

Wyre Forest District Council



FINANCIAL STRATEGY 2008/2011

(Please retain for future reference)

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WYRE FOREST DISTRICT COUNCIL

CABINET
20TH DECEMBER 2007

FINANCIAL STRATEGY TIMETABLE 2008/2011

COMMUNITY STRATEGY THEME	-
CORPORATE THEME:	Improving Corporacy & Performance
KEY PRIORITY:	Financial and Asset Management
STRATEGY:	Financial Strategy
PORTFOLIO HOLDER:	Councillor John Campion
RESPONSIBLE OFFICER:	Head of Financial Services
CONTACT OFFICER:	Keith Bannister Ext 2100
APPENDIX 1	Financial Strategy Timetable
AN OPEN ITEM	

1. PURPOSE OF REPORT

- 1.1 To consider the timetable, responsibility, actions, issues and risks of the forthcoming Budget process.

2. RECOMMENDATION

The Cabinet is asked to **NOTE :-**

- 2.1 The timetable, process and risks contained in the Appendix.

3. BACKGROUND

- 3.1 The Council's Budget and Policy Framework Procedure Rules are contained within the Constitution.

4. KEY ISSUES

- 4.1 Timescale, responsibility, action, issues and risks are identified in the Appendix.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no financial implications.

6. LEGAL AND POLICY IMPLICATIONS

- 6.1 These are contained within the Council's Budget and Policy Framework Procedure Rules.

7. RISK MANAGEMENT

- 7.1 Risks are identified in the Appendix.

8. CONCLUSION

- 8.1 All Members and Officers need to be aware of the Financial Strategy Timetable and Process.

9. CONSULTEES

- 9.1 CMT/Leader of the Council.

10. BACKGROUND PAPERS

- 10.1 Budget and Policy Framework Procedure Rules.

WYRE FOREST DISTRICT COUNCIL

STRATEGIC FINANCIAL STRATEGY TIMETABLE 2008/2011

TIMESCALE AND RESPONSIBILITY	ACTION	ISSUES	RISKS
Budget Review Panel 21 November 2007	<ul style="list-style-type: none"> Scrutiny of Base Budget 2007/08 	<ul style="list-style-type: none"> Scrutiny and Prioritise Base Budget 	<ul style="list-style-type: none"> Unable to Prioritise to identify low and non-priority services
Budget Review Panel 21 November 2007	<ul style="list-style-type: none"> Summary Income Service Options report to Budget Review Panel 	<ul style="list-style-type: none"> Scrutiny of Review of Fees and Charges 	<ul style="list-style-type: none"> Budget Review Panel may not be in favour of some proposals which could lead to a reduction in income for 2008/09 onwards
Corporate Service & Performance 26 November 2007	<ul style="list-style-type: none"> Corporate Service & Performance Base Budget proposals to Cabinet/ Recommendations on Income Service Options 	<ul style="list-style-type: none"> Corporate Service & Performance Scrutiny of Base Budget including Prioritisation and Gershon savings. Endorsement of Budget Review Panel recommendation on income Service Options 	<ul style="list-style-type: none"> No conclusive recommendation
Cabinet 20 December 2007	<ul style="list-style-type: none"> 2008/2011 Base Budget/Financial Strategy reports 	<ul style="list-style-type: none"> To consider and approve 	<ul style="list-style-type: none"> Deadline not achieved for Base Budget and Financial Strategy
	<ul style="list-style-type: none"> Recommendations from Corporate Service & Performance including Income Service Options 	<ul style="list-style-type: none"> To incorporate or reject Corporate Service & Performance recommendation into Budget Strategy 	<ul style="list-style-type: none"> Recommendation from Corporate Service & Performance may be at odds with Cabinet Strategy
	<ul style="list-style-type: none"> Three Year Budget Strategy proposals 	<ul style="list-style-type: none"> Cabinet's Initial Budget Strategy 	<ul style="list-style-type: none"> Must be presented on 20th December 2007
	<ul style="list-style-type: none"> CSR07/Gershon Savings Identified 	<ul style="list-style-type: none"> Target savings of approximately £690,000 per annum to be identified 	<ul style="list-style-type: none"> Target savings not achieved
	<ul style="list-style-type: none"> Council Priorities Review and Update 	<ul style="list-style-type: none"> Revised/New Priorities tabled/ integrated into Budget 	<ul style="list-style-type: none"> Unable to Agree

TIMESCALE AND RESPONSIBILITY	ACTION	ISSUES	RISKS
From 2 January 2008 To 31 January 2008	<ul style="list-style-type: none"> • Consultation on Budget Strategy by Stakeholders 	<ul style="list-style-type: none"> • Consultation Process needs to be determined by Cabinet on 20th December 2007 	<ul style="list-style-type: none"> • Little stakeholder interest unless proposing a high Council Tax increase
Budget Review Panel 9 January 2008	<ul style="list-style-type: none"> • Scrutiny of Initial Budget Strategy by Budget Review Panel 	<ul style="list-style-type: none"> • The Budget Strategy detailed Scrutiny exercise 	<ul style="list-style-type: none"> • Budget Review Panel will not endorse initial strategy
Budget Review Panel 23 January 2008	<ul style="list-style-type: none"> • Scrutiny of alternative Budget Proposals 	<ul style="list-style-type: none"> • Other Political Groups alternative Budget Proposals Scrutiny 	<ul style="list-style-type: none"> • Other Groups do not present their Proposals
Corporate Service & Performance 5 February 2008	<ul style="list-style-type: none"> • Recommendation to Cabinet on Initial Budget Strategy proposals 	<ul style="list-style-type: none"> • Consideration of Scrutiny of Cabinet Proposals by Budget Review Panel 	<ul style="list-style-type: none"> • Corporate Service & Performance will not endorse initial strategy
Cabinet 21 February 2008	<ul style="list-style-type: none"> • Recommendation of Final Budget Strategy following scrutiny, consultation and final determination of RSG/CSR07 settlement 	<ul style="list-style-type: none"> • Cabinet Final Budget Strategy 	<ul style="list-style-type: none"> • Unable to take on board Corporate Service & Performance Recommendations or Consultation Proposals
Corporate Service & Performance 25 February 2008	<ul style="list-style-type: none"> • Scrutiny of Final Budget Strategy (if required) 	<ul style="list-style-type: none"> • Further Scrutiny if Final Budget Strategy is materially different from Initial Strategy 	<ul style="list-style-type: none"> • Corporate Service & Performance will not endorse Final Strategy
Cabinet 26 February 2008	<ul style="list-style-type: none"> • Cabinet (if required) to consider final scrutiny and recommendations to Council 	<ul style="list-style-type: none"> • Consideration of Corporate Service & Performance scrutiny of Final Budget Strategy 	<ul style="list-style-type: none"> • Unable to take on board Corporate Service & Performance Recommendations
Council 27 February 2008	<ul style="list-style-type: none"> • Budget Strategy Approval • Council Tax setting 	<ul style="list-style-type: none"> • Agreement of Final Budget Strategy and Council Tax Level for 2008/09 	<ul style="list-style-type: none"> • Council does not approve Cabinet's Final Budget Strategy or Set Council Tax

WYRE FOREST DISTRICT COUNCIL

CABINET
20TH DECEMBER, 2007

THREE YEAR BUDGET & POLICY FRAMEWORK 2008/2011

AN OPEN ITEM	
COMMUNITY STRATEGY THEME:	-
CORPORATE THEME:	Improving Corporacy & Performance
KEY PRIORITY:	Financial & Asset Management
STRATEGY:	Budget & Policy Framework
CABINET MEMBER:	Councillor John Campion
RESPONSIBLE OFFICER:	Head of Financial Services
CONTACT OFFICER:	K. Bannister Ext. 2100 keith.bannister@wyreforestdc.gov.uk
Appendix 1	Base Budget Projection 2008/2011
Appendix 2	Working Balances, Reserves and Provisions
Appendix 3	Finance Strategy
Appendix 4	Consultation Strategy
Appendix 5	Priority Themes & Strategic Outcomes

1. PURPOSE

- 1.1 In accordance with the Council's Budget and Policy Framework Procedure Rules to provide the Cabinet with financial information in order to make proposals for the Budget Strategy for the period 2008/2011.

2. RECOMMENDATIONS

The Cabinet is asked to RECOMMEND :-

- 2.1 The endorsement of the Council's updated Medium Term Finance Strategy. (Appendix 3)
- 2.2 Cabinet Proposals – taking into account the impact on the Council's Capital and Revenue Budgets for 2008/2011.
- 2.3 The level of net expenditure and resultant Council Tax for 2008/2011.
- 2.4 Income Service Options, including appropriate revision of fees and charges and the impact on the Council's Revenue Budget for 2008/2011, as shown in separate report to this meeting of the Cabinet.

- 2.5 The endorsement of the Council's policy relating to Working Balances, Reserves and Provisions as detailed in Appendix 2 and note the availability of Resources and Provisions outlined in paragraph 7 and Appendix 2.**
- 2.6 A consultation exercise for the budget process in accordance with the Council's Budget Consultation Strategy. (Paragraph 12 and Appendix 4 refers).**
- 2.7 A Strategy to achieve the Governments efficiency targets as detailed in a separate report to this meeting of the Cabinet (paragraph 17 refers).**
- 2.8 Priorities for 2008/2009 as detailed in paragraph 16 and Appendix 5.**

3. KEY ISSUES

The Council will have to take into account the following factors in setting the 2008/2011 Budget and future years Budget Projections :-

- 3.1 The projected Base Budget net expenditure for 2008/2009 is estimated to be £15,325,180 (Appendix 1). This is £876,500 more than currently estimated to be raised from Council Tax, Business Rate Grant and Revenue Support Grant. These calculations are based on base budget estimates, and an assumed 2.5% Council Tax increase in accordance with the Council's Finance Strategy.
- 3.2 The Provisional Local Government Finance Settlement for 2008/2009 was announced on 6th December 2007. Wyre Forest will receive Formula Grant of £7,878,820, an increase of 2.49% on 2007/2008. In addition the Council will receive a Special Grant of £288,570 to assist in meeting the additional cost of the New English Concessionary Bus Travel Scheme.
- 3.3 Income Service Options which propose increases to fees and charges are the subject of a separate report to this meeting of the Cabinet.
- 3.4 The Council has identified General Reserves of £3.4 million to meet the projected Budget deficit in 2007/2011 and the cost of any approved Cabinet Proposals. See Appendix 2 for Allocation of Reserves.
- 3.5 The Government have in place Reserve Capping Powers to limit excessive increases in Council Tax. The Local Government Minister has stated that he will continue to cap councils in a targeted way who levy unreasonably large council tax rises. The Government are expecting Local Authorities to levy below 5% increases.

Council will have to give careful consideration to the level of increase for 2008/2011 in the light of the above Government advice.

- 3.6 The Council's reliance on the use of General Reserves to bridge the gap between Expenditure and Income in each year may not be sustainable in the longer term. The Council in determining a new three year Budget Strategy needs to ensure that any increase in the Base Budget expenditure is sustainable with the aim of ensuring equilibrium between expenditure and income in the longer term when the Council's Reserves are diminished.

- 3.7 All Local Authorities are required to submit to the Department of Communities and Local Government (DCLG) for the years 2005/2006 to 2007/2008 a series of efficiency statements about targets and achievements. The Efficiency Targets for Wyre Forest are shown in a separate report to this meeting of the Cabinet.

4. THE BASE BUDGET 2007-2011

- 4.1 Overall the Council's Summary Budget and individual divisional summaries are enclosed as Appendix 1.
- 4.2 The format of the 2008/2011 Base Budget has been amended to reflect the divisional changes brought about by the CMT Review.
- 4.3 A copy of the detailed Budget 2007/2011 can be forwarded to Members electronically on request.
- 4.4 Inflation has been included in the Base Budget for 2008/2011 onwards as follows :-

	<u>2008/2009</u>	<u>2009/2010</u>	<u>2010/2011</u>
	%	%	%
Payroll	2.00	2.00	2.00
Council's Business Rates and Other Contractual Commitments	3.00	3.00	3.00
Energy Costs	Nil	Nil	Nil
Other (Efficiency Saving)	Nil	Nil	Nil

- 4.5 The Three Yearly Actuarial Valuation of the Pension Fund will be implemented with effect from 1st April 2008. As a result, the Council's Employers Pension Contribution will continue to increase from 27.6%, to be phased in over a period of 3 years (increase of 0.8% p.a.). This equates to a yearly cumulative increase in the Base Budget of approximately £100,000 p.a. for these three years. The final actuarial review is expected during January 2008.

These additional costs are included in Base Budget held under the Human Resources Corporate Costs Budget.

5. LOCAL AUTHORITY REVENUE FINANCE SETTLEMENT FOR 2008/2009

- 5.1 The key points of the Minister of State for Local Government, John Healey's announcement on 6th December 2007, of the provisional Local Government Finance Settlement for 2008/2011, are as follows :-
- Nationally in cash terms a 4.0% increase for 2008/2009 over 2007/2008
 - The formula grant system to calculate each authority's grant is composed of four blocks :-

- A relative needs block worked out through Relative Needs Formula (RNF). The RNF is equivalent to formula spending shares in the old system. The formula is based on a per client amount with top-ups to reflect local circumstances, including deprivation and area costs;
 - The final actuarial review is expected during January 2008.
 - A relative resource amount, to take account of different capacity to raise income from council tax. This is a negative amount;
 - A central allocation amount, which is allocated on a per capita basis.
 - A floor damping block to ensure all authorities receive a minimum grant increase. For Districts this is 1% for 2008/2009, 0.5% for 2009/10 and 0.5% for 2010/2011. This is a negative amount.
- c) The National Non-Domestic Rates (NNDR) poundage will increase by 4.05% and therefore the NNDR poundage (the multiplier) for England for 2008/2009 is 46.2p compared to 44.4p in 2007/2008.
- d) The Government have issued no guidance as to their anticipated level of increase for Council Tax for 2008/2009, however, the Minister in his statement said; "we expect to see an average council tax increase in 2008/2009 of less than 5%. We will not allow excessive council tax increases".

5.2 For Wyre Forest, a summary of the impact of these proposals is as follows :-

The provisional Formula Grant has been calculated as follows :-

	2008/2009 £m
Relative Needs Amount	3.176
Relative Resource Amount	- 2.113
Central Allocation Amount	6.980
Floor Damping	<u>- 0.164</u>
Total Formula Grant	<u>£7.879m</u>

Wyre Forest will receive for 2008/2009 a below inflation increase of £191,365 (2.49%) with Total Formula Grant of £7.879 million compared with £7.688 million for 2007/2008. The Council's grant for 2009/2010 will be £7.981 million, an increase of 1.29% and for 2010/2011 £8.067 million, an increase of 1.08%.

In addition the Council have been allocated a Special Grant of £288,574 for 2008/2009, £295,380 for 2009/2010 and £303,547 for 2010/2011 towards meeting the additional costs of the New English Concessionary Bus Travel Scheme.

5.3 The Finance Settlement is provisional at this stage with Local Authorities able to comment on the proposals to the Department of Communities and Local Government by the 8th January 2008. The Final Finance Settlement will be published in early February 2008.

The Cabinet at its meeting on 21st February 2008 will need to consider this matter further if there are any significant changes to the provisional proposals.

6. COUNCIL TAX BASE

- 6.1 The calculation of the Council Tax Base for tax setting is the subject of a separate report to this Cabinet. It is made by means of equating the bands of all properties shown in the valuation list for the Billing Authority Area into Band 'D' equivalents. An allowance must then be made for changes in the Valuation List, successful appeals against banding levels, new properties, further exemptions, further single person discounts, further disablement relief, variation in numbers of void properties and provision for bad debts.

The Tax Base for Wyre Forest District Council for 2008/9009 after allowing for the above items is 34653 (34535 in 2007/2008). The Tax Base includes the reduced discount for Second Homes and Empty Property as agreed by Council on 3rd December, 2003.

7. WORKING BALANCES, RESERVES AND PROVISIONS

- 7.1 The Council has adopted the general principles of the CIPFA guidance on Local Authority Reserves and Balances.
- 7.2 The following Reserves are available to assist the Council in meeting General Fund Expenditure 2008/2011 as part of the Three Year Financial Strategy :-

	£
Total General Reserves 1 st April 2007	3,401,000
Contribution from Reserves (2007/08 Revised Budget)	<u>621,900</u>
Total Reserves Available 1 st April 2008	<u>£2,779,100</u>

- 7.3 Having applied General Reserves to meet Budget deficits in 2007/2011, £116,000 is available for use by the Council as part of its Finance Strategy.

8. COLLECTION FUND SURPLUS

- 8.1 A Collection Fund Surplus of £51,630 (£47,110 in 2007/2008) equivalent to an average reduction in Council Tax of £1.49 Band D equivalent (£1.36 in 2007/2008) will reduce the Council's net levy from the Collection Fund in 2008/2009. The surplus is mainly due to the efficient collection of Council Tax Arrears outstanding at 31st March 2007, and collected during 2007/2008.

9. CABINET AND SCRUTINY RECOMMENDATIONS/INCOME SERVICE OPTIONS

- 9.1 Cabinet and Scrutiny Recommendations – Details are contained in a separate report to the Cabinet, and as such they are proposals to change the current levels of service provided by the Council and not included in the Base Budget figures (Appendix 1). A decision to approve a Cabinet and Scrutiny Recommendation must only be taken after considering the impact on the Base Budget and the Council's Financial Strategy.
- 9.2 Income Service Options – Details are also contained in a separate report to the Cabinet, these represent proposals to increase fees and charges in line with inflation or slightly above (3½% is the Council's target figure for inflation for 2008/2009). Where Services are subsidised, charges need to be reviewed with a view to reducing or maintaining subsidy at existing levels.

10. CAPITALISATION OF REVENUE EXPENDITURE

- 10.1 The Head of Financial Services has identified expenditure within the Revenue Budget that qualifies in order to generate additional Revenue Resources. The Head of Financial Services will advise as appropriate if the Council wishes to proceed on this basis.

11. FINANCE STRATEGY

- 11.1 The Council, have approved a Medium Term Finance Strategy aimed at maintaining a sound financial structure for the future.

- 11.2 The Key Objectives are as follows :-

- To reduce expenditure to a sustainable level;
- A balanced budget within resources available identified into the medium term;
- To manage the Council's assets in order to achieve maximum efficiency;
- To manage the Council's investments efficiently and effectively to maximise interest generation;
- To make realistic provisions for inflation, pensions, committed growth, legislative requirements whilst securing the Council's financial position;
- To set aside any available balances initially to be used primarily for "one-offs" (eg investment, service or corporate growth) and/or depending on the amount of balances, used in a phased manner beyond one year to avoid fluctuations in the level of the Council Tax;
- To achieve, wherever possible, continuous improvement from Policy Reviews;

- To ensure the early recognition of emerging issues, associated assessment of risk and appropriate management of the budget process in relation to the assessment of the degree of risk;
- To direct available financial resources in line with approved service priorities and reallocate from low/nil priority areas in line with Council Policy to maximise achievement of approved Key Commitments.
- The Council should aim to keep its Council Tax to a maximum increase of 2½% .

11.3 An updated Finance Strategy is enclosed as Appendix 3.

12. BUDGET CONSULTATION STRATEGY

- 12.1 Following the publication of Council Tax Consultation Guidelines for Local Authorities, Council approved a Budget Consultation Strategy and is enclosed as Appendix 4.
- 12.2 The Cabinet need to recommend a course of action for consultation on the 2008/2009 Budget based on the approved Strategy.

13. RESERVE CAPPING POWERS TO LIMIT EXCESSIVE INCREASE IN COUNCIL TAX

13.1 Local Government Minister, John Healey, has made it clear given the substantial investment in Local Government, they expect Local Authority's to respond positively as far as Council Tax is concerned. The Government expects authorities to deliver an average Council Tax increase of less than 5% in 2008/2009, and that it is prepared to take action if that proves necessary. The Government will not allow excessive Council Tax increases.

13.2 The Reserve Capping Powers are complex and flexible comprising :-

- a) In-year Designation i.e. the Government will fix level of Council Tax and re-billing could be required.
- b) Following year Designation i.e. next years budget fixed by Government.
- c) Nomination – this is a warning that if a council does not rein in its spending, it will be capped in a future year.

13.3 The Council will have to consider carefully the level of Council Tax Increase for Wyre Forest in the light of the above advice and any subsequent information.

14. BUDGET RISK MANAGEMENT

14.1 The Accounts and Audit Regulations 2003 and the New CPA 2005 - Use of Resources, require Local Authorities to fully consider and manage Risk as part of the Budget process. A separate report is presented to this meeting of the Cabinet.

15. LOCAL GOVERNMENT ACT 2003

- 15.1 The Local Government Act 2003 (Sections 25-29) places duties on Local Authorities on how they set and monitor budgets.
- 15.2 Sections 25-27 require the Head of Financial Services to report on the robustness of the estimates and the adequacy of its proposed financial reserves. This will be reported to Council on 27th February 2008.
- 15.3 Section 28 places a statutory duty on an authority to review its budget from time to time during the year. If the Budget Monitoring Report shows that there has been a deterioration in the Authority's financial position, the authority must take such action as it concludes necessary. The Council currently reviews the Budget on a quarterly basis and this practice will continue.

16. ANNUAL PRIORITIES 2008/2009

- 16.1 Last year the Council agreed the following three Priorities for 2007/2008, supported by a range of measurable targets:
- Service
 - Efficiency
 - Prosperity
- 16.2 Details are contained in Appendix 5. Progress has been monitored on a monthly basis and a final report for 2007/2008 will be presented to Members early in the new municipal year 2008/2009.
- 16.3 The Council Priorities for 2007/2008 were agreed under the three themes of Service, Efficiency and Prosperity. For 2008/2009 and beyond, Priorities will be agreed as part of the new Corporate Plan, which is currently being developed and for which workshops will be held for Members and officers in January and February 2008. The Priorities will be supported by a set of measurable targets to assist performance monitoring throughout the year.

17. EFFICIENCY TARGETS

- 17.1 The new target for Local Government under CSR07 for the years 2008/2009 to 2010/2011 is to achieve cashable savings of 3% per year. Although there is no mandatory efficiency target for each individual council, this represents a target of approximately £690,000 per year for Wyre Forest District Council i.e. a total compounded target of around £2,100,000 over the three year period covered by CSR07, compared with a target of £1,197,000 for the three year period under CSR04.
- 17.2 Councils will be required to report annually to central government on the level of efficiency gains through a Value for Money Indicator. If this shows that little progress is being made, further investigation would take place by the local Government Office in order to understand the reasons.

- 17.3 The guidance in CSR07 indicates that whilst only gains that impact on a council's expenditure for the first time after 31st March 2008 can be counted against the new target, councils may also include the value of any ongoing cash releasing CSR04 gains achieved in excess of their target. The estimated on- going cashable gains achieved by this Council in the three year period covered by CSR04 are £1,955,000, which is £758,000 in excess of the target of £1,197,000 and this amount can therefore be carried forward against the total estimated target of £2,100,000 under CSR07. The level of efficiency gains claimed will continue to be subject to scrutiny by central government.
- 17.4 The government are anticipating that efficiency savings will come from the following areas :-
- Procurement
 - Asset management
 - Business process improvements and collaboration initiatives
- 17.5 See separate report entitled Gershon Efficiency Gains – Cashable and Non Cashable 2007/2008, CSR07 Gains Cashable 2008/2011 for detailed information.

18. CONSULTEES

- 18.1 CMT/Leader of the Council.

19. BACKGROUND PAPERS

- 19.1 Local Government Finance Settlement 6th December, 2007.

