

Central
Bedfordshire
Council
Priory House
Monks Walk
Chicksands,
Shefford SG17 5TQ



**TO EACH MEMBER OF THE
EXECUTIVE**

29 January 2010

Dear Councillor

EXECUTIVE - Tuesday 9 February 2010

Further to the Agenda and papers for the above meeting, previously circulated, please find attached report that was marked as being circulated separately:-

11. Medium Term Financial Plan and Budget 2010/11 to 2014/15

To recommend a Medium Term Financial Plan to Council for approval.

[NOTE: Members are asked to retain the report circulated separately for consideration at Council on 25 February 2010]

Should you have any queries regarding the above please contact Devina Lester, Senior Democratic Services Officer on Tel: 01234 228857.

Yours sincerely

Devina Lester
Senior Democratic Services Officer
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Meeting: Executive
Date: 9 February 2010
Subject: Medium Term Financial Plan 2010/11 to 2014/15
(incorporating the 2010/11 Budget)
Report of: Cllr Maurice Jones , Portfolio Holder for Corporate Resources
Summary: The report proposes the Council's Medium Term Financial Plan 2010/11 to 2014/15 and the Council Tax rates for 2010/11 with indicative figures for future years.

Advising Officer: Clive Heaphy, Director of Corporate Resources
Contact Officer: Matt Bowmer, Assistant Director Financial Services
Public/Exempt: Public
Wards Affected: All
Function of: Council
Key Decision Yes
**Reason for urgency/
exemption from call-in
(if appropriate)** Not applicable

CORPORATE IMPLICATIONS

Council Priorities:

The Council's priorities were a central strand of the Medium Term Financial Strategy and have been a specific factor in evaluating growth and efficiency proposals.

Financial:

Set out in the report.

Legal:

Section 25 of the Local Government Act 2003 requires the Council's S151 Officer to comment on the adequacy of reserves. This commentary is set out in detail in Appendix C

Risk Management:

The Budget proposals will be reviewed regularly by the Efficiencies Board and progress will be reported quarterly to the Executive through the budget management arrangements

Staffing (including Trades Unions):

A number of posts are at risk as a consequence of the budget proposals. A voluntary severance scheme is in place to meet potential costs.

Equalities/Human Rights:

The draft budget was presented to the Equalities Forum in December and where appropriate Equality Impact Assessments are in place for the efficiency proposals.

Community Safety:

No direct implications.

Sustainability:

No direct implications.

Summary of Overview and Scrutiny Comments:

- The draft budget has been considered by all of the authority's Overview & Scrutiny Committees. Their comments are being pulled together by Corporate Overview and Scrutiny on 1 February to give consolidated feedback to the Executive.

RECOMMENDATION(S):

that the Executive recommends to Council to:

- Agree the Revenue Budget for 2010/11 and the Medium Term Financial Plan 2010/11 to 2014/15**
- Note the Council Tax Base as set out in Appendix A**
- Agree a Band D Council Tax of:**
£1,308.33 for residents in the north of Central Bedfordshire
£1,344.15 for residents in the south of Central Bedfordshire
- Agree the Housing Revenue Account Business Plan set out in Appendix I**
- In the event of the final HRA rent/subsidy determination being amended authority is delegated to the Portfolio Holder in consultation with the Director of Social Care Health & Housing to amend the rent increase accordingly**

Reason for Recommendation(s): To enable Central Bedfordshire to set a legal and robust Medium Term Financial Plan

Executive Summary

This report sets out the Council's Budget for 2010/11 and updates the Medium Term Financial Plan (MTFP) 2011/12 to 2014/15 to be agreed by Council at its meeting on 25th February 2010.

Introduction

1. This report sets out the Council's Budget for 2010/11 and updates the Medium Term Financial Plan (MTFP) 2011/12 to 2014/15 to be agreed by Council at its meeting on 25th February 2010.
2. Central Bedfordshire set its first budget in February 2009 in unique circumstances. As a new authority it had no financial history or base budget as a foundation to the proposals with the build guided by the spending plans and forecasts of the three legacy authorities. Additionally, this was with the back drop of a commitment to reduce costs by £11m in the bid document and the UK economy having just moved into recession.
3. The authority is now nine months older and is better informed about its service needs and spending requirements. The lack of experience remains a risk and there is still some way to go. It is important that the financial foundations are strengthened and to that extent there has been a comprehensive and robust process put in place which commenced in July 2009 to bring forward the proposals set out in this report. There has been robust challenge throughout this process at directorate and Management Team level and by Portfolio Holders and also Members through scrutiny of the draft budget. The process has also been informed by the extensive monitoring of the 2009/10 budget in year.
4. Included in the report is an update on the current economic position and the specific impacts on local government funding at this time which gives a clear context for the financial environment in which the budget is being set. In keeping with local authorities across the country Central Bedfordshire faces many financial pressures and these are clearly identified requiring efficiencies through different ways of working. Public finances will become tighter over the medium term and this budget gives a solid basis to face the future challenges.

Policy and Priorities

5. The Council's constitution and related financial procedures set out the process for budget setting. In addition, the Council is required to undertake a public consultation exercise on its budget proposals. The outcomes of various consultations have been taken on board in the proposals.

6. The Council published its initial Strategic Plan in September 2008. Members had regard to the Local Area Agreement targets and public priorities and agreed the following five priorities for the first two years of the Council:

- Supporting and caring for an aging population;
- Educating, protecting and providing opportunities for children and young people;
- Managing growth effectively;
- Creating safer communities; and
- Promoting healthier lifestyles;

These priorities have been at the heart of the allocation of resources. The first Central Bedfordshire Sustainable Community Strategy is currently being developed by the Local Strategic Partnership (LSP). This document will set out the long term ambitions for the area and will need to be reflected in the Council's own strategic planning and budget deliberations in the longer term.

7. It was clear from the outset that budget setting and medium term financial planning would be tough not just in the current year but in years to come. The planning has also been driven by six key budget objectives:

- A sustainable medium term financial plan that allows the achievement of the Council's key objectives;
- Realistic levels of year on year spending which are supportable via annual income streams and do not require the use of general reserves to support recurring expenditure;
- General reserves maintained at all times at or above the agreed minimum level of £4.9m;
- Harmonisation of Council Tax levels across Central Bedfordshire for 1 April 2011.
- Constraining annual Council Tax increases to the minimum level with a goal to be at 'average' levels for comparable authorities within 10 years;
- Investment in transforming activities with a financial return on investment of at least £5 for every £1 invested
- A commitment to maximising efficiency savings

Economic Context

8. The economic climate in which the Council finds itself shows little sign of abating and there is little evidence to point to a strong and sustained recovery. The UK economy officially moved into recession in the last quarter of 2008 with a 1.6% decline in GDP for that quarter; this was followed by a further drop of 1.6% in the first quarter of 2009. Many commentators were suggesting that the UK would follow Germany and France out of recession in the third quarter of 2009 with a modest growth of 0.2% expected. However, the recession continued with a further decline of 0.4%. The expectation is that the UK has moved out of recession at the end of the last quarter of 2009 but the recovery will be slow initially with growth of 1% in 2010 lagging behind the euro zone. The expectations of significant constraints on public expenditure in the years ahead remain.
9. After falling steadily for a year UK inflation is on the way up again at present. CPI hit a low of 1.1% in September before rising to 1.9% in November. There will be a number of factors pushing inflation upwards; oil prices have strengthened following steep falls at the end of 2008 and the fall in food prices is coming to an end. Added to this is the return to VAT at 17.5%. There is some suggestion that these factors will push inflation towards 3% early this year. However, Treasury policy is for inflations to be at less than 2% and this factor along with over capacity in the economy before it moves strongly out of recession will bring it back under control.
10. There is little change in Interest and investment rates which continue at a historic low. Pressure, therefore, continues on the current Medium Term Financial Plan which is insensitive to interest rates (high proportion of fixed rate debt) but is highly sensitive to investment rates with the loss of income received on investments having an impact of £5m (3.5% on the Council Tax). Predictions are for the base rate to remain at 0.5% until late 2010 and hold between 0.5% and 2% well into 2011 and possibly beyond.
11. The decline in economic activity has led to an increase in unemployment, albeit that the increase has slowed. The total figure at the end of the third quarter of 2009 was 2.46 million which was at its highest level since the recession in the 1980s. This is putting more pressure on demands for Council services going forward. Despite the slowdown there is still an expectation that unemployment could yet rise to 3m as the squeeze on the public sector comes to fruition. Typical recessions would tend to indicate unemployment reaching its peak at around 2012/13 at a level in excess of three million placing additional pressures on national and local budgets.

Local Government Finance Settlement

12. The Local Government Finance Settlement was announced in November 2009 and honoured the 2.6% Formula Grant commitment in 2010/11, the final year of the three year Comprehensive Spending Review (CSR) 2007. Government also announced a 4% increase in grants for local government; Central Bedfordshire has done well with an increase of 6.11% for Specific Grants albeit that Area Based Grant is up by only 0.07%. There was a commitment for free Personal Care, the implications of which are still being assessed and also to further efficiencies in local government. The announcement was followed by a letter from the Local Government Minister, Barbara Follett, setting an upper limit of 3% on Council Tax increases.
13. There has been no announcement for future years. It is widely anticipated that funding will be frozen or more likely decline over the medium term. The draft budget for consultation had assumed no increase in grant from 2011/12 onwards. A reduction of 3% year on year is more prudent and in line with other authorities based on a recent survey of unitary authorities.

Medium Term Financial Plan

Summary

14. A summary of the Medium Term Financial Plan 2010/11 is set out in Appendix A(i) with a more detailed summary for the individual years in Appendix A(ii). Appendix B includes service commentaries on the key service areas and analyses the budget by service and spend type.
15. Table 1 below sets out the key element of the budget build with commentary in the following paragraphs of the report.

Table 1

| | £m | £m |
|--------------------------|--------|-----------------|
| Funding | | |
| Formula Grant | | -50.714 |
| Council Tax | | -126.314 |
| | | -177.028 |
| Spend | | |
| Base Budget | | 165.839 |
| Base Budget Adjustments | | 5.800 |
| Revised Base | | 171.639 |
| Inflation | 2.372 | |
| Corporate Measures | 7.068 | |
| Unavoidable Pressures | 8.023 | 17.463 |
| Efficiencies | | |
| Senior Management Review | -1.438 | |
| 'Green' | -3.456 | |
| 'Amber' | -3.989 | |
| 'Red' | -3.191 | - 12.074 |
| | | 177.028 |

16. Table 2 below details the budget build by directorate for 2010/11. There has been a degree of rigour to the budget planning and these represent realistic targets for the directors to meet to deliver their services. This is notwithstanding the continuing work which is being undertaken through the Adult Social Care Recovery and in other services to give further assurance on the robustness of Central Bedfordshire's budgets.

Table 2

| | Base | Inflation | Pressures | Efficiency | 2010/11 Budget |
|--|-------|-----------|-----------|------------|-------------------|
| | £m | £m | £m | £m | £m |
| Business Transformation | 6.7 | 0.1 | 2.4 | -0.6 | 8.6 |
| Children, Families & Learning | 39.3 | 0.1 | 3.5 | -3.5 | 39.4 |
| Corporate Management Team | 0.3 | 0.0 | 0.0 | -0.0 | 0.3 |
| Corporate Resources | 19.5 | 0.2 | 0.2 | -2.4 | 17.5 |
| Debt Servicing & other Corporate Costs | 14.7 | 0.9 | 5.1 | -0.3 | 20.4 |
| Social Care, Health & Housing | 51.8 | 0.6 | 1.3 | -2.7 | 51.0 |
| Sustainable Communities | 39.3 | 0.5 | 2.6 | -2.5 | 39.9 |
| | 171.6 | 2.4 | 15.1 | - 12.0 | 177.1 |

17. The Local Government Act 2003 requires that the S151 Officer assesses the robustness of estimates and the adequacy of reserves. This assessment is set out in Appendix C.

Formula Grant and External Funding

18. The Plan allows for the 2.6% increase announced in the settlement for 2010/11 and assumes a 3% reduction year on year thereafter.
19. The allocations for Area Base Budget and other specific grants were also included in the settlement. These are included in the 2010/11 budget as per the announcement with allocations for future years included at the same level as general inflation.
20. Details of Formula Grant and other external funding are set out in detail in Appendix D along with comparator figures from 2009/10. There is a 6.11% increase in specific grants, a significant element of which is in respect of the Dedicated Schools Grant which totals £148m where there has been a 3.97% increase. Central Bedfordshire has not done so well with Area Based Grant which has only been increased by 0.07% to £12.891m.

Council Tax

21. There are a number of considerations relating to Council Tax – the Council Tax Base, the level of proposed increase and harmonisation.

22. The determination of the Council Tax Base is delegated to the Chief Executive and Director of Business Transformation. There is little in terms of a decision being required with the calculation being largely a technical exercise. The details of the Base across the towns and parishes of Central Bedfordshire are set out in Appendix E(i). Despite the slow down in the housing market there has been activity during the past twelve months and local builders are confident of further modest growth during 2010/11.
23. Central Bedfordshire does not fair as well as other local authorities on Formula Grant and consequently has a greater dependency on Council Tax. The draft budget put forward an overall Council Tax increase broadly in line with the Formula Grant increase and the increase in unitary authorities nationally (Local government Chronicle and Unitary Treasurers surveys). The final Council Tax increase is marginally higher at 2.95% which will enable resources to be protected to maintain the authority's highways which is essential given the exceptional recent weather.
24. The commitment to harmonisation in Central Bedfordshire's first Medium Term Financial Plan is honoured and will be in place for 1 April 2011. To enable this to be delivered the 2.95% overall increase in 2010/11 comprises a 3.5% increase in the North of the authority and a 2.34% increase in the South. Further details are set out in Appendix E(ii) with a summary below in Table 3.

Table 3

| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
|-------------------|----------|----------|----------|----------|----------|
| <u>% Increase</u> | | | | | |
| North | 3.50 | 3.00 | 1.00 | 1.00 | 1.00 |
| South | 2.34 | 0.26 | 1.00 | 1.00 | 1.00 |
| | 2.95 | 1.71 | 1.00 | 1.00 | 1.00 |
| <u>Rate £</u> | | | | | |
| North | 1,308.33 | 1,347.58 | 1,361.06 | 1,374.67 | 1,388.42 |
| South | 1,344.15 | 1,347.58 | 1,361.06 | 1,374.67 | 1,388.42 |
| | 1,324.96 | 1,347.58 | 1,361.06 | 1,374.67 | 1,388.42 |

Inflation

25. The largest proportion of Central Bedfordshire's spend is on pay and there is pressure nationally to keep this to nil in the current year and restrained to only 1% in future years. There is a 0.5% allowance included for the cost of increments and 1% for the increase in Employers' National Insurance contributions from 1 April 2011.

Table 4

| Spend type | 2010/11 | 2011/12 |
|--------------------|---------|---------|
| | % | % |
| Employees | | |
| Pay | 0.0 | 1.0 |
| Increments | 0.5 | 0.5 |
| National Insurance | 0.0 | 1.0 |
| Prices | 1.8 | 2.0 |
| Contracts | 1.8 | 2.0 |
| Income | 1.8 | 2.0 |

26. There is less certainty with inflation on numerous contracts which have specific indices to be applied on an annual basis.
27. There are various grants given to the voluntary sector by Central Bedfordshire. Where they are the subject of contractual arrangement the index in the contract will be applied. In all other instances there will be a freeze for 2010/11.

Expenditure Pressures

28. Central Bedfordshire has experienced some significant pressures in 2009/10. In part some of these have been as a consequence of the construction of the authority's first budget. It is essential to make allowance for this and base adjustments have been made, primarily in Adult Social Care. These are detailed in Appendix E(i) and inclusion will give Directors a firmer financial footing to upon which to manage their services.
29. There have also been emerging pressures. Directors have brought forward unavoidable pressures totalling £8.023m for 2010/11 to 2014/15 which are detailed in Appendix E(ii). The 'credit crunch' has continued to impact on the delivery of services in Central Bedfordshire. This impact is across all directorates – increased caseloads in Revenue and Benefits, continued low interest rates impacting on investment returns, and no upturn income from land charges and planning application fees
30. There are a number of other key pressures being experienced. It will be necessary to fund harmonisation of pay and conditions throughout the authority; existing policy is giving rise to increased school transport costs; the 'Baby Peter' case has inevitably led to an increase in the number of Looked After Children; contractual pressures are impacting on the delivery of residential places in Adult Social Care; and there is a continued uplift in Landfill Tax.

31. Work on the budget has been on going during the period of consultation on the draft budget. The focus of detailed work on the budget during the current year has naturally been on the high risk spend areas, especially in Adult Social Care. There is a commentary on this work in Appendix C. During the consultation period the systematic review of all budgets has continued and further pressures have been identified in Leisure which are included in Appendix E(ii). Additionally, there has been a further assessment of all components of the budget proposals. As a consequence the growth proposals in respect of the transition of children with learning difficulties into adult care has been re-categorised as an unavoidable pressure.
32. Finally, there are a number of pressures which affect the authority as a whole which are set out in Table 5 below.

Table 5

| | £m |
|--|-------|
| Reinstatement of reserves | 1.900 |
| Contingency | 0.525 |
| Invest to Save | 1.500 |
| Capital Financing | 1.250 |
| Schools PFI | 0.455 |
| Contribution to Voluntary Redundancy Reserve | 1.438 |
| | 7.068 |

33. There has been a better than anticipated growth in the Council Tax Base and a one off surplus on the collection fund. These have enabled the sum set aside to reinstate reserves to be increased and an in year contingency to be established.
34. Despite the addition of £8.88m of schemes to the Council's 2009/10 Capital Programme in November 2009, the forecast increase in Capital Financing costs is unchanged from the draft budget proposals. In the short term the Council will have the opportunity to borrow at relatively low variable rates. Longer term these borrowing costs will increase and a further £0.250m is provided for from 2011/12.
35. A contribution of £1.4m to the Voluntary Redundancy Scheme Reserve is built into the budget for 2010/11, giving a total reserve of £2.4m. This is funded by the in year savings from the Senior Management Review which is discussed further in paragraph 38. below; the reserve will meet any redundancy and other costs arising from that review or from the efficiencies outlined in paragraph 36.

Efficiencies/Service Reductions

36. Efficiency proposals totalling £12.074 have been put forward. They have been categorised as 'green', 'amber' or 'red' depending on the ease/difficulty of delivery. Those categorised as 'green' can be delivered relatively easily with minimal service impact whilst those categorised as 'red' are more difficult to deliver. Details of all the efficiencies are set out in Appendix F, those that are genuine efficiencies have been marked as 'E' and those that are service reductions as 'S'

37. In order to deliver a balanced budget, all of the 'green' and 'amber' and red' efficiencies need to be implemented. This is a change to the draft Budget report with the re-categorisation of the Garden Waste efficiency proposal from 'amber' to 'red' and also the identification of further pressures as set out above. These will be subject to rigorous monitoring in the new financial year; they will be considered regularly by the Efficiencies Board and reported through the Quarterly Budget Monitoring report to the Executive.
38. A review of the Senior Management structure is underway which will reduce costs in this area by 20%. This will not have an impact on the bottom line for 2010/11 with the savings being used to make a contribution to the Voluntary Severance Scheme Reserve. This is necessary to meet the one off redundancy and possibly pension costs from this review and those arising from the efficiencies above. From 2011/12 onwards there is an annual saving of £1.75m, although not all of this benefits the General Fund
39. Officers are continuing to pursue a number of options to deliver more effective delivery of services. These include the work of the Efficiencies Board to bring forward Invest to Save Schemes, transfer of services into the Contact Centre along with more effective procurement. Savings delivered through these initiatives in year has the potential to allow some growth proposals to proceed. Commitments to efficiencies through these areas will be included in the 2011/12 to 2015/16 Medium Term Financial Strategy which will be presented to the Executive early in the new financial year.

Growth

40. Growth proposals totalling £5.507m are detailed in Appendix G. They have undergone an appraisal against the Council's priorities and other factors and are listed in priority order, highest to lowest. As set out above growth will only be able to proceed by the identification and delivery of further efficiencies beyond those included in the current budget proposals. There are a number of proposals which are desirable because of their positive contribution to the delivery of services in Central Bedfordshire but savings will need to be realised to deliver these.

The Medium Term

41. The key pressures in the medium term are: government funding, demographic change impacting on social care, and the cost of public sector pensions.
42. Paragraph 10. discussed the prospects for reduced levels of formula Grant from 2011/12 onwards. The same uncertainty exists with funds from Area Based Grant and other specific grants from central government. As the financial pressure mounts on the public sector it is inevitable that Central Government will review its funding streams to local government.
43. The financial pressures of children with learning difficulties living longer into adulthood and the aging population will continue to put pressure on the overall finances in the medium and longer term.

44. This report opened with an assessment of the current economic position. This has a major impact on the cost of pensions in the future. The Pension Fund has already been under pressure with the increase in life expectancy over recent years but now also has to contend with significant reduced performance on its investment returns too. The triennial review of the Pension Fund will be undertaken in spring 2010 and will doubtless have an impact on the employer's contribution rate. It is expected to rise above the current 21%.
45. Table 6 below sets out forecasts by Directorate over the Medium Term. Further detail is in the aforementioned Appendix A(ii). It is always the case that there is greater certainty with the first year of a medium term financial plan. Efficiencies of £2.7m are going to be required just to standstill from 2011/12 onwards with the continued impact of the transition of children with learning difficulties into adult provision, financing the capital programme, removal of Housing Planning Delivery Grant from the base budget and the year on year increase in Landfill Tax. Undoubtedly there will be fresh pressures emerging which add to this burden. This highlights the importance of the Invest to Save funds and the need to strive to deliver services differently.

Table 6

| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|
| | £m | £m | £m | £m | £m |
| External Resources | 177.028 | 178.310 | 178.960 | 179.689 | 180.496 |
| <u>Planned Spend</u> | 189.101 | 182.453 | 183.469 | 183.646 | 184.241 |
| Efficiencies | -12.073 | -1.403 | -0.140 | -0.040 | -0.040 |
| Efficiencies to be identified | 0.000 | -2.740 | -4.369 | -3.917 | -3.705 |
| | 177.028 | 178.310 | 178.960 | 179.689 | 180.496 |

Fees & Charges

46. Central Bedfordshire Fees and Charging Policy was agreed by Council in November and the detailed fees and charges by the Executive in December.
47. A number of the efficiency proposals raise fees and charges above the level agreed. An updated schedule of all fees and charges will be made available.

Capital Programme

48. The Capital Programme is the subject of a separate report on this agenda. The impact of the proposals on borrowing and use of previously unapplied capital receipts have been taken into account in the formulation of the Medium term Financial Plan. A summary of the programme is included in Table 7 below for information.

Table 7

| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
|---------------------------|---------------|---------------|---------------|---------------|---------------|
| | £m | £m | £m | £m | £m |
| Gross Spend | 62.874 | 36.681 | 32.595 | 19.227 | 12.556 |
| Funded by: | | | | | |
| Grants and contributions | 40.308 | 17.933 | 11.403 | 7.224 | 6.774 |
| Existing capital receipts | 11.562 | 2.762 | 0.000 | 0.000 | 0.000 |
| New capital receipts | 0.000 | 5.000 | 10.000 | 12.003 | 5.782 |
| New borrowing | 11.004 | 10.986 | 11.192 | 0.000 | 0.000 |
| | 62.874 | 36.681 | 32.595 | 19.227 | 12.556 |

49. The Medium Term Financial Plan includes provision to cover the impact of further borrowing and use of unapplied capital receipts as set out in paragraph 31. above.

