

## BROMSGROVE DISTRICT COUNCIL

# **CABINET**

2 FEBRUARY 2011

### DECEMBER (QUARTER 3) INTEGRATED FINANCE AND PERFORMANCE REPORT

Relevant Portfolio Holder	Cllr Roger Hollingworth
Relevant Head of Service	Hugh Bennett, Director of Policy, Performance and Partnerships
Non-Key Decision	

#### **1. SUMMARY OF PROPOSALS**

- 1.1 To report to Cabinet on the Council's performance and financial position at 31 December 2010.

#### **2. RECOMMENDATIONS**

- 2.1 That Cabinet notes that 52% of PIs are stable or improving.
- 2.2 That Cabinet notes that that 57% of PI's that have a target are meeting their target as at the month end and 76% are projected to meet their target at the year end.
- 2.3 That Cabinet notes the performance figures for December 2010 as set out in Appendix 2.
- 2.4 That Cabinet notes the successes and areas for potential concern as set out in the 'Council Summary' below.
- 2.5 That Cabinet note the current financial position on Revenue and Capital as detailed in the report and requests officers to consider actions to enable the predicted overspend to be as mitigated as possible.
- 2.6 That Cabinet approves the budget virements between £15k and £100k, listed in Appendix 6.
- 2.7 That Cabinet notes complaints & compliments data. Details are shown in Appendix 4.

#### **3. BACKGROUND**

- 3.1 This report integrates the financial and performance information across the Council. The aim is to ensure officers and members can make informed and considered judgement of the overall position of the Council.

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### 4. KEY ISSUES

4.1 An integrated performance and finance report for each department, plus a council summary, is shown on the following pages.

<b>4.1.1 Overall Council Summary</b>	<b>Quarter 3 (Oct-Dec) 2010/11</b>
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#### **Performance Summary**

No. of PI's improving (I)	22	No. of PI's meeting YTD target	24	No. of PI's where est. outturn projected to meet target	32
No. of PI's Stable (S)	0	No. of PI's missing YTD target by < 10%	7	No. of PI's projected to miss target by < 10%	6
No. of PI's worsening (W)	20	No. of PI's missing YTD target by >10%	11	No. of PI's projected to miss target by >10%	4

#### **Achievements**

- The Council officers continued to provide services during the period of extreme bad weather. This included; full service at the Customer Service Centre, collection of refuse when safe to the staff and customers and for clearing snow to enable access. The extent of communication and the support given by the staff have all been positively commented on by the community
- Successful transfer of the Gypsy and Traveller site to an external partner and secure funding from the Government
- Developed budget projections to meet the reduced grant settlement for 2011/12
- Presented the budget options and priorities to the Budget Jury
- The bonfire was delivered and was recognised as being a great success
- Sports development officers have succeeded in raising awareness and funding for disability sporting opportunities
- Council officers have undertaken the first stages of transformation within the Revenue and Benefits department
- Diwali event held at the Spadesbourne Suite which was very successful  
Development of Shared Service plans have been presented to members to deliver savings and enhanced services

#### **Issues**

- Overall performance is less good than at this time last year, 57% of PI's are on target year to date compared to 73% this time last year and 76% are projected to meet year end target, compared to 89% this time last year.
- Sickness management continues to be actively undertaken by officers to reduce the levels of long and short term sickness within the Council. A performance clinic was recently held; the corporate sickness management group is to be re-convened.
- The grant settlement received was significantly lower than previously assumed. Officers are continuing to address the budget shortfall with the aim to present a

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balanced budget in February 2011.

- The savings for the future may impact on staff morale and therefore regular staff briefings are being held to ensure communication is delivered in a consistent way to all staff.

#### **Revenue Budget summary Quarter 3 (Oct – Dec) 2010/11 – Overall Council**

Service Head	Revised Budget 2010/11 £'000	Budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Environmental Services</b>	4,538	1,634	1,525	-109	4,571	33
<b>Community Services</b>	3,395	1,451	1,293	-158	3,201	-194
<b>Pre-Regulatory Services</b>	1,019	456	447	-9	1,017	-2
<b>Leisure &amp; Cultural Services</b>	1,917	969	930	-39	1,863	-54
<b>Planning &amp; Regeneration</b>	1,442	415	408	-7	1,420	-22
<b>Customer Services</b>	129	386	350	-36	95	-34
<b>Finance &amp; Resources</b>	1,526	1,650	1,518	-132	1,541	15
<b>Legal, Equalities &amp; Democratic Services</b>	1,015	791	757	-34	965	-50
<b>Policy, Performance &amp; Partnerships</b>	73	424	419	-5	71	-2
<b>Business Transformation</b>	4	935	908	-27	-32	-36
<b>Corporate Services</b>	141	222	308	86	255	114
<b>Regulatory Services</b>	0	-120	-260	-140	0	0
<b>SERVICE TOTAL</b>	<b>15,199</b>	<b>9,213</b>	<b>8,603</b>	<b>-610</b>	<b>14,967</b>	<b>-232</b>
<b>Exceptional Income (Fleming VAT)</b>	<b>0</b>	<b>0</b>	<b>-106</b>	<b>-106</b>	<b>-106</b>	<b>-106</b>

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<b>Interest on Investments</b>	<b>-87</b>	<b>-65</b>	<b>-58</b>	<b>7</b>	<b>-72</b>	<b>15</b>
<b>COUNCIL SUMMARY</b>	<b>15,112</b>	<b>9,148</b>	<b>8,439</b>	<b>-709</b>	<b>14,789</b>	<b>-323</b>

**Financial Commentary**

- The year end underspend of £323k includes £106k of income relating to the successful claim by the Council of entitlement to prior year VAT refunds. The general services underspend of £232k relates to a number of factors including;
  - Additional grant received for concessionary fares services ( Community Services)
  - The shortfall of income in car parking of £250k being offset by vacancies and service restructures ( Environmental Services)
  - The corporate target of savings being achieved by vacancies and more efficient practices ( Corporate Services offset by savings realised in other departments)
- The year end position for 2010/11 in relation to Regulatory Services reflects the agreement by the Joint Committee that any under spends be ringfenced back to the service in 2011/12 to fund transformation and the impact of restructures, this is projected to equate to £220k.