WYRE FOREST DISTRICT COUNCIL

GENERAL FUND TOTAL REQUIREMENTS - DISTRICT COUNCIL PURPOSES

SERVICE	2007/08		2008/09			2009/10			2010/11		
	Original Estimate £	Revised Estimate £	At Nov. 07 Prices £	Inflation £	TOTAL £	At Nov. 07 Prices £	Inflation £	TOTAL £	At Nov. 07 Prices £	Inflation £	TOTAL £
CULTURAL, LEISURE AND COMMERCIAL SERVICES / PROPERTY AND OPERATIONAL SERVICES	6,898,950	6,963,890	4,712,220	116,780	4,829,000	4,587,030	248,220	4,835,250	4,507,000	380,510	4,887,510
COMMUNITY AND PARTNERSHIP SERVICES	0	0	2,631,160	57,920	2,689,080	2,644,870	98,210	2,743,080	2,630,580	145,170	2,775,750
FINANCIAL SERVICES	1,933,470	1,915,770	2,053,930	39,360	2,093,290	2,051,770	74,930	2,126,700	2,064,520	111,340	2,175,860
HUMAN RESOURCES	1,167,630	1,140,730	2,950,440	77,730	3,028,170	3,027,920	133,380	3,161,300	3,069,970	193,250	3,263,220
LEGAL AND DEMOCRATIC SERVICES	716,990	762,760	743,030	15,290	758,320	671,480	29,750	701,230	766,330	44,910	811,240
PLANNING, HEALTH AND ENVIRONMENT	3,079,620	3,038,290	3,110,040	65,170	3,175,210	3,062,310	132,750	3,195,060	3,061,210	202,810	3,264,020
STRATEGY AND PERFORMANCE UNIT / CHIEF EXECUTIVES OFFICE	3,615,080	3,620,240	1,508,190	(6,560)	1,501,630	1,385,470	12,730	1,398,200	1,379,280	37,240	1,416,520
LESS: Capital Account/Interest Received	17,411,740	17,441,680	17,709,010	365,690	18,074,700	17,430,850	729,970	18,160,820	17,478,890	1,115,230	18,594,120
Income Service Options	(2,298,410)	(2,747,690)	(2,690,420)	800	(2,689,620)	(2,591,810)	1,480	(2,590,330)	(2,346,870)	2,060	(2,344,810)
TOTAL NET EXPENDITURE ON SERVICES	15,113,330	14,693,990	14,958,690	366,490	15,325,180	14,700,310	731,450	15,431,760	14,914,820	1,117,290	16,032,110
LESS: Contribution from Reserves	(1,041,240)	(621,900)			(876,500)			(719,820)			(1,066,750)
Note: reserves unapplied £116,000											
NET BUDGET REQUIREMENT	14,072,090	14,072,090			14,448,680			14,711,940			14,965,360
LESS: Revenue Support Grant	(1,104,720)	(1,104,720)			(962,770)			(7,980,750)			(8,067,150)
Business Rates	(6,582,740)	(6,582,740)			(6,916,050)			(50,000)			(50,000)
Collection Fund Surplus	(47,110)	(47,110)			(51,630)						
GENERAL EXPENSES - DISTRICT COUNCIL PURPOSES	6,337,520	6,337,520			6,518,230			6,681,190			6,848,210
COUNCIL TAX LEVY		183.51			188.10			192.80			197.62
COUNCIL TAX BASE		34,535			34,653			34,653			34,653

Note: 1. Based on estimated 2.5% p.a. Council Tax increase.

CULTURAL, LEISURE & COMMERCIAL SERVICES - SUMMARY 2007/2008
PROPERTY & OPERATIONAL SERVICES - SUMMARY 2008/2009 - 20010/2011

Detail	2007/08		2008/09	2009/10	2010/11
	Original £	Revised £	Estimate £	Estimate £	Estimate £
P001 WASTE COLLECTION					
A001 COLLECTION OF DOMESTIC WASTE	743,850	756,640	743,250	763,200	780,030
A005 KERBSIDE RECYCLING (RECYCLED MATTER)	1,185,110	1,182,730	1,218,060	1,292,860	1,347,450
A010 RECYCLING ACTIVITIES	(13,960)	(28,000)	(13,400)	(13,400)	(13,400)
	1,915,000	1,911,370	1,947,910	2,042,660	2,114,080
P005 MARKETS					
A015 RETAIL MARKET	1,550	8,130	8,240	2,560	0
A020 STREET MARKET	(1,940)	(2,050)	(2,000)	(1,940)	(1,880)
	(390)	6,080	6,240	620	(1,880)
P010 PUBLIC CONVENIENCES					
A025 PUBLIC CONVENIENCES	264,140	266,330	284,860	289,890	295,180
P015 CEMETERIES					
A030 CEMETERY	131,180	126,550	130,710	134,940	138,300
P020 CLEANSING SEWERS & DRAINS					
A035 CLEANING PRIVATE SEWERS & DRAINS	1,000	1,000	1,000	1,000	1,000
P025 PLAYLEADERSHIP					
A040 PLAYLEADERSHIP	195,310	188,380	0	0	0
P030 MUSEUMS AND THE ARTS					
A050 MUSEUM STORE	62,500	62,090	0	0	0
A055 BEWDLEY MUSEUM	181,710	194,320	0	0	0
A060 BEWDLEY CRAFT CENTRE	5,370	3,880	0	0	0
A065 ARTS DEVELOPMENT	109,660	95,500	0	0	0
	359,240	355,790	0	0	0
P035 SPORTS AND PHYSICAL RECREATION					
A070 WYRE FOREST GLADES LEISURE CENTRE	850,610	947,320	0	0	0
A075 STOURPORT SPORTS CENTRE	275,250	288,640	0	0	0
A080 STOURPORT SPORTS CLUB	10,370	10,370	10,680	11,000	11,500
A085 OTHER SPORTS FACILITIES	252,880	263,590	265,750	272,230	277,400
A090 COACHING COURSES	0	0	0	0	0
A095 SPORTS DEVELOPMENT	100,710	94,410	0	0	0
A096 ACTIVE COMMUNITIES & LPSA GRANT	0	0	0	0	0
A097 DIVERSIONARY ACTIVITIES	0	0	0	0	0
A100 EXTERNAL FUNDING	0	0	0	0	0
A105 BEWDLEY LEISURE CENTRE	45,020	49,470	0	0	0
A110 STOURPORT COMMUNITY CENTRE	26,580	24,430	0	0	0
	1,561,420	1,678,230	276,430	283,230	288,900

CULTURAL, LEISURE & COMMERCIAL SERVICES - SUMMARY 2007/2008
PROPERTY & OPERATIONAL SERVICES - SUMMARY 2008/2009 - 20010/2011

Detail	2007/08		2008/09	2009/10	2010/11
	Original £	Revised £	Estimate £	Estimate £	Estimate £
P040 ALLOTMENTS					
A120 ALLOTMENTS	23,650	21,780	13,670	13,990	14,210
P045 PARKS AND OPEN SPACES					
A125 PARKS & OPEN SPACES	1,221,090	1,246,670	880,250	907,970	921,490
A126 EXTERNAL FUNDING	0	0	0	0	0
	1,221,090	1,246,670	880,250	907,970	921,490
P050 COMMON CLACS SERVICES					
A130 CLACS CENTRAL ADMIN ACCOUNT	(70)	0	0	0	0
A135 COMMUNITY BASED ACTIVITIES	87,710	87,910	0	0	0
	87,640	87,910	0	0	0
P053 CORPORATE COSTS					
A137 CORPORATE COSTS	0	0	122,000	123,590	43,030
P055 PARKING FACILITIES					
A145 PARKING FACILITIES	(227,450)	(289,860)	(279,300)	(262,610)	(248,910)
A146 ON STREET PARKING	44,910	105,550	47,030	(25,370)	(34,900)
	(182,540)	(184,310)	(232,270)	(287,980)	(283,810)
P060 HIGHWAYS					
A150 STREET FURNITURE & NAMING ETC.	82,310	76,650	78,900	79,650	80,300
A155 HIGHWAYS GENERAL CLEANSING	763,230	742,650	743,420	759,390	784,200
A160 HIGHWAYS MAINTENANCE OF VERGES	99,310	91,600	91,500	93,470	94,770
	944,850	910,900	913,820	932,510	959,270
P065 PROPERTY - ADMINISTRATIVE BUILDINGS					
A170 TOWN HALL, KIDDERMINSTER	259,560	293,640	276,280	280,220	285,070
A175 VICAR STREET, KIDDERMINSTER	0	0	0	0	0
A185 NEW STREET, STOURPORT	0	0	0	0	0
A190 CIVIC CENTRE, STOURPORT	170,400	171,680	178,150	181,160	184,090
A195 LOAD STREET, BEWDLEY	0	0	0	0	0
A200 TOWN HALL, BEWDLEY	23,780	20,610	20,970	21,430	21,850
A205 COVENTRY STREET, KIDDERMINSTER	0	0	0	0	0
A210 GREEN STREET DEPOT, KIDDERMINSTER	(15,220)	0	0	0	0
A215 DUKE HOUSE, KIDDERMINSTER	0	0	0	0	0
A216 CENTRALISED OFFICE ACCOMMODATION	0	0	100,000	0	0
	438,520	485,930	575,400	482,810	491,010
P070 COMMERCIAL SERVICES-OPERATIONAL AREAS					
A220 COMMERCIAL SERVICES-OPERATIONAL AREAS	0	0	0	0	0

CULTURAL, LEISURE & COMMERCIAL SERVICES - SUMMARY 2007/2008
PROPERTY & OPERATIONAL SERVICES - SUMMARY 2008/2009 - 2010/2011

Detail	2007/08		2008/09	2009/10	2010/11
	Original £	Revised £	Estimate £	Estimate £	Estimate £
P075 CONTROL OF PESTS AND DOGS					
A225 CONTROL OF RATS & OTHER PESTS	59,010	61,360	58,680	60,870	62,300
A230 CONTROL OF DOGS	62,940	53,460	62,390	62,560	62,020
	121,950	114,820	121,070	123,430	124,320
P080 ABANDONED VEHICLES					
A235 ABANDONED VEHICLES	34,980	32,490	31,920	33,130	34,080
P085 INDUSTRIAL ESTATES & OTHER PROPERTY					
A245 OTHER INDUSTRIAL ESTATES	(110,350)	(116,610)	(108,980)	(107,160)	(105,930)
A250 HOOBROOK ENTERPRISE CENTRE	(22,180)	(39,960)	(34,260)	(32,030)	(30,250)
A255 OTHER PROPERTY	(85,560)	(129,460)	(100,770)	(107,350)	(115,490)
A256 FLOOD RELIEF	0	0	0	0	0
	(218,090)	(286,030)	(244,010)	(246,540)	(251,670)
Total S1 Cultural Leisure & Commercial Services / Property & Operational Services	6,898,950	6,963,890	4,829,000	4,835,250	4,887,510

The revised budget includes additional Capital Account recharges of £185,000 in respect of asset register revaluations. There is a compensating entry in the Capital Account.

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF CHEMISTRY

EXPERIMENTAL DATA		ANALYTICAL DATA	
1	2	3	4
5	6	7	8
9	10	11	12
13	14	15	16
17	18	19	20
21	22	23	24
25	26	27	28
29	30	31	32
33	34	35	36
37	38	39	40
41	42	43	44
45	46	47	48
49	50	51	52
53	54	55	56
57	58	59	60
61	62	63	64
65	66	67	68
69	70	71	72
73	74	75	76
77	78	79	80
81	82	83	84
85	86	87	88
89	90	91	92
93	94	95	96
97	98	99	100

COMMUNITY AND PARTNERSHIP SERVICES - SUMMARY

Detail	2007/08		2008/09	2009/10	2010/11
	Original £	Revised £	Estimate £	Estimate £	Estimate £
P021 LEISURE DEVELOPMENT					
A036 LEISURE DEVELOPMENT	0	0	77,460	78,240	79,020
A110 STOURPORT COMMUNITY CENTRE	0	0	25,520	26,160	26,780
	0	0	102,980	104,400	105,800
P025 PLAY DEVELOPMENT					
A040 PLAY DEVELOPMENT	0	0	189,650	193,480	196,210
P030 MUSEUM					
A050 MUSEUM STORE	0	0	63,670	65,140	66,630
A055 BEWDLEY MUSEUM	0	0	204,430	208,800	213,080
	0	0	268,100	273,940	279,710
P032 ARTS DEVELOPMENT					
A065 ARTS DEVELOPMENT	0	0	103,550	106,180	109,910
P034 SPORTS AND PHYSICAL RECREATION CAPS					
A070 WYRE FOREST GLADES LEISURE CENTRE	0	0	979,580	978,540	993,840
A075 STOURPORT SPORTS CENTRE	0	0	293,180	299,540	306,620
A076 BEWDLEY LEISURE CENTRE	0	0	49,690	50,430	51,030
	0	0	1,322,450	1,328,510	1,351,490
P037 SPORTS DEVELOPMENT					
A095 JOINT DELIVERY PLAN	0	0	99,380	102,510	103,920
A096 PHYSICAL ACTIVITY	0	0	0	0	0
A100 EXTERNAL FUNDING	0	0	0	0	0
A101 MOBILE SKATEPARK	0	0	0	0	0
A103 COMMUNITY DEVELOPMENT	0	0	400	400	400
	0	0	99,780	102,910	104,320
P039 COUNTRYSIDE AND CONSERVATION SERVICE					
A118 COUNTRYSIDE AND CONSERVATION SERVICE	0	0	341,500	352,420	360,410
P090 COMMUNITY AND PARTNERSHIPS ADMIN					
A257 COMMUNITY AND PARTNERSHIPS ADMIN	0	0	0	0	0
P215 CRIME AND DISORDER ACT 1998					
A495 COMMUNITY SAFETY	0	0	162,730	165,340	168,490
A496 EXTERNAL FUNDING	0	0	0	0	0
	0	0	162,730	165,340	168,490

COMMUNITY AND PARTNERSHIP SERVICES - SUMMARY

Detail	2007/08		2008/09	2009/10	2010/11
	Original £	Revised £	Estimate £	Estimate £	Estimate £
P220 COMMUNITY STRATEGY					
A500 COMMUNITY STRATEGY	0	0	450	450	450
A501 EXTERNAL FUNDING	0	0	0	0	0
	0	0	450	450	450
P225 CORPORATE COSTS					
A375 CORPORATE DESIGN/PRINT UNIT	0	0	1,170	1,730	2,240
A380 CORPORATE COMMUNICATIONS (EXCLUDING VOICE & DATA)	0	0	37,760	54,760	37,760
A382 CORPORATE COSTS	0	0	58,960	58,960	58,960
	0	0	97,890	115,450	98,960
Total S11 Community & Partnership Services	0	0	2,689,080	2,743,080	2,775,750

FINANCIAL SERVICES - SUMMARY

Detail	2007/08		2008/09 Estimate £	2009/10 Estimate £	2010/11 Estimate £
	Original £	Revised £			
P095 FINANCIAL SERVICES ADMINISTRATION					
A265 FINANCIAL SERVICES ADMINISTRATION	(21,590)	0	0	0	0
P100 REVENUES					
A270 COUNCIL TAX & NATIONAL NON-DOMESTIC RATES	450,660	441,320	454,290	471,850	483,000
P105 HOUSING BENEFITS/WELFARE					
A280 BENEFIT PAYMENTS	0	(100,000)	(100,000)	(100,000)	(100,000)
A285 BENEFITS ADMINISTRATION	638,150	623,350	688,810	717,640	751,520
A290 CONCESSIONARY TRAVEL	719,910	781,940	714,650	713,180	709,570
	1,358,060	1,305,290	1,303,460	1,330,820	1,361,090
P110 CORPORATE COSTS					
A2947 CORPORATE COSTS	146,340	169,160	335,540	324,030	331,770
	146,340	169,160	335,540	324,030	331,770
Total S2 Financial Services	1,933,470	1,915,770	2,093,290	2,126,700	2,175,860

HUMAN RESOURCES - SUMMARY

Detail	2007/08		2008/09 Estimate £	2009/10 Estimate £	2010/11 Estimate £
	Original £	Revised £			
P115 MEMBER ACTIVITIES					
A305 CHAIRMANS & VICE CHAIRMANS ALLOWANCES	12,810	12,810	12,950	13,090	13,230
A310 OTHER MEMBERS ALLOWANCES	323,470	312,100	322,400	328,450	334,650
A315 MEMBER SERVICES	224,270	220,630	227,720	233,570	237,680
	560,550	545,540	563,070	575,110	585,560
P120 HUMAN RESOURCES ADMINISTRATION					
A320 HUMAN RESOURCES ADMINISTRATION	0	0	0	0	0
P125 CORPORATE COSTS					
A325 CORPORATE COSTS	1,670	3,200	1,847,720	1,951,270	2,032,150
P130 TRAINING OF EMPLOYEES					
A330 TRAINING OF EMPLOYEES	0	0	0	0	0
P135 COMMON SERVICES					
A335 COMPUTER SERVICES	0	0	0	0	0
A340 COMMUNICATIONS	0	0	0	0	0
A260 WORCESTERSHIRE HUB	605,410	591,990	617,380	634,920	645,510
	605,410	591,990	617,380	634,920	645,510
Total S3 Human Resources	1,167,630	1,140,730	3,028,170	3,161,300	3,263,220

LEGAL & DEMOCRATIC SERVICES - SUMMARY

Detail	2007/08		2008/09 Estimate £	2009/10 Estimate £	2010/11 Estimate £
	Original £	Revised £			
P136 ELECTIONS & ELECTORAL REGISTRATION					
A345 ELECTIONS & ELECTORAL REGISTRATION	259,790	275,690	269,520	199,050	291,760
P137 COMMITTEE ADMINISTRATION					
A350 COMMITTEE ADMINISTRATION	540,010	549,030	555,080	566,720	575,140
P138 LAND CHARGES					
A355 LAND CHARGES	(82,310)	(62,460)	(66,780)	(65,040)	(56,160)
P140 LEGAL & DEMOCRATIC SERVICES ADMIN					
A360 LEGAL & DEMOCRATIC SERVICES ADMIN	(1,000)	0	0	0	0
P142 CORPORATE COSTS					
A370 LICENCE FEES	500	500	500	500	500
Total S4 Legal and Democratic Services	716,990	762,760	758,320	701,230	811,240

PLANNING, HEALTH & ENVIRONMENT - SUMMARY

Detail	2007/08		2008/09	2009/10	2010/11
	Original £	Revised £	Estimate £	Estimate £	Estimate £
P145 PLANNING POLICY FORMULATION					
A385 PLANNING POLICY FORMULATION	374,640	342,130	372,730	363,720	395,210
A386 EXTERNAL FUNDING	0	0	0	0	0
	374,640	342,130	372,730	363,720	395,210
P150 IMPLEMENTATION OF PLANNING POLICY					
A390 DEVELOPMENT CONTROL	266,620	239,260	247,700	252,430	260,580
A395 ENFORCEMENT	147,500	149,680	152,480	156,000	158,620
A400 ENVIRONMENTAL IMPROVEMENT & PROTECTION	54,020	48,720	52,070	53,320	53,820
A405 CONS. OF THE HISTORIC ENVIRONMENT	74,150	74,630	76,250	77,890	74,350
	542,290	512,290	528,500	539,640	547,370
P155 BUILDING CONTROL					
A410 BUILDING CONTROL	109,600	148,380	151,880	154,780	158,310
P160 PLANNING, HEALTH & ENVIRONMENT ADMIN					
A415 PLANNING, HEALTH & ENVIRONMENT ADMIN	35,740	0	0	0	0
P161 HIGHWAYS					
A165 HIGHWAYS RESIDUAL FUNCTION	13,600	7,610	6,990	7,190	7,360
A416 ADMINISTRATION OF STREET NAMING & NUMBERING	16,860	17,170	17,230	17,590	17,870
	30,460	24,780	24,220	24,780	25,230
P165 CORPORATE COSTS					
A420 MAPPING SERVICE AGREEMENT	11,400	12,810	12,810	12,810	12,810
P170 FOOD AND HEALTH AND SAFETY					
A425 FOOD AND HEALTH AND SAFETY	347,150	345,360	346,850	344,050	346,540
A426 EXTERNAL FUNDING - FOOD AND HEALTH AND SAFETY	0	0	0	0	0
A427 EXTERNAL FUNDING - BUSINESS RESOURCE EFFICIENCY	0	0	0	0	0
	347,150	345,360	346,850	344,050	346,540
P175 POLLUTION CONTROL					
A430 POLLUTION CONTROL	228,910	226,010	241,940	244,280	247,870
P185 LICENSING ACTIVITIES					
A440 HACKNEY CARRIAGES	11,490	9,930	11,900	12,140	12,950
A445 GENERAL LICENSING & REGISTRATION	49,170	42,890	45,730	45,180	45,070
A450 LICENSING ACT 2003	47,750	46,320	51,170	51,990	53,420
	108,410	99,140	108,800	109,310	111,440

PLANNING, HEALTH & ENVIRONMENT - SUMMARY

Detail	2007/08		2008/09 Estimate £	2009/10 Estimate £	2010/11 Estimate £
	Original £	Revised £			
P190 PRIVATE SECTOR HOUSING					
A455 HOUSING GRANTS & ASSISTANCE	108,990	106,590	146,490	164,650	167,300
A460 HOUSING, ENFORCEMENT & LICENSING	102,060	101,140	97,550	99,590	101,090
	211,050	207,730	244,040	264,240	268,390
P195 HOUSING ENABLING FUNCTION					
A465 HOUSING, HEALTH & SUSTAINABILITY - STRATEGY & ENABLING	234,350	209,150	231,930	238,850	244,330
A470 HOMELESSNESS, HOUSING ADVICE & ACCESS TO HOUSING	495,710	501,980	502,340	519,560	536,610
A471 EXTERNAL FUNDING - HOUSING ENABLING FUNCTION	0	0	0	0	0
	730,060	711,130	734,270	758,410	780,940
P210 REGENERATION AND ECONOMIC DEVELOPMENT ACTIVITIES					
A485 REGENERATION & ECONOMIC DEV. ACTIVITIES	188,990	245,330	241,460	207,400	195,870
A490 TOURISM	160,920	163,200	167,710	171,640	174,040
	349,910	408,530	409,170	379,040	369,910
Total S5 Planning, Health and Environment	3,079,620	3,038,290	3,175,210	3,195,060	3,264,020

STRATEGY AND PERFORMANCE UNIT - SUMMARY 2007/2008
CHIEF EXECUTIVES OFFICE - SUMMARY 2008/2009 - 20010/2011

Detail	2007/08		2008/09 Estimate £	2009/10 Estimate £	2010/11 Estimate £
	Original £	Revised £			
P205 STRATEGY & PERFORMANCE UNIT / CHIEF EXECUTIVES OFFICE					
A480 STRATEGY & PERFORMANCE UNIT / CHIEF EXECUTIVES OFFICE	0	0	0	0	0
P215 CRIME AND DISORDER ACT 1998					
A495 COMMUNITY SAFETY	143,760	149,980	0	0	0
A496 EXTERNAL FUNDING	0	0	0	0	0
	143,760	149,980	0	0	0
P220 COMMUNITY STRATEGY					
A500 COMMUNITY STRATEGY	60,450	65,450	0	0	0
A501 EXTERNAL FUNDING	0	0	0	0	0
	60,450	65,450	0	0	0
P225 CORPORATE COSTS					
A375 CORPORATE DESIGN/PRINT UNIT	11,530	6,410	0	0	0
A505 CORPORATE MANAGEMENT EXPENSES	1,296,780	1,266,980	1,481,630	1,378,200	1,396,520
A510 CORPORATE COSTS	2,102,560	2,131,420	20,000	20,000	20,000
	3,410,870	3,404,810	1,501,630	1,398,200	1,416,520
Total S6 Strategy & Performance Unit / Chief Executives Office	3,615,080	3,620,240	1,501,630	1,398,200	1,416,520

CAPITAL ACCOUNT / INTEREST RECEIVED - SUMMARY

Detail	2007/08		2008/09 Estimate £	2009/10 Estimate £	2010/11 Estimate £
	Original £	Revised £			
P230 CAPITAL ACCOUNT/INTEREST RECEIVED					
A515 CAPITAL ACCOUNT	(789,910)	(1,047,690)	(1,089,620)	(1,090,330)	(944,810)
A520 INTEREST RECEIVED	(1,508,500)	(1,700,000)	(1,600,000)	(1,500,000)	(1,400,000)
Total S7 Capital Account/Interest Received	(2,298,410)	(2,747,690)	(2,689,620)	(2,590,330)	(2,344,810)

Working Balances, Reserves and Provisions

1. Policy

- 1.1 Council have adopted the general principles of the CIPFA Guidance on Local Authority Reserves and Balances.
- 1.2 The Head of Financial Services shall advise the Council about the level of working balances, reserves and provisions and administer in accordance with the Council's Finance Strategy.
- 1.3 The Working Balance shall be set at a minimum of 5% of net expenditure and be used to cushion the impact of uneven cash flows, and as a contingency for unexpected events or emergencies.
- 1.4 General Reserves arising from either savings on budgeted expenditure or over achievement of targeted income are to be reviewed annually by the Council as part of the budget process and are to be used to assist with the balancing of the budget over the medium term financial plan.
- 1.5 Earmarked Reserves are set up by the Council to assist with known or predicted liabilities. The level of each Reserve is assessed by the Head of Financial Services based upon strategic, operational and financial risks facing the Council and agreed by the Council annually as part of the Budget process.
- 1.6 The Head of Financial Services will establish provisions for defined liabilities in accordance with Accounting Guidelines.