Treasury Management Policy

50. Central Bedfordshire's Treasury Management Policy was recommended for approval to council by the Executive on 12 January 2010.
51. The Policy makes no change to the approach on Minimum Revenue Provision, the financial impact of which is provided for in the Medium Term Financial Plan.

Housing Revenue Account

52. A full report on the Housing Revenue Account is set out in Appendix I along with the medium term business plan. The key issues in respect of decent homes standards, government proposals for self financing, and rent convergence covered in the report are set out briefly below.
53. There is a healthy business plan in place which is sustainable over the medium term which was independently assessed during 2009. A small element of reserves will be applied during the year to meet the Decent Homes standards
54. The Government have consulted on a model for self financing which would take local authorities out the Housing Revenue Account subsidy system. The Council has not given a commitment on its position and is awaiting more details follow later this year.

55. The move to convergence of rents, with local authorities and housing association using a common formula remains on track. The rent increase for Central Beds is capped, the potential shortfall is reimbursed but there is a cash flow cost. The guideline increase on rents for 2010/11 is 3.44% but the cap will limit this to 1.63%

Appendices:

- Appendix A – Medium Term Financial Plan Five Year Summary
- Appendix A(ii) - Medium Term Financial Plan Annual Summaries
- Appendix B – Service narratives
- Appendix B(ii) - 2010/11 budget, directorate summaries by service
- Appendix B(iii) - 2010/11 budget, directorate summaries by expenditure
- Appendix C – Robustness of estimates and adequacy of reserves
- Appendix D - Finance Settlement (including ABG and specific grants)
- Appendix E(i) – Council Tax Base
- Appendix E(ii) – Council Tax rates and yields
- Appendix F(i) – Base Budget Pressures
- Appendix F(ii) – Unavoidable Pressures
- Appendix G – Efficiencies/Service Reductions
- Appendix H – Growth Proposals
- Appendix I – Housing Revenue Account

Background Papers

None

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CENTRAL BEDFORDSHIRE COUNCIL - Medium Term Financial Plan 2010/11 - 2014/15

| Medium Term Financial Plan | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
|--|----------------|----------------|----------------|----------------|----------------|
| <u>Expressed at outturn prices</u> | £'000 | £'000 | £'000 | £'000 | £'000 |
| Formula Grant & Council Tax | | | | | |
| Formula Grant | 50,714 | 49,192 | 47,717 | 46,285 | 44,896 |
| Council Tax | 126,314 | 129,118 | 131,243 | 133,404 | 135,600 |
| Council Tax Surplus / (Deficit) | | | | | |
| Total resources (Excl. schools DSG) | 177,028 | 178,310 | 178,960 | 179,689 | 180,496 |
| Growth | | 0.72% | 0.36% | 0.41% | 0.45% |
| Planned Revenue Budget | | | | | |
| Base Revenue Expenditure | 359,986 | 366,994 | 372,075 | 376,601 | 381,282 |
| Cost Inflation | 3,990 | 6,274 | 6,327 | 6,407 | 6,488 |
| Adjustments | 0 | 0 | 0 | 0 | 0 |
| Growth | 0 | 0 | 0 | 0 | 0 |
| Pressures | 15,091 | 2,950 | 2,707 | 2,232 | 2,096 |
| Base Income | -188,348 | -189,966 | -193,765 | -197,641 | -201,593 |
| Income Inflation | -1,618 | -3,799 | -3,875 | -3,953 | -4,032 |
| Total planned spending before savings | 189,101 | 182,453 | 183,469 | 183,646 | 184,241 |
| Growth before savings (%) | | -3.52% | 0.56% | 0.10% | 0.32% |
| Efficiency Savings | -12,073 | -1,403 | -140 | -40 | -40 |
| Efficiency Savings still to be allocated | 0 | -2,740 | -4,369 | -3,917 | -3,705 |
| Total planned spending after Savings | 177,028 | 178,310 | 178,960 | 179,689 | 180,496 |
| Growth after savings (%) | | 1.58% | 1.18% | 1.19% | 1.19% |

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Projections - 2010/11

| | 2010/11 | | | | | | | |
|--|----------------------------------|------------------------|-------------------|---------------------|-------------------------------|--|-----------------------------|--|
| | Base Revenue Expenditure £000 | Cost Inflation £000 | Pressures £000 | Base Income £000 | Base Income Inflation £000 | Net Revenue Expenditure Before Savings £000 | Efficiency Savings £'000 | Net Revenue Expenditure after savings £'000 |
| Formula Grant & Council Tax | | | | | | | | |
| Formula Grant | | | | | | | | 50,714 |
| Council Tax | | | | | | | | 126,314 |
| | | | | | | | | 177,028 |
| | | | | | | | | 3.9% |
| Planned Revenue Expenditure | | | | | | | | |
| Business Transformation | 65,928 | 77 | 2,430 | -59,201 | -14 | 9,220 | -552 | 8,668 |
| Children' Young People & Families | 106,347 | 867 | 3,494 | -67,080 | -799 | 42,829 | -3,515 | 39,314 |
| Corporate Management Team | 309 | 2 | 0 | 0 | 0 | 311 | 0 | 311 |
| Corporate Resources | 25,973 | 279 | 209 | -6,443 | -86 | 19,932 | -2,396 | 17,536 |
| Debt Servicing & Other Corporate Costs | 16,828 | 888 | 5,113 | -2,140 | 0 | 20,689 | -343 | 20,346 |
| Social Care, Health & Housing | 95,078 | 1,239 | 1,285 | -43,252 | -614 | 53,736 | -2,741 | 50,995 |
| Sustainable Communities | 49,523 | 638 | 2,560 | -10,232 | -105 | 42,384 | -2,526 | 39,858 |
| Unallocated | 0 | | 0 | 0 | | 0 | | 0 |
| Total Planned Expenditure | 359,986 | 3,990 | 15,091 | -188,348 | -1,618 | 189,101 | -12,073 | 177,028 |
| Efficiencies Yet to be Identified | | | | | | | 0 | 0 |
| TOTAL | | | | | | | -12,073 | 177,028 |

CENTRAL BEDFORDSHIRE COUNCIL - Medium Term Financial Plan 2010/11 - 2014/15

Projections - 2011/12

| | 2011/12 | | | | | | | |
|--|--------------------------|----------------|-----------|-------------|------------------|--|--------------------|---------------------------------------|
| | Base Revenue Expenditure | Cost Inflation | Pressures | Base Income | Income Inflation | Net Revenue Expenditure before savings | Efficiency Savings | Net Revenue Expenditure after savings |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Formula Grant & Council Tax | | | | | | | | |
| Formula Grant | | | | | | | | 49,192 |
| Council Tax | | | | | | | | 129,118 |
| | | | | | | | | 178,310 |
| | | | | | | | | 0.7% |
| Planned Revenue Expenditure (Excl. Schools DSG) | | | | | | | | |
| Business Transformation | 67,883 | 1,288 | 33 | -59,215 | -1,184 | 8,804 | -106 | 8,698 |
| Children' Young People & Families | 107,193 | 1,779 | 0 | -67,879 | -1,358 | 39,735 | 184 | 39,919 |
| Corporate Management Team | 311 | 6 | 0 | 0 | 0 | 317 | 0 | 317 |
| Corporate Resources | 24,065 | 334 | 0 | -6,529 | -131 | 17,740 | -245 | 17,495 |
| Debt Servicing & Other Corporate Costs | 22,486 | 407 | 1,367 | -2,140 | -43 | 22,078 | 0 | 22,078 |
| Social Care, Health & Housing | 94,861 | 1,636 | 800 | -43,866 | -877 | 52,554 | -642 | 51,912 |
| Sustainable Communities | 50,195 | 824 | 750 | -10,337 | -207 | 41,225 | -594 | 40,631 |
| Unallocated | 0 | 0 | 0 | 0 | 0 | 0 | | 0 |
| | 366,994 | 6,274 | 2,950 | -189,966 | -3,799 | 182,453 | -1,403 | 181,050 |
| | | | | | | | -0.8% | |
| Efficiencies Yet to be Identified | | | | | | | -2,740 | -2,740 |
| TOTAL | | | | | | | -4,143 | 178,310 |

CENTRAL BEDFORDSHIRE COUNCIL - Medium Term Financial Plan 2010/11 - 2014/15

Projections - 2012/13

| | 2012/13 | | | | | | | |
|--|--------------------------|----------------|-----------|-------------|------------------|--|--------------------|---------------------------------------|
| | Base Revenue Expenditure | Cost Inflation | Pressures | Base Income | Income Inflation | Net Revenue Expenditure before savings | Efficiency Savings | Net Revenue Expenditure after savings |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Formula Grant & Council Tax | | | | | | | | |
| Formula Grant | | | | | | | | 47,717 |
| Council Tax | | | | | | | | 131,243 |
| | | | | | | | | 178,960 |
| | | | | | | | | 0.4% |
| Planned Revenue Expenditure (Excl. Schools DSG) | | | | | | | | |
| Business Transformation | 69,098 | 1,306 | 46 | -60,399 | -1,208 | 8,842 | 0 | 8,842 |
| Children' Young People & Families | 109,156 | 1,797 | 0 | -69,237 | -1,385 | 40,332 | 0 | 40,332 |
| Corporate Management Team | 317 | 6 | 0 | 0 | 0 | 323 | 0 | 323 |
| Corporate Resources | 24,154 | 328 | -73 | -6,660 | -133 | 17,616 | -50 | 17,566 |
| Debt Servicing & Other | | | | | | 23,724 | 0 | 23,724 |
| Corporate Costs | 24,260 | 440 | 1,250 | -2,183 | -44 | | | |
| Social Care, Health & Housing | 96,655 | 1,658 | 800 | -44,743 | -895 | 53,475 | 0 | 53,475 |
| Sustainable Communities | 51,175 | 840 | 684 | -10,544 | -211 | 41,944 | -90 | 41,854 |
| Unallocated | -2,740 | -47 | 0 | 0 | 0 | -2,787 | | -2,787 |
| | 372,075 | 6,327 | 2,707 | -193,765 | -3,875 | 183,469 | -140 | 183,329 |
| | | | | | | | -0.1% | |
| Efficiencies Yet to be Identified | | | | | | | -4,369 | -4,369 |
| TOTAL | | | | | | | -4,509 | 178,960 |

CENTRAL BEDFORDSHIRE COUNCIL - Medium Term Financial Plan 2010/11 - 2014/15
Projections - 2013/14

| | 2013/14 | | | | | | | |
|--|--------------------------|----------------|-----------|-------------|------------------|--|--------------------|---------------------------------------|
| | Base Revenue Expenditure | Cost Inflation | Pressures | Base Income | Income Inflation | Net Revenue Expenditure before savings | Efficiency Savings | Net Revenue Expenditure after savings |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Formula Grant & Council Tax | | | | | | | | |
| Formula Grant | | | | | | | | 46,285 |
| Council Tax | | | | | | | | 133,404 |
| | | | | | | | | 179,689 |
| | | | | | | | | 0.4% |
| Planned Revenue Expenditure (Excl. Schools DSG) | | | | | | | | |
| Business Transformation | 70,450 | 1,331 | 40 | -61,607 | -1,232 | 8,981 | 0 | 8,981 |
| Children' Young People & Families | 110,953 | 1,827 | 0 | -70,621 | -1,412 | 40,746 | 0 | 40,746 |
| Corporate Management Team | 323 | 6 | 0 | 0 | 0 | 329 | 0 | 329 |
| Corporate Resources | 24,359 | 330 | 0 | -6,793 | -136 | 17,761 | 0 | 17,761 |
| Debt Servicing & Other Corporate Costs | 25,950 | 470 | 1,250 | -2,226 | -45 | 25,399 | 0 | 25,399 |
| Social Care, Health & Housing | 99,113 | 1,700 | 800 | -45,638 | -913 | 55,062 | 0 | 55,062 |
| Sustainable Communities | 52,609 | 864 | 142 | -10,755 | -215 | 42,645 | -40 | 42,605 |
| Unallocated | -7,156 | -122 | 0 | 0 | 0 | -7,278 | | -7,278 |
| | 376,601 | 6,407 | 2,232 | -197,641 | -3,953 | 183,646 | -40 | 183,606 |
| | | | | | | | -0.0% | |
| Efficiencies Yet to be Identified | | | | | | | -3,917 | -3,917 |
| TOTAL | | | | | | | -3,957 | 179,689 |

CENTRAL BEDFORDSHIRE COUNCIL - Medium Term Financial Plan 2010/11 - 2014/15

Projections - 2014/15

| | 2014/15 | | | | | | | |
|--|--------------------------|----------------|-----------|-------------|------------------|--|--------------------|---------------------------------------|
| | Base Revenue Expenditure | Cost Inflation | Pressures | Base Income | Income Inflation | Net Revenue Expenditure before savings | Efficiency Savings | Net Revenue Expenditure after savings |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Formula Grant & Council Tax | | | | | | | | |
| Formula Grant | | | | | | | | 44,896 |
| Council Tax | | | | | | | | 135,600 |
| | | | | | | | | 180,496 |
| | | | | | | | | 0.4% |
| Planned Revenue Expenditure (Excl. Schools DSG) | | | | | | | | |
| Business Transformation | 71,821 | 1,357 | 46 | -62,839 | -1,257 | 9,128 | 0 | 9,128 |
| Children' Young People & Families | 112,780 | 1,857 | 0 | -72,034 | -1,441 | 41,162 | 0 | 41,162 |
| Corporate Management Team | 329 | 6 | 0 | 0 | 0 | 336 | 0 | 336 |
| Corporate Resources | 24,689 | 335 | 0 | -6,929 | -139 | 17,957 | 0 | 17,957 |
| Debt Servicing & Other Corporate Costs | 27,670 | 501 | 1,250 | -2,271 | -45 | 27,105 | 0 | 27,105 |
| Social Care, Health & Housing | 101,613 | 1,743 | 800 | -46,551 | -931 | 56,674 | 0 | 56,674 |
| Sustainable Communities | 53,574 | 879 | 0 | -10,970 | -219 | 43,265 | -40 | 43,225 |
| Unallocated | -11,195 | -191 | 0 | 0 | 0 | -11,385 | | -11,385 |
| | 381,282 | 6,488 | 2,096 | -201,593 | -4,032 | 184,241 | -40 | 184,201 |
| | | | | | | | -0.0% | |
| Efficiencies Yet to be Identified | | | | | | | -3,705 | -3,705 |
| TOTAL | | | | | | | -3,745 | 180,496 |

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Service Schedules – Head of Service Budget 2010/11 and Narratives

| Directorate/Service | £m | Narrative |
|--|--------|--|
| Corporate Management Team | 0.311 | Responsible for the day-to-day running of the Council. Working closely with members, partners and government bodies to manage the services delivered by the authority. |
| Business Transformation | 8.667 | |
| Policy, Partnerships and Performance | 2.120 | The Policy, Partnership and Performance area of the Directorate will interpret the policy landscape, enable the development and delivery of the strategic plan for both Central Bedfordshire Council and its public service partners across the area, will ensure the Council has a strong grip on performance management and support the Council in engaging purposefully and effectively with its communities. |
| Customer Service & Business Transformation (including Revenues & Benefits) | 5.649 | <p>The Customer Service & Business Transformation area of the Directorate will be one of the first points of contact for customers, via the customer contact functions, use of the registrars, coroners and the revenues and benefits services.</p> <p>The Business Transformation team will drive service transformation across the whole of the authority, making sure that the quality of services provided by Central Beds are improved in the most cost effective manner.</p> |
| Communications | 0.663 | The team are to manage and protect the reputation of the council through media relations, internal communications, brand management, marketing and web development. |
| Children, Families & Learning | 39.313 | |
| Policy, Planning and Commissioning | 10.102 | Policy, Planning and Commissioning supports the Children’s Trust planning and decision making structures and is responsible for the development of the Children & Young People’s Plan. It leads on developing and implementing the Children’s communication strategy. The team has a cross-Directorate responsibility for strategic commissioning and also commissions services to support children and families in need on behalf of Children’s Specialist Services. The team supports the development and implementation of all children’s services strategies, policies and |

| | | |
|--------------------------------|----------------------|--|
| | | procedures and supports the democratic process. It is also responsible for the provision of Home to School Transport. |
| Learning & School Support | 8.077 excl DSG | The Learning and School Support section of the Children, Families and Learning Directorate has a key role to play in ensuring that children achieve their true potential and have the best possible start in life. The services within this area work closely with schools providing support and challenge to ensure the delivery of quality educational provision. Schools are at the heart of our planning and service delivery and creating a joint sense of high expectation of high achievement. We want schools serving each community to work together in the closest possible way and to be the base for delivering a wide range of services to their communities. |
| Children's Specialist Services | 20.487 | Specialist services bring together education and social care professionals to provide services that support children in need, children in need of protection, children in public care and children with disabilities or special educational needs. Children referred to specialist services will, in the main, be those with complex needs requiring Specialist intervention or targeted preventative services. |
| Integrated Services | 7.411 | The Service will bring together a range of professionals from a variety of disciplines to deliver early intervention & prevention and targeted youth services to children, young people and families in Central Bedfordshire. It includes a diverse range of services that ensures access to Children's Centre services, supports Private, Voluntary and Independent (PVI) providers of free nursery education, supports schools to meet all the elements of the core offer entitlement of Extended Services and provides core training, continual professional development to Central Bedfordshire's children's workforce. |
| Leisure & Culture | 8.847 | The Leisure & Culture service brings together service areas which provide a range of services/activities to the residents of Central Bedfordshire: <i>Adult & Community Learning</i> - providing learning opportunities for adults including vocational skills and leisure and social activities. <i>Libraries</i> - providing 12 libraries, a Community Resource centre, 2 mobile library services and 5 homework centres. <i>Music</i> - providing music opportunities to over 50,000 children and the wider community |

| | | |
|--|--------|---|
| | | <p><i>Arts Development</i> - including Leighton Buzzard Theatre and the Arts Development service</p> <p><i>Countryside Access</i> - the management, promotion and development of over 800 hectares of countryside sites.</p> <p><i>Archives SLA</i></p> <p><i>Leisure Centres Management</i></p> <p><i>Sports Development & Positive Activities for Young People</i></p> <p><i>Play & Open Space</i></p> <p><i>Community Grant Scheme</i></p> <p><i>Outdoor Education Service SLA</i></p> |
| Corporate Resources | 17.535 | |
| Audit, Risk and Health & Safety | 0.550 | Internal Audit Provide assurance to the section 151 Officer that CBC has proper administration of their financial and internal control environment. Risk Management ensure that the systems and mechanisms are in place for CBC to effectively manage its strategic and operational risks, assessing the risks for likelihood and impact, identifying mitigating controls, allocating responsibility for mitigating controls and complying with its corporate risk management strategy. |
| Financial Services | 2.611 | The service is responsible for ensuring effective financial control, submission of statutory reports and returns, support to the business in managing its resources and advice and support on procurement. |
| Human resources & Organisational Development | 1.642 | Human Resources build people management systems, processes and procedures that are fit for purpose and, most importantly, establish a motivated, high quality, professional team that can carry HR forward in Central Bedfordshire. |
| Information & Communication Technology | 6.476 | Manages all aspects of Information and Communications Technology, including support (infrastructure and applications), software and application development, and telephony. |
| Legal & Democratic Services | 2.098 | Legal Services support the statutory functions of the Council and provides legal professional advice to Officers and Members. They also support the Monitoring Officer in their role. Local Land Charges support the statutory function to maintain local land charges register and to process searches. Committee Services support the administration of the democratic process. Member Services support all Members, and an Executive Support Team support the Leader, Deputy Leader and Executive Members. |

| | | |
|--|--------|---|
| | | Electoral Registration Services produce an electoral register and consider electoral arrangements and boundaries. |
| Property & Asset Management | 4.319 | Property & Asset Management is responsible for the strategic development of the Central Bedfordshire property portfolio and the delivery of associated professional support services. The Team is also responsible for the management and operation of the corporate buildings. |
| Social Care, Health & Housing | 50.995 | |
| Adult Social Care: | 42.277 | Provides assessment and care management and purchase of social care for adults and older people, additionally it supports directly managed social care services, for older people, people with a learning disability, physical disability and sensory impairment. |
| Business and Performance | 1.322 | Business and Performance coordinates the directorates housing and social care performance management and business support systems. |
| Commissioning | 5.357 | Co-ordinates joint commissioning strategies, provides analysis of market needs, implementation of personalisation of social care and working with external partners and contracts. |
| Housing | 1.949 | Provides a housing management service maintaining social housing to decent home standards. Providing private sector housing enforcement and improvement with housing options and choice based lettings. |
| Sustainable Communities | 39.858 | |
| Strategic Planning | 2.873 | The Strategic Planning, Housing Strategy and Transportation division is responsible for influencing the development of the national and regional strategy and for the production of those strategies specific to Central Bedfordshire. |
| Waste | 17.457 | This division will work to deliver a sustainable waste management system, which minimises waste generation and the use of landfill, whilst maximising the re-use, recycling and composting of waste. We will maintain high standards of cleanliness, and provide an effective response to incidents of fly tipping, littering and graffiti. |
| Highways | 11.719 | This division's prime purpose is to enable delivery of a wider range of sustainable travel options and increased capacity to support the growth of the District. The role of the division extends from |

| | | |
|------------------------|--------|--|
| | | the strategic to the operational. With significant cross boundary working to improve transportation routes and deliver major schemes through to maintenance of highways and pavements. |
| Economic Growth | 1.320 | This division will work to ensure that the area is prosperous with a range of job opportunities and skills training to support the growing population as a significant contribution to the corporate priority of “managing growth effectively”. Thorough Economic Assessment, a strong evidence base and analysis of the District will be used to inform the Sustainable Community Strategy and secure government funding and inward investment. |
| Development Management | 2.281 | This division is concerned with managing the delivery of development in Central Bedfordshire in accordance with the strategic vision set out in the Local Development Framework Core Strategies as they replace existing local plans. This is achieved through consideration and determination of all types of planning and related applications. Defending the decisions of the authority on appeal and enforcement of planning controls. |
| Community Safety | 2.916 | The prime responsibility of this division is to work towards the achievement of cohesive, strong and safe communities, thereby enhancing the attractiveness of the area to people and businesses. It also will strive to provide a regulatory environment that is supportive to business growth whilst protecting public health and consumers. In terms of the Council’s priorities, this division takes the corporate lead for priority “creating safer communities”. |
| Central Budgets | 17.535 | This area covers the costs of External Audit fees, centrally provides for Council’s insurance costs, includes an amount for education pension costs, member expenses, debt liabilities (interest and repayment) and investment income. |

