- Regeneration
- Identification of joint service delivery and partnership working
- Co-location



- Property rationalisation
- Community transfer of assets
- Sustainability.

The Council's capital receipts target should be agreed between the Head of Finance and Property and the Corporate Property Officer in order to ensure that the programme is sustainable in the long term and the impact of any new targets is fully assessed.

### **6.3 Disposals Workplan**

A workplan has been developed which details priority actions under this strategy. The disposal of surplus property assets provides funding that will help deliver priorities. Increasingly the identification, marketing and subsequent disposal of surplus, under-utilised or under performing property has become a priority for the Council. However the timing of these disposals must have regard to the prevailing market conditions in order to ensure that the maximum benefit to the Council is achieved.

The disposals workplan outlines the processes to be followed in terms of initial consultations to confirm that surplus premises are not required elsewhere within the authority, through to marketing and final disposal of the property interest.

The impact of the current economic climate and the remaining significant uncertainty regarding the timescale for economic recovery renders the development of a disposals workplan for a 5 year period that can be relied upon as somewhat problematic. It is not possible to predict when the market will recover, or what values will be achieved post recovery. Nevertheless, opportunities to dispose of surplus assets should still be pursued, in particular where these represent an ongoing liability to the Council regardless of the current market conditions.

### Mission Statement

To manage the Council's Investment portfolio to ensure revenue income targets are achieved and additional income is generated where possible through pro-active property management and seeking out new investment opportunities

The Councils estimated outturn income from Leased Assets 2011/12 is:

Industrial Estates	£196,019
Miscellaneous Properties	£56,022
Shops	£114,515
<b>Total Revenue Stream</b>	<b>£366,556</b>

### 7.1 Current Position

#### Key Strengths

- Varied Portfolio with relatively low void rates historically.

#### Areas for Improvement

- Due to staff changes there are a wide variety of lease and tenancy agreements that have been adopted and a standard approach is required.
- The stock has remained static over the last five years and there is significant potential through ring fencing to adopt a disposal/re-investment strategy to increase income and provide new assets.
- Ongoing Programmed Property Maintenance (PPM) is required in order to ensure that investment assets are fit for purpose.
- The new Property Management software needs to be fully populated with data.
- More effective management of tenant rent arrears through early contact and use of bailiff action where necessary.

#### Key Opportunities

- The opportunity exists to purchase new assets to provide the Council with investment return and security.
- A number of properties fall within identified redevelopment areas.

#### Threats

- Market volatility/demand for properties held in portfolio

- Property condition
- Tenant default (failure to pay rent and comply with repair covenants)
- Property voids

## **7.2 Key Objectives**

- Property management to maximise investment return in line with market conditions.
- Debt management through liaison with tenants and if necessary, bailiff action to recover arrears.
- Minimise Letting Voids through pro-active property management.
- Performance is challenged continuously and poorly performing properties are identified through benchmarking/performance measures. Assessments are made in respect of further investment or disposal.
- Undertake maintenance on a planned basis to maintain asset life, repairs to take into account whole life costing.
- To acquire new properties which generate a financial return for the Council greater than that obtained for alternative non-property investments held by the Council in order to enhance the income streams outlined above.
- The disposal of under performing assets in order to reduce the Council's costs in terms of management and day to day maintenance and to provide a source of income to reinvest in replacement income producing assets

## **7.3 Portfolio Management and Investment Property Workplan**

A workplan has been developed which details priority actions under this strategy.

## **Mission Statement**

To provide operational property which is fit for the purpose and work to enhance the quality of operational property through innovative solutions.

### **8.1 Current Position**

#### Key Strengths

- Administrative buildings have been maintained on a planned programme.
- Health and Safety arrangements are in place including access audits.

#### Areas for Improvement

- A number of properties are maintained by Council services outside of Estates and these will benefit from centralised management in the future.
- New management software is now in place for estates and existing records are being transferred.
- Planned maintenance surveys require revision and should cover all properties where the Council has a direct repairing obligation.

#### Key Opportunities

- Opportunities exist to rationalise underused properties or high maintenance properties which are not fit for purpose through the property review process to bring forward General Fund receipts.
- Opportunity to secure new accommodation through development projects.
- Invest to save opportunities in-line with the Council's Climate Change Strategy.

#### Threats

- Maintenance budget must be adequate to meet five year programme.

### **8.2 Key Objectives**

- To understand the needs/requirements of Services to ensure that the property they occupy is suitable for their requirements and is adequate for future service delivery.
- To ensure the majority of repairs are carried out under a five-year planned maintenance programme and that repairs take into account whole life costing.

- To minimise energy running costs and reduce CO2 emissions in accordance with the Council's Climate Change Strategy through energy management.
- To improve assets where opportunities allow for disposals/ reinvestment.
- To evaluate opportunities for joint working with partners to achieve efficiency savings (Total Place initiatives).
- Acquire new Properties where a service need has been identified and as a solution to resolve issues identified in first round suitability surveys.

### **8.3 Operational Property/Supporting Services Workplan**

A workplan has been developed which details priority actions under this Strategy. In effect there has to be a change in culture; Council's land and property is a corporate resource and when services operate out of these from these resources they are the temporary custodians of those public assets rather than owner occupiers however they still have the responsibility for maintaining their value.

Opportunities to adopt more agile ways of working through "Workstyle" opportunities, which include "Hot Desking and Touchdown facilities" together with remote based working. These cultural changes will need to be developed to ensure that the existing accommodation used for office based work is used efficiently and under ideal circumstances this will reduce the overall office space the Council requires. Through "Workstyle" efficiencies and the increased use of IT and smart working including home based work or working from remote locations this will be possible. The reduction in office space requirements will result in an overall reduction in running costs of the Council's administrative buildings. However, this will come with their own costs since these benefits will need to be properly resourced through investment by the Council in better systems, IT and accommodation.

Property asset management affects a wide range of Council services and portfolios.

### 9.1 Property Rationalisation

- The ongoing improvement work to Queens Buildings as a solution for the provision of quality office accommodation that improves the customer experience and delivers substantial savings through the release of, decommissioning, and subsequent disposal of existing offices
- The identification of co-location with partner organisations
- The appraisal of opportunities to identify potentially significant cost savings through a reduction in space requirements. This could well be achieved through the concept of "Workstyle", a flexible working solution. In developing this strategy, there will be a requirement to investigate the better utilisation of Council meeting and training rooms, together with storage of archive data. Research will be required however if this is oversupplied in terms of space this is a potential area where savings may be achieved. Additionally, opportunities with other public organisations to share centrally a flexible archive should be considered.

### 9.2 Regeneration

Regeneration is critical to the delivery of Council objectives. We have a strong ambition to regenerate redundant sites, which can be developed to provide an improved environment, better quality of housing, open space and business opportunities.

We have clear ambitions to improve the vitality of the town centres of Worksop and Retford and will seek to secure a step change in employment and housing growth around Harworth and Bircotes.

By the prudent use of our own assets we will seek to change the quality and provision of employment space, as well as delivering high quality, energy efficient affordable housing units while preserving and protecting both the built and natural environment.

We will seek to dispose of low quality, poor yield commercial premises and reinvest into more modern, higher quality premises which will not only give us a better return, but help shift the economy onto a higher value plane.

Objectives:

- Productive and competitive business (a competitive economy).
- Economic inclusion and increasing participation (raising aspirations, encouraging enterprise, increasing employability and learning and enhancing neighbourhood cohesion).

### 9.3 Identification of Joint Service Delivery & Partnership Working

The Government has identified partnership working as a key means through which much of its policy programme is to be delivered at a local level. The success of this is dependent upon strong leadership, innovation and the spirit of partnership using expert understanding of the needs of residents, customers and citizens.

Initially a number of pilot areas were identified but without doubt in the current economic climate the opportunity for public sector organisations to work together and share resources will bring about 3 main benefits:

- Transforming services that will improve the experience of local residents and deliver better value
- Deliver efficiencies to validate the work
- Accumulate baseline knowledge about how effective cross agency working delivers the above.

#### **9.4 Housing**

A1 Housing (Bassetlaw) Ltd, is the Council's Arm's Length Management organisation (ALMO) which is committed to bringing up to the decent standard all of the Council's 7,000 dwelling houses by the end of the life of the Corporate Plan. The Housing Investment Programme business plan completed by A1 Housing indicated that there was in excess of £41.5m that needed to be spent to bring council owned dwellings to a decent standard by 2013.

Changes have now been made to the allocation process, and the Government now expects that funding would not normally be available to a Council with less than 10% of their stock non-decent, and that funding would not cover capital work's costs for a landlord's last 10% of non-decent stock. The remaining 'gap' funding required to achieve the decency standard by 2013 is £20,500,000 spread over 2011/12 and 2012/13. This funding would bring the remaining 19% of non-decent stock up to the required levels.

The 6 key areas of work to be progressed being:

- Decent Homes Scheme to be completed
- Standards improved in the private rented sector
- Fuel poverty in the district reduced
- Greater choice of quality housing in the district
- The reduction of vacant homes across the district
- Increasing the number of affordable homes in the district.