2. Working Balances

- 2.1 The Council have a Working Balance set at a minimum of 5% of net expenditure. The current Working Balance is £700,000 and this amount is felt to be an appropriate level for 2008/2009. The Working Balance is used by the Council to cushion the impact of uneven cash flows, and as a contingency for unexpected events or emergencies.

3. General Reserves

- 3.1 General Reserves arise from either saving on budgeted expenditure or over achievement of targeted income. These reserves are reviewed annually by Council as part of the budget process and are used to assist with the balancing of the budget over the medium term financial plan.
- 3.2 Reserves available to meet General Fund Expenditure from 1st April 2008 are currently calculated to be £2,779,100.

4. Earmarked Reserves

4.1 Earmarked Reserves are set up by the Council to assist with known or predicted liabilities. The Council have currently the following main Reserves other than deposit accounts and reserves associated with the overrun of specific projects :-

- a) Employee and Pensions Fund. This Reserve which amounted to £248,000 at 1st April 2007, has been set up to meet one-off costs of employee severance brought about by Organisational Review and other managerial factors. The fund has been in existence for several years and removes the impact of employee severance costs from the Revenue Budget.
- b) Local Authority Business Growth Incentive (LABGI). The Council have a Reserve of £150,000 available to supplement the General Fund Expenditure Reserve.
- c) Centralised Office Accommodation. This Reserve totals £300,000 and was set up by Council last March to meet one-off costs of the project.

5. Provisions

5.1 Provisions are required for defined liabilities and as such have to be distinguished from Reserves. Provisions are established by the Head of Financial Services in accordance with the Accounting Code of Practice. The Council's main Provision is in respect of Bad Debts (relating to Sundry and Property Debtors), which amounts to £418,690 which is calculated in accordance with CIPFA guidance.

WYRE FOREST DISTRICT COUNCIL

FINANCE STRATEGY

1. Overall Considerations

Changing public expectations

- 1.1 The Council expects the budget to support their initiatives, fulfil their promises, and realise their priorities. Making this happen is no easy matter. Changing public expectations means tough choices. With limited resources, priorities are crucial. It will be necessary to concentrate on essential rather than desirable items.

National Policies and Legislation

- 1.2 The pace of change continues with the government's modernisation agenda. It is inevitable that the Council will have to respond to a stream of legislation introducing new services and changing the way we deliver services. Already we are responding to Comprehensive Performance Assessment and Best Value, Community Strategy, Community Safety, E-government, Climate Change, Environmental Issues, Gershon Efficiencies and the Local Government Act 2003 with the associated CIPFA Prudential Code of Practice on Capital Accounting. Future responsibilities include Local Area Agreements (LAA), Partnership and Shared Services, CSR(07) Efficiency Targets, Sustainable Communities and the implications of the proposed Comprehensive Area Assessment.

Revenue Support Grant and Business Rate Grant

- 1.3. Each year, the Department of Communities and Local Government (DCLG) allocates Revenue Support Grant and National Non Domestic Rate Grant to the Council. The Formula Grant system has been overhauled by adoption of the four block system for Formula Grant and the new system of Formula Grant is composed of four blocks;
- Relative Needs Amount;
 - Relative Resource Amount;
 - Central Allocation Amount;
 - Floor Damping.
- 1.4 The Council, like many other local authorities, continues to face financial pressures, needing to ensure break even is achieved in each financial year.

2. Main Issues

- 2.1 Within the budget setting process, Wyre Forest residents are most likely to be concerned about:
- Council Tax levels (and any increases);
 - Services provided and quality of service.

- 2.2 Under the Local Government Act 1999, local authorities are no longer subject to a universal regime of pre-announced budget capping, although the Government has retained reserve powers under the Act within this area. The Government has stated that it will not hesitate to use these powers to curb unacceptable high increases in the level of Council Tax (above 5%).
- 2.3 The Comprehensive Performance Assessment of the Council in 2005 and the future Comprehensive Area Assessment, including Use of Resources and Value for Money will focus on specific Key Lines of Enquiry, which will by their nature look at the level of service provision. This level of service provision also applies in terms of the way in which the Council is seen to provide value for money within its Council Tax levels and the rate of increases in these levels in each year.
- 2.4. Local Authorities are being encouraged to work in partnership and to explore other methods of delivering local services. There may be financial advantages to the Council investigating delivery of services through Shared Services with other Councils and through financial "vehicles" such as Trusts. Such alternative forms of service delivery can also lead to the protection and enhancement of services through attracting investment from third parties. The Council should continue to investigate and identify areas of services that may benefit from such arrangements.

3. Key Objectives

3.1 The Key Objectives of the Finance Strategy are:-

- To reduce expenditure to a sustainable level;
- To seek efficiencies and value for money in all activities;
- A balanced budget within resources available identified into the medium term;
- To manage the Council's assets in order to achieve maximum efficiency;
- To manage the Council's investments efficiently and effectively to maximise interest generation;
- To make realistic provisions for inflation, pensions, committed growth, legislative requirements whilst securing the Council's financial position;
- To set aside any available reserves initially to be used primarily for "one offs" (eg investment, service or corporate growth) and/or depending on the amount of balances, used in a phased manner beyond one year to avoid fluctuations in the level of the Council Tax;
- To achieve, wherever possible, continuous improvement from Policy Reviews;
- To ensure the early recognition of emerging issues, associated assessment of risk and appropriate management of the budget process in relation to the assessment of the degree of risk;

- To direct available financial resources in line with approved service priorities and reallocate from low/nil priority areas in line with Council Policy to maximise achievement of approved Service Objectives.

3.2 The finance strategy is based on the following elements:-

- Early consultation;
- Council Tax Levels/Increases;
- Changes in the level and type of services provided;
- Income and charging policy;
- Use of Capitalisation ;
- Use of Reserves;
- Contingencies, Virements and Supplementary Estimates;
- Major projects and Partnership Funding.

4. **Early Consultation**

- 4.1 The revenue and capital budget processes manage and maximise financial resources. Capital planning and revenue budgeting need to continue to be responsive to changes in funding regimes, potential reductions in resources and the likely emphasis on partnership initiatives. The Council will need to input into the Government's review of local government finance – directly and through professional groups and associations with internal and external early consultation to increase awareness and enable an informed response.
- 4.2 The Council has taken many steps to become more open and transparent in its internal communications, both in terms of finance and more generally. Where there is a culture of openness and transparency, employee morale is higher and there is a greater sense of community and corporate identity. This trend will continue.
- 4.3 The norm is that information is made generally available as early as sensibly feasible, in a format which is easy to access and assimilate, to enable all employees to participate meaningfully in the development of policy and initiatives. It is anticipated that employees will receive information in the spirit in which it is offered, and engage in constructive discussions to address the key challenges faced by the Council.

5. **Council Tax Levels/Increases**

- 5.1 The acceptable changes in Council Tax levels should be focussed on as the main parameter for guidance in setting the finance strategy for the medium term, rather than the potential increases in budget levels.
- 5.2 The Council should aim to keep its Council Tax to a maximum increase of 2½%. The Council Tax position is very sensitive to changes in the Local Government Finance Settlement.

6. Changes in the Level and Type of Services Provided

- 6.1 Every aspect of the Council's activity will be undertaken to the highest standards possible within the resources available. The Council is developing benchmarks to provide a framework for evaluating performance, and to ensure that there are sufficient monitoring and evaluation procedures in place to inform changes in services without becoming over burdensome and bureaucratic. The aim will nevertheless be to identify and deal with any low standards. Staff development and performance management will be key components for developing high quality provision.
- 6.2 There is a continuing need to set expenditure at a sustainable level. This means an ongoing review of services and budgets across all Divisions of the Council in accordance with Value for Money principles and affordability.
- 6.3 The Authority needs to ensure it seeks value for money in all its activities and whenever any review takes place for changing the level and/or type of service provided, value for money consideration needs to take place, in accordance with the Value for Money Policy of the Authority.
- 6.4 The Authority seeks to ensure service delivery is achieved in the most efficient and practicable means wherever possible.

7. Income and Charging Policy

- 7.1 The Council will ensure through a sound financial strategy that it remains financially viable while allowing scope for further development. There will therefore be a continuing imperative to reduce costs and increase income.
- 7.2 Fees and charges should be set at the level of inflation or above, with the Council maximising the potential for income. Heads of Service need to take market forces into account when reviewing fees and charges. Subsidised services should be reviewed with a view to reducing subsidy or phasing out the service where appropriate.

8. Use of Capitalisation

- 8.1 Whilst Capitalisation of appropriate revenue expenditure is a useful mechanism for defraying expenditure over the useful life of assets, Capitalisation should be considered as part of the Council's Capital Strategy and not dealt with in isolation.
- 8.2 The use of Capital resources should aim to have a beneficial or minimal impact on the Revenue Account.

9. Use of Reserves

- 9.1 Savings on budgeted expenditure should wherever possible be used to build up reserves. The Council currently aims to achieve target savings of a minimum of 1% of gross expenditure (£500,000) in the Final Accounts.
- 9.2 The use of Reserves should be clearly identified as part of the Budget process and should be used as part of this Medium Term Financial Strategy.
- 9.3 Any new Cabinet or Scrutiny Committee Recommendations ideally need to be met out of identified resources or out of savings over and above the agreed level of fees and charges or from the reduction of expenditure arising from service reviews, and need to be funded into the medium term.

10. Contingency items, Virements and Supplementary Estimates

- 10.1 It is recognised that each activity should generate or have directly sufficient income to cover its costs, including a proportion of support service costs and its income and expenditure is transparent to ensure that members and employees fully understand the overall financial position.
- 10.2 Where for strategic reasons it is considered appropriate to provide for contingencies, to vire or seek a supplementary estimate, the rationale will be clear and the relevant budget head identified.
- 10.3 The need for contingencies will be clearly linked to emerging issues and resultant risk management strategies.

11. Major Projects and Partnership Funding

- 11.1 There are very few areas in which the Council can sensibly operate completely independently. Economic and service vitality depends on multiple perspectives, collaborative partnerships, exchange of good practice and intellectual ideas. Shared use of facilities makes the best use of resources available. Major projects in health and within regional economic development require partnerships with other organisations.
- 11.2 We will continue to develop the Council's role and involvement in major projects and initiatives such as KTC3 and other regeneration initiatives, the provision of centralised office accommodation, bids for lottery funding and "opportunity" projects as they arise.
- 11.3 Prior to commencement of externally funded schemes full consideration will be given to the possibility of discontinued grant, including appropriate exit strategies and the need to address any subsequent sustainability issues.

12. Budgeting Assumptions

12.1 The factors and assumptions which affect the outcome of the budget process and the ongoing development of the Finance Strategy are:-

- Estimates of Expenditure and Income should be based on existing policy base, including approved service priorities/recognised pressures on services and provide for a minimum period of three future years. This will enable resource allocation to be linked to policy/strategy outcomes;
- The budget should include realistic estimates of expenditure, income generation (charging levels for services), cost inflation, council tax levels and Government grant;
- Efficiency target savings should be clearly identified and monitored.
- Ongoing budget processes should be able to recognise emerging issues and their associated risks in sufficient time to ensure that appropriate financial provision has been made and the risks adequately managed;
- Expenditure should be contained within the resources available; the use of supplementary estimates and virements should be kept to a minimum and should be in line with approved prioritisation of services;
- Any additional areas of expenditure should be offset by savings in other areas in accordance with prioritisation of services;
- Expenditure should include a commitment to long-term building maintenance of Council assets at a reasonable level;
- Internal charging and cost allocations need to be transparent and in accordance with the Accounting Codes of Practice actively involving all Divisions;
- The revenue impact of the use of capital expenditure should be assessed and reported to show the full cost of proposed capital schemes;
- Where there is an identifiable benefit the use of capitalisation of revenue expenditure needs to be considered;
- The use of alternative means of funding should be considered where there is an identifiable benefit including consideration of an Exit Strategy should the funding cease at the offset of external funding projects to avoid future sustainability problems.

13. Monitoring

13.1 The following items will be subject to ongoing monitoring as follows :-

- Actual income and expenditure levels compared to budget/revised budget - Quarterly Report to Cabinet;
- A net working balance in accordance with the Financial Procedure Rules and CIPFA accounting guidelines - Annual Review;
- Asset management plans - Annual Review;
- Capital programme expenditure - Quarterly Report to Cabinet;
- The level of reserves, provisions and contingencies - Annual Review.
- Efficiency Targets – Quarterly Report to Cabinet.

14. Conclusion

14.1 To maintain a sound financial future for the Council this Finance Strategy balances the elements of:

- increases in the cost of providing services to achieve approved Council Strategic Priorities and Service Objectives;
- requirements for new statutory services;
- the need to provide for emerging issues and their associated risks;
- sustainability of services should external funding be withdrawn.

with:

- restraints on any increase in Council Tax levels demonstrated by restraint on the increase in the overall budget level;
- maximisation of any available external funding;
- reductions in service costs and/or reallocation of funding from low/no priority service areas;
- and Targeted Efficiency Gains.

14.2 In particular, this Finance Strategy has to provide sufficient flexibility to allow for the development of options for changing the Council's services into the future. This can be achieved by moving from an incremental budgeting system to one which enables the reallocation of funding in line with the Council's changing service priorities and objectives.

WYRE FOREST DISTRICT COUNCIL

THE BUDGET CONSULTATION STRATEGY

1. The Consultation Strategy

- 1.1 The Council's Consultation Strategy was approved by Council as part of the 2003/2004 Budget and takes into account Guidelines issued by the Office of the Deputy Prime Minister in June 2002, entitled Council Tax Consultation Guidelines for Local Authorities.

2. Overall considerations

2.1 Outcomes

- a. To successfully set the Council's Budget.
- b. To involve key partners, employees and the residents of Wyre Forest in developing its spending plans.
- c. To provide sufficient information to enable the public to understand the issues and make informed comments.
- d. To develop a framework for future budget consultation.
- e. To promote a positive approach to public engagement.

Achieve the desired outcomes by:

- Using a range of communication and consultation techniques.
- Engaging and informing the local media about the budget, financial pressures and decisions to be made.
- Ensuring that the messages communicated to all audiences are consistent.
- Positively address inaccuracies or uninformed comments as soon as they are made.

2.2 Key Audiences

- Wyre Forest residents including 'hard to reach' groups
- District Council Employees
- District Businesses
- Elected Members
- MPs and MEPs
- Local News Media
- Voluntary Agencies
- Partner Organisations

2.3 Key Messages

- There are increasing demands on the Council's resources, many of which are outside the control of the Council.
- The Council is committed to providing quality services that are affordable, efficient, economic, effective and sustainable.
- The Government have in place Reserve Capping Powers to limit excessive increases in Council Tax. The Government have made it clear given the substantial investment in Local Government, it expects authorities to deliver a Council Tax increase of less than 5% for 2008/2009.
- High priority will be given to statutory services.

2.4 Framework

Research shows that the public generally mistrust and are cynical about consultation and are of the opinion that decisions have already been made. Government research suggests that consultation exercises must convince the public that their views will be taken seriously.

In carrying out the consultation :-

- The approach needs to be inclusive, involving and open.
- The information needs to be informative, impartial and understandable.
- The research needs to be appropriate, timely, professional and resourced.
- The results need to be listened to and reported back.

3. STAGES IN BUDGET CONSULTATION

Stage 1 : January	Draft Budget Strategy Stakeholder Consultation/Corporate Consultation/Scrutiny
Stage 2 : February	Assessment of feedback Key decisions and recommendations based on results

4. METHODS OF CONSULTATION

- 4.1 Suggestions for engaging and informing key audiences are attached in the Annex to this report. The suggestions given are not exhaustive. The Cabinet/Scrutiny Committee will carry out consultations as it considers appropriate. These will be in accordance with the prevailing legislative requirements, together with key issues, having considered the costs and benefits associated with each type of method of consultation.

5. RESOURCE IMPLICATIONS

- 5.1 Wherever possible, consultations will use existing avenues of communication.
- 5.2 Consideration will be given to the costs of proposed consultations, including such items as leaflet and notice production and printing and postage. Costs depend on the approach taken and each approach will require a financial appraisal to establish whether costs can be met from the existing Consultation Budget.

Communications/Consultation Techniques

Methods for engaging and informing key audiences are :-

	Residents	Employees	Businesses	Members MPs MEPs	Local News Media	Voluntary Agencies/ LSP
1. Public consultation Questionnaires/Referendum	✓					
2. Public Meetings	✓				✓	✓
3. Local Press	✓	✓	✓	✓	✓	✓
4. Press Release	✓	✓	✓	✓	✓	✓
5. Newswyre	✓	✓				
6. Leaflets/Notices/Bookmarks in libraries	✓	✓				
7. Ward Members	✓			✓	✓	✓
8. Local Focus Groups	✓			✓		✓
9. Joint Consultative Meetings/Citizens Panel				✓		✓
10. Verbal briefings		✓		✓		✓
11. Internet/Text	✓	✓	✓	✓	✓	✓
12. Radio Interviews	✓		✓		✓	✓
13. Radio Q/A Sessions	✓		✓		✓	
14. Employee Q/A Sessions		✓				
15. Attendance at established groups/ meetings	✓		✓			✓
16. 1 to 1 Meetings (where appropriate)				✓		✓
17. Council Tax Leaflet/Business Rate Leaflet	✓		✓			

WYRE FOREST DISTRICT COUNCIL

APPENDIX 5

Priorities for 2007/08

Priority Theme	Action	Targets within:
Service	Customer Services	1. Customer Services Strategy
		2. Brand Strategy
	Equality & Diversity	3. Equality and Diversity Framework
	Environment	4. Sustainability Strategy
		5. Best Value Performance Indicator 199 (Street and Environmental Cleanliness)
Efficiency	Centralised Office Accommodation	6. Centralised Office Accommodation Strategy
	Shared Services	7. Shared Services Strategy
	Efficiency and Value for Money	8. Annual Efficiency Statement and Action Plan
		9. Value for Money Policy and Action Plan
Prosperity	Worcester Street Re-development (KTC 3)	10. KTC3 Partnership (Development) Agreement
	Stourport Road Employment Corridor	11. Kidderminster Economic Regeneration Strategy
	Stourport on Severn (Bridge Street)	12. Stourport Town Centre (STC 4) Plan
		13. Bridge Street Partnership Project
	Bewdley Town Centre	14. Multi-Use Facility Centre Partnership Project
		15. Worcs Hub Satellite Service Centre
	Crime Reduction	16. Community Safety Partnership Strategy
	Housing	17. Local Area Agreement

WYRE FOREST DISTRICT COUNCIL

CABINET
20TH DECEMBER 2007

CAPITAL PROGRAMME 2008/2009 ONWARDS

COMMUNITY STRATEGY THEME:	-
CORPORATE THEME:	Improving Corporacy & Performance
KEY PRIORITY:	Financial & Asset Management
STRATEGY:	Budget & Policy Framework
CABINET MEMBER:	Councillor John Campion
RESPONSIBLE OFFICER:	Head of Financial Services
CONTACT OFFICER:	K. Bannister Ext. 2100 Keith.bannister@wyreforestdc.gov.uk
APPENDIX 1	Capital Strategy 2007/2011
APPENDIX 2	Capital Programme 2007/2011
APPENDIX 3	Vehicle, Equipment and Systems Renewal Schedule 2007/2011
AN OPEN ITEM	

1. PURPOSE OF REPORT

- 1.1 To consider and make recommendations on the Capital Programme 2008/2009 onwards.

2. RECOMMENDATIONS

The Cabinet is asked to RECOMMEND :-

- 2.1 The Cabinet approves the Capital Strategy, Base Capital Programme and Vehicle, Equipment and Systems Renewal Schedule as set out in Appendices 1, 2 and 3.
- 2.2 Note that the format of the 2008/2011 Capital Programme has been amended to reflect the divisional changes (mainly relating to the transfer of Leisure to the Communities and Partnership Services) brought about by the CMT Review.
- 2.3 The Cabinet determine variations to the Capital Programme and Vehicle, Equipment and Systems Renewal Schedule in accordance with the Council's Budget Process.
- 2.4 The Head of Financial Services fund the Vehicle, Equipment and System Renewal Schedule by means of Prudential Borrowing (repayments based on anticipated life of Vehicle, Equipment or Systems).

- 2.5 To note that the Council has agreed to dispose of surplus assets in order to generate new usable capital receipts for the Centralised Office Accommodation Project where this is proven to be economically viable in accordance with the Asset Management Plan. Should the Council's disposal strategy differ from the adopted Asset Management Plan, the Head of Property & Operational Services will present a new Plan to Council for adoption prior to consideration by the Government Office for the West Midlands.

3. BACKGROUND

- 3.1 The Council's revised Capital Strategy (attached as Appendix 1) assists in achieving its vision and corporate strategic objectives by providing a corporate strategy for identifying funding, selecting capital priorities and managing existing capital investments. From the wider perspective it takes into account issues to be considered by the Council on the communities needs, stakeholders needs, Government policy/advice and the availability of financial resources. From a Council policy perspective it links with other strategies of the Council and outlines the principles, framework and arrangements for capital investment in the Wyre Forest District.

- 3.2 The strategy focuses on :

- The principles to underpin the capital investment framework.
- Measures and processes to be used in managing capital investment.
- Resources and spending programmes the Council will use to maximise the use and financial return on assets.
- The involvement of partners and the community in delivering the Strategy.
- How the Council intends to implement the Strategy by providing a framework for an Action Plan.

- 3.3 The Strategy has previously been classified as 'Good' by the West Midlands Government Office.

- 3.4 The Capital Programme is prepared in accordance with the Capital Strategy taking into account all the relevant factors, such as the Priorities for 2008/2009.

4. KEY ISSUES

- 4.1 The Cabinet needs to recommend approval of the Capital Strategy, Base Capital Programme and the Vehicle, Equipment and Systems Renewal Schedule, as part of the budget setting process for the Authority.

5. FINANCIAL IMPLICATIONS

Base Capital Programme

- 5.1 A Revised Capital Programme of approved schemes, including details of actual expenditure, prior to 1st April 2007 and technical officers estimates of projected costs, is set out in Appendix 2.
- 5.2 Note that the format of the 2008/2011 Capital Programme has been amended to reflect the divisional changes (mainly relating to the transfer of Leisure to the Communities and Partnership Services) brought about by the CMT Review.
- 5.3 In accordance with Council Minute CM67 25th October 2006, out of a target virement of £2 million, £1,814,000 has been identified from the existing Capital Programme to be earmarked for the Centralised Office Accommodation project leaving a further £186,000 outstanding.
- 5.4 In addition to those resources identified in 5.2 above, the Council has unallocated General Fund Capital Receipts totalling £90,000 available for use within the Finance Strategy.

Usable Housing Capital Receipts.

- 5.5 All usable Housing Capital Receipts have been allocated to the Housing Strategy in accordance with Council Policy. The proposed allocations have been made by the Head of Planning, Health & Environment in consultation with the Cabinet Member for Planning, Health and Environment. Full details of the allocations are contained within Appendix 2. It should be noted that £3 million is available to be used after the period of this Finance Strategy, ie. 2011 onwards.
- 5.6 The Council has received total grants of £656,370 from the Government Office West Midlands in respect of Decent Homes Initiative. These grants and any future grants have been allocated within the Capital Programme for Projects meeting the requisite criteria. These grants have been allocated in the specific areas within the Capital Programme with individual schemes agreed by the Head of Planning, Health & Environment, in consultation with the Cabinet Member for Planning, Health & Environment.

Prudential Borrowing

- 5.7 In accordance with Prudential Borrowing the Council are now able to borrow for capital projects, subject to demonstrating that spending plans are affordable, prudent and sustainable.
- 5.8 **Vehicle, Equipment and Systems Renewal Scheme**

A revised Schedule has been prepared and set out as Appendix 3. Under Capital Rules vehicles, equipment and systems may be purchased out of Loan, Leasing, Capital Receipts or Revenue. The Head of Financial Services recommends that the Council use Prudential Borrowing where Capital Receipts or Direct Revenue Funding are not available.

