



# Public Document Pack

## Cambridge City Council

### STRATEGY AND RESOURCES SCRUTINY COMMITTEE

**To:** Councillors Boyce (Chair), Rosenstiel (Vice-Chair), Al Bander, Ashton, Benstead, Brown, Herbert, Nimmo-Smith and Pogonowski

*Despatched: Friday, 6 January 2012*

**Date:** Monday, 16 January 2012  
**Time:** 5.00 pm  
**Venue:** Committee Room 1 & 2 - Guildhall  
**Contact:** Glenn Burgess **Direct Dial:** 01223 457169

### SUPPLEMENTARY AGENDA

<b>Decisions of the Executive Councillor for Customer Services and Resources</b>
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- 7 **COUNCIL'S RESPONSE TO PUNT TOUTING IN THE CITY CENTRE, INCL. VISIT CAMBRIDGE'S PUNT TICKET SALES AGREEMENT**  
*(Pages 1 - 10)*
  
- 11 **CUSTOMER SERVICES & RESOURCES PORTFOLIO - REVENUE AND CAPITAL BUDGETS 2011/12 (REVISED), 2012/13 AND 2013/14 (FORECAST)** *(Pages 11 - 68)*
  
- 17 **STRATEGY & CLIMATE CHANGE PORTFOLIO - REVENUE AND CAPITAL BUDGETS 2011/12 (REVISED), 2012/13 AND 2013/14 (FORECAST)** *(Pages 69 - 86)*
  
- 18 **BUDGET-SETTING REPORT (BSR) - REVENUE AND CAPITAL BUDGETS** *(Pages 87 - 324)*

## Information for the Public

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(for use with Smart  
Phones)

**Location** The meeting is in the Guildhall on the Market Square (CB2 3QJ).

Between 9 a.m. and 5 p.m. the building is accessible via Peas Hill, Guildhall Street and the Market Square entrances.

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- For questions and/or statements regarding items on the published agenda, the deadline is the start of the meeting.
- For questions and/or statements regarding items NOT on the published agenda, the deadline is 10 a.m. the day before the meeting.

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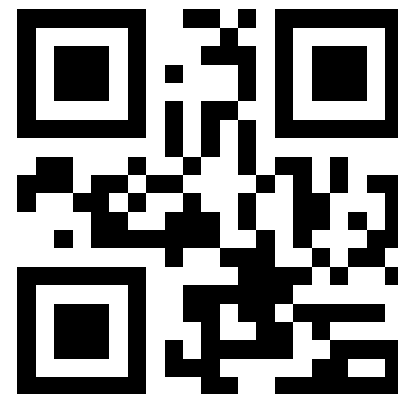
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In case of enquiry contact Claire Walden  
Direct Dial 01223 457424  
Fax 01223 457409  
E-mail [claire.walden@cambridge.gov.uk](mailto:claire.walden@cambridge.gov.uk)  
DX 5854 Cambridge



**Legal Services**

## **Appendix 2**

*[Insert name and address of Punt Operator]*

*[Insert date]* 2011

Our Ref:CLW/CON003817  
Your Ref:

Dear *[Insert name of Punt Operator]*

**Re: Ticket Sales Agent Service for Punt Operators operating chauffeur punt rides on the River Cam in the City of Cambridge**

### **BACKGROUND**

1 Cambridge City Council ("Council") provides a ticket sales agent service for punt operators operating chauffeured punt ride services on the River Cam in the City of Cambridge and *[insert name and where relevant the company registration number of the Punt Operator]* of *[insert address]* ("Punt Operator") wishes to use that ticket agent sales service on the terms and conditions set out in the agreement contained in this letter ("Agreement").

### **AGREEMENT FOR SALE OF PUNT TICKETS**

2. The Council and the Punt Operator agree that for the period of two years starting from and including the date of this letter and subject to such earlier termination as set out in this letter ("Term"):
  - 2.1 the Council shall act as a non-exclusive ticket sales agent for the Punt Operator for the sale of those tickets which are described in Schedule 1 to this letter ("Tickets"),
  - 2.2 to such customer/s ("Customer/s"):
    - attending in person at, and who ask to buy one or more Tickets from the Council's Cambridge Tourist Information Centre ("TIC") at Peas Hill, Cambridge CB2 3AD, during normal TIC business hours (Easter 2011 – October 2011: Monday to Friday 10:00 – 17:00, Saturday 10:00 – 17:00, Sunday and Bank Holidays 11:00 – 15:00 and November 2011 to April 2012: Monday to Friday 10:00 – 17:00, Saturday 10:00 – 17:00) and

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Head of Legal Services  
Cambridge City Council, The Guildhall  
Cambridge, Cambridgeshire, CB2 3QJ.  
Telephone 01223 457000, Facsimile 01223 457409  
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- purchasing Tickets online using the Council's online ticket purchase system via the Council's website ("Website") (currently at: <http://www.visitcambridge.org/TicketServer/DailyTours.aspx?p=18&pid=825&prcid=4&ppid=825>)

2.3 at the published rate ("Published Rate") set out in Schedule 3 of this Agreement,

2.4 and shall also provide such other services as are set out in this Agreement and such other services as the Council may in its absolute discretion decide to provide from time to time,

2.5 in return for the Punt Operator charging the Council the net rate ("Net Rate") set out Schedule 3 of this Agreement, in respect of each and every Ticket sold by the Council to the Customer/s (excluding Tickets which are refunded by the Council to Customers),

2.6 in accordance with and subject to the terms and conditions of this Agreement.

#### **PUNT OPERATOR'S OBLIGATIONS**

3. The Punt Operator agrees that in consideration of the Council providing the ticket sales agent service in accordance with and subject to the terms and conditions of this Agreement, the Punt Operator will throughout the Term:

3.1 comply with all of the obligations set out in Schedule 2 of this Agreement, and

3.2 charge the Council no more than the Net Rate in respect of each and every Ticket sold to Customer/s by the Council (excluding Tickets which are refunded by the Council to Customers) in accordance with and subject to the terms and conditions of this Agreement .

#### **COUNCIL'S OBLIGATIONS**

4.1 Subject to paragraphs 4.6, 4.7, 4.8 and 4.9 below, the Council shall arrange for Tickets to be available for sale at the Published Rate at the TIC during normal TIC business hours and via the Council's online ticket sales system on the Website.

4.2 Whenever a customer attends in person at the TIC during normal TIC business hours and asks to buy one or more tickets for a chauffeur punt ride service then, unless that customer asks to buy a Ticket, the Council shall use its reasonable endeavours to supply such customer with factual information about all those chauffeur punt operators for which it provides a ticket sale agent service. The Council will not seek to persuade or influence such customer and it will be at the customer's discretion as to which punt operator's tickets the customer chooses to buy.

4.3 The Council shall at the end of each calendar month inform the Punt Operator of all Tickets sold during the preceding month ("Relevant Period") in the form of a spreadsheet report showing the number or Tickets sold / refunded by ticket type for the Relevant Period.

4.4 Within thirty (30) working days of receipt of each Council report referred to at paragraph 4.3 above, the Punt Operator shall check the Council's report, raise any enquiries with the Council as necessary and submit to the Council a valid invoice for the gross value of all Tickets sold by the Council during the Relevant Period (excluding any Tickets refunded by the Council to Customers) LESS the agreed administration fee ("Administration Fee") per ticket sold, set out in Schedule 3 of this Agreement that the Council shall retain to cover administrative expenses.

4.5 The Council shall, within thirty days of receipt by the Council of an undisputed invoice from the Punt Operator, pay the Punt Operator by BACS payment the gross value of all Tickets sold by the Council during the Relevant Period (excluding any Tickets refunded by the Council to Customers) LESS the Administration Fee PROVIDED THAT the Punt Operator must, on the date of this

Agreement, provide to the Council in writing the Punt Operator's bank account details (including name of the Punt Operator's bank account, bank sort code and account number).

- 4.6 The Punt Operator's use of the Council's ticket sales agent service provided under this Agreement does not guarantee the sale of any Tickets to Customers.
- 4.7 The Council arranges hosting of the Website using third parties and the Punt Operator accepts that the third party host has sole liability to provide hosting services. The Council makes no warranty or guarantee as to the availability or non-interruption of those hosting services and the Council cannot accept liability for losses caused by the unavailability, malfunction or interruption of the hosting services.
- 4.8 The Council is not responsible for the promotion of the Punt Operator's chauffeur punt ride service and, is not bound to display, at the TIC nor on the Website, any information/advertising/marketing/promotional material relating to any punt operator's chauffeur punt ride service, in respect of which the Council provides a ticket sale service but, if it does so, the Council will use its reasonable endeavours to provide every such punt operator for whom it provides a ticket sales service, with broadly similar display space for such information/advertising/marketing/promotional material.
- 4.9 Please note that the Council offers advertising and marketing services (which do not form part of this agreement) to Visit Cambridge members to help provide exposure and increase ticket sales. Additional details and rates for those services can be obtained by emailing [membership@cambridge.gov.uk](mailto:membership@cambridge.gov.uk).