#### **9.5 Co-location of Services**

To provide a more customer focused and efficient organisation, the merits of multi-purpose, co-located service delivery buildings in strategic locations throughout the district needs to be examined. This opportunity would seek to improve customer relationships, providing access to services, information and support, in good accommodation at one convenient location. It also reduces costs through the economies of single site provision and, wherever possible, through flexible design to allow for ease of adaptation in the future.

## 9.6 Community Transfer of Assets

The transfer of assets to, and active management of community facilities by the communities themselves, is one way of achieving more responsive services that meet local needs and priorities. The Quirk Review of Community Management and Ownership of Public Assets concluded that community ownership and management of public assets can bring, in some instances, substantial social and community benefits.

This may in turn create more confident and empowered communities and this is an approach that should be recognised and supported. Since this may also mean that the Council can divest itself of certain properties, it no longer has any direct use for, and so as a consequence potentially making savings.

The announcement of central government's proposed "Decentralisation and Localisation Bill" and its potential effect on how this proposed legislation will affect how Bassetlaw manages its services and assets has yet to be seen. However, this will give further empowerment to local communities seeking to take over the operation of Council owned property assets to provide services as a local level.

The Community Right to Buy is an intrinsic part of the Localism Bill (Part 4, Chapter 4), currently at Committee Stage in the House of Commons. While the Bill sets out certain principles around the Right to Buy – "a guiding framework".

The government has decided not to draw up a long list of buildings and land that fall within this definition. This would be far too prescriptive, it feels. Instead, it is proposing to draw up a list of buildings and land that are definitely not of community value and will then allow local authorities to use their discretion to determine what is of community value. So it can expect to see different interpretations up and down the country. In deciding whether a nominated asset should be listed, the local authority will need to exercise its general duty to take all relevant matters to be consideration when making its decision.

It is intended that land and building of community value would be considered if:-

- its actual current use furthers the social wellbeing and interests of the local community, or a use in the recent past that has done so
- that the use is not an ancillary one
- for land in current community use it is realistic to think that there will continue to be a use which furthers social wellbeing and interests, or for land in community use in the recent past it is realistic to think that there will be a community use within the next 5 years
- it does not fall within one of the exemptions which are currently being collated; such as residential premises that have additional land.

Despite the above, Asset transfer may not always be the best way forward and in shaping any decision, consideration has to be given with regard to both the risks involved and the benefits to be gained from such arrangements. By reference to similar projects undertaken elsewhere in the country, experience and knowledge can be introduced into that decision making process.



## 9.7 Sustainability

The concept of sustainability is widely interpreted, however the commonly accepted definition of the World Commission on Environment and Development in its report, *Our Common Future* (1987) is: - 'Meeting the needs of the present without compromising the needs of future generations'.

As a Council, there should be clear ambitions to be an exemplar of environmental sustainability at regional, national level; seeking to go beyond the requirements of Government policy and seeking to strive for continual improvement as well.

Sustainable development is now firmly embedded within the Council's strategies, policies and programmes, including the Corporate Plan 2012-15.

To achieve sustainability and carbon objectives in the short and long term, sustainable practise must be integrated into the management of the Council's assets. This should be maintained throughout any property life cycle and including sustainability assessments considered in conjunction with all decisions that we make in relation to property assets.

A number of key sustainability themes for our asset management programme:

- **Energy efficiency:** improving the energy efficiency of property assets is critical.

The declining demand a building has on energy enables cost savings as well as reducing the associated carbon emissions. The integration of sustainable design techniques and options is an important element of this but increasing awareness of energy use for building occupiers and users can also provide significant savings. This creates a requirement to monitor the energy use in all operational property and to set targets for actions and programmes for reduction via engineering and behavioural solutions.

- **Carbon reduction:** increasing energy efficiency is important but it is not a stand-alone solution. There is also a need to investigate additional ways to reduce carbon emissions. The identification of opportunities for low carbon together with alternative fuels such as LPG, CNG, Hydrogen. Opportunities for power generation whether generated on or off our estate needs to be a key consideration in asset planning. For all asset projects it is necessary to review opportunities for zero or low carbon fuels as energy sources. Also to specifically review opportunities to develop renewable energy hubs and projects in the district associated with the assets.

- **Water consumption reduction:** alongside reducing carbon usage carbon management there is a need to reduce water use as well as identifying opportunities for recycling used water and the capture of rainwater (grey water) to improve environmental performance.

Consideration should be given towards monitoring the water use in all of our assets and set targets for action and programmes to reduce both from engineering and behavioural solutions together with opportunities to improve urban drainage where possible.

- **Use of Sustainable materials:** when selecting materials for use of construction or refurbishment consideration of both the environmental impact of their production as well as options for re-use or recycling in the future.

When considering the life cycle impact of decisions is not something that can be ignored. Work with supply chain will integrate this thinking into the decision-making processes. It is expected that for major projects sustainability assessments of materials needs to be evaluated for construction works, and specific targets for use of recycled materials is achieved.

A key part of whole life assessment must be to address the sustainability aspects of the facilities. In some areas there are clear links between whole life costs and sustainability, such as the direct costs of energy usage.

- **Waste minimisation and recycling:** reducing waste and identifying uses for waste that cannot be avoided should be part of day-to-day business across the operational estate. Appropriate facilities are available for the segregation and storage of wastes where this is required to enable sustainable waste practices. However waste management plans also need to be part of all of projects relating to all BDC assets. The principles of the site waste management plan regulations will be applied to all of any new projects undertaken by the Council, whether or not they meet the thresholds included in the legislation.
- **Sustainable design:** integrating sustainability into design whether for new build or refurbishment can enable a step change in sustainability performance of a building. The Council should be committed to using and applying the principles of sustainable design (e.g. Building Research Establishment Environmental Assessment Method) in all new build and refurbishment and have the objective of achieving Building Research Establishment Environmental Assessment Method 'Excellent' rating in all projects.
- **Preparing for our changing climate:** as evidenced by recent events we are increasingly experiencing a change in climate with more adverse weather patterns such as heavy early snow falls, storms and heavy flooding. Future predicted climate change will impact in all asset decision-making, seeking to ensure that the asset remains fit for purpose throughout its operational or design life. Bassetlaw DC has already made good progress in adaptation and mitigation to climate change, particularly in flood prevention.
- **Social and user environment:** the asset can have a considerable influence on the quality of service provided to the public. Sometimes user satisfaction may be as important as other issues such as financial and environmental aspects. By clear specifications and expectations regarding building use and how appropriate the Council's assets are for their intended use, their accessibility, together with user and staff perceptions of safety.

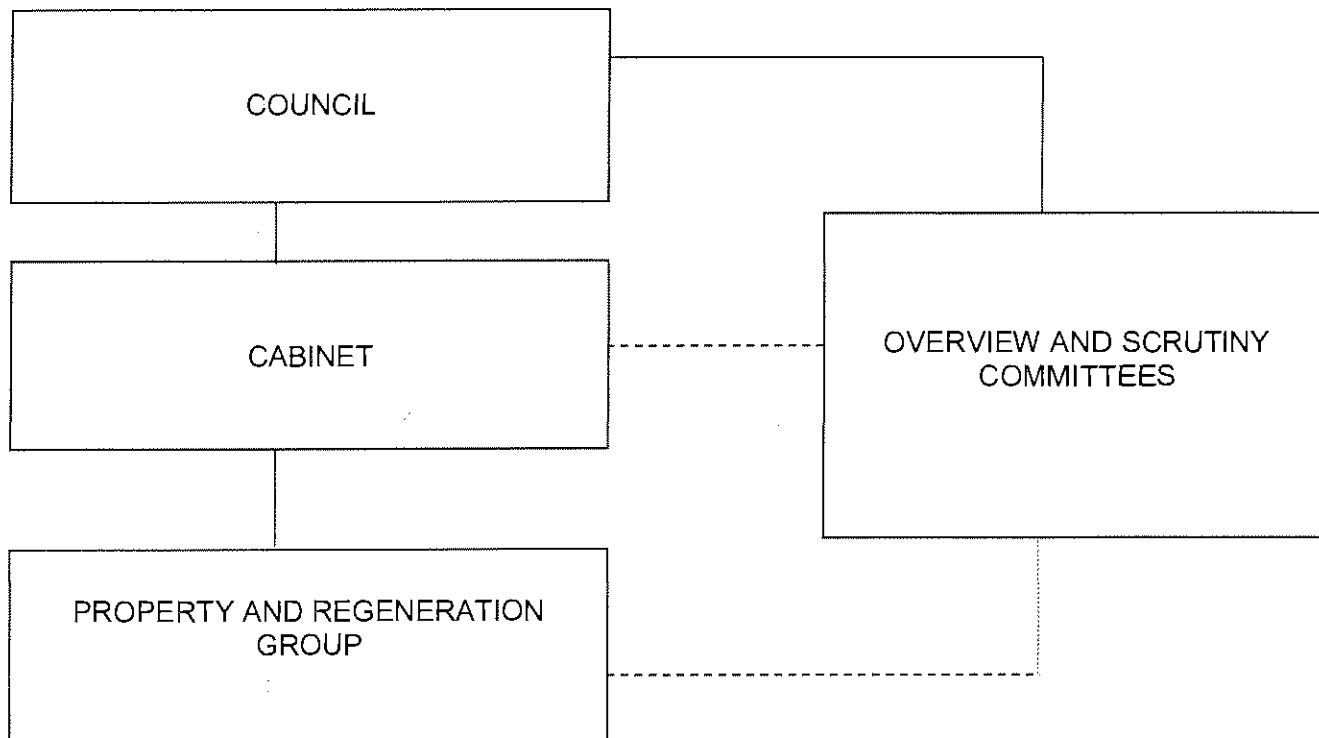
The above factors require consideration in relation to a buildings design, construction, and whilst a more conventional view might be focussed on cost and use, some sustainable options may be more costly savings in terms of ongoing running costs may well outweigh the initial capital expenditure during refurbishment or construction.