6. LEGAL AND POLICY IMPLICATIONS

- 6.1 The Local Government Act 2003 introduced a legislative framework under which Local Authorities prepare and manage capital expenditure known as the Prudential System of Capital Finance.
- 6.2 The Prudential System has been fully incorporated by the Authority in the preparation of the Capital Strategy, the Vehicle, Equipment and System Renewal Schedule and the Base Capital Programme.

7. RISK MANAGEMENT

- 7.1 The risks associated with the Capital Programme 2008/2009 onwards are covered in a separate report.

8. CONCLUSION

- 8.1 This report identifies that the Council only has unallocated General Fund Capital Receipts of £90,000 available for use within the Finance Strategy. In addition, the Council will still need to identify a further £186,000 virements from the non-Housing Capital projects for the Centralised Office Accommodation initiative.
- 8.2 The Housing Capital Receipts have been allocated in the Capital Programme by the Head of Planning, Health & Environment, in consultation with the Cabinet Member for Planning, Health & Environment. £3 million in unallocated Housing Capital Receipts have been identified for use outside the period of this Finance Strategy, ie. 2011 onwards.
- 8.3 If the Council wish to approve additional Capital Schemes above the £90,000 in 8.1 above, these would need to be financed from either Prudential Borrowing, virement from Housing Capital Receipts or Direct Revenue Funding.

9. CONSULTEES

- 9.1 CMT/Leader of the Council.

10. BACKGROUND PAPERS

- 10.1 Local Government Act 2003
- 10.2 CIPFA Prudential Code
- 10.3 Council Minute C107 1st March 2006
- 10.4 Council Minute C67 25th October 2006

Capital Strategy

2007/2011

CONTENTS

Section 1	-	Background Information
Section 2	-	Capital Investment Framework
Section 3	-	Management of Capital Investment
Section 4	-	Maximising the Use and Financial Return on Assets
Section 5	-	Working with Partners and the Community
Section 6	-	Action Plan
Appendix A	-	The Council's Strategic Aims and Priorities
Appendix B	-	Corporate Planning Framework
Appendix C	-	Key Priorities 2007/2008
Appendix D	-	Action Plan



WYRE FOREST DISTRICT COUNCIL - CAPITAL STRATEGY

1. BACKGROUND INFORMATION ON THIS CAPITAL STRATEGY

- 1.1 This Capital Strategy aims to assist the Council in achieving its mission and corporate strategic objectives. From the wider perspective it takes into account issues to be considered by the Council on the communities needs, stakeholders needs, Government policy/advice and the availability of financial resources. From a Council policy perspective it links with other strategies of the Council and outlines the principles, framework and arrangements for capital investment in the Wyre Forest District. It provides a corporate strategy for identifying funding, selecting capital priorities and managing existing capital investments.
- 1.2 This strategy focuses on:
- The principles to underpin our capital investment framework.
 - Measures and processes to be used in managing capital investment.
 - Resources and spending programmes the Council will use to maximise the use and financial return on assets.
 - The involvement of partners and the community in delivering the Strategy.
 - How the Council intends to implement the Strategy by providing a framework for an Action Plan to deliver the Strategy.
- 1.3 Ownership of the Capital Strategy sits at the highest level - corporately with members and key officers. It is a primary document for all capital decision making, together with the Corporate Plan and other strategies.

2. CAPITAL INVESTMENT FRAMEWORK

2.1 Key Objectives and Priorities for Capital Investment

- 2.1.1 The Capital Strategy aims to assist the Council with its vision and corporate strategic objectives. These are contained in the Corporate Management Plan 2003/2008 that was approved by Council on 16th April, 2003. The Corporate Management Plan is scheduled to be fully revised in 2008.
- 2.1.2 The Council's vision is Building a Better Future :-
- *"We want Wyre Forest to be a District with healthy, safe and flourishing communities that are supported by a strong and diverse economy. The local environment will be clean, inspiring and valued, where people are proud to live and work and are attracted to visit and invest."*
- 2.1.3 The Council's Strategic Aims and Priorities, as detailed in Appendix A, set a clear direction for the Council and cascade down into all other strategic, operational and service specific strategies. It includes several council-wide cross-cutting activities, see Appendix C for details.
- 2.1.4 The Capital Strategy directly interacts with many key strategies, including :-
- | | |
|--------------------------|-------------------------------|
| Community Strategy | Economic Development Strategy |
| Corporate Plan | 'E' Government Strategy |
| Divisional Service Plans | Finance Strategy |
| Housing Strategy | Best Value Performance Plan |
| Procurement Strategy | Asset Management Plan |

Further information on these strategies is available from the Council's Strategic Performance Unit.

Appendix B illustrates how the Capital Strategy is informed and links to these other key strategies and Service reviews.

- 2.1.5 In particular the Council's Housing Strategy significantly influences the Capital Strategy and the Capital Programme, even though the Council is no longer a direct provider of Housing. This Strategy informs on how the Council intends to meet the Community's requirements on housing issues over a five year period. It also helps inform housing providers such as Registered Social Landlords and other organisations and individuals about housing provision in the Wyre Forest District.

2.2 Approach to Capital Investment

- 2.2.1 Capital investment will help to achieve the strategic aims and priorities by :-
- Maintaining existing assets.
 - Improving and acquiring assets to meet service and customer needs.
 - Enabling others, such as Registered Social Landlords, to acquire assets.
 - Providing appropriate means of funding including the implementation of the Disposal Strategy.

- 2.2.2 The Council's approach to capital investment will be based on an assessment of :-
- Identifying alternative ways of achieving the same objectives.
 - Consultation with stakeholders and partners.
 - The relative cost and benefits in relation to the Council's corporate strategic objectives.
 - The cost and funding availability.
 - Affordability to the revenue account and sustainability (particularly for external funding).
 - The ability for the Council and any partners to deliver the project.
- 2.2.3 The Council's Annual Priorities 2007/2008 (Appendix C) will continue to provide a policy steer to assist the Council in determining the allocation of future capital resources.
- 2.2.4 All Capital projects are considered and prioritised as part of the Council's overall Budget process with affordability a key issue in relation to the Finance Strategy. Incremental effects of future capital financing decisions (Band D equivalent) are provided within the Prudential Indicators, updated as necessary. Revenue implications and funding of any approved capital project are included in the Council's three year Revenue Budget to identify the resultant effect on future Council Tax Levels.

2.3 Control and Funding

- 2.3.1 Capital investment will be controlled and funding identified through the Council's Capital Programme or through exercising enabling powers. Traditionally the Council's capital investment has been planned on the basis of a three year rolling Capital Programme, which is updated each year as part of the annual budget process. Sources of investment funding to be considered will include the following:-

• Capital receipts (Disposal Strategy)	• National lottery funds
• EEC Grants	• Private sector sources
• Partnership & Joint Venture initiatives	• PFI – Private Finance Initiatives
• Government grants	• External Grants
• Leasing and contract hire	• Revenue Contributions/Direct Revenue Funding
• Prudential Borrowing	

- 2.3.2 Careful consideration will be given to all the funding options available for new capital investment proposals to achieve the objective of best value for Council Taxpayers and achievement of the Council's Key Strategic Aims and Priorities. The relevance of external funding to the Council's approved priorities will be assessed by key members and officers using the planning framework in Appendix B. It will sometimes be necessary to either :-

- a) Divert resources from schemes not matching priorities;
- b) Gain approval for a new/changed priority to take advantage of opportune external funding.

- 2.3.3 April 2004 saw the introduction of the new Capital System that is administered by CIPFA's Prudential Code. The Council will continue to consider carefully the impact of these freedoms as part of the next review of the Capital Programme to be considered as part of the 2008/2009 Budget.

2.4 Review of Capital Strategy

- 2.4.1 The Capital Strategy is reviewed and approved annually by Council as part of the budget process. The review takes into account changes necessitated by reviews to the Corporate Plan and other plans and strategies.
- 2.4.2 The Capital Programme is reviewed on a quarterly basis with a major review as part of the Budget process with reports to the Corporate Management Team and the Cabinet.

3. MANAGEMENT OF CAPITAL INVESTMENT

- 3.1 The Council has adopted a proactive approach to capital investment in the Wyre Forest District. In recognition of the dynamic complexities of Capital Finance, the Head of Financial Services engages specialist Consultants to review funding and offer innovative solutions to maximise funding opportunities. Corporate internal processes to exercise enabling powers are in place. These include the following elements :-

3.2 Project Identification

- 3.2.1 Each bid will be prepared by a Head of Service and, subjected to prior consultation with portfolio holders, Members, stakeholders, partners, etc., as appropriate. Bids will include details of the project, its impact on the Council's strategic aims and priority action areas, the benefits, impact on other Council strategies and the involvement of other organisations in each bid. The bidding process will be overseen by the Cabinet and the Corporate Management Team whose aim will be to minimise abortive work by ensuring that bids comply with corporate aims and objectives.

3.3 Bidding for External Capital Resources

- 3.3.1 Bids for external capital resources for schemes in regional, national and European programmes, together with resources from partners and charitable organisations will be influenced by the Council's priorities as reflected in the Corporate Plan, Asset Management Plan, Operational Business Plans and the Best Value Performance Plan. This work is co-ordinated by a Multi-disciplinary Officer Working Group under the Chairmanship of the Council's Economic Regeneration and Funding Officer in the Planning and Environment Division.

3.4 Assessing Priority of Capital Investment Options

- 3.4.1 The assessment of priority of capital investment options will follow the established procedure in the Council's financial planning process as part of the budget review which is as follows :-

- **Impact on strategic objectives and priority action areas**, Service Strategies, Targets and Service Plans.
- **Capital and Revenue Resource implications** – cost, phasing and sustainability, income generation/cost saving, capital receipt generation, availability of external funding, grants and partner funding.
- **Impact on other assets** – land, buildings and employees.

- 3.4.2 Bids will be considered by the Cabinet and be subject to the Council's consultation process prior to approval by full Council.

3.5 Capital Programme

- 3.5.1 The Council's major Capital Schemes approved following careful consideration of priorities and having a significant influence on other stakeholders are as follows :-

- **Centralised Office Accommodation** – To build a centralised office in Kidderminster (Civic Centre), to relocate the Depot including land acquisition and to replace the Civic facilities in Stourport-on-Severn £13,350,000. Proposed funding is £5,600,000 Capital Receipts from the sale of Rushock Trading Estate and Coventry Street offices. A further £2,000,000 capital virements from non housing capital projects of which £1,814,000 has already been identified. In addition, a review of surplus assets has been undertaken to identify a schedule of potential assets for disposal to fund the balance of the scheme.
- **Refurbishment of District Wide Play Areas** - Following a detailed public consultation exercise £693,000. This scheme is now substantially complete.
- **Recycling** – Following the successful introduction of recycling across the district with weekly recycling collections and fortnightly refuse collections now in place, future consideration may be given to adoption of the Waste Strategy (Vision) in partnership with Worcestershire County Council. This is subject to the County Council facilities being available in North Worcestershire and requires Council approval for this capital intensive scheme generating annual revenue savings.
- **Resources Housing Strategy** - Council Policy is to allocate the proceeds from Right to Buy towards Housing Strategy £10,121,970. Current examples of major schemes are the Decent Homes Initiative, the Horsefair redevelopment and the Stourport Basin improvements.
- **Disabled Facilities Grants/Private Sector Renewal Grants** - Mandatory Grants and Discretionary Grants whose need was established in a Housing Needs Survey £6,167,150.
- **Worcestershire Hub** – Following the successful conversion of Kidderminster Town Hall, and refurbishment work at the Stourport Civic Centre Reception, the joint facility was opened on 14th November 2006. Work at the Bewdley Hub is scheduled to commence in January 2008.
- **Municipal Cemetery** – Land purchase and preliminary expenditure £350,000. Site development being considered as part of the Budget Strategy 2008/2011.

- **Bewdley Museum** – Provision for match funding of £96,000 towards a Heritage Lottery Bid of approximately £500,000 has been made for major improvement works to the Museum. Notification has recently been received that the bid has been successful.

3.6 Procurement Policy

- 3.6.1 All Capital Projects are subject to the Council's procurement policy, at present contained within the Council's Financial Regulations and Standing Orders Relating to Contracts. The Council's Financial Regulations and Standing Orders Relating to contracts have recently been updated and revised.

3.7 Performance Measurement, Monitoring and Review

- 3.7.1 Monitoring and review will be carried out by quarterly reports to the Cabinet when an assessment can be made of such factors as :-
- Financial out-turn against budget
 - The success of each project
 - Project management performance/post implementation review
 - The benefits achieved towards the Council's corporate strategic objectives
- 3.7.2 Heads of Service and their technical officers are responsible for implementation and supervision of each project. Financial information will be provided in the financial information system for budgetary control purposes and they will monitor cash flow against the Capital Programme projection.
- 3.7.3 Actual and projected performance on capital projects is reported in the Best Value Performance Plan and Property Performance Indicators are being developed for the Asset Management Plan.
- 3.7.4 Performance Measurement and Benchmarking are intrinsically linked to the Capital Strategy via Best Value and other relevant Service Reviews. This encompasses National and Local PI's. Examples include Recycling and Implementing Electronic Government (IEG). The Covalent Performance Management System is used for Corporate Performance Management.
- 3.7.5 The Council's Housing Strategy is reviewed by means of an annual appraisal with Partner Registered Social Landlords to review strategy, performance and the Council's assistance. This is in addition to routine meetings that take place at least twice a year.

4. MAXIMISING THE USE AND FINANCIAL RETURN ON ASSETS

4.1 Asset Management Plan

- 4.1.1 The Council's Asset Management Plan has been developed to contain the following in relation to the Council's own assets :-
- Provide a rolling review of all the Council's asset holdings.
 - Continuously review asset suitability for service and customer needs.
 - Inform on future capital investment requirements to maintain the Council's asset holdings at standards as determined.
 - Establish property performance targets, some of which are included in the Best Value Performance Plan.
 - Contain internal and external benchmarks for performance measurement.
 - Inform on assets that are surplus to requirements in the short, medium and long term.
 - Inform on assets not achieving financial or service delivery targets.
 - Identify disposal programme
- 4.1.2 Monitoring and review of the Asset Management Plan will prompt corporate consideration of the Council's property holdings. In particular where assets are declared surplus to requirements and not achieving required financial or service delivery performance targets, they can be considered for disposal to provide usable capital receipts towards funding the Centralised Office Accommodation Initiative.
- 4.1.3 The Council's Annual Priorities (Appendix C) identifies priorities for the review of the Council's Assets. This includes consideration of the future of certain assets, better use of office accommodation and to maintain the momentum of local regeneration initiatives and town centre improvements/redevelopments.

5. WORKING WITH PARTNERS AND THE COMMUNITY

- 5.1 The Council will continue to work closely through the Local Strategic Partnership and others in delivering capital investment to the District. Partnerships have enabled significant additional projects/services for the benefit of the District and will continue to do so. Partners and Consultees include the following :-

• Central Government	• Lottery
• Worcestershire County Council/Local Area Agreement	• Parish Councils
• Neighbouring District Councils	• Private Sector Companies
• Housing Associations	• Voluntary Organisations
• Housing Companies	• Charitable Concerns
• Worcestershire Health Authority	• Town Centre Forums
• Private Sector Landlords	• Housing Corporation
• West Mercia Police	• Advantage West Midlands
	• Leisure Services Providers

Examples of Current Partnerships include :-

- **Redevelopment of Worcester Street (KTC3)** – A further stage to develop the 'Gateway to Kidderminster' has now been approved. This will include provision for housing and retail projects.
- **Externalisation of the Districts 3 Leisure Centres to a Private Sector Company** with the Council retaining responsibility for the external maintenance of the buildings. Annual Revenue Savings in excess of £500,000.
- **Provision of New Social Housing** in Partnership with Registered Social Landlords. Capital Programme allocation £10m over 5 year period. This includes the comprehensive redevelopment of the Horsefair in Kidderminster.
- **Stourport Development (STC4)** – The Council has a partnership arrangement for the regeneration of the Stourport Town Centre for which it will initially contribute £500,000 from housing capital receipts. To be replenished from associated sale proceeds.
- **Recycling** – Kerbside Recycling was successfully introduced in conjunction with Worcestershire County Council and DEFRA in September 2003. Further phases are to be considered in partnership with the County Council.
- **Market Town Initiatives** in Bewdley and Stourport-on-Severn, to deliver economic growth.
- **Worcestershire Hub** – The Town Hall in Kidderminster is now operational in delivering One-Stop Customer Services and Telephony throughout the County.
- **Bewdley Museum** – A successful Lottery bid resulting in an award of £33,500 to be used to provide feasibility studies and preliminary work to progress a substantial bid for the development of the Museum and a further bid for approximately £500,000 has been successful.

- 5.2 The Council continues to investigate options to increase the involvement of stakeholders and new and existing partners. These include :-

- **Consulting with and involving the Community in new ways** – full district wide consultation meetings were carried out as part of the Budget process. Public response to this Consultation directly influenced priority and service provision.
- **Joint Ventures with partner organisations** – There are numerous examples of new and ongoing Partnerships, examples include :-

Redevelopment of Kidderminster Town Centre)
Externalised Management of Three Leisure Centres) See 5.1
Market Towns Initiative in Stourport-on-Severn and Bewdley)
Stourport Canal Basin)

- 5.3 The Council is committed to increasing the consultation and involvement of stakeholders. The Community Strategy is central to this. The Strategy identifies cross cutting and sustainability issues and will become a source document for support bids for external funding in satisfying community needs.

6. ACTION PLAN

6.1 A synopsis of the more detailed Action Plan in Appendix D (which contains details of "What, When and Who") is given below :-

6.1.1 Immediate Action

- Resolve residual Key Priorities 2007/2008. (Appendix C)
- Identify funding for 2008/2009 Priorities.

6.1.2 Action to be taken over the next 12 months

- To implement and action the Procurement Strategy.
- Incorporation of final approval of Centralised Office Accommodation scheme subject to site selection, preparation of business case (including ICT requirements) and Council approval. To include disposal strategy and identification of the balance of virements from non housing capital.
- Continue to develop and utilise the Prudential Code for Capital Finance, entering into temporary borrowing for Centralised Office dependant on Capital cash flows and expenditure streams.
- Review of current Council policy on debt free status.
- Review of the Housing Strategy.
- Additional technical requirements in relation to Capital Accounting Statement of Recommended Accounting Practice (SORP).
- Consultation with Stakeholders.
- Focus on funding and optimising external and partnership resources matching approved corporate priorities.
- Continue to develop relevant relationships with partner organisations.

6.1.3 Ongoing Action

- Consultation with Stakeholders.
- Focus on funding and optimising external and partnership resources matching approved corporate priorities.
- Continue to develop relevant relationships with partner organisations.

STRATEGIC AIMS & PRIORITIES

- **Providing Community Leadership.**

To encourage all sections of the local community to work with us to promote and improve the social, economic and environmental wellbeing of the District for present and future generations.

- **Improving Corporacy and Performance.**

To develop and sustain an organisational culture focused on Corporate Management and Performance to achieve appropriate, effective and efficient services.

- **Delivering Quality Services**

To deliver high quality services that we can take pride in and which make a real and sustainable difference in the quality of life of our communities.

- **Developing People and the Workplace**

To provide a valued, motivated and appropriately trained workforce, working in a suitably resourced and safe environment.

- **Managing the Local Environment**

To promote a sustainable balance between development necessary to meet the needs of the District and the conservation of the built and natural environments.

- **Promoting Economic Prosperity**

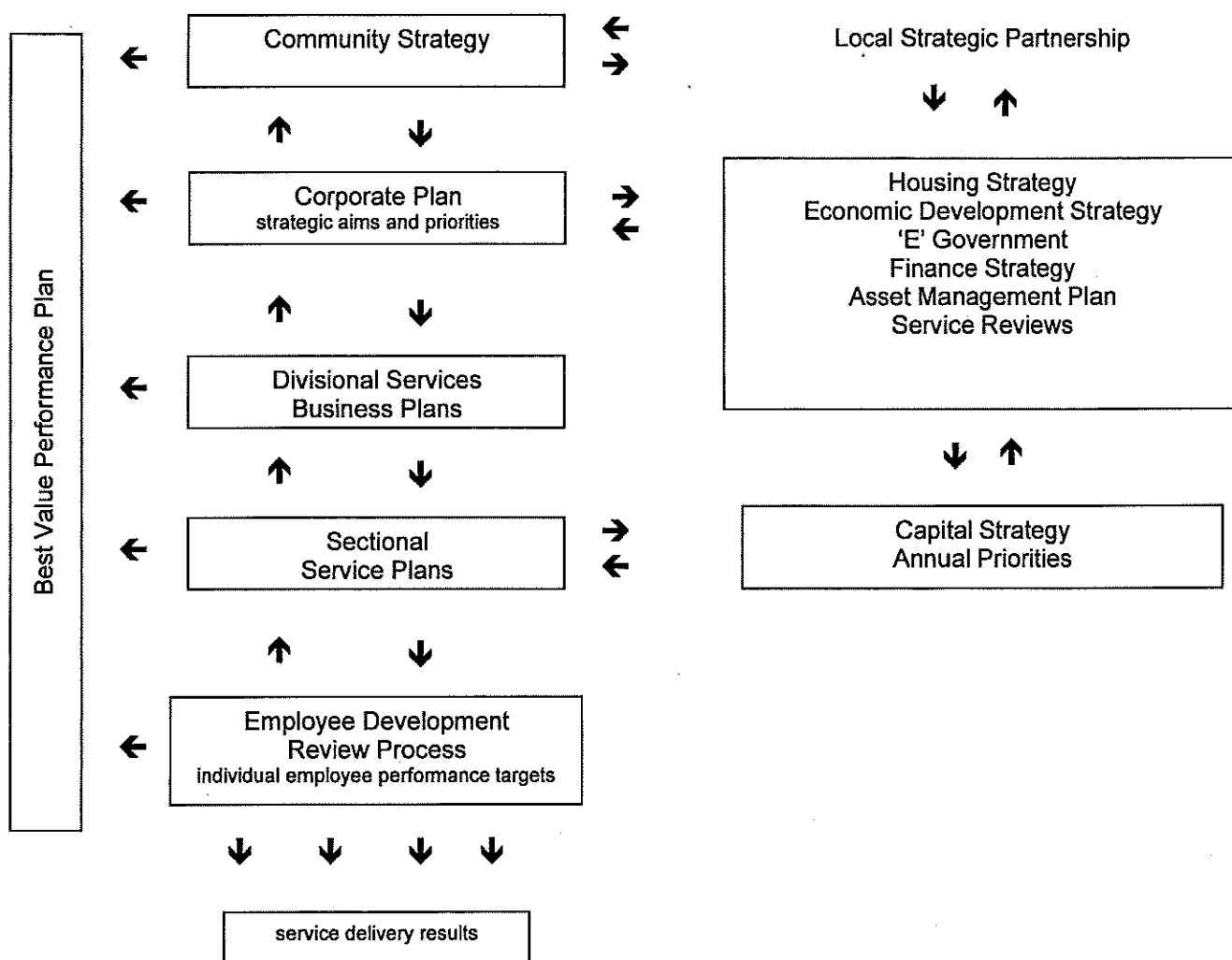
To contribute to a vibrant and balanced economy that encourages investment, support business development and tourism, and provides access to a wide range of employment opportunities and skills training for local people.

- **Enabling Community Wellbeing**

To create safe, clean, healthy and well maintained communities where people feel included and that their needs are recognised.

- **Enhancing Cultural Life**

To ensure that citizens of all ages have the opportunity to enjoy and participate in cultural activities.

CORPORATE PLANNING FRAMEWORK

Examples of Cross Cutting Initiatives included in the Annual Priorities (see Appendix C), include

- Centralised Office Accommodation
- 'E' Government/Worcestershire Hub
- Customer Services
- Performance Management
- Training

PRIORITIES FOR 2007/08

The Council has chosen three areas that it will focus on this financial year (2007/08). Each Priority covers a range of issues and will be measured by a number of performance indicators and targets that contributed towards its achievement.

