

**URGENT BUSINESS AND SUPPLEMENTARY INFORMATION****Council****22 February 2010**

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11.	(Pages 1 - 104)	2010/11 Service and Financial Planning Process, Corporate Plan, Revenue Budget and Capital Programme – Budget Book	Karen Curtin, Head of Finance	Information not available at time of agenda despatch

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# Budget Book

## 2010/2011



**Cherwell**  
 DISTRICT COUNCIL  
 NORTH OXFORDSHIRE

**CHERWELL DISTRICT COUNCIL**  
**2010/11 BUDGET AND SERVICE PLAN PROCESS**

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# CHERWELL DISTRICT COUNCIL

## ABOUT CHERWELL DISTRICT COUNCIL

Cherwell is a rural district in north Oxfordshire, situated around the M40 motorway and the river Cherwell. Much of the area is farmland and 14 per cent lies within the Oxford Green Belt. The three main towns of Banbury, Bicester and Kidlington are home to about two-thirds of the 138,200 population with the rest of the district comprising small villages.

Despite relatively high numbers of young people living in the area, the proportion of older people is growing faster than average and a 6.9 per cent increase is expected by 2029. The ethnicity of the area is mostly white, with numbers of black and minority ethnic people below regional and national averages. With over 56,000 households, Cherwell has a higher than average home ownership and an average sized private rented market.

People's health is generally better than average but there are cases of inequality. For example, men living in the most deprived areas can expect to live 5 years less than those in the least deprived. Unemployment is relatively low but residents tend to have lower weekly wages than the rest of the South East.

The Council is made up of 50 councillors representing 28 wards. The Conservative Party holds 44 seats and there are four Liberal Democrat and two Labour councillors.



# CHERWELL DISTRICT COUNCIL

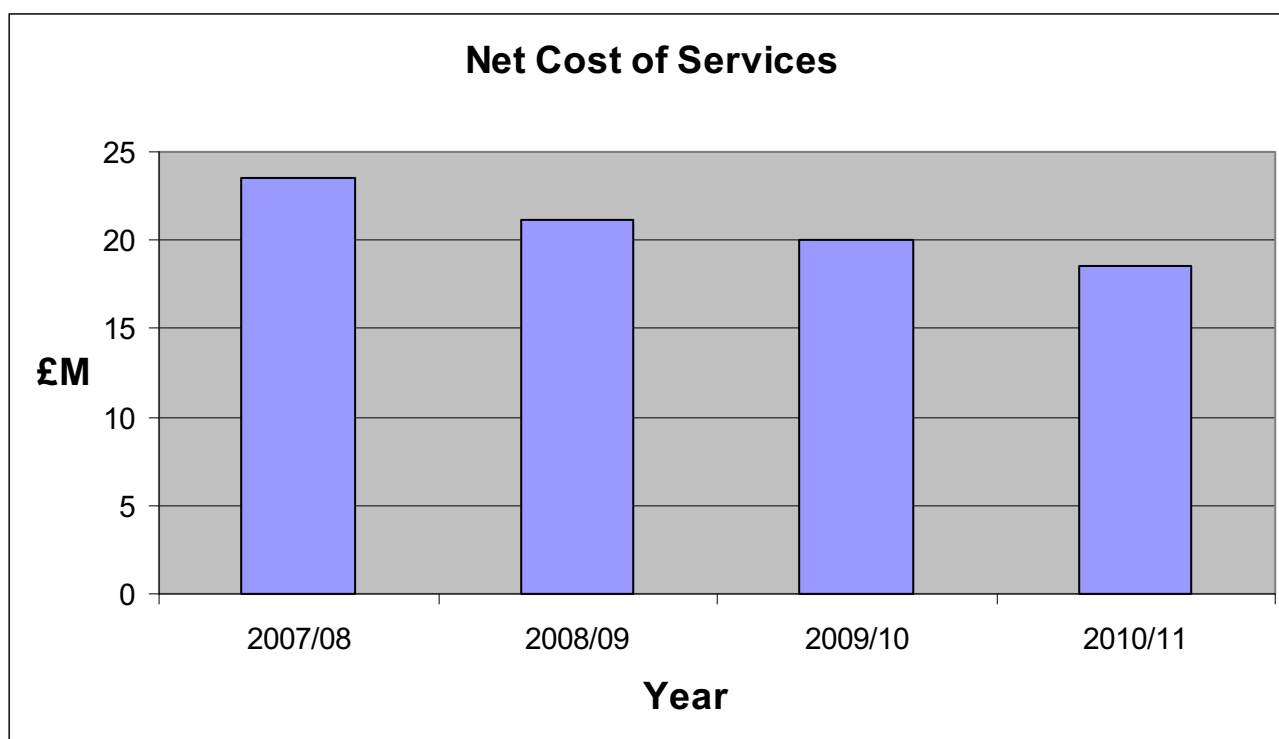
## 2010/11 BUDGET AND SERVICE PLANNING

### EXECUTIVE SUMMARY

The Council has worked hard to keep its **council tax promise of a 0%** increase at a time of falling income and increased economic pressure. Whilst we don't under estimate the challenges presented as a result of the economic downturn, the **council's financial position remains strong** ensuring we are able to continue to meet our priorities in the future. Maintaining services and facilities that are important to our residents is at the heart of our approach in this volatile environment.

The 2010/11 budget at £18.5m is **£5m or 21% less** than our expenditure in 2007/08 and £1.5m less than our projected expenditure for 2009/10. Service expenditure is focused directly on the Council's strategic priorities. Resources have been realigned; savings targeted in the main on the lower priority areas such as support services and corporate overheads. Where we have made cuts to services these have been small and in areas which are **least important to our residents**, such as in tourism and at the Banbury Museum. The table below illustrates the reduction in overall costs over recent years.

Our rolling programme of VFM reviews has generated **cost reductions of £3.7m** over the last 3 years, proving our ability to deliver identified savings in full over extended periods of time. Support costs and frontline services alike have been subject to VFM reviews. We have reduced support costs by £1m over the last 3 years, **a reduction of 18% in real terms**



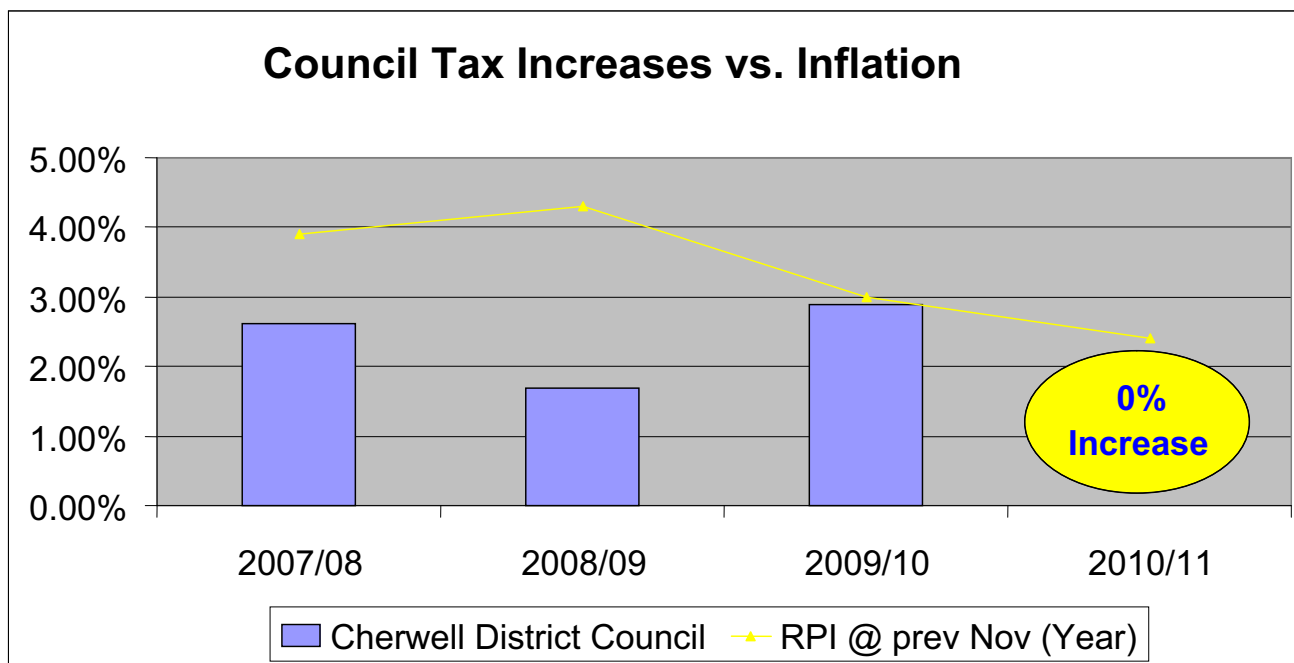
Our 2010/11 budget includes investment income of £1.3m, reduced from £6m in 2008/09. We have planned explicitly the move from the 2008/09 position to **a removal of any dependency on investment** income for services by 1<sup>st</sup> April 2013. After this date we will use investment income for special projects, and/or to increase our capital pot, and/or to maintain a robust general fund balance.

This budget position has been achieved following rigorous challenge of preliminary spending plans; the early and constructive involvement of elected Members; extensive consultation with the whole range of stakeholders; prudent application of contingency provisions; a more balanced approach to risk assessment; and the commitment of all those involved in the detailed task of budget preparation.

We have made the subject of costs and **efficiencies high profile** and commit each year to our residents to cut costs by a specified amount. We promised to deliver a £1m reduction in costs during 2009/10 for the 2010/11 budget and have done so. We are promising a further **£0.8m reduction in 2010/11 for the 2011/12 budget.**

The Council made a commitment to a **0%** increase in Council Tax levied by Cherwell District Council and this has been achieved with Cherwell's proportion of council **tax remaining at £123.50** a year, for a band D property. The overall tax base has however risen from 49,923 (09/10) to 50,113 in 2010/11, meaning that we will be collecting very slightly more Council Tax for our uses this year,

The following table shows year on year increases in Council Tax for the District compared with the Retail Price Index (RPI) over recent years :



Capital submissions were subjected to a much more **rigorous process** this year to ensure their match with the **Council's priorities** and a full understanding of their impact on future financial planning. The total capital programme amounts to £21.7M of which £13.5M will be delivered in 2010/11. We have also maintained our commitment to Bicester Town Centre Redevelopment of £5M.

Reserves have been **robustly reviewed** by the Resources Portfolio-holder and the Chief Financial Officer. They have been applied, re-designated or released, as appropriate. It is believed that the level of reserves going forward now reflects more accurately the potential liabilities of the Council.



## GENERAL FUND SUMMARY 2010/11

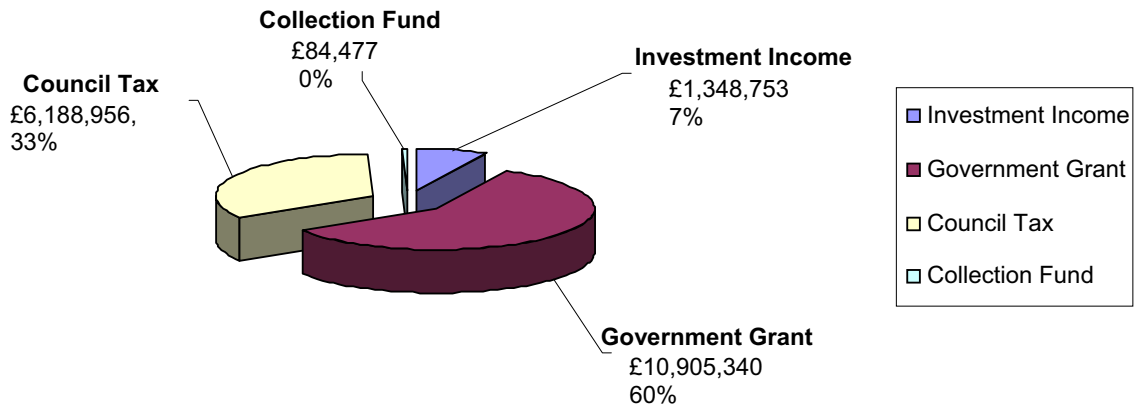
SERVICE EXPENDITURE	Budget
	2010/11
<b>Services Sub-Total</b>	<b>£20,318,280</b>
Capital Charges Reversed	-£2,850,060
<b>Sub Total</b>	<b>£17,468,220</b>
<b>(% decrease on 09/10)</b>	<b>(6%)</b>
<b>Executive Matters</b>	<b>£1,059,306</b>
<b>Net Expenditure Services</b>	<b>£18,527,526</b>
<b>Funding</b>	
Investment Income	£1,348,753
Government Grant	£10,905,340
Collection Fund	£84,477
Council Tax	£6,188,956
	<b>£18,527,526</b>
<b>Potential ( Surplus)/Shortfall</b>	<b>£0</b>
<b>COUNCIL TAX</b>	
Relevant Tax Base	50,113
Council Tax Rate for Band "D"	£123.50

## 2010/11 CAPITAL PROGRAMME & FINANCING SUMMARY

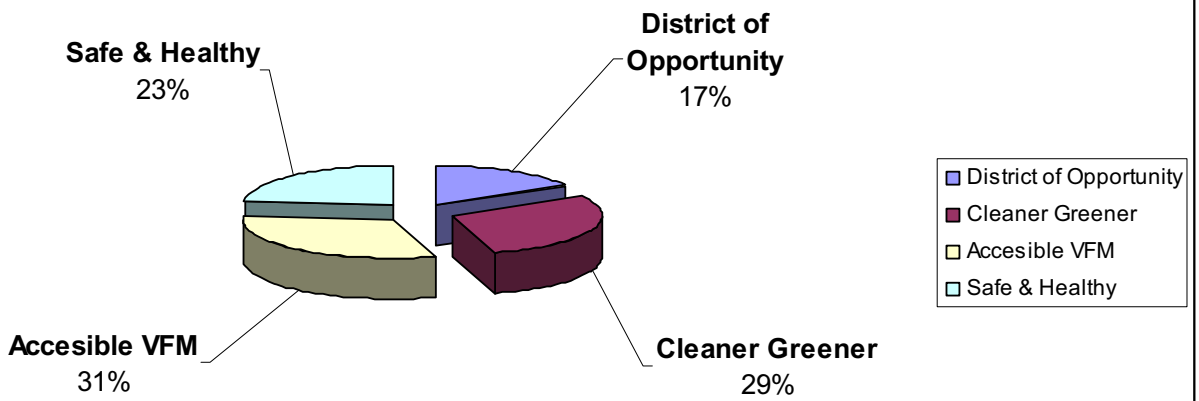
	Scheme Cost	2010/11 Budget
Approved supplementary estimates from 2009/10	£871,000	£871,000
Approved slippage from 2009/10 (schedule 4b)	£4,179,000	£4,179,000
Proposed new schemes for 2010/11 delivery (schedule 4a)	£16,650,984	£8,482,800
<b>Total Capital Programme for 2010/11</b>	<b>£21,700,984</b>	<b>£13,532,800</b>
<b>Financed by:</b>		
Capital Receipts	£15,032,984	£10,489,800
Government Grants	£1,500,000	£375,000
Direct Revenue Financing / Use of Reserves	£5,168,000	£2,668,000
	<b>£21,700,984</b>	<b>£13,532,800</b>



### Funding of Council Expenditure 2010/11



### Budget by Strategic Priority 2010/11



## **1 CONTEXT**

### **1.1 Purpose**

This document provides an overview of the 2010/11 service and financial planning process and details the 2010/11 revenue and capital expenditure requirements.

This document has been divided into a number of parts, for ease of reference.

The draft budget has been prepared with the following objectives:

- To invest in the Council's priority areas
- To reduce the cost of support services
- To mitigate the impact of significantly reduced revenue contributions.
- To continue to improve levels of customer satisfaction with all services delivered.

The draft budget has been subject to review and challenge as follows :

- May 2009 – Nov 2009 – Service Plan Process
- December 1<sup>st</sup> 2009 Resource and Performance Scrutiny Board
- December 7<sup>th</sup> 2009 – Executive
- January 11<sup>th</sup> 2010 Executive
- February 1<sup>st</sup> 2010 Executive where the draft budgets and council tax rates were recommended to Council for approval on 22 February 2010

### **1.2 Scope**

The budget book is designed to provide an integrated view of the whole of the Council's finances and outlook. It covers both revenue and capital spending, highlighting the inter-relationships between the two, and the resultant implications. It also considers all of the financial accounts, or Funds, operated by the Council, in addition to detailing Parish precept information.

## **2 BACKGROUND**

### **2.1 Service and Financial Planning Process**

Setting the budget is one of the key outcomes from the Council's service and financial planning programme. This involves the preparation of service plans, which are developed not only to deliver the Council's corporate objectives and priorities, but also to demonstrate how the published service targets, representing the Council's commitment for delivery in priority areas, are to be achieved. The budget is the financial expression of these plans, within the context of the Council's Medium Term Financial Strategy.

The programme involves elected Members, the Council's senior managers and, in many service teams, operational staff. The views of the public, our community partners, the voluntary sector and the local business community are all actively sought through structured channels during the programme.

The service and financial planning programme is explained in some detail in ANNEX 1

## 2.2 Public Consultation

The Council is under a statutory obligation to consult with local businesses on its proposed revenue and capital budgets each year. Best practice also suggests that the Council should consult with its local residents.

Cherwell District Council makes significant efforts to consult with stakeholders on its budget proposals each year. The recognised benefits of this approach include the following:

- Provide members with information to support decision making
- Promote public involvement in decision making
- Identify priorities for spending
- Identify areas in which spending reductions are seen as most acceptable
- Raise awareness about how finances are spent
- Raise awareness of the Council's sources, levels of funding and council tax levels.

This year residents have been consulted through a wide range of qualitative and quantitative consultation methods including: meetings with local community groups and local businesses; on line budget consultation portal ; and Council staff were kept informed through the chief executive briefings and asked to feedback any views.

The consultation process was designed to be as inclusive as possible, seeking the views and opinions of residents, stakeholders, the business and voluntary sectors.

Understanding the views and opinions of local people has assisted the Executive as it develops and finalises the budget for the financial year ahead. The feedback obtained has also been used by council services alongside other sources of customer intelligence and feedback when developing service plans and in continued implementation of the council's vision.

## 2.3 Service Planning Priorities

This year service planning and budget preparation has been more closely integrated than ever before, to ensure that the allocation of resources closely matches the delivery of the Council's objectives.

The process has been driven by our improved understanding of customer needs, by customer feedback, comparative financial and service performance, and the need to demonstrate value for money; and it has been informed by extensive consultation involving the general public, the business community, the voluntary sector and key partners.

Elected Members were then able to draw upon this information and use it in determining the Council's service priorities for the forthcoming year, with services ranked from 1 (high priority) to 7 (low priority). This ranking provided an essential framework for the consideration of service resources and capital schemes. The full prioritisation matrix can be seen in Annex 1 and is summarised in the table below:

Rank	Service Area
1	Refuse collection & Recycling, Strategic Housing, Antisocial Behaviour
2	Economic Development and Regeneration
3	Sports facilities , Local Development, Community Development, Leisure Development, Safer Communities, Health Promotion
4	Revenues & Benefits, Cleansing, Housing Needs, Local Transport and Concessionary Fares, Private Sector Housing, Environmental Protection, Conservation & Urban Centres, Arts, Rural Areas, Car Parking , Estates.
5	Building Control and Engineering, Public Protection, Planning & Enforcement.
6	Planning control, Diversity & Equality.
7	Landscape, Banbury museum, Tourism, Licensing.

## 2.4 Budget Guidelines

At its meeting on 5 October 2009 the Executive agreed the budget guidelines contained in Annex 2 and instructed officers to :

- Prepare and submit a draft four-year capital programme. All schemes to carry a full project appraisal including strategic objective, priority, value for money assessment, and details of any revenue impacts. All capital project appraisals will be validated by the Capital Investment Delivery Group. All schemes previously approved for commencement in 2010/11 and onwards will be carried through for consideration.
- Prepare and submit draft revenue estimates for 2010/11 and the next 4 years which fully reflect the service priority and consultation events and match the current duration of the MTFS.
- The 2009/10 projected outturn at September 2009, adjusted to take account of the full year effect of savings identified in setting the 2009/10 budget, and one off items will be assumed to be the “**base budget**”. This will then be adjusted for savings identified within the £1million action plan. This will be prepared by the Service Accountant and signed off by Head of Service.

2.5 The budget includes the additional costs associated with job evaluation which is due to be implemented in April 2010. This process has involved redesigning the pay structure from a spot structure to an incremental scheme. This process is still subject to a Union vote and as a result the additional costs related to this scheme have not yet been allocated by individual services (or staff).

As a result of this the support costs of the Council have not yet been allocated against all services in the proposed new organisation structure. This has no impact on the budget requirement as it will only result in the re-allocation of cost between directorates.

## 2.6 The Economy

The UK economy finally came out of recession in the last quarter of 2009 after figures showed it had grown by a weaker-than-expected 0.1%. This was after six successive quarters of negative growth. However, the small scale of the growth experienced has fuelled fears that a return to recession could be on the way.

Another surprising but welcome figure was the very slight fall in unemployment from 7.9% to 7.8% for the quarter ended November 2009. Figures showed that unemployment at that time stood at 2.46million. This reduction ended the continuous rise in unemployment that began in the summer of 2008, although there have again been warnings that a return to rising unemployment may follow.

The Bank Rate went from 2% at the start of 2009 to 0.5% in March and remained there throughout the year. The financial sector, where the problems started, spent 2009 gradually recovering from the depths of crisis but still has a long way to go before it can be called healthy.

The Chancellor's December 2009 Pre-Budget report received criticism for its failure to deliver a clear picture of what needs to be done in relation to public sector finances. Commentators have modelled various scenarios for the economy based on the result of the 2010 General Election, with the predominant view being that a government which makes greater headway in dealing with the country's structural problems is needed after the election. Such action would however almost certainly involve a tightening of fiscal conditions that will in itself act as a drag on the economy's ability to recover strongly.

While the Government kept the last year of the three year grant settlement in place for local authorities in relation to the 2010/11 budget year, commentators expect councils to bear a heavy share of reductions from 2011/12 onwards and most council are building significant reduced funding into their forward projections. In addition, the expected continuation of low interest rates will provide very little interest income for councils at a time when pressures on service spending are at a high point. There is also the likelihood of a sharp rise in inflation in the first half of 2010, although a return to the target zone of around 2% CPI is expected in the second half of the year.

## 2.7 Challenges

The downturn in the economy has given rise to a number of unanticipated budget pressures. This has seen a reduction in the current year of planning and land charge income. In addition we face significantly increased fuel costs on expiry of the current contracted rates. There is also rising pressure on a number of Council services, notably benefits and a rise in homelessness will be expected. These assumptions have been continued into the draft budget and a risk provision has been created to mitigate the impact of these unknown factors.

### **Local Government Finance Settlement**

Local authorities receive a large part of their funding in the form of grants from central government. While some of this is in the form of specific grants (funding streams with a specific set of rules, intended to give authorities the resources to provide a particular service or achieve a particular outcome), in 2010/11 over £28 billion of funding is in the form of "formula grant". This is intended to be general funding with no restrictions on what local authorities can spend it on.

The 2010/11 local government finance settlement, published on 20 January 2010, represented the final year of the “fixed” three year funding regime announced in 2008/09. By announcing fixed-year settlements, for 2006/07 and 2007/08; and 2008/09 to 2010/11, the Government wanted to achieve two objectives.

- To provide more stability and certainty to local government about funding levels.
- To focus the Settlement on the allocation of grant rather than on notional funding for services and on notional taxation

The Final Settlement confirmation was made on 20 January 2010. The final position was unchanged from the provisional settlement details. The 2010/11 actual formula grant settlement amounts to £10.9m for 2010/11.

### **Council Tax Capping**

The Provisional Settlement announcement included an explicit statement of the expectation of average council tax increases in England in 2010 falling further below the 3% average increase for the previous year and in fact to reach a sixteen year low in this period. The announcement also confirmed that there would be no hesitation in the use of capping powers to protect council tax payers from excessive increases.

Despite past assurances of clarity, the criteria are still unknown. However it is assumed that the spending plans reflected in this budget will not be capped.

## **2.8 Medium Term Financial Strategy**

- 2.8.1 We continually update our medium financial strategy and model scenarios with CMT and the Executive members to test our planning rigorously and the latest forecast can be seen along with assumptions in Annex 3. The draft forecast at present (ref – column D Line 34) shows an improvement in the forecasted shortfall from £1.4m to £755k from 2010/11 to 2011/12.

This annex also shows an analysis of reserves, capital receipts, cashflow and the impact of the capital programme. Our capital receipts are forecast to reduce from £42m to £23m by March 2015 based on the current capital programme.

We have continued to build on the scenario-based approach we have used in the past and we have modelled on the basis of government grant cuts of 0% to 15% in order to understand the implications on council services. All known cost pressures are built in to the model and assumptions are made for unknown pressures. This modelling leads directly to a target for cost reduction 18 months or so before the savings are required. In 2009/10 the target was £1m which has been achieved and built into the balanced 2010/11 budget. The target to be achieved during 2010/11 is £0.8m.

With regard to the medium term, there are a number of pressures facing the Council in the context of the national framework being applied to local government, which, amongst other things, requires increasing efficiencies and restrictions on council tax increases. Against this backdrop the expectation is that, future year’s budgets will come under increasing pressure with a growing emphasis on prioritisation, efficiency, innovation and collaboration in service delivery. The Council may therefore face difficult decisions in later years in order to sustain a balanced budget over the medium term.

There remains considerable uncertainty about the level of local government funding the period from 2011/12 onwards. Recent articles in the national press suggest that the next

Comprehensive Spending Review will not be published until after the General Election and the Chancellor of the Exchequer has been quoted stating “the next spending review will be the toughest we have had for 20 years”.

Following the Government’s stated commitments to the NHS, schools and the police, it is clear that local authorities will continue to need to plan on the basis of a very restricted financial envelope from 2011/12 onwards. Further, given that both the main opposition political parties have stated that the Government’s plans to reduce public sector debt are not sufficiently ambitious, it is reasonable to assume that if there is a change of Government, at the forthcoming General Election, local authority funding will continue to be restricted.

2.8.2 As part of the development of the MTFs and budget, analysis is undertaken of the key financial assumptions on which the budget will be based. The key areas covered included:

- ◆Economic factors, such as inflation
- ◆Treasury Management, including interest rates
- ◆Demographic pressures on spending
- ◆Asset Management, including a review of the Council’s portfolio
- ◆Other spending pressures opportunities (revenue and capital)
- ◆External funding (including Formula Grant from central government)

2.8.3 Service expenditure is prioritised based on their contribution to the delivery of the Council’s strategic priorities, which in turn are informed by the consultation process. All funding streams are judged against the level of funding which is deemed to be affordable over the medium to long-term.