## 10.2 ORGANISATIONAL ARRANGEMENTS FOR CORPORATE ASSET MANAGEMENT PLANNING

### 10.1 Introduction

This section of the Plan aims to explain the Council's political and officer structures for managing its property assets.

### 10.2 Political Corporate Asset Management Structure



### 10.3 The Council

The Council has responsibility for agreeing the Asset Management Plan, Capital Strategy, and Capital and Revenue budgets.

### 10.4 Cabinet

Cabinet has responsibility for the preparation of the Asset Management Plan, Capital Strategy and the overall budget, along with the agreement of capital projects and the delivery of the same.

### 10.5 Property and Regeneration Group

The Property and Regeneration Group has the following Terms of Reference:

1. To plan, recommend and monitor the Authority's Capital Programme to ensure the best coordination of resources and delivery of agreed budgets

within timescales. This will include the compilation of the recommended projects, their resourcing and monitoring throughout the relevant financial year.

2. To review the Council's land and property holdings with emphasis on their use and relevance to the needs of the Council.
3. To review the Council's land and property requirements and ensure that land and property matters are dealt with efficiently and corporately.
4. To make recommendations for further investment in and safeguarding of the Council's land and property holdings.
5. To contribute towards the selection of potentially saleable land and property.
6. To consider matters relating to strategic sites within Bassetlaw to maximise town centre regeneration and external funding opportunities related to land and property considerations.
7. To promote value for money in all capital projects and the whole-life implications of new and existing assets.
8. To consider the land and property aspects of all projects being prepared in accordance with the Council's approved budget and be aware of wider considerations such as:-
  - The availability of sites and premises within the District irrespective of ownership
  - The demand for sites and premises
  - the availability of external resources to bring forward new sites and premises
  - The development of regeneration programmes within the District.
  - The approval of the Asset Management Plan
  - Using its own land and property resources to encourage new business and employment opportunities to the district
  - Using its land holdings to support affordable housing in conjunction with external funding.
9. Intervention in the market place with the Council undertaking development that private developers might not undertake and the increasing role of the Local Authority both as a facilitator and enabler.

The Group meets every month throughout the year; membership of the Group is as follows:

Director of Resources (Chairman)  
Head of Finance and Property  
Head of Community Prosperity  
Property Manager  
Senior Housing Manager  
Environment Services Manager  
Economic Development Manager

Planning Policy and Conservation Manager  
Principal Building Control Surveyor  
Senior Accountant  
Sustainability Officer  
Facilities Manager

## **10.6 Scrutiny Committees**

The Council has two main scrutiny committees whose terms of reference include the monitoring and review of property related policies, projects and processes.

## **10.7 Corporate Property Officer (CPO)**

The Property Manager as the Corporate Property Officer has specific responsibility as the Council's most senior property professional for management of the property portfolio. The specific responsibilities of the Corporate Property Officer are set out below:

- The implementation of the asset management process across the Council to produce the requisite outcomes and performances;
- Providing advice to the Authority in respect of all property issues;
- To review the Council's Corporate Plan, service plans and the community plan to identify property implications;
- Forward planning to ensure the Authority's property assets support the delivery of corporate and service objectives;
- Assessing corporate drivers for future change and their implication for asset management;
- Annual interviews with Heads of Service to discuss asset management and property suitability issues in relation to specific services;
- To maintain close links with service review lead officers to identify at an early stage any implications for assets;
- Developing and implementing performance measures including the utilisation of local and national performance indicators;
- To collate and disseminate information in relation to land, buildings, and other property related assets.

The Corporate Property Officer or his nominated representative attend all working groups and regularly advises Members at the Property & Regeneration Group. The CPO's staff provide professional, technical, and administrative support to the above processes.

### 11.1 Overview

An essential part of Asset Management is for an effective planned maintenance policy and a thorough understanding of the condition of the property portfolio in order that strategic decisions can be made with full information.

Physical condition surveys have been undertaken on 66 properties and sites. The survey then divides the building or site up into a number of elements which is then allocated a condition category from A to D. Each element also has a repair budget allocated to it as well as an identified life expectancy until that element requires repair or replacement.

Where only a repair is identified for an element the budgeted sum reflects an upgrade to condition B. There may be circumstances where a different standard is appropriate for example a short life building used for a temporary purpose. In all cases however the asset must comply with statutory requirements such as health and safety, disabled access, food hygiene.

### 11.2 Condition Grades

**A = Good.**- Performing as intended and operating efficiently.

**B = Satisfactory.**- Performing as intended but exhibiting minor deterioration.

**B(C) = Items** currently condition B but will fall to condition C within 5 year period.

**C = Poor.**- Exhibiting major defects and/or not operating as intended.

**D = Bad.**- Life expired and/or serious risk of imminent failure.

In addition, a repair cost has been entered against each repair to bring the component up to a sound/operationally safe condition. An estimate of time remaining until the repair is implemented has also been allocated. The time allocation covers a five year projection. The extent of items has been measured and a descriptive note recording location within premises so that items can be located. A note describing the fault and corrective work has been provided together with its location by floor and room number in the main condition report document for the physical condition surveys.

### **11.3 Maintenance Backlog**

A further round survey of all properties excluding housing assets managed by A1 Housing is proposed to be undertaken. A five-year planned maintenance programme will be developed further for each property taking into account repairs and maintenance, fire risk recommendations, access improvements and essential health and safety work. The surveys will be carried out for properties where the Council has a direct repairing obligation.

The aim of the programme is to ensure that the Council's assets remain fit for purpose and to shift the focus of maintenance closer to the RICS best practice ratio of 60% (Planned) – 40% (responsive) where sufficient funds exist. Overall, this approach should reduce the cost of maintenance over the life of the programme.

The five-year planned maintenance programme will be monitored annually to assess the true maintenance backlog for Council properties. The identified backlog for each property will be the difference in work carried out in year against the identified programme.

### **11.4 Scope of Work**

- Disability Discrimination Act (DDA) - ongoing program of access audits and reports which are now stored electronically.
- Control of Asbestos at Work Regulations – maintaining and updating the asbestos register.
- Control of Legionella HSE approved code of practice – risk assessments and ongoing responsibility for water monitoring regimes.
- Regulatory Reform (Fire Safety) Order 2005 - risk assessments review to ensure compliance with the order.
- Energy Performance of Buildings Regulations – annual update of Display Energy Certificates and advisory report.
- Carbon Reduction Commitment (CRC) – mandatory emission trading scheme to deliver reduction in greenhouse gases.
- Electrical Testing – to ensure compliance with the Electricity at Work Act 1989.
- Portable Appliance Testing (PAT) – testing of electrical equipment on an annual basis now undertaken by the Council's Facilities Officer

### **11.5 Approved Action to be taken to Reduce Maintenance Backlog**

In order to assist with the cost of ensuring that property assets are fit for purpose the following action will be taken.-

- 1) Cabinet did approve a capital bid of £500,000 in the 2009/10 budget process which was spent in 2010/11. Further resources of £75,000 per annum from 2011/12 until the end of financial year 2014/15 is included Capital Programme. This budget will assist in meeting the cost of work identified through revised condition surveys.
- 2) The approved revenue repairs and maintenance budget for 2011/12 was £344,800
- 3) Property reviews will take into account the cost of future repairs identified through revised condition surveys with a view to disposing of assets with a high maintenance cost and low suitability/financial return. It should be noted that

whilst a property is vacant pending disposal it will continue to be a draw on the Council's budget in terms of vacant property management costs.