Priority Theme	Action	Driver for Action	Corporate Plan Theme	National Priority
Service	A. Customer Service	<ul style="list-style-type: none"> Continuous improvement in customer services Establishment of the 'Wvre Forest Brand' 	Delivering Quality Services	Improved Access to Services
	B. Equality & Diversity	<ul style="list-style-type: none"> Equalities legislation and national initiatives for greater community cohesion 	Delivering Quality Services	Creating Safer & Stronger Communities
	C. Environment	<ul style="list-style-type: none"> Climate change Environmental cleanliness as a priority for residents 	Managing the Local Environment	Transforming Our Local Environment
Efficiency	D. Centralised Office Accommodation	<ul style="list-style-type: none"> Improved customer service and efficiency through better use of office accommodation 	Improving Corporacy & Performance	Delivering Efficiency in Local Services
	E. Shared Services	<ul style="list-style-type: none"> Local Government & Public Involvement in Health Bill: drive for greater economy and efficiency 	Delivering Quality Services	
	F. Efficiency & Value for Money	<ul style="list-style-type: none"> National efficiency agenda 	Improving Corporacy & Performance Delivering Quality Services	Transforming Our Local Use of Resources & Value
Prosperity	G - J. Regeneration	<ul style="list-style-type: none"> Maintain the momentum of local regeneration initiatives and town centre redevelopments 	Promoting Economic Prosperity	Promoting the Economic Vitality of Localities
	K. Crime Reduction	<ul style="list-style-type: none"> Priority for residents 	Enabling Community Wellbeing	Creating Safer & Stronger Communities
	L. Housing			

	WYRE FOREST DISTRICT COUNCIL CAPITAL STRATEGY ACTION PLAN 2007/2011	WHAT	WHEN	WHO
1	Resolve residual Key Priorities 2007/2008		Council 27th February 2008	Cabinet/CMT/Council
2	Identify funding for 2008/2009 Key Priorities		Council 27th February 2008	Cabinet/CMT/Council
3	Procurement Strategy		Ongoing	Led by Head of Financial Services/CMT
4	Incorporation of final approval of Centralised Office Accommodation scheme subject to site selection, preparation of business case (including ICT requirements) and Council approval. To include disposal strategy and identification of the balance of virements from non housing capital projects		Council 27 th February 2008 or later if necessary, and resultant actions next 6 – 12 months	Council informed by Head of Property and Operational services, Head of Financial Services and other Service Heads as appropriate
5	Continue to develop the Prudential Code for Capital Finance		Ongoing	Led by the Head of Financial Services/Leader of the Council
6	Review of current Council policy on debt free status		Ongoing	Led by Head of Financial Services
7	Review of Housing Strategy		Major review in 2007	Head of Planning, Health & Environment/Cabinet Member for Housing, Health & Rural Affairs
8	Additional technical requirements in relation to Capital Accounting SORP changes		April – June 2008	Accountancy and Head of Property and Operational Services
9	Consultation with Stakeholders		January 2008	Cabinet
10	Focus on funding and optimising external and partnership resources matching approved corporate priorities		Ongoing	Officer Working Group led by Community & Partnership Services in liaison with Local Strategic Partnership.
11	Continue to develop relevant relationships with partner organisations		Ongoing	Via Local Strategic Partnership and others.

CAPITAL PROGRAMME 2007-2011

APPENDIX 2

Detail	2007/2008		2008/2009 Estimate	2009/2010 Estimate	2010/2011 and beyond	Prior to 01/04/2007	Total
	Original Estimate with slippage	Revised					
	£	£	£	£	£	£	£
1. COMMITTED EXPENDITURE							
1. CENTRALISED OFFICE ACCOMMODATION							
Centralised Office Accommodation (Civic Centre)	100,000	100,000	* 4,000,000	* 6,000,000	* 400,000	-	10,500,000
Relocation of Depot including land acquisition	300,000	100,000	* 1,200,000	* 550,000	-	-	1,850,000
Replacement of Civic facilities in Stourport-on-Severn	-	-	* 300,000	* 700,000	-	-	1,000,000
<i>* Project Briefs to be within the parameters of the Council Approval</i>							
2. PROPERTY AND OPERATIONAL SERVICES							
Recycling: Waste Performance & Efficiency Expenditure	69,610	69,610	-	-	-	14,840	84,450
Public Conveniences - Infrastructure and Servicing	76,790	76,790	-	-	-	12,340	89,130
Rowland Hill Public Conveniences Refurbishment	27,000	27,000	-	-	-	-	27,000
Market Street Public Conveniences	175,000	175,000	-	-	-	-	175,000
Municipal Cemetery: Purchase of Land/Preliminary Expenditure	324,660	324,660	-	-	-	25,340	350,000
St Mary's Churchyard Boundary Wall	24,150	24,150	-	-	-	15,650	39,800
Wyre Forest Glades: Plant Replacement	97,380	97,380	-	-	-	396,190	493,570
Wyre Forest Glades: Capital Grant towards Refurbishment	158,270	158,270	-	-	-	191,730	350,000
Glades 'Contingency': Floor Replacement, DDA and Alarms	66,670	66,670	-	-	-	13,330	80,000
Play Equipment: Replacement/Repairs Programme	143,000	143,000	-	-	-	550,000	693,000
Jerusalem Walk Play Area	50,000	50,000	-	-	-	-	50,000
Paddling Pools: Repairs to Brinton Park & Riverside Pools	1,450	1,450	-	-	-	13,550	15,000
Stourport Footpath (subject to S.106 agreement)	-	-	15,300	-	-	-	15,300
Liveability Scheme: Brinton Park	191,080	191,080	-	-	-	196,920	388,000
Liveability Scheme: QEII Gardens	18,680	18,680	-	-	-	82,320	101,000
White Wickets Changing Facility	7,330	7,330	-	-	-	134,670	142,000
Spennells Playing Field: Youth Shelter	3,700	3,700	-	-	-	6,300	10,000
General Cleansing: Geographic Working	8,410	8,410	-	-	-	4,190	12,600
Local Public Service Agreement Scheme: Sport & Recreation	83,450	83,450	-	-	-	3,320	86,770
St Georges Park Multi Activity Play Area	59,500	59,500	-	-	-	500	60,000
Multi Activity Play Areas - White Wickets, Spennells and Bewdley	45,000	135,000	-	-	-	-	135,000
Grant to Stourport Sports Club - Indoor Netball Facilities	35,000	35,000	-	-	-	-	35,000
Stourvale - Stackpool	46,870	3,870	43,000	-	-	3,130	50,000
Parking Facilities: Payment under Contractual Agreement	159,280	159,280	-	-	-	33,220	192,500
Parking Facilities: Improvement to Car Parks	167,970	71,620	100,000	96,350	-	32,030	300,000
Decriminalisation of Parking Enforcement	172,720	115,980	56,740	-	-	4,280	177,000
Car Parks Oil Interceptors	90,000	90,000	-	-	-	-	90,000

CAPITAL PROGRAMME 2007-2011

Detail	2007/2008		2008/2009 Estimate £	2009/2010 Estimate £	2010/2011 and beyond £	Prior to 01/04/2007 £	Total £
	Original Estimate with slippage £	Revised £					
1. COMMITTED EXPENDITURE (Continued)							
2. PROPERTY AND OPERATIONAL SERVICES (Continued)							
Vale Road Crossing	16,000	16,000	-	-	-	-	16,000
Administrative Buildings: Imp. Works for Disabled	18,580	18,580	-	-	-	98,620	117,200
Worcestershire Hub: Town Hall Conversion	86,190	86,190	-	-	-	1,287,810	1,374,000
Worcestershire Hub: Bewdley Hub including Works for Disabled	114,550	114,550	-	-	-	45,250	159,800
KTC 3 Disposal (Costs to be met by Developer)	23,030	23,030	-	-	-	103,210	126,240
Flood Relief	50,000	199,000	-	-	-	-	199,000
SUB TOTAL	3,011,320	2,854,230	5,715,040	7,346,350	400,000	3,268,740	19,584,360
3. COMMUNITY AND PARTNERSHIP SERVICES							
Bewdley Museum Improvement Works - subject to approval of Heritage Lottery Bid	-	-	96,000	-	-	-	96,000
Multi Activity Play Area - Arley Kings	-	-	45,000	-	-	-	45,000
SUB TOTAL	0	0	141,000	0	0	0	141,000
4. PLANNING, HEALTH AND ENVIRONMENT							
Housing Strategy:							
Disabled Facilities Grants	764,530	764,530	800,000	800,000	800,000	3,002,620	6,167,150
Affordable Housing Grants to Registered Social Landlords	488,340	488,340	1,000,000	1,000,000	4,012,940	2,421,090	8,922,370
Private Sector Housing Conditions: Improvements Initiative	120,000	120,000	120,000	120,000	-	445,170	805,170
Affordable Warmth Initiatives (funded by Grant)	98,320	98,320	142,000	-	-	30,680	271,000
Decent Homes Initiatives (funded by Grant)	60,370	60,370	138,000	-	-	-	198,370
Community Alarm Equipment Grant	83,910	83,910	70,000	70,000	150,000	126,090	500,000
Stourport Development - STC4 (CPO 8 & 8a Bridge Street)	500,000	20,000	480,000	-	-	-	500,000
Planning Delivery Grant Capital Projects	117,850	117,850	-	-	-	65,650	183,500
ICT Investment: Planning Workflow/DIP	66,600	66,600	-	-	-	-	66,600
Partnership Scheme in Conservation Areas (Stourport on Severn)	33,000	33,000	43,000	24,000	-	-	100,000
Bridge Street Public Realm Improvements (Stourport on Severn)	95,000	95,000	-	-	-	5,000	100,000
SUB TOTAL	2,427,920	1,947,920	2,793,000	2,014,000	4,962,940	6,096,300	17,814,160

CAPITAL PROGRAMME 2007-2011

Detail	2007/2008		2008/2009 Estimate £	2009/2010 Estimate £	2010/2011 and beyond £	Prior to 01/04/2007 £	Total £
	Original Estimate with slippage £	Revised £					
1. COMMITTED EXPENDITURE (Continued)							
5. HUMAN RESOURCES							
ICT Investment: ICT Consultants	25,000	25,000	-	-	-	-	25,000
ICT Investment: Electoral Registration	18,900	11,400	7,500	-	-	12,000	30,900
ICT Investment: Backups and Storage	50,000	50,000	-	-	-	-	50,000
ICT Investment: NT Domain Software	20,000	20,000	-	-	-	-	20,000
ICT Investment: Web Access Software	11,440	11,440	-	-	-	3,560	15,000
Software & Network Licenses	42,900	42,900	20,400	-	-	65,340	128,640
Software - Sports & Leisure Facilities	50,000	50,000	-	-	-	-	50,000
SUB TOTAL	218,240	210,740	27,900	0	0	80,900	319,540
6. STRATEGY AND PERFORMANCE UNIT & COMMUNITY AND PARTNERSHIP SERVICES							
CCTV - Stourport-on-Severn & Bewdley (Contingency)	210,000	210,000	-	-	-	-	210,000
Grants to Voluntary Bodies: CAB	25,000	25,000	-	-	-	-	25,000
Worcs LAA: Wyre Forest Community Safety Partnership	-	31,780	-	-	-	-	31,780
SUB TOTAL	235,000	266,780	0	0	0	0	266,780
7. LEGAL AND DEMOCRATIC SERVICES							
Capital Grant towards Rebuilding Queensway Wall	45,000	45,000	-	-	-	-	45,000
SUB TOTAL	45,000	45,000	0	0	0	0	45,000
8. VEHICLE, EQUIPMENT & SYSTEMS RENEWAL SCHEDULE							
	1,407,850	1,096,340	565,130	171,000	1,288,000	1,884,790	5,005,260
TOTAL COMMITTED EXPENDITURE	7,345,330	6,421,010	9,242,070	9,531,350	6,650,940	11,330,730	43,176,100

CAPITAL PROGRAMME 2007-2011

Detail	2007/2008		2008/2009 Estimate £	2009/2010 Estimate £	2010/2011 and beyond £	Prior to 01/04/2007 £	Total £
	Original Estimate with slippage £	Revised £					
2. FINANCING							
Capital Receipts: General	1,780,440	1,576,850	285,940	120,350	-		1,983,140
Centralised Office Accommodation Proposed Funding	400,000	200,000	5,500,000	7,250,000	400,000		13,350,000
Capital Receipts: Housing	1,618,780	999,780	2,270,000	1,790,000	4,762,940		9,822,720
Disabled Facilities Grant	338,000	338,000	200,000	200,000	200,000		938,000
Decent Homes Grant	158,690	297,690	280,000	-	-		577,690
Use of sale proceeds of Rushock Trading Estate	45,000	135,000	45,000	-	-		180,000
KTC 3 Anticipated Capital Receipt	126,240	126,240	-	-	-		126,240
Liveability/Heritage Lottery Grant Funding	159,760	159,760	-	-	-		159,760
Local Public Service Agreement Scheme Grant: WCC	69,770	69,770	-	-	-		69,770
Waste Performance & Efficiency Grant	69,610	69,610	-	-	-		69,610
Planning Delivery Grant	117,850	117,850	-	-	-		117,850
Stourport Forward Grant (LPSP)	4,000	4,000	-	-	-		4,000
S.106 Funding (Parking)	159,280	159,280	-	-	-		159,280
S.106 Funding (Cattle Market)	29,500	29,500	-	-	-		29,500
S.106 Funding (Football Foundation)	20,000	20,000	-	-	-		20,000
S.106 Funding (UEFA)	10,000	10,000	-	-	-		10,000
S.106 Funding (Stourvale - Stackpool)	46,870	46,870	-	-	-		46,870
S.106 Funding (Redsands)	50,000	50,000	-	-	-		50,000
S.106 Funding (Jerusalem Walk)	50,000	50,000	-	-	-		50,000
S.106 Funding (Brinton Park Cycle Route)	20,000	20,000	-	-	-		20,000
WCC Funding (Brinton Park Cycle Route)	30,000	30,000	-	-	-		30,000
Wyre Forest Community Safety Partnership Grant (CCTV)	15,000	15,000	-	-	-		15,000
WCC LAA Funding (Community Safety)	-	31,780	-	-	-		31,780
Stourport-on-Severn Town Council Grant (CCTV)	20,000	20,000	-	-	-		20,000
Bewdley Town Council Grant (CCTV)	5,000	5,000	-	-	-		5,000
Flood Relief Grant: DCLG	50,000	155,000	-	-	-		155,000
Flood Relief Grant: Advantage West Midlands	-	44,000	-	-	-		44,000
Electoral Registration Grant	7,500	7,500	-	-	-		7,500
Vehicle, Equipment & Systems Renewal (Prudential Borrowing)	1,380,050	1,068,540	565,130	171,000	1,288,000		3,092,670
Direct Revenue Funding	135,000	135,000	96,000	-	-		231,000
Direct Revenue Funding (Earmarked Reserve for future Capital Expenditure)	428,990	428,990	-	-	-		428,990
	7,345,330	6,421,010	9,242,070	9,531,350	6,650,940		31,416,380
3. MEMORANDUM							
Centralised Office Accommodation Proposed Funding							5,600,000
Rushock & Coventry Street Sales							2,000,000
Sale of existing admin offices							2,000,000
Review of current capital programme							3,750,000
Disposal of surplus assets							13,350,000

VEHICLE, EQUIPMENT AND SYSTEMS RENEWAL SCHEDULE 2007-2011

Detail	2007/08		2008/09	2009/10	2010/11
	Original £	Revised £	Estimate £	Estimate £	Estimate £
1. VEHICLES					
(a) Property and Operational Services					
Blitz Vehicle	26,000	26,000	-	-	34,000
Blitz Vehicle	26,000	26,000	-	-	34,000
Blitz Vehicle	-	-	-	-	34,000
Blitz Vehicle	-	-	-	-	34,000
Tree Gang Tipper	39,000	28,650	-	-	-
Wood Chipper	23,000	23,000	-	-	-
Garage Equipment - Replacement (slippage from 06/07)	30,230	6,000	24,230	-	-
JCB	52,000	-	52,000	-	-
Mechanical Sweeper (Large)	92,000	92,000	-	-	-
Mechanical Sweeper (Medium)	-	-	-	57,000	-
Mechanical Sweeper (Medium)	-	-	-	57,000	-
Mechanical Sweeper (Medium)	-	-	-	57,000	-
Refuse Freighter	106,200	106,200	-	-	-
Refuse Freighter	115,100	115,100	-	-	-
Refuse Freighter	114,700	114,700	-	-	-
Refuse Freighter	106,200	106,200	-	-	-
Small Refuse Freighter	-	-	52,000	-	52,000
Recycling Freighter	-	-	-	-	110,000
Recycling Freighter	-	-	-	-	110,000
Recycling Freighter	-	-	-	-	110,000
Recycling Freighter	-	-	-	-	110,000
Recycling Freighter	-	-	-	-	110,000
Recycling Freighter	-	-	-	-	110,000
Recycling Freighter	-	-	-	-	110,000
Recycling Freighter	-	-	-	-	110,000
Recycling Freighter (fire damage)	42,000	41,600	-	-	110,000
Tractor	24,000	24,000	35,000	-	-
Mowing Machine	30,000	30,000	-	-	-
Mowing Machine	8,900	8,900	-	-	-
Mowing Machine	8,900	8,900	-	-	-
Four Wheel Drive Vehicle	24,000	15,500	-	-	-
Four Wheel Drive Vehicle	24,000	15,440	-	-	-
Transit Van	21,260	21,260	-	-	-
Transit Van	26,000	26,000	-	-	-
Transit Van	26,000	26,000	-	-	-
Transit Van	26,000	26,000	-	-	-
Transit Van	16,800	16,800	-	-	-
Transit Van	16,800	16,800	-	-	-
Transit Van	17,100	17,100	-	-	-
Transit Tipper	19,800	19,750	30,000	-	-
Transit Tipper	26,000	26,000	30,000	-	-
Transit Tipper	20,080	20,080	30,000	-	-
Transit Tipper	20,080	20,080	30,000	-	-
Transit Tipper	-	-	30,000	-	-
Small Van	18,000	9,720	18,000	-	-
Small Van	18,000	18,000	18,000	-	-
Small Van	9,800	9,720	-	-	-
Vehicle for Decriminalisation of Car Parking	9,000	7,920	-	-	-
Vehicle for Decriminalisation of Car Parking	9,000	7,920	-	-	-
Mowing Equipment	-	9,500	-	-	-
Mowing Equipment	-	9,500	-	-	-
2. OTHER					
(a) Financial Services					
Financial Management System replacement	215,900	-	215,900	-	-
	1,407,850	1,096,340	565,130	171,000	1,288,000

WYRE FOREST DISTRICT COUNCIL

CABINET
20TH DECEMBER 2007

BASE BUDGET VARIATIONS

AN OPEN ITEM	
COMMUNITY STRATEGY THEME:	-
CORPORATE THEME:	Improving Corporacy & Performance
KEY PRIORITY:	Financial & Asset Management
STRATEGY:	Budget & Policy Framework
CABINET MEMBER:	Councillor John Campion
RESPONSIBLE OFFICER:	Head of Financial Services
CONTACT OFFICER:	K. Bannister Ext. 2100 keith.bannister@wyreforestdc.gov.uk
APPENDIX 1	Budget Variations - Original to Revised 2007/2008
APPENDIX 2	Budget Variations - Revised Budget 2007/2008 to Base 2008/2009

1. PURPOSE OF REPORT

- 1.1 To monitor the Budget Variations between Original and Revised Budgets 2007/2008 and between the Revised Budget 2007/2008 and the Base Budget for 2008/2009.

2. RECOMMENDTIONS

The Cabinet is asked to DECIDE :-

- 2.1 The Cabinet consider the Budget Variations in arriving at their Budget Strategy 2008/2011.
- 2.2 Heads of Service continue to monitor closely the Budget and the Head of Financial Services continues to report to the Cabinet on a quarterly basis.

3. BACKGROUND

- 3.1 Council on 28th February 2007 agreed the Revenue Budget and Capital Programme for the period 2007/20010.
- 3.2 The Cabinet is responsible for overall Revenue Budget and Capital Programme performance and monitoring.
- 3.3 The Head of Financial Services provides each Head of Service monthly financial statements to assist with budget monitoring.

- 3.4 Each Head of Service is responsible for the administration and monitoring of resources allocated to their Division.
- 3.5 The Cabinet are required under the Local Government Act 2003 (S.28) to consider on a regular basis relevant financial information relating to Budget monitoring and take appropriate action where necessary.

4. KEY ISSUES

- 4.1 Appendix 1 shows a reduced net expenditure of £419,340 when Original Budget 2007/2008 is compared with Revised Budget 2007/2008. Appendix 2 shows an increased net expenditure of £264,700 for 2008/2009 Base Budget when compared with Revised Budget 2007/2008. The cumulative Base Budget expenditure reduction of £154,640 over the two financial years 2007/2008 and 2008/2009 will be taken into account when Cabinet formulate their budget strategy.

5. BUDGET VARIATIONS

- 5.1 A Schedule of Budget Variations between the Original Budget 2007/2008 and Revised Budget 2007/2008 is enclosed as Appendix 1 for Members Information.
- 5.2 A Schedule of the Budget Variations between the Revised Budget 2007/2008 and the 2008/2009 Base Budget is enclosed as Appendix 2 to explain the increase in next years new Base Budget.

6. FINANCIAL IMPLICATIONS

- 6.1 The Cabinet will consider the Budget Variations in arriving at their Budget Strategy 2008/2011.

7. LEGAL AND POLICY IMPLICATIONS

- 7.1 The Local Government Act 2003 imposed duties on Local Authorities designed to ensure they make prudent allowance for risk and uncertainties in their budget and that they regularly monitor their finances during the course of the year.
- 7.2 Section 25 of the Act deals with budget calculations and requires the statutory Finance Officer to report on the robustness of estimates and reserves.

8. RISK MANAGEMENT

- 8.1 The Cabinet needs to ensure all known budget variations are taken into account in arriving at their Budget Strategy 2008/2011.
- 8.2 The Accounts and Audit Regulations 2003 require Local Authorities to fully consider and manage risk as part of the budget process. A separate report is presented to this meeting of the Cabinet.

9. CONCLUSION

- 9.1 The information contained within Appendices 1 and 2 provides Members with key information to assist with their deliberations in formulating the new Budget Strategy 2008/2011.

10. CONSULTEES

- 10.1 CMT/Leader of the Council.

11. BACKGROUND PAPERS

- 11.1 Council 28th February 2007 Minute C.97.

- 11.2 Reports to Cabinet 22nd November 2007 and 30th August 2007 on Budget Monitoring.