**Capital Budget summary Quarter 3 (Oct – Dec) 2010/11 – Overall Council**

<b>Department</b>	<b>Revised Budget 2010/11 £'000</b>	<b>Actual spend April – Dec £'000</b>	<b>Variance To date April – Dec £'000</b>	<b>Projected outturn £'000</b>	<b>Projected variance £'000</b>
<b>Finance &amp; Resources</b>	636	513	-123	550	-86
<b>Business Transformation</b>	93	69	-24	83	-10
<b>Environmental Services</b>	320	150	-170	268	-52
<b>Planning &amp; Regeneration</b>	193	68	-125	104	-89
<b>Regulatory Services</b>	491	50	-441	181	-310
<b>Community Services</b>	1,924	1,190	-734	1,242	-682

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<b>Leisure &amp; Cultural Services</b>	889	544	-345	935	46
<b>Budget for Support Services Recharges</b>	136	102	-34	136	0
<b>Total</b>	<b>4,682</b>	<b>2,686</b>	<b>-1,996</b>	<b>3,499</b>	<b>1,183</b>

**Financial Commentary:**

- The capital expenditure with the Regulatory Services function is being jointly funded by the partners in accordance with the Business Case. The variance at the end of quarter 3 is because the service is subject to a transformation review before a decision is made as to which IT system to purchase.

A large proportion of the current underspend within Community Services is due to the Houndsfield Lane Caravan Site. Due to the funding secured from external agencies It is unlikely that there will be any spend on this budget . The capital funds will be released back to the reserve for use in future capital projects across the Council

<b>4.1.2 Environmental Services</b>	<b>Quarter 3 (Oct-Dec) 2010/11</b>
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**Performance Summary**

No. of PI's improving <b>(I)</b>	1	No. of PI's meeting YTD target	3	No. of PI's where est. outturn projected to meet target	4
No. of PI's Stable <b>(S)</b>	0	No. of PI's missing YTD target by < 10%	0	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening <b>(W)</b>	3	No. of PI's missing YTD target by >10%	1	No. of PI's projected to miss target by >10%	0

**Achievements**

- Snow clearance and communication – lots of praise from the public for our efforts to collect refuse; for clearing snow when unable to collect and for good communication on what was happening during the bad weather.
- 40 refuse staff completed a Level 2 NVQ on Waste Management operation
- We are now an approved CPC (Drivers Certificate of Professional Competence) training centre

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<b>Issues</b>
<ul style="list-style-type: none"><li>• A number of difficulties were faced by operational services as a result of the extreme weather. These were managed by extensive communication with the public to mitigate inconvenience as much as possible.</li><li>• Sickness management continues to be actively undertaken by officers to reduce levels of long and short term sickness.</li></ul>

**Revenue Budget summary Quarter 3 (Oct – Dec) 2010/11 – Environmental Services**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Waste Management Policy</b>	-24	-18	-13	5	-4	20
<b>Depot / Transport</b>	-107	133	252	119	-81	26
<b>Car Parks / Civil Enforcement Parking</b>	-931	-826	-536	290	-680	251
<b>Cemeteries / Crematorium</b>	72	13	33	20	105	33
<b>Streets &amp; Grounds</b>	2,548	1,150	837	-313	2,254	-294
<b>Transport &amp; Waste</b>	2,980	1,182	952	-230	2,977	-3
<b>TOTAL</b>	<b>4,538</b>	<b>1,634</b>	<b>1,525</b>	<b>-109</b>	<b>4,571</b>	<b>33</b>

<b>Financial Commentary</b>
<ul style="list-style-type: none"><li>• As previously reported Car Park income is significantly less than budget, an unavoidable pressure has been put into the MTFP to reflect this. The projected outturn includes the re-instatement of the 10 minute parking increment and the loss of income due to the Council absorbing the VAT increase.</li><li>• The over spend within the Cemeteries service is partially offset by the under spend included within the Streets and Grounds service as these services overlap. It also includes an unbudgeted expenditure of £9k for the locking of cemetery gates..</li><li>• Depot/Transport overspend is mainly due to there being no vacancies within this service area.</li><li>• During the budget process some quick wins were highlighted within the Streets and Grounds Service, where possible these savings have been implemented in the</li></ul>

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current year. Additional savings have been made during this year while processes are reviewed and posts remain unfilled however these savings are not sustainable for future years without a detrimental effect to service delivery.

**Capital Budget summary Quarter 3 (Oct – Dec) 2010/11 Environmental Services**

Service	Revised Budget 2010/11 £'000	Actual spend April – Dec £'000	Variance To date April – Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Depot Services</b>	30	5	-25	30	0
<b>Vehicle &amp; Equipment replacement programme</b>	170	119	-51	212	42
<b>Other schemes</b>	120	26	-94	26	-94
<b>TOTAL</b>	<b>320</b>	<b>150</b>	<b>-170</b>	<b>268</b>	<b>-52</b>

**Financial Commentary:**

- Underspends relate to delays in schemes where officers are looking at sharing contracts for works with other Councils with the aim to make savings.