#### **NON-EXCLUSIVE**

5. This agreement does not prevent the Council from providing ticket sales agent services to, and/or acting as agent for the sale of tickets supplied by, other punt operators or any other persons.

#### **LIABILITY EXCLUDED**

6. The Council accepts no liability for any consequences, whether direct or indirect, that may come about from the Punt Operator's chauffeur punt ride service and/or the Punt Operator's operation of those chauffeur punts ("Chauffeur Punts") in respect of which the Council is selling Tickets under this Agreement.

#### **ENDING OF AGREEMENT**

- 7.1 Subject to clause 7.2, this Agreement will end at the end of the Term.
- 7.2 Prior to the end of the Term, this agreement will end:
- 7.2.1 immediately on notice given to the Punt Operator by the Council if the Punt Operator goes into liquidation, administration, is wound up or otherwise ceases to exist
- 7.2.2 immediately on notice given to the Punt Operator by the Council if the Council considers that there has been a breach of the terms of this Agreement by the Punt Operator and/or any person working with the Punt Operator
- 7.2.3 if either party gives to the other not less than thirty days prior written notice.

## VARIATION

8. No variation of this Agreement shall be of any effect unless made in writing and signed by the Council and the Punt Operator.

## DISPUTES

9. In the event of any unresolved dispute between the Council and the Punt Operator, the parties may attempt to negotiate a settlement and/or conduct a mediation. However, nothing shall limit either party's right to refer any dispute under this Agreement to the exclusive jurisdiction of the Courts of England

## NOTICES

- 10.1 Any notice to be given under the terms of this Agreement must be in writing and shall be properly served by sending the same by recorded delivery post or facsimile to the following addresses or facsimile numbers of the parties:

The Council: [*Insert title of officer, department and address*]

The Punt Operator: [*Insert name and address*]

- 10.2 The parties shall promptly notify one another of any change of address or telephone or facsimile number.

## MISCELLANEOUS

11. This Agreement:

11.1 is personal to the Punt Operator and may not be sub-contracted or assigned by the Punt Operator,

11.2 shall be governed by English Law

11.3 supersedes all previous agreements between the Council and the Punt Operator.

12. In this Agreement, unless the context clearly indicates another intention:

12.1 reference to one gender includes all genders,

12.2 reference to the singular includes the plural and vice versa,

12.3 obligations undertaken by more than a single person, club, society or company are joint and several obligations

12.4 reference to a document is a reference to that document as from time to time supplemented or varied, and



12.5 any reference to a person includes natural persons and partnerships, firms and other such incorporated bodies, corporate bodies and other legal persons of whatever kind and however constituted.

**THIRD PARTY RIGHTS**

13. A person who is not a signatory to this Agreement shall have no rights pursuant to the Contracts (Rights of Third Parties) Act 1999 to enforce any term of this Agreement.

If you agree to the above terms and conditions, please sign both copies of this letter and return one copy to the above address.

Yours faithfully,

Emma Thornton  
Head of Tourism and City Centre Management

I confirm that I have read and understood this Agreement and I agree to the above terms and conditions.

Signed:..... Dated:.....

Name  
Company

**SCHEDULE 1**

**Tickets**

Tickets means tickets which:

1. are printed and supplied by the Council using the TIC's standard ticket template for sale in the TIC or generated by the Council's online ticket sales system for sale online on the Website
2. contain wording, which has been agreed by the parties and
3. are for the chauffeur punt ride service provided by the Punt Operator on the River Cam in the City of Cambridge only
4. include a statement that the Council is acting as agent for the Punt Operator for the sale of Tickets

5. include a statement that the Council accepts no liability for any consequences, whether direct or indirect, that may come about from the Punt Operator's operation of those chauffeured punts in respect of which the Council is selling Tickets under this Agreement ("Chauffeur Punts")

6. include the following statement:

"From the full terms and conditions of sale ([www.\[ \]](#)) we would like to draw your attention to the following:

- Tickets can only be exchanged or money refunded at the discretion of the Tourist Information Centre Manager or the Guided Tours Manager or when a chauffeur punt ride service is postponed or cancelled
- Cheque refunds only are issued for postponed or cancelled chauffeur punt ride services
- Lost or stolen Tickets cannot be replaced or money refunded
- The Council cannot be held responsible for Tickets purchased from other sources
- You may not re-sell or transfer a Ticket if prohibited by law"

7. show the number of people for which the Ticket is issued

8. contain details of the location of the passenger pick up point for the Punt Operator's chauffeur punt ride service

9. include the contact name and address, telephone number and email address of the Punt Operator

10. include a statement that the Ticket must be redeemed not later than six months from the date of purchase by the Customer or (if earlier) the last operational day of the Punt Operator's scheduled chauffeur punt ride service season for the relevant year in which the Customer purchased the Ticket

11. include a statement notifying the Customer of where:

- the Punt Operator's chauffeur punt ride service standard terms and conditions can be found and
- the Council's ticket sales standard terms and conditions can be found.

## SCHEDULE 2

### Punt Operator's Obligations

The Punt Operator must (at its own expense):

1. act at all times in its relations with the Council dutifully and in good faith
2. provide to the Council all such information and documentation about the Punt Operator's chauffeur punt ride service (including, where possible, a directional map showing the location of the customer pick up point for the Punt Operator's chauffeur punt ride service) and such other support as the Council may from time to time reasonably require for the purpose of selling Tickets and to enable it properly and efficiently to discharge its obligations under this Agreement and as the Council will need to provide to Customer/s in order for Customer/s to understand the chauffeur punt ride service that Ticket/s are being purchased in respect of
3. notify the Council of all promotional events and special discount promotions or coupons in respect of the Punt Operator's chauffeur punt ride service, prior to their publication
4. hold membership of the Council's Visit Cambridge
5. hold a valid and up to date licence from the Conservators of the River Cam for the operation of all of the Chauffeur Punts, and comply with that licence at all times
6. only pick up and drop off Customers using the Punt Operator's chauffeur punt ride service, from and to:
  - those punt stations known as Granta Mill Pond, Mill Pit West, Mill Pond East, Trinity College Frontage, Quayside or La Mimosa (which punt stations are, for the purposes of identification only, shown on the attached plan) and
  - for which the Punt Operator has obtained the written consent of the owner of that land on which those punt stations are situated to so use and has provided evidence of that consent to the Council
7. provide the chauffeur punt ride service to Customer/s or procure that it is provided with reasonable skill and care and in accordance with the best practice prevailing in the chauffeur punt business from time to time
8. inform the Council immediately in the event of a temporary cessation/cancellation of the Punt Operator's chauffeur punt ride service
9. comply with all relevant legislation and all applicable codes of practice and other similar codes or recommendations, and notify the Council immediately of any significant departure from such legislation, codes or recommendations

10. without prejudice to the generality of paragraph 9 above, comply with all rules and regulations made by the Conservators of the River Cam and the Council or other properly constituted authority, including (without limitation):

- the Byelaws of the River Cam made by the Conservators of the River Cam under Section 25 of the River Cam Conservancy Act 1922 (as amended)
- The Conservators of the River Cam Code of Practice for Commercial Punt Operators
- the Council's Code of Practice for Punt Operation at the La Mimosa Landing Stage (and for the avoidance of doubt in respect of those Punt Operators that are not operating from La Mimosa Landing Stage, such Punt Operators will be required to comply with such code in so far as it is relevant)
- Cambridge City Council Code of Conduct for Commercial Punt Operators
- the Byelaw on Touting for Services on the Streets of Cambridge made under Section 235 of the Local Government Act 1972 (sealed on 14 March and in force from the 30 September 2005)

11. in respect of all of the Chauffeur Punts:

- keep such Chauffeur Punts in good condition, river worthy and fit for transporting the public
- ensure that the registration number which is assigned to each Chauffeur Punt is exhibited on both sides of the hull, clearly visible and readable from a distance of 15 metres and, where reasonably possible, displayed on the top deck.