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| Assistant Director | Base Revenue Expenditure (Including Base Pressures) £000's | Inflation £000's | Corporate Measures £000's | Unavoidable Pressures £000's | Efficiencies £000's | Net Revenue Expenditure £000's |
|--|--|---------------------|---------------------------------|------------------------------------|------------------------|--------------------------------------|
| Director of Business Trans. & Comms | 233 | 1 | 0 | 0 | -106 | 127 |
| Communications | 786 | 5 | 0 | 33 | -55 | 769 |
| Customer Service and Business Transform. | 3,571 | 32 | 1,500 | 819 | -273 | 5,649 |
| Policy, Partnerships & Performance | 2,137 | 24 | 0 | 78 | -119 | 2,121 |
| Business Transformation | 6,727 | 63 | 1,500 | 930 | -553 | 8,667 |
| Director of Childrens Family & Learning | -14,602 | -644 | 0 | 0 | -251 | -15,497 |
| Childrens Specialist Services | 19,727 | 289 | 0 | 1,256 | -785 | 20,487 |
| Policy Planning & Commissioning | 9,726 | 155 | 0 | 761 | -540 | 10,102 |
| Integrated Services | 7,535 | 100 | 0 | 130 | -355 | 7,411 |
| Learning & School Support | -134,740 | -5,856 | 0 | 0 | -651 | -141,247 |
| Leisure & Culture | 8,356 | 77 | 455 | 892 | -933 | 8,847 |
| Independent Schools Budget | 143,265 | 5,946 | 0 | 0 | 0 | 149,210 |
| Children, Family and Learning | 39,267 | 67 | 455 | 3,039 | -3,515 | 39,313 |
| Chief Executive | 309 | 2 | 0 | 0 | 0 | 311 |
| Chief Executive | 309 | 2 | 0 | 0 | 0 | 311 |
| Director of Corporate Resources | 284 | 7 | 0 | 0 | -452 | -161 |
| Financial Services (incl. procurement) | 2,881 | 17 | 0 | 0 | -287 | 2,611 |
| Human Resources & Organisation Devel. | 1,793 | 7 | 0 | 0 | -158 | 1,642 |
| ICT | 7,127 | 99 | 0 | 0 | -750 | 6,476 |
| Legal & democratic | 2,126 | 7 | 0 | 99 | -134 | 2,098 |
| Property & Asset Management | 4,708 | 55 | 0 | 110 | -554 | 4,319 |
| Audit, Risk and H&S | 611 | 0 | 0 | 0 | -61 | 550 |

| Assistant Director | Base Revenue | | | | | Net Revenue |
|--|--|---------------------|---------------------------------|------------------------------------|------------------------|-----------------------|
| | Expenditure (Including Base Pressures) £000's | Inflation £000's | Corporate Measures £000's | Unavoidable Pressures £000's | Efficiencies £000's | Expenditure £000's |
| Corporate Resources | 19,530 | 193 | 0 | 209 | -2,396 | 17,535 |
| Corporate Costs | 14,688 | 888 | 5,113 | 0 | -343 | 20,346 |
| Corporate Costs | 14,688 | 888 | 5,113 | 0 | -343 | 20,346 |
| Director of Social Care, Health, Housing | 221 | 1 | 0 | 0 | -106 | 116 |
| Housing Services (HRA) | 0 | -26 | 0 | 0 | 0 | -26 |
| Housing Management (GF) | 2,043 | 21 | 0 | 85 | -200 | 1,949 |
| Adult Social Care | 42,631 | 517 | 0 | 800 | -1,671 | 42,277 |
| Commissioning | 5,437 | 105 | 0 | 400 | -585 | 5,357 |
| Business Systems & Market Strategy | 1,494 | 7 | 0 | 0 | -179 | 1,322 |
| Social Care, Health & Landlord Services | 51,826 | 626 | 0 | 1,285 | -2,741 | 50,995 |
| Director of Sustainable Communities | 828 | 2 | 0 | 613 | -580 | 862 |
| Economic Growth & Regeneration | 1,146 | 11 | 0 | 264 | -101 | 1,321 |
| Highways | 11,669 | 186 | 0 | 267 | -403 | 11,719 |
| Strategic Planning | 2,943 | 28 | 0 | 120 | -218 | 2,873 |
| Waste | 16,985 | 296 | 0 | 658 | -481 | 17,457 |
| Development Management | 2,294 | -6 | 0 | 442 | -448 | 2,281 |
| Community Safety & Public Protection | 3,141 | 15 | 0 | 57 | -296 | 2,916 |
| BEaR Project | 285 | 3 | 0 | 140 | 0 | 428 |
| Sustainable Communities | 39,291 | 534 | 0 | 2,560 | -2,527 | 39,858 |
| | 171,639 | 2,373 | 7,068 | 8,023 | -12,077 | 177,026 |

| Assistant Director | Employee | Other Expenditure | Total Gross Expenditure | Grants and Contributions | Customer and Client Receipts | Other Income | Total Income | Net Expenditure |
|---|---------------|-------------------|-------------------------|--------------------------|------------------------------|----------------|----------------|-----------------|
| Director of Business Trans. & Comms Communications | 118 | 9 | 127 | 0 | 0 | 0 | 0 | 127 |
| Customer Service and Business Transform. Policy, Partnerships & Performance | 684 | 86 | 769 | 0 | 0 | 0 | 0 | 769 |
| | 6,064 | 58,311 | 64,376 | -1,793 | -1,939 | -54,995 | -58,727 | 5,649 |
| Business Transformation | 1,715 | 894 | 2,609 | -488 | 0 | 0 | -488 | 2,121 |
| | 8,581 | 59,301 | 67,881 | -2,281 | -1,939 | -54,995 | -59,215 | 8,667 |
| Director of Childrens Family & Learning Childrens Specialist Services | 51 | 354 | 404 | -15,874 | -27 | 0 | -15,901 | -15,497 |
| Policy, Planning & Commissioning | 11,353 | 18,098 | 29,451 | -1,633 | -2,970 | -4,361 | -8,964 | 20,487 |
| Integrated Services | 1,150 | 10,136 | 11,286 | -915 | -268 | 0 | -1,183 | 10,102 |
| Learning & School Support | 5,254 | 10,060 | 15,314 | -7,260 | -151 | -492 | -7,903 | 7,411 |
| Leisure & Culture | 5,311 | 28,494 | 33,805 | -173,234 | -1,724 | -94 | -175,052 | -141,247 |
| Special Schools | 8,922 | 8,343 | 17,265 | -4,543 | -3,762 | -112 | -8,417 | 8,847 |
| Children, Family and Learning | 0 | 0 | 0 | 149,210 | 0 | 0 | 149,210 | 149,210 |
| | 32,040 | 75,484 | 107,524 | -54,249 | -8,902 | -5,060 | -68,211 | 39,313 |
| Chief Executive | 301 | 10 | 311 | 0 | 0 | 0 | 0 | 311 |
| Chief Executive | 301 | 10 | 311 | 0 | 0 | 0 | 0 | 311 |
| Director of Corporate Resources | -180 | 19 | -161 | 0 | 0 | 0 | 0 | -161 |
| Financial Services (incl. procurement) | 2,880 | 1,029 | 3,909 | 0 | -1,004 | -294 | -1,298 | 2,611 |
| Human Resources & Organisation Devel. | 1,787 | 611 | 2,398 | 0 | -656 | -100 | -756 | 1,642 |
| ICT | 3,096 | 4,243 | 7,339 | -305 | -130 | -428 | -863 | 6,476 |
| Legal & democratic | 2,164 | 809 | 2,973 | 0 | -771 | -104 | -875 | 2,098 |
| Property & Asset Management | 1,935 | 4,993 | 6,928 | 0 | -2,274 | -335 | -2,609 | 4,319 |
| Audit, Risk and H&S | 812 | 100 | 912 | 0 | -312 | -50 | -362 | 550 |
| Corporate Resources | 12,495 | 11,804 | 24,299 | -305 | -5,148 | -1,311 | -6,763 | 17,535 |
| Corporate Costs | 3,216 | 19,271 | 22,487 | 0 | 0 | -2,140 | -2,140 | 20,346 |
| Corporate Costs | 3,216 | 19,271 | 22,487 | 0 | 0 | -2,140 | -2,140 | 20,346 |

| Assistant Director | Employee | Other Expenditure | Total Gross Expenditure | Grants and Contributions | Customer and Client Receipts | Other Income | Total Income | Net Expenditure |
|--|-----------------|--------------------------|--------------------------------|---------------------------------|-------------------------------------|---------------------|---------------------|------------------------|
| Director of Social Care, Health, Housing | 105 | 10 | 116 | 0 | 0 | 0 | 0 | 116 |
| Housing Services (HRA) | 3,007 | 21,130 | 24,137 | -550 | -19 | -23,594 | -24,163 | -26 |
| Housing Management (GF) | 1,280 | 1,099 | 2,378 | -102 | -100 | -227 | -429 | 1,949 |
| Adult Social Care | 13,404 | 40,870 | 54,273 | -3,205 | -8,772 | -20 | -11,996 | 42,277 |
| Commissioning | 1,032 | 11,707 | 12,739 | -5,406 | -1,976 | 0 | -7,382 | 5,357 |
| Business Systems & Market Strategy | 1,589 | 435 | 2,023 | -562 | 0 | -139 | -701 | 1,322 |
| Social Care, Health & Landlord Services | 20,417 | 75,250 | 95,667 | -9,825 | -10,867 | -23,980 | -44,672 | 50,995 |
| Director of Sustainable Communities | 764 | 98 | 862 | 0 | 0 | 0 | 0 | 862 |
| Economic Growth & Regeneration | 743 | 688 | 1,430 | 0 | -110 | 0 | -110 | 1,321 |
| Highways | 2,355 | 12,338 | 14,692 | -1,404 | -1,522 | -47 | -2,973 | 11,719 |
| Strategic Planning | 2,658 | 1,804 | 4,461 | -451 | -481 | -657 | -1,588 | 2,873 |
| Waste | 842 | 17,330 | 18,171 | -536 | -178 | 0 | -714 | 17,457 |
| Development Management | 4,144 | 1,564 | 5,708 | -350 | -2,733 | -343 | -3,426 | 2,281 |
| Community Safety & Public Protection | 3,238 | 777 | 4,015 | -463 | -570 | -66 | -1,099 | 2,916 |
| BEaR Project | 127 | 302 | 428 | 0 | 0 | 0 | 0 | 428 |
| Sustainable Communities | 14,869 | 34,900 | 49,768 | -3,204 | -5,594 | -1,112 | -9,910 | 39,858 |
| | 91,918 | 276,020 | 367,938 | -69,864 | -32,451 | -88,597 | -190,912 | 177,026 |

Appendix C

**Robustness of Estimates and Adequacy of Reserves
(Incorporating the Reserves Policy)**

Background

- 1) Central Bedfordshire's first budget was put together in unique circumstances. The confirmation of the Secretary of State's decision on the restructuring arrangements in Bedfordshire was delayed which gave little time for planning the finances for the new authority. The budget build was informed by the spending plans and forecasts of three legacy authorities; in an ideal world, shadow budgets would have been put in place to provide a sound benchmark. Further, during autumn 2008 when much of the work on the budget was done few of the directors and senior officers were in place and there was a shadow authority with 124 Members.
- 2) Central Bedfordshire came in to being on 1 April 2009 so whilst there is a better understanding of the services which are being delivered and their performance and costs, there is still has less than a year of financial experience. There have been pressures in 2009/10 and monitoring and management of the budget has been a high priority for the new authority. There has naturally been a particular focus in Adult Social Care and demand led services. The systemic review is not yet complete and there cannot be full assurance on all spend areas until Central Bedfordshire closes its first set of accounts.

Robustness of Estimates

Overall Approach

- 3) Medium Term Financial Planning effectively commenced in late July 2009 with the agreement of the Medium Term Financial Strategy. This document assessed the initial assumptions in the agreed budget and agreed the process for 2010/11 to 2014/15. There was recognition of emerging pressures at this time with the first quarter budget monitoring report being presented to the Corporate Management Team and to the Executive. Directors were, therefore, asked to identify pressures, proposals for growth and efficiencies at 5%, 7% and 10% of their base budgets.
- 4) These proposals have been subject to challenge on a directorate by directorate basis, by peers at CMT and have also been subject to scrutiny through the publication of the draft Budget, approved by the Executive in December 2009. During the process, monitoring and management of the in year budget has continued and this more up to date information has been factored into the proposals.

Budget Assumptions

- 5) The headline assumptions on the budget concern the levels of external support and inflationary pressures as well as the consideration of directorate pressures, growth and efficiencies outlined above. All of this has been considered in the context of the economic conditions which Central Bedfordshire currently operates within.

External Support

- 6) External support covers Formula Grant, Area Based Grant, specific grants and Council Tax.
- 7) There is certainty with the levels of Formula Grant, Area Based Grant and specific grants for 2010/11. Details on many of these were already available as part of the Comprehensive Spending Review 2007 (CSR2007). These funding commitments from central Government were reconfirmed in the Local Government Finance Settlement at the end of November 2009.
- 8) There is less certainty for 2011/12 and beyond. With a General Election this year, there was no CSR 2009 and hence no announcement on future funding which has benefited financial planning in local government in recent years. The draft Medium Term Financial Plan 2010/11 to 2014/15 assumed a nil % increase year on year for formula grant. A survey of unitary authorities identified that a number of authorities were taking a more cautious view and hence this budget now assumes a reduction of 3% year on year.
- 9) The average Council Tax increase across England in 2009/10 was 3% which was a little higher than the 2.5% increase for Central Bedfordshire residents. The Local Government Minister, Barbara Follett has indicated that she expects increases to be less than 3% in 2010/11. The 2.95% overall increase is below this threshold albeit that the increase for the north of the Council is 3.5% as part of the move to harmonisation for 1 April 2011. There is a low risk that the minister would apply the capping provisions at this level of increase, especially in view of the lower than national increase in ABG and specific grants.

Inflation

- 10) The key assumptions are set out in the main body of the reported and reproduced below:

| Spend type | 2010/11 | 2011/12 |
|---------------|---------|---------|
| | % | % |
| Employees Pay | 0.0 | 1.0 |

| | | |
|--------------------|-----|-----|
| Increments | 0.5 | 0.5 |
| National Insurance | 0.0 | 1.0 |
| Prices | 1.8 | 2.0 |
| Contracts | 1.8 | 2.0 |
| Income | 1.8 | 2.0 |

- 11) There is a widely held belief that there will be a pay freeze for local government in 2010/11 and nil has been allowed for pay accordingly. There is a naturally a risk here; if there were to be any increase, each 0.5% would cost Central Bedfordshire £300k – there is a sum exceeding this held in contingency. The Chancellor’s pre budget statement in early December 2009 made no reference to pay in 2009 but indicated increases at 1% in 2011/12 and beyond. Similarly, there is a 1% increase in employer’s national insurance from 1 April 2011. Irrespective of pay awards there is nonetheless pressure on pay through incremental drift and 0.5% has been allowed here.
- 12) Price inflation has been volatile during 2009/10 and there has also been a significant gap between the two key indicators – the Retail Price Index and the Consumer Price Index. Economic commentators are forecasting that both RPI and CPI will be in the order of 1.8% in 2010/11 and this is the basis of the budget planning assumption.
- 13) There is less certainty with the provision for contracts. RPI and CPI are the product of competing inflationary factors on pay, commodities and food all of which have fluctuated greatly over the past 12 months. Not all contracts are indexed by RPI or CPI and timing as much as the key component in the indices used will have a major impact.
- 14) The Council’s fees and charges increases have been broadly in line with the 1.8% increase proposed in the Medium Term Financial Strategy.

Service Expenditure

- 15) The robustness of estimates for each of the directorates is considered below with an assessment of the general robustness of service budgets as well as the impact of pressures, growth and efficiencies. There is an Efficiencies Board in place which will oversee the delivery of all efficiencies with a specific focus on those categorised as ‘red’.
- 16) There is a common issue of pay harmonisation with job evaluation in place to ensure that Central Bedfordshire complies with equal pay legislation. An assessment of the potential costs has been made in advance of the work which will be implemented from April and mainly impacts where former Mid and South Beds service functions have been joined, Central Bedfordshire having adopted the County’s evaluation schemes.

Business Transformation

- 17) The key risk area in Business Transformation is the delivery of the revenues and benefits function. During 2009/10 the legacy systems of IBS and Academy which were used by Mid and South Beds respectively have been harmonised with all administration now through IBS. At the same time as this change, the team have been required to deal with increasing benefits caseload as a consequence of the continued economic down turn. Setting the overall balance of the budget here has been a challenge with the need to reflect potential efficiencies through harmonisation and greater workload.

Children's Families & Learning

- 18) The key pressures in 2009/10 have been in respect of Looked after Children, Leisure provision and Transport costs.
- 19) The 'Baby Peter' case has had a significant impact in the approach to looked after children nationally. This has put pressure on resources and is an area which will need to be closely monitored.
- 20) There are some risks surrounding the Integrated Services Programme. A number of models will be explored earlier in the financial year to develop models of locally delivered integrated services. The Finance Team will work alongside the directorate on the modelling work.
- 21) A number of joint arrangements with Bedford Borough are planned to come to an end in 2010/11 where there will be a need to deliver services with reduced budgetary pressures. These will need close monitoring. This is with the exception of the Connexions arrangement where additional provision has been made.
- 22) Some of the responsibilities of the LSC transfer to Central Bedfordshire on 1 April. The position will be monitored to ensure the appropriate level of resources are in place.
- 23) A number of national strategies are coming to an end in March 2011 with a Green Paper expected this spring. The Council will no longer be a provider of some services with its role less clear. This may give rise to transition costs, reduced grant and redundancy costs. These developments will be closely monitored.

Corporate Resources

- 24) There are no significant areas of risk in Corporate Resources. There is will be some risk, however, in delivering higher levels of income which will need close monitoring

Debt Servicing & Other Corporate Costs

- 25) The Council, along with the majority of local authorities, has been financially affected by the prolonged low interest rates. Borrowing has tended to be at fixed rates and lending at variable which has had the well publicised impact of a £5m loss of investment interest (equivalent to 3.5% on the council Tax) with no reduction in borrowing costs. A number of loans were rescheduled in 2009/10 which will be on a variable rate in the short term. The variable rate will rise in the medium Term requiring a switch back to fixed rate; choosing the correct moment in time will be critical. Further, work is not yet complete on assessing the resources required for the Insurance Fund, albeit that a significant sum has been set aside.
- 26) Corporate costs now include a contingency provision which is essential given the risks and uncertainty experienced at this time. There will be a number of potential calls on it but it is also backed up by a strengthening of reserves with the reinstatement being accelerated.

Social Care, Health & Housing

- 27) This is undoubtedly the greatest area of risk in the Council's budget.
- 28) There has been a systematic review of the Council's Adult Social Care budgets which has been undertaken as part of the recovery programme. The work to date does support the addition of £5.1m through base budget adjustment but there is still much work to be done and the full picture is unlikely to be known until Central Bedfordshire has produced its first set of accounts. Further there may be full year impacts arising from the pressures identified albeit that those on Learning disability transitions have been allowed for.
- 29) A continued risk at this time are health transfers which are subject to the agreement of the PCT. This may be countered, however, by more generous allowance for inflation and growth in the health service.
- 30) The review of fairer charging will enable income to be delivered earlier as a result of more timely financial assessments. This improvement is, not surprisingly, difficult to forecast.
- 31) As well as these risks there are some potential opportunities. It may be possible to freeze prices with residential and nursing care providers to 2009/10 levels; personalisation and individual budgets should deliver savings in the future; and there is some potential for cross boundary income not currently built into the budget.
- 32) Free Personal Care at Home is a recent commitment from the Government announced in the pre budget statement in December 2009. The timing and full implication of this commitment are still not 100% clear. There may be a potential unbudgeted cost of £350k which may need to be set against the available Corporate Contingency.

Sustainable Communities

- 33) There are a number of contracts in this directorate which are not simply indexed to RPI or CPI. These include Highways, Street Cleaning and Refuse Collection and disposal. Indications at this time are that the indexation will not exceed the 1.8% allowed for. The Highways contract is uplifted at 1.68% there is no risk here. For Waste Collection the South area is reviewed in April and the North in October.
- 34) The 2009/10 base budget was supported by Housing and Planning Delivery Grant. The dependency on this external funding is removed from the base budget over the next three years. In the short term the Council will remain exposed to any fluctuations in grant levels.
- 35) The budget allows for the £8 per tonne increase in Landfill Tax in 2010/11. Given that the tax is now £48 per tonne, spend is more sensitive to changes in volume and will require close monitoring.
- 36) The original partners Bedford Borough and Luton have dropped out of the BEaR project which rules out the option of a PFI bid. The budget had only allowed for Bedford's withdrawal. The resources required to bring about a long term waste solution is being re-evaluated;
- 37) Change in regulations has reduced the Council's income from planning fees, there has been a relaxation of fees for major applications where previously applied. The pressure allowed was based on an assessment of income in the current year and is robust. Planning income is an area which fluctuates and is subject to close monitoring in any case.

Adequacy of Reserves

Introduction

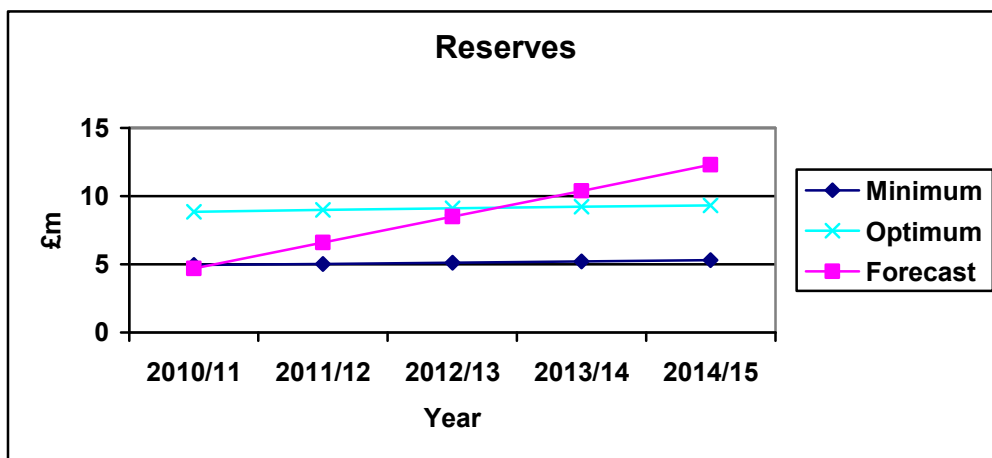
- 38) Central Bedfordshire inherited £14.4m of reserves from the legacy authorities at 1 April 2009. The sum has only recently been confirmed with the agreement on the disaggregation of the County Balance sheet following the Auditors' sign off of the last of the legacy accounts in early November 2009.
- 39) The inherited position is not strong following the application of the transition costs for establishing the new authority. The forecast closing balances, as at 31 March 2010, in the 2009/10 to 2013/14 MTFP agreed by Council in February 2009 were £2.8m. This is short of the £4.7m policy minimum.

Policy

- 40) The existing reserves policy is to have a minimum level of reserves at the equivalent of one week's payroll, supplies and services, and third

party payments. For 2010/11 the appropriate level is £4.9m. The Medium Term financial Plan allows for the reinstatement of reserves with an annual contribution of £1.9m

- 41) This is very much the minimum level and the Medium Term Financial Plan includes provision to build balances back up to this level in the short term before further strengthening them. This will put Central Bedfordshire in a more robust financial position to meet the challenges of the tightening of public finances.
- 42) Detailed work is still required to assess the maximum and optimum levels of balances to be held and a detailed risk assessment will be undertaken as part of the Medium Term Financial Strategy 2011/12 to 2015/16. Bedfordshire County Council had undertaken such an assessment which gave an optimum figure which equated to 5% of its net revenue spend. In the absence of this detailed work it is proposed that Central Bedfordshire optimum level of reserves should be in the order of £9m. It is anticipated that this level of reserves will be reached by 2012/13 as shown below.
- 43) Graph 1 below sets out the level of forecast reserves over the medium term which has Central Bedfordshire approaching the notional optimum position in 2012/13.