2.8.4 The DCLG is currently undertaking a limited review on the local government funding formulae in advance of the next three year settlement (2011/12 to 2013/14). A consultation paper will be published in June/July 2010. The next Comprehensive Spending Review, setting out public sector funding allocations for the period 2011/12 to 2013/14, is not expected until after the forthcoming General Election. Until further detail is announced the Medium Term Financial Strategy assumes Cherwell’s formula grant remains static at £10.9m in 2011/12 and onwards. However, based on the Formula Grant Review and the national economic position it is possible that the level of Formula Grant actually decreases from 2011/12. We are already modelling potential scenarios and will respond accordingly

2.8.5 The next Medium Term Strategy document is due to be published by the Council in May 2010.

## 2.9 **Current Financial Position – 2009/10**

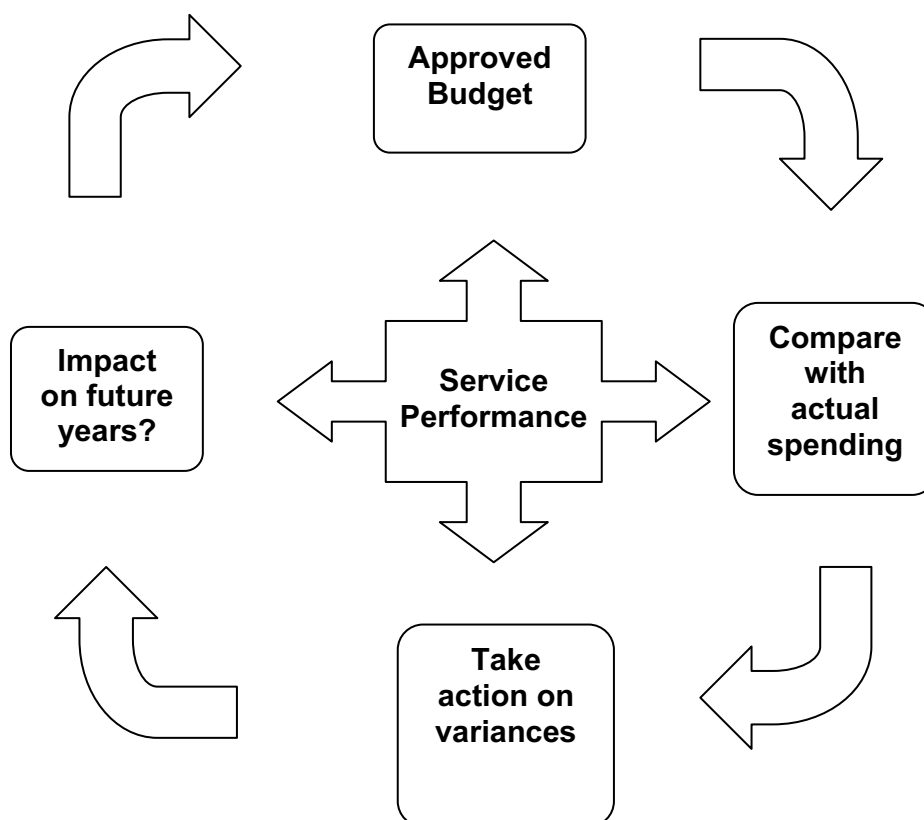
Frequent monitoring of Council expenditure against the budget is important to ensure financial stability is maintained throughout the year. Consequently, regular monitoring reports are submitted to the Directorates, the Corporate Management Team (CMT), Executive, Accounts, Audit & Risk Committee and to the Overview and Scrutiny Committee. All budgetholders are also fully aware of their duty to control their departmental budgets within the approved budget levels.

Budget monitoring is the continual process of comparing actual income and expenditure with



the budget and forecasting the likely expected out turn at the end of the year. Over or under spending (variances) will be addressed as they arise with the aim of ensuring that the council ends the year within its budget tolerances.

Cherwell's budget monitoring process is illustrated in the following diagram:



Cherwell has very pro-active arrangements for monitoring and control to deliver at a high level of financial management, ensuring the Council manages within its resources. The Council has top quality budgetary control and as a result has delivered during the year against budget within acceptable tolerance limits. These tolerances are based on percentage variance of revenue and capital budget against profile (+2%/-5%) and capital budget.

The budget monitoring process will also inform future updates of the MTFs where changes in expenditure and or income patterns impact on future years.

### 2.9.1 General Fund Revenue

The General Fund budget monitoring return, at 31<sup>st</sup> December 2009 (Qtr 3), was reported to the Executive in full detail on 1st February 2010. Projections until the end of the financial year, building on the December position and making reasonable and robust assumptions up to 31<sup>st</sup> March 2010, including a review of reserves indicate that we will be on track to budget at the year end.

A number of compensatory actions have been taken to partly offset the impact of the downturn in the economy and the impact of lower than expected interest rates.

Any variances on the revenue and capital projections are within the Council's stated

tolerances of +2% -5%.

## 2.9.2 Capital Programme

2.9.3 Total capital spend to December 2009, including commitments, amounts to £15.5M. This represents 57% of the total annual budget and 77% of the periodic budget.

The projected spend for capital schemes as at December 2009, taking into consideration the update to slippage, is £20.1m of which £9.2m relates to the completion of Sports Centre Modernisation Project.

Approval from the Executive was obtained to move £4.1M of project funding into the 2010/11 capital programme and a further adjustment of £836,000 was agreed with the Portfolio Holder. This can be seen in detail in Annex 4

## 2.10 Reserves

2.10.1 Reserves are funds set aside to provide for specific spending needs that may arise in future financial years. Whilst reserves and balances are not new money, they can be used to fund spending on services and so form part of the council's overall sources of funding.

There is no specific obligation on councils to have reserves or balances, and consequently, no legislation specifies maximum or minimum level of funds that a council should hold in its reserves and balances. Therefore, each authority should determine for itself as part of its overall financial planning what level of reserves it needs to maintain, and what its minimum level of balances should be.

The Council has adequate earmarked reserves and working balances to meet known liabilities in the medium term. A robust review of reserves was conducted with the Portfolio Holder for Resources during the current financial year and this exercise has been repeated in January 2010.

The Local Government Act 2003 specifically requires the Chief Financial Officer (known as the "Section 151 Officer") to make specific reference to whether reserves and balances are robust in the annual budget report that agrees the budget and Council Tax for the forthcoming financial year.

## 3 BUDGET 2010/11

### 3.1 General Fund Revenue Budget

The 2010/11 General Fund Revenue budget is shown in the table on Page 16. This has been prepared in accordance with the guidelines agreed by the Executive. In determining the level of budgets for each Directorate, the Council must take into account the following factors:

- The level of funding it receives from Central Government.
- Inflationary requirements and commitments.
- New statutory responsibilities and/or transfers of function away from Council.

- Changes in demographics and levels of service demand.
- Growth requirements arising from the Corporate Plan.
- Changes in levy and precepting bodies requirements.

Each of these factors has a major impact on the level of resources required or available to the Council.

The Council has successfully managed the budget challenges, previously forecast for 2010/11. The Medium Term Financial forecast presented with the 09/10 budget indicated a potential gap of £2.6m over a 3 year period. The low interest rate of 0.5% has also increased this challenge as despite agreeing a 3 year plan to reduce dependency on investment income it was expected that rates would be circa 2%.

As a result of this the Council established a robust action plan to reduce costs. The public promise of the £1m action plan (£0.8m cashable) has been achieved together with further cost reductions of circa £2.0m. (analysed in Table1)

Annex 11 provides an analysis of the budget movements by service area across all Directorates and gives brief explanations of service variations. Annex 9 provides details of how we plan to spend grants received in respect of LABGI, Housing and Planning Delivery and for climate change.

<b>SERVICE EXPENDITURE - excluding support allocation</b>	<b>Outturn 2008/09</b>	<b>Budget 2009/10</b>	<b>Projection 2009/10</b>	<b>Budget Proposal 2010/11</b>
<b>Customer Services &amp; Resources</b>		£6,511,867	£6,339,702	£5,628,217
<b>Environment &amp; Community Improvement</b>		£9,425,613	£9,538,086	£9,229,131
		£343,463	£343,463	£141,412
<b>Planning, Housing &amp; Economy Chief Executives</b>		£2,889,698	£2,589,698	£2,185,845
		£3,801,789	£3,760,590	£3,133,675
<b>Services Sub-Total</b>	<b>£23,450,526</b>	<b>£22,972,430</b>	<b>£22,571,539</b>	<b>£20,318,280</b>
Capital Charges Reversed	-£2,504,576	-£2,491,010	-£2,491,010	-£2,850,060
<b>Sub Total</b>	<b>£20,945,950</b>	<b>£20,481,420</b>	<b>£20,080,529</b>	<b>£17,468,220</b>
<b>Executive Matters</b>	<b>£1,453,387</b>	<b>-£654,556</b>	<b>-£853,665</b>	<b>£1,059,306</b>
<b>Net Expenditure Services Funding</b>	<b>£22,399,337</b>	<b>£19,826,864</b>	<b>£19,226,864</b>	<b>£18,527,526</b>
Investment Income	£5,977,100	£2,915,931	£2,315,931	£1,348,753
Government Grant	£10,359,016	£10,637,129	£10,637,129	£10,905,340
Collection Fund	£101,591	£108,313	£108,313	£84,477
Council Tax	£5,961,630	£6,165,491	£6,165,491	£6,188,956
	<b>£22,399,337</b>	<b>£19,826,864</b>	<b>£19,226,864</b>	<b>£18,527,526</b>
<b>Potential Shortfall</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>COUNCIL TAX</b>				
Relevant Tax Base	49,678	49,923	49,923	50,113
Council Tax Rate for Band "D"	£120.00	£123.50	£123.50	£123.50
<b>Council Tax Collection</b>	<b>£5,961,630</b>	<b>£6,165,491</b>	<b>£6,165,491</b>	<b>£6,188,956</b>

- 3.2 **Table 1** below includes a walk from the 2009/10 budget to the proposed 2010/11 budget highlighting the main drivers of cost pressures, impact of service income and cost reductions.
- 3.3 As detailed in **Table 1** the total value of reductions included in this budget now totals £2,854,176. These are also detailed below in **Table 2** and **Table 3** and show the impact both by directorate and impact on services.

**Table 1**

<b>Walk from 2009/10 Budget to 2010/11 Budget</b>	
2010/11	£18,527,526
2009/10	£19,826,864
<b>NET REDUCTION</b>	<b>-£1,299,338</b>
<b>Cost Increases - main drivers</b>	
Job Evaluation – impact	£538,000
Reduced Balances & Interest Rates	£1,541,575
<b>Unavoidable Growth :</b>	
Concessionary Fares	£270,000
SCM - Unitary Fee	£174,153
District Elections	£53,342
Inflation - Sports Centre Modernisation	£56,000
<b>Cost Increase</b>	<b>£2,633,070</b>
<b>Increased Income - main drivers</b>	
Increase in Revenue Support Grant	-£268,211
Additional Subsidy Income	-£147,000
Increase in income	-£47,603
<b>Increased Income</b>	<b>-£462,814</b>
<b>Cost Reductions - main drivers (Analysed in Detail Below)</b>	
£1m Action Plan	-£793,111
VFM	-£650,000
FYE 2009/10	-£478,794
Efficiencies	-£932,271
<b>Cost Reductions</b>	<b>-£2,854,176</b>
<b>Budget Adjustments - main drivers</b>	
Asbestos - use of reserves	-£73,440
Pension Compensation – reserve	-£138,000
Engineering Services S38 – reserve	-£94,000
Support Adjustment (Incorrect Support 08/09)	-£74,790
Use of LABGI reserve (Local Authority Business Growth Incentive)	-£35,000
08/09 Virement	-£132,000
Various service adjustments within individual cost centres.	-£68,188
<b>Budget Adjustment</b>	<b>-£615,418</b>
<b>NET REDUCTION (as above)</b>	<b>-£1,299,338</b>

**Table 2 (below)**

<b>Review of Savings</b>	<b>2009/10 FYE Effects</b>	<b>VFM &amp; MTFS Savings</b>	<b>£1m Action Plan</b>	<b>Efficiencies</b>	<b>Total</b>	<b>CSR</b>	<b>IMP</b>	<b>CEX</b>	<b>EAC</b>	<b>PHE</b>	<b>Total</b>
<b>DRAFT 1</b>											
<b>Training</b> - reduction in staff (10%) - reduce training budget			£51,000		<b>£51,000</b>	£51,000					£51,000
<b>Cleaning</b> - reduce agency to formal external contract			£10,000		<b>£10,000</b>			£10,000			£10,000
<b>Rev's &amp; Bens</b> - support reduction			£124,000		<b>£124,000</b>	£124,000					£124,000
<b>ICT</b> - arising from review of operations area			£50,000		<b>£50,000</b>	£50,000					£50,000
<b>EAC</b> - review of expenditure			£100,000		<b>£100,000</b>				£100,000		£100,000
<b>Engineering / Bldg Control</b> - service transfer to County			£50,000		<b>£50,000</b>					£50,000	£50,000
<b>Planning Policy</b> - Post Deletion			£50,000		<b>£50,000</b>					£50,000	£50,000
<b>Legal</b> -Retirements / 85 year rule			£75,000		<b>£75,000</b>	£75,000					£75,000
<b>Centralised Corporate Recovery</b>			£51,000		<b>£51,000</b>	£51,000					£51,000
<b>Improvement</b> end fixed term		£100,000			<b>£100,000</b>		£100,000				£100,000
<b>VFM Housing</b> - part of 3 yr plan		£200,000			<b>£200,000</b>					£200,000	£200,000
<b>Revs and Bens</b>		£250,000			<b>£250,000</b>	£250,000					£250,000
<b>Property VFM</b>		£100,000			<b>£100,000</b>			£100,000			£100,000
<b>Multifunctional Devices</b> - impact on printing	£35,000				<b>£35,000</b>	£35,000					£35,000
<b>Job Evaluation</b> (One off Expenses)	£150,000				<b>£150,000</b>			£150,000			£150,000
<b>Finance</b> - Restructure	£51,000				<b>£51,000</b>	£51,000					£51,000
<b>Head of Business Services</b> - Post Deletion	£70,466				<b>£70,466</b>	£70,466					£70,466
<b>Full Year Effects</b> - EAC budget reductions	£172,328				<b>£172,328</b>				£172,328		£172,328
<b>PHE</b> - Removal of Assist. Conservation officer Post				£33,000	<b>£33,000</b>					£33,000	£33,000
Efficiencies				£671,686	<b>£671,686</b>	£350,938	£31,943	£60,121	£175,398	£53,286	£671,686
<b>DRAFT 2</b>											
<b>Expression of Interest</b>			£94,975		<b>£94,975</b>	£94,975					£94,975
<b>Reduction in Insurance</b>			£77,136		<b>£77,136</b>	£77,136					£77,136
<b>Reduction of Training Budget in lieu of Stables</b>			£60,000		<b>£60,000</b>	£60,000					£60,000
<b>Efficiencies</b>				£85,737	<b>£85,737</b>	£34,169		£1,154	£6,000	£44,414	£85,737
<b>DRAFT 3</b>											
<b>Review of Discretionary Spend</b>				£141,848	<b>£141,848</b>	£5,106		£17,501	£112,392	£6,849	£141,848
<b>TOTAL</b>	<b>£478,794</b>	<b>£650,000</b>	<b>£793,111</b>	<b>£932,271</b>	<b>£2,854,176</b>	<b>£1,379,790</b>	<b>£131,943</b>	<b>£338,776</b>	<b>£566,118</b>	<b>£437,549</b>	<b>£2,854,176</b>
						<b>48%</b>	<b>5%</b>	<b>12%</b>	<b>20%</b>	<b>15%</b>	
0% pay award (saving from 1.25% assumption)			£228,000		<b>£228,000</b>						
<b>Real Cost reduction</b>	<b>£478,794</b>	<b>£650,000</b>	<b>£1,021,111</b>	<b>£932,271</b>	<b>£3,082,176</b>						

**Table 3**

<b>Review of Savings</b>	<b>Service Impact</b>	<b>No Service Impact</b>	<b>Outsourcing</b>
Training - reduction in staff (10%) - reduce training budget		£51,000	
Cleaning - reduce agency to formal external contract		£10,000	
Rev's & Bens - support reduction			£124,000
ICT - arising from review of operations area		£50,000	
EAC - review of expenditure	£31,000	£69,000	
Engineering / Bldg Control - service tfr to County	£50,000		
Planning Policy - Post Deletion	£50,000		
Legal -Retirements / 85 year rule		£75,000	
Centralised Corporate Recovery		£51,000	
Improvement end fixed term		£100,000	
VFM Housing - part of 3 yr plan	£77,262	£122,738	
Revs and Bens			£250,000
Property VFM		£100,000	
Multifunctional Devices - impact on printing		£35,000	
Job Evaluation (One off Expenses)		£150,000	
Finance - Restructure		£51,000	
Head of Business Services - Post Deletion		£70,466	
Full Year Effects - EAC 09/10 budget reductions	£172,328		
<b>PHE- Removal of Assistant Conservation officer Post</b>	£33,000		
Efficiencies	£81,286	£543,450	£46,950
Expression of Interest		£94,975	
Reduction in Insurance		£77,136	
Reduction of Training Budget in lieu of Stables		£60,000	
Efficiencies - Review of Discretionary Spend		£85,737	
Efficiencies - Review of Discretionary Spend		£141,848	
<b>TOTAL</b>	<b>£494,876</b>	<b>£1,938,350</b>	<b>£420,950</b>
% of total savings	17%	68%	15%

### 3.4 Efficiency Savings / Value for Money

The requirement to achieve efficiency savings arises as a result of two pressures.

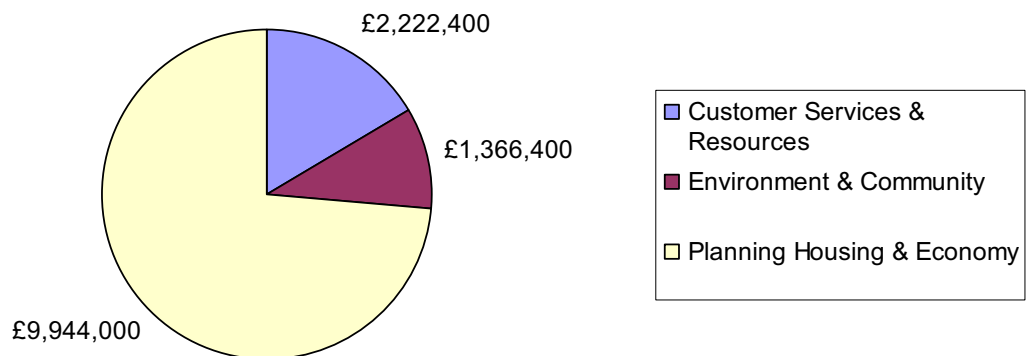
- 1) The Government requirements
- 2) Our Medium Term Financial Strategy requires efficiency savings and we have a National Indicator target of 3.1% in 2010/11. The budget, as presented, includes a number of items in Table 2 above that will make a considerable contribution to that target.

The identification of efficiency savings must continue to be treated as a high priority in keeping with the commitment to improve Value for Money and meet the requirements of our Medium Term Financial Strategy.

### 3.5 Capital Programme 2010/11

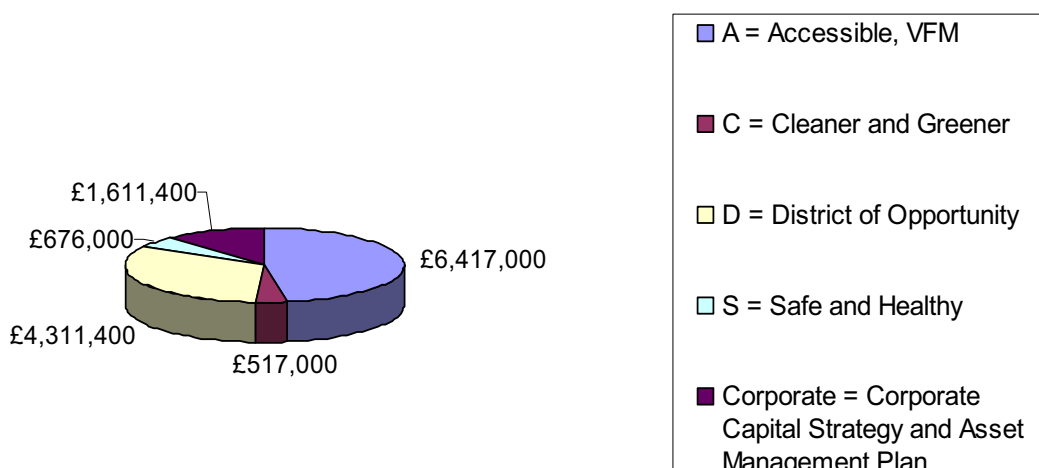
The total capital programme amounts to £21,700,984 of which £13,532,800 will be delivered in 2010/11. This is £8,482,800 of new bids, £871,000 of supplementary bids and £4,179,000 of slipped schemes from 2009/10. This can be seen in further detail in Annex 4a to 4c. A financing statement has been included to demonstrate the Council's ability to finance its investment plans.

**2010/11 Total scheme cost by Directorate**



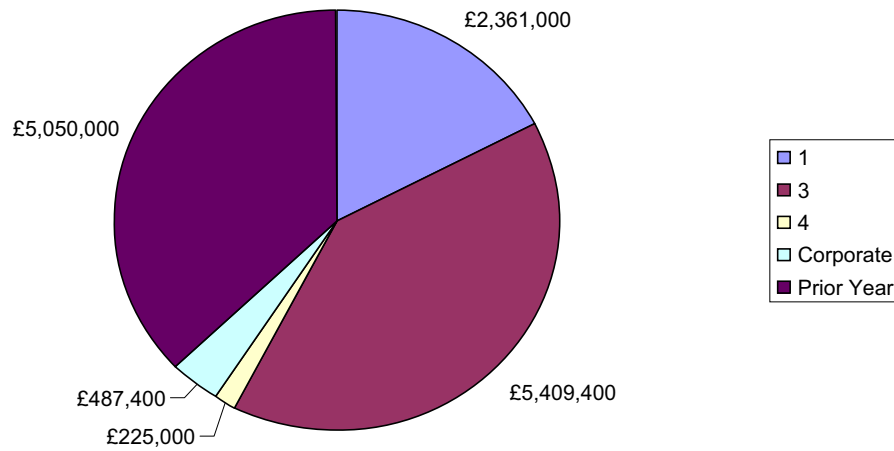
Each scheme is supported by an appraisal and these have been scored according to the Council's strategic priorities.

**Sum of 2010/11 schemes by Strategic Priority**





## 2010/11 Capital schemes by consultation priority score



1 - Refuse Collection & Recycling, Housing, Anti-social Behaviour

3 - Sports Facilities, Local & Community Development, Leisure Development, Safer Communities, Health Promotion

4 - Cleansing, Local Transport & Concessionary Fares, Environmental Protection, Conservation & Urban Centres, Arts, Rural Areas, Car Parking, Estates

Corporate - Revenue & Benefits, Democratic Services, Chief Executive Office, Member Services, Corporate Charges, Communications, Treasury, Improvement, Community Planning, Elections, Land Charges

The bids approved in prior years and recommended for inclusion in the programme are shown in Annex 4b.

## Total of slipped schemes from 2009/10 by Directorate



24 new bids totalling £1,934,950 have been deleted from the programme as a result of scoring and priority assessment and will not require any further consideration in this budget cycle. A detailed list of these can be seen in Annex 4c.

### 3.6 Capital Receipts and Revenue Impact

Following the transfer of the housing stock, the Council has a significant amount of capital receipts which can be used to finance future capital schemes. At the start of 2009/2010 there was a total of £62.1m of which £21.7m of this is matched against the capital programme or has been earmarked.

At current bank interest rates every £1.0m invested generates interest of approximately £5,000 and conversely every £1.0m spent on capital projects results in a loss of £5,000.

The Council continues to obtain capital receipts from the VAT sharing agreement with Charter and the right-to-buy claw back arrangements with both Charter Community Housing and Banbury Homes. However the number of eligible sales is gradually falling away because claw back only applies where the sale is to someone who was a Council tenant at the time of the transfer. It is anticipated that only £40,000 will be received in 2009/2010 and that this will reduce by 20% in the future.

### 3.7 Collection Fund

The Collection Fund Estimates are prepared as at the statutory date of 15 January 2010 and are shown in Annex 5.

For 2010/11 a collection rate of 98% has been included in the calculations of actual yield. Any sums which are received above this level will effectively be paid back to Council Tax payers in the following year, through the Collection Fund. If this level of collection is not achieved, the shortfall would have to be recovered from Council Tax payers in the following year, through the Collection Fund.

The Collection Fund for Council Tax is projected to have a small surplus at the end of the current year, of which the District Council's share is £84.7k. This has been built into the calculations in this report.

### 3.8 Council Tax

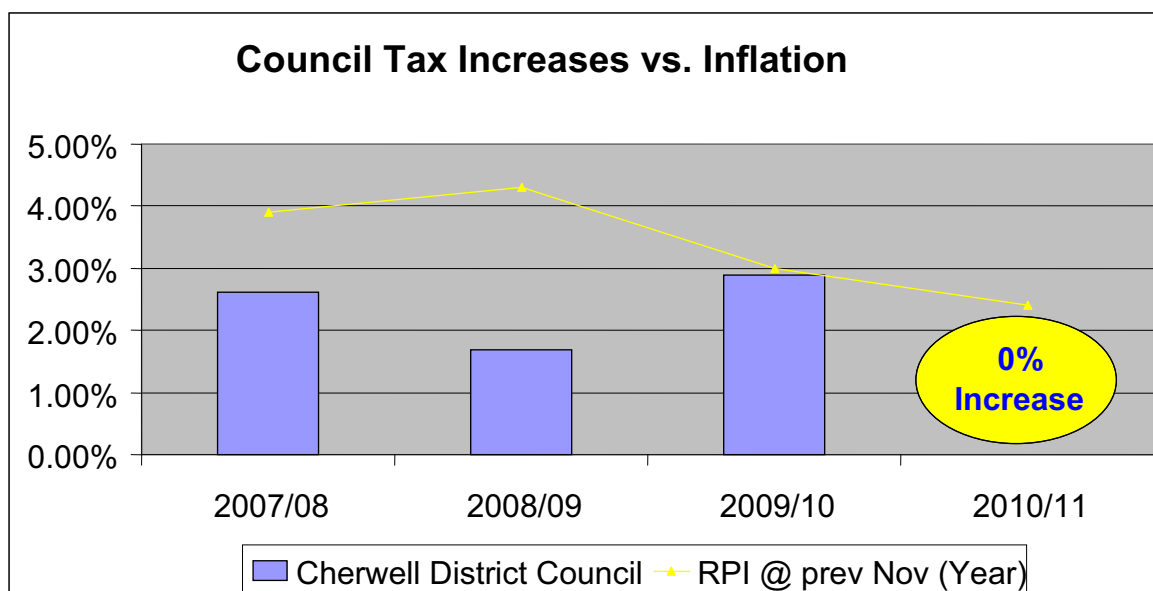
The Council Tax base is one element in determining the actual level of Council Tax to be set for 2010/11 and is formally agreed by the Council, though the responsibility is delegated to the Chief Financial Officer in practice.

The tax base reflects the number of domestic properties in the District expressed as an equivalent number of Band D properties using the relative weightings for each band. This also needs to take account of single occupiers, exempt and discounted properties and projected growth in dwellings, as well as including a deduction for assumed non collection.