12. indemnify and hold harmless the Council, its employees, agents, officers or sub-contractors with respect to all claims, demands, actions, costs, expenses, losses, damages and all other liabilities arising from or incurred by reason of the actions and/or omissions of the Punt Operator in relation to the Punt Operator's operation of all of the Chauffeur Punts, the non-fulfilment of obligations of the Punt Operator under this Agreement or its obligations to third parties

13. effect and maintain with a reputable insurance company a policy or policies of insurance in respect of all risks which may be incurred by the Punt Operator arising out of the Punt Operator's operation of the Chauffeur Punts, including death or personal injury, loss of or damage to property or any other loss and such insurance must include public liability insurance with a limit of indemnity of not less than three million pounds (£3,000,000) and employer's liability insurance with a limit of indemnity of not less than five million pounds (£5,000,000) and in each case in relation to any one claim or series of claims arising from the Punt Operator's operation of the Chauffeur Punts

14. provide copies of the insurances referred to at paragraph 13 above, and evidence that the relevant premiums have been paid, to the Council on the date of this Agreement and thereafter on request

15. comply with the requirements of the Health and Safety at Work etc. Act 1974 and any other acts, orders, regulation and codes of practice relating to health and safety, which may apply to the Punt Operator, Punt Operator's employees and other persons working for or with the Punt Operator in connection with the Chauffeur Punts
16. ensure that the Punt Operator's health and safety policy statements (as required by the Health and Safety at Work etc. Act 1974), are made available to the Council on the date of this Agreement and thereafter on request
17. ensure that the Punt Operator, the Punt Operator's employees or any other persons engaged in providing the chauffeur punt ride service and/or performing their obligations under the terms of this Agreement take all due precautions to protect the health and safety of all persons (including passengers), who may be involved in, or affected by, the performance of the Punt Operator's chauffeur punt ride service and/or this Agreement
18. provide adequate management, supervision and training for all punt chauffeurs employed by the Punt Operator and any other staff, volunteers or others working for or with the Punt Operator in connection with the Chauffeur Punts
19. make all appropriate arrangements for safeguarding and promoting the welfare of children and vulnerable adults using the Chauffeur Punts.
20. report any health and safety concerns and/or issues relating to the operation of the Punt Operator's chauffeur punt ride service to the Council's Visit Cambridge Department by telephoning 01223 457577
21. maintain a risk register for the Punt Operator's operation of the Chauffeur Punts and supply a copy of this to the Council, on request
22. not publish any material referring to the Council and not include the Council's logo in any such material without the prior agreement of the Council and not do anything which might bring the Council's name into disrepute
23. provide the Council with marketing material detailing the Punt Operator's terms and conditions that will apply as between the Punt Operator and the Customer.

**SCHEDULE 3**

**Ticket Rates**

<u>Ticket Type</u>	<u>Net Rate</u>	<u>Published Rate</u>
<u>Administration Fee</u>		
Adult		
Concession		
Student		
Child (under 12 years)		
Family (2 adults + 2 children)		
Family (3 adults + 3 children)		



To: Executive Councillor for Customer Services and Resources: Councillor Neil McGovern  
Report by: Chief Executive, Director of Customer & Community Services, Director of Environment and Director of Resources  
Relevant scrutiny committee: Strategy & Resources 16/1/2012  
Scrutiny Committee  
Wards affected: All Wards

**STRATEGY AND RESOURCES - CUSTOMER SERVICES & RESOURCES PORTFOLIO  
REVENUE AND CAPITAL BUDGETS 2011/12 (REVISED)  
2012/13 (BUDGETS) AND 2013/14 FORECAST  
Key Decision**

**1. Executive summary**

**Revenue and Capital Budgets**

1.1 The following report sets out the overall base revenue and capital budget position for the Customer Services & Resources Portfolio. The report compares the proposed 2011/12 Revised Budget to the budget as at September 2011 and details the budget proposals for 2012/13 and 2013/14.

**2. Recommendations**

The Executive Councillor is recommended to:

**Review of Charges:**

- a) Approve the proposed charges for Customer Services & Resources services and facilities, as shown in Appendix B to this report.

**Revenue Budgets:**

- b) Approve, with any amendments, the current year funding requests and savings, (shown in Appendix A) and the resulting revised revenue budgets for 2011/12 (shown in Table 1) for submission to the Executive.

- c) Agree proposals for revenue savings and unavoidable bids, as set out in Appendix C.
- d) Agree proposals for Priority Policy Fund (PPF) bids, as set out in Appendix E.
- e) Approve the budget proposals for 2012/13 as shown in Table 2, for submission to the Executive.

**Capital:**

- f) Seek approval from the Executive to carry forward resources from 2011/12, as detailed in Appendix G, to fund re-phased capital spending.
- g) Approve capital bids, as identified in Appendix H, for submission to the Executive for inclusion in the Capital & Revenue Projects Plan or addition to the Hold List, as indicated.
- h) Confirm that there are no items covered by this portfolio to add to the Council's Hold List, for submission to the Executive.
- i) Approve the current Capital & Revenue Projects Plan, as detailed in Appendix J, to be updated for any amendments detailed in (f), (g) and (h) above.
- j) Approve the following project appraisals as detailed in Appendix K:

- K (1) Content Management System Replacement
- K (2) Introduction of a metered electricity supply on Cambridge Market
- K (3) Electronic Market Management System

### **3. Background**

- 3.1 At its meeting on 20 October 2011, Council gave initial consideration to the budget prospects for the General Fund for 2012/13 and future years. As a result an overall savings requirement was set for net expenditure. The expectation was that service reviews would contribute significantly to achievement of these targets and the position on any service reviews within this portfolio are shown in paragraph 3.12.
- 3.2 The overall Budget Strategy Report (BSR) to Strategy & Resources Scrutiny Committee on 16 January 2012 will include a review of all the factors relating to the overall financial strategy that were included in the Medium Term Strategy (MTS).
- 3.3 For 2012/13 provision was made for a Priority Policy Fund (PPF) of £500,000 to provide funding for developments that demonstrate a significant contribution to the Council's Vision Statement, as set out in the Annual Statement. Where appropriate, PPF bids are listed in Appendix E.
- 3.4 The report to The Executive on 19 January 2012 may include details of the Government's Final Settlement for 2012/13. The announcement is likely to be made shortly after the conclusion of the consultation period, which ends on 16 January 2012.



- 3.5 Capital bids will be prioritised by the Executive at its meeting on 19 January 2012. Items in the existing Capital & Revenue Projects Plan and Hold List will also be reviewed to identify any which are no longer required, or where the current indicated timing for spending is no longer accurate. The Capital & Revenue Projects Plan can then be revised to take account of any changes required.
- 3.6 Further work is required on detailed budgets due to the corporate and departmental restructuring, so delegation to the Director of Resources will be sought from Council for authority to finalise changes relating to this and the reallocation of support service and central costs, in accordance with the CIPFA Best Value Accounting Code of Practice and the Service Reporting Code of Practice for Local Authorities (SeRCOP).

## Revised Budget 2011/12

- 3.7 The following table sets out the proposed revised revenue budget for this portfolio in comparison with the September 2011 budget.

**Table 1: Revised Budget 2011/12**

<b>Total Net Budget</b>	<b>2011/12 Budget Sept 2011 £</b>	<b>2011/12 Revised Budget Jan 2012 £</b>	<b>Variation Increase/ (Decrease) £</b>
<b>Customer Services &amp; Resources Portfolio</b>	<b>(5,126,030)</b>	<b>(5,285,010)</b>	<b>(158,980)</b>
<b>Variation represented by:</b>			
<u>Technical Adjustments</u>			
Depreciation adjustments			90,230
Support Service/Rechargeable cost centres – recharge adjustments			139,800
RB2955 Insurance – cash limit adjustment			(200,000)
Other cash limit adjustments			(70,900)
RB2773 Corporate Saving – Photocopier / Multi-Functional Device Contract Extension (saving included within Planning & Sustainable Transport Portfolio)			9,000
* Total (Savings) / Bids (as per Appendix A)			<b>(127,110)</b>
<b>Total Variance</b>			<b>(158,980)</b>

- 3.8 On 23 February 2012, Council will consider for approval the revised budget proposals for this portfolio. The table above demonstrates, after budget transfers, a net reduction in the use of reserves of £127,110 compared to the position at September 2011. See Appendix A for further details of amended budget proposals/changes.

### **Review of Charges**

- 3.9 Proposals for the review of charges for this portfolio are presented at Appendix B. The effects of any proposed changes have been included in the base budget projections.

### **Budget 2012/13**

- 3.10 A summary of the proposed budget for 2012/13 for this portfolio is shown in Table 2. This includes the effects of the proposed savings and unavoidable bids together with the impact of the proposed new charges.
- 3.11 The proposed savings and unavoidable bids, identified during the budget process to date, are detailed in Appendix C.