Risk Assessment

- 44) In addition to General Balances Central Bedfordshire holds £6.7m of reserves earmarked for a specific purpose. Whilst these are committed in the medium and long term they can provide a short term buffer.
- 45) The above assessment of the robustness of estimates has identified a number of risks in the budget. A risk register is being compiled to enable these risks to be scored and monitored during the new financial year.

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| Formula Grant Settlement | | 2009/10 | 2010/11 | % Increase |
|---|---|----------------|----------------|-------------------|
| | | <i>£m</i> | <i>£m</i> | <i>%</i> |
| Central Bedfordshire | | 49.412 | 50.714 | 2.63 |
| Specific Grants within Aggregate External Finance | | 2009/10 | 2010/11 | % Increase |
| | | <i>£m</i> | <i>£m</i> | <i>%</i> |
| Education and Children's Services | | | | |
| Dedicated Schools Grant | R | 142.363 | 148.014 | 3.97% |
| Ethnic Minority Achievement | R | 0.116 | 0.116 | 0.00% |
| School Lunch Grant | R | 0.306 | 0.359 | 17.32% |
| Targeted Support for Primary & Secondary Strategy | R | 1.555 | 1.481 | -4.76% |
| Music Grant | R | 0.437 | 0.437 | 0.00% |
| School Development Grant (schools element) | R | 6.915 | 6.730 | -2.68% |
| School Standards (including personalisation) | R | 8.476 | 8.645 | 1.99% |
| Youth Opportunity Fund | R | 0.139 | 0.139 | 0.00% |
| Sure Start, Early Years and Childcare | R | 4.931 | 5.916 | 19.98% |
| Early Years: Flexibility of Free Entitlement for 3-4 Year Old | R | 0.429 | 1.614 | 276.22% |
| Extended Schools - Sustainability | R | 0.642 | 0.904 | 40.81% |
| Extended Schools - Subsidy | R | 0.108 | 0.587 | 443.52% |
| 1-2-1 Tuition (formerly Making Good Progress) | R | 0.606 | 1.091 | 80.03% |
| Short Breaks - Aiming High for Disabled Children | R | 0.294 | 0.917 | 211.90% |
| Adult's PSS | | | | |
| Social Care Reform | R | 0.677 | 0.844 | 24.67% |
| Learning Disability Campus Closure Programme | R | 0.684 | 1.126 | 64.62% |
| Targeted Mental Health | R | 0.220 | 0.15 | -31.82% |
| Think Family | R | 0.428 | 0.603 | 40.89% |
| Two year Old Offer | R | 0.142 | 0.180 | 26.76% |
| Aids Support | R | 0.056 | 0.056 | 0.00% |
| Stroke Strategy | R | 0.056 | 0.056 | 0.00% |
| EPCS | | | | |

Appendix D

| | | | |
|--|----------------|----------------|-------------------|
| Concessionary Fares | 0.536 | 0.551 | 2.80% |
| Cross Service Grants | | | |
| Homelessness | 0.100 | 0.100 | 0.00% |
| TOTAL | 170.216 | 180.616 | 6.11% |
| Area Based Grant | 2009/10 | 2010/11 | % Increase |
| | <i>£m</i> | <i>£m</i> | <i>%</i> |
| Environmental Damage Regulations | 0.001 | 0.001 | 2.42% |
| Community Call for Action/Overview Scrutiny Cmmtte | 0.002 | 0.002 | 9.11% |
| Stronger Safer Communities | 0.278 | 0.278 | 0.00% |
| Young People Substance Misuse Partnership | 0.036 | 0.036 | 0.00% |
| Detrunking | 0.560 | 0.574 | 2.50% |
| Road Safety Grant | 0.793 | 0.766 | -3.41% |
| Rural Bus Subsidy | 0.578 | 0.593 | 2.56% |
| School Development Grant | 0.612 | 0.612 | 0.00% |
| Extended Schools Start-Up Grants | 0.697 | 0.287 | -58.88% |
| Primary National Strategy - Central | 0.158 | 0.158 | 0.01% |
| Secondary National Strategy - Central Co-ordination | 0.166 | 0.166 | 0.18% |
| Secondary National Strategy - Behaviour and Attendance | 0.110 | 0.110 | 0.00% |
| School Improvement Partners | 0.160 | 0.160 | 0.00% |
| Education Health Partnerships | 0.086 | 0.059 | -31.72% |
| School Travel Advisers | 0.040 | 0.040 | 0.00% |
| Choice Advisers | 0.017 | 0.017 | 0.00% |
| School Intervention Grant | 0.091 | 0.091 | 0.00% |
| 14 - 19 Flexible Funding Pot | 0.073 | 0.074 | 0.57% |
| Sustainable Travel - General Duty | 0.023 | 0.023 | 0.00% |
| Extended Rights to Free Transport | 0.047 | 0.073 | 54.77% |

Appendix D

| Area Based Grant (contd) | 2009/10 | 2010/11 | % Increase |
|---|---------------|---------------|--------------|
| | £m | £m | % |
| Connexions | 1.965 | 1.976 | 0.57% |
| Children's Fund | 0.391 | 0.391 | 0.00% |
| Child Trust Fund | 0.001 | 0.001 | 27.06% |
| Positive Activities for Young People | 0.051 | 0.066 | 29.85% |
| Teenage Pregnancy | 0.074 | 0.074 | 0.00% |
| Children's Social Care Workforce | 0.057 | 0.058 | 0.46% |
| Care Matters White Paper | 0.150 | 0.170 | 13.50% |
| Child Death Review Processes | 0.023 | 0.024 | 4.54% |
| Young Peoples Substance Misuse | 0.026 | 0.026 | 0.00% |
| Designated Teacher Funding | 0.021 | 0.021 | 0.00% |
| Social Care Checks | 0.001 | 0.000 | -100.00% |
| Adult Social Care Workforce | 0.480 | 0.499 | 3.94% |
| Carers | 0.837 | 0.901 | 7.64% |
| Child & Adolescent Mental Health | 0.308 | 0.325 | 5.49% |
| Learning & Disability Development Fund | 0.137 | 0.138 | 0.45% |
| Local Involvement Networks | 0.088 | 0.089 | 0.55% |
| Mental Capacity Act & Independent Mental Capacity | 0.104 | 0.100 | -3.04% |
| Mental Health | 0.460 | 0.485 | 5.46% |
| Preserved Rights | 0.367 | 0.355 | -3.38% |
| Economic Assessment Duty | 0.000 | 0.065 | |
| Supporting People Administration | 0.121 | 0.104 | -14.29% |
| Supporting People ** | 2.669 | 2.883 | 8.00% |
| Climate Change | 0.023 | 0.023 | 0.00% |
| TOTAL | 12.881 | 12.891 | 0.07% |

** **Note:** Supporting People Grant was not paid through ABG in 09/10 it was a specific grant, it has been shown here for comparison purposes.

Central Bedfordshire

Area Based Grant 2010-11 Comparison to 2009-10

| | | 2009-10 | 2010-11 | % Increase/Decrease |
|--------------------|---|-------------|-------------|---------------------|
| DEFRA | Environmental Damage Regulations | £ 0.622 | £ 0.637 | 2.42% |
| Home Office | Community Call for Action/Overview Scrutiny Cmmtte | £ 1.833 | £ 2.000 | 9.11% |
| Home Office | Stronger Safer Communities | £ 277.586 | £ 277.586 | |
| Home Office | Young People Substance Misuse Partnership | £ 36.377 | £ 36.377 | |
| Dept for Transport | Detrunking | £ 559.610 | £ 573.600 | 2.50% |
| Dept for Transport | Road Safety Grant | £ 793.071 | £ 766.003 | -3.41% |
| Dept for Transport | Rural Bus Subsidy | £ 577.949 | £ 592.768 | 2.56% |
| DCSF | School Development Grant | £ 611.965 | £ 611.965 | |
| DCSF | Extended Schools Start-Up Grants | £ 697.278 | £ 286.750 | -58.88% |
| DCSF | Primary National Strategy - Central | £ 157.670 | £ 157.688 | 0.01% |
| DCSF | Secondary National Strategy - Central Co-ordination | £ 165.968 | £ 166.265 | 0.18% |
| DCSF | Secondary National Strategy - Behaviour and Attendance | £ 109.980 | £ 109.980 | |
| DCSF | School Improvement Partners | £ 160.250 | £ 160.250 | |
| DCSF | Education Health Partnerships | £ 86.018 | £ 58.737 | -31.72% |
| DCSF | School Travel Advisers | £ 39.692 | £ 39.692 | |
| DCSF | Choice Advisers | £ 16.715 | £ 16.715 | |
| DCSF | School Intervention Grant | £ 91.200 | £ 91.200 | |
| DCSF | 14 - 19 Flexible Funding Pot | £ 73.392 | £ 73.809 | 0.57% |
| DCSF | Sustainable Travel - General Duty | £ 22.540 | £ 22.540 | |
| DCSF | Extended Rights to Free Transport | £ 47.151 | £ 72.977 | 54.77% |
| DCSF | Connexions | £ 1,965.163 | £ 1,976.288 | 0.57% |
| DCSF | Children's Fund | £ 390.911 | £ 390.911 | |
| DCSF | Child Trust Fund | £ 1.009 | £ 1.282 | 27.06% |

Central Bedfordshire

Area Based Grant 2010-11 Comparison to 2009-10

| | | 2009-10 | 2010-11 | % Increase/Decrease |
|------|---|---------------------|---------------------|---------------------|
| DCSF | Positive Activities for Young People | £ 51.037 | £ 66.272 | 29.85% |
| DCSF | Teenage Pregnancy | £ 74.000 | £ 74.000 | |
| DCSF | Children's Social Care Workforce | £ 57.368 | £ 57.630 | 0.46% |
| DCSF | Care Matters White Paper | £ 149.619 | £ 169.815 | 13.50% |
| DCSF | Child Death Review Processes | £ 23.345 | £ 24.405 | 4.54% |
| DCSF | Young Peoples Substance Misuse | £ 26.388 | £ 26.388 | |
| DCSF | Designated Teacher Funding | £ 21.112 | £ 21.112 | |
| DCSF | Social Care Checks | £ 1.018 | £ - | -100.00% |
| DOH | Adult Social Care Workforce | £ 479.812 | £ 498.734 | 3.94% |
| DOH | Carers | £ 836.842 | £ 900.762 | 7.64% |
| DOH | Child & Adolescent Mental Health | £ 308.371 | £ 325.304 | 5.49% |
| DOH | Learning & Disability Development Fund | £ 136.947 | £ 137.562 | 0.45% |
| DOH | Local Involvement Networks | £ 88.411 | £ 88.898 | 0.55% |
| DOH | Mental Capacity Act & Independent Mental Capacity | £ 103.529 | £ 100.384 | -3.04% |
| DOH | Mental Health | £ 459.662 | £ 484.763 | 5.46% |
| DOH | Preserved Rights | £ 367.000 | £ 354.613 | -3.38% |
| CLG | Economic Assessment Duty | £ - | £ 65.000 | |
| CLG | Supporting People Administration | £ 121.299 | £ 103.971 | -14.29% |
| CLG | Supporting People | £ 2,669.000 | £ 2,882.625 | 8.00% |
| CLG | Climate Change | £ 22.500 | £ 22.500 | |
| | TOTAL | £ 12,881.210 | £ 12,890.758 | 0.07% |

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Totals of Bands

| Parishes | Band A | Band B | Band C | Band D | Band E | Band F | Band G | Band H | Total | Non Coll | Tax Base | Rounded |
|--------------------|--------|---------|---------|--------|--------|--------|--------|--------|---------|----------|----------|---------|
| Amphill | 102.67 | 292.76 | 645.02 | 559.42 | 565.28 | 452.45 | 173.75 | 17.50 | 2808.84 | 14.04 | 2794.80 | 2795 |
| Arlesey | 134.20 | 385.38 | 734.83 | 280.47 | 264.51 | 144.11 | 24.17 | 0.00 | 1967.68 | 9.84 | 1957.84 | 1958 |
| Aspley Guise | 18.40 | 37.79 | 242.36 | 88.25 | 123.89 | 210.02 | 265.70 | 55.93 | 1042.34 | 5.21 | 1037.13 | 1037 |
| Aspley Heath | 1.93 | 20.61 | 22.80 | 33.74 | 39.60 | 80.53 | 137.54 | 26.00 | 362.75 | 1.81 | 360.93 | 361 |
| Astwick | 0.00 | 0.00 | 0.00 | 1.50 | 1.22 | 5.06 | 6.25 | 0.00 | 14.03 | 0.07 | 13.96 | 14 |
| Battlesden | 0.00 | 0.00 | 0.00 | 3.65 | 5.50 | 2.89 | 5.00 | 2.00 | 19.04 | 0.10 | 18.94 | 19 |
| Biggleswade | 354.98 | 1566.54 | 1604.36 | 905.77 | 989.37 | 269.28 | 39.17 | 5.50 | 5734.97 | 28.67 | 5706.29 | 5706 |
| Blunham | 17.89 | 29.56 | 73.56 | 51.25 | 90.93 | 67.53 | 93.75 | 11.50 | 435.97 | 2.18 | 433.79 | 434 |
| Brogborough | 1.67 | 46.28 | 42.89 | 7.25 | 3.67 | 1.44 | 5.00 | 0.00 | 108.19 | 0.54 | 107.65 | 108 |
| Campton/Chicksands | 0.33 | 7.58 | 365.78 | 96.25 | 41.56 | 43.69 | 26.67 | 48.00 | 629.86 | 3.15 | 626.71 | 627 |
| Clifton | 85.00 | 74.38 | 261.61 | 190.90 | 254.22 | 162.50 | 105.00 | 5.50 | 1139.12 | 5.70 | 1133.42 | 1133 |
| Clophill | 18.00 | 19.37 | 156.00 | 109.90 | 167.14 | 164.67 | 108.75 | 2.00 | 745.82 | 3.73 | 742.09 | 742 |
| Cranfield | 59.93 | 139.58 | 416.82 | 334.34 | 363.61 | 180.19 | 57.75 | 2.00 | 1554.24 | 7.77 | 1546.46 | 1546 |
| Dunton | 1.00 | 28.58 | 67.33 | 21.25 | 63.86 | 34.67 | 40.83 | 0.00 | 257.53 | 1.29 | 256.24 | 256 |
| Edworth | 1.17 | 2.33 | 9.78 | 5.00 | 3.67 | 1.44 | 5.00 | 2.00 | 30.39 | 0.15 | 30.24 | 30 |
| Eversholt | 2.00 | 7.97 | 34.67 | 26.40 | 31.04 | 39.72 | 50.25 | 10.00 | 202.06 | 1.01 | 201.05 | 201 |
| Everton | 0.00 | 4.67 | 54.22 | 43.00 | 40.64 | 33.58 | 37.92 | 4.00 | 218.03 | 1.09 | 216.94 | 217 |
| Eyeworth | 0.00 | 0.00 | 7.56 | 6.00 | 2.44 | 16.25 | 13.33 | 0.00 | 45.58 | 0.23 | 45.36 | 45 |
| Flitton/Greenfield | 2.17 | 20.61 | 63.97 | 87.98 | 122.53 | 126.75 | 181.25 | 26.00 | 631.25 | 3.16 | 628.09 | 628 |
| Flitwick | 126.93 | 868.63 | 1482.71 | 772.32 | 944.52 | 471.97 | 87.17 | 0.00 | 4754.25 | 23.77 | 4730.48 | 4730 |
| Gravenhurst | 1.67 | 15.75 | 50.00 | 49.75 | 46.44 | 44.42 | 48.75 | 2.00 | 258.78 | 1.29 | 257.48 | 257 |
| Harlington | 19.50 | 25.28 | 247.24 | 273.07 | 177.46 | 97.82 | 65.83 | 0.00 | 906.21 | 4.53 | 901.68 | 902 |
| Haynes | 18.00 | 30.14 | 66.44 | 72.75 | 124.67 | 89.56 | 128.75 | 6.00 | 536.31 | 2.68 | 533.62 | 534 |
| Henlow | 47.83 | 179.28 | 422.38 | 314.37 | 261.73 | 182.00 | 79.58 | 2.00 | 1489.18 | 7.45 | 1481.74 | 1482 |
| Houghton Conquest | 9.00 | 74.67 | 158.22 | 108.75 | 91.36 | 78.36 | 45.42 | 4.00 | 569.78 | 2.85 | 566.93 | 567 |
| Hulcote & Salford | 2.67 | 7.49 | 10.11 | 13.65 | 10.39 | 19.06 | 24.06 | 5.00 | 92.42 | 0.46 | 91.96 | 92 |
| Husborne Crawley | 1.17 | 1.17 | 29.11 | 27.00 | 8.56 | 14.44 | 17.92 | 7.00 | 106.36 | 0.53 | 105.83 | 106 |
| Langford | 19.83 | 121.72 | 273.96 | 272.45 | 240.78 | 205.11 | 161.25 | 0.00 | 1295.10 | 6.48 | 1288.62 | 1289 |
| Lidlington | 8.33 | 113.09 | 147.33 | 52.50 | 87.69 | 46.92 | 26.67 | 2.00 | 484.54 | 2.42 | 482.12 | 482 |
| Marston Moretaine | 56.83 | 364.38 | 356.22 | 299.25 | 346.99 | 97.80 | 67.08 | 2.00 | 1590.56 | 7.95 | 1582.61 | 1583 |
| Maulden | 46.33 | 119.84 | 172.34 | 122.79 | 336.06 | 295.44 | 207.13 | 10.00 | 1309.93 | 6.55 | 1303.38 | 1303 |
| Meppershall | 9.17 | 37.53 | 122.89 | 140.50 | 135.67 | 197.17 | 75.00 | 4.00 | 721.92 | 3.61 | 718.31 | 718 |
| Millbrook | 0.67 | 1.36 | 8.22 | 16.50 | 9.66 | 4.33 | 15.00 | 6.00 | 61.74 | 0.31 | 61.43 | 61 |
| Milton Bryan | 0.50 | 3.11 | 9.33 | 10.25 | 10.57 | 2.89 | 34.17 | 9.50 | 80.32 | 0.40 | 79.92 | 80 |
| Mogerhanger | 6.83 | 32.47 | 58.00 | 49.67 | 40.40 | 53.08 | 13.75 | 4.00 | 258.21 | 1.29 | 256.92 | 257 |
| Northill | 14.00 | 45.69 | 178.00 | 152.00 | 248.42 | 170.81 | 162.92 | 25.80 | 997.63 | 4.99 | 992.65 | 993 |
| Old Warden | 7.83 | 2.92 | 21.33 | 17.75 | 25.97 | 19.86 | 29.58 | 5.00 | 130.25 | 0.65 | 129.60 | 130 |
| Potsgrove | 0.00 | 0.00 | 0.00 | 4.75 | 2.44 | 2.89 | 7.08 | 6.00 | 23.17 | 0.12 | 23.05 | 23 |
| Potton | 121.20 | 259.51 | 518.06 | 271.94 | 396.28 | 216.86 | 115.42 | 4.00 | 1903.26 | 9.52 | 1893.75 | 1894 |
| Pulloxhill | 2.83 | 8.27 | 88.35 | 49.61 | 74.84 | 113.03 | 97.50 | 4.00 | 438.44 | 2.19 | 436.24 | 436 |
| Ridgmont | 3.00 | 25.47 | 30.89 | 36.25 | 25.36 | 23.11 | 17.92 | 6.00 | 168.00 | 0.84 | 167.16 | 167 |
| Sandy | 215.57 | 1082.07 | 935.60 | 724.49 | 794.02 | 304.63 | 109.25 | 5.50 | 4171.13 | 20.86 | 4150.28 | 4150 |
| Shefford | 144.60 | 282.84 | 552.98 | 352.15 | 589.60 | 211.25 | 70.00 | 0.00 | 2203.42 | 11.02 | 2192.40 | 2192 |