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<b>4.1.3 Community Services</b>	<b>Quarter 3 (Oct-Dec) 2010/11</b>
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**Performance Summary**

No. of PI's improving <b>(I)</b>	8	No. of PI's meeting YTD target	8	No. of PI's where est. outturn projected to meet target	10
No. of PI's Stable <b>(S)</b>	0	No. of PI's missing YTD target by < 10%	4	No. of PI's projected to miss target by < 10%	3
No. of PI's worsening <b>(W)</b>	9	No. of PI's missing YTD target by >10%	5	No. of PI's projected to miss target by >10%	3

**Achievements**

- Successfully transferred the Houndsfield Lane Gypsy & Traveller Caravan Site to Rooftop and assisted in securing Gov't grant.
- Reviewed Emergency Plan, updated Key rest Centre information and installed Red boxes in 4 of 5 Key Rest Centres.
- Lead on the development of countywide procedures for the HIA.
- Secured SP funding Step up support worker to provide support to cases with high needs in private tenancies.
- Maintained use of temporary accommodation well within target and minimal use of B&B.
- Enabled increased number of homelessness preventions
- Continued development of CCTV and Lifeline to promote service across the community
- Continued partnership working with other agencies

**Issues**

- No major issues to be raised during this quarter

**Revenue Budget summary Quarter 3 (Oct – Dec) 2010/11 – Community Services**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Dec £'000	Actual spend April – Dec £'000	Variance to date April - Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Housing Strategy</b>	2,213	637	589	-48	2,156	-57
<b>Community Safety &amp; Transport</b>	651	409	398	-11	631	-20



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<b>Travel Concessions</b>	464	348	249	-99	347	-117
<b>Community Cohesion</b>	67	57	57	0	67	0
<b>TOTAL</b>	<b>3,395</b>	<b>1,451</b>	<b>1,293</b>	<b>-158</b>	<b>3,201</b>	<b>-194</b>

**Financial Commentary**

- Housing Strategy - The under spend within this area largely relates to savings being made on a number of schemes during the period.
  - Houndsfield Lane Caravan Site was sold in August 2010, which has resulted in a reduction in both income and expenditure.
  - Housing Enabling salary budgets are also underspent due to maternity leave and a reduction in the hours worked by a member of staff.
  - The Homeless Bed and Breakfast budget is also largely underspent and it is thought that this will still be the case at the end of this financial year.
- Community Safety – Original monitoring suggested that Community Safety would be overspent, due to the large maintenance sums that are paid for equipment and systems. However latest projections suggest that this area is likely to be underspent. This is largely due to savings being realised as a result of shared services.
- Travel Concessions - This service is under spent at this time, this position is projected to be maintained to the end of the financial year in the projected outturn. This is due to the increased grant income received during 2010-11.

**Capital Budget summary Quarter 3 (Oct – Dec) 2010/11 Community Services**

Service	Revised Budget 2010/11 £'000	Actual spend April – Dec £'000	Variance To date April – Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Strategic Housing</b>	1,720	986	-734	1,038	-682
<b>CCTV/Lifeline</b>	204	204	0	204	0
<b>TOTAL</b>	<b>1,924</b>	<b>1,190</b>	<b>-734</b>	<b>1,242</b>	<b>-682</b>

**Financial Commentary:**

- Capital expenditure commitments are increasing with in excess of £500k of Disabled Facilities Grants and £80k of Discretionary Grants already committed. Traditionally the first two quarter's expenditure is lower due to the nature of grant approvals, and it has only been in the third quarter where increased spending has occurred.
- A large proportion of the current underspend is due to the Houndsfield Lane Caravan

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Site. Due to funding secured from other agencies it is unlikely that there will be any spend on this budget . The capital funds will be released in to the capital reserve to be utilised for future schemes.

- The £700k budget for Affordable Housing across the district has not yet been spent. The first tranche payment is due to be paid over in the final quarter once the legal agreements have been approved and completed.

#### **4.1.4 Leisure and Cultural Services** | **Quarter 3 (Oct-Dec) 2010/11**

##### **Performance Summary**

No. of PI's improving (I)	3	No. of PI's meeting YTD target	5	No. of PI's where est. outturn projected to meet target	6
No. of PI's Stable (S)	0	No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	3	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

##### **Achievements**

###### **Sports Development achievements:**

- The Rugby Festival was a great success, supported by local clubs and many teams from local schools.
- The Multi Skills festival attracted over 50 children, who were signposted to local clubs.
- The 2010 Funshine Festival was at Upton Warren lake where 32 carers and participants enjoyed archery, bell boating and sailing.
- The Sports Development Team came second in this year's BAFTA awards.
- Highlights of the year were National and Regional awards and the high levels of external funding achieved.
- BECAN has been awarded £4400 for an inclusive celebration event to mark the successful allocation of over £42k to purchase specialised sports equipment.
- BECAN in partnership with Bromsgrove Blaze Basketball Club have successfully started the new Wheelchair Basketball Club at the Ryland Centre.
- The Health Improvement project 'All Together Now' in partnership with bdht received a commendation at the COMPACT awards for it work in training support workers to deliver older people's multi skill sessions and a large of bank of equipment.
- The Boccia club has been accepted into the South Midlands Community league, receiving a £500 charitable donation from Bromsgrove Roundtable to attend.

###### **Events delivery achievements:**

- The bonfire 2010 was a great success delivered for the 2nd year in partnership with

Primrose Hospice – the attendance figures were high with great weather conditions, a great programme of music and another spectacular firework display.

- Christmas Lights switch on events were delivered in Bromsgrove and Redditch – both events extremely well attended and singer/performances from new sources were also a great success even with the heavy budget cuts implemented to make savings.

**Dolphin Centre achievements**

- Gym usage has remained high, as class usage is very successful and continues to be so.

**Issues**

**Sports Development issues:**

- A parent raised concerns over inclusive provision at a multi skills session. The session has been assessed; the coaches have now been booked onto an inclusive coaching course and have discussed the issue with the disability officer. New steps are in place to improve discipline throughout the sessions and the child's behaviour is being monitored to ensure he is suitable for the session.
- The team has been very short staffed, with main coaches leaving at the same time. 5 new coaches have now been employed and clearance will hopefully be ready for the new year.
- The announcements of the School Sport Partnership cuts had impacted, as the teams currently work very closely. Their campaigning in the media also led to queries regarding our stabilities from residents and schools. Staff have reassured residents that our delivery will be continuing as normal.