- 4) Innovative partnership agreements to reduce the Council's repairing liabilities for example: Regal Cinema/Kilton Youth Centre where a peppercorn lease arrangement has been agreed in return for tenants achieving community objectives and obtaining funding for property maintenance. Together with the proposal to lease the former Central Library at Central Avenue, Worksop to the Aurora Well Being charity
- 5) Whole life costing model used as part of maintenance process. The CIPFA IPF strategic model will be adopted by Property Services to consider major property repair items.
- 6) Applications for external funding to match fund capital monies provided by the Council. Significant potential exists to lever match funding for the Council's heritage properties.
- 7) Invest to save bids will be submitted to carry out energy efficiency improvements to Council property.
- 8) The use of SCAPE to facilitate repairs and maintenance to properties identified in the backlog maintenance schedule with the associated opportunities that will become available to achieve better value for the Council, in terms of the Council's money being spent locally and staff time being directed to work projects rather than the normal tender and procurement process that can become a potentially protracted process.
- 9) The disposal of surplus or 'non-fit-for-purpose' property that is in poor condition, large backlog maintenance cost, or in poor legislative compliance
- 10) Effective management of investment estate through enforcement of tenant obligations under leases and tenancy agreements.
- 11) Properly planned and reactive maintenance prioritisation to comply with the maintenance.
- 12) The effective targeting of maintenance by reference to condition survey reports.
- 13) Limiting maintenance spends of non-strategic buildings to Health & Safety and legislative compliance reasons only.
- 14) ☐ Centralised maintenance budgets will be strictly controlled to ensure expenditure is only on maintenance related repairs.

## **11.6 Main Issues**

### *Backlog Maintenance Works*

Total remedial work required for the BUILDING and M&E Elements:

(Note that this is based on an estimated Gross Internal Floor Area of 62,050m<sup>2</sup>)



## 11.7 Budget for Future Maintenance Works

Total remedial work likely to be required within a five year period for the BUILDING and M&E

Elements:

Building Survey      £ 1,855,686.00

M&E Survey            £ 363,600.00

TOTAL COST            £ 2,219,286.00

Cost per m2 (average) £ 35.77/m2

(Note that this is based on an estimated Gross Internal Floor Area of 62,050m2)

These figures are exclusive of Prelims, Profit, Contingency, Fees, Expenses and VAT and are for backlog works only; they exclude costs relating to any proposed service or facilities developments. They are based on bringing all areas up to a sound and operational (not new) condition.

Through the proposed framework agreement with Scape it is envisaged that there is a potential to make savings in relation to the costs identified in the above program of works.

## 11.8 Breakdown of Condition Bands

The buildings surveyed fall into the following Condition Bands:

Band 1 (£0 - £25/m<sup>2</sup>) 32%

Band 2 (£26 - £75/m<sup>2</sup>) 26%

Band 3 (£76 - £100/m<sup>2</sup>) 06%

Band 4 (>£100/m<sup>2</sup>) 36%

The percentages above are based on the number of properties that fall into each band.

### Breakdown of Priority Grading

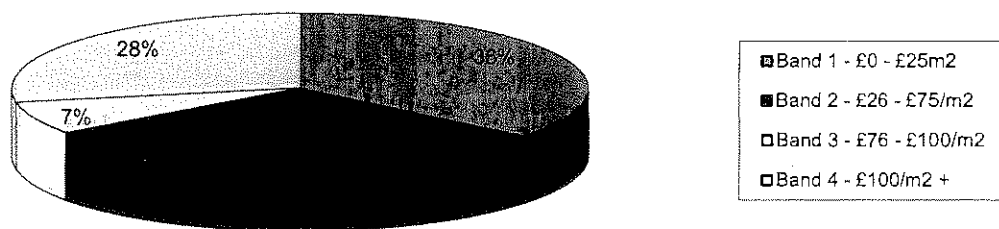
The buildings surveyed fall into the following Priority Grading's:

- Priority 1 - 1% £ 54,700
- Priority 2 - 42% £ 2,176,668
- Priority 3 - 57% £ 2,955,526
- Priority 4 - 00% £ 0

Bands applied:

- Priority 1 - Urgent Work,
- Priority 2 - Essential Work,
- Priority 3 - Desirable Work
- Priority 4 - Long Term Work.

**Breakdown of Condition Bands  
for Bassetlaw District Council**



**Breakdown of Priority Grading Cost  
for Bassetlaw District Council**



### 11.9 Summary.

Contractors acting on behalf of the Council a physical condition survey of selected properties.

The surveys undertaken within the study relate to conditions prevailing on site in June 2009. See property schedule in Appendix 2.

**12.1 Methodology for Corporate Prioritisation of Projects**

With the current financial constraints and competing pressures on the Council it remains important that the Council adheres to its methodology for prioritising between potential projects and schemes, which are based on both corporate and service based priorities. Attention is also focussed on the revenue implications of any capital expenditure to ensure the Council will not inherit a legacy of increased revenue costs. Therefore, only whole life costs are considered.

The Asset Management Plan plays a vital role, through a co-ordinated and sustainable asset disposal/retention process, in releasing capital resources to help fund the programme.

The prioritisation process is numerically based, and allocates points to projects dependent upon the categories into which they fall. The aim is to demonstrate how the Council selects projects that will achieve its overall objectives and is not biased towards particular service interests.

The process is in two parts. In Stage 1, projects are placed into one of 8 categories, attracting the appropriate points (example: categories include legal requirement to provide service or asset/match funding is available to meet part of the cost). In Stage 2, additional points may be acquired if projects satisfy one or more criteria. Equally, points can be deducted if, for example, the project results in increased revenue costs. The aggregate of these two stages will result in a list of projects in priority order.

Projects above £500,000 will be considered separately. This is because above £500,000 a project will consume such a large proportion of the likely resources available as to make the process ineffective for the remaining bids and it is recommended that bids of this order should be prioritised and considered separately. Projects of this scale make comparison in the context of a prioritisation process very difficult. In a case where a project of such size is put forward, it could be decided that all cash available for the year should be allocated to this one project or if the project is high value and spans a number of years, the annual allocation would be top sliced prior to allocating remaining funds identified through the normal prioritisation process.

A lower limit of £10,000 has been set because this is considered small enough to be met from revenue budgets.

**12.2 Co-ordination of Asset Management Information and its Integration with Relevant Financial Organisational Information**

Due to the importance of capital receipts funding the above capital programme and receiving revenue income to meet predicted targets, it is essential that asset management information is co-ordinated and integrated with relevant financial information.

The asset register is the corporate record of properties and maintained throughout the year in accordance with CIPFA / RICS Valuation Standards 6<sup>th</sup> edition (red book) requirements. From 1<sup>st</sup> April 2010 local authorities have been obliged to introduce IFRS Accounting. IFRS places greater emphasis on Componentisation i.e. the requirement to

depreciate separately those parts of an asset which have "a cost that is significant in relation to the total cost of the asset".

Asset management information is reported as a standing item to Property and Regeneration Group, which meets monthly. This information includes progress on capital receipts target, revenue income generated and any rent loss associated with disposals.

In addition to the above, property services staff receive monthly budget reports from financial services in order that progress can be monitored and are involved in forecasting predicted income for future years.

### **12.3 Risk Management**

Under Bassetlaw District Council's Corporate approach to managing risk the above asset management/financial risks have been assessed. Ability to achieve capital receipts target scored as an amber (medium risk), and therefore on-going review and monitoring is necessary as identified above. In the Corporate Property Strategy – Disposals Policy, it is identified that the CPO should be closely involved in setting the capital receipts target in order to mitigate risk and ensure that the capital receipts target is realistic and sustainable.

In respect of revenue income generated from investment property, the risk of not achieving the target is rated as green (low risk) due to the likelihood of any variance being in the region of less than £50k based on past performance and also property services staff who are heavily involved in forecasting the budget.

A key area which requires review is in respect of Health and Safety arrangements for council properties which has been assessed as an amber risk as existing systems are in place to manage key areas for example: legionella, asbestos, electrical safety and condition. On each site there should be a building log book containing all necessary information in relation to statutory and legislative requirements including legionella, and asbestos records. In addition there should be an individual appointed as the Responsible Person and Building Occupier's Representative.

A review of controls will be carried out this year alongside the on-going implementation of the new property management system.

### 13.1 Overview

Performance monitoring is essential to ensure that the property portfolio is achieving strategic outputs. New indicators as detailed below will be implemented this year, which are directly linked to the main aims of the Council. The performance indicators are reported annually to the Audit and Performance Scrutiny Committee in a report which describes and evaluates how the Council's asset base contributes to the strategic plan objectives.

### 13.2 Performance Indicators

It is recognised that an effective performance management framework is essential in delivering a well-run Asset Management Service.

The Council are collecting the new COPROP performance management national property performance indicators. These are in summary:

#### ***PMI 1 Condition and Required Maintenance***

This indicator highlights maintenance backlog and indicates the percentage of planned maintenance which the authority is undertaking. The emphasis of this measure is to ensure that property assets are fit for purpose.

#### ***PMI 2 Environmental Property Issues***

Measurement of running costs for property (Gas, electricity and water) and assess the level of CO2 emissions generated from Property.

#### ***PMI 3 Suitability Surveys***

In line with ensuring that premises meet the requirements of service users, suitability surveys are used to highlight service user issues with buildings in order that an action plan can be formulated.