The figures for the Tax base are given in a report to the Executive on January 11<sup>th</sup> 2010, and these will form the basis of the final approved level for precepting purposes.

The council anticipates Cherwell's proportion of council tax to be £123.50 a year, for a band D property. The council had made a commitment of a 0% increase in Council Tax for 2010/11 and this has been achieved.

The level of Council Tax changes implemented by the Council, in recent years, is shown in the graph below :



The other precepting authorities, who are included on the Council Tax bills for Cherwell District Council residents, are considering their requirements at the following meetings :

Oxfordshire County Council	09/02/2010
Thames Valley Police	19/02/2010

The details of parish precepts can be seen in Annex 8.

## 4. RESERVES

4.1 In considering the sustainability of the Council's expenditure plans a key factor is the level of reserves which are likely to be available to the Council and their ability to support the underlying level of expenditure in the long term.

One of the key aspects of the Council's financial planning is to ensure that an appropriate level of reserves is maintained to facilitate temporary use of reserves. These are

employed to create the time in which to effect the necessary changes in spending plans in a managed way in instances where unforeseen eventualities occur.

The Council holds adequate reserves to meet all its known liabilities. A full list of these reserves is shown in Annex 6. These reserves have been subject to a full review in January 2010.

- 4.2 Each reserve has been created to cover a specific purpose and has been set at a prudent level to meet any liability that might arise.

## **5 RISK**

- 5.1 The preparation of a budget of this scale inevitably contains a degree of risk, related to the range and scale of the assumptions made, and these risks can arise both from factors of uncertainty and from the possible scale of impact.

In meeting the adopted principles of prudence and sustainability, a key consideration is the level of risk and uncertainty faced by the Council. This is particularly an issue in light of the current economic environment.

Risk analysis and a determination of the adequacy of the level of reserves are key elements within the statement which the Chief Financial Officer is required to provide, under section 25 of the Act, in conjunction with the final budget and Council Tax recommendations.

As with any major Council project, a risk assessment is prepared and reviewed during the course of the development of the budget. This provides a basis to consider the impact and potential mitigation for key factors, and identifies potential areas for sensitivity analysis to determine the degree of exposure to risk.

This also draws on a review of the wider risks, which are highlighted in the Council's Risk and Assurance framework. The highest rated risks have been reviewed to assess whether there is a direct financial implication, and whether proposals within the budget would serve to increase or decrease the currently assessed risk rating.

- 5.2 A number of steps have been taken to identify specific risks and, where possible, to take actions to minimise their effects. A review of these risks is provided in Annex 10.

### **5.3 Significant Risks**

The key risks which were identified as part of the review of risks in the preparation of this budget relate to :

The Economic Downturn – and its impact on Council services, activities and finances.

### **5.4 Future Risks**

#### **Icelandic Investments**

Cherwell District Council is one of at least 123 local authorities that have been affected by the collapse of Icelandic banking institutions. The Council currently has a total of £6.5 million in short term investments (i.e. those with maturity periods of up to one year) with one of the affected banks Glitnir.

The position relating to the recovery of Council investments in Icelandic banks and the associated interest is uncertain and we are currently challenging the decision that we are not a preferential creditor.

Although the Council remains confident of getting all of its investment back a plan has been drawn up to deal with any loss via use of the Council's reserves. This strategy has been built into the MTFS.

### **County Pension Fund**

The next actuarial review of the fund will be based on the position as at 31 March 2010. The results of the review should be known in late 2010 with any changes to contribution rates expected to be implemented with effect from 2011/12. The anticipated impact for the Authority will be reviewed and the medium term financial forecast updated as information becomes available.

## **6 PRUDENTIAL INDICATORS**

- 6.1 The Local Government Act 2003 requires the preparation and monitoring a range of Prudential Indicators for capital expenditure, external debt and treasury management. These are intended to provide a measurable demonstration that the authority is managing its finances in accordance with the requirements of the Prudential Code.
- 6.2 The objective of the Prudential Code is to provide a framework to ensure that the capital investment plans of the authority are affordable, prudent and sustainable; that treasury management decisions are taken in accordance with professional good practice; and that the authority is accountable in making its capital finance and investment decisions.
- 6.3 The Prudential Code sets out 11 indicators covering five different aspects of capital finance and investment:-
1. affordability
  2. capital expenditure
  3. prudence
  4. external debt
  5. Treasury management.

These indicators are the minimum required for the framework, although authorities are encouraged to include local indicators where these will enhance the framework. At this stage, no local indicators have been developed.

- 6.4 The indicators must be approved by the Council each year, as part of the budget process, although they may be amended during the year. The Head of Finance will be responsible for establishing procedures to monitor all forward-looking indicators and to act upon any significant variations. In particular there needs to be a system in place to flag any potential breach of the authorised limit for external debt.

The detailed Prudential Indicators are included in Annex 7.

## **7 SECTION 25 REPORT**

Section 25 (s. 25) of the Local Government Act 2003 requires that the Chief Financial Officer (CFO) must report to the authority, when it is making the statutory calculations required to determine its Council Tax or precept, on the following :

- a) the robustness of the estimates made for the purposes of the calculations, and
- b) the adequacy of the proposed levels of financial reserves.

The majority of the material required to meet the requirements of the Act has been built into the key reports prepared throughout the corporate budget cycle, in particular :

- a) The Medium Term Strategy

b) The Service Plans and budget reports

This reflects the fact that the requirements of the Act incorporate issues which the Council has, for many years, adopted as key principles in its financial strategy and planning; and which have therefore been incorporated in the key elements of the corporate decision-making cycle.

This also reflects the work in terms of risk assessment and management which is built into all of the key aspects of the Council's work.

The s.25 report is presented to Council on February 22<sup>nd</sup> 2010.

## **8 SUMMARY**

Cherwell District Council has kept its promise to keep council tax increases below inflation and to maintain its front line services, within a balanced budget that is built on cost reduction and efficiencies.

The strength of the service and financial planning process, with the involvement of Heads of Service, Service Accountants, Corporate Management Team and elected Members; the extensive consultation; the assessment of risk; the rigorous challenge; the inclusion of a central contingency; and the way in which it is underpinned by adequate reserves; means that the draft budget is robust, comprehensive and geared to the delivery of the Council's key objectives and service priorities.

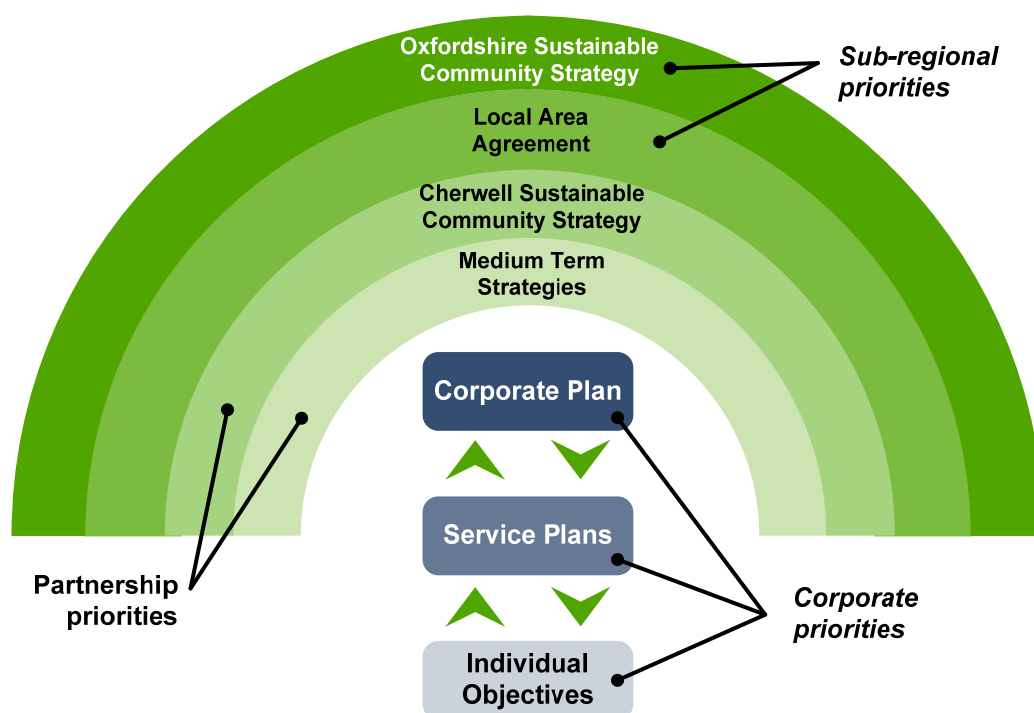
## Corporate, Service and Financial Planning Process

### 1. Service and Financial Planning Process

The Council has developed an integrated approach to corporate, service and budget planning. The process and timetable for developing the corporate plan and the service plans and budget that underpin it is presented in the table below.

Every year we make changes to the Service and Financial Planning process in the light of lessons learnt from the previous year and changes in the external environment. In overall terms we wanted to retain the most successful features of the process for 2009/10 in that it was a member led process that was challenging and clearly focussed on improving service delivery and organisational performance. Building on those strengths we made a number of improvements:

- There is a clear alignment with the new sustainable community strategy for Cherwell (Our District, Our Future)
- There is alignment with the county wide sustainable community strategy (Oxfordshire 2030) and the LAA targets.
- We continue to ensure that staff are included in the development of service plans through away days and team sessions
- The council produces a demographic profile of the district (Living in Cherwell) which provides an overview of the social and demographic challenges facing the district
- A series of workshops are held for managers and team leaders outlining the results of public consultation to inform the service plan. This public consultation also informs the high level priorities in the Corporate Plan.
- We continue to use the corporate and service planning process to set challenging efficiency targets, services are expected to identify what additional efficiency savings could be identified through improved working, shared services and outsourcing.





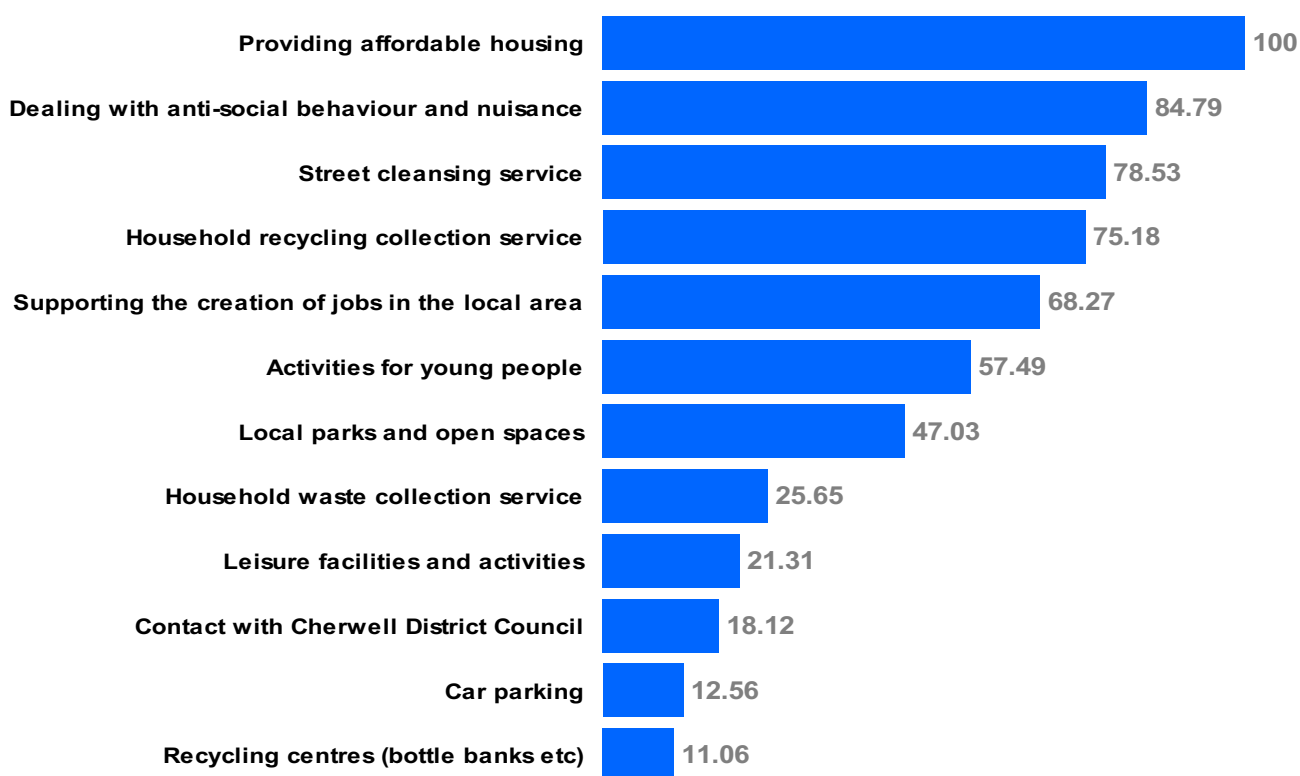
## 2. Consultation and Prioritisation

Central to the Corporate, Service and Financial Planning process is the engagement with the local community about their priorities for the coming year. In recognition of the diversity of the district our consultation targeted a number of different groups. There were two full day sessions with members of the general public (drawn from all groups across the district and recruited on a quota basis to ensure representation).

We have consulted with stakeholder groups such as parish councils and local businesses at various events. This year the corporate plan was published in draft alongside the budget and was available on the consultation portal for comment.

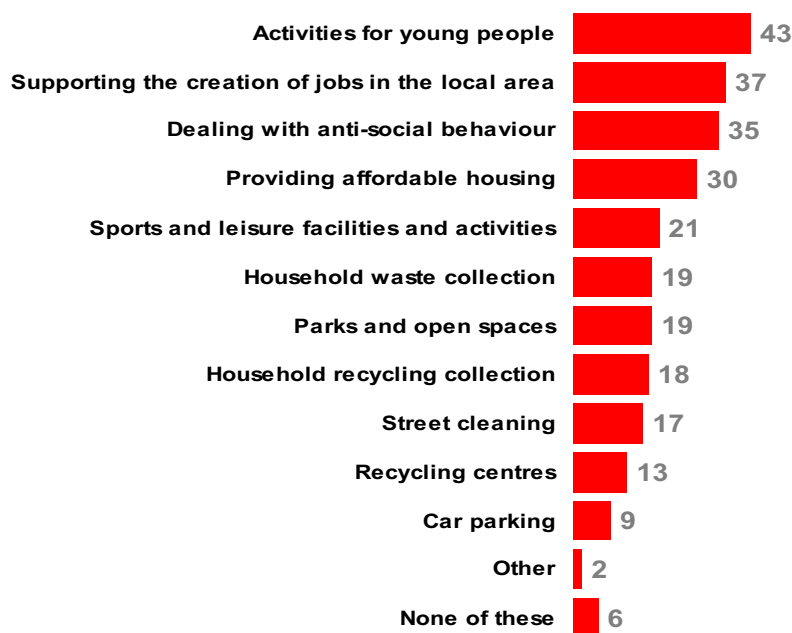
We also undertake a representative sample survey to gain an understanding of people's priorities in terms of service investment, areas for improvement and levels of satisfaction. We boost the sample sizes from hard to reach groups (e.g. younger people, people from black and ethnic minority backgrounds) to ensure the information we use to make decisions is robust and representative.

### Priorities for Improvement – ranked index (Customer Survey 2009)



The results from our programme of consultation show the diversity of needs and priorities across different groups in Cherwell. However within this overall picture there are clearly some priorities that are the same for many groups. Most notable are community safety and anti-social behaviour, affordable housing, dealing with refuse, and protecting the environment. These findings reflect a relatively consistent set of priorities over the last three years. However, in our work this year we have seen issues around the recession and economic development be reflected more strongly in our results. We have also seen issues around young people (largely the provision of activities) rise in importance. This complex picture has meant that when we agreed the service plans and the resources to deliver them we had to balance the delivery of our corporate priorities with allowing services the leeway to respond to this complexity of needs.

## Spending Priorities by % (Customer Survey 2009)



## Satisfaction with Council Services (Customer Survey 2009)

	2006	2007	% change 2006-07	2008	% change 2007-08	2009	% change 2008-09
<b>Overall Satisfaction</b>	<b>60</b>	<b>65</b>	<b>+5</b>	<b>67</b>	<b>+2</b>	<b>67</b>	<b>0</b>
Household recycling collection service	79	76	-3	75	-1	78	+3
Dealing with anti-social behaviour & nuisance	34	30	-4	36	+6	36	-
Refuse collection service	67	67	-	68	+1	70	+2
Street cleansing service	59	63	+4	66	+3	67	+1
Local parks and open spaces	72	71	-1	70	-1	73	+3
Recycling centres	77	77	-	83	+6	86	+3
Sports facilities	62	58	-4	63	+5	68	+5
Local CCTV service	47	46	-1	*	*	N/A	N/A
Local development control	30	36	+6	45	+9	42	-3
Community recreation facilities	69	69	-	75	+6	N/A	N/A
Local car parking facilities	59	58	-1	63	+5	64	+1

\* Question changed to reflect locality, not comparable between 2006, 2007 and 2008.

### 3. Service Plans 2009/10

Copies of the Service Plans for 2010/11 are available on the Council's intranet site  
<http://intranet/improvement/draftserviceplans.cfm>.

### Corporate Plan Time Line: April to November 2009 - Development Phase

	April	May	June	July	August	September	October	November		
<b>Consultation &amp; Local Intelligence</b>	CMT Away Day	Customer survey & hard to reach groups	Refresh Living in Cherwell and equalities profile		Managers information workshops (outcomes form consultation and local intelligence work)		Frontline and support services 'speed date'			
	Equalities consultation		Budget consultation							
<b>Corporate Plan</b>				EMT SCS update		Executive & CMT Away Day 11/9/09	EMT review of priorities & focus on new corp plan	Managers Conference 02/10/09	Draft corporate plan and council tax promises	Draft corporate plan for formal consultation
<b>Service &amp; Financial Planning</b>		EMT MTFS	Portfolio Holder and Heads of Service 1:1 to consider service priorities		DMTs consider service plan and budget issues		Include outcomes of Managers Conference in service plans		Challenge sessions & quality assurance (Peer and Member)	
		Release guidance	Communicate and clarify process. Support to managers		Deadline for Performance and budget assessment forms		Deadline first draft of Service Plans for challenge			
	DRAFTING SERVICE PLANS →						Budget Guidelines agreed by Exec 5/10/09			
<b>Delivery</b>	Ongoing delivery & collection of performance information, customer information, benchmarking, staff engagement etc. →									
<b>Monitoring</b>	Monthly Dashboard PMF Quarter 1			Monthly Dashboard PMF Quarter 2			Monthly Dashboard PMF Quarter 3			

### Corporate Plan Time Line: December to June 2009/10 - Formal Consultation and Agreeing Performance Targets

	December	January	February	March	April	June
<b>Consultation &amp; Local Intelligence</b>	Formal draft budget consultation period →					
<b>Corporate Plan</b>	Draft Budget for formal consultation	Formal budget consultation with businesses Some form of budget and corporate plan scrutiny	Executive Budget and Council Tax Draft Council Tax Promises leaflet	Draft, design and publish Full Council Budget & Council Tax		
<b>Service &amp; Financial Planning</b>	First draft budget and corporate plan to Exec 7/12/09		Second draft budget to Exec 11/01/10	Final draft budget to Exec 01/02/10	Budget agreed at Council 22/01/10	
	Delivery & collection of performance information, customer information, benchmarking, staff engagement etc. →					
	Service Plans In draft as part of formal budget consultation?		Target allocation and setting (Pi forms, DQ, target QA)			Review targets on basis of year end outturns and comparative data
<b>Delivery</b>	Ongoing delivery & collection of performance information, customer information, benchmarking, staff engagement etc. →					
<b>Monitoring</b>	Monthly Dashboard PMF Quarter 4			Year end		

## Corporate Plan 2008/9-2011/12

Refresh for 2010/11

Cross Cutting Strategic Priorities

Corporate Plan Aim	5 Year Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
Break the Cycle of Deprivation and Address Inequalities across the District	Bring together partners in Cherwell to establish a long term and sustainable approach to breaking the cycle of deprivation; improving opportunities, access to services, health and educational outcomes.	<ul style="list-style-type: none"> <li>Set and commence the delivery of a multi-agency programme to address inequalities in targeted areas in Banbury</li> <li>Undertake a community engagement activity in Banbury to ensure local people's views are included in the development of the pilot programme.</li> </ul>	Continue the delivery of a programme of support measures for key areas in Banbury.
Work to support the development of the Northwest Bicester Eco-Town, using the Eco-Town as an opportunity to develop a centre of excellence in terms of sustainable living.		<ul style="list-style-type: none"> <li>Consultation on masterplan for the site</li> <li>Submission of LDF Core Strategy including NW Bicester</li> <li>Committee approval of masterplan</li> <li>Approval of detailed planning application for demonstration project</li> <li>Start on-site demonstration projects</li> <li>Submission of outline planning application for whole site based on the approved masterplan</li> </ul>	Start on-site for phased development including infrastructure investment and related whole of Bicester community initiatives

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## A District of Opportunity

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
1. Balance employment and housing growth by developing	<ul style="list-style-type: none"> <li>Have a new Local Development Framework in</li> </ul>	<ul style="list-style-type: none"> <li>Present and consult on choices about major development locations in the District (taking</li> </ul>	<ul style="list-style-type: none"> <li>Submit Local Development Framework Core Strategy (Note: delayed</li> </ul>	<ul style="list-style-type: none"> <li>Submit the Local Development Framework Core Strategy incorporating</li> </ul>	<ul style="list-style-type: none"> <li>Public examination and adoption of LDF Core Strategy</li> <li>Submission and public</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
businesses and homes that meet local need within an overall robust planning policy framework.	place by 2009	into account the Government's Eco Towns Programme)	due to Eco Town decision process) <ul style="list-style-type: none"> <li>Complete Canalside Regeneration Area Supplementary Planning Document (SPD) draft</li> </ul>	the North West Bicester Eco Town designation <ul style="list-style-type: none"> <li>Start Bicester Eco Town Demonstration Projects</li> <li>Approval of Canal side Regeneration Area SPD</li> </ul>	examination of LDF Delivery Planning Document (DPD) <ul style="list-style-type: none"> <li>Adopt the Planning Obligations and Building in Harmony with the Environment SPDs</li> </ul>
2. Provide business land and premises opportunities to support local economic development	<ul style="list-style-type: none"> <li>Complete an employment land assessment and include provision of at least 2 major new business sites in the Local Development Framework</li> <li>Start construction on Bicester Town Centre Development</li> </ul>	<ul style="list-style-type: none"> <li>Complete land assessments for business sites in the Local Development Framework</li> </ul>	<ul style="list-style-type: none"> <li><b>Work with partners to start the Bicester town centre development.</b> (Note: main development start likely to be delayed to 2010/11 due to economic climate and essential revisions to scheme)</li> <li>LDF Core strategy submission to include justification for new employment land provision</li> </ul>	<ul style="list-style-type: none"> <li>Significant construction progress on Bicester town centre development</li> <li>LDF draft to include proposals for at least two major new business sites</li> </ul>	<ul style="list-style-type: none"> <li>Bicester town centre scheme completed</li> <li>Land provision for at least two major new business sites secured</li> </ul>
3. Support business success by fostering innovation and helping businesses to recruit and retain skilled employees	<ul style="list-style-type: none"> <li>Contribute to creating 1100 new jobs in the District within the overall Economic Development Strategy target of 6200 additional jobs by 2011</li> </ul>	<ul style="list-style-type: none"> <li><b>Contribute to the creation of 200 new jobs</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Contribute to the creation of 200 new jobs</b></li> <li><b>Help and support Cherwell's residents and businesses through uncertain times</b></li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the creation of 300 new jobs</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the creation of 400 new jobs</li> </ul>
4. Help and support Cherwell's residents through uncertain times	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Maintain the partnership delivering job clubs in Banbury and Bicester</li> <li>Initiate direct local job creation and skill development scheme</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the partnership delivering job clubs in Banbury and Bicester</li> <li>Develop and extend job creation initiatives through partnership</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
				<ul style="list-style-type: none"> <li>Focus economic development and housing service support for disadvantaged individuals in Banbury (financial literacy, employment search, skills and training advice)</li> </ul>	funding and working
5. Make it easier for you to get where you need to go	<ul style="list-style-type: none"> <li>Complete transport studies and infrastructure needs assessment of the main urban areas and incorporate the results in the new LDF.</li> <li>Deliver £1 million of developer funding toward transport infrastructure improvements</li> </ul>	<ul style="list-style-type: none"> <li>Complete transport studies and infrastructure needs assessment for Banbury and Bicester</li> <li>Deliver £200,000 funding for transport infrastructure improvements through developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>Deliver £200,000 funding for transport infrastructure improvements through developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>Deliver £300,000 funding for transport infrastructure improvements through developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>Deliver £300,000 funding for transport infrastructure improvements through developer contributions</li> </ul>
6. Secure housing growth that meets Government targets and the needs of the District through an appropriate mix of market and affordable housing	<ul style="list-style-type: none"> <li>Achieve an annual average rate of new homes constructed of 600, of which 100 are affordable</li> </ul>	<ul style="list-style-type: none"> <li><b>Achieve 400 new homes including a minimum of 100 affordable homes</b></li> </ul>	<ul style="list-style-type: none"> <li>Achieve 300 new homes</li> <li><b>Deliver 100 affordable homes</b></li> </ul>	<ul style="list-style-type: none"> <li>Achieve 300 new homes (Note: this assumes a contribution from the SW Bicester project)</li> <li>Deliver 100 affordable homes</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 700 new homes</li> <li>Deliver 200 affordable homes</li> </ul>
7. Give you advice and support to find a home if you are without	<ul style="list-style-type: none"> <li>Develop the housing service to provide</li> </ul>	<ul style="list-style-type: none"> <li>Expand Choice Based Letting to be a countywide scheme</li> </ul>	<ul style="list-style-type: none"> <li>Fully integrated Choice Based Letting scheme and housing advice</li> </ul>	<ul style="list-style-type: none"> <li>85% customer satisfaction with Choice Based Letting Scheme</li> </ul>	<ul style="list-style-type: none"> <li>90% customer satisfaction with Choice Based Letting Scheme</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
one	<p>information on the full range of housing opportunities within the District and including information on all housing tenures</p> <ul style="list-style-type: none"> <li>Develop a range of information to help people understand their housing options, and the range of support that is available to them</li> </ul>	<ul style="list-style-type: none"> <li>Temporary Accommodation Strategy approved</li> </ul>	<p>available through the Customer Contact Centre</p> <ul style="list-style-type: none"> <li>Temporary Accommodation Strategy operational</li> </ul>	<ul style="list-style-type: none"> <li>Produce a revised Cherwell Housing Strategy responding to the recession</li> <li>Temporary Accommodation Strategy outcomes achieved</li> </ul>	<ul style="list-style-type: none"> <li>Temporary Accommodation Strategy outcomes achieved</li> </ul>
8. Improve the standard of housing particularly for vulnerable people	<ul style="list-style-type: none"> <li>Provide and facilitate assistance, through both CDC grants and insulation and heating discounts in the private sector delivered by partners, to achieve the Decent Homes Standard for vulnerable households</li> </ul>	<ul style="list-style-type: none"> <li>Spend £300,000 on investing in better quality housing for vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>Spend £400,000 on investing in better quality housing for vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>Spend £420,000 on investing in better quality housing for vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>Spend £440,000 on investing in better quality housing for vulnerable people</li> </ul>
9. Develop safe and pleasant urban centres which provide you with good facilities	<ul style="list-style-type: none"> <li>Complete environmental enhancement schemes for Watts Way, Kidlington and Parsons Street, Banbury</li> </ul>	<ul style="list-style-type: none"> <li>Complete the design of the environmental enhancement scheme for Parson's Street, Banbury</li> <li><b>Enhance the village centre environment of Kidlington through the</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Make major improvements to Parsons Street, Banbury</b></li> <li>Undertake improvements to open markets</li> </ul>	<ul style="list-style-type: none"> <li>Strategy in place for Canalside Banbury</li> <li>Start Banbury Flood Alleviation Scheme</li> <li>Prepare outline strategy for the future development of Banbury</li> </ul>	<ul style="list-style-type: none"> <li>Further programme of environmental enhancement and regeneration projects for urban centres agreed</li> <li>Banbury Flood Alleviation Scheme in place</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
		<p><b>replacement of the street furniture</b></p>	<ul style="list-style-type: none"> <li>Invest in enhancement of market square in Bicester (Note: delayed scheme)</li> <li>Implement the Banbury Visitor Management Plan</li> <li>Prepare a Banbury Residents Parking Scheme</li> </ul>	<p>Town Centre (to include a Cultural Quarter, Canalside areas and development of the Bolton Road Regeneration Area</p> <ul style="list-style-type: none"> <li>Start scheme for enhancement of Market Square in Bicester (Note: scheme, timetable extended as the scope of the work is expanded, and additional funding obtained from OCC.</li> <li>Develop implementation plans for Civil Parking Enforcement</li> <li>Decide on a Banbury Residents Parking Scheme</li> <li>Implement revised Bicester Residents Parking Scheme</li> <li>Implement a new Banbury Market operation</li> </ul>	<ul style="list-style-type: none"> <li>Implement an Integrated Parking Strategy in urban areas</li> <li>With partners improve the quality of civic and performance facilities in Bicester alongside the ecotown development</li> </ul>
<p><b>10.</b> Improve local services and opportunities in rural areas</p>	<ul style="list-style-type: none"> <li>Complete a review of planning policy framework for villages through the new Local Development Framework – to support sustainable</li> </ul>	<ul style="list-style-type: none"> <li>Launch and implement a new Cherwell Rural Strategy</li> <li>Deliver improved community information to rural communities through the development of online services</li> </ul>	<ul style="list-style-type: none"> <li>Complete a review of planning policy framework for villages through the new LDF (Note substantial progress evident in year but completion delayed – see above)</li> <li>Carry out web-based consultation with</li> </ul>	<ul style="list-style-type: none"> <li>Support rural communities in implementing improved ICT access for older people and disadvantaged people</li> <li>Planning policy framework for villages through the new LDF (Core Strategy)</li> </ul>	<ul style="list-style-type: none"> <li>Extend the number of villages benefitting from rural arts schemes</li> <li>Implements actions in the Rural Strategy Delivery Plan</li> </ul>



Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
	<p>levels of development in rural areas</p> <ul style="list-style-type: none"> <li>• Establish improved support initiatives for existing rural services to assist viability</li> <li>• Encourage creation of new services to rural areas to meet established demand and gaps in provision</li> </ul>		<p>parishes on the forward plan</p>	<p>published</p> <ul style="list-style-type: none"> <li>• Rural Affordable Housing Action Plan embedded</li> <li>• Working with arts partners improve the creative offer in village halls and rural schools</li> <li>• Implements actions in the Rural Strategy Delivery Plan</li> </ul>	

# A Safe and Healthy Cherwell

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
<p>11. Help you feel safe in your home and community, working to reduce further our very low level of crime</p>	<ul style="list-style-type: none"> <li>Reduce crime by 5% and achieve a perception of feeling safe in Cherwell in 80% of residents</li> <li>Increase partnership working across the public sector and ensure that there are information sharing protocols</li> </ul>	<ul style="list-style-type: none"> <li><b>Ensure at least 78% of residents when asked say they feel safe at home and in the community</b></li> <li><b>Work with Thames Valley Police to reduce crime involving theft from vehicles, robbery and household burglary by 5%</b></li> <li>Invest significantly in technology (CCTV) to improve crime detection rates and deter crime</li> <li>Introduce the Nightsafe initiative in Bicester</li> <li>Implement a new Cherwell Community Safety strategy</li> </ul>	<ul style="list-style-type: none"> <li>Ensure at least 79% of residents when asked say they feel safe at home and in the community</li> <li><b>Work with partners to reduce crime and anti-social behaviour by 200 offences / incidents compared to 2008/09</b></li> <li>30% of CCTV recorded incidents to result in arrests (estimated target of 1400)</li> <li>Invest in the digital upgrade of the CCTV network and the use of fibre optic cables</li> </ul>	<ul style="list-style-type: none"> <li>Ensure at least 83% of residents when asked say they feel safe at home and in the community</li> <li>Work with partners to reduce crime and anti-social behaviour by 200 offences / incidents compared to 2009/10</li> </ul>	<ul style="list-style-type: none"> <li>Ensure at least 84% of residents when asked say they feel safe at home and in the community</li> <li>Work with partners to reduce crime and anti-social behaviour by 200 offences / incidents compared to 2010/11</li> </ul>
<p>12. Involve you in making your community stronger through building cohesive communities and Neighbourhood Management</p>	<ul style="list-style-type: none"> <li>Establish 6 Neighbourhood Action Groups (NAGs) with representation from local communities</li> <li>Ensure community engagement during preparation of strategic assessments</li> </ul>	<ul style="list-style-type: none"> <li>Complete the District-wide coverage of neighbourhood management with representatives from local communities</li> <li>Local community survey carried out by NAGs to identify current local concerns</li> </ul>	<ul style="list-style-type: none"> <li>Support 4 voluntary neighbourhood management initiatives to reduce anti-social behaviour</li> <li>Invite the public to a minimum of 3 public Neighbourhood Action Group meetings to develop local priorities for action</li> </ul>	<ul style="list-style-type: none"> <li>Provide information and support to enable understanding and awareness between different cultures and minority groups</li> <li>Invite the public to a minimum of 4 public Neighbourhood Action Group meetings to develop local priorities for action</li> </ul>	<ul style="list-style-type: none"> <li>Develop the Banbury Community Cohesion Group to take on a district wide approach</li> <li>Invite the public to a minimum of 5 public Neighbourhood Action Group meetings to develop local priorities for action</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
<p>13. Help to deliver improved healthcare for Bicester and Banbury</p>	<ul style="list-style-type: none"> <li>Support the Oxfordshire Primary Care Trust in delivering improved local and responsive healthcare services to meet current and future needs of residents.</li> <li>Reduce the levels of increasing obesity and reduce coronary illness in under 75 year olds by 25% through joint healthy lifestyle promotion initiatives with the Oxfordshire Primary Care Trust</li> </ul>	<ul style="list-style-type: none"> <li><b>Support the provision of the best possible services at the Horton Hospital</b></li> <li><b>Support new and improved health care services for Bicester and surrounding areas</b></li> <li>Implement a new Cherwell Public Health Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Work with the Primary Care Trust to deliver the new GP-led health centre in Banbury</li> <li><b>Continue to support the provision of the best possible services at the Horton Hospital</b></li> <li><b>Continue to support new and improved health care services for Bicester and surrounding areas</b></li> <li>Establish a programme to address health inequalities in the District.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver the programme to address health inequalities in the District</li> <li>To support the local health sector in retaining and developing services at the Horton General Hospital.</li> <li>To support the PCT in developing new and improved Bicester Hospital services</li> <li>Deliver 3 new health improvement initiatives across the district.</li> <li>Work with the PCT to lead the programme to address health inequalities and deprivation in the district</li> </ul>	<ul style="list-style-type: none"> <li>Review the health improvement programmes and identify any gaps in services.</li> </ul>
<p>14. Make it easy for you to lead a healthy and active life through our countryside, leisure facilities and tourist attractions</p>	<ul style="list-style-type: none"> <li>Increase participation in active recreation by 1% a year</li> </ul>	<ul style="list-style-type: none"> <li>Help increase participation in active recreation by 1%</li> <li>Prepare a funding and delivery plan for a Bicester multi-sports village</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation in active recreation by 1%</li> <li>Increase the number of new walkers participating annually in local health walks by 10% (Baseline 450 to 578)</li> <li>Secure funding to deliver the Bicester Multi-Sports Village project</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation in regular active recreation by 1% (26.3%)</li> <li>Increase the number of new walkers participating annually in local health walks by 10% (635)</li> <li>Increase participation at joint use sports sites by 2.5%</li> <li>Promote the events section of <a href="http://www.visitnorthoxfordshire.com">www.visitnorthoxfordshire.com</a> as the information source for local residents and media</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation in active recreation by 1% (27.3)</li> <li>Increase the number of new walkers participating annually in local health walks by 10% (698)</li> <li>Increase participation at joint use sports sites by 2.5%</li> <li>Support the voluntary sports sector (with the 2012 Olympics effect) to deliver improved sports participation</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
					opportunities for young people
15. Make big improvements to our sports centres	<ul style="list-style-type: none"> <li>Complete the modernisation of sports centres at Bicester and Kidlington and construct a new sports centre in Banbury</li> </ul>	<ul style="list-style-type: none"> <li><b>Invest £15m in rebuilding or refurbishing our sports centres to deliver better future services in Banbury, Bicester and Kidlington</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Open our new Spiceball leisure centre and improved Bicester and Kidlington leisure centres and re-open the Woodgreen Open Air Pool</b></li> <li>Replace the synthetic pitch surfaces at Coopers School and North Oxon Academy</li> </ul>	PROJECT COMPLETED	PROJECT COMPLETED
16. Provide community facilities and activities to meet local need	<ul style="list-style-type: none"> <li>Support and improve 10 existing community centres/village halls and build new centres at Banbury and Bicester where significant new housing development takes place.</li> <li>Provide 30 formal and informal recreation opportunities for young people</li> <li>Support 160 older people groups and increase the numbers of older people participating in group activities by 10%</li> </ul>	<ul style="list-style-type: none"> <li>Support and improve 12 existing community centres/organisations and 17 village halls through grant aid funding</li> <li>Provide 820 formal and informal recreation opportunities for young people</li> <li>Increase the numbers of older people participating in group activities by 3%</li> </ul>	<ul style="list-style-type: none"> <li>Support and improve 18 community recreation venues through grant aid funding</li> <li>Increase the numbers of new older people participating in group activities by 300</li> <li>Increase participation by young people in positive activities by 1%</li> <li>Support Banbury Town Council in preparing a football development plan for the town</li> <li>Provide 850 formal and informal recreation opportunities for young people</li> </ul>	<ul style="list-style-type: none"> <li>Support and improve 18 community recreation venues through grant aid funding</li> <li>Increase the numbers of new older people participating in group activities by 500</li> <li>Increase participation by young people in positive activities by 1% (baseline figure tbc)</li> <li>Develop and implement a new Older Persons strategy with particular regard to the impact of the ageing population within the district and supporting wellbeing as we age.</li> <li>Develop and deliver, with town/village centre partnerships, programmes of events/activities in our urban centres</li> </ul>	<ul style="list-style-type: none"> <li>Support and improve 18 community recreation venues through grant aid funding</li> <li>Increase the numbers of new older people participating in group activities by 600</li> <li>Increase participation by young people in positive activities by 1% (baseline figure tbc)</li> </ul>

## A Cleaner, Greener Cherwell

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
17. Keep streets and open spaces clean and free from litter, graffiti and abandoned vehicles and well maintained	<ul style="list-style-type: none"> <li>Achieve 70% resident satisfaction with street and environmental cleanliness as measured by the annual satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li><b>Ensure at least 90% of our streets and parks are clean at any one time</b></li> <li>Extend the cleaning times of all urban centres</li> </ul>	<ul style="list-style-type: none"> <li><b>Increase residents' satisfaction with street and environmental cleanliness from 66% to 70% by improving the removal of dog mess and abandoned vehicles</b></li> <li><b>Remove 90% of fly tipping within 48 hours of reporting</b></li> <li>Achieve 94% of land inspected at an acceptable litter standard</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 68% resident satisfaction with street and environmental cleanliness</li> <li>Reduce the amount of fly tipping by 5% on 2009/10 levels</li> <li>Remove 92% of fly tipping within 48 hours</li> <li>Achieve 95% of land inspected at an acceptable detritus standard</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 70% resident satisfaction with street and environmental cleanliness</li> <li>Reduce the amount of fly tipping by 10% on 2009/10 levels</li> <li>Achieve 96% of land inspected at an acceptable detritus standard</li> </ul>
18. Help you recycle so we can reduce the amount of landfill waste	<ul style="list-style-type: none"> <li>Recycle 55% of household waste</li> <li>Reduce the amount of waste sent to landfill by 5000 tons</li> </ul>	<ul style="list-style-type: none"> <li><b>Increase the household recycling rate to 49% by 31 March 2009</b></li> <li><b>Reduce the amount of waste sent to landfill by 1500 tonnes by 31 March 2009</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Increase the household recycling rate to 50% by 31 March 2010</b></li> <li>Reduce the amount of waste sent to landfill by 1000 tonnes by 31 March 2010</li> <li>Introduce a food waste recycling service</li> </ul>	<ul style="list-style-type: none"> <li>Increase the household recycling rate to 56% by 31 March 2011</li> <li>Reduce the amount of waste sent to landfill by 4000 tonnes by 31 March 2011</li> </ul>	<ul style="list-style-type: none"> <li>Increase the household recycling rate to 58% by 31 March 2011</li> <li>Reduce the amount of waste sent to landfill by 1000 tonnes by 31 March 2012</li> </ul>
19. Protect our environment, wildlife habitats and the country side, by working with others	<ul style="list-style-type: none"> <li>Achieve a measurable improvement to biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>Undertake 10 county wildlife site surveys</li> </ul>	<ul style="list-style-type: none"> <li>Undertake 10 county wildlife site surveys</li> </ul>	<ul style="list-style-type: none"> <li>Produce a Biodiversity Statement and Delivery Plan and implement first year requirements</li> <li>Commission 6 farm advisory visits</li> </ul>	<ul style="list-style-type: none"> <li>Establish an accessible community woodland on the edge of Bicester</li> <li>Implement the Year 2 Biodiversity statement Delivery Plan actions</li> <li>Commission 6 farm advisory visits</li> </ul>
20. Maximise	<ul style="list-style-type: none"> <li>Reduce the</li> </ul>	<ul style="list-style-type: none"> <li><b>Reduce the Council's</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Reduce the Council's</b></li> </ul>	<ul style="list-style-type: none"> <li>Reduce the Council's</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the Council's</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
energy efficiency and minimise carbon emissions in our own buildings, and developments	<p>Council's carbon emissions by 22% - excluding sports centres</p> <ul style="list-style-type: none"> <li>Require developers to follow best practice in the design of low carbon and sustainable development</li> </ul>	<b>carbon dioxide emissions by 4% against the 2007/08 figure</b>	<b>vehicle emissions by 10% against the 2007/08 figure</b>	carbon emissions by a further 5% against the 2007/08 base position excluding sports centres	carbon emissions by a further 5% against the 2007/08 base position excluding sports centres <ul style="list-style-type: none"> <li>Reduce carbon emissions in our recreation facilities by x% (target to be agreed using 2010 baseline)</li> </ul>
<b>21.</b> Keep you informed about climate change and what we can all do to help	<ul style="list-style-type: none"> <li>Inform all residents annually on actions individual households can take to reduce emissions</li> <li>Establish a local climate change partnership group and develop 10 joint initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Inform all residents on actions individual households can take to reduce carbon emissions (by a special issue of Cherwell Link)</li> </ul>	<ul style="list-style-type: none"> <li>Inform all businesses on the actions they can take to reduce carbon emissions</li> </ul>	<ul style="list-style-type: none"> <li>Inform all residents on the actions individual households can take to reduce carbon emissions</li> </ul>	<ul style="list-style-type: none"> <li>Inform all businesses on the actions they can take to reduce carbon emissions</li> </ul>
<b>22.</b> Significantly improve green spaces and public places so that you really notice the difference where you live and work	<ul style="list-style-type: none"> <li>Achieve 70% resident satisfaction with green spaces and public areas</li> </ul>	<ul style="list-style-type: none"> <li>Achieve at least 71% resident satisfaction with green spaces and public areas</li> </ul>	<ul style="list-style-type: none"> <li>Achieve at least 72% resident satisfaction with green spaces and public areas</li> </ul>	<ul style="list-style-type: none"> <li>Achieve at least 73% resident satisfaction with green spaces and public areas</li> <li>Negotiate significant green spaces in developments through S106</li> </ul>	<ul style="list-style-type: none"> <li>Achieve at least 74% resident satisfaction with green spaces and public areas</li> <li>Deliver a new piece of public art in the redeveloped Bicester Town Centre</li> </ul>

# An Accessible, Value for Money Council

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
23. Be easy to contact, approachable and responsive	<ul style="list-style-type: none"> <li>Publish our customer service standards and monitor our performance against national standards with the aim to be among the best</li> </ul>	<ul style="list-style-type: none"> <li>Introduce a single, centralised customer complaints process</li> <li><b>Ensure that at least 90% of our customers when asked are satisfied with our customer service when they contact the Council</b></li> <li>Increase Cherwell Link to four editions per year</li> </ul>	<ul style="list-style-type: none"> <li>Provide customers with a simple choice of numbers to access Council services</li> <li>Ensure that at least 90% of our customers when asked are satisfied with our customer service when they contact the Council</li> </ul>	<ul style="list-style-type: none"> <li>Seek accreditation for customer service under the customer service excellence award</li> <li>Support for parishes and community groups to have a website separate from ours but using our content management system</li> <li>Carry out website testing to make sure it is user friendly.</li> <li>Retain the Crystal Mark for our website.</li> </ul>	
24. Always treat everyone with dignity and respect and meet the specific needs of young people, older people, disabled people and ethnic minorities	<ul style="list-style-type: none"> <li>Secure and retain level 3 status of the national equality standard</li> </ul>	<ul style="list-style-type: none"> <li>Secure level 3 and work towards level 4 status of the national equality standard</li> </ul>	<ul style="list-style-type: none"> <li>Work towards the achieving excellent status in the Equality Standard for Local Government</li> </ul>	<ul style="list-style-type: none"> <li>Undertake a peer review of our performance in terms of equality, with the aim of reaching the achieving status under the local government assessment framework</li> <li>Develop a 'hardest to reach' action plan, including outreach working to improve access and take up of our services.</li> </ul>	<ul style="list-style-type: none"> <li>Work towards achieving excellent status in the Equality Standard for Local Government</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
25. Put things right quickly if they go wrong	<ul style="list-style-type: none"> <li>Resolve 95% of complaints across all three stages of the complaints process within 14 days</li> </ul>	<ul style="list-style-type: none"> <li>Baseline our existing complaints resolution performance</li> </ul>	<ul style="list-style-type: none"> <li>90% complaints received are resolved within Stage One</li> <li>95% of all complaints that are escalated to stage 2 are resolved</li> <li>No complaints escalated from Stage Three to the Ombudsman</li> </ul>	<ul style="list-style-type: none"> <li>90% complaints received are resolved within Stage One</li> <li>95% of all complaints that are escalated to stage 2 are resolved</li> <li>No complaints escalated from Stage Three to the Ombudsman</li> </ul>	<ul style="list-style-type: none"> <li>90% complaints received are resolved within Stage One</li> <li>95% of all complaints that are escalated to stage 2 are resolved</li> <li>No complaints escalated from Stage Three to the Ombudsman</li> </ul>
26. Deliver value for money by achieving the optimum balance between cost, quality and customer satisfaction for all services	<ul style="list-style-type: none"> <li>Seek the views of our customers annually through our own customer satisfaction survey and public consultation on budget priorities</li> <li>Achieve the top rating for the Use of Resources assessment and recognition as a value for money council</li> <li>Meet government targets for efficiency improvements and maximise efficiency gains across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a score of 3 against the Key Lines of Enquiry for value for money in the Use of Resources assessment</li> <li>Secure £210,000 in efficiency savings of which £160,000 are savings in the way the Council procures goods and services</li> <li>Deliver a balanced, revenue-based budget without calling on reserves</li> </ul>	<ul style="list-style-type: none"> <li>Retain an overall score of 3 in the Use of Resources Assessment and secure a score of 4 for at least 1 of the 3 Key Lines of Enquiry</li> <li>Secure £600,000 efficiency savings of which £200,000 are savings secured by the way the Council procures goods and services</li> <li><b>Make it easier for local businesses to trade with us</b></li> </ul>	<ul style="list-style-type: none"> <li>Maintain our score of 3 in the Use of Resources Assessment and improve our performance by achieving a score of 4 in at least one of the Key Lines of Enquiry.</li> <li>Secure £630,000 efficiency savings of which £200,000 are savings secured by the way the Council procures goods and services</li> </ul>	<ul style="list-style-type: none"> <li>Retain a score of 4 score in the Use of Resources assessment and a score of 4 for all the Key Lines of Enquiry</li> <li>Secure £645,000 efficiency savings of which £200,000 are savings secured by the way the Council procures goods and services</li> </ul>



Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
27. Reduce financial burden to local taxpayers	<ul style="list-style-type: none"> <li>Maintain council tax rises at or below the rate of inflation (subject to amount of Government grant received)</li> </ul>	<ul style="list-style-type: none"> <li><b>Keep our council tax rise for 2009/10 to below the rate of inflation</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Take the steps needed to reduce our costs by a further £1m by the beginning of 2010/11</b></li> </ul>	<ul style="list-style-type: none"> <li>No increase in Council Tax for Cherwell District Council Services</li> <li>Take the steps needed to address the MTFS future deficit by developing a clear action plan which will reduce Council expenditure by the beginning of 2011/12</li> </ul>	<ul style="list-style-type: none"> <li>Keep our council tax rise to below the rate of inflation</li> </ul>
28. Explain how your council tax is spent and why	<ul style="list-style-type: none"> <li>Publish a comprehensive annual report</li> </ul>	<ul style="list-style-type: none"> <li>Produce a combined annual report of performance and finance</li> </ul>	<ul style="list-style-type: none"> <li>Produce a combined annual report of performance and finance</li> </ul>	<ul style="list-style-type: none"> <li>Bring forward the publication of our combined annual report of performance and finance for publication in June 2010</li> </ul>	<ul style="list-style-type: none"> <li>Produce a combined annual report of performance and finance</li> </ul>

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
<p><b>29.</b> Work with others to provide you with local services and access to information about them</p>	<ul style="list-style-type: none"> <li>• Adopt a customer access strategy setting out how services can be delivered to all sectors of the Cherwell population</li> <li>• Provide opportunities through our one stop shop to access services delivered by other providers</li> <li>• Provide direct access through our website to information about services provided by others</li> </ul>	<ul style="list-style-type: none"> <li>• Review the outcome of the One Stop Shop pilot at Bodicote House</li> <li>• Re-launch town centre offices in Banbury and Kidlington</li> <li>• <b>Provide rural customers with more ways to access our services, including 10 new access points in local communities</b></li> </ul>	<ul style="list-style-type: none"> <li>• Promote the web based Positive Activities Offer to young people</li> <li>• <b>Place 10 new 'Link Points' in our rural areas to provide residents and businesses with a greater choice of access to our services</b></li> <li>• Enable access to a limited number of services provided by our partners through Council access points</li> <li>• Promote local events through the North Oxfordshire.com website</li> </ul>	<ul style="list-style-type: none"> <li>• Expand access to services provided by our partners through Council access points</li> <li>• Improve access to our services by delivering a 'link points-on-legs' service that involves outreach workers attendance at least 10 community events to promote service accessibility.</li> <li>• Promote access to cultural and sporting facilities to children in the looked after sector with West Oxfordshire District Council and Oxfordshire County Council</li> </ul>	<ul style="list-style-type: none"> <li>• Re-launch the Bicester Town Centre Office</li> <li>• Expand access to services provided by our partners through Council access points</li> </ul>
<p><b>30</b> Demonstrate that we can be trusted to act properly for you</p>	<ul style="list-style-type: none"> <li>• Maintain transparent and public decision-making processes, web-casting meetings wherever possible</li> </ul>	<ul style="list-style-type: none"> <li>• Review the 6 month Webcasting pilot extension</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of public Council meetings which are webcast</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a procedure for members of the public to submit petitions to the council in both electronic and paper format.</li> <li>• Provide more information to local people about how to become a councillor.</li> </ul>	

Corporate Plan Aim	5 Year Corporate Targets	2008/09 Corporate Targets	2009/10 Corporate Targets	2010/11 Corporate Targets	2011/12 Corporate Targets
31. Improve the way we communicate with the public, partners and other stakeholders in order to explain what the Council is doing and why	<ul style="list-style-type: none"> <li>Improve the percentage of customers who say they feel well-informed year on year</li> </ul>	<ul style="list-style-type: none"> <li><b>Ensure that 70% of our customers when asked feel well informed about the Council</b></li> </ul>	<ul style="list-style-type: none"> <li>Ensure that 72% of our customers when asked feel well informed about the Council</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that 66% of our customers when asked feel well informed about the Council</li> <li>Possible increase in the number of Cherwell Links produced</li> <li>Increase the readership of Cherwell Link</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that 69% of our customers when asked feel well informed about the Council</li> </ul>
32. Listen to your views and comments, however you want to make them	<ul style="list-style-type: none"> <li>Provide a choice of two-way communication channels: electronic, in person, in writing and over the telephone</li> </ul>	<ul style="list-style-type: none"> <li>Increase the proportion of customer interactions that are handled online to 14%</li> </ul>	<ul style="list-style-type: none"> <li>We will increase the percentage of transactions completed electronically to 50%</li> </ul>	<ul style="list-style-type: none"> <li>Ensure 100 of our services are available at time convenient to customers (online 24/7), with the ability to book and pay with no need to contact the council further.</li> <li>Extend opportunities for customers to feed back their experiences of our services.</li> <li>Ensure we use customer information to develop and improve our services.</li> <li>Make our annual satisfaction survey available to all residents by developing an online version.</li> </ul>	

## GUIDELINES FOR THE PREPARATION OF THE 2010-11 BUDGET

### Principles

These budget guidelines have been developed within a consistent corporate framework to:

- allocate resources to Council priorities
- minimise competition between services for resource allocations
- avoid one Directorate making a budget saving at the expense of another
- ensure that where significant services are provided between Directorates there is a transparent method for charging a fair cost.

The guidelines are designed to positively encourage managers to do the following:

- bring forward innovative ideas and options to make more effective use of existing resources, clearly identifying how the ideas may develop over a 3-year period, including any requirements for pump priming money.
- link the budget setting process to Service Plans, Action Plans already in place, Value for Money Reviews and the requirement for the identification of options, which will produce efficiency savings.
- focus attention on corporate and service priorities and improving performance.