**Dolphin Centre Issues**

- Targets not met during winter period. This is in part due to the inclement weather which was extreme throughout December. This is also an industry trend leading up to the Christmas period. School usage has been less due to schools finishing for Christmas.

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**Revenue Budget summary Quarter 3 (Oct – Dec) 2010/11 – Leisure and Cultural Services**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Parks &amp; Open Spaces</b>	447	180	193	13	458	11
<b>Allotments</b>	71	9	10	1	74	3
<b>Promotions</b>	337	191	227	36	366	29
<b>Sports &amp; Recreation Development</b>	229	137	97	-40	183	-46
<b>Sports Centres</b>	766	404	355	-49	716	-50
<b>Leisure Services</b>	67	48	48	0	66	-1
<b>TOTAL</b>	<b>1,917</b>	<b>969</b>	<b>930</b>	<b>-39</b>	<b>1,863</b>	<b>-54</b>

**Financial Commentary**

- Parks & Open Spaces - Commuted Sums, end of drawdown period from developer contributions, leaving a budget deficit of £12k
- Promotions – due to the economic downturn sponsorship has decreased. Officers are reviewing the situation and will endeavor to mitigate the shortfall during 2010/11. It is anticipated that there will be a deficit at the end of year.
- Promotions – Actual cost of the firework display was £10k, overall budget deficit of £25k.
- Sports & Recreation Development – The underspend is due to vacancies within the section, this service is to be reviewed as part of the shared services

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**Capital Budget summary Quarter 3 (Oct – Dec) 2010/11 Leisure and Cultural Services**

Service	Revised Budget 2010/11 £'000	Actual spend April – Dec £'000	Variance To date April – Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Sports Facilities</b>	593	438	-155	593	0
<b>Parks &amp; Cemeteries</b>	15	16	1	16	1
<b>Sanders Park</b>	55	0	-55	55	0
<b>Risky Play / Diversionary Scheme at Catshill</b>	12	62	50	62	50
<b>Other Schemes</b>	214	28	-186	209	-5
<b>TOTAL</b>	<b>889</b>	<b>544</b>	<b>-345</b>	<b>935</b>	<b>46</b>
<b>Financial Commentary:</b> <ul style="list-style-type: none"><li>• Risky play / diversionary scheme at Catshill – Additional Government Grant funding of £50k is to be received.</li></ul>					

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<b>4.1.5 Planning and Regeneration</b>	<b>Quarter 3 (Oct-Dec) 2010/11</b>
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**Performance Summary**

No. of PI's improving (I)	2	No. of PI's meeting YTD target	2	No. of PI's where est. outturn projected to meet target	2
No. of PI's Stable (S)	0	No. of PI's missing YTD target by < 10%	0	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening (W)	1	No. of PI's missing YTD target by >10%	1	No. of PI's projected to miss target by >10%	0

**Achievements**

- Excellent appeal performance. Five appeals have been decided in the last quarter and all have been dismissed. This builds on the excellent performance of the two previous quarters when again we didn't lose a single planning appeal. This demonstrates the robustness of the decisions made and is an excellent quality check.
- Commenced Shared Services work with Land Charges.
- Team member of Development Control achieved Member of the Royal Town Planners Institute status
- Flexible working between the councils enabled secondments from RBC, (one to Enforcement and one to DC) to cover vacancies and openings at BDC
- Core Strategy and Area Action Plan under development for consideration and consultation in 2011

**Issues**

- No major issues to be raised for this quarter

**Revenue Budget summary Quarter 3 (Oct – Dec) 2010/11 – Planning and Regeneration**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Building Control</b>	3	-68	-64	4	8	5
<b>Development Control</b>	878	165	146	-19	851	-27
<b>Strategic Planning</b>	406	270	252	-18	380	-26

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<b>Economic &amp; Tourism Development</b>	169	95	92	-3	158	-11
<b>Emergency Planning</b>	35	22	9	-13	17	-18
<b>Land Charges</b>	-72	-87	-42	45	-18	54
<b>Town Centre Development</b>	23	18	15	-3	24	1
<b>TOTAL</b>	<b>1,442</b>	<b>415</b>	<b>408</b>	<b>-7</b>	<b>1420</b>	<b>-22</b>

**Financial Commentary;**

- Land charges income is still continuously below budget. Personal search fee has now been taken by the Government, it is hoped the abolition of HIPs will encourage more full Searches. This should hopefully maintain our third quarter income at that achieved in the first half year.
- The income for development control and building control is on target for the 3<sup>rd</sup> quarter of this financial year. We have also received some new income, pre-application fees, in development control for 10/11 which has now been incorporated and set as a budget for 11/12.
- There are under spends within this department which are due to vacancies some of which have now been filled. This will result in a reduction in the level of the under spend by the end of the financial year.
- It has been projected that the emergency planning budget will not all be spent by year end.

**Capital Budget summary Quarter 3 (Oct – Dec) 2010/11 Planning and Regeneration**

Service	Revised Budget 2010/11 £'000	Actual spend April – Dec £'000	Variance To date April – Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
Town Centre Development	170	44	-124	80	-90
Demolition of Market Hall conversion to car park	23	24	1	24	1
<b>TOTAL</b>	<b>193</b>	<b>68</b>	<b>-125</b>	<b>104</b>	<b>-89</b>

**Financial Commentary:**

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- This is the Council's contribution towards the cost of a Project Management Team for the redevelopment of Bromsgrove Town Centre.
- It is planned to spend some of the budget this year but it may be required to roll a balance over to 2011/12 to continue the project.

#### **4.1.6 Worcestershire Regulatory Services**

**Quarter 3 (Oct - Dec) 2010/11**

#### **Performance Summary**

Director of Policy, Performance and Partnerships met with head of WRS to agree method of reporting performance and achievements/issues for the shared service.