Local/Corporate Property Performance Indicators as summarised below:-

Ref	Indicator	Definition	Corporate Link
LPI 1	Performance of capital disposals against target set	% of financial value achieved against financial target	Efficient and Effective
LPI 2	Annual Rental Growth (Investment Property)	Used to identify good / poor performance within the Property Portfolio	Efficient and Effective
LPI 3	% Revenue Income achieved against target	Used to highlight annual investment property performance	Efficient and Effective
LPI 4	Voids	No. of lettable units void as a % of the total units	Efficient and Effective
LPI 5	Jobs Created	Net gains for key property transactions	Jobs and Enterprise
LPI 6	No of new Affordable Housing Units delivered directly or indirectly	As stated	Safe and Strong

### 13.3 Property Review/Suitability

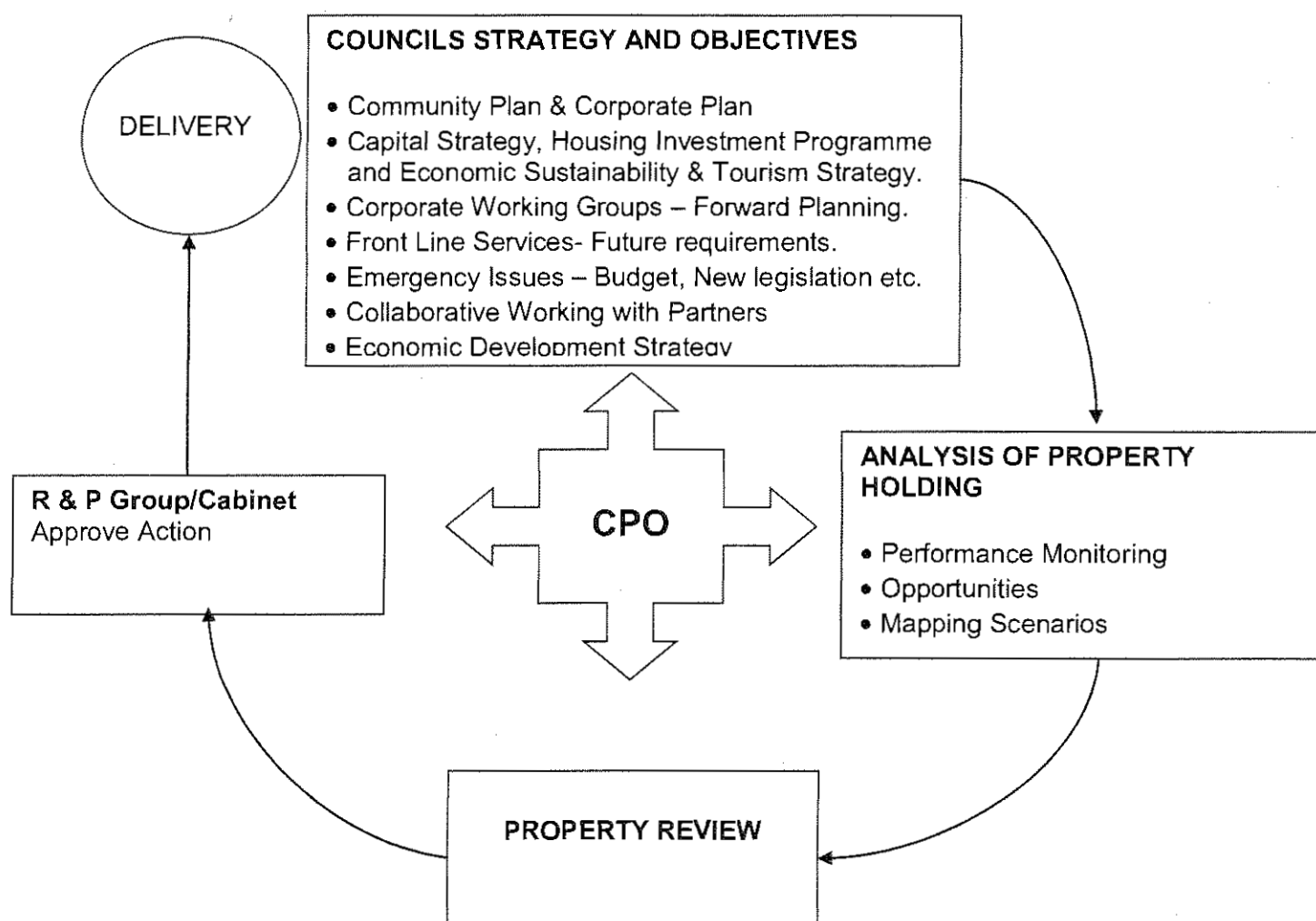
A robust property review exercise is fundamental in developing an effective management strategy.

Property review is undertaken on an on-going basis. By setting, monitoring and reporting against performance targets, in conjunction a more formal review process. Assets are considered against whether or not they are being employed in delivering the identified requirements of the services.

### 14.1 Property Review/Suitability

A robust property review exercise is fundamental in developing an effective asset management strategy. The Council's review programme is currently underway and continuously challenges whether our current property holdings are achieving the Council's aims and objectives.

The review process is outlined below:



The property review process ensures that the Council's reason for holding property is clear and relevant. The review takes into account the Council's future property requirements, strategic issues, performance measures outlined in Section 8, and future maintenance liabilities. The standard property review sheet is included in Appendix 1.

For operational properties the views of the service managers are vital in understanding whether service properties are fit for purpose and are able to meet the future requirements of the Authority. The method of obtaining this feedback is through



suitability surveys and structured interviews with service managers. In addition to more formal methods of consultation the Corporate Property Officer (CPO) interacts regularly with front line services and has a full understanding of their requirements. The standard suitability survey is also attached in Appendix 1. The results of the survey are then used to complete the suitability matrix as part of the property review exercise.

As part of the liaison process with front line services the CPO regularly attends Portfolio Holder meetings to discuss property issues through a workshop style process.

There will be increased emphasis on public sector organisations to seek out opportunities to jointly work together by sharing premises and strategic locations in the district. The identification of co-location opportunities with other public sector organisations will seek to maintain customer focused services whilst aiming to reduce costs through economies of scale. This process may well also free up existing premises that fall surplus to an organisations requirements that then can be considered for potential disposal.

These locations may be satellite managed workspace, but the intention would be to have quality accommodation in one location that provides public access to services and maintains and improves relationships with customers.

## **14.2 Future Proposals**

As shown in the Property Review process model above, the CPO plays an active role in strategy formulation in addition to a financial role in ensuring that sufficient monies are generated to fund the Council's Corporate Plan commitments and Housing Investment Programme.

The CPO attends the working groups outlined below and provides a direct corporate link to Property and Regeneration Group. The future requirements of the Authority can then be translated into Asset Management Policy.

- i A1 Housing Project Board – To determine Housing Strategy in Bassetlaw
- ii Regular property meetings with Nottinghamshire County Council, Bassetlaw PCT and Nottinghamshire Police – Regular meetings held at officer level to discuss property issues with a view to collaborative working.
- iii Bassetlaw LDF Group – Considering regeneration issues as part of the LDF.
- iv Bassetlaw Newark and Sherwood Crime Partnership - Property input required to improve crime hotspot areas.
- v Sustainability Group

Attendance at the above Working Groups is essential to providing a corporate understanding of property issues. Property input has been the catalyst for new delivery solutions for example:-

- Land at Sandhill Lake; joint working with Notts County Council, Real Education and the PCT to provide services to local disaffected young people in a supported environment

### **14.3 National Links**

An important part of the Asset Management process and keeping up to date with latest information is membership of the CIPFA Asset Management Planning Network.

Through this Group the Corporate Property Officer is made aware of future changes which affect Asset Management and the Council benchmarks performance information with member authorities.

The Network is a valuable source of information and member authorities share information on a number of issues.

The Association of Chief Estates Officers (ACES) hold regular meetings for its members and discuss a wide range of property relates issues as well as issuing guidance to members. There has been increasing attention paid to Asset Management Plans and with the impact of the CSR this information is likely to be of increased benefit to its members.