### Budget Deliverables

1. Prepare and submit a draft four-year capital programme. All schemes to carry a full project appraisal including strategic objective, priority, value for money assessment, and details of any revenue impacts. All capital project appraisals will be validated by the Capital Investment Delivery Group. All schemes previously approved for commencement in 2010/11 and onwards will be carried through for consideration.
2. Prepare and submit draft revenue estimates for 2010/11 and the next 4 years which fully reflect the service priority and consultation events and match the current duration of the MTFS.
3. The 2009/10 projected outturn at September 2009, adjusted to take account of the full year effect of savings identified in setting the 2009/10 budget, and one off items will be assumed to be the “**base budget**”. This will then be adjusted for savings identified within the £1million action plan. This will be prepared by the Service Accountant and signed off by Head of Service.
4. The final draft of the budget should be accompanied by a one page word document which will include key expenditure indicators, efficiency targets and overview of service and key projects for 2010/11. This template will be sent out in December 2009 for completion.

### Budget Timetable

The revenue and capital budget is agreed by full Council before 11<sup>th</sup> March each year. The 2010/11 budget will be considered at Council on Mon 22nd February 2010.

A summary timetable is attached. This timetable dovetails with the service and financial planning timetable.

## Budget Guidelines

### Service Guidelines

- Maximise income from all sources, subject to legal advice in relation to any newly identified or interpreted sources of income and subject to scrutiny review.
- Consider the potential for alternative models of service delivery that may contribute to the Council's value for money agenda and, in particular, seek to identify genuine "spend to save" investment opportunities.
- The net impact of all growth items should be **ZERO**.

Growth arising from changes in legislation/ regulation or service planning will **ONLY** be allowed if it is fully funded by transferring resources within the same service or from within the same Directorate. Any such transfer either within the same service or the same Directorate can only come from demonstrably lower priority services. A growth proforma should be completed detailing full requirements.

- All draft estimates should reflect the outcomes from the challenge sessions on individual service and budget appraisals and draft service plans

**Financial guidelines** - should be used in estimating changes in expenditure and income over the medium term.

- Provide for payroll inflation at 1% above the retail price index or 0% whichever is greater; as at August 2009 and in line with MTFS for 2011/12 onwards.

Year	RPI %
2010/11	0%
2011/12	1.80%
2012/13	1.90%
2013/14	MTFS

***This is subject to pay negotiation with Unions.***

- Provide for general inflation in 2010/11 on all other expenditure and fees and charges at 1% above the retail price index or 0% whichever is greater; as at August 2009.

This is expected to be 0% based on current RPI at August of -1.3%.

Month 2009	RPI %
Jan	0.1
Feb	0.0
March	-0.4
April	-1.2
May	-1.1
June	-1.6
July	-1.4
August	-1.3

- Inflation rates predicted for beyond 2010/11 are as per forecasts in our MTFS and will be used in the budget module as below:

Year	RPI %
2011/12	2.5%
2012/13	3.5%
2013/14 onwards	3.0%

- Interest rates should be forecasted as below (info from Butlers - based on three month money rate)

Year	Average Interest Rate
2010/11	1.6%
2011/12	2.3%
2012/13	4.3%
2013/14 onwards	4.8%

## Savings

Each Directorate is required to work up a full range of budget savings options for consideration

Directorates are encouraged to be “free thinking” in drawing up options which:

- identify opportunities for efficiency savings, consistent with the requirements of the Efficiency Savings Review process.
- identify areas with reducing levels of income and identify opportunities for reducing corresponding expenditure.
- challenge current methods of service delivery and identify alternative ways of providing services.
- challenge existing policies and service levels so a complete range of service reductions are identified.
- DMT’s will need to have considered every issue relating to the potential saving. (including lead-in times, one-off costs and impact on services and policies).

All options need to be considered in the light of the statutory requirement to provide the service and at what minimum level, or whether the service is discretionary.

- Provide for 2% savings in addition to the £1million action plan and savings already built into the MTFS for 2010/11 in line with savings target below:

	2009/10 Adjusted Base Budget	2% Target
CSR	£6,197,025	<b>£123,941</b>
EAC	£9,332,994	<b>£186,660</b>
PHE	£2,266,311	<b>£45,326</b>
IMP	£200,234	<b>£4,005</b>
CEX	£2,280,015	<b>£45,600</b>
	<b>£20,276,579</b>	<b>£405,532</b>

## Risk

The budget process is fundamental to the Council’s financial management regime and Members need to be assured that all pertinent issues are properly considered when making key decisions on the Council’s future finances.

In drawing up revenue budget proposals, risk assessments should be undertaken to test the robustness of proposals and to identify key factors which may impact on the proposals put forward. Where appropriate action plans should be put in place to manage/mitigate the risks identified – this may include a risk provision within the budget which can be calculated by your service accountant.

With a ~ £18.5m Revenue Budget and ~ £13.5m annual Capital Budget covering all the Council's services and activities the potential for an issue to be missed or not considered properly will always be there. The budget process is designed to minimise this risk and throughout the process there are frequent meetings with Corporate Management Team and Executive to review.

## TIMETABLE

Activity / Report	Date	Month	Year	Output
Draft Service Plan & Budget Guidelines submitted	11 <sup>th</sup>	September	2009	Report
Budget Guidelines to Executive	5 <sup>th</sup>	October	2009	Report
September 2009 Projections Finalised	14 <sup>th</sup>	October	2009	Report
<b>Draft Budget 1 Preparation</b> - Heads of Service and Finance	1 <sup>st</sup> to 31 <sup>st</sup>	October	2009	Activity
	1 <sup>st</sup> to 13 <sup>th</sup>	November		
Budget Workshops	22 <sup>nd</sup>	September	2009	Activity
	1 <sup>st</sup>	October		
September Projections to CMT	22 <sup>nd</sup>	October	2009	Report
Support Allocations Agreed.	11 <sup>th</sup>	November	2009	Activity Report
<b>Draft Budget 2 Projections</b> to Executive	16 <sup>th</sup>	November	2009	Report
<b>Budget Scrutiny &amp; consultation</b> with public	20 <sup>th</sup>	October	2009	Activity Report
	12 <sup>th</sup>	January		
<b>Draft Budget 1</b> to CMT	25 <sup>th</sup>	November	2009	Report
<b>Draft Budget 1</b> to Executive	7 <sup>th</sup>	December	2009	Report
<b>Draft Budget 2</b> to CMT	16 <sup>th</sup>	December	2009	Report
<b>Draft Budget 2</b> to Executive	11 <sup>th</sup>	January	2010	Report
<b>Final Budget Proposal</b> to CMT	27 <sup>th</sup>	January	2010	Report
<b>Final Budget Proposal</b> to Executive	1 <sup>st</sup>	February	2010	Report
<b>Final Budget Proposal</b> to Full Council	22 <sup>nd</sup>	February	2010	Report



## MEDIUM TERM FINANCIAL FORECAST

## ANNEX 3

Ref	A	B	C	D	E	F	G
		2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
1	Base budget	19,826,864	19,826,864	18,527,526	18,307,814	17,953,409	17,743,624
2	Budget Adjustments - full yr effects and one off items		382,580				
	<b>Full Year Impact of Prior Year Assumptions</b>						
3	Job Evaluation		538,000		-95,964	-95,964	
4	Existing Protection		44,366	-44,366			
5	Job Evaluation - process			-50,000			
6	Fixed Term Posts			-8,333	-36,667	-5,000	
	<b>Unavoidable pressures (Fixed)</b>						
7	National Insurance 1% Increase			125,000			
8	Contract inflation		56,000	57,400	59,409	61,191	63,027
9	Contract reductions - Capita			-10,000	-10,000	-10,000	-10,000
10	Concessionary Travel Transfer to County Council			-320,000			
11	District Elections (3 yr cycle)		53,342			-50,000	50,000
	<b>Unavoidable pressures (Assumptions)</b>						
12	Pay Award			225,000	237,500	375,000	375,000
13	Pay Increments				50,000	100,000	100,000
14	Pension Contribution Increases		46,000	396,000			
15	Concessionary Fares		270,000				
16	SCM Full Services		174,153				
17	Non specific inflation			150,688	203,273	163,602	157,309
18	Risk reserve		185,000				
	<b>Budget Reductions</b>						
19	Specific Reductions- see budget book		-2,854,176				
	<b>Income Assumptions</b>						
20	Increased Income		-194,603				
21	<b>Total budget requirement</b>	<b>19,826,864</b>	<b>18,527,526</b>	<b>19,048,915</b>	<b>18,715,366</b>	<b>18,492,239</b>	<b>18,478,960</b>

Ref	A	B	C	D	E	F	G
		2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
22	Efficiency Target - 4% : to be identified			-741,101	-761,957	-748,615	-739,690
23	Total budget requirement	19,826,864	18,527,526	18,307,814	17,953,409	17,743,624	17,739,270
24	Revenue Support Grant	-1,989,795	-1,382,766	-1,382,766	-1,382,766	-1,382,766	-1,382,766
25	NNDR Distribution	-8,620,814	-9,522,574	-9,522,574	-9,522,574	-9,522,574	-9,522,574
26	General fund balances	0	-750,000	-500,000	-250,000	0	0
27	ABG / LABGI / PDG funding	-26,520		0	0	0	0
28	Investment Income - reduce dependency	-2,915,931	-598,753	-500,000	0	0	0
29	Collection fund surplus	-108,313	-84,477	-50,000	-50,000	0	0
		6,165,491	6,188,956	6,352,473	6,748,069	6,838,284	6,833,930
30	Council Tax income	-6,165,491	-6,188,956	-6,337,929	-6,554,016	-6,744,465	-6,940,340
31	Deficit / (Surplus)	0	0	14,545	194,052	93,818	-106,411
32	Council tax base (band D equivalents)	49,923	50,113	50,313	50,513	50,713	50,913
33	Council tax per band D equivalent	123.50	123.50	125.97	129.75	132.99	136.32
		6,165,491	6,188,956	6,337,929	6,554,016	6,744,465	6,940,340
34	Total Budget Reduction required in Year	0	0	755,646	956,009	842,433	633,279
	<b>Analysis of general fund balances</b>						
35	Opening general fund balances	1,904,000	1,194,000	1,194,000	1,104,667	970,876	1,235,587
36	Capitalisation	-710,000	0	0	0	0	0
37	Cumulative budget deficit	0	0	-14,545	-194,052	-93,818	106,411
38	Investment Income	0	750,000	425,212	310,261	358,529	369,929
39	Planned use of general fund reserves	0	-750,000	-500,000	-250,000	0	0
40	Closing general fund balances	1,194,000	1,194,000	1,104,667	970,876	1,235,587	1,711,926
	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>

Ref		2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
	<b>Revenue Earmarked reserves</b>						
41	Opening balance	9,159,000	7,344,000	6,725,000	6,225,000	6,375,000	6,850,000
42	Review of reserves	710,000	0	0	0	0	0
43	Planned use of reserves	-2,525,000	-619,000	-500,000	-250,000	0	0
44	Investment Income - replenish reserves	0	0	0	400,000	475,000	400,000
45	Closing balance	<b>7,344,000</b>	<b>6,725,000</b>	<b>6,225,000</b>	<b>6,375,000</b>	<b>6,850,000</b>	<b>7,250,000</b>
	<b>Total reserves</b>						
46	Closing balance	<b>8,538,000</b>	<b>7,919,000</b>	<b>7,329,667</b>	<b>7,345,876</b>	<b>8,085,587</b>	<b>8,961,926</b>
	<b>Capital Receipts (for information only)</b>						
47	Opening balance	62,101,056	42,372,056	30,014,256	24,333,072	23,808,072	23,033,072
48	Capital Receipts - capital programme	-19,769,000	-12,857,800	-6,081,184	-1,825,000	-1,825,000	-1,325,000
49	New Capital Receipts	40,000	500,000	400,000	300,000	50,000	50,000
50	Investment Income - replenish capital		0	0	1,000,000	1,000,000	1,000,000
51	Closing balance	<b>42,372,056</b>	<b>30,014,256</b>	<b>24,333,072</b>	<b>23,808,072</b>	<b>23,033,072</b>	<b>22,758,072</b>
	<b>Capital Programme - Expenditure</b>						
52	As per specific Projects	20,179,000	13,532,800	6,756,184	568,000	844,000	0
53	Estimated New Bids in future	0	0	0	1,932,000	1,656,000	2,000,000
		<b>20,179,000</b>	<b>13,532,800</b>	<b>6,756,184</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>2,000,000</b>
	<b>Capital Programme - Funding</b>						
54	Revenue Funded reserves		300,000	300,000	300,000	300,000	300,000
55	Capital Grants	410,000	375,000	375,000	375,000	375,000	375,000
56	Capital Receipts - general or earmarked	19,769,000	12,857,800	6,081,184	1,825,000	1,825,000	1,325,000
57	Total Programme	<b>20,179,000</b>	<b>13,532,800</b>	<b>6,756,184</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>2,000,000</b>
Ref	A	B	C	D	E	F	G

		2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
	<b>Cashflow</b>						
58	Opening balance		52,500,000	39,892,200	40,561,016	38,986,016	37,411,016
59	Capital programme funding		-12,857,800	-6,081,184	-1,825,000	-1,825,000	-1,325,000
60	Working Capital		250,000	250,000	250,000	250,000	250,000
61	Iceland Cash Return			6,500,000			
62	Closing balance		<b>39,892,200</b>	<b>40,561,016</b>	<b>38,986,016</b>	<b>37,411,016</b>	<b>36,336,016</b>
63	Average Cash Balance			<b>40,226,608</b>	<b>39,773,516</b>	<b>38,198,516</b>	<b>36,873,516</b>
64	Interest Rate - average rate			2.3%	4.3%	4.8%	4.8%
65	Investment Income			<b>925,212</b>	<b>1,710,261</b>	<b>1,833,529</b>	<b>1,769,929</b>

<b>MTFS Assumptions - Best Case</b>					
	2010-11	2011-12	2012-13	2013-14	2014-15
Pay Award	0.0%	1.8%	1.9%	3.0%	3.0%
General Inflation - not contractual	0.0%	1.8%	3.5%	3.0%	3.0%
Council Tax Increase - 0.5% less RPI	0.0%	2.0%	3.0%	2.5%	2.5%
Government Grant - freeze no inflation	0.0%	0.0%	0.0%	0.0%	0.0%
Pension Rates	21.6%	24.9%	24.9%	24.9%	24.9%
Employers National Insurance Rate	11.1%	12.1%	12.1%	12.1%	12.1%
Retail Price Index - Butlers Forecast		2.5%	3.5%	3.0%	3.0%
Interest Rate - Bank Base Butlers Forecast	1.0%	2.0%	4.0%	4.5%	4.5%
Interest Rate Forecast	1.6%	2.3%	4.3%	4.8%	4.8%

## 2010/11 Capital Programme and Financing Detail

	Scheme Cost £s	2010/11 £s	2011/12 £s	2012/13 £s	2013/14 £s
Approved supplementary estimates from 2009/10	871,000	871,000	0	0	0
Approved slippage from 2009/10 (annex 4b)	4,179,000	4,179,000	0	0	0
Proposed new schemes for 2010/11 delivery (annex 4a)	16,650,984	8,482,800	6,756,184	568,000	844,000
Expected future capital spend – assumption only	3,588,000	0	0	1,932,000	1,656,000
<b>Total Capital Programme</b>	<b>25,288,984</b>	<b>13,532,800</b>	<b>6,756,184</b>	<b>2,500,000</b>	<b>2,500,000</b>
<b>Financed by:</b>					
Capital Receipts	18,120,984	10,489,800	3,981,184	1,825,000	1,825,000
Government Grants	1,500,000	375,000	375,000	375,000	375,000
Use of Reserves	5,668,000	2,668,000	2,400,000	300,000	300,000
	<b>25,288,984</b>	<b>13,532,800</b>	<b>6,756,184</b>	<b>2,500,000</b>	<b>2,500,000</b>

## Capital Programme 2010/11 - New Schemes

Capital Bid Scheme Name	Strategic Priority	Score	Scheme Total £s	2010/11 £s	2011/12 £s	2012/13 £s	2013/14 £s
APACS module for PARIS	Corporate	Corporate	<b>20,000</b>	20,000			
Asset Register	A	Corporate	<b>15,000</b>	15,000			
Athletics Track Refurbishment - North Oxfordshire Academy	D	3	<b>30,000</b>	30,000			
Banbury Foyer & Banbury Youth Hub	D	1	<b>169,000</b>	169,000			
Bicester Pedestrianastion	A	4	<b>225,000</b>	225,000			
Bicester Town Centre Redevelopment	A	3	<b>10,000,000</b>	5,000,000	5,000,000		
Bicester Town Centre Redevelopment - Consultancy	A	3	<b>40,000</b>	40,000			
Car Park Refurbishments	A	3	<b>30,000</b>	25,000	5,000		
Discretionary Housing Grants	S	1	<b>325,000</b>	325,000			
Encrypted USB keys	Corporate	Corporate	<b>17,400</b>	17,400			
Fees for Future Regeneration Schemes	D	3	<b>50,000</b>	50,000			
Fleet Management System	A	1	<b>28,000</b>	28,000			
Funding for Mollington & Hornton Rural Exception Sites	D	1	<b>120,000</b>	120,000			
Gov Connect 4.1	Corporate	Corporate	<b>25,000</b>	25,000			
Highfield Depot Repairs	A	3	<b>15,000</b>	15,000			
ICT Bids Fund	Corporate	Corporate	<b>150,000</b>	150,000			
In Cab Technology	A	1	<b>38,000</b>	38,000			
Mandatory Disabled Facilities Grants	D	1	<b>575,000</b>	575,000			
Microsoft Licensing Agreement	A	Corporate	<b>220,184</b>	110,000	110,184		
PC Replacement - Extended Use of Thin Clients	A	Corporate	<b>150,000</b>	150,000			
Purchase of Temporary Accommodation Bryan House Bicester & Edward Street Banbury	D	1	<b>660,000</b>	660,000			
Recycling Bottle Banks	C	1	<b>25,000</b>	25,000			
South West Bicester Sports Village	S	3	<b>1,330,000</b>	200,000	1,130,000		
Units 1-7 Thorpe Way Repairs	A	3	<b>15,000</b>	15,000			
Vehicle Replacement Plan	C	1	<b>2,344,000</b>	421,000	511,000	568,000	844,000
Willy Freund Youth and Community Centre Phase Two Works	D	3	<b>34,400</b>	34,400			
			<b>16,650,984</b>	<b>8,482,800</b>	<b>6,756,184</b>	<b>568,000</b>	<b>844,000</b>

**Capital Programme 2010/11 – Slipped Schemes from 2009/10**

**ANNEX 4b**

<b>Capital Scheme Slipped from 2009/10</b>	<b>Total £s</b>	<b>Slippage agreed at Nov Executive</b>	<b>Slippage agreed at Feb Executive</b>	<b>Q3 Monitoring adjustments</b>
Access to Highfield Depot	22,000	22,000		
Acquisitions Scheme - to extend RSL Housing	697,000		500,000	197,000
Banbury Pedestrianisation	235,000	985,000	(750,000)	
Bicester Acquisition 2nd Scheme	21,000			21,000
Bicester Cattle Market Car Park Phase 2	334,000		334,000	
Bicester Pedestrianisation	25,000	25,000		
Budget Module	15,000		15,000	
Choice Based Lettings	21,000		24,000	(3,000)
Christmas Illuminations	51,000		51,000	
Circular Walks DDA Works	5,000		5,000	
Climate Change Initiatives Fund	71,000		71,000	
Discretionary Grants for Domestic Properties	50,000		50,000	
Financial Ledger - Agresso 5.5	50,000		50,000	
Football Development Plan in Banbury	20,000		20,000	
Housing Overcrowding Pilot scheme	30,000		30,000	
ICT Small bids	125,000	125,000		
Implementation of Banbury Residents Parking - Sign	27,000	25,000		2,000
Land at Claypits Lane Bicester	187,000		187,000	
Local Land Charges	6,000		6,000	
Off Road Parking Facilities	51,000		135,000	(84,000)
Online Service Provision via Forms	43,000		43,000	
Replacement Cabling Infrastructure for CCTV	95,000	95,000		
Scanning at the point of entry	20,000		20,000	
Self Service Terminals	26,000		39,000	(13,000)
South West Bicester Sports Village	170,000	170,000		
Sports Centre Modernisation Programme	240,000		1,093,000	(853,000)
The Sanctuary Acquisition Scheme	5,000			5,000
Thorpe Lane Depot Refurbishment Scheme	1,084,000	834,000	250,000	
TLD Business Continuity ISDN30 phone line & 10mbs	20,000		20,000	
Urban Centres Improvements	27,000		27,000	
Virtualisation	22,000		92,000	(70,000)
Weblink 100 mbs @ Bodicote House	32,000		32,000	
Young Persons Acquisition Scheme	352,000		390,000	(38,000)
	<b>4,179,000</b>	<b>2,281,000</b>	<b>2,734,000</b>	<b>(836,000)</b>

## Capital Programme 2010/11 – Removed bids

Capital Bid Scheme Name	Strategic Priority	Priority Matrix score	Scheme Total £s	2010/11 £s	2011/12 £s	2012/13 £s	2013/14 £s	2014/15 £s
Access Project - Circular Walks	A,D,E	4	25,000	25,000				
Additional Pedestrianisation Signage for Banbury & Bicester	A,D	4	12,000	12,000				
Additional Taxi Rank Spaces	B,D	7	11,000	11,000				
Community Centre Refurbishment Funding	B	3	20,000	20,000				
Community Centre Refurbishment Funding - Grimsbury Drainage	B	3	60,000	60,000				
Community Hall Rec / Sports Grant Scheme	A,D	3	95,000	95,000				
Corporate Scanning	D	Corporate	32,000	32,000				
Disc Staging Area	D	Corporate	20,000	20,000				
District Wide Street Scene Improvements	B,C	4	25,000	25,000				
Dryside Refurbishment - Woodgreen Leisure Centre	A	3	264,000	264,000				
Football Development Plan in Banbury	D	3	70,000	70,000				
Gov Metric	D,B,C	Corporate	20,000	20,000				
Historic Building & Conservation Area Improvement Grants	C	4	100,000	100,000				
Improvements to Off Road Parking Areas in Retained Areas	B,D	4	60,000	60,000				
Kidlington Pedestrianisation	A	4	25,000	25,000				
Lagan Mobile Working Virtual Office Solution	D	Corporate	25,000	25,000				
Local Land & Property Gazetteer Integration through GMS	D	Corporate	12,000	12,000				
On Street Recycling Bins	C	1	35,000	18,000	17,000			
Remote Site Connectivity Solution	D	Corporate	15,000	15,000				
Uniform Mobile Working Solution	C,D,B,A	Corporate	15,000	15,000				
Vehicles parks Upgrades to enforcement technology	B	4	30,000	30,000				
Virtual Gov Assistant	D	Corporate	13,950	13,950				
Wheeled Bin Replacement	C,D	1	900,000	0		300,000	300,000	300,000
Windows 7	D	Corporate	50,000	50,000				
			<b>1,934,950</b>	<b>1,017,950</b>	<b>17,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>



**CHERWELL DISTRICT COUNCIL**  
**COLLECTION FUND : REVISED ESTIMATES 2009/10**

	<u>COUNCIL</u> <u>TAX:</u>  £.pp	<u>BUSINESS</u> <u>RATES:</u>  £.pp	<u>TOTAL:</u>  £.pp
<b><u>(SURPLUS)/ DEFICIT AS AT 1 APRIL 2009</u></b>			
Oxfordshire County Council	(486,586.47)	0.00	(486,586.47)
Thames Valley Police Authority	(64,635.95)	0.00	(64,635.95)
Cherwell District Council/ODPM	(87,335.96)	0.00	(87,335.96)
	<b>(638,558.38)</b>	<b>0.00</b>	<b>(638,558.38)</b>
<b><u>DISTRIBUTION OF SURPLUS/ (DEFICIT) FOR PREVIOUS YEAR(S):</u></b>			
<b><u>Re: Revised Estimates</u></b>			
Oxfordshire County Council	603,479.44	0.00	603,479.44
Thames Valley Police Authority	80,163.48	0.00	80,163.48
Cherwell District Council	108,317.07	0.00	108,317.07
	<b>791,959.99</b>	<b>0.00</b>	<b>791,959.99</b>
<b><u>INCOME FOR THE YEAR:</u></b>			
Income From Council Tax	(68,135,775.98)	0.00	(68,135,775.98)
Council Tax Benefits Contribution	(6,906,439.70)	0.00	(6,906,439.70)
	<b>(75,042,215.68)</b>	<b>0.00</b>	<b>(75,042,215.68)</b>
Income From Non-Domestic Rates	<b>0.00</b>	<b>(65,613,049.45)</b>	<b>(65,613,049.45)</b>
<b><u>TOTAL INCOME FOR THE YEAR</u></b>	<b>(75,042,215.68)</b>	<b>(65,613,049.45)</b>	<b>(140,655,265.13)</b>
<b><u>EXPENDITURE FOR THE YEAR:</u></b>			
<b><u>Precepts and Demands:</u></b>			
Oxfordshire County Council	56,443,942.00	0.00	56,443,942.00
Thames Valley Police Authority	7,552,056.00	0.00	7,552,056.00
Cherwell District Council: General Purposes	6,165,491.00	0.00	6,165,491.00
Cherwell District Council: Town & Parish Council Precepts	3,885,910.00	0.00	3,885,910.00
	<b>74,047,399.00</b>	<b>0.00</b>	<b>74,047,399.00</b>
<b><u>Non-Domestic Rates:</u></b>			
Payment To National Pool	0.00	64,993,339.79	64,993,339.79
Cost of Collection Grant	0.00	228,008.64	228,008.64
	<b>0.00</b>	<b>65,221,348.43</b>	<b>65,221,348.43</b>
Provision For Appeals and Non-collection	94,398.22	107,922.00	202,320.22
Write off of Bad Debts	124,687.23	283,779.02	408,466.25

**TOTAL EXPENDITURE FOR THE YEAR**

<b>74,266,484.45</b>	<b>65,613,049.45</b>	<b>139,879,533.90</b>
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**(SURPLUS)/ DEFICIT FOR THE YEAR**

<b>(775,731.23)</b>	<b>0.00</b>	<b>(775,731.23)</b>
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**DIVISION OF (SURPLUS)/ DEFICIT FOR THE YEAR**

Oxfordshire County Council	(591,314.87)	0.00	(591,314.87)
Thames Valley Police Authority	(79,116.43)	0.00	(79,116.43)
Cherwell District Council/ODPM	(105,299.93)	0.00	(105,299.93)
	<b>(775,731.23)</b>	<b>0.00</b>	<b>(775,731.23)</b>

**(SURPLUS)/ DEFICIT AS AT 31 MARCH 2010**

<b>(622,329.62)</b>	<b>0.00</b>	<b>(622,329.62)</b>
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**DIVISION OF (SURPLUS)/ DEFICIT AS AT 31 MARCH**

Oxfordshire County Council	(474,381.78)	0.00	(474,381.78)
Thames Valley Police Authority	(63,471.08)	0.00	(63,471.08)
Cherwell District Council/DTLR	(84,476.75)	0.00	(84,476.75)

## STATEMENT OF RESERVES

		Movement		Forecast	Forecast
2008/09	Detail	in Year	Capitalisation	2009/10	2010/11
£000s		£000s	£000s	£000s	£000s
	<b>Insurance Reserves</b>				
-500	Insurance Reserve Fund	0	500	0	0
-300	Insurance Reserve	0	0	-300	-300
<b>-800</b>		<b>0</b>	<b>500</b>	<b>-300</b>	<b>-300</b>
	<b>Building Control Reserve</b>				
-47	Building Control Reserve	0	0	-47	-50
<b>-47</b>		<b>0</b>	<b>0</b>	<b>-47</b>	<b>-50</b>
	<b>Repairs and Renewals Reserve</b>				
-800	Plant and Transport Renewals Fund	300	100	-400	-200
-400	Wheeled bin replacements	100	100	-200	-100
<b>-1,200</b>		<b>400</b>	<b>200</b>	<b>-600</b>	<b>-300</b>
	<b>Other Earmarked Reserves</b>				
-3,500	Environmental Warranties Reserve	0	3,000	-500	-500
-914	Corporate Change Reserve	685	75	-154	-100
-711	Planning Control Reserve	300	0	-411	-400
-697	Planning Policy Reserve	0	0	-697	-600
-600	Interest Rate Risk Reserve	600	0	0	0
-250	Corporate IT Contingency Reserve	200	0	-50	0
-200	Economic Risk Reserve	200	0	0	0
-108	Restructuring Reserve	108	0	0	0
-100	Hanwell Fields Open Space Reserve	0	0	-100	0
-32	Job Evaluation Reserve	32	0	0	0
0	Capitalisation Challenge Reserve	0	-3775	-4485	-4485
<b>-7,112</b>		<b>2,125</b>	<b>-700</b>	<b>-6,397</b>	<b>-6,085</b>
<b>-9,159</b>	<b>TOTAL</b>	<b>2,525</b>	<b>0</b>	<b>-7,344</b>	<b>-6,735</b>

## Prudential Indicators 2009/10 – 2012/13

### The Capital Expenditure Plans

The Council's capital expenditure plans are summarised below and this forms the first of the prudential indicators. This total expenditure can be paid for immediately by resources such as capital receipts, capital grants etc. However, where these resources are insufficient any residual expenditure will form a borrowing need.