#### **Revenue Budget summary 3 (Oct – Dec) 2010/11 – Regulatory Services**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April – Dec £'000	Actual spend April – Dec £'000	Variance to date April – Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>TOTAL</b>	<b>0</b>	<b>-120</b>	<b>-260</b>	<b>-140</b>	<b>0</b>	<b>0</b>

#### **Financial Commentary**

- Regulatory Services full year budgets amount to zero, due to contributions from all other councils.
- The year end projection of a balanced budget reflects the decision of the Joint Committee that any underspends be ringfenced to fund transformation and the impact of future restructures.

#### **Capital Budget summary Quarter 3 (Oct – Dec) 2010/11 Regulatory Services**

Service	Revised Budget 2010/11 £'000	Actual spend April – Dec £'000	Variance To date April – Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Worcestershire Enhanced Two Tier Programme (WETT)</b>	<b>491</b>	<b>50</b>	<b>-441</b>	<b>181</b>	<b>-310</b>
<b>TOTAL</b>	<b>491</b>	<b>50</b>	<b>-441</b>	<b>181</b>	<b>-310</b>



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#### **Financial Commentary:**

- Capital spend is still lower than anticipated although expenditure levels are now increasing with the purchase of software licenses, etc to allow remote working by staff within the Service area. The delay on the IT expenditure is due to the decision to undergo transformation of the service prior to establishing its ICT needs.

#### **4.1.7 Pre-Regulatory**

**Quarter 3 (Oct-Dec) 2010/11**

#### **Revenue Budget summary Quarter 3 (Oct – Dec) 2010/11 – Pre-Regulatory**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Environmental Health</b>	1,045	490	490	0	1044	-1
<b>Licensing</b>	-39	-40	-52	-12	-45	-6
<b>Land Drainage</b>	13	6	9	3	18	5
<b>TOTAL</b>	<b>1,019</b>	<b>456</b>	<b>447</b>	<b>-9</b>	<b>1017</b>	<b>-2</b>

#### **Financial Commentary:**

- Environmental Health transferred to Regulatory Services 1<sup>st</sup> June 2010.
- Pension backfunding costs are to be absorbed by the partner Councils, once the actuarial review has been finalised.

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<b>4.1.8 Customer Services</b>	<b>Quarter 3 (Oct-Dec) 2010/11</b>
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### Performance Summary

No. of PI's improving (I)	5	No. of PI's meeting YTD target	5	No. of PI's where est. outturn projected to meet target	5
No. of PI's Stable (S)	0	No. of PI's missing YTD target by < 10%	0	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	0	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

### Achievements

- Customer Service Advisor (Melanie Gane) won Hub superstar Award for her services to customers
- Customer Service Team won the Team of the Year award at the 2010 BAFTA's
- Successfully supported the Brown Bin invoicing for 2011 (17000 invoices) which was undertaken in November 2010
- Successfully supported the first phase of the Revenues and Benefits transformation project collecting data during December 2010
- Positive feedback in local press for providing and maintaining excellent customer service during the extreme weather conditions, (keeping the service centre open for customers to access information)

### Issues

- **Green Waste – renewal of scheme**

Although this resulted in a peak in demand, changes to the way we deal with payments vastly reduced the impact on the CSC service delivery. An increase in automated telephone payments and the ability to make payments on line channelled customers to these cheaper payment option. There is still some work to do to more fully streamline the work around the annual renewals and we would be keen to see a move towards Direct Debit as the primary payment method (with a small reduction in cost to incentivise taking into account the recognised saving this would bring to the Council)

- **Adverse Weather Conditions**

The snow brought with it a huge peak in demand especially in respect of waste collections and highways issues. This will have impacted on overall performance as it is difficult to resources adequately for these unexpected events. However, much more regular communications and a clear plan in respect of collections significantly improved the situation compared with last year.

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**Revenue Budget summary Quarter 3 (Oct – Dec) 2010/11 – Customer Services**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Customer Services</b>	129	386	350	-36	95	-34
<b>TOTAL</b>	<b>129</b>	<b>386</b>	<b>350</b>	<b>-36</b>	<b>95</b>	<b>-34</b>

**Financial Commentary;**

The underspend within the Customer Services Department is mainly due to a number of vacancies within the department.

<b>4.1.9 Finance and Resources</b>	<b>Quarter 3 (Oct-Dec) 2010/11</b>
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**Performance Summary**

No. of PI's improving <b>(I)</b>	3	No. of PI's meeting YTD target	1	No. of PI's where est. outturn projected to meet target	4
No. of PI's Stable <b>(S)</b>	0	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	1
No. of PI's worsening <b>(W)</b>	4	No. of PI's missing YTD target by >10%	4	No. of PI's projected to miss target by >10%	1

**Achievements**

- Continued support and provision of financial information for Worcester Regulatory Services Board and Committee
- Percentage of Invoice payments within 10 days reached 90% for December
- Green Waste invoices sent out to customers within December which has allowed us to improve monitoring and increase income levels
- Budget Projections presented to CMT and Members over the quarter to ensure how the significant reduction in grant settlement can be addressed within the Council
- Support to the Budget Jury in developing plans for the future savings and the impact on the community
- Presentation to Members on the HR & OD Shared service to deliver significant savings
- Continued support on procurement to ensure contracts provide value for money
- Terms and conditions review undertaken and initial discussions held with union representatives to identify impact on staff

**Issues**

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- The impact of the grant settlement has resulted in the finance team having to spend a significant amount of time in analysing the grant and the potential impact on the Council
- The terms and conditions review may impact on staff morale and the team are developing communication and consultation plans to inform staff and unions in the future

#### **Revenue Budget summary Quarter 3 (Oct – Dec) 2010/11 – Finance and Resources**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Central Overheads</b>	145	108	105	-3	143	-2
<b>Accounts &amp; Financial Mgmt</b>	57	469	510	41	82	25
<b>Human Resources &amp; Welfare</b>	36	292	265	-27	55	19
<b>Grants &amp; Donations</b>	91	89	81	-8	85	-6
<b>Property, Assets &amp; Facilities Mgmt</b>	-47	481	374	-107	-99	-52
<b>Revenues &amp; Benefits</b>	1,244	211	183	-28	1,275	31
<b>TOTAL</b>	<b>1,526</b>	<b>1,650</b>	<b>1,518</b>	<b>-132</b>	<b>1,541</b>	<b>15</b>

#### **Financial Commentary**

- The projected overspend is due to a number of factors including; additional rental income being received from assets owned by the Council offset by costs relating to additional procurement support to generate efficiencies in the future and the increase in bank charges.