### **Service Reviews**

- 3.12 The anticipated net savings resulting from service reviews are shown in Table 2 and detailed in Appendix C.

### **Overall Revenue Budget Position**

- 3.13 The approved budget proposals for this portfolio will be submitted to the meeting of Strategy & Resources Scrutiny Committee on 16 January 2012 and for consideration by the Executive at its meeting on 19 January 2012.
- 3.14 An overall summary of the budget proposals, as set out in this report, is shown below.

**Table 2: Overall Budget Proposals**

<b>Savings and Bids</b>	<b>2012/13 Budget £</b>	<b>2013/14 Forecast £</b>
<b>Savings:</b>		
Service Reviews	(296,160)	(296,160)
Other	(230,940)	(157,840)
<b>Total</b>	<b>(527,100)</b>	<b>(454,000)</b>
<b>Bids:</b>		
Unavoidable	94,630	0
Other	0	0
<b>Total</b>	<b>94,630</b>	<b>0</b>
<b>Net savings/bids (see Appendix C)</b>	<b>(432,470)</b>	<b>(454,000)</b>
<b>Non Cash Limit Adjustments</b>	<b>130,000</b>	<b>380,000</b>
<b>Priority Policy Fund (PPF) Bids</b>	<b>63,140</b>	<b>63,140</b>

### **Capital – 2011/12 Revised Budget, Capital Bids and 2012/13 Proposed Budget**

- 3.15 Appendix G shows the latest position against the 2011/12 Capital & Revenue Projects Plan at September 2011 for projects within the Customer Services & Resources Portfolio, with variances explained in detail in the accompanying notes. A variance of (£1,375,000) is anticipated of which (£1,360,000) is due to slippage. The remaining variance of (£15,000) relates to forecast net underspends on individual capital schemes and programmes.
- 3.16 Appendix H details the schemes, which have been identified as possible bids for the Capital & Revenue Projects Plan.
- 3.17 Section 6 of the Medium Term Strategy, approved in October 2011, highlighted the need to review current Hold List items. There are currently no items on the Hold List for this portfolio.
- 3.18 Appendix J shows the Capital & Revenue Projects Plan for all the projects within this committee's portfolio (including any approvals since the MTS was published in October 2011, but before any changes arising in paragraphs 3.15, 3.16 and 3.17 above).

## Public Consultation

- 3.19 For a number of years the Council's budget process has included consultation with the citizens of Cambridge to find out which services were most important to residents and what they thought spending and savings priorities should be for the coming budget year.
- 3.20 We have used a mixture of surveys and workshops to build up trend data on the views of residents about spending and saving priorities and have found that views have been quite consistent over time.
- 3.21 The 2011 survey was undertaken as part of the wider Citizens Survey by BMG Research Ltd on behalf of Cambridge City Council. It was conducted by means of a postal questionnaire with 801 randomly selected residents. Questions covered the level of Council Tax, identification of those service areas that are most important and those that are less important, and those services that it was felt that the Council should not provide at all.
- 3.22 In broad terms the results reflect previous surveys - respondents placed greatest importance on our core services: collecting rubbish from properties within the City (73%), cleaning the streets and public places and removing graffiti (36%) and collecting recyclable items from properties within the City (34%)
- 3.23 They also placed high importance on working with the police to tackle anti-social behaviour (35%), providing community service for older people (31%) and managing and maintaining the City's parks and open spaces (28%)
- 3.24 As previously, results showed that residents placed least importance on managing ticketed events and free events, such as running the Corn Exchange (27%), providing events such as the Folk Festival, Big Weekend and Bonfire Night (24%)
- 3.25 With regard to the level of Council Tax, respondents were split as to the approach to be taken, answers were:
- "Cambridge City Council should charge for more services so they don't have to increase Council Tax by more than inflation" (31%)
  - "It is important for Cambridge City Council not to increase Council tax, even if this means a reduction in the levels of service" (31%)
  - "It is important for Cambridge City Council to maintain current levels of service, even if this means increasing Council Tax" (24%)

## 4. Implications

All budget proposals have a number of implications. A decision not to approve a revenue bid will impact on managers' ability to deliver the service or scheme in question and could have staffing, equal opportunities, environmental and/or community safety implications. A decision not to approve a capital or external bid will impact on managers' ability to deliver the developments desired in the service areas.

### (a) Financial Implications

Financial implications of budget proposals are summarised in Table 2 above (see also Budget Setting Report 2012/13 – Council 23 February 2012).

### (b) Staffing Implications

See text above.

### (c) Equal Opportunities Implications

An Equality Impact Assessment has not been conducted on these items. A consolidated Assessment for the Council's Budget Setting Report will be submitted to the Executive at its meeting on 19 January 2012.

### (d) Environmental Implications

Where relevant, officers have considered the environmental impact of budget proposals which are annotated as follows:

- +H / +M / +L: to indicate that the proposal has a high, medium or low positive impact.
- Nil: to indicate that the proposal has no climate change impact.
- -H / -M / -L: to indicate that the proposal has a high, medium or low negative impact.

### (e) Consultation

As outlined in 3 above, budget proposals are based on the requirements of statutory and discretionary service provision. Public consultations are undertaken throughout the year, a full list can be seen at:

<http://www.cambridge.gov.uk/ccm/content/consultations/2011-consultations.en>

### (f) Community Safety

See text above.

## 5. Background papers

These background papers were used in the preparation of this report:

- Medium Term Strategy 2011
- Budget Papers 2012/13

## 6. Appendices

In this Report:

- Appendix A – 2011/12 Revised Budget Items
- Appendix B – Review of Charges (2012/13)
- Appendix C – Savings and Bids (2012/13 to 2015/16)
- Appendix C (a) – Non Cash Limit Adjustments (2012/13 to 2015/16)
- Appendix D \* – Bids to Existing or External Revenue Funding
- Appendix E – Priority Policy Fund (PPF) Bids (2012/13 to 2015/16)
- Appendix F \$ – Revenue Budget 2011/12 to 2013/14
- Appendix G – Capital Budget 2011/12
- Appendix H – Capital Bids (2011/12 to 2015/16)
- Appendix I \* – Hold List
- Appendix J – Revised Capital & Revenue Projects Plan
- Appendix K – Project Appraisals:
  - K (1) Content Management System Replacement
  - K (2) Introduction of a metered electricity supply on Cambridge Market
  - K (3) Electronic Market Management System
- Appendix L \* – Earmarked Reserves

\$ = Service analysis not being presented at Portfolio level.

\* = Not applicable for this Portfolio.

## 7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Authors' Name: Linda Thompson and John Harvey  
Authors' Phone Number: 01223 - 458144, 01223 - 458143  
Authors' Email: linda.thompson@cambridge.gov.uk,  
john.harvey@cambridge.gov.uk

Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Strategy &amp; Resources - Customer Services &amp; Resources</b>					
<b>Revised Budget</b>					
RB2743	<b>Saving from Customer Service Centre Training Budget</b>	(20,000)	No	0	Chris Bolton
	<i>Unable to commit carry over funds from 2010-11 Customer Service training budget for upcoming welfare benefit changes. Delay in implementing changes nationally and subsequent training course unavailability means that the funds cannot be committed this year.</i>				
RB2744	<b>Customer Service Pension Underspend</b>	(30,000)	No	0	Chris Bolton
	<i>Customer Service pension underspend from staff not in the pension scheme.</i>				
RB2758	<b>Internal Audit - Employee Cost Savings</b>	(31,400)	Yes	(7,000)	Bridget Bishop
	<i>Following a review of Internal Audit's employee budgets, savings of £31,400 have been identified (£24,400 one-off savings due to a post being vacant for the bulk of the financial year and ongoing savings of £7,000). [See also S2757]</i>				
RB2759	<b>Risk Manager post - part year vacancy saving</b>	(19,300)	Yes	(13,000)	Julia Minns
	<i>Appointment to the position of Risk Manager has been deferred pending the outcome of a review of the Council's risk management arrangements. The review has now been concluded and it is anticipated that additional resources to support risk management and related insurance work will now be engaged early in the new calendar year. [See also SR2819]</i>				
RB2762	<b>Lion House - One-off Increase in Premises Costs</b>	17,000	No	0	Jim Stocker
	<i>One-off increase in service charge expenditure due to project works and overspend on essential repairs.</i>				
RB2764	<b>Property Services - Employee Cost Savings</b>	(15,000)	No	0	Philip Doggett
	<i>Net staffing savings as a result of deferring recruitment to the post of Head of Property.</i>				
RB2765	<b>Grand Arcade - Additional Head Rent (estimate)</b>	(55,000)	No	0	Philip Doggett
	<i>Current estimate of the additional head rent due for the period 21 March 2009 to 20 March 2010.</i>				

Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Strategy &amp; Resources - Customer Services &amp; Resources</b>					
RB2773	<b>Photocopier/Multi-Functional Device Contract extension</b>	(9,000)	No	0	Paul Boucher
	<p>In May 2010 the existing Photocopier/Multi-functional printers contract with Océ was extended until January 2012, this was to allow flexibility whilst a new contract was procured in line with the Council's Printer Strategy. The extension has resulted in reduced monthly rental costs for a number of devices across the council for the 2011/12 financial year. This is a one-off saving.</p>				
RB2814	<b>Deletion of a Fraud Prevention Officer Post</b>	(25,000)	Yes	(37,800)	John Frost
	<p>Salary and on cost savings following deletion of a Fraud Prevention Officer post, which is currently vacant. [See also S2813]</p>				
RB2816	<b>IT Supplies and Services Savings</b>	(20,000)	Yes	(20,000)	John Frost
	<p>Following a review of Revenue and Benefit Services' supplies and services budgets, ongoing IT savings of £20,000 have been identified. [See also S2817]</p>				
RB2818	<b>Recovery of Benefit Overpayments</b>	(40,000)	No	0	John Frost
	<p>Estimated one-off increase in recovery of Benefit Overpayments from claimants that are no longer claiming benefits.</p>				
RB2829	<b>One-off saving from Elections cost centre</b>	(38,500)	No	0	Gary Cliff
	<p>City Council elections in May 2011 were combined with a national referendum. Costs for the referendum are covered by Government Grant which comes in two tranches, an advance and a post-election claim. Because of this grant and accounting for the total costs of the elections held on 5 May, some of the original budget can be returned.</p>				
RB2830	<b>Revised cost of Members Allowances for 2011/12</b>	(20,000)	No	0	Gary Cliff
	<p>The City Council agreed to freeze Members Allowances for 2011/12 (the fourth consecutive year). The inflation added element to the budget had not been removed during this time, this should be done now so that the budget matches the agreed Allowances Scheme. [See also S2845]</p>				
RB2848	<b>Part year reduction in staffing costs of the Finance Team, Mill Road, due to vacancies</b>	(37,660)	No	0	Jackie Collinwood
	<p>Reduction in staff costs due to a retirement and a member of staff taking a career break. The positions have not been filled pending the outcome of the Council's review of departmental support services. Cover is being provided through a combination of reallocation and re-prioritisation of work and the implementation of a new IT system interface.</p>				



Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Strategy &amp; Resources - Customer Services &amp; Resources</b>					
RB2922	<b>Copyright Licensing Authority Fee Saving</b>	(2,500)	Yes	(2,500)	James Nightingale
	<i>The Copyright Licensing Authority Fee is a third party cost. Ongoing savings of £2,500 are anticipated. [See also S2763]</i>				
RB2923	<b>Human Resources savings and efficiencies</b>	(27,000)	No	0	Sue Dawson
	<i>Savings from Human Resources due to staff vacancy, shared working with South Cambs, childcare allowances and across a range of supplies and services.</i>				
RB2948	<b>Building Repairs South Cambs Contract - Income shortfall</b>	65,000	No	0	Jackie Collinwood
	<i>There will be an income shortfall of around £85,000 on the South Cambs contract but this is offset slightly by an underspend on employee costs. The South Cambs Contract is terminated at the end of this financial year.</i>				
RB2955	<b>Additional contribution to the Insurance Fund</b>	200,000	No	0	Karl Tattam
	<i>Following a review of liabilities against the Fund, the requirement for an additional contribution of £200,000 has been identified.</i>				
RB2963	<b>Office Services - saving in staffing costs</b>	(18,750)	No	0	Althea Mejias
	<i>Part year saving for vacant post.</i>				
<b>Total Revised Budget</b>		<b>(127,110)</b>		<b>(80,300)</b>	
<b>Total Strategy &amp; Resources - Customer Services &amp; Resources</b>		<b>(127,110)</b>		<b>(80,300)</b>	

## Review of Charges

## Conference/exhibition letting charges for Guildhall

<b>DAILY LETS:-</b>	<b>Charges 2011/12 *</b>	<b>Charges 2012/13 *</b>	<b>% Increase</b>
<b>COMMITTEE ROOMS 1 AND 2:</b>			
Morning or Afternoon (per session)	£115.85	£119.33	3.00%
Evening/Weekends/Bank Holidays (per hour)	£115.85	£119.33	3.00%
<b>COUNCIL CHAMBER:</b>			
Morning or Afternoon (per session)	£231.70	£238.65	3.00%
Evening/Weekends/Bank Holidays (per hour)	£139.02	£143.19	3.00%
<b>EXHIBITION AREA (Outside Council Chamber):</b>			
Monday to Friday, 9am to 5pm (per day)	£115.85	£119.33	3.00%
Saturday/Sunday, 9am to 5pm (per hour) + day rate	£44.14	£45.46	3.00%
Evening, after 5pm (per hour) + day rate	£44.14	£45.46	3.00%

\* All charges are subject to VAT.

**Review of Charges**  
Standard letting charges for Guildhall

<b>DAILY LETS:-</b>	<b>Charges 2011/12 *</b>	<b>Charges 2012/13 *</b>	<b>% Increase</b>
<b>COMMITTEE ROOMS 1 AND 2:</b>			
Morning or Afternoon (per session)	£71.72	£73.87	3.00%
Evening/Weekends/Bank Holidays (per hour)	£71.72	£73.87	3.00%
<b>COUNCIL CHAMBER:</b>			
Morning or Afternoon (per session)	£115.85	£119.33	3.00%
Evening/Weekends/Bank Holidays (per hour)	£71.72	£73.87	3.00%
<b>EXHIBITION AREA (Outside Council Chamber):</b>			
Monday to Friday, 9am to 5pm (per day)	£115.85	£119.33	3.00%
Saturday/Sunday, 9am to 5pm (per hour) + day rate	£44.14	£45.46	3.00%
Evening, after 5pm (per hour) + day rate	£44.14	£45.46	3.00%

\* All charges are subject to VAT.

Review of Charges

Markets

	Charges 2011/12	Charges 2012/13	% Increase
<b>Cambridge Retail Market</b>			
Monday - Friday rents			
Category A	15.58	15.89	1.99%
Category B	13.97	14.25	2.00%
Category C	12.83	13.09	2.03%
Saturday rents			
Category A	31.22	31.84	1.99%
Category B	27.10	27.64	1.99%
Category C	25.80	26.32	2.02%
Rates	2.11	2.15	1.90%
Sunday rent	23.46	23.93	2.00%
Rates	2.11	2.15	1.90%
<b>All Saints Craft Fair</b>			
Monday - Friday rents	13.87	14.15	2.02%
Saturday rent	28.77	29.35	2.02%

## 2012/13 Budget - Bids &amp; Savings

Appendix: Page 1 of 5

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

## Service Reviews

SR2749	Customer Service Centre Budget Efficiencies	0	(92,000)	(92,000)	(92,000)	(92,000)	Jonathan James	
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Savings from the Customer Service Centre budget made through efficiencies in introducing a payment kiosk and self serve, changes to Guildhall reception and switchboard, encouraging lower cost and more automated forms of contact and income from partnership work with St Albans. Further savings will be realised through the implementation of e-benefits and e-council tax. [See also C2740 SR2926]

SR2757	Internal Audit - Employee Cost Savings	0	(7,000)	(7,000)	(7,000)	(7,000)	Bridget Bishop	
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Following a review of Internal Audit's employee cost budgets, ongoing savings of £7,000 have been identified. [See also RB2758]

SR2815	Deletion of the Head of Revenue and Benefit Services Post	0	0	0	(76,900)	(76,900)	John Frost	
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Salary and on cost savings following deletion of the Head of Revenue and Benefit Services post from financial year 2014/15. As a consequence of Welfare Reform proposals resulting in migration of significant workload to the DWP, it is felt that there will no longer be a requirement for a Head of Revenue and Benefit Services post from financial year 2014/15.