OVERALL BUDGET VARIATIONS
ORIGINAL COMPARED TO REVISED BUDGET 2007/2008

TOTAL REVISED BUDGET 2007/2008	£ 14,693,990
LESS: TOTAL ORIGINAL BUDGET 2007/2008	15,113,330
REDUCED NET EXPENDITURE ON YEAR	<u>(419,340)</u>

<u>Description of Major Variances</u>	<u>Extra Costs/ Reduced Income £</u>	<u>Savings/ Additional Income £</u>
<u>Cultural, Leisure and Commercial Services/ Property & Operational Services</u>		
1. Waste Collection Summer Cleanliness of bins		(10,000)
2. Recycling Activities - extra income		(14,000)
3. Decriminalisation - delayed start net lost income	55,000	
4. Hoobrook Ent. Centre & Other Property - extra income		(33,000)
5. Administration Account savings		(28,000)
6. Additional fuel costs	60,000	
7. Paddling Pools - Additional Costs	20,000	
<u>Financial Services</u>		
1. Concessionary Travel - Payment to Operators	60,000	
2. Benefit Payments		(100,000)
3. Revenues - Flood Relief	25,000	
<u>Human Resources</u>		
1. Central computing costs	28,000	
<u>Legal and Democratic Services</u>		
1. No major variations		
<u>Planning, Health and Environment</u>		
1. Development Control - Increased Income		(45,000)
2. Development Control - Increased Planning Inquiry Fees	15,000	
3. Planning Policy Formulation - Integrated Transport Contingency not required		(20,000)
<u>Strategy and Performance Unit/ Community & Partnership Services</u>		
1. CCTV - reduced running costs		(8,000)
<u>Capital Account</u>		
1. Increased External Interest		(192,000)
2. Voluntary Revenue Provision		(48,000)
<u>Corporate Variations</u>		
1. Payroll and Corporate Pension Costs (above target vacancy savings of £175,000)		(120,000)
2. Other Minor Variations		(64,340)
	263,000	(682,340)
REDUCED NET EXPENDITURE ON YEAR		(419,340)

OVERALL BUDGET VARIATIONS
REVISED 2007/2008 COMPARED TO BASE BUDGET 2008/2009

APPENDIX 2

TOTAL BASE BUDGET 2008/2009	£ 15,325,180
LESS: TOTAL REVISED BUDGET 2007/2008	14,693,990
LESS: INFLATION	366,490
INCREASED NET EXPENDITURE ON YEAR	<u>264,700</u>

<u>Description of Major Variances</u>	<u>Extra Costs/ Reduced Income £</u>	<u>Savings/ Additional Income £</u>
<u>Cultural, Leisure and Commercial Services/</u>		
<u>Property & Operational Services</u>		
1. Collection of Domestic Waste Summer - Summer Cleanliness Scheme one year only.		(40,000)
2. Recycling activities - reduced income	15,000	
3. Wyre Forest Glades - increase in deficit guarantee in line with business plan	12,000	
4. Parks and Open Spaces - Fencing one year only		(40,000)
5. Town Hall Kidderminster - repairs contingency one year only		(40,000)
6. Centralised Office Accommodation - one off contingency	100,000	
7. Decriminalisation - additional income net of full year effect of administration payment to Wychavon D.C.		(144,000)
<u>Financial Services</u>		
1. Benefits Administration - reduced subsidy	11,000	
2. Revenues - Flood Relief		(20,000)
3. Concessionary Travel - reduced net expenditure		(68,000)
4. External Audit	10,000	
<u>Human Resources</u>		
1. Central Computing costs		(28,000)
2. Total Print Solution		(23,000)
<u>Legal and Democratic Services</u>		
1. Electoral Administration Bill - in two years only		(28,000)
<u>Planning, Health and Environment</u>		
1. District Local Development Framework preparation	23,000	
2. Housing Grants & Assistance - reduced grant	41,000	
3. Choice Based Lettings - one year only		(20,000)
4. Stourport Pride - one year only		(25,000)
<u>Strategy and Performance Unit/</u>		
<u>Community & Partnership Services</u>		
1. Partnership Funding - falls out in 2008/09		(50,000)
2. Community Leadership Fund - one year only		(10,000)
3. Grants to Voluntary Bodies - two elements of Citizen's Advice Bureau fall out in 2008/09		(15,000)
<u>Capital Account</u>		
1. Reduced Internal Interest	100,000	
2. Voluntary Provision	118,000	
3. Direct Revenue Funding		(39,000)
<u>Corporate Variations</u>		
1. CMT Review / use of earmarked reserves in 2007/08	88,000	
2. Salaries including Decriminalisation / Vacancies	208,000	
3. Corporate Pension Costs	110,000	
4. Other minor variations	18,700	
	<u>854,700</u>	<u>(590,000)</u>
INCREASED NET EXPENDITURE ON YEAR		<u>264,700</u>

WYRE FOREST DISTRICT COUNCIL

CABINET

20TH DECEMBER 2007

CALCULATION OF THE COUNCIL TAX BASE: 2008/2009

COMMUNITY STRATEGY THEME:	-
CORPORATE THEME:	Improving Corporacy & Performance
KEY PRIORITY:	Financial & Asset Management
STRATEGY:	Budget & Policy Framework
CABINET MEMBER:	Councillor John Campion
RESPONSIBLE OFFICER:	Head of Financial Services
CONTACT OFFICER:	K. Bannister Ext. 2100 P. McGill Ext. 2660 patrick.mcgill@wyreforestdc.gov.uk
APPENDICES	Appendix 1 District Council Tax Base Appendix 2 Parish Council Tax Base
AN OPEN ITEM	

1. PURPOSE OF REPORT

- 1.1 To enable the Cabinet to calculate the Council Tax base for the Wyre Forest District as required under Section 67 of the Local Government Finance Act 1992.

2. RECOMMENDATION

The Cabinet is asked to DECIDE :-

- 2.1 That pursuant to the report of the Head of Financial Services and in accordance with the above Act and the Local Authorities (Calculation of Council Tax Base) Regulations 1992, the Council Tax base for Wyre Forest District for the financial year 2008/09 shall be:

<u>Parish</u>	<u>Properties</u>
Upper Arley	327
Bewdley	3694
Broome	173
Chaddesley Corbett	724
Churchill and Blakedown	746
Town of Kidderminster	17969
Kidderminster Foreign	385
Ribbesford	196
Rock	1210
Rushock	74
Stone	255
Stourport on Severn	7138
Wolverley and Cookley	1762
Tax Base for Wyre Forest District	34653

(Note: The Tax base for 2007/2008 was 34535)

3. BACKGROUND

The Council Tax base is the figure representing the total of all domestic properties within the District and is used in the calculation for Council Tax bills. It is based on the contents of the Valuation List, which is a statutory list of all properties and their valuation bands - A to H - with band D being the average.

The final figure is expressed as a 'Band D equivalent', and is adjusted to reflect discounts, exemptions, likely changes in the number of properties over the year and the projected rate of Council Tax collection.

Appendix 1 gives the total of all properties within each band, and the adjustments made to arrive at the band D equivalent figure for the *District*.

Appendix 2 shows the figures for each *Parish*.

4. KEY ISSUES

- 4.1 The Council Tax Base will be used by Council in arriving at the Council Tax Levy for 2008/2009 and Three Year Financial Strategy.

5. FINANCIAL IMPLICATIONS

- 5.1 These will be determined in arriving at the Council's Three Year Financial Strategy for 2008/2011.

6. LEGAL AND POLICY IMPLICATIONS

- 6.1 The Council is required to determine the Council Tax Base by Section 67 of the Local Government Finance Act 1992.

7. RISK MANAGEMENT

- 7.1 The Council is required to calculate the Council Tax Base as at the 1st December every year. The Valuation Office Schedule of Alterations to the Council Tax List dated 26th November 2007 is the last such schedule before the 1st December and this has been used in the calculations. Whilst reasonable estimates have been made in respect of possible variations, actual changes in circumstances can vary the amount of income received, both up and down.

8. CONCLUSION

- 8.1 The information contained within Appendices 1 and 2 provide Members with full details of how the Council Tax Base has been calculated for 2008/2009.

9. CONSULTEES

- 9.1 CMT/Leader of the Council.

10. BACKGROUND

- 10.1 Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended).

COMBINED PROPERTY TOTALS FOR THE DISTRICT

	A	B	C	D	E	F	G	H	TOTAL
TOTAL PROPERTIES ADJUSTED FOR 1 DISABLEMENT RELIEF	10634	10791	10751	5936	3154	1645	1120	119	44150
2 +/- ADJUSTMENTS (1)	9.98	6.25	4	12.25	1.75	1.75	0	0	35.978
3 - EXEMPTIONS = TOTAL	-744	-257	-193	-101	-52	-26	-15	-3	-1391
4 CHARGEABLE PROPERTIES	9899.98	10540.25	10562	5847.25	3103.75	1620.75	1105	116	42794.98
5 0% DISCOUNT PROPERTIES	4339.98	6515.25	7428	4299.25	2473.75	1340.75	931	96	27423.98
6 25% DISCOUNT PROPERTIES INCLUDING SECOND HOMES WHERE DISCOUNT HAS BEEN REDUCED TO 25%	5328	3890	3015	1459	581	239	145	14	14671
7 50% DISCOUNT PROPERTIES AND LONG TERM EMPTY PROPERTIES THAT WOULD HAVE BEEN 50% BUT NOW HAVE HAD THEIR DISCOUNT REDUCED	232	135	119	89	49	41	29	6	700
8 FULL CHARGE EQUIVALENT (2)	8451.98	9500.25	9748.75	5438.00	2934	1540.5	1054.25	109.5	38777.23
9 RATIO TO BAND D	6/9	7/9	8/9	1	11/9	13/9	15/9	2	
10 BAND D EQUIVALENT	5634.65	7389.09	8665.56	5438.00	3586.00	2225.17	1757.08	219.00	34914.55
11 TAXBASE AFTER 0.75% PROVISION FOR NON-COLLECTION									34653
(1) Allows for appeals against the valuation band, new building, splits/mergers/demolitions and disablement reductions. (2) Line 5 plus lines 6 and 7 after adjustment for 25% and 50% discounts.									APPENDIX 1

BAND "D" EQUIVALENT TOTALS BY PARISH

	A	B	C	D	E	F	G	H	TOTAL	TOTAL x 99.25%	
Upper Arley	37.94	10.50	66.22	30.50	73.94	72.22	26.67	11.50	329.49	327	
Bewdley	311.33	643.03	878.22	740.25	511.81	412.75	211.25	13.00	3721.64	3694	
Broome	5.67	0.00	6.44	2.75	3.67	33.22	97.92	24.50	174.17	173	
Chaddesley Corbett	19.83	27.22	110.89	50.00	118.86	129.64	200.42	73.00	729.86	724	
Churchill & Blakedown	26.17	25.67	92.44	134.00	141.47	163.22	137.50	31.00	751.47	746	
Town of Kidderminster	3852.02	4899.81	4408.89	2619.75	1530.22	475.94	307.08	11.00	18104.71	17969	
Kidderminster Foreign	115.89	10.31	34.44	31.50	58.36	57.06	72.50	8.00	388.06	385	
Ribbesford	135.00	1.94	4.67	8.00	4.28	8.67	34.58	0.00	197.14	196	
Rock	43.44	34.42	135.11	69.00	242.00	352.44	320.42	22.50	1219.33	1210	
Rushock	0.00	0.00	9.56	5.75	10.39	15.53	30.83	2.00	74.06	74	
Stone	3.83	10.31	35.11	29.25	83.72	44.78	45.00	4.50	256.50	255	
Stourport on Severn	836.37	1508.89	2341.78	1514.75	596.14	289.97	100.42	4.00	7192.32	7138	
Wolverley and Cookley	247.15	217.00	541.78	202.50	211.14	169.72	172.50	14.00	1775.79	1762	
Band totals	5634.64	7389.10	8665.55	5438.00	3586.00	2225.16	1757.09	219.00	34914.54	34653	
											APPENDIX 2

WYRE FOREST DISTRICT COUNCIL

CABINET

20TH DECEMBER 2007

GERSHON EFFICIENCY GAINS – CASHABLE AND NON-CASHABLE 2007/2008 **CSR07 GAINS – CASHABLE 2008/2009 – 2010/2011**

COMMUNITY STRATEGY THEME:	-
CORPORATE THEME:	Improving Corporacy & Performance
KEY PRIORITY:	Financial & Asset Management
STRATEGY:	Budget & Policy Framework
CABINET MEMBER:	Councillor John Campion
RESPONSIBLE OFFICER:	Head of Financial Services
CONTACT OFFICER:	Keith Bannister Ext. 2100 keith.bannister@wyreforestdc.gov.uk
APPENDIX 1	Efficiency Gains – Cashable and Non-Cashable Budget 2007/2008
OPEN	

1. PURPOSE

- 1.1 This report sets out the identified estimated annual cashable and non-cashable efficiency gains for 2007/2008 as part of the Medium Term Financial Strategy, and as required under the final year of the current Comprehensive Spending Review (CSR04). Further efficiency gains are required under the 2007 Comprehensive Spending Review (CSR07) in respect of the three years from 2008/2009 to 2010/2011.

2. RECOMMENDATIONS

The Cabinet is asked to **RECOMMEND** :-

- 2.1 The endorsement of the 2007/2008 revised estimated annual efficiency gains.
- 2.2 Preparation of a new Strategy in order to achieve the future efficiency targets required under CSR07.

3. BACKGROUND

- 3.1 All local authorities are required to submit to the Office of the Deputy Prime Minister (ODPM) (now Department for Communities and Local Government (DCLG)), for the years 2005/2006 to 2007/2008 a series of efficiency statements about targets and achievements, following the expenditure review by Sir Peter Gershon – *"releasing Resources to the Frontline"*.

- 3.2 Cabinet at its meeting of 14th April 2005 endorsed the Authority's approach with respect to delivering efficiency gains. At Council on 20th April 2005, the decision was made to delegate authority to the Chief Executive and the Head of Financial Services, in consultation with the Leader of the Council and the Cabinet Member for Finance and Corporate Affairs, to approve and submit future Annual Efficiency Statements.

4. KEY ISSUES – GERSHON EFFICIENCY AGENDA

- 4.1 Briefly, the Council had to find 2.5% efficiency gains each year for the financial three years commencing 2005/2006, which do not have an adverse effect on service performance. A minimum of half these efficiency gains are to be in cash for reinvestment in services elsewhere, whilst the rest can take the form of more outputs for the same level of inputs – non-cashable efficiency gains.
- 4.2 The baseline for calculation of the 2.5% efficiency gains for 2005/2006 is the original 2004/2005 combined revenue and capital budgets, whilst for 2006/2007 and 2007/2008 the baseline is the 2004/2005 combined revenue and capital outturn figure. The combined revised annual gains targets are set out in the table below :-

Financial Year	Target Efficiency Improvement (year on year)	Total Target (cumulative)	Cashable Target (year on year)	Cashable Target (cumulative)
	£	£	£	£
2005/2006	530,000	530,000	265,000	265,000
2006/2007	333,000	863,000	166,500	431,500
2007/2008	334,000	1,197,000	167,000	598,500

- 4.3 The Council submitted gains totalling £830,290 for 2005/06 (including allowable gains of £201,117 carried forward from 2004/05), of which £825,861 was cashable, against its target of £530,000. The gains submitted for 2006/2007 totalled £581,855 of which £547,675 was cashable against a target of £333,000.
- 4.4 Efficiency gains estimated at £598,000 (£576,000 cashable) were submitted in the Annual Efficiency Statement (AES) Forward Look for 2007/2008 against a target of £334,000. These gains have been revised as part of the budget process and the details are set out in Appendix 1. The actual level of gains to be reported in the 2007/2008 Backward Look AES in July 2008 will be subject to scrutiny by central government.

- 4.5 The combined actual cashable and non-cashable gains for 2005/2006 and 2006/2007, together with the revised estimated gains for 2007/2008, as compared with the targets for these years are set out in the table below :-

	2004/2005	2005/2006	2006/2007	2007/2008
Gains Achieved				
From 2004/05	201,117	201,117 (from 04/05)	201,117 (from 04/05)	201,117 (from 04/05)
From 2005/06		606,511 on-going 22,662 one-off	606,511 (from 05/06)	606,511 (from 05/06)
From 2006/07			566,874 on-going 14,981 one-off	566,874 (from 06/07)
From 2007/08 (revised)				621,000 on-going 10,000 one-off
Cumulative	201,117	830,290	1,389,483	2,005,502
Targets				
Annual	£ N/A	£ 530,000 in year	£ 530,000 (from 05/06)	£ 530,000 (from 05/06)
Adding			333,000 in year	333,000 (from 06/07) 334,000 in year
Cumulative	N/A	530,000	863,000	1,197,000

5. KEY ISSUES – CSR07 EFFICIENCY TARGETS

- 5.1 The new target for Local Government under CSR07 for the years 2008/2009 to 2010/2011 is to achieve cashable savings of 3% per year. Although there is no mandatory efficiency target for each individual council, this represents a target of approximately £690,000 per year for Wyre Forest District Council i.e. a total compounded target of around £2,100,000 over the three year period covered by CSR07, compared with a target of £1,197,000 for the three year period under CSR04.
- 5.2 Councils will be required to report annually to central government on the level of efficiency gains through a Value for Money Indicator. If this shows that little progress is being made, further investigation would take place by the local Government Office in order to understand the reasons.
- 5.3 The guidance in CSR07 indicates that whilst only gains that impact on a council's expenditure for the first time after 31st March 2008 can be counted against the new target, councils may also include the value of any ongoing cash releasing CSR04 gains achieved in excess of their target. The estimated on- going cashable gains achieved by this Council in the three year period covered by CSR04 are £1,955,000, which is £758,000 in excess of the target of £1,197,000 and this amount can therefore be carried forward against the total estimated target of £2,100,000 under CSR07. The level of efficiency gains claimed will continue to be subject to scrutiny by central government.

5.4 The government are anticipating that efficiency savings will come from the following areas :-

- Procurement
- Asset management
- Business process improvements and collaboration initiatives

6. FINANCIAL IMPLICATIONS

6.1 Efficiency gains are intended to be available for improvements to front-line services. They will also help to deliver low council tax rises. The majority of annual cashable gains have been included in the Budget 2008/2011. The Council needs to monitor ongoing achievement of these efficiency targets.

7. LEGAL AND POLICY IMPLICATIONS

7.1 Although there is no statutory requirement to achieve these efficiencies there may be implications for future Government grant settlements. The Audit Commission has included an assessment of the efficiency gains achieved in the Use of Resources element of the Comprehensive Performance Assessment and the Comprehensive Area Assessment to be introduced from April 2009. Reference to efficiency gains also feature in the Annual Audit and Inspection Letter.

8. RISK MANAGEMENT

8.1 The potential impact of not meeting Government requirements for efficiency and improvement already feature in our Corporate Risk Register of key risks. If the Council were unable to fulfil the annual efficiency gains target, this would have a negative impact on the Council's reputation amongst its residents and other key stakeholders.

8.2 Currently, DCLG is stating all cashable efficiency gains will be available for reinvestment, however, it cannot be ruled out a future Government may take into account a proportion or all of the gains in determining future finance settlements.

9. CONCLUSIONS

9.1 The Council has exceeded its efficiency targets for CSR04.

9.2 Cabinet will now need to determine a Strategy with regard to CSR07.

10. CONSULTEES

10.1 CMT/Leader of the Council.

11. BACKGROUND PAPERS

- 11.1 Delivering Value for Money in Local Government: Meeting the Challenge of CSR07 - Communities and Local Government Publication – October 2007.
- 11.2 Measuring and Reporting Efficiency Gains – A Guide to Completing Annual Efficiency Statements – Government Publication March 2007.
- 11.3 Delivering efficiency in Local Services – Government policy publication January 2005.
- 11.4 Efficiency Technical Note (ETN) for Local Government issued by ODPM January 2005.
- 11.5 Council Minute CM 958 20 April 2005.
- 11.6 Report to Cabinet 14 April 2005.

EFFICIENCY GAINS - CASHABLE AND NON-CASHABLE
BUDGET 2007/2008

Efficiency Gains	Original 2007/2008	Annual Efficiency Statement Forward Look 2007/2008	Revised 2007/2008
	£	£	£
Cashable Gains			
Revenue Budget			
• Expenditure with no provision for Inflation where applicable	60,000	60,000	60,000
• Effective management of employee absence and vacancies	175,000	175,000	175,000
• Renegotiation of the Community Housing Group Contract	104,000	104,000	104,000
• Sale of Operational Asset (Land Oak House)	31,000	34,000	39,000
• VAT partial exemption	29,000	29,000	29,000
• Redevelopment of Kidderminster Town Centre (KTC1) Net Additional Income	45,000	45,000	47,000
• Printing of Agendas/Minutes	15,000	15,000	19,000
• Reduction in number of Committees	19,000	19,000	21,000
• Improved economy in procuring goods and services	11,000	30,000	35,000
• Signposting of recruitment advertising	0	15,000	15,000
Total Revenue Gains	£489,000	£526,000	£544,000
Capital Programme			
• Allowance within the Capital Programme for improved procurement and project management	20,000	50,000	65,000
Total Capital Gains	£20,000	£50,000	£65,000
Total Cashable Efficiency Gains: Revenue Budget and Capital Programme	£509,000	£576,000	£609,000
Non-Cashable Gains			
• Improved economy in procuring goods and services	12,000	22,000	22,000
Total Non-Cashable Efficiency Gains	£12,000	£22,000	£22,000
Total Cashable and Non-Cashable Efficiency Gains - 2007/2008	£521,000	£598,000	£631,000
Target Figures for 2007/2008	£334,000	£334,000	£334,000
Target Figure Exceeded	£187,000	£264,000	£297,000

Note: Other potential procurement gains are not yet reflected in the Base Budget

Cabinet 20/12/2007

WYRE FOREST DISTRICT COUNCIL

CABINET
20TH DECEMBER 2007

RISK MANAGEMENT AND THE BUDGET PROCESS

COMMUNITY STRATEGY THEME:	-
CORPORATE THEME:	Improving Corporacy & Performance
KEY PRIORITY:	Financial & Asset Management
STRATEGY:	Budget & Policy Framework
CABINET MEMBER:	Councillor John Campion
RESPONSIBLE OFFICER:	Head of Financial Services
CONTACT OFFICER:	K. Bannister Ext. 2100
APPENDIX 1	Risk Matrix
APPENDIX 2	Budgetary Response
AN OPEN ITEM	

1. PURPOSE OF REPORT

- 1.1 To provide members with information on risk management and the budget process.

2. RECOMMENDATION

The Cabinet is asked to **RECOMMEND :-**

- 2.1 That the Cabinet endorse the Budget Risk Management process and consider the contents of this report in arriving at the Budget Strategy for 2008/2011.

3. BACKGROUND – LOCAL AUTHORITIES AND RISK

- 3.1 The assessment of significant risks and the recommendation of appropriate financial provision to cover them has always been an integral part of the budget process.
- 3.2 This Council faces the following types of risks, these play an intrinsic part in the budgetary process and examples of cross reference points in other sections of the suite of budgetary reports are given in a format suggested by the Chartered Institute of Public Finance and Accountancy (CIPFA).

a) Governance/ Regulatory Framework Changes

Examples include : Changes in Grant Settlement e.g. CSR07, Housing Benefit
Subsidy changes
: Central Government's push for E Government
: Central Government's increased recycling targets
: New/changed legislation e.g. change in Concessionary
Travel responsibilities

b) Operational

Examples Include : Any changes in the delivery of service i.e.
: Recycling
: New Municipal Cemetery
: Centralised Office Accommodation/Depot
: New Civic Hall

c) Financial

Examples include : Reserves, balances and contingencies
: Budgetary Control

d) External

Examples include : External Funding, Partnerships, Worcestershire Hub, Shared Services
: Demographic/economic changes e.g. inflation, pay/price increases, pension contributions
: Impact of interest rate movements on affordability assessment
: Increased demand for services/new services.

4. KEY ISSUES

4.1 All local authorities are required to formalise their approach to risk management and evidence it more directly as part of the budgetary process. This requirement has arisen as a result of :-

a) *The Accounts and Audit Regulations 2003:-*

Regulation 4- "The relevant body shall be responsible for adequate and effective financial management and a sound system of internal control which includes risk management arrangements.

Regulation 5- "The Chief Financial Officer to be responsible for accounting records and control systems including measures to ensure risk is appropriately managed.

b) *New CPA 2005 - Use of Resources - Auditor Assessment*

The Audit Commission has introduced a new annual assessment on how well the Council manages and uses its financial resources. The assessment focuses on the importance of having sound and strategic financial management to ensure resources are available to support the Council's priorities and to improve services. It covers :-

- Financial Reporting;
- Financial Management;
- Financial Standing;
- Internal Control; and
- Value for Money.

The overall Use of Resources score judgement will be based on combining the auditors' scores for each of the five areas covered. The judgement for each area consists of a number of key lines of enquiry (KLOE) and areas of audit focus and evidence. Risk management comes under the area of internal control. The KLOE in respect of risk management assesses how effectively the Council manages its significant business risks, including risk management of the budget process.

c) *Prudential Framework:-*

The assessment of affordability of financial plans requires a judgement about risk. Prudential Indicators are the monitoring tool to assess performance and risk.

d) *CIPFA Guidance on Reserves and Balances:-*

Highlights the need to consider risks facing the authority.

4.2 The objective of risk management within the budget process is to agree acceptable levels of exposure to risk so the probability of these factors preventing the Council from achieving our corporate objectives is minimised whilst being clearly identified and managed.

4.3 The risk management issues relating to the budget process in this report are included in the Council's Corporate Risk Management Strategy.

5. FINANCIAL IMPLICATIONS - MANAGING (MINIMISING THE RISK TO ACCEPTABLE LEVELS)

5.1 Once identified, risk within the budgetary process can be managed in a number of ways as follows:-

- a) Transferring
- b) Avoiding
- c) Management/mitigation
- d) Accepting

Evidence to show the Authority manages the budgetary process is as follows :-

5.2 The Role of the Council's Finance Strategy.

This plays a key role in managing the risk of exposure for the Council. This Strategy and guidance gives:-

- A clear timetable with individual responsibilities ;
- Monitoring of progress – Details of how this will be achieved;
- Consultation details;
- Level of resources available;
- Savings required (when applicable);
- Service priorities and pressures; and
- Budget Monitoring – Regular quarterly reports to the Cabinet with presentations of financial forecast.

5.3 The budget process adopted within Wyre Forest is such that it is an open and inclusive approach involving Service Managers who have a great degree of ownership, the Council:-

- Uses the Corporate Management team to "lead" the budget process;
- Consults Service Managers when developing new guidance;
- Communicates clearly with involved parties;
- Ensures Service Divisions are given the opportunity to present their budgets to the Budget Review Panel, and
- Devolves budget responsibility.