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### Capital Budget summary Quarter 3 (Oct – Dec) 2010/11 Finance and Resources

Service	Revised Budget 2010/11 £'000	Actual spend April – Dec £'000	Variance To date April – Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Alterations to Council Buildings in compliance with DDA</b>	36	0	-36	0	-36
<b>Remedial Work to Council Buildings following Stock Conditions Survey</b>	50	0	-50	0	-50
<b>Purchase of George House, Worcester Road</b>	550	513	-37	550	0
<b>TOTAL</b>	<b>636</b>	<b>513</b>	<b>-123</b>	<b>550</b>	<b>-86</b>

#### Financial Commentary:

- Remedial Works at the Council House have been put on hold pending a review of the space required by both the employees and services of the Council.

**4.1.10 Legal, Equalities and Democratic Services**

**Quarter 3 (Oct-Dec) 2010/11**

#### Performance Summary

There are no corporately reported PI's for this team.

#### Achievements

- Launched e-petitions facility on 15 November, one month ahead of statutory

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<p>deadline and first district council in Worcestershire to do so.</p> <ul style="list-style-type: none"><li>▪ Supported new joint Independent Remuneration Panel for Worcestershire District Councils.</li><li>▪ Undertook review of Council's Committee Structure for reporting to full Council.</li><li>▪ Participated in successful open evening for potential councillors.</li><li>▪ Reviewed induction arrangements for May 2011 and collated induction pack for the new Marlbrook Ward councillor.</li><li>▪ Very successful Black History Month series of events including the biggest staff event held so far which included staff from Redditch and a small secondary event at Redditch</li><li>▪ Third very successful Diwali event</li><li>▪ First ever Inter Faith week event held in partnership with the Bromsgrove Muslim Community Trust which was extremely successful and reached a very wide range of people from all sections of the community</li></ul>
<p><b>Issues</b></p> <ul style="list-style-type: none"><li>▪ Scrutiny Officer resigned and the post has not been filled due to financial constraints. The Committee Services staffing structure will be reviewed as part of the Shared Services process.</li><li>▪ Issues to note are differences in outlook and approach to community events between the Bromsgrove Indian Community Forum and the Bromsgrove Muslim Community Trust which need to be managed to ensure that differences of treatment and levels of support do not arise. Also, the levels of funding are, as always, under pressure as community expectations are high and increasing in a climate where funding for community events is under great pressure.</li></ul>

### **Revenue Budget summary Quarter 3 (Oct – Dec) 2010/11 – Legal, Equalities and Democratic Services**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Democratic Services &amp; Member Support</b>	805	394	383	-11	790	-15
<b>Elections &amp; Electoral Services</b>	185	116	94	-22	154	-31
<b>Legal Advice &amp; Services</b>	25	281	280	-1	21	-4
<b>TOTAL</b>	<b>1,015</b>	<b>791</b>	<b>757</b>	<b>-34</b>	<b>965</b>	<b>-50</b>

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### Financial Commentary;

- The under-spend on Elections this is due to shared services with Redditch Borough Council and savings now being identified in the first full year of the joint service.

### 4.1.11 Policy, Performance and Partnerships | Quarter 3 (Oct-Dec) 2010/11

#### Performance Summary

There are no corporately reported PI's for this team.

#### Achievements

- Together Bromsgrove Plus launched as part of Older person's day in October, delivering the outcomes of a Task group
- Annual Report launched in November on the website
- Bafta awards ceremony organised with members of the team being nominated – and some winning!
- Joined the Council up to an i-phone app which will see residents being able to access Council services on their mobiles.
- Xmas edition of Together Bromsgrove issued
- PPP shared service restructure received initial approval (now subject to Cabinet/Full Council approval).
- Bromsgrove Partnership Annual Report completed which detailed the considerable range of achievements by the Partnership e.g. The Trunk, U Decide, Together Bromsgrove Plus, considerable progress on town centre, Gilbert Court and so on.
- Updated reporting format for Shared Services agreed which will ensure we have strong project management and focus on realising the benefits from each business case.
- Excellent feedback from the Budget Jury, which included the Jury being featured on BBC Midland's News.
- Continued work on the Mosaic (market segmentation product) which will see two pilots in quarter 4 to evaluate the product.
- Business planning process managed with all business plans being considered by all day CMT, as part of budget deliberations. This included bids, but also options for change (savings) which is particularly relevant in current climate.

#### Issues

- Delivery of PPP restructure in quarter 1 2011/12 will be a key area of focus for the team.
- Localism Bill -what will the detail actually mean?

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- PPPs contribution to new systems thinking approach, in particular, different data requirements.

#### **Revenue Budget summary Quarter 3 (Oct – Dec) 2010/11 – Policy, Performance and Partnerships**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Dec £'000	Actual spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Printing</b>	0	58	58	0	0	0
<b>Corporate Admin / Central Post</b>	85	157	151	-6	81	-4
<b>Policy &amp; Performance</b>	-12	209	210	1	-10	2
<b>TOTAL</b>	<b>73</b>	<b>424</b>	<b>419</b>	<b>-5</b>	<b>71</b>	<b>-2</b>

#### **Financial Commentary;**

- At this time of the year expenditure is in line with expectations and therefore no major variances have arisen in the 3rd quarter of 10/11.

#### **4.1.12 Business Transformation**

**Quarter 3 (Oct-Dec) 2010/11**

#### **Performance Summary**

There are no corporately reported PI's for this team.