Totals of Bands

| Parishes | Band A | Band B | Band C | Band D | Band E | Band F | Band G | Band H | Total | Non Coll | Tax Base | Rounded |
|----------------------------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|---------------|-----------------|---------------|-----------------|--------------|
| Shillington | 29.33 | 68.25 | 166.89 | 133.00 | 162.25 | 155.10 | 71.13 | 14.00 | 799.95 | 4.00 | 795.95 | 796 |
| Silsoe | 5.50 | 43.08 | 117.96 | 96.25 | 143.28 | 186.69 | 169.17 | 9.50 | 771.43 | 3.86 | 767.57 | 768 |
| Southill | 5.50 | 21.39 | 153.69 | 57.47 | 95.33 | 112.52 | 43.33 | 6.00 | 495.23 | 2.48 | 492.76 | 493 |
| Steppingley | 1.50 | 4.28 | 5.11 | 25.50 | 10.39 | 17.33 | 35.42 | 1.50 | 101.03 | 0.51 | 100.52 | 101 |
| Stondon | 106.88 | 101.89 | 208.50 | 102.46 | 95.03 | 193.19 | 95.42 | 5.00 | 908.37 | 4.54 | 903.83 | 904 |
| Stoffold | 91.60 | 370.07 | 761.05 | 1080.82 | 723.27 | 285.75 | 278.17 | 0.00 | 3590.74 | 17.95 | 3572.79 | 3573 |
| Sutton | 0.67 | 9.72 | 28.89 | 7.75 | 18.94 | 26.72 | 37.08 | 2.00 | 131.78 | 0.66 | 131.12 | 131 |
| Tempsford | 1.50 | 19.37 | 50.89 | 44.00 | 38.63 | 33.22 | 43.17 | 4.00 | 234.78 | 1.17 | 233.60 | 234 |
| Tingrith | 0.67 | 1.17 | 7.11 | 11.50 | 4.28 | 10.47 | 36.08 | 4.00 | 75.28 | 0.38 | 74.90 | 75 |
| Westoning | 8.77 | 52.50 | 180.67 | 162.75 | 99.00 | 144.81 | 207.50 | 21.30 | 877.29 | 4.39 | 872.90 | 873 |
| Woburn | 4.83 | 33.62 | 116.13 | 90.42 | 51.64 | 59.66 | 71.25 | 9.00 | 436.55 | 2.18 | 434.37 | 434 |
| Wrestlingworth & Cockayne Hatley | 2.17 | 4.08 | 69.33 | 42.50 | 101.75 | 57.06 | 68.33 | 1.50 | 346.72 | 1.73 | 344.99 | 345 |
| | | | | | | | | | | | | |
| Barton Le Clay | 27.49 | 58.22 | 552.27 | 533.30 | 343.20 | 306.19 | 193.58 | 8.00 | 2022.25 | 10.11 | 2012.14 | 2012 |
| Billington | 26.81 | 0.00 | 23.33 | 24.00 | 20.97 | 16.47 | 61.67 | 6.00 | 179.24 | 0.90 | 178.35 | 178 |
| Caddington | 91.81 | 34.40 | 428.40 | 365.29 | 306.78 | 230.03 | 85.83 | 4.00 | 1546.55 | 7.73 | 1538.82 | 1539 |
| Chalgrave | 5.45 | 8.36 | 42.67 | 36.25 | 26.25 | 33.94 | 59.58 | 3.50 | 216.01 | 1.08 | 214.93 | 215 |
| Chalton | 0.00 | 4.15 | 32.85 | 70.25 | 65.97 | 26.36 | 32.08 | 0.00 | 231.67 | 1.16 | 230.51 | 231 |
| Dunstable | 1125.81 | 1807.54 | 3725.33 | 3838.75 | 1362.24 | 614.75 | 266.67 | 4.00 | 12745.09 | 63.73 | 12681.36 | 12681 |
| Eaton Bray | 18.00 | 53.98 | 227.96 | 149.68 | 182.42 | 309.47 | 239.58 | 6.00 | 1187.09 | 5.94 | 1181.15 | 1181 |
| Eggington | 1.00 | 2.72 | 7.74 | 25.50 | 24.44 | 21.67 | 37.92 | 5.50 | 126.49 | 0.63 | 125.86 | 126 |
| Heath & Reach | 8.33 | 43.48 | 139.69 | 117.50 | 94.42 | 133.87 | 68.75 | 18.00 | 624.03 | 3.12 | 620.91 | 621 |
| Hockliffe | 11.74 | 41.03 | 138.98 | 54.89 | 40.20 | 16.61 | 19.17 | 8.00 | 330.62 | 1.65 | 328.96 | 329 |
| Houghton Regis | 444.01 | 2666.07 | 1143.04 | 561.10 | 257.89 | 65.72 | 27.33 | 5.00 | 5170.17 | 25.85 | 5144.32 | 5144 |
| Hyde | 0.33 | 0.58 | 44.00 | 38.90 | 30.74 | 19.86 | 20.42 | 7.30 | 162.13 | 0.81 | 161.32 | 161 |
| Kensworth | 21.50 | 10.03 | 155.56 | 87.00 | 148.75 | 90.13 | 101.50 | 26.00 | 640.48 | 3.20 | 637.27 | 637 |
| Leighton-Linslade | 698.41 | 2485.57 | 4254.19 | 2578.63 | 2374.23 | 964.14 | 417.92 | 25.00 | 13798.09 | 68.99 | 13729.10 | 13729 |
| Slip End | 139.17 | 11.28 | 117.56 | 229.21 | 150.94 | 88.47 | 15.83 | 0.00 | 752.46 | 3.76 | 748.70 | 749 |
| Stanbridge | 3.06 | 11.20 | 12.44 | 45.00 | 107.25 | 91.22 | 86.67 | 2.00 | 358.83 | 1.79 | 357.04 | 357 |
| Streatley | 1.17 | 47.97 | 239.56 | 145.25 | 124.67 | 89.92 | 68.33 | 10.00 | 726.86 | 3.63 | 723.23 | 723 |
| Studham | 4.72 | 4.47 | 21.86 | 54.14 | 44.61 | 159.25 | 321.50 | 8.00 | 618.55 | 3.09 | 615.46 | 615 |
| Sundon | 10.53 | 25.08 | 75.33 | 16.25 | 21.08 | 27.08 | 13.33 | 2.00 | 190.70 | 0.95 | 189.75 | 190 |
| Tilsworth | 2.83 | 11.86 | 35.08 | 24.25 | 18.33 | 24.77 | 36.25 | 4.00 | 157.38 | 0.79 | 156.59 | 157 |
| Toddington | 42.20 | 121.49 | 479.47 | 314.07 | 386.10 | 278.36 | 227.13 | 10.00 | 1858.84 | 9.29 | 1849.54 | 1850 |
| Totternhoe | 47.60 | 22.56 | 117.11 | 61.00 | 109.69 | 110.86 | 68.75 | 2.00 | 539.57 | 2.70 | 536.87 | 537 |
| Whipsnade | 55.60 | 1.36 | 2.36 | 10.50 | 7.94 | 24.19 | 101.92 | 29.00 | 232.87 | 1.16 | 231.71 | 232 |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| Totals | 4732.14 | 14589.51 | 24626.27 | 18291.98 | 15997.46 | 10025.47 | 6812.03 | 608.83 | 95683.69 | 478.42 | 95205.27 | 95206 |

Former Mid Beds District Council Area

| | 2009/2010 band D equivalents | 2010/2011 band D equivalents | % difference |
|--------------------|------------------------------------|------------------------------------|--------------|
| Ampthill | 2,793 | 2,795 | 0.07% |
| Arlsey | 1,961 | 1,958 | -0.15% |
| Aspley Guise | 1,033 | 1,037 | 0.39% |
| Aspley Heath | 364 | 361 | -0.82% |
| Astwick | 14 | 14 | 0.00% |
| Battlesden | 20 | 19 | -5.00% |
| Biggleswade | 5,652 | 5,706 | 0.96% |
| Blunham | 428 | 434 | 1.40% |
| Brogborough | 107 | 108 | 0.93% |
| Campton/Chicksands | 549 | 627 | 14.21% |
| Clifton | 1,148 | 1,133 | -1.31% |
| Clophill | 741 | 742 | 0.13% |
| Cranfield | 1,537 | 1,546 | 0.59% |
| Dunton | 254 | 256 | 0.79% |
| Edworth | 30 | 30 | 0.00% |
| Eversholt | 207 | 201 | -2.90% |
| Everton | 215 | 217 | 0.93% |
| Eyeworth | 45 | 45 | 0.00% |
| Flitton/Greenfield | 617 | 628 | 1.78% |
| Flitwick | 4,705 | 4,730 | 0.53% |
| Gravenhurst | 256 | 257 | 0.39% |
| Harlington | 891 | 902 | 1.23% |
| Haynes | 532 | 534 | 0.38% |
| Henlow | 1,470 | 1,482 | 0.82% |
| Houghton Conquest | 555 | 567 | 2.16% |
| Hulcote & Salford | 92 | 92 | 0.00% |
| Husbourne Crawley | 108 | 106 | -1.85% |
| Langford | 1,241 | 1,289 | 3.87% |
| Lidlington | 481 | 482 | 0.21% |
| Marston Moretaine | 1,573 | 1,583 | 0.64% |
| Maulden | 1,287 | 1,303 | 1.24% |
| Meppershall | 721 | 718 | -0.42% |
| Millbrook | 61 | 61 | 0.00% |
| Milton Bryan | 80 | 80 | 0.00% |
| Mogerhanger | 256 | 257 | 0.39% |
| Northill | 993 | 993 | 0.00% |
| Old Warden | 124 | 130 | 4.84% |
| Potsgrove | 24 | 23 | -4.17% |
| Potton | 1,882 | 1,894 | 0.64% |
| Pulloxhill | 407 | 436 | 7.13% |
| Ridgmont | 164 | 167 | 1.83% |
| Sandy | 4,138 | 4,150 | 0.29% |
| Shefford | 2,191 | 2,192 | 0.05% |
| Shillington | 785 | 796 | 1.40% |
| Silsoe | 743 | 768 | 3.36% |
| Southill | 493 | 493 | 0.00% |
| Steppingley | 101 | 101 | 0.00% |

| | | | | |
|---------|--|-----|-----|------------------------|
| Stondon | | 891 | 904 | Appendix E(i) 1.46% |
|---------|--|-----|-----|------------------------|

Former Mid Beds District Council Area

| | 2009/2010 band D equivalents | 2010/2011 band D equivalents | % difference |
|-------------------------------------|------------------------------------|------------------------------------|--------------|
| Stotfold | 3,416 | 3,573 | 4.60% |
| Sutton | 134 | 131 | -2.24% |
| Tempsford | 231 | 234 | 1.30% |
| Tingrith | 76 | 75 | -1.32% |
| Westoning | 871 | 873 | 0.23% |
| Woburn | 424 | 434 | 2.36% |
| Wrestlingworth & Cockayne Hatley | 338 | 345 | 2.07% |
| Totals: | 50,450 | 51,012 | 1.11% |

Former South Beds District Council Area

| | 2009/2010 band D equivalents | 2010/2011 band D equivalents | % difference |
|-------------------|------------------------------------|------------------------------------|--------------|
| Barton Le Clay | 1,999 | 2,012 | 0.64% |
| Billington | 171.9 | 178 | 3.55% |
| Caddington | 1528.8 | 1539 | 0.67% |
| Chalgrave | 217.7 | 215 | -1.24% |
| Chalton | 228.9 | 231 | 0.92% |
| Dunstable | 12541.2 | 12681 | 1.11% |
| Eaton Bray | 1187.2 | 1181 | -0.52% |
| Eggington | 125.6 | 126 | 0.32% |
| Heath & Reach | 619.1 | 621 | 0.31% |
| Hockliffe | 313.1 | 329 | 5.08% |
| Houghton Regis | 5049 | 5144 | 1.88% |
| Hyde | 162.3 | 161 | -0.80% |
| Kensworth | 632.6 | 637 | 0.70% |
| Leighton-Linslade | 13422.5 | 13729 | 2.28% |
| Slip End | 742.7 | 749 | 0.85% |
| Stanbridge | 353.1 | 357 | 1.10% |
| Streatley | 716.9 | 723 | 0.85% |
| Studham | 623.4 | 615 | -1.35% |
| Sundon | 185.5 | 190 | 2.43% |
| Tilsworth | 157.1 | 157 | -0.06% |
| Toddington | 1844.7 | 1850 | 0.29% |
| Totternhoe | 536.2 | 537 | 0.15% |
| Whipsnade | 231 | 232 | 0.43% |
| Totals: | 43,590 | 44,194 | 1.39% |

| | | | |
|------------------------|---------------|---------------|---------------|
| Combined Totals | 94,040 | 95,206 | 1.240% |
|------------------------|---------------|---------------|---------------|

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Council Tax Yield

2.50%

| | 2009/10 Yield £m | 2010/11 Growth % | 2010/11 Yield £m | 2011/12 Growth % | 2011/12 Yield £m | 2012/13 Growth % | 2012/13 Yield £m |
|----------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| <u>Taxbase</u> | | | | | | | |
| Taxbase - MBDC | 50,450 | 1.114% | 51,012 | 0.500% | 51,267 | 0.500% | 51,523 |
| Taxbase - SBDC | 43,590 | 1.386% | 44,194 | 0.800% | 44,548 | 0.800% | 44,904 |
| Central Beds Taxbase | 94,040 | 1.240% | 95,206 | 0.639% | 95,815 | 0.639% | 96,427 |
| <u>Band D Council Tax</u> | | | | | | | |
| MBDC Council Tax Band D | £1,264.09 | 3.500% | £1,308.33 | 3.000% | £1,347.58 | 1.000% | £1,361.06 |
| SBDC Council Tax Band D | £1,313.45 | 2.337% | £1,344.15 | 0.256% | £1,347.58 | 1.000% | £1,361.06 |
| Weighted Average | £1,286.97 | 2.952% | £1,324.96 | 1.708% | £1,347.58 | 1.000% | £1,361.06 |
| <u>Collection Rate</u> | | | | | | | |
| MBDC Council Tax Band D | 100.0% | | 100.0% | | 100.0% | | 100.0% |
| SBDC Council Tax Band D | 100.0% | | 100.0% | | 100.0% | | 100.0% |

Council Tax Yield

| | 2013/14 | | 2014/15 | |
|----------------------------------|---------------|------------------|---------------|------------------|
| | Growth % | Yield £m | Growth % | Yield £m |
| <u>Taxbase</u> | | | | |
| Taxbase - MBDC | 0.500% | 51,781 | 0.500% | 52,040 |
| Taxbase - SBDC | 0.800% | 45,263 | 0.800% | 45,625 |
| Central Beds Taxbase | 0.640% | 97,044 | 0.640% | 97,665 |
| <u>Band D Council Tax</u> | | | | |
| MBDC Council Tax Band D | 1.000% | £1,374.67 | 1.000% | £1,388.42 |
| SBDC Council Tax Band D | 1.000% | £1,374.67 | 1.000% | £1,388.41 |
| Weighted Average | 1.000% | £1,374.67 | 1.000% | £1,388.41 |
| <u>Collection Rate</u> | | | | |
| MBDC Council Tax Band D | | 100.0% | | 100.0% |
| SBDC Council Tax Band D | | 100.0% | | 100.0% |

Indicative Council Tax Resource Levels

| Percentage Increase | 2009/10 | | 2010/11 | | 2011/12 | | 2012/13 | |
|---------------------|-----------|---------------------|-----------|---------------------|-----------|---------------------|-----------|---------------------|
| | C. Tax | Yield (£) | C. Tax | Yield (£) | C. Tax | Yield (£) | C. Tax | Yield (£) |
| MBDC rate | £1,264.09 | £63,773,341 | £1,308.33 | £66,740,691 | £1,347.58 | £69,086,626 | £1,361.06 | £70,126,380 |
| SBDC rate | £1,313.45 | £57,253,286 | £1,344.15 | £59,403,159 | £1,347.58 | £60,031,390 | £1,361.06 | £61,116,758 |
| Average rate | £1,286.97 | £121,026,626 | £1,324.96 | £126,143,849 | £1,347.58 | £129,118,016 | £1,361.06 | £131,243,137 |
| | | | | 4.23% | | 2.36% | | 1.65% |

Indicative Council Tax Resource Levels

| Percentage Increase | 2013/14 | | 2014/15 | |
|---------------------|-----------|---------------------|-----------|---------------------|
| | C.Tax | Yield (£) | C.Tax | Yield (£) |
| MBDC rate | £1,374.67 | £71,181,782 | £1,388.42 | £72,253,067 |
| SBDC rate | £1,374.67 | £62,221,749 | £1,388.41 | £63,346,718 |
| Average rate | £1,374.67 | £133,403,530 | £1,388.41 | £135,599,785 |
| | | 1.65% | | 1.65% |

Base Budget Pressures

| Detail of pressure | Category Note 1 | Priority Note 2 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| BUSINESS TRANSFORMATION | | | | | | | | |
| <u>Customer Services</u> | | | | | | | | |
| Customer Services: Budget recharges error in 09/10 in Registrars | S | 1 | Correction to base budget. | 0.185 | | | | |
| Sub-total | | | | 0.185 | 0.000 | 0.000 | 0.000 | 0.000 |
| CHILDREN'S FAMILIES & LEARNING | | | | | | | | |
| <u>Leisure & Culture</u> | | | | | | | | |
| Outdoor Education, Duke of Edinburgh and Kempston | | | | 0.136 | | | | |
| Joint use facilities Sandy & Houghton Regis | | | | 0.018 | | | | |
| PE and Sport Grant | | | | 0.082 | | | | |
| Leighton Buzzard Theatre | | | | 0.119 | | | | |
| Sub-total | | | | 0.355 | 0.000 | 0.000 | 0.000 | 0.000 |
| CORPORATE RESOURCES | | | | | | | | |
| <u>Property</u> | | | | | | | | |
| Properties: Ampthill Courthouse, no budget awarded despite loss of income from MBDC | D | 1= | Ongoing costs unavoidable unless building vacated | 0.018 | | | | |
| Properties: Dunstable Courthouse, no budget awarded (legacy of BCC shortfall never resolved) | D | 1= | Ongoing costs unavoidable unless building vacated | 0.035 | | | | |

Base Budget Pressures

| Detail of pressure | Category | Priority | Impact | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
|---|----------|----------|--|--------------|--------------|--------------|--------------|--------------|
| | Note 1 | Note 2 | Note 3 | £m | £m | £m | £m | £m |
| Properties: Bedford Square, common costs re CBC occupiers (estimate only as development is new) | D | 1= | Ongoing costs unavoidable unless building vacated. | 0.050 | | | | |
| Sub-total | | | | 0.103 | 0.000 | 0.000 | 0.000 | 0.000 |
| SOCIAL CARE HEALTH & HOUSING | | | | | | | | |
| <u>Adult Social Care</u> | | | | | | | | |
| Adult Mental Health Purchasing Budget - 08/09 budget was £210k only 20k allocated for 09/10. Current forecast variance circa £340k | S | 1 | | 0.340 | | | | |
| Older People and Physical Disabilities - non achievement in 09/10 of 200k efficiency target set for day care & continuing health care | S | 1 | | 0.317 | | | | |
| Extracare Housing - £310k undercosting in staffing establishment | S | 1 | | 0.310 | | | | |
| Asst Director Cost Centre - £170k undercosting in staffing establishment | S | 1 | | 0.170 | | | | |
| LuDon Worksop and Workstep Sheltered Employment Schemes - £109k omission of payroll costs associated with scheme participants | D | 1 | | 0.109 | | | | |

Base Budget Pressures

| Detail of pressure | Category | Priority | Impact | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
|--|----------|----------|--------|---------|---------|---------|---------|---------|
| | Note 1 | Note 2 | Note 3 | £m | £m | £m | £m | £m |
| Income target - non-achievement of a balancing income target of £556k in Assts Directors Cost Centre introduced to balance the overall budget to the Council's cash limit | S | 1 | | 0.556 | | | | |
| Occupational Therapy - unachievable income target re PCT Funding | S | 1 | | 0.087 | | | | |
| Omission of Social Worker 3% recruitment and retention bonuses | S | 1 | | | | | | |
| Incorrect pay grades LD nurses | S | 1 | | | | | | |
| Unachievable Meals income targets in LD day centres | S | 1 | | 0.100 | | | | |
| Demand Pressures | | | | | | | | |
| LD Assessment & Commissioning - £1.4m | S | 1 | | 1.200 | | | | |
| OP/PD Assessment & Commissioning - Take off 1.2m growth and 194k carers grant | S | 1 | | 2.800 | | | | |
| | | | | -1.394 | | | | |

Base Budget Pressures

| Detail of pressure | Category | Priority | Impact | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
|--|----------|----------|------------------------------------|--------------|--------------|--------------|--------------|--------------|
| | Note 1 | Note 2 | Note 3 | £m | £m | £m | £m | £m |
| <u>Commissioning</u> BUPA block contract - client contribution not being fully achieved. In addition to paying for voids under the contract, beds to equivalent number are being spot purchased from other providers. This is not being quantified but would be considerably more than this figure. | S | 1 | | 0.387 | | | | |
| <u>Business Performance</u> Unachievable efficiency target | D | | | 0.070 | | | | |
| Unfunded area office staff | D | | | 0.050 | | | | |
| Underfunded Business Support SLA | D | | | 0.020 | | | | |
| Sub-total | | | | 5.122 | 0.000 | 0.000 | 0.000 | 0.000 |
| SUSTAINABLE COMMUNITIES wef 1/10/09 Government change to planning application fees | S | 1 | Loss of income to service mid year | 0.035 | | | | |
| Sub-total | | | | 0.035 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total | | | | 5.800 | 0.000 | 0.000 | 0.000 | 0.000 |

Note 1 - Category: S - Statutory Service D - Discretionary Service

Note 2 - Each budget pressure must be ranked the first being the one most difficult to avoid

Note 3 - Departments should consider the service delivery, political and reputational damage implications to the Council.

Unavoidable Pressures

| Detail of pressure | Category Note 1 | Priority Note 2 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|--|---------------|---------------|---------------|---------------|---------------|
| BUSINESS TRANSFORMATION | | | | | | | | |
| Comms & PP&P: Staff costs - arising from Budgeted grade for posts not aligning with the actual grade, and not fully costed car allowances (Comms £33k, PP&P £56k) | D | 1 | Base budget overspend | 0.089 | | | | |
| CS,R&B: Increased enquiries and caseload due to economic climate (Cust Accounts £355k, Customer Services £20k). 20% growth in benefits caseload in 09/10 | S | 1 | If not resourced the service will remain in the bottom quartile of performance for the processing of benefit claims. NI180 from 22 days to 35 days. 10 people to replace the 14 contractors. | 0.375 | | | | |
| CS,R&B: Harmonisation of pay (Cust Accounts £150k, Cust services £150k, Revenues £50k) | D | 1 | Part of creating Central Bedfordshire that has to be completed. | 0.350 | | | | |
| PP&P: Freedom of Information / Data Protection compliance officer post and Cllrs Data Protection Act registration (<u>Corporate</u> pressure) | S | 2 | CBC failure to comply with statutory requests and failure to comply with Data Protection Act. Possible CBC reputational damage. | 0.022 | | | | |

Unavoidable Pressures

| Detail of pressure | Category Note 1 | Priority Note 2 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| R&B: Child Benefit changes October 09 causing a 10% increase in case load | S | 2 | If not resourced the service will remain in the bottom quartile of performance for the processing of benefit claims. NI180 from 22 days to 35 days. | 0.040 | | | | |
| R&B: Demographic and growth effect. (Cust Accounts £9k, Revenues £4k in 2010/11) | S | 3 | If not resourced the service will remain in the bottom quartile of performance for the processing of benefit claims. NI180 from 22 days to 35 days. | 0.013 | 0.018 | 0.031 | 0.025 | 0.031 |
| CS: Increased demand on Registration Service:- Nationality Checking requirement, Population increase, Weekend weddings | D | 3 | Whilst these service generate income, there will be additional registration resource required. | 0.041 | 0.015 | 0.015 | 0.015 | 0.015 |
| Sub total Business Transformation | | | | 0.930 | 0.033 | 0.046 | 0.040 | 0.046 |
| CHILDREN FAMILIES & LEARNING | | | | | | | | |

Unavoidable Pressures

| Detail of pressure | Category Note 1 | Priority Note 2 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| <p>Policy, Planning & Commissioning - Schools and SEN transport - historic BCC written policy adopted by CBC is affecting costs and clearer needs analysis has increased projected demand. Transport policy review initiated by CFL and wider transport review initiated by Sustainability Communities directorate, findings and timing of actions may reduce pressures.</p> | S | 1 | Reducing service is not viable in the short term. Need to await outcome of Transport policy review initiated by CFL and wider transport review initiated by Sustainability Communities directorate. Any change to transportation could have an effect on the reputation of the council so soon after creation of CBC. | 0.761 | | | | |
| <p>Integrated Services - Under one Roof initiative - Pilot refurbishment of Dukeminster House - Grant £180k costs £210k (dependant on timing of lease payments). Lease Costs</p> | D | 3 | The under one Roof initiative is the innovative pilot which will help inform the learning and roll-out for local delivery of services across Central Bedfordshire. This is a priority contained in the children and young peoples plan, arranged of staff including voluntary sectors colleagues are due to move into the building in January 2010. | 0.030 | | | | |
| <p>Leisure & Culture - School Organisation - Uncertainty over accuracy of current salary budget.</p> | S | 2 | | 0.020 | | | | |

Unavoidable Pressures

| Detail of pressure | Category Note 1 | Priority Note 2 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| Leisure & Culture - Countryside and Archives | | | Due to an assumed disaggregation split that should have been 70:30 | 0.200 | | | | |
| Leisure & Culture - Countryside and Archives | | | Relates to costs transferring from Highways but budgets not transferred with these. | 0.170 | | | | |
| Leisure & Culture - Countryside and Archives | | | Expenditure on former SBDC £117k and MBDC £50k land/property grounds maintenance and site management, projects and staffing | 0.167 | | | | |
| Leisure & Culture - Leisure Centres | | | Pressure due to budget build issues for Sandy and Houghton Regis | 0.020 | | | | |
| Leisure & Culture - Arts Development | | | Pressure due to budget build issues | 0.028 | | | | |
| Leisure & Culture - Library Hub | | | | 0.287 | | | | |
| Connexions | | | Following notification from BBC to disaggregate the shared service early, pressure will now be incurred to maintain the service for CBC following the disaggregation and TUPE | 0.100 | | | | |