SR2819	Risk Manager post - Reduction from full time to part time position	0	(13,000)	(13,000)	(13,000)	(13,000)	Julia Minns	
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Appointment to the vacant position of Risk Manager had been deferred pending the outcome of a review of the Council's risk management arrangements. The review has now been concluded and new arrangements agreed, including a twice yearly formal review of corporate risks in place of a five stage review. As a result, it is felt possible to reduce this post from full time to part time. It is anticipated that recruitment will take place early in the new calendar year. [See also RB2759]

SR2854	Legal Staff Saving	0	(30,240)	(30,240)	(30,240)	(30,240)	Simon Pugh	
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There has been a reduction of hours at the request of two staff members. Capacity has not been exceeded with the new resource levels, hence this can be offered as a saving. [See also SR2927]

## 2012/13 Budget - Bids &amp; Savings

Appendix: Page 2 of 5

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

SR2924	Savings from a range of Human Resources account codes	0	(35,800)	(35,800)	(35,800)	(35,800)	Sue Dawson	
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*Savings from Human Resources operating costs across a range of supplies and services including consultancy.*

SR2925	Savings on Human Resources staffing costs	0	(19,640)	(19,640)	(19,640)	(19,640)	Sue Dawson	
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*Reduced hours for Diversity Adviser post, now shared with South Cambs District Council, and deletion of vacant Business Partner post.*

SR2934	Proposed savings from HR Operations cost centre	0	(18,480)	(18,480)	(18,480)	(18,480)	Sue Dawson	
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*Savings from salaries as part of HR Service Review, HR Business Partner post.*

SR2952	Savings arising from Support Service Review	0	(80,000)	(80,000)	(80,000)	(80,000)	Julia Minns	
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*The delivery of finance and administrative support throughout the Council is being reviewed with the anticipation of savings being identified by 2012/13. [See also SR2951]*

<b>Service Reviews</b>		<b>0</b>	<b>(296,160)</b>	<b>(296,160)</b>	<b>(373,060)</b>	<b>(373,060)</b>		
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## 2012/13 Budget - Bids &amp; Savings

Appendix: Page 3 of 5

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

## Savings

S2747	Funding for Trade Union Branch Secretary posts	0	(32,940)	(32,940)	(32,940)	(32,940)	Sue Dawson	
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[Saving following review of Trade Union facilities arrangements.]

S2760	Telephone R&R one off saving	0	(54,600)	0	0	0	James Nightingale	
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[One off saving in Repairs and Renewals contribution, as replacement of telephone system deferred.]

S2761	Reduction in Telephone Costs	0	(2,800)	(2,800)	(2,800)	(2,800)	James Nightingale	
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[Reduction in telephone costs from contract savings.]

S2763	Copyright Licensing Authority Fee Saving	0	(2,500)	(2,500)	(2,500)	(2,500)	James Nightingale	
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[The Copyright Licensing Authority Fee is a third party cost. Savings of £2,500 are anticipated. [See also RB2922]]

S2813	Deletion of a Fraud Prevention Officer Post	0	(37,800)	(37,800)	(37,800)	(37,800)	John Frost	
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[As fraud detection and prevention are exceeding targets, this vacant post is offered as a saving. [See also RB2814]]

S2817	IT Supplies and Services Savings	0	(20,000)	(20,000)	(20,000)	(20,000)	John Frost	
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[Following a review of Revenue and Benefit Services' supplies and services budgets, ongoing IT savings of £20,000 have been identified. [See also RB2816]]

S2843	Savings linked to the introduction of a metered system for the supply of electricity on the Market.	0	(7,500)	(15,000)	(15,000)	(15,000)	Emma Thornton	
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[This proposal is linked to the capital bid for £50,000 for the introduction of electricity meters to the market. This proposal will deliver part-year savings in 2012/13 of £7,500 (full year's savings of £15,000 pa from 2013/14). [See also C2808]]

## 2012/13 Budget - Bids &amp; Savings

Appendix: Page 4 of 5

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

S2844	Savings delivered through the increased commercial approach developed by the Visit Cambridge service	0	(40,000)	(40,000)	(40,000)	(40,000)	Emma Thornton	
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*These savings will be delivered through a review of the pricing structure on Guided Walking tours, increased revenue on commercial tickets sales (based on current year performance) and Visit Cambridge membership. In addition £1,500 savings have been identified through a thorough review of expenditure. This additional revenue takes into account an increase in online revenue through the new website.*

S2845	Freeze the Members' Allowances budget for 2012/13	0	(26,000)	0	0	0	Gary Cliff	
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*The Members' Allowances scheme can be frozen for a further year in 2012/13. [See also RB2830]*

S2846	Miscellaneous savings in Members Support	0	(1,000)	(1,000)	(1,000)	(1,000)	Gary Cliff	
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*There has been a reduction in the demand for printing, postage and stationery in the Members Support cost centre.*

S2921	Telephone Savings - Members' Centrex Telephone Lines	0	(5,800)	(5,800)	(5,800)	(5,800)	James Nightingale	
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*Cancellation of members' Centrex telephone lines.*

<b>Savings</b>		<b>0</b>	<b>(230,940)</b>	<b>(157,840)</b>	<b>(157,840)</b>	<b>(157,840)</b>		
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## 2012/13 Budget - Bids &amp; Savings

Appendix: Page 5 of 5

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

## Unavoidable Revenue Bids

UR2918	Interest and court costs in respect of the repayment of part of a developer's contribution for affordable housing in the city	0	43,230	0	0	0	Julia Hovells	U
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*This unavoidable bid is to meet the revenue costs, both interest of £17,624.22 and court costs of £25,608.20, in respect of the repayment of a proportion of a developer's contribution for affordable housing in the city. A £2.2 million developer contribution was utilised to deliver 117 affordable homes, with payment of £72,000 for the final unit, an adapted bungalow, being delayed due to design and planning constraints. The land on which the bungalow was built was not transferred to a housing association until November 2009, although the technical terms of the agreement with the developer incorporated a deadline of March 2009.*

UR2961	Loss of external rental income at Mill Road Depot	0	51,400	0	0	0	Althea Mejias	U
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*It is anticipated that the County will relocate the Local Authority Parking Enforcement service from Mill Road Depot in April 2012. This will result in a loss of rental income until a replacement external tenant can be identified.*

<b>Unavoidable Revenue Bids</b>	<b>0</b>	<b>94,630</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Strategy &amp; Resources - Customer Services &amp; Resources</b>	<b>0</b>	<b>(432,470)</b>	<b>(454,000)</b>	<b>(530,900)</b>	<b>(530,900)</b>
<b>Report Total</b>	<b>0</b>	<b>(432,470)</b>	<b>(454,000)</b>	<b>(530,900)</b>	<b>(530,900)</b>

## 2012/13 Budget - Non Cash Limit Items

Appendix: Page 1 of 1

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

## Non-Cash Limit Items

NCL2812	Reduction in DWP Admin Subsidy Grant	0	19,000	19,000	19,000	19,000	John Frost	
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The DWP Admin Subsidy Grant is £19,000 less than forecast for the Medium Term Strategy. (Subsidy Circular HB/CTB S9/2011).

NCL2994	Revisions to projected external interest income	0	111,000	361,000	411,000	411,000	Patrick Merritt	
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Projections for the level of income resulting from external investments have been revised to reflect the latest market projections for future interest rates, this has identified a reduction in the level of income reflecting the continuation of the economic downturn.

<b>Non-Cash Limit Items</b>	<b>0</b>	<b>130,000</b>	<b>380,000</b>	<b>430,000</b>	<b>430,000</b>			
<b>Strategy &amp; Resources - Customer Services &amp; Resources</b>	<b>0</b>	<b>130,000</b>	<b>380,000</b>	<b>430,000</b>	<b>430,000</b>			
<b>Report Total</b>	<b>0</b>	<b>130,000</b>	<b>380,000</b>	<b>430,000</b>	<b>430,000</b>			

## 2012/13 Budget - Priority Policy Fund, PPF

Appendix: Page 1 of 1

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

## PPF Bids

PPF2793	Mill Road Street Co-ordinator	0	16,000	16,000	16,000	0	Emma Thornton	H
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This proposal is to appoint a part time Mill Road Street Co ordinator (0.5 FTE) on a fixed term basis for a period of 3 years. Key objectives would be 1) To promote the vitality and viability of Mill Road linking in with Love Cambridge and other networks across the city 2) To develop a sustainable Mill Road Street Association 3) Through this develop a mechanism through which Mill Road businesses can engage with the City and County Councils to address current Mill Road issues 4) Work with Love Cambridge and key council officers to develop an Action/Business Plan delivering improvements in marketing, accessibility, environmental issues and safety and security.  
The aim is that this should be a task and finish role which at the end of 3 years will have developed a sustainable funding solution to ensure work continues in the longer term.