The Council is asked to approve the summary capital expenditure projections below. This forms the first prudential indicator:

	2008/09 Actual £000s	2009/10 Estimated £000s	2010/11 Estimated £000s	2011/12 Estimated £000s	2012/13 Estimated £000s
Capital Expenditure – 10/11 approved	28,624	20,179	13,533	6,756	568
Expected future capital spend	-	-	-	-	1,932
Financed by:					
Capital receipts	(23,963)	(19,769)	(12,858)	(6,081)	(1,825)
Capital grants	(1,992)	(410)	(375)	(375)	(375)
Revenue funded reserves	(669)	-	(300)	(300)	(300)
REFCUS funded from Earmarked Reserves through revenue	(2,000)	-	-	-	-
Net financing need for the year	-	-	-	-	-

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

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of Council's underlying borrowing need. The Council is required to pay off an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision), although it is also allowed to undertake additional voluntary payments.

The Council has a nil Minimum Revenue Provision for 2010/11.

The Council is asked to approve a NIL CFR projection as below:

<b>Capital Financing Requirement</b>	<b>2008/09 Actual £000s</b>	<b>2009/10 Estimated £000s</b>	<b>2010/11 Estimated £000s</b>	<b>2011/12 Estimated £000s</b>
Capital Financing Requirement:				
Total CFR	-	-	-	-
Movement in CFR	-	-	-	-

Movement in CFR represented by:				
Net financing need for the year (above)	-	-	-	-
MRP/VRP and other financing movements	-	-	-	-
Movement in CFR	-	-	-	-

### **The Use of the Council's resources and the Investment Position**

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

<b>Year End Resources</b>	<b>2008/09 Actual £000s</b>	<b>2009/10 Estimated £000s</b>	<b>2010/11 Estimated £000s</b>	<b>2011/12 Estimated £000s</b>
Fund balances	(1,904)	(1,200)	(1,200)	(1,200)
Capital receipts	(62,101)	(42,372)	(30,014)	(24,333)
Earmarked reserves	(9,159)	(7,344)	(6,735)	(6,735)
<b>Total Core Funds</b>	<b>(73,164)</b>	<b>(50,916)</b>	<b>(37,949)</b>	<b>(32,268)</b>
Working Capital*	(1,694)	(1,694)	(1,694)	(1,694)
Expected Investments	(74,858)	(52,610)	(39,643)	(33,962)

\* Working capital balances are estimated year end; mid year may be higher

### **Limits to Borrowing Activity**

Within the prudential indicators there are a number of key indicators to ensure the Council operates its activities within well defined limits.

For the first of these the Council needs to ensure that its total borrowing net of any investments, does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2009/10 and the following two financial years.

<b>Borrowing</b>	<b>2008/09 Actual £000's</b>	<b>2009/10 Estimated £000's</b>	<b>2010/11 Estimated £000's</b>	<b>2011/12 Estimated £000's</b>
Gross Borrowing	-	-	-	-
Investments	(74,858)	(52,610)	(39,643)	(33,962)
Net Borrowing	(74,858)	(52,610)	(39,643)	(33,962)
CFR	-	-	-	-

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

A further two prudential indicators control or anticipate the overall level of borrowing. These are:

- The Authorised Limit for External Debt – This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by full Council.
- The Operational Boundary for External Debt – This indicator is based on the expected maximum external debt during the course of the year; it is not a limit.

The Council is asked to approve the following Authorised Limit and Operational Boundary:

<b>Authorised limit</b>	<b>2008/09 Actual £000s</b>	<b>2009/10 Estimated £000s</b>	<b>2010/11 Estimated £000s</b>	<b>2011/12 Estimated £000s</b>
Borrowing	10,000	10,000	10,000	10,000
Other long term liabilities	500	500	500	500
Total	10,500	10,500	10,500	10,500
<b>Operational Boundary</b>	<b>2008/09 Actual £000s</b>	<b>2009/10 Estimated £000s</b>	<b>2010/11 Estimated £000s</b>	<b>2011/12 Estimated £000s</b>
Borrowing	-	-	-	-
Other long term liabilities	-	-	-	-
Total	-	-	-	-

### **Affordability Prudential Indicators**

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. The Council is asked to approve the following indicators:

Actual and Estimates of the ratio of financing costs to net revenue stream – This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream. Since becoming debt free the indicator is negative because the Council has no borrowing but carries substantial investments.

	2008/09 Actual %	2009/10 Estimated %	2010/11 Estimated %	2011/12 Estimated %
Non-HRA	-	-	-	-

Estimates of the incremental impact of capital investment decisions on the Council Tax – This indicator identifies the revenue costs associated with **new schemes** introduced to the three year capital programme recommended in this budget report compared to the Council's existing approved commitments and current plans.

### Incremental impact of capital investment decisions on the Band D Council Tax

	Proposed Budget 2010/11	Forward Projection 2011/12	Forward Projection 2012/13
Council Tax - Band D	£1.08	£0.59	£0.28

### Treasury Management Prudential Indicators and Limits on Activity

There are four further treasury prudential indicators the Council is asked to approve:

	2009/10	2010/11	2011/12
<b>Interest rate Exposures</b>			
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	94%	92%	90%
Limits on variable interest rates based on net debt	40%	46%	50%
<b>Maturity Structure of fixed interest rate borrowing 2009/10</b>			
	Lower	Upper	
Under 12 months	0%	100%	
12 months to 2 years	0%	0%	
2 years to 5 years	0%	0%	
5 years to 10 years	0%	0%	
10 years and above	0%	0%	
<b>Maximum principal sums invested &gt; 364 days</b>			
Principal sums invested > 364 days	£m 31	£m 26	£m 24

<b>Parish Precepts</b>				
	<b>2009/10</b>	<b>2010/11</b>	<b>2010/11</b>	<b>2010/11</b>
<b>Parish</b>	<b>Precept</b>	<b>Precept</b>	<b>Tax Base</b>	<b>Band D Charge</b>
	£	£		£
Adderbury	£31,999	£32,970	<b>1165</b>	£28.30
Ambrosden	£9,500	£9,000	<b>589</b>	£15.28
Ardley	£5,660	£11,320	<b>260</b>	£43.54
Arncott	£11,700	£11,400	<b>284</b>	£40.14
Banbury	£1,735,678	£1,770,346	<b>14502</b>	£122.08
Barford	£7,000	£7,000	<b>267</b>	£26.22
Begbroke	£21,464	£22,943	<b>362</b>	£63.38
Bicester	£999,935	£997,645	<b>10248</b>	£97.35
Blackthorn	£10,060	£9,848	<b>144</b>	£68.39
Bletchingdon	£12,900	£13,090	<b>341</b>	£38.39
Bloxham	£50,000	£55,000	<b>1329</b>	£41.38
Bodicote	£22,995	£23,315	<b>839</b>	£27.79
Bourton	£7,500	£7,500	<b>293</b>	£25.60
Broughton	£3,500	£3,500	<b>129</b>	£27.13
Bucknell	£4,000	£8,000	<b>110</b>	£72.73
Caversfield	£2,500	£2,500	<b>413</b>	£6.05
Charlton on Otmoor	£5,500	£5,500	<b>198</b>	£27.78
Chesterton	£14,000	£14,000	<b>345</b>	£40.58
Claydon	£4,000	£4,000	<b>138</b>	£28.99
Cottisford	£0	£0	<b>74</b>	£0.00
Cropredy	£7,700	£8,100	<b>308</b>	£26.30
Deddington	£33,342	£35,087	<b>916</b>	£38.30
Drayton	£3,000	£3,000	<b>94</b>	£31.91
Duns Tew	£10,475	£9,211	<b>218</b>	£42.25
Epwell	£3,275	£3,375	<b>139</b>	£24.28
Fencott and Murcott	£1,500	£3,000	<b>125</b>	£24.00
Finmere	£5,000	£5,500	<b>213</b>	£25.82
Fringford	£9,950	£9,000	<b>265</b>	£33.96
Fritwell	£6,500	£6,500	<b>282</b>	£23.05
Godington	£0	£0	<b>20</b>	£0.00
Gosford and Water Eaton	£15,290	£16,210	<b>535</b>	£30.30
Hampton Gay and Poyle	£1,000	£500	<b>73</b>	£6.85
Hanwell	£6,000	£6,000	<b>129</b>	£46.51
Hardwick with Tusmore	£0	£0	<b>35</b>	£0.00
Hethe	£3,800	£3,800	<b>117</b>	£32.48
Hook Norton	£48,000	£52,000	<b>924</b>	£56.28
Horley	£3,604	£3,635	<b>162</b>	£22.44
Hornton	£5,200	£5,500	<b>159</b>	£34.59
Horton cum Studley	£6,000	£6,000	<b>246</b>	£24.39
Islip	£0	£14,845	<b>318</b>	£46.68
Kidlington	£516,075	£548,206	<b>4935</b>	£111.09
Kirtlington	£15,000	£15,500	<b>439</b>	£35.31
Launton	£15,000	£13,000	<b>492</b>	£26.42
Lower Heyford	£7,500	£11,000	<b>221</b>	£49.77



	2009/10	2010/11	2010/11	2010/11
Parish	Precept	Precept	Tax Base	Band D Charge
Merton	£5,448	£7,001	140	£50.01
Middle Aston	£0	£0	64	£0.00
Middleton Stoney	£3,200	£3,200	153	£20.92
Milcombe	£9,400	£9,400	220	£42.73
Milton	£0	£0	121	£0.00
Mixbury	£0	£0	115	£0.00
Mollington	£8,250	£8,250	219	£37.67
Newton Purcell	£0	£0	45	£0.00
Noke	£1,300	£2,000	77	£25.97
North Aston	£600	£600	94	£6.38
North Newington	£2,000	£2,000	152	£13.16
Oddington	£0	£0	61	£0.00
Piddington	£5,000	£5,000	180	£27.78
Prescote	£0	£0	7	£0.00
Shenington	£4,000	£4,000	203	£19.70
Shipton on Cherwell	£4,400	£5,000	148	£33.78
Shutford	£5,500	£5,500	209	£26.32
Sibford Ferris	£4,095	£4,095	193	£21.22
Sibford Gower	£6,000	£5,000	246	£20.33
Somerton	£5,000	£3,000	136	£22.06
Souldern	£5,000	£6,000	195	£30.77
South Newington	£4,700	£4,700	156	£30.13
Steeple Aston	£20,725	£19,990	421	£47.48
Stoke Lyne	£3,000	£2,750	103	£26.70
Stratton Audley	£5,750	£5,750	203	£28.33
Swalcliffe	£5,000	£5,000	107	£46.73
Tadmarton	£6,500	£6,500	259	£25.10
Upper Heyford	£12,000	£15,000	385	£38.96
Wardington	£10,000	£10,000	242	£41.32
Wendlebury	£4,040	£4,240	190	£22.32
Weston on the Green	£8,300	£8,300	240	£34.58
Wiggington	£2,000	£2,500	108	£23.15
Wroxton	£6,000	£6,000	284	£21.13
Yarnton	£45,600	£44,580	1042	£42.78
<b>Totals</b>	<b>£3,885,910</b>	<b>£3,993,202</b>	<b>50113</b>	

**HOUSING & PLANNING DELIVERY GRANT 2007/08, 2008/09 & 2009/10**
**Grant Received**

HPDG re: 2007/08 - Tranche 1	(406,899)
HPDG re: 2007/08 - Tranche 2	(21,653)
	<u>(428,552)</u>
HPDG re: 2008/09	(502,776)
	<u>(931,328)</u>

**Projected Spend**

	2008/09	2009/10	2010/11	
Fund Part-Time Ecology Post - Urban & Rural	18,000	18,000	18,000	54,000
Planning Enforcement - Staffing	140,000	140,000	140,000	420,000
Planning/Build Control Electronic Data Capture	30,000	0	45,000	75,000
Transferred to Planning Control Reserve	382,328	0	0	382,328
	<u>570,328</u>	<u>158,000</u>	<u>203,000</u>	<u>931,328</u>

HPDG re: 2009/10 (607,868)

**Projected Spend**

	2010/11	2011/12	2012/13	
Planning/Build Control Electronic Data Capture	0	45,000	0	45,000
Funding of Econ Dev Regeneration Cap bids	50,000	50,000	50,000	150,000
Funding of Conservation Grants Cap bids	100,000	0	0	100,000
Temp Post - EH Graduate Job Creation	20,000	20,000	0	40,000
Housing Services Private Sector Housing Strategy implementation - Private Landlord post & project	30,000	30,000	0	60,000
Apprenticeship/Student Scheme - PHE Admin	30,000	30,000	30,000	90,000
EAC Ecology Post - continuation of support	0	18,000	18,000	36,000
Housing Services Consultancy Projects	29,000	29,000	28,868	86,868
	<u>259,000</u>	<u>222,000</u>	<u>126,868</u>	<u>607,868</u>

**Balance Unallocated****0**
**AEG GRANT - PLANNING POLICY STATEMENT - CLIMATE CONTROL**
**Grant Received**

Climate Change Grant re: 2009/10 (39,335)

**Balance Unallocated****(39,335)**

## LABGI GRANT 2007/08, 2008/09 & 2009/10

### Grant Received

LABGI Grant received re:2007/08	(161,357)
LABGI Grant received re:2008/09	(65,501)
LABGI Grant received re:2009/10	(95,041)
<b>Total Grant Received</b>	<b>(321,899)</b>

### Projected Spend

	2009/10	2010/11	2010/12	
Funding 2010/11 Additional Staff Costs - Economic Development	0	36,743	0	36,743
Apprentices	0	18,000	0	18,000
Signage - Bicester Village/Town Centre	0	10,000	0	10,000
OBE Guarantee - may not be required	25,000	25,000	25,000	75,000
Alterations 38 Market Square - Job Centre	5,000	0	0	5,000
	<u>30,000</u>	<u>89,743</u>	<u>25,000</u>	<u>144,743</u>

### Balance Unallocated

**(177,156)**

**Risk Factors 2010/11**

As with any budget there is a risk that the actual spending patterns do not match the estimates. All budgets over £250,000 have been risk assessed and details are shown below. A contingency budget of **£282,000** and specific economic reserves have been included in 2010/11 to meet any adverse financial effects which may arise from these, or any other, issues.

Issue	£ Scale	Likelihood 1 (low) 4 (high)	Impact 1 (low) – 4 (high)	Total Score	Potential Annual Impact and Sensitivity Analysis	Risk Areas	Controls and Actions in place
Pay Costs	£12.5m total costs	2	3	6	1% pay increase = £125k. Worse case £250k (2%). Budget assumption = 0%	Largest single item of cost. Complex drivers across the organisation.	Strict monitoring of both financials and staff numbers. Formal sickness/overtime monitoring. Separate control on agency staff.
Vacancy Drag	£12.5m total costs	2	4	8	There are a number of vacancies at the final draft of the budget but these are budgeted.	Underspending in salary budgets	An assumption that some vacant posts will not be filled immediately and therefore £100k of salary costs not expected to be utilised and therefore used to offset risk.
Interest Rates	£1.3m 10/11 budget	2	4	8	£263k per 0.5% decline.	Large cash variance from small rate changes. Large fluctuations in bank base rate.	Use of professional advisers Elimination of dependency on investment income by 01/04/13 in MTFS model using general fund reserves to offset impact. Specific interest rate reserve.
Job Evaluation Appeals	£192k related to red circled posts	2	2	4	An assessment of successful appeals has been calculated.	The new pay structure is to be implemented on 01/04/10 and the appeals process will not be completed.	Financial provision made

Issue	£ Scale	Likelihood 1 (low) – 4 (high)	Impact 1 (low) – 4 (high)	Total Score	Potential Annual Impact and Sensitivity Analysis	Risk Areas	Controls and Actions in place
Investments	£53m 31/03/10	1	4	4		Financial institutions going into administration.	Investment strategy has been tightened up.
Fuel cost increases for Direct Services		2	2	4	£20k	Changes in global oil prices.	Financial provision made
Admin Subsidy	Current contract includes 10% volume tolerances	2	2	4	Additional costs to administer revenues and benefits process from contractor due to volumes exceeding contract tolerances.	The payment of administration funding has been combined with funding for anti-fraud measures and is based upon the caseload of live claimants and the annual volumes of new claimants at a given date. Our caseload has increased by 17% from Dec 08 until Dec 09.	Additional subsidy of £174k awarded and built into budget
Council Tax & Housing Benefit Subsidy		2	2	4	Timing impact of payments and reimbursements from DWP	Housing and Council tax benefit is awarded each year by the Council and then claimed back from the Department for Work and Pensions. Any inaccuracies in the calculation of the amounts paid out or non-compliance with the legislation could result in the claim being incorrect.	Service Assurance team will monitor accuracy. As this is a new way of working for the council a financial provision has been made.

Issue	£ Scale	Likelihood 1 (low) – 4 (high)	Impact 1 (low) – 4 (high)	Total Score	Potential Annual Impact and Sensitivity Analysis	Risk Areas	Controls and Actions in place
Mileage	£25k	4	1	4	An assessment of unclaimed mileage made and an assumption of miles per employee at mileage rate has been used to calculate provision.	The car cash allowance is too being bought out and it is anticipated that many employees who have not claimed business mileage in the past may now submit claims.	Financial provision made
Income Streams	£5.4m	2	3	6	An assessment of the best base case based on current demand and activity levels	Car Park, Planning, Building Control, Rents and Land Charges	Cover in general provision and increase monitoring cycles so that mitigating cost reductions can be made to offset income reductions.
Partnership working and partner contributions		2	2	4	Impact on individual projects is high.	Partner actions delayed. Agreed funding not received by CDC.	Separate accounting arrangements. Written partnership agreements.
Government Grant	£10.9m	2	3	6	£55k per 0.5% decrease	Can be unpredictable. Government reduces grant levels or assumes a higher level of efficiencies in order to reduce grant.	Settlements set until 2010/11. Adequate level of General Reserve held. MTFS will be modelled on a number of scenarios relating to cuts.
Pensions Funding	£46m deficit	4	4	16	1% change in employers cont'ns = £125k. Revaluation to take effect from 11/12	Deficit on County Fund. Future Actuarial results.	Up to date staff profile Consideration in MTFS – budget assumes 3.3% increase from 10/11

Issue	£ Scale	Likelihood 1 (low) – 4 (high)	Impact 1 (low) – 4 (high)	Total Score	Potential Annual Impact and Sensitivity Analysis	Risk Areas	Controls and Actions in place
General Budget Provision	1% of net expenditure £185k	2	2	4	A % of the net expenditure has been calculated as a general budget risk provision.	Some budgets are more sensitive and responsive to changes in demand, often caused by factors outside of the Council's control. In the event of any unanticipated changes it may be necessary to take corrective action and the effectiveness of this relies on good systems of budgetary control, monitoring and risk management.	Financial provision made

## REVENUE ANALYSIS

EXPENDITURE	2009-10 Approved Budget	2010-11 Proposed Budget
	£	£
Service Expenditure		<b>20,318,280</b>
Executive Matters		1,059,306
Capital Charges		-2,850,060
	<b>19,826,864</b>	<b>18,527,526</b>

**Net Reduction** **-1,299,338**

**% decrease in Base Budget** **-7%**

Revenue Support Grant Settlement	-1,989,795	-1,382,766
Business Rates Distribution	-8,620,814	-9,522,574
Other Grant Income	-26,520	0
Investment Income	-2,915,931	-598,753
Use of Earmarked Reserves		-750,000
Collection Fund Surplus	-108,313	-84,477
<b>Amount to be funded from Council Tax</b>	<b>6,165,491</b>	<b>6,188,956</b>

Number of band D equivalent	49,923	50,113
2010-11 Cost of band D equivalent	£123.50	£123.50

<b>6,165,491</b>	<b>6,188,956</b>
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2009-10 band D equivalent	£123.50
Increase in Annual Council Tax for band D equivalent	£0.00
Weekly increase in Council Tax	0.00p

**% increase in Council Tax** **0.00%**



Due to the implementation of job evaluation in April 2010 the service costs detailed below are before the allocation of support costs. This will not change the net expenditure from £18,527,526 but change the cost of each service. The expenditure in corporate core directorate includes the majority of support costs and this will decrease and the expenditure in the other 2 directorates will increase.

Once the new pay structure is implemented we will update all service budgets to the additional pay costs that currently sit within executive matters and their share of support costs once allocated.

	<b>Budget</b>	
	<b>2010/11</b>	
<b>Environment &amp; Community Directorate</b>		
Environment & Community	£ 349,849	
Environmental Services	£ 4,651,305	
Safer Communities & Community Development	£ 2,253,364	
Urban & Rural Services	-£ 545,791	
Health & Recreation	£ 2,520,404	
Customer Services & ICT	£ 2,984,845	<b>£ 12,213,976</b>
<b>Planning Housing &amp; Economy Directorate</b>		
Planning Housing & Economy	£ 813,511	
Planning & Affordable Housing Policy	£ 728,528	
Development Control & Major Developments	£ 381,846	
Building Control & Engineering Services	£ 71,189	
Economic Development & Estates	-£ 1,365,701	
Housing Services	£ 1,556,472	<b>£ 2,185,845</b>
<b>Corporate Core Directorate</b>		
Exchequer	£ 287,102	
Finance	£ 932,074	
Legal & Democratic Services	£ 1,424,196	
Improvement	£ 141,412	
Chief Executive	£ 440,167	
Human Resources	£ 2,142,821	
Community Planning & Communications	£ 287,349	
Communications & Corporate Publications	£ 263,338	<b>£ 5,918,459</b>
Services Total		£ 20,318,280
Cost per head population	<b>£ 146.70</b>	
Executive Matters, Capital Charges & Funding		<b>-£ 20,318,280</b>

The service expenditure and priorities of each service are summarised by Directorate in the pages that follow.

# ENVIRONMENT & COMMUNITY DIRECTORATE

	Outturn 2008/09	Projection 2009/10	Draft Budget 2010/11
	£	£	£
<b>Environment &amp; Community Directorate</b>			
Environment & Community	£ 348,568	£ 367,654	£ 349,849
Environmental Services	£ 4,985,978	£ 4,664,235	£ 4,651,305
Safer Communities & Community Development	£ 2,592,262	£ 2,246,552	£ 2,253,364
Urban & Rural Services	-£ 95,588	-£ 199,191	-£ 545,791
Health & Recreation	£ 3,611,551	£ 2,458,836	£ 2,520,404
Customer Services & ICT	£ 3,112,947	£ 3,298,185	£ 2,984,845
<b>Environment &amp; Community Directorate</b>	<b>£ 14,555,719</b>	<b>£ 12,836,271</b>	<b>£ 12,213,976</b>

## Overview of the Directorate

The Directorate is responsible for the delivery lead for the Council's strategic priorities for Clean & Green and Safe & Healthy but also makes significant contributions to the priorities for Opportunity and Accessibility & VFM. Its service base is wide, has in excess of 250 staff, is fully customer and resident facing and structured into five service groups of Environment, Recreation & Health, Urban & Rural, Safer Communities & Community Development and Customer Services & ICT. Its wide service base means that it plays the most significant Council role in leading and contributing to most of the Cherwell Community Plan themes and the contribution to the Oxfordshire Sustainable Community Strategy with the linked Local Area Agreement 2 process and funding. Because of the nature of the services, it is also heavily reliant on partnership working.

## ENVIRONMENT & COMMUNITY- Service Overview –

Projection 2009/2010	£ 367,654	<b>DETAIL OF MOVEMENT</b> Removal of allowances (£5k), review of discretionary spend and capital charges (£12k).
Projected one off items 2009/10	£ 5,000	
New Effects	£ -	
Efficiencies & MTFs Action Plan	-£ 11,453	
Unavoidable Growth	£ -	
Other Service Adjustments	-£ 11,352	
<b>Draft 2010/2011</b>	<b>£ 349,848</b>	

## Key Objectives 2010/11

- Key priority areas of service development and change include the set and commencement of delivery of a multi-agency programme to address inequalities in targeted areas in Banbury. This will be supported by some external funding and will be a long term exercise.
- In terms of the environment, the continued focus will be maintained on further reducing the Council's carbon footprint and in particular, supporting other businesses and local organisations to do the same. Also, maintaining the previous year's improvement in environmental quality and cleanliness through ongoing targeting reduced dog mess and fly tipping and further reducing the amount of waste sent to landfill by 4000 tonnes.
- There will be a continued push to reduce further the already low level of crime and anti social behaviour across the District and in doing so, to improve local residents feeling of being safe in their home and community.
- We recognise the ageing population profile of the District and the need to plan for the future impacts of this. There will therefore be a review of its services provided to older people to ensure that these are

aligned to the District's population profile with particular attention paid to the greatest increase in over 75s.

- There will be a need to continue the Council's support of the Oxfordshire PCT in retaining and developing services at the Horton General Hospital and developing new and improved Bicester Hospital services.
- The preparation for the introduction of an integrated on and off street parking service called Civil Parking Enforcement will be a key task in 2010/11 which in turn will allow the finalisation of the permanent arrangements for the Bicester Residents Parking Scheme and the introduction of a Banbury Residents Parking Scheme.