Unavoidable Pressures

| Detail of pressure | Category Note 1 | Priority Note 2 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|--|---------------|---------------|---------------|---------------|---------------|
| Specialist Services - Increased cost of placements for Looked After Children in line with financial risk identified by CFL Director in October 2008. | S | 1 | Continued overspend against a demand led statutory function. | 0.500 | | | | |
| Specialist Services - Structural underfunding of the disabled children's residential service. | S | 1 | Failure to comply with regulatory requirements and high profile service delivery compromised. | 0.300 | | | | |
| Specialist Services - Increased number of Social workers to meet increased case load demand. Children in need increased by 160 net since 31st March 2009. | S | 1 | Allocation of child protection and looked after children. Serious regulatory risk and safeguarding service compromised. | 0.200 | | | | |
| Specialist Services - 5% vacancy factor established in budgets for Safeguarding Social workers and regulated services. | S | 1 | Where vacancies occur cover must be provided to comply with registration standards for regulated services, or to maintain safe caseloads in safeguarding teams. Agency staff sometimes required for cover. | 0.020 | | | | |

Unavoidable Pressures

| Detail of pressure | Category Note 1 | Priority Note 2 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|--|---------------|---------------|---------------|---------------|---------------|
| Specialist Services - Recruitment and retention of social workers allowances not in budget | S | 1 | Current recruitment and retention scheme not factored in to establishment budgets. Very difficult recruitment environment in Children's Social Work, scheme needs reviewing but loss would be very likely to lead to increased demand for agency staff to cover essential posts. | 0.074 | | | | |
| Specialist Services - If Social workers leave (through above) then 30% cost to replace with agency staff. | S | 1 | Agency costs increase pressure on staffing budgets | 0.147 | | | | |
| Specialist Services - LSCB chair - Maggie Blyth payments managed through Carlisle recruitment cost not in budget | S | 1 | Independent Chair required for LSCB agreed by Shadow Executive 17/03/09. Not currently funded in base budget. | 0.015 | | | | |
| Specialist Services - Asylum support grant being capped for next year | S | 1 | Home Office have indicated that they will cap support to fund costs of accommodating UASCs next year. LGA negotiating. Details not yet available so difficult to model precise impact. | unknown | | | | |
| Sub total Children Families & Learning | | | | 3.039 | 0.000 | 0.000 | 0.000 | 0.000 |
| CORPORATE RESOURCES | | | | | | | | |

Unavoidable Pressures

| Detail of pressure | Category Note 1 | Priority Note 2 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| L&D: Elections - CBC (assumes rolling fund) | S | 1 | Statutory requirement . Currently we have £47k p.a. in the budget to build a fund for elections every 4 yrs. We estimate we need £290k for each election (£73k p.a.) | 0.026 | | | | |
| L&D: Elections - CBC (being held after only 2 yrs) - require £146k additional by 2011/12, then normal budget requirement only from 2012/13 | S | 1 | As the next elections will be in 2011 we will not have had the usual 4 years contributions to build a sufficient fund. There will be a shortfall for <u>the 2011 election only</u> . | 0.073 | 0.000 | -0.073 | | |
| Prop: Difference between staff actual costs and budgets awarded | D | 1 | Cuts in fte would lead to service level reductions | 0.110 | | | | |
| Sub total Corporate Resources | | | | 0.209 | 0.000 | -0.073 | 0.000 | 0.000 |
| SOCIAL CARE HEALTH & HOUSING | | | | | | | | |
| Commissioning - BUPA Contract currently negotiating with a view to extending the contract. Aims to reduce voids but contract price likely to increase. | S | 1 | The alternative would be to take back this service and staff in-house and buy in additional management capacity would would cost considerably more than likely outcome of an agreement with BUPA. | 0.400 | 0.000 | 0.000 | 0.000 | 0.000 |

Unavoidable Pressures

| Detail of pressure | Category Note 1 | Priority Note 2 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|--|---------------|---------------|---------------|---------------|---------------|
| Adult Social Care - Full Year costs of Learning Disabilities transitions new starts & full year effect of previous years | S | 1 | Services which meet the needs of young adults with eligible care needs | 0.800 | 0.800 | 0.800 | 0.800 | 0.800 |
| Housing General Fund - Job evaluation | S | 1 | The HR process is resulting in higher grades, predominantly for former South Bedfordshire District Council staff. | 0.085 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub total Social Care Health & Housing | | | | 1.285 | 0.800 | 0.800 | 0.800 | 0.800 |
| SUSTAINABLE COMMUNITIES | | | | | | | | |
| 1. Transitional Funds | D/S | 1 | Affects service delivery across directorate. This was an amount of transitional funding that was to be applied in 2009/10 to recognise additional cost pressures until harmonisation of services progressed. | 0.500 | | | | |
| 2. Unbudgeted Employee Allowances, overtime and car allowances | S | 1 | Based on current year spend to August 31st. These were omitted from the base budget build for 2009/10 and are a contractual entitlement. | 0.290 | | | | |

Unavoidable Pressures

| Detail of pressure | Category Note 1 | Priority Note 2 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| 3. Reduced Planning Application Fee Income due to Government change introduced 1/10/09 | S | 1 | Loss of income to support the delivery of this statutory service | 0.180 | | | | |
| 4. Increased salary costs likely as a result of job evaluations which will come into effect through pay harmonisation process | S | 1 | This pressure relates to the cost of harmonising pay rates from the legacy Councils. The extent of this will not be known until job evaluation is completed. This is an estimated figure. | 0.250 | | | | |
| 5. Revenue funding to enable employment related capital schemes to be delivered. | D | 1 | Revenue required at feasibility stage to enable capital schemes to develop. GAF funding accounts for some £10m capital investment to 2012. The leverage of private investment by getting the feasibility studies completed to accelerate and maximise the public value in our key employment sites is difficult to estimate but a figure based on the EEDA would value each job created at £20,000. The job investment programme in total accounts for some 8,300 possible jobs, so that would equate to some £166m over the 3 year life of the programme. So say £160m minimum over 3 years. | 0.250 | | | | |

Unavoidable Pressures

| Detail of pressure | Category Note 1 | Priority Note 2 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|--|---------------|---------------|---------------|---------------|---------------|
| 6 Govt. review of Schedule 2 - controlled waste regs. | S | 1 | This may increase the range of waste materials that the council must collect free of charge. Autumn/ winter 2009 - publication of consultation on options to amend the legislation. This is expected to be for the standard 12 week period. February 2010 - anticipated response to consultation. Expect changes to legislation to be introduced 1st Oct 2010. Government workshop November 09, after which we will update financial implications. | ? | | | | |
| 7. Landfill Tax uplift | S | 1 | Central Government imposed tax on municipal waste, which is sent to landfill. The tax is increased by £8 per ton pa up to 2013/14. | 0.500 | 0.500 | 0.500 | 0.500 | |
| 8. BEaR (Bedfordshire Energy and Recycling) Project - additional net cost | S/D | 1 | Project to procure a substantial waste management solution which avoids payment of Landfill Allowance Trading Scheme (LATS) penalties. Increase in costs a result of Bedford Borough Council withdrawal from Project. | 0.140 | | -0.066 | -0.358 | |

Unavoidable Pressures

| Detail of pressure | Category Note 1 | Priority Note 2 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|--|---------------|---------------|---------------|---------------|---------------|
| 9. Passenger transport services subsidy to public bus operators | D | 1 | Fully considered by Executive September and October 2009. Relates to full year cost of decision to support a range of public bus services. Major review of all passenger transport services underway. | 0.140 | | | | |
| 10. What HPDG will be budgeted for 2010/11? What will be received? 2009/10 announcement in Nov/Dev 2009 which will enable a recalculation for 2010/11. Assumes removing from base budget over 3 years. | S | 1 | The funding is used to support the delivery of core planning services. | 0.250 | 0.250 | 0.250 | | |
| 11. Possible, as yet unknown, costs of completing Sundon Landfill Restoration | S/D | 2 | We are seeking to capitalise the bulk of the restoration costs, but there may be a revenue cost. A report is currently being produced to quantify both revenue and capital costs. £60k pressure if can't capitalise. | 0.060 | | | | |
| Sub total Sustainable Communities | | | | 2.560 | 0.750 | 0.684 | 0.142 | 0.000 |
| TOTAL | | | | 8.023 | 1.583 | 1.457 | 0.982 | 0.846 |

Unavoidable Pressures

| Detail of pressure | Category | Priority | Impact | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
|--------------------|----------|----------|--------|---------|---------|---------|---------|---------|
| | Note 1 | Note 2 | Note 3 | £m | £m | £m | £m | £m |

Note 1 - Category: S - Statutory Service D - Discretionary Service

Note 2 - Each budget pressure must be ranked the first being the one most difficult to avoid

Note 3 - Departments should consider the service delivery, political and reputational damage implications to the Council.

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| BUSINESS TRANSFORMATION | | | | | | | | | |
| Communications: Revised approach to council tax leaflet production | S | 1 | E | Lowers costs achieved either through partnership or through scaled down design and print model. | 0.010 | | | | |
| Communications: Revised approach to media subscription services. | D | 1 | E | Press office to use alternative means of sourcing some publications on a needs based approach. | 0.005 | | | | |
| Communications: Review of corporate subscriptions. (Corporate savings) | D | 1 | E | Savings predicated on assumed efficiency of 1% of corporate subscription budget through economies of sale and efficient procurement. | 0.020 | | | | |

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| Communications: Revised approach to procurement of design and print across the authority - streamlined to approved list of suppliers. (Corporate savings) | S/D | 1 | E | Savings predicated on assumed efficiency of 1% of corporate budgets through economies of scale and efficient procurement. | 0.020 | | | | |
| Customer Services: Reduction in overhead expenditure, mainly in Registration Services. | S | 1 | S | Reduced Furniture & Equipment budget may impact on functionality of registration rooms. | 0.013 | | | | |
| Customer Services: Transfer of Registrations appointment process to Customer Services and self service via the web. | S | 1 | E | Increase capacity to register appointments and allow multiple enquiries to be resolved in a single contact. | 0.015 | | | | |
| Customer Services: Migration of Biggleswade Customer Services Centre into shared location. | D | 1 | E | Savings in premises related costs | 0.000 | 0.023 | | | |
| Customer Services: Streamlining of Service - reduction of staff numbers | D | 1 | S | Improved working practices required to maintain customer service levels | 0.000 | | | | |

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| Policy, Partnerships & Performance: Reduce discretionary spend | D | 1 | E | Reduction in training, support/licenses and printing budgets. | 0.007 | | | | |
| Policy, Partnerships & Performance: Policy - Other | D | 1 | S | More targeted spending | 0.010 | | | | |
| Policy, Partnerships & Performance: Partnerships - Other | D | 1 | S | Reduced market research activity | 0.010 | | | | |
| Policy, Partnerships & Performance: Freeze post of Policy Advisor | D | 2 | E | More targeted activity | 0.052 | | | | |
| Policy, Partnerships & Performance: Freeze post of Community Intelligence Officer | D | 2 | S | More targeted activity | 0.040 | | | | |
| Revenues & Benefits: Single location for Customer Accounts back office processing results in saving of management posts. Dependent on accommodation strategy. | D | 1 | E | No impact provided the team are located on one site | 0.060 | 0.020 | | | |
| Sub total green Business Transformation | | | | | 0.262 | 0.043 | 0.000 | 0.000 | 0.000 |

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| CHILDREN FAMILIES & LEARNING | | | | | | | | | |
| Policy, Planning & Commissioning: Reduction of headcount through role merging and restructure | D | 1 | E | Improved working practices required to maintain customer service levels | 0.040 | | | | |
| Policy, Planning & Commissioning: Contract renegotiations for transport costs | S | 1 | E | Minimal | 0.100 | | | | |
| Learning & School Support: Education Development Plan Commissioning/Finance/Premises | S | 3 | S | Improved working practices required to maintain functions | 0.013 | | | | |
| Learning & School Support: Ethnic Minorities, Travellers Achievement Service (EMTAS)/Behaviour Support Team/Learning Support Team - Restructuring of Services | S | 3 | S | Potential reduction in service levels for children and young people | 0.063 | | | | |

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| Learning & School Support: Greys Education Centre (Shared Service with Bedford Borough hosting). Disaggregation and restructuring of resources | S | 3 | S | Need to commission new services and monitor delivery to ensure the needs of young people are met. | 0.106 | | | | |
| Integrated Services: Staff advertising | S | 1 | E | Minimal | 0.020 | | | | |
| Integrated Services: Venue hire and transport recharge | S | 1 | E | Minimal | 0.019 | | | | |
| Integrated Services: Special facilities and conferences | S | 1 | E | Minimal | 0.035 | | | | |
| Integrated Services: Education Welfare Service re-alignment of service provision | S | 1 | S | Manageable through business improvement | 0.022 | | | | |
| Integrated Services: End Profile Support provided by external provider | S | 1 | E | Internal ICT function to take over this function - minimal service impact | 0.054 | | | | |

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| Integrated Services: Restructure of IT Team | D | 1 | E | Structural reorganisation of line management of one team would be required as part of business improvement. | 0.050 | | | | |
| Integrated Services: Accommodation and IT Team savings | D | 1 | E | Impact should be minimal and service would be uninterrupted by change | 0.012 | | | | |
| Integrated Services: Savings in NEET Team | S | 1 | E | Can be absorbed as part of local delivery of services | 0.024 | | | | |
| Integrated Services: Re-alignment of Training and Development Team | S | 1 | E | Impact will be manageable as part of business improvement processes. | 0.025 | | | | |
| Leisure & Culture: Adult Community Learning - Streamlining of service via merger of vacant posts and restructure | S | 1 | S | Improved working practices required to maintain customer service levels | 0.063 | | | | |
| Leisure & Culture: Music - Streamlining of Service - reduction of staff numbers | D | 1 | S | Improved working practices required to maintain customer service levels | 0.037 | | | | |

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| School Organisation and Capital Planning: Realignment of Service Provision | D | 1 | E | Reduction in admin support and increased work load for remaining team members | 0.012 | | | | |
| Sub total green Children, Families & Learning | | | | | 0.695 | 0.000 | 0.000 | 0.000 | 0.000 |
| CORPORATE COSTS | | | | | | | | | |
| Financing: Savings in cost of servicing debt | D | 1 | E | Debt already rescheduled | 0.343 | | | | |
| Sub total green Corporate Costs | | | | | 0.343 | 0.000 | 0.000 | 0.000 | 0.000 |
| CORPORATE RESOURCES | | | | | | | | | |
| Audit: Freeze Head of Strategic Risk post (100% of post) | D | 1 | E | Improved working practices required to maintain service levels | 0.061 | | | | |
| Legal & Democratic: Executive Research Officer post to be reduced to 3 days a week (2 days are currently vacant) | D | 1 | S | No additional support to Executive | 0.008 | | | | |

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| Legal & Democratic: Removal of posts | D | 1 | S | Improved working practices required to maintain service levels | 0.065 | | | | |
| Property: Net savings generated by consolidating Bedford properties | D | 1 | E | Work underway | 0.200 | 0.100 | 0.050 | | |
| Finance: Introduction of Optical character Recognition in payments process | D | 1 | E | More efficient processes | 0.012 | | | | |
| Finance: Introduction of Purchase Cards | D | 1 | E | Reduced administration in directorates, would be a top slice on service budgets. | 0.062 | | | | |
| HR: Heart - increased profit target | D | 1 | E | Greater commercial approach. | 0.010 | | | | |
| HR: Reduction in printing / stationery / office overheads | D | 1 | E | Consolidation of team (accommodation) | 0.010 | | | | |
| HR: Reduction in administrative costs | D | 1 | E | Consolidation of team (accommodation) | 0.026 | 0.009 | | | |
| HR: Additional Reduction in professional services | D | 1 | E | Greater reliance on in-house resources | 0.005 | | | | |

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| HR: Reduction in administrative costs | D | 1 | E | Consolidation of team (accommodation) | 0.018 | 0.006 | | | |
| Legal & Democratic: Reduction in one Members' Services post (post is vacant) retain £10k for external PDP | D | 3 | S | Careful management to ensure that reduction does not impact on achieving EERA Charter | 0.026 | | | | |
| ICT: Revised pricing on key ICT agreement | D | 1 | S | Renegotiation of a key ICT agreement, resulting in better value for money and a reduction in costs from £750k to £250k. | 0.500 | | | | |
| Sub total green Corporate Resources | | | | | 1.003 | 0.115 | 0.050 | 0.000 | 0.000 |
| SOCIAL CARE HEALTH & HOUSING | | | | | | | | | |
| Delete vacant manager post in older people and physical disabilities team | S | 1 | E | Improved working practices required to maintain service levels | 0.035 | | | | |

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| Delete vacant operational manager post in older people and physical disabilities team | S | 1 | E | Improved working practices required to maintain service levels | 0.050 | | | | |
| Review provision of Community Alarm Service | S | 3 | E | Delivers a Central Bedfordshire wide approach with minimal impact | 0.000 | 0.100 | | | |
| Review administrative support to senior managers | S | 5 | E | Reduction in support to managers | 0.015 | 0.015 | | | |
| Delete vacant post in brokerage team | S | 1 | E | Improved working practices required to maintain service levels | 0.035 | | | | |
| Capitalise Private Sector Housing salaries (linked to 2010/11 capital bid) - Allowable under SORP | S | 1 | E | This would be further capitalisation and would need to manage impact on customers | 0.100 | | | | |
| Increase in IT and business support efficiencies | | | | Improved working practices required to maintain service levels | 0.020 | 0.000 | 0.000 | 0.000 | 0.000 |
| Review reception/area office admin | S | 8 | E | Will reduce cover in offices | 0.010 | | | | |
| Sub total green Social Care, Health & Housing | | | | | 0.265 | 0.115 | 0.000 | 0.000 | 0.000 |

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|---------------------|---------------|---------------|---------------|---------------|---------------|
| SUSTAINABLE COMMUNITIES | | | | | | | | | |
| Development Management: Contracts for consultants not | | | | | | | | | |
| a) Major applications consultant | S | | E | Improved efficiency | 0.060 | | | | |
| b) Historic Building and Conservation consultant | S | | E | Improved efficiency | 0.027 | | | | |
| Development Management: Adjustments for inaccurate budgets | S | | E | None | 0.100 | | | | |

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| Planning & Development Strategy: Reduction in Housing Strategy Team Professional Services budget through more efficient approach to Stock Condition Survey. Reduce Housing Strategy Professional Services budget further to take account of reduced assumed costs of further SHMA work | S | | E | Improved efficiency | 0.042 | | | | |
| Planning & Development Strategy: Deletion of vacant posts | D | | R | Improved working practices required to maintain service levels | | | | | |
| Planning & Development Strategy - Streamline structure | S | | R | Improved working practices required to maintain service levels | 0.066 | | | | |
| Waste Services: Contractor to distribute food waste sacks. | D | | E | Full year effect of change in process made in 2009/10 | 0.100 | | | | |

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| Waste Services: Reduce number of grass cuts | D | | R | Significant issue. Need to balance available funding against range of needs | 0.035 | | | | |
| Waste Services: Delete contract supervisor post (vacant) | D | | R | Improved working practices required to maintain service levels | 0.020 | | | | |
| Service Development: Deletion of vacant posts | D/S | | E | Improved working practices required to maintain service levels | 0.059 | | | | |
| Highways: Highways Contract inflation | D/S | | E | Actual contract inflator lower than forecast | 0.180 | | | | |

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| Highways: Integrated Transportation Schemes NOTE: These are mostly small scale surveys and feasibility studies (generally under £10k) to make minor, but important improvements to local areas, and policy development. This category also includes advanced preparation of major projects for future years | D | | R | Reprofiling a 4 year work programme over 5 years | 0.045 | | | | |
| Planning Development Strategy: Reduction in Local Transport Plan (LTP) Professional Services Budget from £270k to £250k | S | | R | | 0.020 | | | | |

Targeted Efficiency Savings - Green

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| Development Management: Re-structure of service following Business Process Re-engineering, and implementation of interim accommodation strategy. | S | | E/R | Proposals reflect increase in efficiency of service resulting from implementation of new computer systems, business process re-engineering, interim accommodation strategy and increased capability of teams from competency based career development framework | 0.134 | 0.066 | | | |
| Sub total green Sustainable Communities | | | | | 0.888 | 0.066 | 0.000 | 0.000 | 0.000 |
| Total | | | | | 3.456 | 0.339 | 0.050 | 0.000 | 0.000 |
| <p>Note 1 - Category: S - Statutory Service D - Discretionary Service</p> <p>Note 2 - Each efficiency saving must be ranked the first being the easiest to achieve</p> <p>Note 3 - Departments should consider the service delivery, political and reputational damage implications to the Council.</p> <p>Note 4 - S - Service Reduction or E - Efficiency</p> | | | | | | | | | |

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Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| BUSINESS TRANSFORMATION | | | | | | | | | |
| Revenues & Benefits: Customer Accounts stay at same resource level as 09/10 but contractors are removed as productivity is increased | S | 2 | E | Improved working practices required to maintain customer service levels | 0.120 | 0.040 | | | |
| Sub total amber Business Transformation | | | | | 0.120 | 0.040 | 0.000 | 0.000 | 0.000 |
| CHILDREN FAMILIES & LEARNING | | | | | | | | | |
| Learning & School Support: Children's Workforce Development - Reduce operational costs and Increase income | S | 2 | S | Improved working practices required to ensure modernised and integrated children's workforce | 0.019 | | | | |
| Learning & School Support: Education Development Plan Commissioning/Finance/ Premises | S | 3 | S | Improved working practices required to maintain functions | 0.005 | | | | |

Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| Learning & School Support: Ethnic Minorities, Travellers Achievement Service (EMTAS)/Behaviour Support Team/Learning Support Team - Restructuring of Services | S | 3 | S | Potential reduction in service levels for children and young people | 0.025 | | | | |
| Learning & School Support: Greys Education Centre (Shared Service with Bedford Borough hosting). Disaggregation and restructuring of resources | S | 3 | S | Need to commission new services and monitor delivery to ensure the needs of young people are met. | 0.043 | | | | |
| Learning & School Support: Restructure of Governor Training Team | D | 2 | S | Look at strengthening the service through partnership arrangements with another provider | 0.012 | | | | |
| Learning & School Support: Admissions | S | 2 | S | Need to ensure that statutory functions are maintained despite reduced funding. | 0.010 | | | | |

Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| Learning & School Support: School Improvement - Restructuring School Improvement arrangements including provision of SIP's to schools. | D | 2 | S | Need to ensure robust arrangements are in place through commissioning to ensure that there is universal, targeted and specialist support to schools which leads to accelerated improvement. | 0.037 | | | | |
| Learning & School Support: Curriculum Support - Restructure | D | 2 | S | As above | 0.041 | | | | |
| Learning & School Support: Universal & Targeted Support to Schools - Restructure | S | 2 | S | As above | 0.026 | | | | |
| Learning & School Support: Restructure Area Education/Governor Training Team | D | 2 | E | Look at strengthening the service through partnership arrangements with another provider. | 0.004 | | | | |
| Learning & School Support: Admissions | S | 2 | E | Need to ensure that statutory functions are maintained despite reduced funding. | 0.004 | | | | |

Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| Learning & School Support: School Improvement - Restructuring School Improvement arrangements including provision of SIP's to schools. | D | 2 | E | Need to ensure robust arrangements are in place through commissioning to ensure that there is universal, targeted and specialist support to schools which leads to accelerated improvement. | 0.015 | | | | |
| Learning & School Support: Curriculum Support - Restructure | D | 2 | E | As above | 0.017 | | | | |
| Learning & School Support: Universal & Targeted Support to Schools | S | 2 | E | As above | 0.010 | | | | |
| Leisure & Culture: Libraries - Reduced relief staffing | S | 2 | S | Will require alternative contingency staffing arrangements to be in place | 0.060 | | | | |
| Leisure & Culture: Libraries - Reduced budget for vehicles | S | 2 | S | Reduced amount could lead to some restrictions in the mobile service. | 0.010 | | | | |

Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| Leisure & Culture: Music - Proposed fee increases | D | 2 | S | Balance between maintaining effective service and charging competitive fee levels | 0.045 | | | | |
| Leisure & Culture: Countryside Services - Restructure of service delivery | S | 2 | S | Improved working practices required to deliver performance against Outdoor Access Improvement Plan including ability to generate external funding for projects | 0.036 | | | | |
| Leisure & Culture: Countryside Services - Restructure of Project Team | S and D | 2 | S | As above | 0.036 | | | | |
| Leisure & Culture: Countryside Services - Reduction of partnership funding | D | 2 | S | Requirement to manage relationships with 3rd sector partners | 0.010 | | | | |
| Leisure & Culture: Libraries - Reduced relief staffing | S | 2 | E | Will require alternative contingency staffing arrangements to be in place | 0.020 | | | | |
| Leisure & Culture: Countryside Services - Reduction of partnership funding | D | 2 | S | Requirement to manage relationships with 3rd sector partners | 0.010 | | | | |

Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| Leisure & Culture: Countryside Services - Realignment of marketing promotions and service delivery | D | 2 | E | Performance against Outdoor Access Improvement Plan | 0.027 | | | | |
| Leisure & Culture: Music - Restructure of management team lowering headcount | D | 2 | E | Improved working practices required to maintain customer service levels | 0.071 | | | | |
| Leisure & Culture: Library hub pressure, offset against one efficiency against book fund | | | | | 0.234 | -0.234 | | | |
| School Organisation: budget | D | 2 | E | Improved working practices needed to maximise potential capital grant | 0.029 | | | | |
| CS-Specialist Services: Restructuring of LAC and LAAC Teams | S | 3 | E | Impact on management capacity and supervision ratios- combining team lead 50K saving achievable. Decrease of 35K from original proposal | 0.050 | | | | |
| Integrated Services: Restructure of specialist education officers | S | 2 | E | Manageable with HR support to combine roles | 0.024 | | | | |

Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| Integrated Services: Deletion of Contact Assistant post currently filled by a temp. | S | 2 | E | Largely works on Bedford SLA. If SLA was to end, post could be deleted without significant impact on CBC activity. | 0.022 | | | | |
| Integrated Services: Deletion of Youth Post provided by the Voluntary Sector. | D | 2 | E | New commissioning arrangements will maintain voluntary sector involvement in meeting priorities of the CYPP. | 0.031 | | | | |
| Sub total amber Children, Families & Learning | | | | | 0.983 | -0.234 | 0.000 | 0.000 | 0.000 |
| CORPORATE RESOURCES | | | | | | | | | |
| Finance: Streamline vendor set up process | | 2 | E | More efficient processes | 0.028 | | | | |
| Finance: Charge schools full cost for payroll / reduce costs to fit in with current charge. | | 2 | E | Need provide quality services at a competitive price to avoid schools seeking alternative sources | 0.040 | | | | |
| Finance: Review transactional activity in Business Finance | | 2 | E | More efficient processes | 0.028 | | | | |

Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| Finance: Review of training, conferences and subscriptions budgets for Financial Services | | 2 | E | Reduced professional development - consider alternatives | 0.030 | | | | |
| Finance: Review of financial shared service arrangements with the Borough | | 2 | E | Further discussions needed to assess impact | 0.030 | | | | |
| Finance: Review no. of Manager posts in Financial Services | | 2 | E / S | Improved working practices required to maintain service levels | 0.057 | | | | |
| HR: Reduction in Learning & Development for HR team | D | 2 | S | Reduced professional development - consider alternatives | 0.015 | | | | |
| HR: Heart -additional increased profit target | D | 2 | E | Commercialisation | 0.005 | | | | |
| HR: Reduction in professional services | D | 2 | E | Greater reliance on in-house resources | 0.010 | | | | |
| ICT: Software | | 2 | E | Improved working practices required to maintain service levels | 0.010 | | | | |

Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| ICT: Telecoms | | 2 | E | Comprehensive review of Telecoms budget - targeted spending | 0.200 | | | | |
| Sub total amber Corporate Resources | | | | | 0.453 | 0.000 | 0.000 | 0.000 | 0.000 |
| SOCIAL CARE HEALTH & HOUSING | | | | | | | | | |
| Review Learning Disabilities Direct Services Management | S | 2 | E | Redistribution of workload | 0.040 | 0.040 | | | |
| Additional client income through improved business process | S | 3 | E | Some service users, not previously charged will be. | 0.400 | | | | |
| Travellers Site (General Fund) -income from increased pitch fee | S | 5 | E | Consistent with charging policy for other tenants | 0.100 | | | | |
| Efficiency savings following introduction of Personal Budgets | S | 6 | E | Improved working practices required to maintain service levels | 0.000 | 0.100 | | | |
| Review costs of out of county placements in Learning Disabilities | S | 8 | E | Improved working practices required to maintain service levels | 0.065 | | | | |
| Customer Finance Business Process Efficiencies | S | 8 | E | Improved working practices required to maintain service levels | 0.025 | 0.025 | | | |

Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| Review Supporting People - SLA with BBC | S | 8 | E | Further discussions needed to assess impact | 0.125 | | | | |
| Review Supporting People Contract Arrangements - SLA with BBC | S | 8 | E | Further discussions needed to assess impact | 0.200 | | | | |
| Review approach to service user support and commissioning | S | 8 | E | Improved engagement and commissioning activity | 0.020 | 0.020 | | | |
| Review support for voluntary sector organisations in light of emerging Preventative Strategy | D | 10 | E | Review to determine organisations focusing most on outcomes / transformation agenda. | 0.040 | | | | |
| Harmonisation of Housing Needs Services | S | 8 | E | Efficient processes | 0.000 | 0.070 | | | |
| Review of Care Management role in response to Personalisation | S | 8 | E | Support planning/personal budgets will lead to workforce changes | 0.050 | | | | |
| Review Fairer Charging Policy | S | 10 | E | Would need statutory consultation | 0.250 | | | | |
| Sub total amber Social Care, Health & Housing | | | | | 1.315 | 0.255 | 0.000 | 0.000 | 0.000 |

Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| SUSTAINABLE COMMUNITIES | | | | | | | | | |
| Development Management: Re-structure of service following Business Process Re-engineering, and implementation of interim accommodation strategy. | S | | E/R | Proposals reflect increase in efficiency of service resulting from implementation of new computer systems, business process re-engineering, interim accommodation strategy and increased capability of teams from competency based career development framework | 0.127 | 0.127 | | | |
| Community Safety & Public Protection: Deletion of posts following implementation of Integrated Environmental Management System & business process re-engineering. | S | | E | Deletion of posts dependent on implementation of new Integrated Environmental management System | 0.252 | 0.018 | | | |

Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| Community Safety & Public Protection - Operational budget public protection | S | | R | Careful management as reduces flexibility on sampling and monitoring work, working with others and capability for one off projects. | 0.038 | | | | |
| Community Safety & Public Protection: Reduction on posts | S | | E | Dependent on implementation of integrated environmental management system (IEMS) | 0.006 | | | | |
| Economic Growth & Regeneration - Removal of Town Centre Management grants | D | | R | Reduction in CBC funding to 3 Town Councils. Possibly replaced by funding provided to individual members drawn from other budgets | 0.101 | | | | |
| Waste Services - Merge Waste Services with another service area within Sustainable Communities and re-structure | S | | E/R | 1 Assistant Director, 1 Head of Service & 3 other posts deleted wef 1/4/10 | 0.206 | 0.069 | | | |
| Waste Services - Leachate treatment for BBC | D | | E | Issue being assessed. | 0.000 | | | | |

Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| Waste Services - Harmonisation of street cleansing standards | S | | R | Significant issue. Need to balance available funding against range of needs | 0.120 | | | | |
| Highways - Supported bus services - additional full year affect of subsidy reductions agreed by Executive 15/09/2009 | D | | R | Significant issue. Need to balance available funding against range of needs | 0.178 | | | | |
| Highways - Community Transport NOTE: Reduction in grants to Community Transport Groups subject to outcome of passenger transport review. | D | | E/R | Need to manage relationships with voluntary sector. Impact would be a reduction in support to community | 0.000 | 0.192 | | | |
| Planning Development Strategy - Reduce support to community & voluntary groups | D | | R | Need to manage relationships with voluntary sector. Impact would be a reduction in support to community | 0.014 | | | | |

Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| Increased income from Farming Wildlife Advisory Group (FWAG) by £4,000 (up from £8,000 to £12,000) | | | | | 0.004 | 0.000 | 0.090 | 0.040 | 0.040 |
| Planning Development Strategy - Reduction in Community Involvement Team | D | | R | Reduces the resource available to engage with community groups when delivering on major new developments. However, may be possible to gather contributions from developers to pay for this resource in future once applications start coming in. | 0.023 | 0.008 | | | |
| Planning Development Strategy - Reduction in annual Local Development Framework Fund contribution | S | | R | Minimal impact | 0.010 | | | | |

Targeted Efficiency Savings - Amber

| Detailed of efficiency proposal | Category Note 1 | Priority Note 2 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| Planning & Development Strategy - Streamline structure | S | | R | Improved working practices required to maintain service levels | 0.039 | 0.009 | | | |
| Sub total amber Sustainable Communities | | | | | 1.118 | 0.423 | 0.090 | 0.040 | 0.040 |
| Total | | | | | 3.989 | 0.484 | 0.090 | 0.040 | 0.040 |

Note 1 - Category: S - Statutory Service D - Discretionary Service

Note 2 - Each efficiency saving must be ranked the first being the easiest to achieve

Note 3 - Departments should consider the service delivery, political and reputational damage implications to the Council.

Note 4 - S - Service Reduction or E - Efficiency

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Targeted Efficiency Savings - Red

| Detailed of efficiency proposal | Category Note 1 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| CS-Learning & School Support: Children's Workforce Development - Reduce operational costs through reallocation of grant and increase income targets and achievement | S | E | Improved working practices required to ensure modernised and integrated children's workforce this will mean selling services at cost so improvement of offer will be a priority | 0.035 | | | | |
| CS-Learning & School Support: Curriculum Support and Universal & Targeted Support to Schools- Restructure and non appointment to vacancies | D | S | These are removable savings from post currently held, schools will not be able to access some previously available advisory support. Advice will be sign posted instead | 0.040 | | | | |
| CS-Learning & School Support: Restructure Area Education/Governor Training Team through proposed partnership with Luton. | D | S | Look at strengthening the service through partnership arrangements with another provider. | 0.007 | | | | |
| Corporate Costs - Reduction in members allowances | D | E | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Leisure & Culture: Libraries - Reduced budget for vehicles | S | S | Reduced amount could lead to some restrictions in the mobile service. | 0.005 | | | | |

Targeted Efficiency Savings - Red

| Detailed of efficiency proposal | Category Note 1 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| | | | | | | | | |
| Property: Increase of rent income from specific properties | D | E | Seek to improve return on assets | 0.100 | | | | |
| Property: Increased service charge income | D | E | Receipt of commercial charge | 0.080 | | | | |
| Property: Increase of specific property service income | D | S | Seek to improve return on assets | 0.020 | | | | |
| Property: Relinquish storage offset by rent forgone at replacement site | D | E | This is a net change to budgets which provides a saving. | 0.012 | | | | |
| Property: Rent reviews | D | S | Seek to improve return on assets | 0.040 | 0.040 | | | |
| CS-Specialist Services: Review of Specialist Education Needs functions in Specialist schools and Learning and Schools sub directorates. Restructuring service reducing case workers by 1.5FTE | S | S | Significant issue. Need to balance available funding against range of needs. Schools may receive reduced service levels. | 0.040 | | | | |
| CS-Integrated Services: Ending of voucher contributions for free school uniforms. Members to consider | D | S | Significant issue. The ending of this discretionary scheme could impact a small number of families Not now recommended see compensatory figure in item 1 | | | | | |

Targeted Efficiency Savings - Red

| Detailed of efficiency proposal | Category Note 1 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| CS-Learning & School Support: Education Development Plan Finance improving service income | S | E | Improved working practices and charging schools at cost required to maintain functions | 0.008 | | | | |
| Legal & Democratic: Review of support to Members | D | S | Reduction in resources available for Member Support | 0.035 | | | | |
| CS-Policy, Planning & Commissioning: Policy change on transport provision if agreed would provide possibility of savings and/or increased revenue. | S | S | Impact of implementation if the policy to change entitlement to transport is agreed | 0.400 | | | | |
| CS- Music -Streamlining of Service - reduction of staff numbers | D | S | Improved efficiency in deploying staff required to maintain customer service levels | 0.100 | | | | |
| CS- Removed | | | | | | | | |
| Leisure & Culture: Countryside Services - Reduction of partnership funding | D | S | Requirement to manage relationships with 3rd sector partners | 0.010 | | | | |
| Leisure & Culture : Leisure - Team Beds and Luton | D | S | Requirement to manage relationships with 3rd sector partners | 0.010 | | | | |

Targeted Efficiency Savings - Red

| Detailed of efficiency proposal | Category Note 1 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| | | | | | | | | |
| CS-School Organisation: Reduction in external consultancy budget relating to BSF | D | E | This is already a small team and the loss of half a post would reduce the ability to do work on school places planning to maximise potential capital grant | 0.029 | | | | |
| Leisure & Culture: Libraries - Reduced relief staffing | S | S | Will require alternative contingency staffing arrangements to be in place | 0.025 | | | | |
| ICT: Training | | S | Reduced professional development - consider alternatives | 0.040 | | | | |
| CS-Learning & School Support: School Improvement - Restructuring School Improvement arrangements including provision of SIP's to schools. | D | E | This will be the first part of future rationalisation to ensure that schools have a single, very targeted conversation about performance with one person rather than more individual specialists | 0.023 | | | | |
| Property: Reduction in fee budget for contract | D | S | Reduction in work activity undertaken by contractor | 0.020 | | | | |

Targeted Efficiency Savings - Red

| Detailed of efficiency proposal | Category Note 1 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| CS-Learning & School Support: Admissions-reduced administration costs subject to continuation of SLA with Bedford Borough | S | E | Need to ensure that statutory functions are maintained | 0.006 | | | | |
| Leisure & Culture: Countryside Services - Reduction of sites maintenance budget | S | S | Need to manage impact to maintain appearance, avoid an increase in risks and avoid a deterioration of site infrastructure | 0.012 | | | | |
| Property: Reduce R & M spend | S/D | S | Target spend effectively | 0.082 | | | | |
| SCHH - Review of Welfare Rights Service resulting in stopping of this discretionary service being managed by SCH&H. | D | S | Efficient processes 3 x staff redundancies Withdrawal of service with an impact on increased referrals to other agencies who provide similar services Customer Finance officers will complete benefits checks as part of financial assessment process and refer to other agencies for expert advice where necessary | 0.105 | | | | |

Targeted Efficiency Savings - Red

| Detailed of efficiency proposal | Category Note 1 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| <p>SCHH - Review council contribution to special grant funded activities</p> <p>Withdraw council funding which contributes to services for people which are also funded through special grants</p> <p>Reduce spend with voluntary sector for a range of services, including prevention</p> <p>NB Grouped with 35</p> | S | S | <p>Need to ensure compliance with audit and performance conditions.</p> <p>Reductions and/or withdrawal of specific services funded through the following grants: carers, social care reform, drug and alcohol, stroke, telecare, AIDs/HIV etc</p> <p>Service users accessing services will no longer be able to do so</p> <p>Lobbying from service users, advocates and third sector</p> | 0.500 | | | | |
| <p>CS-Specialist Services:</p> <p>Increase service income from schools - charging an additional 5% to schools for services provided in line with market values</p> | D | S | <p>Need provide quality services to avoid schools seeking alternative sources</p> | 0.260 | | | | |

Targeted Efficiency Savings - Red

| Detailed of efficiency proposal | Category Note 1 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|----------------|--|---------------|---------------|---------------|---------------|---------------|
| CS-Specialist Services: Review use of out of county Special Educational Needs placements. Develop alternative provision. | S | E | Improved local provision with schools should reduce the frequency with which out of authority placements are required. Improved procurement/contract management processes result in improved value for | 0.400 | | | | |
| Customer Services: Reduction in opening times for registration services | S | S | Will reduce service available to public | 0.015 | | | | |
| Leisure & Culture: Countryside Services - Restructure resources of Outdoor access team | S and D | E | Potential for reduced performance against Outdoor Access Improvement Plan including ability to generate external funding for projects | 0.042 | | | | |
| CS-Learning & School Support: Ethnic Minorities, Travellers Achievement Service (EMTAS)/Behaviour Support Team/Learning Support Team - Restructuring of Services and reduction of 1 FTE | S | S | Potential reduction in service levels for children and young people | 0.037 | | | | |

Targeted Efficiency Savings - Red

| Detailed of efficiency proposal | Category Note 1 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| | | | | | | | | |
| CS-Learning & School Support: Greys Education Centre (Shared Service with Bedford Borough hosting). Progressive disaggregation and restructuring of resources | S | S | Need to commission new services and monitor delivery to ensure the needs of young people are met. | 0.098 | | | | |
| HR: Deletion of MI Manager vacant post | D | E/S | Contingent upon SAP development of employee/manager self service. | 0.059 | | | | |

Targeted Efficiency Savings - Red

| Detailed of efficiency proposal | Category Note 1 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| SCHH - Modernisation of day services for people with learning disabilities Develop community based services enabling the closure of one existing day centre | S | E | An improved and modernised service for people with a learning disability fulfilling the aspirations of valuing people Closing of unfit service delivery building Lobbying from service users, advocates and third sector Service users accessing services may no longer be able to do so Changes to in-house transport services HR Implementation eg job roles, training, redeployment | 0.200 | | | | |
| Revenues & Benefits: Streamlining of Service - reduction of staff numbers | S | E | Improved working practices required to maintain customer service levels. This is dependent on single site working | 0.050 | | | | |

Targeted Efficiency Savings - Red

| Detailed of efficiency proposal | Category Note 1 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|----------------|---|---------------|---------------|---------------|---------------|---------------|
| SCHH - Reduction in demand for long term residential services due to reablement | S | E | This is consistent with government policy and savings achieved in other local authorities. It is linked to growth proposals for Occupational Therapy equipment/adaptations/minor works. | 0.250 | 0.250 | | | |
| Sub -Total Reds required to offset Corporate Measures and Service Pressures | | | | 3.195 | 0.290 | 0.000 | 0.000 | 0.000 |

Targeted Efficiency Savings - Red

| Detailed of efficiency proposal | Category Note 1 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|-------------------------------------|--------------------|----------------|------------------|---------------|---------------|---------------|---------------|---------------|
| <u>Greens By Directorate</u> | | | | | | | | |
| Busines Transformation | | | | 0.262 | 0.043 | 0.000 | 0.000 | 0.000 |
| Children Families and Learning | | | | 0.695 | 0.000 | 0.000 | 0.000 | 0.000 |
| Corporate Costs,Members | | | | 0.343 | 0.000 | 0.000 | 0.000 | 0.000 |
| Corporate Resources | | | | 1.003 | 0.115 | 0.050 | 0.000 | 0.000 |
| Social Care Health and Housing | | | | 0.265 | 0.115 | 0.000 | 0.000 | 0.000 |
| Sustainable Communities | | | | 0.888 | 0.066 | 0.000 | 0.000 | 0.000 |
| Total | | | | 3.456 | 0.339 | 0.050 | 0.000 | 0.000 |
| <u>Ambers By Directorate</u> | | | | | | | | |
| Busines Transformation | | | | 0.120 | 0.040 | 0.000 | 0.000 | 0.000 |
| Children Families and Learning | | | | 0.983 | -0.234 | 0.000 | 0.000 | 0.000 |
| Corporate Costs,Members | | | | | | | | |
| Corporate Resources | | | | 0.453 | 0.000 | 0.000 | 0.000 | 0.000 |
| Social Care Health and Housing | | | | 1.315 | 0.255 | 0.000 | 0.000 | 0.000 |
| Sustainable Communities | | | | 1.118 | 0.423 | 0.090 | 0.040 | 0.040 |
| Total | | | | 3.989 | 0.484 | 0.090 | 0.040 | 0.040 |

Targeted Efficiency Savings - Red

| Detailed of efficiency proposal | Category Note 1 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|-----------------------------------|--------------------|----------------|------------------|---------------|---------------|---------------|---------------|---------------|
| <u>Reds By Directorate</u> | | | | | | | | |
| Busines Transformation | | | | 0.065 | 0.000 | 0.000 | 0.000 | 0.000 |
| Children Families and Learning | | | | 1.586 | 0.000 | 0.000 | 0.000 | 0.000 |
| Corporate Costs,Members | | | | | | | | |
| Corporate Resources | | | | 0.488 | 0.040 | 0.000 | 0.000 | 0.000 |
| Social Care Health and Housing | | | | 1.055 | 0.250 | 0.000 | 0.000 | 0.000 |
| Sustainable Communities | | | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total | | | | 3.194 | 0.290 | 0.000 | 0.000 | 0.000 |
| <u>ALL EFFICIENCIES</u> | | | | | | | | |
| Busines Transformation | | | | 0.447 | 0.083 | 0.000 | 0.000 | 0.000 |
| Children Families and Learning | | | | 3.264 | -0.234 | 0.000 | 0.000 | 0.000 |
| Corporate Costs,Members | | | | 0.343 | 0.000 | 0.000 | 0.000 | 0.000 |
| Corporate Resources | | | | 1.944 | 0.155 | 0.050 | 0.000 | 0.000 |
| Social Care Health and Housing | | | | 2.635 | 0.620 | 0.000 | 0.000 | 0.000 |
| Sustainable Communities | | | | 2.006 | 0.489 | 0.090 | 0.040 | 0.040 |
| Total | | | | 10.639 | 1.113 | 0.140 | 0.040 | 0.040 |

Targeted Efficiency Savings - Red

| Detailed of efficiency proposal | Category Note 1 | Type Note 4 | Impact Note 3 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---------------------------------|--------------------|----------------|------------------|---------------|---------------|---------------|---------------|---------------|
| | | | | | | | | |

Note 1 - Category: S - Statutory Service D - Discretionary Service

Note 2 - Each efficiency saving must be ranked the first being the easiest to achieve

Note 3 - Departments should consider the service delivery, political and reputational damage implications to the Council.