# APPENDIX 1

## Summary of Key Objectives

Objective:	Targets/Actions	Anticipated Delivery Date
<b>Capital receipts</b>	<ul style="list-style-type: none"> <li>Implement property disposal strategy</li> </ul>	On-going since September 2011
<b>Backlog maintenance</b>	<ul style="list-style-type: none"> <li>5 year PPM schedule that identified statutory and non statutory work</li> </ul>	On-going work
<b>Operational estate</b>	<ul style="list-style-type: none"> <li>5 year program to ensure front line properties are fit for purpose</li> </ul>	On-going work from April 2011
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>Bassetlaw District Council "in house" targets</li> </ul>	Within Central government timetable 2020
<b>One Council approach to property and facilities management</b>	<ul style="list-style-type: none"> <li>Report to Cabinet approved</li> <li>Centralisation of Property &amp; FM services</li> <li>Operational property fit for purpose in line with condition surveys</li> </ul>	<p>Recommendations implemented</p> <p>Completed</p> <p>On-going</p>
<b>Asset data management</b>	<ul style="list-style-type: none"> <li>IT system purchased</li> <li>Property records updated</li> </ul>	<p>In place</p> <p>On-going work</p>
<b>Development &amp; Regeneration</b>	<ul style="list-style-type: none"> <li>Develop employment opportunities in Worksop and Harworth</li> <li>Improve the quality of our Town Centres</li> <li>Target with partners vacant garage sites especially rural ones for affordable housing</li> <li>Maintain the provision of quality employment sites</li> </ul>	<p>Demand studies on-going</p> <p>Work to Bridge St. Market and Retford Market Square – completed</p> <p>Worksop Market Place – Public Realm Works – to be completed March 2012</p> <p>Initial sites identified</p>

		On-going
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## APPENDIX 2

### Property Review / Suitability

#### PROPERTY HOLDINGS REVIEW - ASSESSMENT SHEET

1. PROPERTY
2. PROPERTY CATEGORY
3. DESCRIPTION
4. FLOOR AREAS/SITE AREA

*INSERT PHOTO*

#### 5. CONTRIBUTION TO COUNCIL'S MAIN AIMS/OBJECTIVES

	Low	Medium	High
Creating a Better Environment			
Crime and Community Safety			
Promoting Social Inclusion			
Transport and Access			
Addressing Housing Needs			
Lifelong Learning			
Jobs and Regeneration			
Promoting Healthy Communities			
Leisure and Culture			
Investment Property			
Operational Property			

## **6. TENURE DETAILS**

## **7. MAINTENANCE**

7.1 Current Condition:

7.2 Actual Maintenance Cost(last Financial Year) : £

7.3 Provisional Allocation in Planned Maintenance Budget - £

7.4 Planned Maintenance Requirements:

Year 1	£
Year 2	£
Year 3	£
Year 4	£
Year 5	£
<b>Total</b>	<b>£</b>

## **8. RUNNING COSTS/ENERGY USE**

8.1 Water:

8.2 Gas:

8.3 Electric:

8.4 Business Rates:

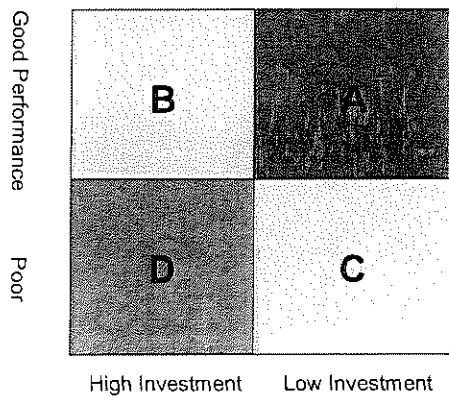
8.5 Management Issues:

## **9. COMMITTEE - Executive**

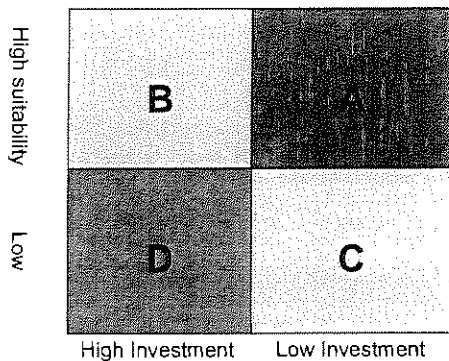
## **10. PLANNING -**

## 11. PERFORMANCE MEASUREMENTS

- 11.1 Capital Value
- 11.2 Income:
- 11.3 Frequency of Review/Next Review
- 11.4 Annual Rental Growth Rate:
- 11.5 Internal Rate of Return:
- 11.6 Investment Performance Matrix



- 11.7 Suitability Matrix (Operational Properties Only)



## 12. COMMITTEE - Executive

## 13. OPTIONS Corporate/Financial/Service Considerations)

- 1 Retain
- 2 Dispose of Freehold
- 3 Lease the site to generate rental income

**Corporate**

**Financial**

**Service Considerations**

**14. OTHER COMMENTS**

**15. RECOMMENDATION**



## Suitability Questionnaire

Date:

Property:

Suitability Score 0 (Worst: Not Suitable) – 10 (Best: Very Suitable)

Suitability Elements	Score
1) Location of Premises	
2) Amount of Floor space/Land	
3) Quality of Facilities	
4) Car Parking	
5) Layout	
6) Running Costs	
7) DDA Compliant	
8) Corporate Image	
9) Adaptability	
10) Potential to meet future Requirements.	
11) Staff Satisfaction	
12) Customer satisfaction	
TOTAL	
Other comments from Service Provider	

Scores of less than 60 generally require action to address Property Issues either through new Property solutions or work to address key suitability elements outlined above.

An Action Plan would be identified in Property Review process.

# APPENDIX 3

## Backlog Maintenance

The schedule is based on physical condition surveys completed October 2009. These costs exclude any costs in relation to service or facilities development. They are based on bringing the premises up to a sound and operational (not new) condition.

### Property Types and Addresses

Site	Address	Block	Total Cost
001	Queen's Building	01 - Main Building	£981,880* (see note 1)
002	Worksop Town Hall	01 - Main Building	£190,860
003	Worksop Town Hall	Link 01 - Main Building	£62,275
004	Retford Town Hall 01	Main Building	£232,100
005	17b The Square	01 - Main Building	£106,310
007	Retford TIC	01 - Main Building	£17,350
008	Worksop TIC	01 - Main Building	£99,520
009	Harworth Housing Office	01 - Main Building	£32,290
010	Kilton Forest Golf Course	00 - Main Building	£15,000
010a	Kilton Forest Golf Course	01 - Main Building	£85,800
011	Memorial Avenue Depot	01 - Main Building	£72,570
012	Carlton Forest Depot	00 – Site	£14,000
012a	Carlton Forest Depot	01 - West House	£34,950
012b	Carlton Forest Depot	02 - Training & Development Centre	£2,200
012c	Carlton Forest Depot	03 - Environmental Services	£36,990
012d	Carlton Forest Depot	04 - The Bungalow	£26,930
012e	Carlton Forest Depot	05 - Carlton Forest House	£72,440
012f	Carlton Forest Depot	06 - East House	£49,490
013	88 Albert Road	01 - Main Building	£28,500
014	Bircotes Leisure Centre	01 - Main Building	£327,653
015	The Pavillion, Kings Park	01 - Main Building	£14,764
016	Goosemoor Lane, Changing Rooms	01 - Main Building	£15,950
017	Retford Nurseries	01- Offices	£189,350

017a	Retford Nurseries	02 - Racket Court	£44,550
017b	Retford Nurseries	03 - Potting Sheds	£66,000
018	Sandhill Lake	Toilets 01 - Main Building	£23,500
019	Costhorpe Sports Ground	01 - Main Building	£8,860
019a	Costhorpe Sports Ground	02 - Changing Rooms	£41,790
020	Langold Country Park	01 - Cafe	£12,500
020a	Langold Country Park	02 - WC	£5,724
020b	Langold Country Park	03 - Kiosk	£1,900
022	Amcott House Museum	01 - Main Building	£143,100
022a	Amcott House Museum	03 - Store	£87,030
023	Chancery Lane	01 - Main Building	£4,860
024	Chapelgate	01 - Main Building	£7,660
025	Park Street	01 - Main Building	£22,340
026	Gateford	Road 01 - Main Building	£8,970
027	Main Street	01 - Main Building	£5,250
028	Worksop Cemetary	01 - Chapel	£41,500
028a	Worksop Cemetary	02 - Office & WC	£11,328
028b	Worksop Cemetary	03 - Sheds	£400
029	Retford Cemetary	01 - Main Building	£12,930
030	Carlton Phoenix	00 - Site	£2,000
030a	Carlton Phoenix	01 - Main Building	£260,600
030b	Carlton Phoenix	02 - Block 02	£178,000
031	Old Brewery Yard	01 - Main Building	£367,480
032	Canal Terrace	01 - Main Building	£53,500
033	Leverton Road	01 - Block 01	£148,350
034	Leverton	Road 03 - Block 03	£6,000
035	Goodwin Hall	01 - Main Building	£10,000
036	Former Baths, Albert Road	01 - Main Building	£109,900* (see note 2)
037	Northumberland Avenue Community	C 01 - Main Building	£23,650
038	CAB Central Avenue	01 - Main Building	£8,750
039	Chapelgate, Retford	01 - Car Park	£39,000
040	West Street, Retford	01 - Car Park	£27,500
041	Chancery Lane (North), Retford	01 - Car Park	£5,000
042	Chancery Lane (South), Retford	01 - Car Park	£1,000
043	Carolgate/Wharf Road	01 - Car Park	£15,250

044	Churchgate, Retford	01 - Car Park	£80,250
045	New Street, Retford	01 - Car Park	£64,750* (see note 3)
046	Adj 77 John Street, Worksop	01 - Car Park	£250
047	Adj 99 John Street, Worksop	01 - Car Park	£750
048	Lead Hill, Worksop	01 - Car Park	£19,200
049	1 to 11 Gateford Road Worksop	01 - Car Park	£25,770
050	Priorswell Road, Worksop	01 - Car Park	£51,700
051	Castle Hill, Worksop	01 - Car Park	£12,250
052	Adj 10 Newgate Street, Worksop	01 - Car Park	£44,500
053	Adj 28 Newgate Street, Worksop	01 - Car Park	£45,000
054	Adj 49 Newgate Street, Worksop	01 - Car Park	£54,250
055	Adj 65 Potter Street, Worksop	01 - Car Park	£18,000
056	16 Queen Street, Worksop	01 - Car Park	£39,000
057	Farr Park, Worksop	01 - Car Park	£1,000
058	Carr Road, Retford	01 - Car Park	£9,360
059	Adj Old Brewery Canal Terrace	01 - Car Park	£18,500
060	Little Theatre Retford	01 - Car Park	£250
		<b>Total</b>	<b>£5,148,894</b>

Notes:

Note 1 - Refurbishment works were completed within 2011/12 financial year for the following items:

- i) Window frame replacement - £220,000
- ii) Replacement kitchens - £60,000
- iii) Refurbished male and female wc's - £100,000

Note 2 - Subsequently leased on full repairing and insuring terms

Note 3 - Car park in the ownership of Notts. County Council and managed by Bassetlaw DC.