#### **Achievements**

##### **Key achievements for ICT:**

Completed the installation of virtual servers at BDC and RBC  
Bought the RBC and BDC ICT Helpdesk services together under one system  
Migrated all suitable business applications onto the new virtual server environment  
Completed disaster recovery for core applications  
Completed phase 1 of the ICT shared service on time and within budget

##### **Key achievements for OD:**



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Completed the shared Workforce Plan project  
Completed a shared HR Strategy  
Completed a shared OD Strategy  
Completed a shared Work Force Plan  
Conducted Investors in People spot checks at BDC and RBC ahead of re-assessment.  
Started to develop a new shared PDR procedure inline with the Transformation agenda

#### **Key achievements for Transformation:**

Carried out scoping work for Revenues and Benefits transformation at BDC and RBC  
Setup Programme Offices at both locations  
Currently delivering systems thinking orientation training for CMT  
Gathering current performance measures from all departments  
Gathering current budgets and procurement data from all departments  
Developing initial systems thinking orientation training for Members  
Developed a shared service framework to support the delivery of shared services at BDC and RBC  
Drafted a Communication Plan for shared services & transformation projects

#### **Issues**

No major issues this quarter.

#### **Revenue Budget summary Quarter 3 (Oct – Dec) 2010/11 – Business Transformation**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Dec £'000	Actual Spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>IT Services</b>	4	935	908	-27	-32	-36
<b>TOTAL</b>	<b>4</b>	<b>935</b>	<b>908</b>	<b>-27</b>	<b>-32</b>	<b>-36</b>

#### **Financial Commentary**

- Overall there is a saving within the Business Transformation department this is due to reduced expenditure in some areas, although there have been additional costs incurred for the departmental restructure for the shared services and severance costs.

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**Capital Budget summary Quarter 3 (Oct – Dec) 2010/11 Business Transformation**

Service	Revised Budget 2010/11 £'000	Actual spend April – Dec £'000	Variance To date April – Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Internet/ Intranet Development</b>	3	0	-3	3	0
<b>Government Connect Scheme</b>	1	0	-1	1	0
<b>Spatial Project Phase 1</b>	1	0	-1	0	-1
<b>Spatial Project Phase 2</b>	5	0	-5	0	-5
<b>Councillors Remote Access</b>	4	0	-4	0	-4
<b>Increased Bandwidth for Internet Link</b>	10	0	-10	10	0
<b>ICT Shared Service – Phase 1</b>	69	69	0	69	0
<b>TOTAL</b>	<b>93</b>	<b>69</b>	<b>-24</b>	<b>83</b>	<b>-10</b>

**Financial Commentary:**

- The spend for some of these schemes has been delayed whilst a review of the projects is being undertaken.
- The spatial project has now been completed and no further expenditure is expected.

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**Revenue Budget summary Quarter 3 (Oct – Dec) 2010/11 – Corporate Resources**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Dec £'000	Actual Spend April - Dec £'000	Variance to date April - Dec £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Corporate Resources</b>	141	222	308	86	255	114
<b>TOTAL</b>	<b>141</b>	<b>222</b>	<b>308</b>	<b>86</b>	<b>255</b>	<b>114</b>

**Financial Commentary**  
.The full year corporate savings target of £163k is included within the Corporate Resources budget and is being met by savings generated across the Departments. The allocation of savings will be adjusted at year end and in future years.

**4.2 Sundry Debtors**

Sundry Debt is raised by the Council to ensure effective recovery of debts owing. The outstanding balance at 31/12/10 was £831k (balance to 30/09/10 was £1,252k) which includes:-

Type of Debt	Amount £'000
Car Parking Fines	54
Lifeline debts	30
Rents/Hire Charges	58
Building Regulations	10
Trade Waste and Cesspool emptying	25
Developer Contributions – s106 monies	182
Housing Schemes	27
Enhanced Recycling	55
Licensing	8
Cemeteries	3
Sponsorship	7
Shared Services	59
Contributions from other organisations	22
Garden Waste	267
Sports Development	6
Salary Overpayments	5

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The Garden Waste debt of £267k relates to the recent invoices issued to customers of the service. It is anticipated that these will all be paid by March when the service commences again.

Officers are reviewing S106 contributions to identify the position on the developments and to discuss with developers

The age of the debt is represented as follows:

<b>Age of Debt</b>	<b>Balance as at 30/09/10 £'000</b>	<b>Balance as at 31/12/10 £'000</b>
Under 30 days (not yet due)	339	590
Up to 1 month	220	5
1 – 2 months	491	33
3 – 6 months	65	32
Over 6 months	137	171

Debts recovery is originally carried out by the Exchequer Section with 2 reminders being sent to debtors. Debts over 90 days are currently under review and recovered by the legal team.

#### **5.0 TREASURY MANAGEMENT**

The Council's Treasury Management Strategy has been developed in accordance with the Prudential Code for Capital Finance prudential indicators and is used to manage risks arising from financial instruments. Additionally treasury management practices are followed on a day to day basis.

#### **5.1 Credit Risk**

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the Council's customers. Credit risk is minimised by use of a specified list of investment counterparty criteria and by limiting the amount invested with each institution. The Council receives credit rating details from its Treasury Management advisers on a daily

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basis and any counterparty falling below the criteria is removed from the list.

The Council has not had and does not expect any default losses by any of its counterparties in relation to investments.

Due to market conditions the Council has reduced its credit risk for all new investments by only investing in the highest rated instruments and has shortened the allowable length of investments in order to reduce risk.