Note 4 - S - Service Reduction or E - Efficiency

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Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|-------------------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| Adult Social Care - Circa 5.5% Increase in +85 older persons population | D | 1 | 1 | Meeting the needs of an increasingly aging population; maintaining eligibility criteria | 0.900 | 0.900 | 0.900 | 0.900 | 0.900 |
| Adult Social Care - Increase in demand for OT purchasing budget | D | 1 & 2 | 2 | Meeting the needs of an increasingly aging population; maintaining eligibility criteria, enabling all adult groups to live at home, providing support to children with disabilities | 0.150 | 0.150 | 0.150 | 0.150 | 0.150 |
| Adult Social Care - Joint Equipment | D | 1 & 2 | 2 | Meeting the needs of an increasingly aging population; maintaining eligibility criteria, enabling all adult groups to live at home, providing support to children with disabilities | 0.200 | 0.200 | 0.200 | 0.200 | 0.200 |

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|-------------------------------|--------------------|--|---------------|---------------|---------------|---------------|---------------|
| ICT: 5 x extra staff (BGH) in ICT Major Apps | C | 1,2 | 1 | Current team working to capacity supporting Swift. 9 more major applications to be taken on and insufficient staff to provide effective support to front line services. Implication that support and development of apps such as LAMP, Flair, Contact Point, IBS, Tribal will not be possible. | 0.227 | | | | |
| Sust Comms - New statutory responsibility to lead on the management of local flood risk developing a local strategy, map flood risk assets, tackle local problems and produce surface water management plans. | S | 1 | S | The devastating flood of 2007 highlighted significant shortfalls in the way various bodies managed and responded to the flooding - P.H Review. New duties to be addressed through a new drainage engineer post. | 0.052 | | | | |

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|-------------------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| HR: Independent Safeguarding Authority (ISA) implementation | S/C | 2 | 1 | Safe recruitment & employment - implementing service to meet national standards and developments. | 0.030 | -0.030 | | | |
| L&D: Staff resource levels to support child protection | S/C | 2 | 1 | Necessary to support the increase in the number of looked after children. | 0.079 | | | | |
| Comms: News Central: Production & Distribution. Reduced production of News Central to 6 editions a year with advertising revenue of £2k per page and four pages per edition. (20ppgs total). | C | | 1 | Primary source of direct communication between CBC and its' communities.Reduced reputational impact and editorial opportunities for marketing to the community. | 0.145 | | | | |

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|-------------------------------|--------------------|--|---------------|---------------|---------------|---------------|---------------|
| HR: Requirement for continued transitional funding to deliver to key priorities (£800k in 09/10 budget) . HR function is on an improvement journey. Need for transitional funding will reduce as efficiencies are realised through process reviews, technology development. | C | | 2 | If further transitional funding not made available, improvement work will not be carried out, service will be reactive, and will struggle to deliver to the organisation's core and strategic people priorities - at a time of continued major change and transformation. Chief Executive announcement on restructuring will add significant work pressures. | 0.700 | -0.350 | -0.350 | | |

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|-------------------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| ICT: Government Connect - Security issues. Annual health check and maintenance of software. | S/C | 1,2, | 1 | Leaves the authority vulnerable to viruses, hacking, licence issues and non compliance with Government code of connection (co-co) which will affect statutory services. If the authority is not Co-Co compliant revs and bens services will not be able to be provided. Major reputational issue if Co-Co compliance is not maintained. | 0.050 | -0.020 | | | |
| Adult Social Care - Reducing the use of 15 min homecare visits | C | 1 | 3 | Improving the quality of care for service users | 0.400 | 0.000 | 0.000 | 0.000 | 0.000 |

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|-------------------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| Learning & School Support - National Strategies ending March 2011. Green paper expected in Spring 2010 - Council will not be allowed to be a provider of services, role of council unclear. Impact unknown but transition costs, grant funding pressures and head count reduction expected. | C | 2 | 2 | Pressure on service supplied during transition period 2010/11 as a result of possible attrition of staff. Expectations of schools in delivery of service. | 0.324 | | | | |

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|-------------------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| Policy, Planning & Commissioning - Pressure of Central Government 16-19 commissioning changes and transfer of LSC functions to the LA. Staffing is funded but the implications of administering the attendant financial responsibilities are unclear. As 14-19 costs are not being fully funded by Central Government, a review of additional costs will need to be performed once the grant value is known. | S | 2 | 1 | Impact unknown but there might be a need to allow for growth to cover unforeseen aspects of the transfer. | unknown | | | | |
| R&B: Income management processing under resource from the Creation of Central Bedfordshire | D | 3 | 1 | Maintain existing service level. Impact would be a potential loss in collection revenue. Currently funded by transition fund. | 0.118 | | | | |

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|-------------------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| L&D: Elections - Parliamentary (temp support) | S/C | ALL | 2 | Significant resource required for the short period of time between election being called and the date of election, to meet statutory timetable. Central funding insufficient to cover this. | 0.020 | -0.020 | | | |
| Members' Costs: Members' IT Allowance | C | | 2 | Required for effective working. This year 09/10 costs: £30,000 | 0.030 | | | | |
| PP&P: Community Engagement | C | All | 3 | Delivery of key component of Unitary bid (66 Members to have an area budget to draw on of up to £5k each) | 0.330 | | | | |
| PP&P: VCS Budget - cut for 09/10 but commitments maintained | C | | 1 | Funded from Transition in 09/10 - failure to plug the gap will result in VCS budget cuts of at least 6% | 0.035 | | | | |
| Prop: LDF activity - no Budget awarded for this ongoing activity Potential Capital Receipts post 2010/2011 | C | | 1 | Potentially loss of future capital receipts, of significant value. | 0.150 | | | | |

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|-------------------------------|--------------------|--|---------------|---------------|---------------|---------------|---------------|
| CS: Trainers removed to business transformation. Need replacing. One found from team but other one still required. | C | 3 | 2 | Provide training resource internally to avoid external spend. | 0.024 | | | | |
| Sust Comms - Pressure to increase inward investment and marketing activity in partnership with the Local Delivery Vehicles. Renaissance Bedford and Luton Gateway and the regional investment agencies. | D | 3&4 | C | We support Luton Gateway to the sum of £50K. No additional funding is allocated to Renaissance Bedford. We need to secure further training and support from regional agents EEI to up skill our staff and extend support to our businesses and move towards proactive marketing. This I estimate to require a minimum of £30K in 2010/11. The total request in this area is £120K, £30K as above and £90K in the growth items. | 0.090 | | | | |

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|-------------------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| Sust Comms - Staff capacity to support the IDP planning and engage in the work of establishing new financing models such as Accelerated Development Zones or new tax incremental financing schemes. | D | 3&4 | C | This is difficult to access but within our team or planning we need approximately 1-2 days senior FTE is support this work at a cost of £30-35k. We will not make any progress in this area without this and be on the coat tails of both Bedford and Luton in being able to articulate the infrastructure needs for Central Beds. It directly supports the delivery of the LDFs. | 0.035 | -0.035 | | | |
| Dir of CR: Programme Manager position (not included in base budget 09/10) | C | 3/5 | 2 | One of only two posts dealing with issues across Corporate Resources directorate. | 0.060 | | | | |
| PP&P: Neighbourhood Manager post - end of LSP c/f funding | C | | 2 | Could be funded from Community Engagement growth investment? | 0.020 | | | | |

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|-------------------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| Housing General Fund - Stock condition assessment (Housing in the whole community) is due to be done every 5 years. | S | 3 | 1 | It is a statutory requirement to undertake this at least every 5 years, and this is now overdue. | 0.100 | -0.080 | 0.020 | 0.020 | 0.020 |
| Prop: 1 x Business Relationship Manager (BGE) These posts would help service areas proactively manage proposed ICT developments and staff expectations. This will lead to more effective planning at service level and provide an improvement and development programme for ICT across CBC | C | 3 | 3 | Expectations of services will not be managed, leading to conflict between services and ICT. Efficiencies difficult to quantify in financial terms and may be spread over a number of service area | 0.063 | | | | |
| School Organisation - BSF (approx figures, based on LEP) | C | 2 | 4 | Inability to maximise potential capital grant | 0.600 | 0.600 | | -0.800 | -0.100 |

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|-------------------------------|--------------------|--|---------------|---------------|---------------|---------------|---------------|
| Sust Comms - Pressure to increase inward investment and marketing activity in partnership with the Local Delivery Vehicles. Renaissance Bedford and Luton Gateway and the regional investment agencies. | D | 2 | C | We support Luton Gateway to the sum of £50K. No additional funding is allocated to Renaissance Bedford. We need to secure further training and support from regional agents EEI to up skill our staff and extend support to our businesses and move towards proactive marketing. This I estimate to require a minimum of £30K in 2010/11. The total request in this area is £120K, £30K as above and £90K in the growth items. | 0.030 | | | | |
| Leisure & Culture - Recreation and Open Space/Leisure Strategy preparation | C | 2,4 | 10 | Required to produce CBC strategy to determine developer contributions and have embedded in LDF | 0.080 | -0.080 | | | |

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|-------------------------------|--------------------|--|---------------|---------------|---------------|---------------|---------------|
| Learning & School Support - TDA & CWDC both provide funding for Childrens Workforce Development. The figures produced here assume that this funding will continue in future years. Amounts quoted are 2009/10 | S | 2 | 3 | Pressure on this service if these grants are withdrawn | 0.231 | | | | |
| Business Performance - Ending of MacMillan Rights Taper requiring council funding | C | | 1 | 4 Shared service with BBC, external funding coming to an end | 0.021 | 0.064 | 0.000 | 0.000 | 0.000 |
| Leisure & Culture - Libraries - Library for Cranfield* (NB: This proposal is based on a lease arrangement with the NHS - if we were to enter into a Capital arrangement for the building, the revenue cost for 2010/11 would be £40k and £80k in future years) | S | 1,2,3&4 | 5 | New library in partnership with the NHS in a growth area. The NHS will be proceeding with a community building on a site in Cranfield which will offer the Council a cost-effective opportunity to provide a new facility. | 0.057 | 0.056 | | | |

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|--|--------------------|-------------------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| Adult Social Care - Annual running costs of introducing an electronic rostering system interfaced with CM2000 | C | 1 | 5 | Should provide for more efficient scheduling of services, more accurate charging and identification of no-calls | 0.050 | 0.000 | 0.000 | 0.000 | 0.000 |
| Leisure & Culture - Creasey Park Football Development Centre | C | 2,4 | 8 | 13/10/09 Executive consideration to approve capital expenditure of £2.4m in 2010/11 and to fund Town council revenue guarantee for managing the facilities. | 0.020 | | | | |
| Leisure & Culture - Team Beds and Luton and BOOST | C | 2,4 | 7 | Request from the partnership | 0.026 | | | -0.006 | |
| Leisure & Culture - Music - Falling student numbers in fee paying lesson settings due to economic down turn | C | 2 | 9 | Falling income levels, surplus staffing capacity leading to possible redundancy implications - level unknown as yet | 0.050 | | | | |

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|---|--------------------|-------------------------------|--------------------|---|---------------|---------------|---------------|---------------|---------------|
| Leisure & Culture - Playbuilder | C | 2,4 | 6 | DCSF grant of £1m over 2 years. Yr 1 undertaking 11 play spaces of which £10k for maintenance of 2 new play spaces. Executive decision 09. Existing budget inadequate. Budget required for Health & Safety inspection and maintenance. Yr 2 anticipates an additional £10k. | 0.010 | 0.010 | | | |
| Business Performance - Capacity required to improve services to required levels/recovery plan | S | | 1 | 1 Significant service delivery and reputational impact - Funds now found else where £400k bid no longer required | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Business Performance - Swift Interface requirements (e.g. with Complaints System) - some service delivery and reputational impact | C | | 1 | 6 To be passed to the capital programme with grant funding | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| TOTAL | | | | | 5.507 | 1.365 | 0.920 | 0.464 | 1.170 |

Note 1 - Category: D - Demographic, S - New Statutory Requirement, C - Genuine Choice

Growth Proposals

| Growth Proposals | Category Note 1 | Council Priority Note 2 | Priority Note 3 | Outcome Note 4 | 2010/11 £m | 2011/12 £m | 2012/13 £m | 2013/14 £m | 2014/15 £m |
|------------------|--------------------|-------------------------------|--------------------|-------------------|---------------|---------------|---------------|---------------|---------------|
|------------------|--------------------|-------------------------------|--------------------|-------------------|---------------|---------------|---------------|---------------|---------------|

Note 2 - Link to Council Prior 1 Supporting and caring for an aging population

2 Educating, protecting and providing opportunities for children and young people

3 Managing growth effectively

4 Value for money

Note 3 - Each budget growth must be ranked the first being the one most difficult to avoid

Note 4 - Departments should consider the service delivery, political and reputational damage implications to the Council.

Housing Revenue Account

The Central Bedfordshire Housing Revenue Account (HRA) is a ring fenced account for the purpose of managing the council's stock of 5,300 homes, as well as garages, other land and premises. The model is reviewed and updated annually for a thirty year period, in setting a budget for the forthcoming year.

The HRA Business Plan is viable and sustainable in the medium term. Overall, the Council is on track to meet Decent Homes standards by the 31st December 2010, in line with Government targets, and the position is substantially the same as was reported to the Shadow Council in February 2009. However, a Landlord Services Review is scheduled during July to September 2010. This Review will examine Service quality, explore options and determine a Central Bedfordshire strategy for it's Landlord Services.

The HRA Business Plan model is included within the scope of the Review in terms of future investment need, to ensure all homes continue to meet Decent Homes standards. At a strategic level, the Review will consider how best to meet other strategic objectives related to Estate Renewal; environmental impact; Community Safety; and renewal or re-provision of out-dated sheltered housing.

The assumptions applied to the HRA model are prudent and are based on what is known about the condition of the stock; the need for investment and also reasonable assumptions related to the Housing Management Service. The key principle, over the medium term, is that a nominal level of reserves have been accrued in order to offset a predicted deficit in income in later years. However, for the 2010/11 budget year only, £0.5m is being drawn from reserves in order to ensure that any maintenance works related specifically to achieving Decent Homes standards are completed during 2010. For example, the programme to modernise electrical wiring includes an additional 200 properties in 2010/11.

The most recent Stock Condition Survey (SCS) was completed during 2005. Whilst data related to all maintenance programmes is captured and used for planning purposes, it is timely that the council procure an updated SCS, either in late 2010 or 2011. The timing will relate to the Landlord Services Review and also to proposals that are likely to emerge from Government related to Self Financing of council housing.

Government proposals for Self Financing are essentially an option for all stock holding councils to leave the national HRA Subsidy System, but at a price. Essentially, the price is a one-off Debt Settlement, whereby the national HRA debt is re-distributed amongst all stock holding councils. The Government published it's consultation paper in August 2009, which was considered by the Social Care, Health and Housing Overview and Scrutiny Committee; and to which the Portfolio Holder for Housing responded.

The Government sought Council's views on general principles, but did not set out the financial detail of the Self Financing proposal in the Consultation paper. Essentially, the Portfolio Holder's response was that the current system of council housing finance should be abolished because it is inefficient, anomalous and it is not right that in 2009/10 a sum of £8.7m will be paid by this Council to the Treasury in negative

subsidy. Indeed, over a ten year period to 2021, it is predicted that £152m will be paid to the Exchequer, from an income stream of £314m.

The Portfolio Holder indicated that for pragmatic reasons, the Council may be persuaded that the move towards self-financing and the long-term re-allocation of the national HRA debt is possibly the only sustainable method for future council housing finance. However, as a minimum, the Council would need to be convinced that the Debt Settlement was fair and seen to be fair by all councils with stock. In addition, the council would require local determination of Rent Policy.

The Portfolio Holder indicated that without seeing the financial detail related to debt settlement, it is not really possible to fully accept the Government's "clear principles" up front. On balance, at such time as detailed Proposals are published, there will be a myriad of considerations and risks to take into account. The Council will need to determine whether the District, tenants and future residents of Central Bedfordshire are best served by pragmatism, in order to secure a "self financing" option. Detailed proposals are likely to be published early in 2010.

The Council is on track to achieve rent convergence, which is a Government objective, whereby the rents charged for Council and Housing Association properties are determined using the same formula, and are similar. Caps were applied to council rents in 2009/10, and will also be applied in 2010/11, however the impact of caps in 2010/11 will result in a significant loss to the HRA of 388K. This money is reimbursed by the Government at the year end and would be a cash flow issue, if the Council did not have a HRA Reserve on which to rely..

Rent setting is in line with the Government's recommended guideline rent increase, which is an increase of 3.44% on average. However, due to the effect of Caps and Limits, the increase on average that will be applied to individual rent accounts will be significant lower at 1.63% on average. Essentially, this lower level of increase is determined by the rate of RPI (Retail Prices Index) in September 2009, which was a negative figure; plus a prescribed limit of 0.5%; plus a further maximum of £2 per week, per property. The net effect is an increase on average of 1.63%.

Housing GF Summary

| | Pay | Vacancy Target | Other employee | Premises | Transport | Supplies | Third party | Transfers | Income | Appendix I Total |
|---|-------------------|-----------------|----------------|-----------------|---------------|-----------------|-----------------|-----------------|------------------|---------------------|
| <u>Prevention, Options and Inclusion</u> | | | | | | | | | | |
| Housing Options and Pathways | £369,781 | -£18,489 | | | | £88,189 | £347,403 | | -£100,000 | £686,884 |
| Bed and Breakfast | | | | £68,418 | | | | £4,130 | -£19,580 | £52,968 |
| Housing General Fund Contributions | | | | | | | | £66,404 | | £66,404 |
| Temporary Accommodation | | | | £28,229 | | | | £14,276 | -£27,272 | £15,233 |
| Prevention, Options and Inclusion | £72,931 | -£3,646 | £13,204 | | | £4,688 | £71,260 | £20,360 | | £178,797 |
| | £442,712 | -£22,135 | £13,204 | £96,647 | £0 | £92,877 | £418,663 | £105,170 | -£146,852 | £1,000,286 |
| <u>Private Sector Housing Options</u> | | | | | | | | | | |
| Private Sector Housing Options | £72,931 | -£3,646 | £13,204 | | | £4,688 | | £20,360 | | £107,537 |
| Private Sector Standards and Options | £264,282 | -£13,214 | £1,738 | | £4,288 | £9,131 | | | | £266,225 |
| Home Improvement Agency | £450,516 | -£22,526 | £3,830 | | £83 | | | | -£40,000 | £391,903 |
| | £787,729 | -£39,386 | £18,772 | £0 | £4,371 | £13,819 | £0 | £20,360 | -£40,000 | £765,665 |
| <u>Housing Management</u> | | | | | | | | | | |
| Chiltern View | | | | £145,913 | | £482 | £42,426 | | £3,425 | £192,246 |
| Potton Site | | | | £41,943 | | £1,132 | £43,388 | | -£36,452 | £50,011 |
| Timberland Site | | | | £42,424 | | £0 | £24,138 | | -£7,313 | £59,249 |
| | £0 | £0 | £0 | £230,280 | £0 | £1,614 | £109,952 | £0 | -£40,340 | £301,507 |
| | £1,230,441 | -£61,521 | £31,976 | £326,927 | £4,371 | £108,310 | £528,615 | £125,530 | -£227,192 | £2,067,458 |

Housing HRA Summary

| | Pay | Other employee | Premises | Transport | Supplies | Third party | Transfers | Income | Total |
|----------------------------------|------------------|-------------------|------------------|---------------|----------------|----------------|-------------------|--------------------|-------------------|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| <u>Housing Services</u> | | | | | | | | | |
| Head of Housing Services | 159,611 | 1,709 | | | 179,471 | | 1,159,283 | -40,000 | 1,619,685 |
| Bad Debt Provision | | | | | 118,900 | | | | 118,900 |
| Capital Charges | | | | | | | 499,145 | -400,000 | 99,145 |
| Cost Of Capital | | | | | | | 3,715,445 | | 3,715,445 |
| Housing Subsidy | | | | | | | 9,521,483 | | 9,521,483 |
| Rent Income | | | | | | | | -22,062,039 | -22,062,039 |
| | 159,611 | 1,709 | 0 | 0 | 298,371 | 0 | 14,895,356 | -22,502,039 | -6,987,381 |
| <u>Housing Management</u> | | | | | | | | | |
| Housing Management | 606,455 | 44,988 | | | 220,626 | | | -18,800 | 1,459,724 |
| HandyVan | 94,532 | | | 17,805 | 13,034 | | | 0 | 219,903 |
| Careline | 50,283 | 7,039 | | | 42,948 | | | -120,922 | 29,630 |
| Community Alarm Console | 129,747 | 11,960 | 59,693 | | 9,804 | | | -23,540 | 317,411 |
| Housing Rents | 107,661 | | 916 | | 18,595 | 36,526 | | | 271,358 |
| Tenant Participation | 68,999 | 3,015 | 0 | | 77,063 | | | | 218,076 |
| Red House Court | 26,649 | 1,508 | 32,842 | | 1,038 | | | -37,574 | 51,112 |
| Sheltered Accommodation | 358,398 | 35,738 | 178,549 | | 45,293 | | | -212,976 | 763,399 |
| District Wide Management | | | 134,488 | | 16,695 | | | -24,595 | 126,588 |
| Supporting People | | | | | 81,440 | | | -550,000 | -468,560 |
| Leaseholder Service Charges | | | | | | | | -45,057 | -45,057 |
| Tenant Service Charges | | | 127,641 | | 611 | 253,482 | | -195,874 | 185,860 |
| | 1,442,723 | 104,248 | 534,129 | 17,805 | 527,147 | 290,008 | 0 | -1,229,338 | 3,129,445 |
| <u>Asset Management</u> | | | | | | | | | |
| Asset Management | 999,645 | 12,484 | | | 37,367 | | | -200,000 | 1,849,141 |
| Repairs - Day to day | | | 659,622 | | | | | | 659,622 |
| Repairs - Cyclical | | | 1,273,347 | | | | | | 1,273,347 |
| Repairs - Voids | | | 1,062,171 | | | | | | 1,062,171 |
| Repairs - Enterprise | | | 1,175,790 | | | | | | 1,175,790 |
| Housing Repairs Client | | | 1,008 | | 9,804 | | 13,865 | -21,683 | 2,994 |
| Rechargeable Repairs | | | 10,000 | | | | | -10,000 | 0 |
| | 999,645 | 12,484 | 4,181,938 | 0 | 47,171 | 0 | 13,865 | -231,683 | 6,023,065 |

| | Pay | Other employee | Premises | Transport | Supplies | Third party | Transfers | Income | Total |
|---|------------------|-------------------|------------------|---------------|------------------|----------------|-------------------|--------------------|------------------|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| <u>Prevention, Options & Inclusion</u> | | | | | | | | | |
| Homeless Hostel | 68,127 | 20,434 | 31,730 | | 7,309 | | | -147,101 | 48,626 |
| Waiting List HRA | | | | | 75,495 | | | | 75,495 |
| Home Choice HRA | 230,066 | | | | 35,126 | | | | 495,258 |
| Places for People HRA | | | 26,807 | | 94,719 | | | -22,585 | 98,941 |
| | 298,193 | 20,434 | 58,537 | 0 | 212,649 | 0 | 0 | -169,686 | 718,320 |
| | 2,900,172 | 138,875 | 4,774,604 | 17,805 | 1,085,338 | 290,008 | 14,909,221 | -24,132,746 | 2,883,449 |

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