PPF2949	Electronic Market Management System	0	6,640	6,640	6,640	6,640	Emma Thornton	H
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This bid is for the annual revenue costs connected to the introduction of an Electronic Markets system. These include Serco Server & database support, Suppliers system and equipment annual maintenance and R&R costs. [See also C2809]

PPF2957	Additional Senior Property Surveyor post in Property Services	0	38,000	38,000	38,000	38,000	Philip Doggett	H
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An additional Senior Property Surveyor post to facilitate an increase in proactive management of the Property Services portfolio together with asset management activity relating to the investment in, and development of, existing assets.

PPF2962	Funding for a FREEPOST licence for electoral services	0	2,500	2,500	2,500	2,500	Gary Cliff	H
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To provide a FREEPOST address to enable electors to send voter application forms to electoral services free of charge throughout the year. This will be funded for one year initially to assess the impact on electoral registration applications against the costs involved.

<b>PPF Bids</b>		<b>0</b>	<b>63,140</b>	<b>63,140</b>	<b>63,140</b>	<b>47,140</b>		
<b>Strategy &amp; Resources - Customer Services &amp; Resources</b>		<b>0</b>	<b>63,140</b>	<b>63,140</b>	<b>63,140</b>	<b>47,140</b>		
<b>Report Total</b>		<b>0</b>	<b>63,140</b>	<b>63,140</b>	<b>63,140</b>	<b>47,140</b>		

**Strategy & Resources Scrutiny Committee / Customer Services & Resources Portfolio**  
**2011/12 Capital Budget Position**

Capital Ref	Description	Lead Officer	Original Budget 2011/12	Current Budget 2011/12	Spend to end September 2011	Anticipated Spend October 2011 to March 2012	Anticipated Variance	Re-phase Spend	Forecast Over / (Under) Spend	Comments
SC361	Disabled Access and Facilities - Guildhall Halls	S Bagnall	80	80	0	0	(80)	80	0	This is work to provide disabled access to the Guildhall Street entrance to the Guildhall and to provide wheelchair access to the Guildhall stage. Work is continuing to identify the most appropriate solutions. Anticipated completion is now Summer 2012.
SC335	Customer Access Strategy - IT Workstream	C Bolton	0	122	17	105	0	0	0	Outstanding IT web self serve integration from the Customer Access Strategy (CAS) project ongoing and expected to be on budget by year end. Any remaining funds will be given back to the CAS business case.
SC517	Re-Line Fuel Tanks	D Cox	0	30	0	30	0	0	0	On target for completion in January 2012.
SC192	Development Land on the North Side of Kings Hedges Road	P Doggett	360	182	32	146	(4)	4	0	The variance relates to expenditure profiling differences from the managing agent's original estimates for the 2011/12 financial year. Budget of £4k needs to be re-phased to the 2012/13 financial year to correspond with the managing agent's revised estimates.
SC221b	Lion Yard - Contribution to Works - Phase 2	P Doggett	638	931	24	56	(851)	851	0	The majority of the 2011/12 scheme costs are likely to be for professional fees. The construction costs are likely to be incurred in the 2012/13 financial year.
SC391	La Mimosa Punting Station	P Doggett	10	10	0	10	0	0	0	Investigating possible match funding by punt operators.
SC508	E-Benefits	J Frost	0	17	8	9	0	0	0	Project is on schedule.
SC458	Capita Re-Licence	J James	0	5	1	0	(4)	0	(4)	Scheme completed.

**Strategy & Resources Scrutiny Committee / Customer Services & Resources Portfolio**  
**2011/12 Capital Budget Position**

Capital Ref	Description	Lead Officer	Original Budget 2011/12		Current Budget 2011/12	Spend to end September 2011		Anticipated Spend October 2011 to March 2012		Anticipated Variance	Re-phase Spend	Forecast Over / (Under) Spend		Comments
			£000			£000		£000				£000		
SC509	Electric Courier Van	J James	14	14	0	0	0	0	(14)	0	0	(14)	The capital scheme needs to be deleted from the Capital plan. The expenditure that has been incurred is of a Revenue nature. Scheme has been completed.	
SC427	Oracle Financials Server	J Minns	0	50	39	11	0	0	0	0	0	0	The new server has been successfully deployed and testing of Oracle Financials and Business Objects, prior to going live, is currently in progress.	
SC329	Corporate Document Management (DIP & EDRM)	J Nightingale	358	454	10	94	0	0	(350)	350	0	0	The programme of work is approaching the end of its first major phase, with the completion of customer access related services. It had always been planned to re-examine the project timetable at this time, and to determine the priority services for the next phases. Work on the remainder of the programme is therefore being re-planned, and will lead to spend later in the programme than originally forecast.	
SC429	Telephony System Upgrade	J Nightingale	20	20	19	4	0	3	0	0	0	0	Minor overspend on the Replacement of Power Cabinets project. The overspend will be funded from the Telephones repairs and renewals fund.	
SC338	Customer Access Strategy - Web Development	A Perry	12	0	0	0	0	0	0	0	0	0	Scheme completed.	
SC312	Automated Energy Monitoring System	J Stocker	23	23	0	23	0	0	0	0	0	0	Currently investigating the introduction of new technology with regard to recording gas consumption.	

## Strategy &amp; Resources Scrutiny Committee / Customer Services &amp; Resources Portfolio

## 2011/12 Capital Budget Position

Capital Ref	Description	Lead Officer	Original Budget 2011/12		Current Budget 2011/12	Spend to end September 2011	Anticipated Spend October 2011 to March 2012	Anticipated Variance	Re-phase Spend	Forecast Over / (Under) Spend		Comments
			£000	£000						£000	£000	
SC362	Lighting and Power in Committee Rooms	J Stocker	0	15	15	0	0	(15)	15	0	0	Design being prepared following completion of the audio visual equipment capital scheme.
SC507	Visit Cambridge Website	E Thornton	30	30	30	0	30	0	0	0	0	The tender for the new website will be awarded by the end November. The new website is due to be launched March/April 2012 and there is no anticipated underspend at year end.
<b>Total Projects</b>			<b>1,545</b>	<b>1,983</b>	<b>150</b>	<b>518</b>	<b>(1,315)</b>	<b>1,300</b>	<b>(15)</b>			
PR020	ICT Infrastructure Programme	J Nightingale	642	929	154	725	(50)	50	0	0	0	The programme is dependent on delivery of key projects from external suppliers, and approval of project appraisals.
PR023	Admin Buildings Asset Replacement Programme	J Stocker	68	68	1	57	(10)	10	0	0	0	Budget of £10k needs to be re-phased to the 2012/13 financial year to correspond with the current work programme.
PR024	Commercial Properties Asset Replacement Programme	J Stocker	306	63	0	63	0	0	0	0	0	Programme is on schedule.
PR003	City Centre Management Programme	E Thornton	20	20	0	20	0	0	0	0	0	Schemes to the value of £9k have been approved. The programme is being actively promoted and historically applications have come during the second half of the year.
<b>Total Programmes</b>			<b>1,036</b>	<b>1,080</b>	<b>155</b>	<b>865</b>	<b>(60)</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total for Customer Services &amp; Resources Portfolio</b>			<b>2,581</b>	<b>3,063</b>	<b>305</b>	<b>1,383</b>	<b>(1,375)</b>	<b>1,360</b>	<b>(15)</b>			

## 2012/13 Budget - Capital Bids &amp; Funding

Appendix: Page 1 of 3

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cttee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

## Capital Bids

## Bids requiring funding

C2739	Additional Two Desks and Interview Room in Customer Service Centre.	0	25,000	0	0	0	Chris Bolton	H
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## Requirement for Capital Funding (included Above)

0	25,000	0	0	0
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Customer Service Centre installation of two additional desks and interview room. The installation will allow capacity for face to face visitors to be increased by approximately 30% at a time of increasing demand for Cambridge City council services.

C2740	Information Kiosks to be installed in local areas	0	25,000	0	0	0	Chris Bolton	H
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## Requirement for Capital Funding (included Above)

0	25,000	0	0	0
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Proposal to install 5 information kiosks around Cambridge City. The kiosks will enable information regarding Cambridge City services to be accessed by residents in their locality. This proposal will allow residents to self serve and free resources to meet an increasing demand for customer services resulting from the economic downturn. [See also SR2749 SR2926]

## 2012/13 Budget - Capital Bids &amp; Funding

Appendix: Page 2 of 3

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

C2808	The introduction of a metered system for the supply of electricity on the Market.	0	50,000	0	0	0	Emma Thornton	H
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## Requirement for Capital Funding (included Above)

0	50,000	0	0	0
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The introduction of individual electricity meters for all 100 market stalls where traders would purchase cards from the council for the power they require. The key objectives of this proposal are to: 1) provide a fair system where traders only pay for the electricity they use 2) upgrade the electricity to a consistent level across the Market therefore allowing greater flexibility for the variety of trades on the market and ensuring that the system is fit for purpose and 3) encourage traders to review opportunities to reduce their electricity consumption and therefore contribute positively to reducing the city's carbon footprint.