Additions to Operational Estate:-

73 Bridge Street, Worksop has been added to the operational estate as a result of the requirement to relocate the existing public toilets and markets office and store to a more appropriate location closer to the relocated open markets that previously operated on the site of the new Savoy Cinema. The first floor of new premises will also provide a file storage solution and enable files to be moved from Old Brewery Yard.



**BASSETLAW DISTRICT COUNCIL**

**CABINET**

**9<sup>TH</sup> FEBRUARY 2012**

**REPORT OF HEAD OF FINANCE & PROPERTY**

**ROBUSTNESS OF ESTIMATES AND ADEQUACY OF RESERVES – 2012/13**

Cabinet Member: Finance & Property  
Contact: Mike Hill  
Ext: 3174

**1. Public Interest Test**

The author of the report, Mike Hill, has determined that the report is not confidential.

**2. Purpose of the Report**

- 2.1 Sections 25 and 26 of the Local Government Act 2003 place a personal duty on the Chief Finance Officer to make a report to Council when considering its budget and Council Tax. The report must deal with the robustness of the estimates and the adequacy of reserves.
- 2.2 The Act requires Members to “have due regard to the report in making their decisions”. Where this advice is not accepted, it should be formally recorded within the minutes of the Council Meeting.

**3. Background and Discussion**

**Financial Controls**

- 3.1 There are safeguards to ensure that local authorities do not over-commit themselves financially. These include:
  - (a) The Chief Finance Officer’s powers under section 114 of the Local Government Act 1988, which require a report to Council if there is, or likely to be, unlawful expenditure or an un-balanced budget;
  - (b) The Local Government Finance Act 1992 (amended by the Localism Act 2011), which requires the Council to calculate its council tax requirement for each financial year, including the revenue costs which flow from capital financing decisions. The Act also requires the Council to budget to meet its expenditure after taking into account other sources of income. This is known as the ‘balanced budget requirement’;

- (c) The Prudential Code, introduced under the Local Government Act 2003, which applies to capital financing and treasury management decisions.

3.2 There are also a number of Policies and Control Procedures that the Council operates to ensure good financial probity:

- The Council operates a comprehensive and effective range of financial management policies. These are contained within the Financial Procedure Rules, which are part of the Council's Constitution.
- The Council conducts an annual review of the effectiveness of the system of internal control and reports on this in the Annual Governance Statement.
- The Council has implemented effective risk management policies, identifying corporate, operational and budget risks and mitigating strategies. Capital projects are subject to a comprehensive scoring and prioritisation process, and monitored on a monthly basis by the Property & Regeneration Group.
- The internal and external audit functions play a key role in ensuring that the Council's financial controls and governance arrangements are operating satisfactorily.
- The review processes of Cabinet, Overview & Scrutiny, and the Audit & Performance Scrutiny Committees support this role.

### **Robustness of Estimates**

3.3 Under Section 25 of the Local Government Act 2003 the Section 151 Officer is required to provide a commentary assessing the robustness of the estimates when Cabinet and Council are considering the budget proposals. The key strategic risks in considering the 2012/13 revenue budget proposals and Capital Programme in the context of the Medium Term Financial Plan are:

### **General Fund Revenue Expenditure**

- The Chancellor made a further statement on public sector pay restraints in October 2011 and this supplemented the two-year zero per cent pay freeze announced in June 2010. This does present a level of certainty for the budgets, but as a prudent measure, a provision of £70,000 has been built into the budget, and the vacancy factor has been reduced to 1.5%, which appears achievable on recent trends.
- Nottinghamshire County Council increased the Council's employer superannuation contributions by 1% from 1<sup>st</sup> April 2011. The rate of 22.1% has been applied to the employee budgets, and this will remain in place until the next triennial review at the end of 2013/14.
- Job evaluation discussions are still subject to agreement with the trade unions, for which a dedicated Job Evaluation Reserve exists to meet any residual costs.

- No inflationary increases have been applied to general budgets, however any contracts that are linked to CPI or RPI have received an inflationary increase of five per cent.
- BPL continues to provide a well-respected leisure service, and the most recent financial information suggests that the Leisure Trust continues to be financially viable, with no increased threat of default on the contract and subsequent management fee.
- Once again the Council has been proactive in anticipating budget reductions and putting measures in place to meet the established savings target. In preparation for 2012/13, the annual Star Chamber process achieved over £1.2m of ongoing savings through a combination of the Voluntary Redundancy and Voluntary Early Retirement exercise, coupled with efficiency measures identified from within existing budgets.

#### General Fund Revenue Income

- There is now a greater certainty on the Icelandic Bank investments made in 2008. For the two UK registered banks, Heritable bank and Kaupthing Singer & Friedlander bank have now made payments to the Council of £1.311m (64.6%) and £0.656m (63%) respectively, (including a share of interest), against the initial £3.0m investment. For the two Icelandic bank investments with Glitner and Landsbanki totalling £5.0m, the "priority creditor status" has now been confirmed, and the Council is awaiting confirmation as to when and how much per instalment will be paid back to the Council. Glitner bank have recently announced that a payment will be made as a mixture of five different currencies on 29<sup>th</sup> February 2012, but due to fluctuations in daily conversion rates the amount is unclear but will be circa £2m.
- Investment income interest rate assumptions have been set at 0.5%, which is prudent given current market forecasts.
- Cabinet has already approved the Fees and Charges in December 2011. They have been set in accordance with the Corporate Charging Policy, and realistic estimates have been included within the budget based on estimated usage of each service. It should be noted that overall the income estimates have been further reduced this year to counteract the implication of lower consumer disposable income.
- The Council commissioned a report from Tribal on the generation of additional income for the Council. This outlined a number of potential opportunities and work will continue throughout the summer. The income budgets have not been increased to reflect any further income.
- A1 Housing continues to review its Service Level Agreements with the Council. A number of minor amendments have been made within the budget and no further changes are expected during 2012/13.
- The Council Tax is proposed to remain at 2009/10 levels, thereby taking advantage of the additional one-off 2.5% Council Tax Freeze Grant payable to individual local authorities by the Department of Communities and Local Government.



## General Fund Provisions and Reserves

- The new contract for the provision of insurance cover came into effect in October 2010. This increased the excess limits that the Council is liable for under any claim. However, the claims history over the last five-year period suggested that this would be financially beneficial when combined with the operation of a Self-Insurance Fund. The Council currently holds an Insurance reserve of £69,000, and created a provision against general fund losses of £60,000 as part of the 2010/11 closedown process. This is to be re-assessed against outstanding claim liabilities each year during the closure of accounts process.
- As a further measure against financial risk, the Council operates a strategic Corporate Contingency Fund in which £0.15m is allocated for the 2012/13 budgets. This is deemed to be sufficient to cover exceptional budget variances or emergencies that might occur in the year.
- The continuing credit crisis has added uncertainty about the current economic environment, and this has exacerbated the future effects on the Council in terms of debt collection rates and increased housing benefit levels. In the interests of prudence, the Council has increased its bad debt provision by a further £80,000 within the budget.
- In January 2010 the Council received a Capitalisation approval from the Secretary of State for £2.66m in respect of the 'perceived' loss from the £8m Icelandic bank investments. As the anticipated dividend returns have increased, the amount required to be set aside has reduced, resulting in a Treasury Management Impairment Reserve of £1.62m being created in the Council's balance sheet at 31<sup>st</sup> March 2011. For prudence this sum will remain in the accounts until such time as the final settlements have been recovered and received, or the position becomes clearer as dividends are repaid to the Council.
- The Risk Management Group has identified "*a significant one-off challenge to a decision or new compensation trend emerges*" as a new corporate risk, and in response a budget has been allocated for £0.1m in the 2012/13 budgets. All claims with a financial value that is above officers' delegated powers will be reported to Cabinet as they emerge in year, if any should arise.