The integration of service and financial processes via the Corporate Plan, Finance, Community and other various Strategies has resulted in increased member awareness, this Council continues to ensure :-

- Members are involved at an early stage;
- Officers work with members in developing the budget strategy, and
- Decision making in Policy and Scrutiny Panels is informed by joint consideration of service plans and available resources.

The Authority is progressing with embedding risk management and corporate/divisional risk registers have been finalised. These risk registers detail risk and how they are being managed. These registers have been reviewed to ensure that all items have been reflected as appropriate in the Appendices.

5.4 Performance Management during the financial year is such that the quarterly Budget Monitoring Report is informed by the Risk Management process. Its development will continue and it will be further enhanced to report in the context of overall aims and objectives and ensure the information is accessible and provided in a "user friendly" form.

The system on the monitoring of Prudential Indicators promotes "early warning" of problem areas as they will be recalculated based on budget proposals and reported to members.

The new Financial Management System implemented in July 2005 will continue to be developed to enhance financial and performance information provided to managers, in order to enable better monitoring and to lead to improved financial performance for the Authority.

6. LEGAL AND POLICY IMPLICATIONS

6.1 Sound corporate governance requires budgets be regularly and rigorously monitored. This best practice in place at Wyre Forest gained statutory footing on 1st April 2004 under Sections 25 to 29 of Part 2 of the Local Government Act 2003. This Act imposes duties on local authorities designed to ensure they make prudent allowance for risk, and uncertainties in their budgets and they regularly monitor their finances during the year.

7. RISK MANAGEMENT ASSESSMENT – THE BUDGET RISK MATRIX

- 7.1 Appendix 1 shows this Council's Budget Risk Matrix highlighting the issues which have been dealt with in the budgetary process. Appendix 2 details the budgetary response to each issue which is largely dependant on its assigned "Risk Quadrant" which is explained below:-

Note: High impact is risk assessed to be in excess of £100,000 in line with the Risk Management Implementation Strategy.

7.2 Risk Quadrant 1

Issues which have Low Risk and Low Impact – most of these do not represent an immediate problem and are kept under periodic review.

7.3. Risk Quadrant 2

Issues which have High Risk but Low Impact for which we should consider action.

7.4 Risk Quadrant 3

Issues which have Low Risk but High Impact for which we should review the risk and consider making contingency plans.

7.5 Risk Quadrant 4

Issues which have High Risk and High Impact – for which immediate action is needed.

8. CONCLUSION

- 8.1 Risk Management has a high profile within the budgetary process and this report aims to focus on the key issues for members and senior officers.
- 8.2 The adoption of the Risk Matrix facilitates the identification, assessment enabling appropriate management of risks.

9. CONSULTEES

- 9.1 CMT/Leader of the Council.

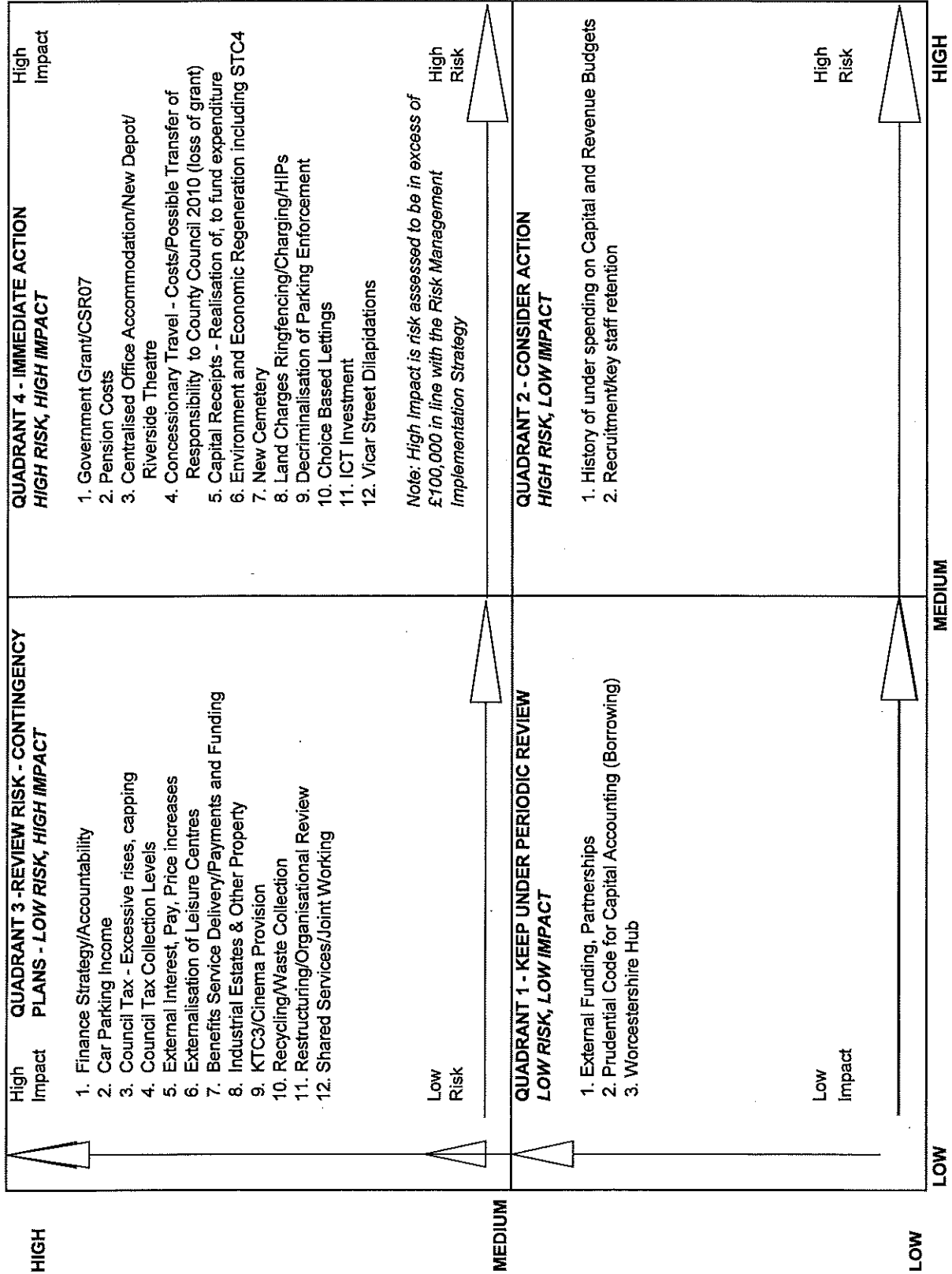
10. BACKGROUND PAPERS

- 10.1 Local Government Act 2003 and 2006 Amendments
- 10.2 Local Authorities (Capital Finance and Accounting Regulations) 2003
- 10.3 CIPFA Prudential Code for Capital Finance in Local Authorities
- 10.4 Risk Management Policy – Cabinet 20th December 2007
- 10.5 Risk Management Implementation Strategy – Cabinet 20th December 2007
- 10.6 Audit Commission Use of Resources Guidance for Councils June 2005

APPENDIX 1

BUDGET RISK MATRIX

IMPACT



RISK

RISK/IMPACT

RISK/IMPACT

Budget Risk Matrix

BUDGETARY RESPONSE TO EACH RISK MANAGEMENT ISSUE IN ORDER OF QUADRANT	
ISSUE	BUDGETARY RESPONSE
Quadrant 1 - Low Risk, Low Impact 1. External Funding, Partnerships 2. Prudential Code for Capital Accounting (Borrowing) 3. Worcestershire Hub	Keep under periodic review Continue to evaluate sustainability of each scheme as part of project appraisal. Keep under review, but little risk should be posed for this authority while it is debt free, has a balanced budget, carries out full option appraisals and has fully adopted the Prudential Code. Works at Bewdley due to start in January 2008, whole service progress being closely monitored
Quadrant 2 - High Risk, Low Impact 1. History of Underspending on Final Accounts 2. Recruitment/key staff retention	Consider Action Appropriate action has been taken to reduce the level of underspend in accordance with Use of Resources. Use of agency/temporary staff from existing budgets to facilitate management of vacancies.
Quadrant 3 - Low Risk, High Impact 1. Finance Strategy/Accountability 2. Car Parking 3. Council Tax - Excessive rises, capping 4. Council Tax Collection Levels 5. External Interest, Pay, Price Increases 6. Externalisation of Leisure Centres 7. Benefits Service Delivery/Payments and Funding 8. Industrial Estates and Other Property 9. KTC3/Cinema Provision 10. Recycling/Waste Collection 11. Restructuring/Organisational Review 12. Shared Service Joint Working	Review Risk - Contingency Plans Council have adopted a three year Balanced Budget Strategy. Usages/Income Level closely monitored. Low risk due to political prudence/Key Commitments. Low risk - closely monitored through P.I. Closely monitored, any shortfalls to be met from Council Contingency Reserve. Contract closely monitored, contingency contained within budget. Closely monitored through P.I.s. Managed through Asset Management Plan. Approved Scheme in progress to be closely monitored. Currently achieving targets. The Council has an earmarked reserve to meet any potential costs Each opportunity evaluated on the basis of a full Business Case
Quadrant 4 - High Risk, High Impact 1. Government Grant/CRS07 2. Pension Costs 3. Centralised Office Accommodation/New Depot/Riverside Theatre 4. Concessionary Travel – Costs/Possible Transfer of Responsibility to County Council 2010 (loss of grant) 5. Capital Receipts - realisation of to fund expenditure 6. Environment and Economic Regeneration including STC4 7. New Cemetery 8. Land Charges Ring fencing /Charging/HIPs 9. Decriminalisation of Parking Enforcement 10. Choice Based Lettings 11. ICT Investment 12. Vicar Street Dilapidations	Immediate Action To be assessed as part of the overall Budget Strategy Additional pension costs ongoing from previous actuarial revaluation have been built into the Base Budget. Revised valuation for 2008 – to recommend continuation of stepped increases in employers contributions. Member Task Groups to monitor progress and costs. Costs of new scheme will be closely monitored through budget monitoring reports. Capital Programme funding does not anticipate any future receipts, other than Centralised Office Accommodation. Closely monitored. Costs to be considered as part of the 2008/2009 Financial Strategy process Consultation considered as part of 2008/2009 Strategy. Resources made available in budget – to be closely monitored Provision made in base budget Review by consultants to be considered as part of the Budget strategy and factored into Centralised Office future initiative . Part of centralised office initiative; to be negotiated prior to lease surrender

WYRE FOREST DISTRICT COUNCIL

CABINET
20TH DECEMBER 2007

INCOME SERVICE OPTIONS 2008/2009

OPEN	
COMMUNITY STRATEGY THEME:	-
CORPORATE THEME:	Improving Corporacy & Performance
KEY PRIORITY:	Financial & Asset Management
STRATEGY:	Budget & Policy Framework
CABINET MEMBER:	Councillor John Campion
RESPONSIBLE OFFICER:	Head of Financial Services keith.bannister@wyreforstdc.gov.uk
CONTACT OFFICER:	K. Bannister Ext. 2100 T. Southall Ext. 2125 S. Edmonds Ext. 2123
APPENDIX 1	Income Service Options 2008/2009

1. PURPOSE OF REPORT

- 1.1 To present Income Service Options for consideration.

2. RECOMMENDATION

The Cabinet is asked to **RECOMMEND** :-

- 2.1 To consider and recommend approval of increases in fees and charges and consequential income outlined in the attached Income Service Options.

3. BACKGROUND

- 3.1 The Council's current financial strategy in respect of Fees and Charges is to increase in line with inflation or slightly above, with Heads of Service expected to maximise the potential for income generation. The target increase proposed for 2008/2009 is 3.5% (see attached summary schedule). A detailed schedule of fees and charges will be presented to the Corporate Service & Performance Committee on the 5th February 2008 and Cabinet on the 21st February 2008.

4. KEY ISSUES

- 4.1 The Authority needs to generate additional income in accordance with Council Policy to meet requirements of the Financial Strategy.

5. FINANCIAL IMPLICATIONS

- 5.1 The target increase of a minimum 3.5% for 2008/2009 will generate target additional income of £59,900 for the Authority for 2008/2009, and over the three year Budget 2008/2009 - 2010/2011 total target additional income of £415,830.

6. LEGAL AND POLICY IMPLICATIONS

- 6.1 The proposed target increase is in accordance with the Council's current Financial Strategy.

7. RISK MANAGEMENT

- 7.1 The Council needs to generate additional income and to maximise the potential for income generation in line with the Financial Strategy, in order to ensure the Authority makes best use of all opportunities to generate additional income.

8. CONCLUSION

- 8.1 By acceptance and recommendation of the Income Service Options 2008/2009, the Council will generate total target additional income of £415,830 over the three year Budget 2008/2009 – 2010/2011, in line with Council Policy.

9. CONSULTEES

- 9.1 CMT/Leader of the Council.

10. BACKGROUND PAPERS

- 10.1 None.

WYRE FOREST DISTRICT COUNCIL**INCOME SERVICE OPTIONS 2008/2009****DIVISIONAL SUMMARY**

DIVISION	KEY	CHANGES IN RESOURCES		
		2008/2009 £	2009/2010 £	2010/2011 £
PROPERTY AND OPERATIONAL SERVICES See Appendix A	C R M	- 50,730 CR -	- 69,300 CR -	- 69,300 CR -
COMMUNITY AND PARTNERSHIP SERVICES See Appendix B	C R M	- 750 CR -	- 750 CR -	- 750 CR -
FINANCIAL SERVICES See Appendix C	C R M	- 4,440 CR -	- 4,440 CR -	- 4,440 CR -
LEGAL & DEMOCRATIC SERVICES See Appendix D	C R M	- - -	- - -	- - -
PLANNING, HEALTH & ENVIRONMENT See Appendix E	C R M	- 3,980 CR -	- 4,340 CR -	- 3,980 CR -
GRAND TOTAL	C R M	- 59,900 CR -	- 78,830 CR -	- 78,470 CR -

KEY - Changes in Resources

C - Capital

R - Revenue

M - Man Power

WYRE FOREST DISTRICT COUNCIL

APPENDIX A

INCOME SERVICE OPTIONS 2008/2009

PROPERTY AND OPERATIONAL SERVICES

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	CHANGES IN RESOURCES			
		KEY	2008/09 £	2009/10 £	2010/11 £
R234	<u>Trade Waste</u>	C	-	-	-
	Increase charges by 3.5% to put them in line with commercial rates (to accommodate landfill fees)	R	14,910 CR	14,910 CR	14,910 CR
		M	-	-	-
R229	<u>Garage</u>	C	-	-	-
	Increase charges by 3.5% in accordance with Council policy	R	2,530 CR	2,530 CR	2,530 CR
		M	-	-	-
R236	<u>Grounds Maintenance</u>	C	-	-	-
	Increase charges by 3.5% in accordance with Council policy	R	3,570 CR	3,570 CR	3,570 CR
		M	-	-	-
R040	<u>Cemeteries</u>	C	-	-	-
	Increase charges by 3.5% in accordance with Council policy	R	2,630 CR	2,630 CR	2,630 CR
		M	-	-	-
R095	<u>Other Sports Facilities</u>	C	-	-	-
	Increase charges by 3.5% in accordance with Council policy	R	1,040 CR	1,040 CR	1,040 CR
		M	-	-	-
R160	<u>Parks and Open spaces</u>	C	-	-	-
	Increase charges by 3.5% in accordance with Council policy	R	1,070 CR	1,070 CR	1,070 CR
		M	-	-	-
R155	<u>Allotments</u>	C	-	-	-
	Increase charges by 3.5% in accordance with Council policy	R	160 CR	160 CR	160 CR
		M	-	-	-
R221	<u>Civic Halls</u>	C	-	-	-
	Increase charges by 3.5% in accordance with Council policy	R	2,280 CR	2,280 CR	2,280 CR
		M	-	-	-
R225	<u>Weighbridge</u>	C	-	-	-
	To increase weighbridge charges by 3.5%	R	130 CR	130 CR	130 CR
		M	-	-	-
R250	<u>Control of Rats and other Pests</u>	C	-	-	-
	Increase charges by 3.5% in accordance with Council policy	R	660 CR	660 CR	660 CR
		M	-	-	-
R255	<u>Control of Dogs</u>	C	-	-	-
	Increase charges by 3.5% in accordance with Council policy	R	70 CR	70 CR	70 CR
		M	-	-	-
R185	<u>Car Parks</u>	C	-	-	-
	Increase charges by 3.5% (increase starts 1/10/08)	R	21,680 CR	40,250 CR	40,250 CR
		M	-	-	-
	TOTALS	C	-	-	-
		R	50,730 CR	69,300 CR	69,300 CR
		M	-	-	-

WYRE FOREST DISTRICT COUNCIL**APPENDIX B****INCOME SERVICE OPTIONS 2008/2009****COMMUNITY AND PARTNERSHIP SERVICES**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	CHANGES IN RESOURCES			
		KEY	2008/09 £	2009/10 £	2010/11 £
R050	<u>Play Leadership</u>	C	-	-	-
	Increase charges by 3.5% in accordance with Council policy	R	640 CR	640 CR	640 CR
		M	-	-	-
R145	<u>Stourport Community Centre</u>	C	-	-	-
	Increase charges by 3.5% in accordance with Council policy	R	20 CR	20 CR	20 CR
		M	-	-	-
R163	<u>Rangers Services</u>	C	-	-	-
	Increase charges by 3.5% in accordance with Council policy	R	90 CR	90 CR	90 CR
		M	-	-	-
	TOTALS	C	-	-	-
		R	750 CR	750 CR	750 CR
		M	-	-	-

WYRE FOREST DISTRICT COUNCIL
INCOME SERVICE OPTIONS 2008/2009
FINANCIAL SERVICES

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2008/2009 £	2009/2010 £	2010/2011 £
R310	<u>Council Tax/NNDR</u> To increase costs in respect of Council Tax & NNDR Court Costs. Proposed costs are as follows:- Summons Costs £35 Liability Order Costs £20 £55 Note: This is an increase of £5 on Summons costs only. Costs have to reflect actual costs incurred and be subsequently agreed with the Magistrates Court. It is felt that the proposed costs can be justified. Normally these costs are increased every two years.	C R M	- 4,440 CR -	- 4,440 CR -	- 4,440 CR -
R330	<u>Concessionary Travel - WFDC Scheme</u> To have no increase in the cost of a replacement card of £5. However introduce a charge of £10 for any subsequent replacement cards in any one financial year in order to fully recover costs.	C R M	- - -	- - -	- - -
R330	<u>Concessionary Travel - Dial-A-Ride Scheme</u> To consider, following consultation with users, an increase from 50p to £1 in the charge to users for a single journey. The additional income, estimated to be in the region of £10,000 p.a., to be retained by Dial-A-Ride to assist in continuity of the service.	C R M	- - -	- - -	- - -
R335	<u>Corporate Costs - Bank Charges</u> Maintain existing policy of full cost recovery of bank charges in respect of credit card transactions for those services where there is no provision to include in charge levied (1.75%)	C R M	- - -	- - -	- - -
	TOTALS	C R M	- 4,440 CR -	- 4,440 CR -	- 4,440 CR -

WYRE FOREST DISTRICT COUNCIL**INCOME SERVICE OPTIONS 2008/2009****LEGAL & DEMOCRATIC SERVICES**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2008/2009 £	2009/2010 £	2010/11 £
R500	<u>Elections and Electoral Registration</u>	C	-	-	-
	To maintain the sale of edited and full Electoral Registers at statutory levels - last increased 2002/03.	R	-	-	-
		M	-	-	-
R510	<u>Land Charges</u>	C	-	-	-
	Owing to external market competition to propose no increase to basic and other Land Charge fees.	R	-	-	-
		M	-	-	-
R515	<u>Legal & Democratic Services Administration</u>	C	-	-	-
	To raise charges for the supply of minutes and agendas to outside bodies/companies in line with inflation	R	-	-	-
		M	-	-	-
	TOTALS	C	-	-	-
		R	-	-	-
		M	-	-	-

WYRE FOREST DISTRICT COUNCIL
INCOME SERVICE OPTIONS 2008/2009
PLANNING, HEALTH & ENVIRONMENT

APPENDIX E

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2008/2009 £	2009/2010 £	2010/2011 £
R605	Development Control To maintain Planning Application fees at statutory levels (last increased 2005/06)	C R M			
			To be determined by Government		
R605	Development Control To increase the charge for Planning Enquiries in line with inflation	C R M	- 30 CR -	- 30 CR -	- 30 CR -
R625	Building Control To increase the charge for Building Control enquiries in line with inflation	C R M	- 10 CR -	- 10 CR -	- 10 CR -
R625	Building Control To propose no increase to Building Control charges.	C R M	- - -	- - -	- - -
R625	Building Control To propose no increase to the charge for the sale of documents	C R M	- - -	- - -	- - -
R630	Planning, Health & Environment Administration To propose no increase to the charge for the sale of documents	C R M	- - -	- - -	- - -
R640	Food & Health & Safety To increase charges in line with inflation.	C R M	- - -	- - -	- - -
R645	Pollution Control To maintain LAPC and LAPPC charges at statutory level (revised annually - notification not received yet for 2008/09)	C R M			
			To be determined by Government		
R645	Pollution Control To maintain water sampling fees at statutory levels (last increased 2004/05). To increase other charges in line with inflation.	C R M	- 30 CR -	- 30 CR -	- 30 CR -
R655	Hackney Carriage/Private Hire To increase fees in line with inflation to ensure the activity remains self financing.	C R M	- 2,530 CR -	- 2,890 CR -	- 2,530 CR -
R660	General Licensing & Registration To increase charges in line with inflation	C R M	- 910 CR -	- 910 CR -	- 910 CR -
R660	Gambling Act 2005 To increase premises licence fees in line with inflation	C R M	- 470 CR -	- 470 CR -	- 470 CR -
R660	Gambling Act 2005 To charge permit fees as determined by Government, as set in 2007/08	C R M	- -	- -	- -
R665	Licensing Act 2003 To charge fees as determined by Government, as set in 2005/06	C R M			
			To be determined by Government		
	TOTALS	C R M	- 3,980 CR -	- 4,340 CR -	- 3,980 CR -

WYRE FOREST DISTRICT COUNCIL

CABINET
20TH DECEMBER 2007

CABINET AND SCRUTINY RECOMMENDATIONS 2008/2009 ONWARDS

AN OPEN ITEM	
COMMUNITY STRATEGY THEME:	-
CORPORATE THEME:	Improving Corporacy & Performance
KEY PRIORITY:	Financial & Asset Management
STRATEGY:	Budget & Policy Framework
CABINET MEMBER:	Councillor John Campion
RESPONSIBLE OFFICER:	Head of Financial Services
CONTACT OFFICER:	K. Bannister Ext. 2100 keith.bannister@wyreforestdc.gov.uk
APPENDIX 1	Cabinet and Scrutiny Recommendations 2008/2009
APPENDIX 2	Prioritisation Process
APPENDIX 3	Option Appraisal

1. PURPOSE

- 1.1 To present Cabinet and Scrutiny Recommendations 2008/2009 onwards for consideration.

2. RECOMMENDATIONS

The Cabinet is asked to **RECOMMEND :-**

- 2.1 The Cabinet considers and recommends for approval Cabinet and Scrutiny Recommendations 2008/2009 onwards as part of the General Fund Budget process.
- 2.2. The Cabinet use the Prioritisation Scores for each Option prior to Moderation in selecting Options.

3. BACKGROUND

- 3.1 The Cabinet and Scrutiny Recommendations represent optional changes to the current level of service provided by the Council and as such need to be considered within the overall requirements of the Medium Term Finance Strategy alongside the General Revenue Fund Capital and Revenue Budgets.

4. KEY ISSUES

- 4.1 The Cabinet needs to be assured the Cabinet and Scrutiny Recommendations are such that they can be contained within the overall financial resources available for the Medium Term Financial Strategy.

5. FINANCIAL IMPLICATIONS

- 5.1 Appendix 1 sets out the changes in resource implications of the Cabinet and Scrutiny Recommendations.
- 5.2 Resources to meet this additional expenditure will need to be identified in order to ensure the key objective of the medium term financial strategy of a balance budget is achieved.

6. PRIORITISATION

- 6.1 In order to assist Members with their consideration of Cabinet and Scrutiny Committee Options, the Council have adopted a Prioritisation Process which provides a mechanism for scoring and comparison of each option in accordance with seven specific criteria. See Appendix 2.
- 6.2 The Corporate Management Team have scored each Option in accordance with above criteria and full details are enclosed in a Matrix. See Appendix 3.