### Key Issues 2010/11

- There will be further change in the structure of the Directorate as a means of delivering financial savings through the deletion of the Safer Communities and Community Development service area. The majority of these services will amalgamated within the remaining Directorate service structures.
- 2010/11 will offer many challenges particularly in light of the economic position. The level of income from fees for car parking and recreation activities needs to be maintained through a combination of ensuring services are provided to the right quality, at an affordable price and meet the needs of local residents. The economic position is also likely to result in ongoing lower tonnages of recyclable materials and residual waste collected, potentially increased fly tipping and abandoned vehicles and increased demand for some services.
- The Council's significant medium term budget reductions will mean an ongoing focus on finding ways to deliver similar or even lower service levels at reduced cost. The emphasis will be on efficiency savings through the way goods and services are procured as a means of avoiding or minimising any service reductions.
- Customer intelligence has long been at the heart of what the Council does and how it does it. As resources get reduced, it will be imperative that customer intelligence must remain at the main driver for improvement so that despite our resource difficulties, it can be used to improve customer satisfaction even further. Associated with this will be ensuring that 100 of our services are available at a time convenient to customers (ie online 24/7), with the ability to book and pay with no need to contact the council further. Likewise, the development and introduction of a community intelligence system which will provide shorter reaction time to service response and improved pro activity in service planning.

### ENVIRONMENTAL SERVICES – Service overview

Projection 2009/2010	£ 4,664,235	<b>DETAIL OF MOVEMENT</b> 2009/10 situation rectified £45k, reduced recycling credits £443k offset by reduced gate fee rates (£344k) and land fill credit (£133k), increased capital charges £176k, use of reserves for bin replacements (£59k), review of paper banks (£19), vehicle maintenance (£30k) and other general savings (£66k).
Projected one off items 2009/10	£ 45,040	
New Effects	£ -	
Efficiencies & MTFs Action Plan	-£ 154,515	
Unavoidable Growth	£ -	
Other Service Adjustments	£ 96,545	
<b>Draft 2010/2011</b>	<b>£ 4,651,305</b>	

### Key Objectives 2010/11

The key objectives of Environmental services are

- To substantially decrease the amount of waste going to landfill by increasing the recycling rate to a minimum of 56%
- To increase customer satisfaction with the cleanliness of the district
- To deliver financial efficiencies through re-designed processes which reduce operational costs
- To reduce the environmental impact of delivering environmental services
- To lead and co-ordinate the reduction of emissions from the Council's operations
- To encourage residents to take action to reduce their own carbon emissions

### Key Issues 2010/11

- Encourage residents to minimise the amount of waste sent to landfill by using the recycling services particularly the new food waste recycling service
- Identify further financial efficiencies to deliver a reduction in service cost without compromising service quality
- Inform residents and businesses about climate change issues and encourage them to take positive actions

### URBAN & RURAL SERVICES - Service Overview –

Projection 2009/2010	-£	199,191	<b>DETAIL OF MOVEMENT</b> Reduced income on new Banbury Market contract (£27k), delay in Residents' Parking Scheme (£54k), licensing salaries 09/10 (£31k), increased income from Car Parks (£22k), cessation of refunds to Sports Centres users (£33k), review of capital charges (£12k), maintenance provision (£61k), allowances (£44k), NNDR (£17k) and discretionary spend (£45k).
Projected one off items 2009/10	-£	62,318	
New Effects	£	-	
Efficiencies & MTFs Action Plan	-£	159,356	
Unavoidable Growth	£	-	
Other Service Adjustments	-£	124,926	
<b>Draft 2010/2011</b>	<b>-£</b>	<b>545,791</b>	

### Service Overview – Urban & Rural Services

The Service comprises four service teams, all of which are wholly public facing:

- Landscape and Street Scene
- Rural and Countryside
- Licensing
- Vehicle Parks

### Key Objectives 2010/11

#### Landscape and Street Scene:

- Delivering grounds maintenance and arboricultural services through the contract with Continental Landscape Ltd. and on behalf of Bicester Town Council and Kidlington Parish Council
- Planning and managing floral provision throughout the District through the contract with Fresh Acres nursery
- Providing landscape design advise on planning applications
- Managing the Banbury Market License
- Managing the Christmas Light Contract
- Administering road closure applications
- Developing proposals for Kidlington High Street pedestrianisation

- Develop a Tree Strategy for the District

### **Rural and Countryside:**

- Implementing the Rural Strategy Delivery Plan
- Promoting access to the countryside for all
- Maintaining the network of circular walks/rides
- Promoting biodiversity (through the Annual Biodiversity Action Plan)
- Ensuring sustainable development through monitoring and advising on ecological effects/implications
- Delivering two annual Parish Liaison meetings.

### **Licensing**

- The administration and enforcement of Licensing responsibilities in respect of the Licensing Act 2003, the Gambling Act 2005, Street Trading; charitable collections, Taxi licensing and Charities Act.
- Implementing revised management arrangements for street markets in Bicester and Kidlington

### **Vehicle Parks**

- Delivering an information, enforcement and management service for Council operated car parks
- Managing the Bicester Residents Parking Scheme
- Supervising bus movements at Banbury Bus Station
- Developing a Residents Parking Scheme for Banbury
- Developing an approach to Civil Parking Enforcement
- Managing parking permits and Exemption Certificates

## **Key Issues 2010/11**

### **Landscape and Street Scene**

- Managing contractor performance
- Commencing the review of contracts for floral provision and grounds maintenance
- Contributing to the development of the Council's Eco Town approach
- Implementation and management of the new Banbury Market license
- Securing VFM through S106 Agreements
- Assisting in major town centre development projects
- Developing with partners the approach to Britain in Bloom (Regionals and Nationals)
- Considering the effects of Climate Change on service delivery

### **Rural and Countryside**

- Finalising the new Annual BAP
- Extending delivery to Rural access to services
- Meeting the obligations under the NERC Act 2006
- Meeting our obligations under the countryside and Rights of Way Act 2000
- SLA with Oxfordshire Rural Communities Council
- Eco Town
- SLA's with Biodiversity partners
- Monitoring progress against the Rural Strategy Delivery Plan

### **Licensing**

- Enhancing taxi rank provision
- Implementation of any Gambling Act/Licensing Act review requirements
- Implementation of any Sex Encounter Establishment requirements
- Embedding the taxi Specification and Policy
- Responding to the implementation of the new Charities Act (pending)
- Review of taxi tariffs
- Review of the Council's approach to Street Trading.

- Working with the EU Services Directive
- Continue development of joint working with Responsible Authorities

#### Vehicle Parks

- Development of plans for CPE and Banbury Residents Parking
- Review of Bicester parking in light of major town centre developments
- Maximising revenue through the Council/s car parks portfolio and delivering an efficient enforcement service.
- Reviewing the operation of automated bollards
- Reviewing pay and display ticket machines and exploring opportunities for on street paid for parking

### SAFER COMMUNITIES & COMMUNITY DEVELOPMENT - Service Overview –

Projection 2009/2010	£	2,246,550	<b>DETAIL OF MOVEMENT</b> Review of EMT (£158), discretionary spend, allowances and general savings (£37k), net changes to Concessionary Fares Grants received £265k, full year effect of savings programme begun in 2009/10 (£36k), additional Area Based Grant (£27k).
Projected one off items 2009/10	£	18,000	
New Effects	-£	18,000	
Efficiencies & MTFS Action Plan	-£	69,688	
Unavoidable Growth	£	265,014	
Other Service Adjustments	-£	188,512	
<b>Draft 2010/2011</b>	<b>£</b>	<b>2,253,364</b>	

### Service Overview – Safer Communities and Community Development

#### Safer Communities & ASB

- Supporting and promoting community safety initiatives and monitoring performance of 4 action groups delivering the Safer Communities Strategy.
- Managing street warden teams in Banbury and Bicester and coordinating CCTV operations.
- Partnership working to tackle antisocial behaviour, drug and alcohol misuse, and delivering the Night Safe initiative.

#### Public Protection

- Regulatory responsibilities for food safety, occupational health & safety, caravan site licensing and animal welfare licensing.
- Reactive work in response to consumer complaints, accident notifications and food poisoning.
- Coordinating the Council's emergency planning and business continuity functions.

#### Community Development

- Supporting community and voluntary organisations.
- This includes services for older people, grant aid programmes, administration of the national concessionary travel scheme and community transport services, and delivery of the Council's community cohesion framework.

### Key Objectives 2010/11

#### Safer Communities & ASB

- Contribution towards the Cherwell Sustainable Community Strategy pledge where everyone feels safe in their homes and welcome in their neighbourhoods.
- To decrease the percentages of people who fear crime and feel unsafe in their area, reducing the incidence of anti-social behaviour and building confidence in the police and local authority

#### Public Protection

- Delivery of the Food Safety Enforcement Service Plan 2010/11 and the Health & Safety Enforcement Service Plan 2010/11 so that the Council complies with its statutory responsibilities.

#### Community Development

- To establish cohesion strategies and policies to support the development and awareness and

understanding between the district's diverse communities.

- To implement the Council's Older Peoples Policy addressing the needs of an ageing population. Support and enhance the role of voluntary and community groups to deliver services in their neighbourhoods.
- Prepare for the proposed transfer of the administration of the national concessionary travel scheme to County Council and develop local community transport services.

## Key Issues 2010/11

### Safer Communities & ASB

- The greatest challenge for the service will be reducing fear of crime and raising the public's satisfaction of how we tackle anti-social behaviour. This requires support from many partners, including Victim Support and Thames Valley Police – the latter will also be expected to maximise the benefits arising from the upgrade of the CCTV network.

### Public Protection

- Professional competency development to maintain regulatory inspection programmes and reacting to the new compliance standard for health and safety.
- Resource capacity to implement the new private water supply legislation and sampling programme. Maintaining the Council's emergency planning and business continuity resilience.

### Community Development

- Activities contributing to the Council no longer in the bottom quartile for NI1 and NI2 (community cohesion).
- Delivery of actions supporting our ageing population and developing local transport services to meet public needs.

## HEALTH & RECREATION - Service Overview

Projection 2009/2010	£ 2,458,837	<b>DETAIL OF MOVEMENT</b> Addition of Sports Centres Lifecycle contributions £217k, full year effect of savings programme begun in 2009/10 (£155k), Woodgreen (£35k), net effect of other savings and additional capital charges £35k.
Projected one off items 2009/10	-£ 35,000	
New Effects	-£ 155,282	
Efficiencies & MTFs Action Plan	-£ 41,589	
Unavoidable Growth	£ 216,839	
Other Service Adjustments	£ 76,599	
<b>Draft 2010/2011</b>	<b>£ 2,520,404</b>	

## Key Objectives 2010/11

- To maintain quality services in the face of increasing economic pressure.
- To deepen the dialogue with service users to shape future developments.
- To ensure that the Cherwell Leisure Limited leisure centre contract is monitored and implemented in line with the Project Agreement and Output Specification working in close partnership with Parkwood Community Leisure.
- Provide leisure facilities and activities aimed at developing a wide variety of healthy lifestyle options for the whole community, with a particular emphasis on increasing programmes for teenagers, diversity groups and the over 60's.
- To work with Environmental Officers, Parkwood Community Leisure and the Carbon Trust to reduce the carbon footprint of all leisure facilities in line with the Environmental Strategy.
- To successfully complete the final demolition stage of SCM.
- Increase profile of Recreation facilities to ensure better understanding and knowledge of the opportunities to improve healthy living.
- Deliver a series of Olympic themed District events encouraging increased participation, civil pride and a legacy of long term activities and clubs.
- Progress SW Bicester Sports Village Project
- Establish Banbury Football Development Programme
- Work towards 1% increase in adult participation in sport and physical activity



- Increase opportunities for young people to participate in positive activities.
- Development and continued support of the Positive activities for young people local offer LAA N1 110 and CYPP Action Plans
- Develop further Play opportunities and initiatives in the district.
- Ensure the Building Schools for Future programme in Banbury provides for wider community needs.
- Develop programme of activities linked to London 2012 Olympic Games
- Deliver Children and Young People Plan

### Key Issues 2010/11

- The full year effects of reducing the Tourism budget will be felt with full force, incentivising the need for the Council to advocate for the quality service it offers and to seek shared service delivery with other authorities where possible and practical.
- Working with Oxfordshire County Council Integrated Youth Services to fulfil the obligations of the Arts Partnership at The Courtyard and, extending its reach in light of the North West Bicester Eco Town Development
- Increasing the reach of already successful arts projects with external funding to improve the quality of life for the District's poorest and most disadvantaged residents, concentrating on intergenerational projects, older peoples work, rural isolation, and mental health and wellbeing.
- Expanding the success of the Museums reminiscence groups already set up into residential centres capitalising on volunteer support
- Procure long term management of WGLC.
- Ensure full summer operation of outdoor swimming pool at WGLC.
- Increase participation levels throughout all recreation facilities.
- Introduction of new holiday activity programmes at JU sites to achieve income targets.
- Progress SW Bicester sports village project in line with developers timescales (Housing market issues)
- Monitor and support delivery of Recreation Strategy and create 2010/11 Action Plan
- Promoting sporting facilities and activities in the run up to 2012 Olympic games
- Contribute to the building schools for the future programme
- Consultation with adults regarding NI8 enabling us to deliver effective projects and therefore better enable us to achieve the 1% target.
- Develop and increase the number of activities available in the district for young people – Through Urban Energize & Energize programmes / Youth Activator initiatives / partnership delivery and grant aid support. Links to LAA target NI 106.
- Deliver the Positive Activities For Young People local offer LAA Target N1 110 . Key priority of improving communication and info for young people, reducing barriers to activities especially in rural areas and identifying gaps in provision and giving young people with a priority on teenager's things to do. Links to reducing anti social behaviour and using recreation as a prevention tool.
- Development of Youth Activator Initiative / secure sustainable funding / look to expand resource within the district. Key priority to increase activities and things to do for young people / improve areas of deprivation / reduce anti social behaviour and fear of crime and improve communication methods for young people and increase participation in physical exercise with young people.

### CUSTOMER SERVICES & ICT - Service Overview –

Projection 2009/2010	£ 3,298,187
Projected one off items 2009/10	-£ 42,822
New Effects	-£ 0
Efficiencies & MTFs Action Plan	-£ 222,600
Unavoidable Growth	£ -
Other Service Adjustments	-£ 47,920
<b>Draft 2010/2011</b>	<b>£ 2,984,845</b>

#### DETAIL OF MOVEMENT

Redundancies from the change in the printroom, post and scanning services, removal of the vacant client support post, reduction in agency staffing costs, review of capital charges, allowances and discretionary spend.

- Reach the hardest to reach with customer services
- Reduce power consumption and carbon emissions of ICT tools and technology
- Reduce the need for customers to leave documents with us by scanning and storing at the LinkPoints



- Efficiencies and savings from process review and automation using electronic forms through the Customer Relationship Management system
- Achieve the Customer Service Excellence standard
- Reduce the amount of colour printing (internal)
- Review and agree a new approach to supporting the council's service delivery objectives with appropriate ICT tools and technology

**Key Issues 2010/11**

- Payments handling and Payment Card Industry compliance.
- Meeting the Council's need for document storage, retrieval and disposal
- Need for a wider time window of ICT support (as a result of people working more flexibly, more third party provision by suppliers who need support outside current support hours, eg Capita)
- Meeting the increasingly complex constraints on ICT service delivery from the Government Connect "code of connection".

## PLANNING HOUSING & ECONOMY DIRECTORATE

		<b>Outturn 2008/09</b>		<b>Projection 2009/10</b>		<b>Draft Budget 2010/11</b>
	<b>£</b>		<b>£</b>		<b>£</b>	
<b>Planning Housing &amp; Economy Directorate</b>						
Planning Housing & Economy	£	854,604	£	836,400	£	813,511
Planning & Affordable Housing Policy	£	764,173	£	789,111	£	728,528
Development Control & Major Developments	£	246,930	£	490,339	£	381,846
Building Control & Engineering Services	£	92,351	£	186,750	£	71,189
Economic Development & Estates	-£	1,131,410	-£	1,357,337	-£	1,365,701
Housing Services	£	1,665,955	£	1,644,436	£	1,556,472
<b>Planning Housing &amp; Economy Directorate</b>	<b>£</b>	<b>2,492,603</b>	<b>£</b>	<b>2,589,698</b>	<b>£</b>	<b>2,185,845</b>

### Overview of the Directorate

The Directorate contributes to the full range of Council priorities, but in particular aims to ensure that Cherwell is a "District of Opportunity". The main services provided are strategic housing, planning, building control, engineering (street environment related capital projects and local drainage responsibilities), estates asset management and economic development.

### Key Objectives 2010/11

Key Objectives for the next year are:

- to sustain redirected and additional economic development work in light of recession impacts. In particular to support local people and businesses through difficult times by working with partners on job clubs, skills development, job creation, and special assistance in unemployment hotspots (parts of Banbury);
- to further focus housing services on homelessness prevention / response in recession conditions and to develop the housing options and advice service to help local people face growing housing problems (e.g. signposting new shared ownership and mortgage rescue schemes, greater use of private rented sector and special support in areas of greatest deprivation in Banbury);
- to continue delivery of new affordable housing in circumstances where housing development opportunities are much reduced (e.g. by adjusted planning decisions and use of new Government funding support and Council capital funds);
- to progress the Local Development Framework in a form that effectively balances the need for new housing land with environmental protection,. This includes providing future opportunities for an increased rate of affordable housing provision and new employment land and premises;
- to use local planning powers and special Government funding to start the North West Bicester Eco Development (Town) – as an exemplar in urban development with reduced environmental impact;
- to support high quality regeneration in urban centres (in particular to progress Bicester; Town Centre Redevelopment and Market Place enhancement and Banbury; town centre strategy, Parsons Street pedestrianisation / area enhancement , Canalside, Cultural Quarter);
- to sustain the quality and speed of service in handling of planning applications - whilst achieving greater accessibility and better outcomes on the ground in terms of infrastructure, community facilities and design quality.

## Key Issues 2010/11

The 2010 - 11 estimates have been prepared from a 2009-10 budget base that incorporated significant savings from service rationalisation, general efficiencies and management restructuring. This has ensured a continuing rigorous financial discipline. In addition external economic conditions worsened in 2009 -10 and this continues to affect the PHE budget position significantly, (particularly through a loss in planning and building control application fee income and revised expectations on property rental income).

Housing and economic development also face a growing workload and more difficult problems due to the economic down turn. Though overall application numbers have fallen the planning services face high workload and costs from peaking of work on the Local Development Framework, the NW Bicester eco-development initiative and major application cases such as revisions of housing proposals for SW Bicester, Upper Heyford airfield redevelopment and incineration and wind farm appeals.

The overall impact of the recession means that the Council needs to find further savings and carefully control its expenditure.

For PHE savings have been achieved in the following main areas:

- Continued Housing Services value for money savings arising from the Temporary Accommodation Strategy (reduced reliance on expensive private sector rooms) and general efficiencies
- Reduced use of specialist consultancy support in Housing Service
- Reductions in staffing for planning policy and built environment conservation
- Further reductions in staffing in Development Control and Major Developments and Building Control to respond to decline in overall application workload
- Changes in management structure as the Council moves away from undertaking direct engineering projects on highways and land drainage
- Efficiencies in administration support

There is no overall service growth for PHE services but changed economic circumstances will necessitate significant internal readjustment in the way resources are used. In particular resources are being transferred to support the economic development and housing response to recession. There will also be a growing use of special project sources of additional funding from Government in the form of Housing Recession Impact Funding, Local Authority Business Growth Incentive Grant, Growth Area funding and Housing and Planning Delivery Grant. These are limited sources and need to be carefully applied over a number of years (three to five year funding plans are used).

The Council has also introduced organisational changes that respond to growing financial pressures. As a result management of PHE services is being reorganised from the start of the 2010-11 year. This will result in a revised and rationalised service structure as follows:

- Planning Policy, Community Planning and Economic Development
- Development Control and Major Developments (to incorporate Building Control from April 2011)
- Housing Services
- Regeneration and Estates
- Building Control and Engineering Services (to April 2011 only with building control planned for transfer to Development Control and Major Developments and any residual engineering work to Regeneration and Estates)

For the purposes of Budget Book analysis and comparisons (below), the 2009 – 10 (former) Service structure is continued. The changes in place from the start of the 2010 -11 year (and anticipated follow up) are noted under the key issues sections. Full budget analysis will be available in the Council's published management information as the budget year progresses.

### PLANNING HOUSING & ECONOMY - Service Overview

Projection 2009/2010	£	836,400	<b>DETAIL OF MOVEMENT</b> Printing & Stationery budget reduced by £13k, Private Contractors by £19k and Removal of Car Cash Allowances of £5k. Although there is an increase in Capital Charges of £2k.
Projected one off items 2009/10	£	-	
New Effects	£	-	
Efficiencies & MTFs Action Plan	-£	19,305	
Unavoidable Growth	£	-	
Other Service Adjustments	-£	3,583	
<b>Draft 2010/2011</b>	<b>£</b>	<b>813,511</b>	

### Key Objectives 2010/11

This is the overall management and support base budget for the Directorate.

### Key Issues 2010/11

The key objective is to provide effective management direction and administrative support with less resource. The year will see continued reorganisation and adjustment to achieve greater efficiency.

### PLANNING & AFFORDABLE HOUSING POLICY - Service Overview –

Projection 2009/2010	£	789,112	<b>DETAIL OF MOVEMENT</b> The majority of 2010/11 savings are salary reductions through the removal of Policy Team Leader post £50k, and the Assistant Conservation Officer post £33k. Other savings are Printing & Stationery budget reductions of £5k, Consultancy by £5k and removal of Car Cash Allowances of £18k.
Projected one off items 2009/10	£	58,000	
New Effects	£	-	
Efficiencies & MTFs Action Plan	-£	100,127	
Unavoidable Growth	£	-	
Other Service Adjustments	-£	18,457	
<b>Draft 2010/2011</b>	<b>£</b>	<b>728,528</b>	

### Key Objectives 2010/11

As Local Planning Authority the Council is responsible for preparation of the Local Development Framework (LDF) – which implements the Regional Spatial Strategy. The LDF establishes land use policy and land allocations for new development. It also protects the key environmental assets of the district. Because Cherwell is a growth location and a top Council priority is to provide more affordable housing, there is a special policy emphasis on affordable housing. This Service also works on built environment heritage protection and implementation schemes for regeneration and infrastructure (e.g. town centres economy and environment and the Banbury Flood Alleviation Scheme).

### Key Issues 2010/11

Current priorities are to submit the LDF Core Strategy and create a policy framework to implement the NW Bicester eco development and the Banbury Canalside redevelopment scheme. For conservation work an ambitious programme to complete appraisals of all the District's conservation areas is underway, but this will slow due to reduced resources.

Incorporation of economic development and strategic aspects of community planning and Local Strategic Partnership work into a new Service (based on PAHP Service) will be implemented from the start of the year. Substantive issues for economic development and other aspects of service are noted under existing Service headings elsewhere in this document.

## DEVELOPMENT CONTROL & MAJOR DEVELOPMENTS – Service Overview

Projection 2009/2010	£	490,338	<b>DETAIL OF MOVEMENT</b> Savings in the removal of DCMD Team Leader post £55k and Planning Investigator post £29k, offset by further net salary increases of £16k. Professional Fees have been reduced by £5k and Car Cash Allowances of £18k have been removed. A Senior Planning Officers post has been backfilled whilst that post works on Eco town, those additional costs will be funded from the Eco Town grant
Projected one off items 2009/10	£	7,000	
New Effects	£	-	
Efficiencies & MTFs Action Plan	-£	76,297	
Unavoidable Growth	£	-	
Other Service Adjustments	-£	39,195	
<b>Draft 2010/2011</b>	<b>£</b>	<b>381,846</b>	

### Key Objectives 2010/11

The Service is responsible for handling all planning applications made for development in the District. There is a particular focus on major developments arising from the significant growth agenda.

### Key Issues 2010/11

Routine application workload has declined due to the recession and staffing will be further reduced. The Service has the challenge of sustaining its ambitious improvement plan through these changes. Improvements in pre application processes and customer contact work are planned. Also crucial is sustaining high levels of performance in the speed of handling applications achieved in 2009 /10, at the same time as increasing effort on the major schemes that shape the growth of the District. There are particular major development challenges arising from housing growth and town centre regeneration (SW Bicester and Banbury Bankside urban extensions, RAF Upper Heyford and Bicester town centre redevelopment). Government and Council decisions to implement the NW Bicester Eco development has meant the Service has been reorganised to host a dedicated NW Bicester Delivery Team funded from special Government grants. The eco development project will represent a growing challenge for the service (especially on corporate and inter agency working). The pace of implementation requirements and the exemplar nature of the scheme creates special demands and a high level of national interest. Overall the recession means that delivery of schemes in a tougher financial environment will require intensive and innovative development control work and negotiation.

## BUILDING CONTROL & ENGINEERING SERVICES – Service Overview

Projection 2009/2010	£	186,754	<b>DETAIL OF MOVEMENT</b> Transfer of Section 38 function to OCC and changes to the management of the Service has resulted in salary savings of £75k. Conversely Income of £135k will no longer be received from Developers to carry out Section 38 works. There are other net savings of £17k, made-up of reduced Car allowances of £23k, reduced Consultancy of £4k and increased Consultancy of £10k. Building Reg Fees have increased by £18k and £94k will be used from the Engineers Surplus Bal Sheet account.
Projected one off items 2009/10	-£	31,000	
New Effects	£	-	
Efficiencies & MTFs Action Plan	-£	76,880	
Unavoidable Growth	£	-	
Other Service Adjustments	-£	7,685	
<b>Draft 2010/2011</b>	<b>£</b>	<b>71,189</b>	

### Key Objectives 2010/11

Building control involves approval of detailed plans to safeguard the structure and fabric of buildings and to ensure energy / services performance and quality. There is a regular inspection and enforcement workload to back this up. The Council acts as the public authority on Building Act matters, but is also in competition with private service providers on plan checking and inspection. A business approach is therefore necessary in this work.

The Service has previously provided an engineering consultancy that delivers design, contracting and supervision for highway adoption and council capital projects (current priorities are Banbury Parsons Street pedestrianisation, small flood alleviation works and off road parking projects). The expertise in this service has also supported many aspects of general maintenance and project work on the built /street environment

and Council properties. There are now significant changes affecting the Service and this will be the final year of its operation in its current form.

### Key Issues 2010/11

The Service will cease to exist in its current form from April 2011. The year will be one of transition to new arrangements.

At the end of the 2009 -10 year the Highway Authority (Oxfordshire County Council) withdrew its long standing agency arrangements with Cherwell for highway adoption work. Forthcoming changes in the national legislative framework for local land drainage and flood response mean that current district responsibilities will pass to the County Council. This means that the Council will no longer be able to sustain specialist staff capacity for direct engineering work. New partnership working arrangements and options for client role on capital projects will be considered during the 2010 -11 year. Any residual engineering functions will be undertaken through the new arrangements for estates work (see below). Engineering priorities during the year are to support establishment of these new arrangements and to complete outstanding capital projects – particularly Parson’s Street pedestrianisation and small drainage schemes.