## Housing Revenue

- HRA Self-financing was reported to the January Cabinet, and outlined the way forward in terms of a comprehensive business plan that is affordable over the 30 year term. This involves the borrowing of £27.5m additional debt as a payment to central government to buy the Council out of the current housing subsidy system. A critical assumption within the model is that the Council follows the government's prescribed rent setting policy, and this was agreed by Cabinet on 10<sup>th</sup> January 2012.
- Under self-financing, all of the treasury management decisions will be made specifically for Housing as the loans pool will be split into two i.e. one of General Fund and one for the Housing Revenue Account. The Treasury costs are one of the largest budgets within the Housing Revenue Account, and as a

result of the changes, these are relatively fixed giving added stability to the decision-making process.

#### Capital Programme and Funding

- Funding for General Fund capital schemes, particularly in later years, remains subject to generating capital receipts and being successful in bidding for grants. In the absence of that funding some schemes will likely not be affordable. However, some amounts of Prudential Borrowing will be used for 'long life' assets as a substitute for the escalating costs of Disabled Facilities Grants. This additional pressure on the Minimum Revenue Provision (MRP) has been built into the revenue budgets.
- The effects of major flooding within the district became a reality in 2007 and may happen again. Since that time measures have been instigated in response to the Pitt Review, and a number of key projects have been completed with regard to flood alleviation schemes. The Council takes a proactive approach to flood mitigation, and further resources are being committed as part of the Capital Programme for 2012/13 and future years.
- The Asset Management Plan and General Fund Capital Programme budget report provide an indication of the levels of capital receipts anticipated during the five-year period. There is a change in focus within the 2012/13 budget report whereby any new capital schemes are now linked to the successful sale of identified surplus assets, and expenditure cannot be incurred on any scheme until such time as that receipt has been deposited into the Council's bank account. It should be noted that those schemes that were approved at the equivalent cabinet budget meeting last year were formulated on actual receipts received and banked.
- The Capital Programme is set out in a separate report. In summary, the costs of borrowing used to fund the Capital Programme is accounted for in the 2012/13 revenue budget.

#### Statement of Accounts

- The Council adopted the new International Financial Reporting Standards (IFRS) within the 2010/11 accounts, and only minor changes to this in terms of Heritage Assets is envisaged for the 2011/12 closure process.
- The Council has sound Financial Management arrangements in place as evidenced by the positive *Annual Audit Letter 2010/11* received from the Audit Commission.

#### Adequacy of Reserves

- 3.4 The Local Government Finance Act 2003 requires authorities to have regard to the level of reserves when calculating their budget requirements. Professional guidance is set out to assist in this deliberation (*guidance note on Local Authority Reserves and Balances – LAAP Bulletin 77 – November 2008*).
- 3.5 Earmarked Reserves are intended to be used for specific purposes over a period of time of more than a single financial year. These earmarked reserves either protect

the Council against specific financial risks, or they are used as a means of funding specific revenue projects. The main reserves held by the Council are the Job Evaluation Reserve, the Treasury Management Impairment Reserve, the Developers Revenue Contributions Unapplied Reserve, the Manton Community Reserve, and the Insurance Reserve.

- 3.6 The General Reserve is a corporate contingency to be deployed by either Cabinet or Council for any purpose within the legal powers of the Council. Examples of the purposes for which it might be used include: dealing with unforeseen in-year budget pressures, financing once-only items of expenditure, or creating a strategic earmarked reserve.
- 3.7 In consideration of this guidance, the Council is maintaining its Minimum Working Balance of £1.0m for the General Fund, and increasing it from £0.75m to £1.0m for the Housing Revenue Account, this is in response to the changes arising out the new HRA self-financing system. In the event of these Minimum Working Balances being compromised, Cabinet and Council, as advised by the Chief Finance Officer, must agree a plan to restore the balance in the following financial year.
- 3.8 The resulting levels of General Reserves and Balances from the proposed 2012/13 budget (i.e. at 31<sup>st</sup> March 2013) are summarised below. Further details are available in the budget report elsewhere on this agenda.

	<b>31<sup>st</sup> March 2013 £'000</b>
<b>General Fund Revenue</b>	
Minimum Working Balance	1,000
General Reserve (incl. Manton)	98
Treasury Management Impairment Reserve	1,619
Other Revenue Reserves	877
	<b>3,594</b>
 <b>Housing Revenue</b>	
Minimum Working Balance	1,000
General Reserve	153
	<b>1,153</b>
 <b>Capital</b>	
Capital Receipts	2,618
Capital Reserves	0
	<b>2,618</b>

#### **4. Implications**

- (a) For service users

None arising directly from this report.

- (b) Strategic & Policy

The Revenue Budget process supports the Medium Term Financial Plan in delivering the Council's objectives of being efficient and effective.

(c) Financial - Ref: 12/137

The Head of Finance & Property, as designated the Council's Section 151 Officer, has outlined his opinion on the robustness of the estimates and adequacy of reserves.

In summary, the Head of Finance & Property is satisfied that the advice given to Members satisfies his statutory fiduciary duty as required under Section 25 of the Local Government Act 2003.

(d) Legal – Ref: 30/02/12

The Local Government Act 2003 places duties on Local Authorities with regard to financial management. When an Authority is deciding on its annual budget and Council Tax level it will have to take into account a report from its Chief Finance Officer on the robustness of the budget and the adequacy of the authority's reserves.

Members should be aware that also under the Local Government Act 2003, the authority is under a duty to monitor its budgets during the year and consider what action to take if deterioration is identified.

(e) Human Resources

None arising directly from this report.

(f) Community Safety, Equalities, Environmental

None arising directly from this report.

(g) This is not a key decision.

## 5. **Options, Risks and Reasons for Recommendations**

### 5.1 The LAAP bulletin 77 states that:

*"Account should be taken of the key financial assumptions underpinning the budget and financial strategy alongside a consideration of the authority's financial management arrangements."*

### 5.2 The following table therefore represents the Head of Finance & Property's judgement of the residual risks of there being variances (over or underspending) from the budget, after taking account of the measures discussed in paragraph 3.3 above:

AREA OF RISK	RISK FACTOR	ACTIONS TAKEN
Revenue spending above budget	High	Rigorous budget monitoring throughout the year should ensure that variances in budgets are identified early during the year and actions put in place to address the problems wherever possible. Managers, Directors and Portfolio holders all receive monthly budget monitoring information. Budget holder Financial

		Procedure Rule refresher training to be undertaken during the year. Accountability clearly identified and spending officers are well aware of their financial responsibilities.
Achieving the savings target in future years	Medium	There are three key determining factors that are currently unknown: local council tax benefit arrangements; local government resource review; and the next two year local government finance settlement. The Council has a good track record in responding to financial challenges, and this will require the same co-ordinated and objective approach to be taken by Members and Officers together over the coming months to identify the savings and ensure that the Minimum Working Balances are maintained.
Volatility of grant income	Medium	As per above. The Council is unable to respond until an announcement is made on the outcome of the local government resource review, and the next two year local government finance settlement.
Income achievement	Medium	Income budgets have been further reduced to relatively low levels. Rigorous budget monitoring throughout the year. Budget accountability clearly identified. Corporate Charging Policy in place for fees and charges, with a potential further review over the summer.
Achieving Star Chamber savings	Medium	Already removed from the base budget. Rigorous budget monitoring throughout the year. Accountability clearly identified.
Achieving vacancy rate	Medium	Vacancy target set at 1.5%. Budget accountability clearly identified. Managed via budget monitoring process.
Achieving target spending for capital programme	Medium	Property & Regeneration Working Group monitors and co-ordinates capital programme. Accountability clearly identified.
Exposure to Borrowing interest rate changes	Low	The greater proportion of long-term borrowing is in respect of Housing and this will have already been actioned during March 2012 in readiness for the new self-financing regime. It is unlikely that substantial levels of borrowing will ensue in the coming years.
Investment interest rate changes	Low	Interest rate forecasts from Treasury advisors have been used in the calculation. Cash balances for investment have been assessed

		prudently, taking into account the strategy of using investments as an avoidance of borrowing. Consequently the budget is set at low levels of return.
Complying with grant requirements	Low	Very few grants in operation. No adverse audit commentary received.

## 6. **Conclusions**

6.1 Having considered the above risks, the conclusion of the Section 151 Officer is that the Council be advised that overall:

- The estimates are sufficiently robust, and,
- The levels of reserves and balances forecasted to be held at 31<sup>st</sup> March 2013 are adequate,

to allow the Council to set the Revenue Budget, Capital Programme and Council Tax for 2012/13.

6.2 It was announced as part of the 2012/13 settlement that local government funding levels will be cut by a further £240m in 2013/14 and £497m in 2014/15 over and above the previous Spending Review 2010 control totals. Aligned to this are a number of high profile Ministerial decisions regarding council tax benefit arrangements and the local government resource review for which no details have yet been released, which could have a significant impact on the distribution of funds to all local authorities. With this in mind, both Members and officers must commence a programme of review in preparedness of any detrimental impact these changes may impose upon Bassetlaw District Council for 2013/14.

## 7. **Recommendations**

7.1 That Cabinet considers this report in conjunction with the suite of other budget reports also reported on this agenda and recommends it to full Council on 5<sup>th</sup> March 2012.

**Background Papers**  
Budget working papers

**Location**  
Accountancy office