7. LEGAL AND POLICY IMPLICATIONS

- 7.1 Any changes to the current levels of service provided by the Council need to be in accordance with the requirements of the Medium Term Financial Strategy.

8. RISK MANAGEMENT

- 8.1 The Cabinet and Scrutiny Recommendations need to be such that the risk of an impact on the Medium Term Financial Strategy's key objective of achieving a balanced budget in the medium term is mitigated.

9. CONCLUSIONS

- 9.1 The Cabinet needs to ensure the Cabinet and Scrutiny Recommendations for service provision will meet the requirements of the Medium Term Financial Strategy.

10. CONSULTEES

- 10.1 CMT/Leader of the Council.

11. BACKGROUND PAPERS

None

WYRE FOREST DISTRICT COUNCIL
CABINET AND SCRUTINY RECOMMENDATIONS

COST CENTRE	ACTIVITY AND DESCRIPTION	KEY	CHANGES IN RESOURCES			
			2008/2009 £	2009/2010 £	2010/2011 £	After 31/03/2011 £
R705	<u>CABINET</u> <u>General Economic Development Activities</u> To provide match funding for the continuation of the Partnership Scheme in Conservation Areas (PSiCA). Recommendation from Cabinet 28/06/07.	C R M		24,000 1,080	2,160	2,160
R410	<u>CORPORATE SERVICE AND PERFORMANCE</u> <u>SCRUTINY COMMITTEE</u> <u>Members Services</u> To implement proposals in respect of Members IT requirements. Recommendation to Cabinet 27/09/07 from Corporate Service and Performance Scrutiny Committee 18/09/07.	C R M	2,940	2,940	2,940	2,940
	<u>Divisional Administrative Expenses</u> To further reduce divisional admin budgets by 4% per annum as part of the Councils continued efficiency savings. Recommendation from Corporate Service and Performance Scrutiny Committee 26/11/07	C R M	40,000 CR	40,000 CR	40,000 CR	40,000 CR
R040	<u>COMMUNITY AND REGENERATION SCRUTINY</u> <u>COMMITTEE</u> <u>Cemetery</u> To progress the development of the new cemetery site following purchase of land and the appointment of consultants into a fully landscaped Cemetery to include office and site works. Recommendation from Community and Regeneration Scrutiny Committee 07/11/07.	C R M	2,325,000 82,130 0.5	214,320 2.0	216,480 2.0	309,480 2.0
R127	<u>Community Development</u> Provision of a Youth Shelter in each of the three towns in the District - locations to be agreed with Ward Councillors and young people, at an estimated cost of £10,000 per shelter. Recommendation to Cabinet 30/08/07 from Community and Regeneration Scrutiny Committee 01/08/07.	C R M	30,000 2,350	3,800	4,000	4,000
R187	<u>Surface Car Parks</u> Termination of Park and Ride facility (3 month notice period). Recommendation to Cabinet 30/08/07 from Community and Regeneration Scrutiny Committee 01/08/07.	C R M	45,000 CR	54,000 CR	54,000 CR	54,000 CR
R705	<u>General Economic Development Activities</u> To increase the funds allocated to Bewdley Development Trust by £5,000 p.a. to £10,000 p.a. Recommendation to Cabinet from Community and Regeneration Scrutiny Committee 05/12/07.	C R M	5,000	5,000	5,000	5,000
R715	<u>Community Safety - LPSA2</u> To jointly fund a Project Coordinator for the Horsefair, Broadwaters and Greenhill areas for the first year of three. Years 2 and 3 to be funded from a Government Reward Grant. Recommendation to Cabinet from Community and Regeneration Scrutiny Committee 05/12/07. Note: Full cost shown	C R M	30,000			
	SUB TOTALS	C R M	2,355,000 37,420 0.5	24,000 133,140 2.0	- 136,580 2.0	- 229,580 2.0

KEY - Changes in Resources

C - Capital

R - Revenue

M - Man Power

WYRE FOREST DISTRICT COUNCIL**SCRUTINY COMMITTEE RECOMMENDATION/CABINET PROPOSAL FOR BUDGET
YEAR 2008/2009**

COMMUNITY STRATEGY THEME:	A Better Environment
CORPORATE PLAN THEME:	Enhancing Cultural Life
CORPORATE PLAN KEY PRORITY:	Local Heritage
CABINET MEMBER:	Councillor S Clee, Planning, Regeneration and Prosperity
HEAD OF SERVICE:	Head of Planning, Health and Environment
CONTACT OFFICER:	Simon Roper-Pressdee Ext. 2536
AN OPEN ITEM	

1. PURPOSE OF RECOMMENDATION/PROPOSAL

To provide match funding for the continuation of the Partnership Scheme in Conservation Areas (PSiCA) with English Heritage for the Bridge Street area in Stourport on Severn for 2009/2010.

2. BRIEF DESCRIPTION OF RECOMMENDATION/PROPOSAL

Earlier this year English heritage agreed in principle a three year funding programme for a PSiCA scheme focussed on Bridge Street and part of High Street, New Street and York Street, Stourport on Severn. The PSiCA provides grants to owners of eligible properties for repairs and other appropriate works.

In order to provide the necessary match funding for the scheme Cabinet on 28th June 2007 agreed to adjust the existing Capital Programme to provide for £33,000 in 2007/08, £43,000 in 2008/09 and an initial provision of £24,000 for 2009/10. Cabinet also agreed that the further £24,000 required for the 2009/10 programme be considered as part of the 2007/08 budget process.

3. FINANCIAL IMPLICATIONS

	2008/2009	2009/2010	2010/2011	After 31/03/11
	£	£	£	£
Capital Cost	-	24,000	-	-
Net Revenue Cost	-	1,080	2,160	2,160
Manpower Implications (FTE)	-	-	-	-

4. APPRAISAL

Contribution to Corporate Plan	Contribution to Community Strategy	Evidence of Need/Demand	Deliverability 2008/09	Strategic Importance to Partners/Community	External Funding	Added Value	Score	RESULT
9	9	9	9	6	3	3	48	Green

WYRE FOREST DISTRICT COUNCIL**SCRUTINY COMMITTEE RECOMMENDATION/CABINET PROPOSAL FOR BUDGET
YEAR 2008/2009**

COMMUNITY STRATEGY THEME:	Internal theme only
CORPORATE PLAN THEME:	Delivering quality services
CORPORATE PLAN KEY PRORITY:	Utilising new technologies
CABINET MEMBER:	Councillor John Holden
HEAD OF SERVICE:	Head of Human Resources
CONTACT OFFICER:	Dave Bradbury 2139
AN OPEN ITEM	

1. PURPOSE OF RECOMMENDATION/PROPOSAL

To implement proposals recommended by the Corporate Service and Performance Scrutiny Committee.

2. BRIEF DESCRIPTION OF RECOMMENDATION/PROPOSAL

The Corporate Service and Performance Scrutiny Committee recommended :-

1. Continued IT training be provided for Members as and when required.
2. Where a Member is on a particular committee, or has been appointed as a substitute, to have the option of having a hard copy of a full agenda (including appendices) if desired.
3. Members of the ICT Review Panel to trial access to Webmail, PDA/Smartphones for receiving emails, CAIRO and the internet via a web browser, which would enable them to access committee documents. If this proved successful, it would be rolled out to all members.
4. The Council provide an allowance towards consumables, e.g. ink and paper for personal computers.

The Cabinet requested these be costed and submitted for consideration as part of the budget review process. Costs are defined below :-

1. Continued IT training can be accommodated within existing budgets.
2. The option to provide hard copies can be accommodated within existing budgets but will reduce anticipated savings.
3. Rolling out Webmail, CAIRO and Intranet access via a web browser can be accommodated within existing budgets. Webmail may be available on Member's own PDAs/Smartphones dependant upon model and make. Access can be provided where available within budget but additional charges i.e. equipment, rentals, licences would need to be funded by Members themselves.
4. Consumables for Member's own printers are difficult to calculate accurately. Assuming 200 sheets of paper per month, paper would cost approximately £10.00 per annum. This equates to £420.00 per annum for 42 Councillors.
Toner is dependant upon the make and model of printers. Using a HP 6940 DeskJet as a typical device, allowing 2 black and 2 colour toners, would cost approximately £60.00 per annum. This equates to £2,520 per annum for 42 Councillors.
The ICT section do not provide support for Member's own printers and it is not envisaged that this situation would change.

3. FINANCIAL IMPLICATIONS

	2008/2009 £	2009/2010 £	2010/2011 £	After 31/03/11 £
Capital Cost				
Net Revenue Cost	2,940	2,940	2,940	2,940
Manpower Implications (FTE)				

4. APPRAISAL

Contribution to Corporate Plan	Contribution to Community Strategy	Evidence of Need/Demand	Deliverability 2008/09	Strategic Importance to Partners/ Community	External Funding	Added Value	Score	RESULT
6	6	6	6	0	0	2	26	Amber

WYRE FOREST DISTRICT COUNCIL**POLICY PANEL RECOMMENDATION/CABINET PROPOSAL FOR BUDGET YEAR
2008/2009**

COMMUNITY STRATEGY THEME:	Improved Health and Wellbeing
CORPORATE PLAN THEME:	Enabling Community Wellbeing
CORPORATE PLAN KEY PRORITY:	Public Health
CABINET MEMBER:	Cllr Marcus Hart
HEAD OF SERVICE:	Andrew Dickens
CONTACT OFFICER:	Andrew Dickens
AN OPEN ITEM	

1. PURPOSE OF RECOMMENDATION/PROPOSAL

To progress the development of the new Cemetery site following the purchase of the land and the appointment of consultants into a fully landscaped Cemetery to include office and site works.

2. BRIEF DESCRIPTION OF RECOMMENDATION/PROPOSAL

The Council has previously approved a Capital sum of £350,000 to purchase the site, appoint consultants, carry out site investigations and formulate a site plan/design plan.

Additional funding is now required to commence the construction phase. The existing Cemetery in Kidderminster will be unable to accommodate burials on new plots after the January 2009. It is the plan to commence the main construction phase from April 2008, this will allow the site landscaping to mature prior to the site opening in January 2009.

The capital cost of the construction phase to include a fully landscaped Cemetery, office and site works is £2,325,000. Capital funding to be by means of temporarily borrowing unallocated housing capital receipts 2008/09 – 2010/11, followed by prudential borrowing for subsequent years. The associated Capital Financing Charges are included in the revenue costs for the development, together with two additional Grounds Maintenance Operatives, repairs and maintenance of the buildings and other annual running costs such as energy, insurance and NNDR.

3. FINANCIAL IMPLICATIONS

	2008/2009	2009/2010	2010/2011	After 31/03/11
	£	£	£	£
Capital Cost	2,325,000			
Net Revenue Cost	82,130	214,320	216,480	309,480
Manpower Implications (FTE)	0.5	2.0	2.0	2.0

4. APPRAISAL

Contribution to Corporate Plan	Contribution to Community Strategy	Evidence of Need/Demand	Deliverability 2008/09	Strategic Importance to Partners/Community	External Funding	Added Value	Score	RESULT
9	9	9	9	4	0	3	43	Green

WYRE FOREST DISTRICT COUNCIL**SCRUTINY COMMITTEE RECOMMENDATION/CABINET PROPOSAL FOR BUDGET
YEAR 2008/2009**

COMMUNITY STRATEGY THEME:	Greater Learning and Participation
CORPORATE PLAN THEME:	Enhancing Cultural Life
CORPORATE PLAN KEY PRORITY:	Leisure and Recreation
CABINET MEMBER:	Councillor Nathan Desmond
HEAD OF SERVICE:	Linda Collis
CONTACT OFFICER:	Kay Higman ext 2902
AN OPEN ITEM	

1. PURPOSE OF RECOMMENDATION/PROPOSAL

A recommendation from the Community and Regeneration Scrutiny Committee, 1st August 2007 to provide three youth shelters , or similar informal provision throughout the district at an initial cost of £30 000 (£10 000 per facility)

2. BRIEF DESCRIPTION OF RECOMMENDATION/PROPOSAL

Following a Youth Review Panel, Scrutiny received information about recent consultation which outlined that a high percentage of young people desire locations where they can 'hang out' in places where they would want to hang out. Youth shelters have been particularly successful where there has been a high degree of participation of young people and local residents and interaction between the two, encouraging mutual respect. Similarly, the provision of youth support workers in key areas to work with young people was considered desirable.

This proposal supports agencies (Council, Police, and Voluntary Sector) and young people working together on projects which provide suitable facilities or services and opportunities for young people to be involved in the design, implementation and long term care of new provision.

A revenue sum for litter picking, removal of graffiti and any repair associated with new youth shelters has been included. (estimate, subject to confirmation)

3. FINANCIAL IMPLICATIONS

	2008/2009	2009/2010	2010/2011	After 31/03/11
	£	£	£	£
Capital Cost	£30 000			
Net Revenue Cost	£2350	£3800	£4000	£4000
Manpower Implications (FTE)				

4. **APPRAISAL**

Contribution to Corporate Plan	Contribution to Community Strategy	Evidence of Need/Demand	Deliverability 2008/09	Strategic Importance to Partners/Community	External Funding	Added Value	Score	RESULT
9	9	9	6	4	1	3	41	Green

WYRE FOREST DISTRICT COUNCIL**POLICY PANEL RECOMMENDATION/CABINET PROPOSAL FOR BUDGET YEAR
2008/2009**

COMMUNITY STRATEGY THEME:	Promoting Economic Prosperity
CORPORATE PLAN THEME:	Promoting Economic Prosperity
CORPORATE PLAN KEY PRORITY:	Town Centre Regeneration
CABINET MEMBER:	Cllr Marcus Hart
HEAD OF SERVICE:	Andrew Dickens
CONTACT OFFICER:	Keith Burgess
AN OPEN ITEM	

1. PURPOSE OF RECOMMENDATION/PROPOSAL

Following a recommendation from Community and Regeneration Scrutiny Committee to Cabinet, to consider the termination of the Park and Ride facility

2. BRIEF DESCRIPTION OF RECOMMENDATION/PROPOSAL

A Park and Ride facility is currently operated from Stadium Close to the Town Centre under a contract with Coniston Coaches at an annual cost of £54,000 per annum. Community and Regeneration Scrutiny Committee on the 01/08/2007 made the following recommendation to Cabinet on the 30/8/2007:-

Due to the Park and Ride Service losing money each year, the facility be terminated as soon as possible - there is a three month notice period that has been taken into account when calculating the first years saving (assumption that Notice given on 1/3/2008).

3. FINANCIAL IMPLICATIONS

	2008/2009	2009/2010	2010/2011	After 31/03/11
	£	£	£	£
Capital Cost				
Net Revenue Cost	45,000CR	54,000CR	54,000CR	54,000CR
Manpower Implications (FTE)				

4. APPRAISAL

Contribution to Corporate Plan	Contribution to Community Strategy	Evidence of Need/Demand	Deliverability 2008/09	Strategic Importance to Partners/Community	External Funding	Added Value	Score	RESULT
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

WYRE FOREST DISTRICT COUNCIL**SCRUTINY COMMITTEE RECOMMENDATION/CABINET PROPOSAL FOR BUDGET
YEAR 2008/2009**

COMMUNITY STRATEGY THEME:	Shared Prosperity
CORPORATE PLAN THEME:	Promoting Economic Prosperity
CORPORATE PLAN KEY PRORITY:	Town centres
CABINET MEMBER:	Cllr S Clee
HEAD OF SERVICE:	Head of Planning, Health and Environment
CONTACT OFFICER:	Steve Singleton, Economic Development & Tourism Manager Ext 2168 steve.singleton@wyreforestdc.gov.uk
AN OPEN ITEM	

1. PURPOSE OF RECOMMENDATION/PROPOSAL

To increase the funds allocated to Bewdley Development Trust from the District Council by £5,000 per annum.

2. BRIEF DESCRIPTION OF RECOMMENDATION/PROPOSAL

Bewdley Development Trust (and its predecessor organisation Opportunity Bewdley) has received £5,000 per annum from the District Council's "Improvements to Town Centres" budget, since 2002, by way of partnership funding towards its activities.

The Community and Regeneration Scrutiny Committee has carried out a scrutiny exercise to establish a keener understanding of Bewdley Development Trust's role and its ability to:

1. develop and manage community facilities in Bewdley
2. develop and manage start-up businesses
3. increase events based activity for Bewdley
4. locally target training provision for adult and business learners
5. develop a locally based carbon neutral energy supply

Following the completion of the scrutiny exercise, the Committee, at its meeting on 5th December 2007, agreed (inter alia) "to recommend to Cabinet, to increase the funds allocated to Bewdley Development Trust from the District Council from £5,000 to £10,000 per annum, to be considered as part of the budget process."

This proposal confirms the Committee's recommendation by requesting an additional £5,000 per annum funding.

3. FINANCIAL IMPLICATIONS

	2008/2009	2009/2010	2010/2011	After 31/03/11
	£	£	£	£
Capital Cost				
Net Revenue Cost	5,000	5,000	5,000	5,000
Manpower Implications (FTE)				

4. APPRAISAL

Contribution to Corporate Plan	Contribution to Community Strategy	Evidence of Need/Demand	Deliverability 2008/09	Strategic Importance to Partners/ Community	External Funding	Added Value	Score	RESULT
9	9	6	6	4	2	3	39	Green

WYRE FOREST DISTRICT COUNCILSCRUTINY COMMITTEE RECOMMENDATION/CABINET PROPOSAL FOR BUDGET
YEAR 2008/2009

COMMUNITY STRATEGY THEME:	Safer Communities
CORPORATE PLAN THEME:	Enabling Community Wellbeing
CORPORATE PLAN KEY PRORITY:	Community Safety
CABINET MEMBER:	Councillor Nathan Desmond
HEAD OF SERVICE:	Linda Collis
CONTACT OFFICER:	Alison Braithwaite
AN OPEN ITEM	

1. PURPOSE OF RECOMMENDATION/PROPOSAL

The Community and Regeneration Scrutiny Committee recommend to Cabinet that a 'Full time Project Co-ordinator be appointed specifically to manage the Horsefair, Broadwaters and Greenhill project and that the salary, together with on-costs do not exceed £30,000. The District Council seek partnership funding for the post from Worcestershire County Council, but do not make the post dependent on such funding.'

2. BRIEF DESCRIPTION OF RECOMMENDATION/PROPOSAL

The LSP Review Panel was established by the Community and Regeneration Scrutiny Committee on 13th June 2007. The overarching objective was to review the capacity of partner agencies to deliver the Local Public Service Agreement 2 (LPSA 2) crime and fire targets in the Horsefair, Broadwaters and Greenhill areas of Kidderminster, which, if achieved by 31st March 2009, would contribute towards bringing a Reward Grant of £1 million.

From the evidence provided by partners through the scrutiny process, the key risk identified was the lack of capacity from within existing resources to deliver LPSA 2 targets for Horsefair, Broadwaters and Greenhill. The following recommendation was agreed by the Community and Regeneration Scrutiny Committee on 5th December 2007 and shall be put forward to the next Cabinet meeting –

'A full time Project Co-ordinator be appointed specifically to manage the Horsefair, Broadwaters and Greenhill Project and that the salary together with the on-costs do not exceed £30,000. The District Council seek partnership funding for the post from Worcestershire County Council, but do not make the post dependant on such funding. It is also recommended that the post be advertised on a three year contract and that funding in the first year is supplied by the District Council and County Council with years two and three being supplied from the reward grant. This post is based on the 'invest to save principle' and would compliment and work alongside the Neighbourhood Management Pathfinder programme.

3. FINANCIAL IMPLICATIONS

	2008/2009 £	2009/2010 £	2010/2011 £	After 31/03/11 £
Capital Cost				
Net Revenue Cost	£30,000 *			
Manpower Implications (FTE)				

**** Please note that the recommendation states that Worcestershire County Council be invited to financially contribute towards the post.***

4. APPRAISAL

Contribution to Corporate Plan	Contribution to Community Strategy	Evidence of Need/Demand	Deliverability 2006/07	Strategic Importance to Partners/Community	External Funding	Added Value	Score	RESULT
9	9	9	9	6	2	3	47	Green

WYRE FOREST DISTRICT COUNCIL

**SCRUTINY COMMITTEE RECOMMENDATIONS/
CABINET PROPOSALS**

PRIORITISATION PROCESS

- GREEN:** Service Options in this category should be approved on the basis that they are mandatory, essential or critically important to the social, economic and environmental well-being of the District. **Score 33-48**
- AMBER:** Service Options in this category are highly desirable and should be grouped as contingency options to be brought forward only if funds become available during the financial year and prioritised having regard to their ability to satisfy need. **Score 17-32**
- RED:** Service Options in this category should be dropped and only be re-considered in future if deemed as a priority activity under the Corporate Plan or become mandatory through new legislation. **Score 0-16**

SCRUTINY COMMITTEE RECOMMENDATIONS/CABINET PROPOSALS PRIORITISATION FRAMEWORK

Scrutiny Committee Recommendations/
Cabinet Proposals :

Corporate Plan Theme/Key Priority:

The criteria being used in this exercise is listed in bullet format below while guidance on how these criteria should be applied is also attached for information.

- ***Contribution to Corporate Plan/Strategic Fit/Impact on District***
- ***Contribution to Community Strategy***
- ***Need/Demand: Strength of Evidence***
- ***Deliverability in 2008/2009***
- ***Strategic Importance to Partners/Local Community***
- ***External Funding***
- ***Added Value***

GUIDANCE				
Criteria	Low (0-1)	Medium (2)	High (3)	Weight
Contribution to Corporate Plan Theme/Key priority Strategic Fit/Impact on District	None/ Little contribution to Corporate Plan	Some contribution but requires further work to link to Key Priorities	Will deliver a core part of the Key Priorities and impact significantly on district	3
Contribution to Community Strategy	No/ Little contribution	Needs work but could add value to Community Strategy	Offering demonstrable and long term benefits to Community Strategy	3
Need/Demand: Strength of Evidence	No/ Limited need/demand identified from surveys, reviews or consultation	Some need/demand identified but further research/evidence required	There is a pressing need/demand supported by quality research	3
Deliverability in 2008/2009	Major issues with funding/planning. Uncertainty about ability to deliver. Unrealistic time-scale	Some concerns but good track record. Clear critical path and risk assessment	No anticipated barriers and excellent track record. All delivery agents in place and 'ready to go'.	3
Strategic Importance to Partners/ Community	None/ Little buy-in or financial input by partners or community.	Supported by local partners only and impact also on a local level. Some match funding being provided	Strongly supported by all partners, offers Council-wide impact and significant financial commitment by partners.	2
External funding	None/Little:	Some match funding available	Significant funding from region or government	1
Added Value	None/Little: Does not add to existing base lines or targets. Duplicates	Activity offers some degree of additional activity to base lines or targets.	Complements existing provision or meets gap in provision. Innovative	1

CABINET AND SCRUTINY RECOMMENDATIONS APPROVAL

0-16 = Red
 17-32 = Amber
 33-48 = Green

Cabinet and Scrutiny Recommendation	Contribution to Corporate Plan (x3)	Contribution to Community Strategy (x3)	Evidence of Need / Demand (x3)	Deliverability 2008/09 (x3)	Strategic Importance to Partners / Community (x2)	External Funding (x1)	Added Value (x1)	Score	RESULT
CABINET R705 To provide match funding for the continuation of the Partnership Scheme in Conservation Areas (PS:CA)	9	9	9	9	6	3	3	48	Green
CORPORATE SERVICE AND PERFORMANCE SCRUTINY COMMITTEE R410 To implement proposals in respect of Members IT requirements To further reduce divisional admin budgets by 4% per annum	6 N/A	6 N/A	6 N/A	6 N/A	0 N/A	0 N/A	2 N/A	26 N/A	Amber N/A
COMMUNITY AND REGENERATION SCRUTINY COMMITTEE R040 To progress the development of the new Cemetery Site R127 Provision of a Youth Shelter in each of the three towns in the District R187 Termination of Park and Ride facility To increase the funds allocated to Bewdley Development Trusts by £5,000 p.a. to £10,000 p.a. To jointly fund a Project Coordinator for the Horsefair, Broadwaters and Greenhill areas	9 9 N/A 9 9	9 9 N/A 9 9	9 9 N/A 6 9	9 6 N/A 6 9	4 4 N/A 4 6	0 1 N/A 2 2	3 3 N/A 3 3	43 41 N/A 39 47	Green Green N/A Green Green