For building control, current poor property market conditions create very challenging conditions for business success. The priority remains to minimise costs whilst sustaining service capacity for the future. To assist in this the council will be looking to explore business opportunities with other councils within the Local Authority Building Control partnership framework. By the end of 2010 new management arrangements will be in place with building control being managed through the Development Control and Major Developments Service (either directly or under partnership arrangements).

### ECONOMIC DEVELOPMENT & ESTATES – Service Overview

		DETAIL OF MOVEMENT
Projection 2009/2010	-£ 1,357,337	Overall reduction in Rental income £50k offset by other net savings of £11k. There are increased Economic Development salaries of £37k, but these will be financed from the LABGI fund.
Projected one off items 2009/10	-£ 40,000	
New Effects	£ -	
Efficiencies & MTFs Action Plan	£ 36,076	
Unavoidable Growth	£ -	
Other Service Adjustments	-£ 4,440	
<b>Draft 2010/2011</b>	<b>-£ 1,365,701</b>	

### Key Objectives 2010/11

The Service is responsible for a strategic overview of property asset management and its relationship with capital spending. This includes the formal Asset Management Plan and direct management of investment properties. The service is leading a project to modernise the Council’s depot accommodation, in order to reduce annual costs and improve environmental performance. There will be many challenges for the service in sustaining property related income and progressing development projects in recession conditions. Council land assets and property expertise can be a catalyst for regeneration work and this creates an important link to Directorate’s wider role in planning and economic development.

### Key Issues 2010/11

Land / property based project priorities are Banbury Canalside, and its relationship to the flood alleviation scheme and the Bicester Town Centre shopping and cinema redevelopment. Work will also start on early planning for a regeneration project based on the Council’s Bolton Road car park site in Banbury, and a partnership redevelopment of the east bank of the canal to provide an expansion of Banbury Town Centre including a cultural quarter.

The recession has led to a need to reappraise economic development work. The Service will need to complete work on a new Strategy. Partnership development will need further work, as the Council is not able to undertake all aspects of economic development directly or locally. Significant additional resources have been made available to the service in the form of Improvement Team staffing and support from Local

Authority Business Grant Incentive (LAGBI) funds. This will allow the continuation and development of new initiatives as a response to recession. Job Clubs are to be further developed. Job and skill related initiatives will contribute to the council's overall focus on area deprivation in parts of Banbury. Further work on skills projects and, in particular, an apprenticeship based job creation scheme are planned.

The nature of this service is planned to change significantly from the start of the year. Economic development work will transfer to a new Service based on Planning and Affordable Housing Policy Service. Estates work will be combined with the Council's direct facilities management work as a new Service entitled Regeneration and Estates.

### HOUSING SERVICES – Service Overview

Projection 2009/2010	£ 1,644,437	<b>DETAIL OF MOVEMENT</b> There are numerous net VFM savings which total to £175k. In addition there are also savings of £68k in the Consultancy budget and removal of Car Cash Allowances of £25k. Although rental income collected by Charter has reduced by £79k. The £79k budget for Asbestos works carried out by Charter on properties included as part of the Housing Stock transfer has been transferred from Housing Services to Executive Matters.
Projected one off items 2009/10	£ 172,000	
New Effects	£ -	
Efficiencies & MTFs Action Plan	-£ 224,801	
Unavoidable Growth	£ -	
Other Service Adjustments	-£ 35,164	
<b>Draft 2010/2011</b>	<b>£ 1,556,472</b>	

### Key Objectives 2010/11

The Council is the Housing Authority, but is no longer a housing landlord. Housing stock was transferred to Charter Housing - a Housing Association - Registered Social Landlord (RSL) in 2004 and Housing Services role is to deliver the strategic housing function. This involves facilitating new social and affordable housing provision with RSLs and other partners and work to maximise the use of existing affordable housing. The Service handles social housing allocations and deals with housing options advice and homelessness prevention / provision, including temporary accommodation. The Service also undertakes private sector housing regulation and grant assistance work.

### Key Issues 2010/11

Overall the service will need to refresh its Housing Strategy to reflect the considerable change in economic conditions. Current priorities are to maintain new affordable housing delivery in very difficult economic conditions and ensure that there is a good service response to individuals in housing difficulty because of the recession. Strategy for elderly people's housing needs and for private sector work will be updated and new initiatives introduced (e.g. additional specialist extra care housing in planned schemes, a wider role for the Council's Home Improvement Agency, and greater private land lord support work). Resources will be from special Government grants, more effective partnership work and from redirection of effort. As a result of organisational changes the Service will take the lead role on the Council's community development work from the start of the year.



## CORPORATE CORE

	<b>Outturn 2008/09</b>	<b>Projection 2009/10</b>	<b>Draft Budget 2010/11</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Corporate Core</b>			
Customer Service & Resources	£245,746	£152,233	£ -
Finance & Exchequer	£1,517,233	£1,467,986	£1,219,176
Legal & Democratic Services	£1,595,598	£1,479,948	£1,424,196
Improvement	£410,025	£343,463	£141,412
Chief Executive	£476,040	£433,807	£440,167
Human Resources	£2,960,449	£2,760,874	£2,142,821
Community Planning	£574,148	£271,617	£287,349
Communications & Corporate Publications	£286,590	£294,292	£ 263,338
<b>Corporate Core</b>	<b>£8,065,829</b>	<b>£7,204,219</b>	<b>£5,918,459</b>

### Overview of the Corporate Core

The creation of the new Corporate Core directorate is one of the outcomes of the 2009/10 review of the Extended Management Team. From 2010/11 we will be operating with a three-strong Corporate Management Team and three directorates. The Corporate Core directorate reports to the Chief Executive. This directorate brings together most of the functions of the former Customer Service & Resources Directorate (although not Customer Service & ICT), the functions of the former Chief Executive's Office and the team currently under the Head of Improvement who leaves the Council in March.

### Key Objectives 2010/11

- To bring the individual functions together in an integrated team and realise the potential synergies and efficiencies in doing so
- To provide leadership across the organisation as the council continues to tackle the impact of the economic recession and deal with the implications of future cuts to our government grant, both to our services and to our staff
- To ensure that we continue to apply the highest standards of governance and the correct stewardship of public funds across the Council

### Key Issues 2010/11

- Ongoing medium-term service and financial planning in light of government decisions on the next financial settlement expected in late 2010
- Continued simultaneous delivery of agreed savings targets and continuing high ambitions for improvement
- Completion of reviews and appeals arising from the Job Evaluation project
- Refresh of the Corporate Plan, 2011/12 onwards
- Supporting the new Cherwell Local Strategic Partnership in its first full year of operation



## Finance & Exchequer

The key objective of the whole finance team remains to facilitate and support the delivery of the Council's strategic objectives through the provision of high quality financial information, value for money, optimum procurement and the effective performance of the revenues and benefits service for the residents of the district.

The majority of the work of this service is in support of the accessible value for money strategic priority. As a support service we have a fundamental role in supporting all front line services to achieve their financial targets.

### FINANCE- Service Overview

Projection 2009/2010	£ 1,087,425	<b>DETAIL OF MOVEMENT</b> Reduction in salary costs following deletion of Chief Accountant post, review of capital charges, allowances and discretionary spend.
Projected one off items 2009/10	£ 28,004	
New Effects	-£ 59,219	
Efficiencies & MTFS Action Plan	-£ 213,515	
Unavoidable Growth	£ -	
Other Service Adjustments	-£ 46,128	
<b>Draft 2010/2011</b>	<b>£ 796,532</b>	

### Key Objectives 2010/11

- Production of management and statutory accounts and liaison with professional bodies
- Ensure the Council's employees and members are remunerated according to timetable and according to new pay structure.
- Ensuring the correct stewardship of public funds
- Management of the Council's investment portfolio
- Contractual performance monitoring to ensure compliance
- Ensure that financial data is accurate, reliable, complete, relevant and timely
- Ensure quality decision making which will lead to improved service delivery
- Analysis of complex data and statistics to enable accurate forecasting & reporting
- Implementation/amendment of policy and procedures as a result of changes in all relevant legislation
- Development & delivery of service improvements
- Effective management of risks
- To improve collection of Sundry debt, Council Tax, Business Rates and Housing Benefits Overpayments, maximising income to the Council and minimising the customer's level of debt as appropriate
- To provide value for money for customers and taxpayers by focusing our services around customers needs
- To have well-trained and knowledgeable staff, able to provide an efficient and professional service to the Council, partners and its customers

### Key Issues 2010/11

- MTFS forward looking and addressing funding reductions.
- Implementation of changes resulting from the job evaluation and pay project
- Implementation of IFRS
- Upgrade of financial system Agresso
- Understand the implications of the pension fund revaluation
- Financial support for the ECO project and governance of funding streams.
- Delivery of the 2010/11 budget through effective monitoring and improved dashboard
- Achieve efficiency targets and NI179

## PROCUREMENT– Service Overview

Projection 2009/2010	£	165,412
Projected one off items 2009/10	-£	4,739
New Effects	-£	10,000
Efficiencies & MTFS Action Plan	-£	17,009
Unavoidable Growth	£	-
Other Service Adjustments	£	1,884
<b>Draft 2010/2011</b>	<b>£</b>	<b>135,548</b>

### DETAIL OF MOVEMENT

Review of allowances and discretionary spend and reduction in departmental management costs

## Key Objectives 2010/11

The key focus continues to be that of transformation, providing the lead for all service areas in achieving Value for Money (VFM), as defined by procuring goods, services and works at the right whole life cost, quality, time and quantity.

This will be achieved by the embedding of best practice procurement principles based upon a process of options appraisals and forward planning. By encouraging service areas to clearly identify their key procurement requirements for the forthcoming year, contracts put in place will have clear and agreed outputs that can be effectively managed, providing the best overall lifetime value in terms of cost and efficiency savings. This focus on forward planning will also realise opportunities for corporate contracts and wider partnerships, seeing more effective cooperation within and without the Council in achieving corporate priorities.

- Delivering the Council's procurement strategy and savings plan ensuring that the key objectives are understood and embedded across the Council.
- Implementation/amendment of policy and procedures as a result of changes in all relevant legislation – especially the implementation of the new European Remedies Directive on procurement.
- Develop strategic approach to procurement by linking with current – namely: i) Strategic Procurement Partnership for Oxfordshire; ii) Milton Keynes, Oxfordshire and Buckinghamshire Procurement Partnership; iii) Procurement arm of Improvement and Efficiency South East – and future partners – PCT, Thames Valley Police, Universities and Colleges.
- Develop additional savings strategies such as prompt payment discounts and retrospective discounts for wider use of frameworks and contracts.
- Continue to make it easier for local businesses to trade with us.
- Improve contract management knowledge via user manual & workshops.
- Improve procurement options appraisal process via embedding questionnaires at project commencement.
- Embed Sustainable Procurement Policy via working group, workshops and on project training.

## Key Issues 2010/11

- Delivering VFM savings associated with contract procurement.
- Releasing additional savings from contracts to be re-tendered and other contracts already in place.
- Effective benchmarking of current contracts against other authorities in the South East.
- Embedding best practice across the Council ensuring Officers move beyond simply following procedures to undertaking effectively planned and implemented procurement exercises.
- Understanding the contract management role for the Council and the resources required for effective monitoring.

## SERVICE ASSURANCE & EXCHEQUER – Service Overview

			<b>DETAIL OF MOVEMENT</b>
Projection 2009/2010	£	215,149	Revenues and Benefits service provision now outsourced to Capita. Provision of new client Service Assurance Team. Council Tax and Housing Benefits caseload increased, review of capital charges, allowances and discretionary spend.
Projected one off items 2009/10	£	224,644	
New Effects	£	107,371	
Efficiencies & MTFs Action Plan	-£	157,706	
Unavoidable Growth	£	-	
Other Service Adjustments	-£	102,355	
<b>Draft 2010/2011</b>	<b>£</b>	<b>287,103</b>	

### Key Objectives 2010/11

The Service Assurance team will be responsible for quality assurance and performance management of a number of internal and external suppliers for our high value critical outsourced Revenues and Benefits services in order to deliver effective performance of the revenues and benefits service for the residents of the district. This will be done by:

- Enabling smooth transition of back office functions to Capita
- Facilitating effective relationships between internal and external suppliers
- Contractual performance monitoring to ensure compliance
- Regular contractual negotiations resulting in performance rewards or penalties
- Ensuring that data is accurate, reliable, complete, relevant and timely
- Ensuring quality decision making
- Working with Capita to develop and deliver a service delivery improvement plan
- Effective management of risks
- Supporting the development of the skills of the customer facing staff to provide a consistent level of service, irrespective of the enquiry
- Contributing to improved collection rates which part fund the authorities service delivery
- Contractual negotiations resulting in performance rewards or penalties
- Working with our partners to obtain top quartile performance in new claims
- Identifying and delivering training so that we have well-trained and knowledgeable staff, able to provide an efficient and professional service to the Council, partners and its customer
- Providing value for money for customers and taxpayers by focusing our services around customers needs
- Reducing fraud and error in the system by increasing the number of customers who understand what is expected from them, and what they can expect from us

### Key Issues 2010/11

- Defining role and objectives of a service assurance team
- Understanding the contract management role for the Council
- Delivery of the 2010/11 budget through effective monitoring and improved dashboard
- Smooth transition of back office functions to Capita
- Driving forward performance to upper quartile
- Continued analysis of complex data and statistics to enable accurate forecasting & reporting now that there is a new team.
- Implementation/amendment of policy and procedures as a result of changes in all relevant legislation
- Develop communication strategy for the promotion of Benefits and discounts for Council Tax and NNDR
- 2010 Business Rates Revaluation
- Reduce avoidable contact levels (NI 14)

## Legal & Democratic

### LEGAL & DEMOCRATIC (incl Internal Audit & Benefit Investigations)- Service Overview

Projection 2009/2010	£ 1,479,948	<b>DETAIL OF MOVEMENT</b> Reduced salaries following expressions of interest, increased income for Land Charges and Legal Services due to fee increases, partly offset by costs for District and Parish Elections, review of capital charges, allowances and discretionary spend.
Projected one off items 2009/10	£ 69,910	
New Effects	£ -	
Efficiencies & MTFs Action Plan	-£ 137,660	
Unavoidable Growth	£ 53,342	
Other Service Adjustments	-£ 41,345	
<b>Draft 2010/2011</b>	<b>£ 1,424,194</b>	

### Key Objectives 2010/11

#### LEGAL & DEMOCRATIC

- Implementing and embedding Total Land Charges system software
- Not to receive an electoral petition and meet or exceed Returning Officer Performance Standards
- Roll out of parish portal and refresh of Parish Charter
- Legal support to key Council projects such as eco town , Bicester town centre redevelopment, adoption of Local Development Framework and decriminalisation of parking enforcement

#### INTERNAL AUDIT

- Successful delivery of Internal audit plan 2010/2011

#### BENEFITS INVESTIGATION

- Putting in place good working relationship with new contractor
- Closer working relationship with audit and assisting with recommendations arising from audit reports

### Key Issues 2010/11

#### LEGAL & DEMOCRATIC

- Managing Land Charges resources to meet anticipated upturn in property market
- Running successful parliamentary election
- Potential introduction of individual voter registration
- To maximise use of IT to reduce paper, printing and postage costs within democratic process
- Implementing outcome of Legal Value for Money review
- Implementing new legislation such as duty to promote democracy, scrutiny of crime and disorder partnerships and local area agreements

#### INTERNAL AUDIT

- Flexibility to amend plan in the light of events, or risk assessments by Council of what is required

#### BENEFITS INVESTIGATION

- Recession bringing increased workload for Benefits Investigation
- Implications of new legislation

# Human Resources

## HUMAN RESOURCES - Service Overview

	£	2,760,874	<b>DETAIL OF MOVEMENT</b>
Projection 2009/2010	£	24,199	
Projected one off items 2009/10	-£	119,018	
New Effects	-£	479,955	
Efficiencies & MTFs Action Plan			
Unavoidable Growth			
Other Service Adjustments	£	-43,288	
<b>Draft 2010/2011</b>	<b>£</b>	<b>2,142,812</b>	

### Key Objectives 2010/11

Key objectives for 2010-11 for the HR team are:

- Complete the implementation of job evaluation and phase 3 of the pay and grading project
- Create and develop new team combining HR, improvement and communication
- Continued development of management information systems to support efficiency gains
- Progress towards the Investors in People standard
- Complete a full staff survey, develop and implement resulting action plans
- Support the development of shared working and strategic partnerships with other organisations.

Key objectives for 2010-11 for the Learning & Development team

- Identify corporate learning & development needs across the organisation
- Design & deliver the Corporate Training Schedule to meet above identified needs
- Support the development of a coaching culture
- Provide a coaching & mentoring facility to support staff through change
- Develop and extend the ILM programme
- Introduce an E Learning capability
- Support the development of shared working with other organisations
- Deliver the Fair & Aware corporate training modules
- Review and refine the Elections Training programme

### Key Issues 2010/11

Key issues for 2010-11 for the HR team are:

- Managing continued high workload with reduced capacity in team
- Developing new ways of working across the new team
- Financial pressures
- Staff morale

Key objectives for 2010-11 for the Learning & Development team

- Staff motivation through JEQ
- Financial pressures
- Need to identify and furnish a new multi-purpose training room
- Additional workload from reduced HR team

## IMPROVEMENT – Service Overview

Projection 2009/2010	£	343,463	<b>DETAIL OF MOVEMENT</b>  £100k IMP Director post. Remaining £41k removed as not needed £48k post relocation. £12k Pplus to C Taylors section
Projected one off items 2009/10	£	-	
New Effects	£	-	
Efficiencies & MTFs Action Plan	-£	141,191	
Unavoidable Growth	£	-	
Other Service Adjustments	-£	60,858	
<b>Draft 2010/2011</b>	<b>£</b>	<b>141,414</b>	

### Key Objectives 2010/11

- Support the introduction of the Jobs Clubs in Banbury and Bicester and initiatives for to enable individuals, particularly young people, to improve their skills.
- Achieve the highest possible rating under the Comprehensive Area Assessment.
- Ensure there is a culture of continuous improvement and innovation across the Council.
- Agree and deliver a corporate value for money review programme.
- Support service improvement through the Service & Financial Planning process.
- Ensure decision making is based on high quality management and demographic information and that all management information meets the highest possible standards of data quality.
- Develop the Council's capacity to work in partnership with others whenever this will enable us to better deliver our objectives, meet community needs, and achieve economies of scale.

### Key Issues 2010/11

Delivering the Corporate Improvement Plan.

- Leading the Value for Money Review Programme and the Using Customer Intelligence to Drive Improvement project.
- Supporting the lead officers delivering the following projects: Fear of Crime and Anti-Social Behaviour; Deprivation; The Changing Needs of an Ageing Population; the Use of Natural Resources; Strategic Asset Management; Responding to the Impact of the Recession; Services for Young People.
- Supporting projects to improve Information and Communications Technology; document management, and payments handling.
- Improving the availability of benchmarking information on service performance and cost and researching best practice on service delivery and the management of resources.
- Supporting officers whose service areas are subject to external inspection.

### COMMUNICATIONS & CORPORATE PUBLICATIONS – Service Overview

Projection 2009/2010	£	294,292	<b>DETAIL OF MOVEMENT</b> (£14k) savings against Printing & Photocopying. (£11k) Design contingency budget removed as in-house designer has been able to cover all required design work. Remainder due to various minor adjustments. (£2k) ref. removal of car allowances. Remainder due to various minor adjustments.
Projected one off items 2009/10	£	-	
New Effects	£	-	
Efficiencies & MTFs Action Plan	-£	27,366	
Unavoidable Growth	£	-	
Other Service Adjustments	-£	3,590	
<b>Draft 2010/2011</b>	<b>£</b>	<b>263,336</b>	

### Key Objectives 2010/11

- Ensure 72% of residents feel well informed about council services.

- Raise awareness of council's strategic objectives
- Support service areas' communications activities
- Provide open and honest information to residents, with clear lines of communication.

### **Key Issues 2010/11**

- Managing continued high workload with reduced capacity in team
- Developing new ways of working across the new team
- Financial pressures
- Staff morale

# Corporate Strategy Performance & Partnerships

## CORPORATE STRATEGY PERFORMANCE & PARTNERSHIPS- Service Overview

Projection 2009/2010	£	271,617	<b>DETAIL OF MOVEMENT</b> (£13k) Consultancy. (£2k) Purch. of equip. Remainder due to various minor adjustments. £32k Creation of new Performance cost centre inc. trans. of salary fr Improvement. (£7k) ref. removal of car allowances. £4k Additional Capt. Charges. Remainder due to various minor adjustments.
Projected one off items 2009/10	£	-	
New Effects	£	-	
Efficiencies & MTFs Action Plan	-£	17,325	
Unavoidable Growth	£	-	
Other Service Adjustments	£	33,055	
<b>Draft 2010/2011</b>	<b>£</b>	<b>287,347</b>	

### Key Objectives 2010/11

- To ensure the council and the LSP have an effective performance arrangements in place
- To provide support, guidance and advice for members, managers and staff with regards to consultation and engagement activities
- To commission research and consultation on behalf of the Council and the LSP
- To manage the corporate planning and service and financial planning processes for Cherwell District Council
- To provide a hub or network for access to community knowledge and engagement resources
- To provide a corporate framework to support effective partnership working and ensuring join-up with the Oxfordshire Partnership
- To lead the councils equalities and diversity agenda, including community cohesion
- To deliver the performance management framework for the council
- To deliver the risk management framework for the council

### Key Issues 2010/11

- Review and refresh of the Corporate Plan and strategic priorities
- Addressing the cohesion and equalities agenda (equalities inspection in November 2010)
- New Equalities Bill
- Embedding performance management and improving the performance management of partnerships
- District Council contribution to the LAA (preparation for annual refresh)
- Ensuring the work of the team is joined up with changes to the democratic process and that the role of elected members continues to be at the centre of our work
- Developing a culture of consultation and engagement across the council and within the LSP
- Increased demand to use customer knowledge (e.g. geodemographics) in a proactive way to direct and shape service delivery



## EXECUTIVE MATTERS

	Outturn 2008/09 £	Projection 2009/10 £	Draft Budget 2010/11 £
<b>EXECUTIVE MATTERS</b>	24,876,877	22,572,449	20,318,280

### EXECUTIVE MATTERS – Service Overview

Projection 2009/2010	<b>-£22,572,449</b>
Government Grant	-£294,731
Investment Income	£1,543,714
Increased Capital Charges	-£403,095
Increase in Council Tax	-£23,465
Increase in Risk Provision	£283,954
Removal of Charter Housing provision	£450,000
Job Evaluation	£578,000
Collection Fund	£23,836
Procurement Action Plan	£55,850
Other Adjustments	£40,106
<b>Draft 2010/2011</b>	<b><u>-£ 20,318,280</u></b>

Executive Matters contains the Council's funding requirements for 2010/11, appropriations from the balance sheet, compensatory pension contributions, risk provision and non specific grant income. These are monitored under Corporate Core within the finance service.

## Glossary of Terms

**Actual** The final amount of expenditure or income which is recorded in the Council's accounts.

**Budget** A statement of the Council's plans for net revenue and capital expenditure over a specified period of time.

**Budget Requirement** Broadly the authority's estimated net revenue expenditure after allowing for movement in reserves and the addition of parish precepts, to be met from revenue support grant, redistributed non-domestic rates and council tax income.

**Capital Expenditure** The acquisition, construction, enhancement or replacement of tangible fixed assets (i.e. land buildings, structures etc.), the acquisition of investments and the making of grants, advances or other financial assistance towards expenditure by other persons on tangible fixed assets or investments.

**Capital Financing Charges** The annual charge to revenue expenditure in respect of interest and principal repayments of money borrowed to finance capital expenditure.

**Capital Programme** The capital projects the Council proposes to undertake over a set period of time.

**Capital Receipts** Money obtained on the sale of a capital asset.

**Collection Fund** The fund into which council tax and non-domestic rates are paid, and from which we meet demands by County and District Councils and payments to the non-domestic rates pool.

**Council Tax** A local tax set by Councils to help pay for local services. There is one bill per dwelling based on its relative value compared to others in the area. There are discounts, including where only one adult lives in the dwelling. Bills will also be reduced for properties with people on low incomes, some people with disabilities and some other special cases.

**Council Tax Base** The measure of the taxable capacity of an area. It represents the estimated full year equivalent number of chargeable dwellings in an area, expressed as the equivalent number of band D dwellings, after allowing for disabled reduction (relief) and discounts, adjusted for an allowance for non-collection.

**Employee Costs** This includes the full costs of employees including salaries, employers contributions to national insurance and superannuation, and costs of leased cars.

**Fees and Charges** In addition to income from council tax payers and business ratepayers and the government, local authorities charge for some services, e.g. local land charge searches and car parking.

**General Fund (GF)** The main revenue fund of the Council from which payments are made to provide services and into which receipts are paid, including the District Council's share of council tax.

**Government Grants** Payments by government towards either the revenue or capital cost of local authority services. These may be either in respect of particular services called specific grants, e.g. housing benefits or in aid of local services generally, e.g. revenue support grant.

**Leasing** A method of financing the acquisition of equipment, vehicles etc. The items concerned do not belong to the user (or lessee) but are the property of the lessor to whom the lessee pays an annual rental for a specific period of time.

**National Non-Domestic Rate (NDR)** Non-domestic rates are levied at a uniform rate in the pound (the NDR) set by the Government. The proceeds are pooled nationally and then redistributed to each Local Authority in proportion to residential population.

**Precept** The demand on the collection fund by one authority (e.g. Kent County Council) which is collected from the council tax payer by another (e.g. Sevenoaks). Precepts on Sevenoaks are also made by Town Parish Councils in the District. These are charged to the General Fund.

**Premises Expenses** Includes expenditure on repairs, buildings, grounds and plant maintenance, energy, rents, rates, water services and cleaning of council buildings.

**Recharges** The transfer of costs from one account to another.

**Reserves** The general capital and revenue balances of the Council. There are two types of reserves which might be described as either available or not available to finance expenditure. Revenue reserves which result from monies being set aside or surpluses or delayed expenditure can be spent or earmarked at the discretion of the Council. The useable capital receipts reserve is also available to the extent allowed for by statute. However, other capital reserves are not available to meet expenditure, e.g. the reserves brought about by the new capital accounting system namely the fixed asset restatement reserve and the capital financing reserve.

**Revenue Expenditure** Expenditure to meet the continuing cost of services including wages and salaries, purchase of materials and financing charges on capital expenditure.

**Revenue Support Grant (RSG)** The general Government grant to local authorities. It is payable to all local authorities in support of expenditure in their area.

**Revised Estimates** The approved estimates for the current year as amended e.g. by supplementary estimates and virement.

**Specific Grant** Government grant for specific purposes. The authority does not have the power to apply such grants for other purposes

**Support Services** The charges made by central services for the services they provide to other departments. These are services which support the provision of services to the public, other support services and the corporate and democratic core. This includes the provision of accommodation, IT, administrative items purchased centrally, (e.g. telephones, stationery and bank charges), central professional services (Personnel, Legal and Property, and Financial Services support) and the cost of providing some centrally provided support service e.g. cashiers, post distribution and contact centre.

**Transfer Payments** Payments to other bodies where no goods or services are received in return by the Authority, e.g. Housing Benefit grants.



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