The credit criteria in respect of financial assets managed in-house by the Council are as follows:

<b>Financial Asset Category</b>	<b>Criteria (Fitch ratings)</b>	<b>Maximum Investment</b>
Deposits with banks	Short Term: F1+/F1 Support: 1,2,3 Long Term: minimum 'AA-'/A	£3million/£2million
Deposits with building societies	Short Term: F1+/F1 Support: 1,2,3 Long Term: minimum 'AA-'/A	£3million/£2million
Deposits with Debt Management Account – Deposit Facility (DMADF)		£no upper limit *

Fitch Ratings is an international credit rating agency (one of three nationally recognised rating agencies alongside Moody's and Standard & Poor's). Fitch Rating's long-term credit ratings are set up along a scale from 'AAA' to 'D' where 'AAA' designates the best quality companies, reliable and stable through to 'D' where the company has defaulted on obligations and Fitch believes that it will generally default on all or most of its obligations. Fitch's short term ratings indicate the potential level of default within a 12 month period. F1+ is the best quality grade, indicating exceptionally strong capacity of obligor to meet its financial commitment

At 31 December short term investments comprise:

	31 March 10 £	31 Dec 10 £
Deposits with DMADF*	0	3,000
Deposits with Banks/Building Societies	8,360	18,800
<b>Total</b>	<b>8,360</b>	<b>21,800</b>

- \*Investments with the DMADF are guaranteed by HM Treasury. Following advice from the Council's treasury advisors, from a credit perspective no upper limit was imposed on investments with the DMADF.
- In the period to March 2011 cash available for investment is expected to reduce significantly. This arises due to the differing payment and collection profiles *to* precepting bodies and *from* local taxpayers.

## **5.2 Income from investments**

An investment income target of £87k has been set for 2010/11 using a projected return rate of 0.75% – 1.50 %. During the past financial year bank base rates have dropped to 0.5% and current indications are projecting minimal upward movement for the short term.

In the 9 months to 31 December 2010 the Council received income from investments of £58k. In March 2010 the Council placed £1million in a one year deposit attracting 1.85% in order to maximise available returns within our risk criteria. Accrued interest on this deposit is included in the figures referred to above.

Details of the Council's performance for the Treasury Management function to the end of Quarter 3 of 2010/11 are included at Appendix 7.

## **6.0 REVENUE BALANCES AND EARMARKED RESERVES**

### **6.1 Revenue Balances**

The revenue balances brought forward at 1 April 2010 were £1.266m. It is anticipated that a further £134k will be transferred to balances during 2010/11, however of this £2.5k has been released to fund the proposed dissolution of Lickey End Parish Council.

### **6.2 Earmarked Reserves**

The Council maintains a number of reserves which have been set up to earmark resources for future spending plans. The funding to be utilised from these reserves equates to £195k. Details are shown in Appendix 5.

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#### **7.0 CAPITAL RECEIPTS**

- 7.1 The Capital Programme was approved by Members in January 2010, the effect of the level of Capital Spend to 2012/13 on capital receipts is estimated below:

<b>Capital Programme</b>	<b>2010/11 £'000</b>	<b>2011/12 £'000</b>	<b>2012/13 £'000</b>
Balance b/fwd	5,133	2,172	799
Actual funding to date (April – Sept)	-1,575		
Estimated use for the remainder of the year	-1,486	-2,148	-967
Received in year	100	685	100
Funding from Earmarked Reserves		90	
Balance c/fwd	2,172	799	-68

- 7.2 The figures in the above table include general capital receipts for the funding of projects throughout the District. In addition, an estimate of capital receipts has been made of £100k per annum in relation to any sales of assets. Although this figure is increased to £685k in 2011/12 for further anticipated receipts.

#### **8. FINANCIAL IMPLICATIONS**

- 8.1 Covered in the report.

#### **9. LEGAL IMPLICATIONS**

- 9.1 None

#### **10. POLICY IMPLICATIONS**

- 10.1 None

#### **11. COUNCIL OBJECTIVES**

- 11.1 Performance reporting & management links to the Improvement objective

#### **12. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS**

- 12.1 Risk considerations covered in the report. There are no Health & Safety considerations

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**13. CUSTOMER IMPLICATIONS**

13.1 Performance Improvement is a Council Objective

**14. EQUALITIES AND DIVERSITY IMPLICATIONS**

14.1 None.

**15. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT**

15.1 None

**16. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY**

16.1 None

**17. HUMAN RESOURCES IMPLICATIONS**

17.1 None

**18. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS**

18.1 Sound performance management and data quality are key to achieving improved scores in the Use of resources judgement. This performance report supports that aim.

**19. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF CRIME AND DISORDER ACT 1998**

19.1 None

**20. HEALTH INEQUALITIES IMPLICATIONS**

20.1 Not applicable

**21. LESSONS LEARNT**

21.1 Not applicable

**22. COMMUNITY AND STAKEHOLDER ENGAGEMENT**

22.1 None



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**23. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	No
Chief Executive	No
Executive Director (S151 Officer)	Yes
Executive Director – Leisure, Cultural, Environmental and Community Services	No
Executive Director – Planning & Regeneration, Regulatory and Housing Services	No
Director of Policy, Performance and Partnerships	Yes
Head of Service	Yes
Head of Resources	No
Head of Legal, Equalities & Democratic Services	No
Corporate Procurement Team	No

**24. WARDS AFFECTED**

All

**25. APPENDICES**

- Appendix 1 Performance Summary for April – Dec 2010
- Appendix 2 Detail Performance report for April – Dec 2010
- Appendix 3 Detailed figures to support the performance report
- Appendix 4 Customer feedback
- Appendix 5 Current Position (April – Dec) on Earmarked Reserves
- Appendix 6 Virements for approval by Cabinet
- Appendix 7 Performance for the Treasury Management Function for April – Dec 2010

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**26. BACKGROUND PAPERS**

None

**27. KEY**

PI - Performance Indicator

NI - National Indicator ( a PI defined by government and used by all Councils)

LPI - Local Performance Indicator – (a PI defined by Bromsgrove, District Council to measure performance on local priorities)

CAA - Corporate Area Assessment – the methodology used by the Audit Commission to judge the performance of Councils and partners

**AUTHORS OF REPORT**

Hugh Bennett, Director of Policy, Performance and Partnerships

Teresa Kristunas, Head of Finance and Resources

John Outhwaite, Senior Policy and Performance Officer

Debbie Randall, Accountancy Services Manager