The bid is in 2 parts - Part A: £40,000 for installing the metered system and Part B: potential rewiring that might be required, informed by a survey to establish the level of rewiring needed - early indications are that this is unlikely to involve the whole market and at an estimated maximum cost of £10,000. [See also S2843]

<b>Total Bids requiring funding</b>	0	100,000	0	0	0
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<b>Requirement for Funding : Bids requiring funding</b>	0	100,000	0	0	0
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## Bids to existing funding

C2809	Electronic Market Management System	0	22,000	0	0	0	Emma Thornton	H
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## Requirement for Capital Funding (included Above)

0	0	0	0	0
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The project seeks to introduce a Markets Management system that will reduce the current administration, improve the accuracy of invoicing and assist in the control of rent arrears. The new computer system will improve the efficiency of the administrative management of the market including stall allocations, traders attendance recording, billing for additional items and the accuracy of rent cards. The aim is for it to interface with the council's financial systems and to provide timely management information. The new system will allow the Markets team to increase the time spent on daily operational issues, improve their visibility on the Market and to move forward the various projects identified in the Markets Improvement Plan. This in turn provides the opportunity to increase the focus on maximising occupancy and therefore revenue from the market. This is to be funded from a bid to the Technology Investment Fund (TIF). [See also PPF2949]



## 2012/13 Budget - Capital Bids &amp; Funding

Appendix: Page 3 of 3

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cttee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

C2920	Corporate PC Replacement Programme	0	350,000	0	0	0	James Nightingale	H
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## Requirement for Capital Funding (included Above)

0	0	0	0	0
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There are approx 500 PC's that are due (or overdue) for replacement during 2012/13. Many services have delayed the replacement of PC's whilst the Council has explored the opportunity to deploy virtual desktop infrastructure (dumb terminals) and as a result there are now over 250 PC's which are more than 7 years old. These are past their useful operational life as the normal replacement cycle is between 3 - 5 years. The replacement programme would be funded totally from R&R. It is likely that the replacement programme will be a mix of virtual desktops and physical PC devices.

<b>Total Bids to existing funding</b>	0	372,000	0	0	0
<b>Requirement for Funding : Bids to existing funding</b>	0	0	0	0	0
<b>Total Strategy &amp; Resources - Customer Services &amp; Resources</b>	0	472,000	0	0	0
<b>Requirement for Funding : Strategy &amp; Resources - Customer Services &amp; Resources</b>	0	100,000	0	0	0

Capital-GF Projects											
Capital Ref. - Cost Centre	Description	Lead Officer	Capital Scheme Approval (£000's)	Spend in Prior Years (£000's)	Current Year Budget (£000's)	2012/13 (£000's)	2013/14 (£000's)	2014/15 (£000's)	2015/16 (£000's)	Spend This Year to End Sept 2011 (£000's)	Comments
SC192 - 42027	Development Land on the North Side of Kings Hedges Road	P Doggett	5,568	5,135	182	178	74	0	0	32	Appr Strategy Nov 03 £22k Property Strategy Fund. £64k PSF for Stamp duty appr. Jan 04. Add £11k appr. Jan 06. Cap rec. £2155k to purch land. MTS July 06 appr £2738 from Cap Rec. £20k appr. Jan 07. Add £20k appr Jul 09 £538k appr MTS 09.
SC221b - 42095	Lion Yard - Contribution to Works Phase 2	P Doggett	1,583	20	931	942	0	0	0	24	Approved at Full Council 21/02/08 (See SC221a). Additional funding of £757k approved S&R 1/9/08. £484k transferred from SC221a MTS 10.
SC312 - 42054	Automated Energy Monitoring System	J Stocker	35	12	23	0	0	0	0	0	Approved at Scrutiny 17.1.06 £35k funded from Reserves.
SC329 - 39097	Corporate Document Management (DIP & EDRM)	J Nighthingale	978	523	454	0	0	0	0	10	Included in MTS July 2006. Funding from HRA £147k, Efficiency Fund £172k, EIR £300k, UOR £288k, TIF £71k.
SC335 - 42062	Customer Access Strategy - IT Workstream	C Bolton	773	516	122	0	0	0	0	17	CAS approved MTS July 06. See SC328.
SC338 - 42065	Customer Access Strategy - Web Development	A Perry	35	23	0	0	0	0	0	0	CAS approved MTS July 06. See SC328.
SC361 - 42081	Disabled Access and Facilities - Guildhall Halls	S Bagnall	80	0	80	0	0	0	0	0	£80k approved at Council 14.2.07 funded from UOR.
SC362 - 42082	Lighting and Power in Committee Rooms	J Stocker	15	0	15	0	0	0	0	0	£15k approved at Council 14.2.07 funded from UOR.
SC391 - 42089	La Mimosa Punting Station	P Doggett	10	0	10	0	0	0	0	0	Approved at Council 21/02/08. £10k funded from Use of Reserves. Project Appraisal to Strategy & Resources 21/01/08.
SC427 - 37020	Oracle Financials Server	J Minns	67	0	50	0	0	0	0	39	Approved Council 26.2.09. £67k from R&R.
SC429 - 42097	Telephony System Upgrade	J Nighthingale	70	0	20	50	0	0	0	19	Approved Council 26.2.09. £70k from R&R.
SC458 - 42100	Capita Re-Licence	J James	61	56	5	0	0	0	0	1	£61k approved as Urgent Decision 22.4.10. £46k from R&R, £15k transfer from SC335.

Capital-GF Projects											
Capital Ref - Cost Centre	Description	Lead Officer	Capital Scheme Approval (£000's)	Spend in Prior Years (£000's)	Current Year Budget (£000's)	2012/13 (£000's)	2013/14 (£000's)	2014/15 (£000's)	2015/16 (£000's)	Spend This Year to End Sept 2011 (£000's)	Comments
SC507 - 39140	Visit Cambridge Website	E Thomion	30	0	30	0	0	0	0	0	Approved at Council 17.2.11. £30k funded from TIF.
SC508 - 37021	E-Benefits	J Frost	47	30	17	0	0	0	0	8	Approved by Council 17.2.11. £40k from DWP grant and £7k Reserves.
SC509 - 42102	Electric Courier Van	J James	14	0	14	0	0	0	0	0	Approved by Council 17.2.11. £14k funded from Reserves.
SC517 - 43070	Reline Fuel Tanks	D Cox	30	0	30	0	0	0	0	0	Approved by Leader as Urgent Decision. £30k funded from R&R.
<b>Capital-GF Projects</b>			<b>9,396</b>	<b>6,315</b>	<b>1,983</b>	<b>1,170</b>	<b>74</b>	<b>0</b>	<b>0</b>	<b>150</b>	

Capital-Programmes											
Capital Ref - Cost Centre	Description	Lead Officer	Capital Scheme Approval (£000's)	Spend in Prior Years (£000's)	Current Year Budget (£000's)	2012/13 (£000's)	2013/14 (£000's)	2014/15 (£000's)	2015/16 (£000's)	Spend This Year to End Sep 2011 (£000's)	Comments
PR003 - 35516	City Centre Management Programme	E Thomion	174	326	20	20	20	20	0	0	Since approved at Council 2008 - Funding for programme timescales revised to run through until 2010/11, resources for 2011/12 transferred to available funding as approved at Full Council 21/02/08.
PR020 - 42061	ICT Infrastructure Programme	J Nighthingale	2,470	658	929	475	211	300	220	154	Programme of £960k over 5 years from 2006/07 funded from R&R approved MTS July 2006. £580 transferred to specific projects Nov 06. Programme extended to 2013/14 MTS 2009. Further £1810k R&R funding approved Feb 10.
PR023 - 42090	Admin Buildings Asset Replacement Programme	J Stocker	427	306	68	88	40	70	48	1	Approved at Council 21/02/08. Funded from R&R.
PR024 - 42091	Commercial Properties Asset Replacement Programme	J Stocker	581	85	63	77	347	20	230	0	Approved at Council 21/02/08. £421k funded from R&R. Further £80k approved MTS Sept 08 and £80k approved MTS Oct 09.
<b>Capital-Programmes</b>			<b>3,652</b>	<b>1,375</b>	<b>1,080</b>	<b>660</b>	<b>618</b>	<b>410</b>	<b>498</b>	<b>155</b>	
<b>TOTAL CAPITAL PLAN</b>			<b>13,048</b>	<b>7,690</b>	<b>3,063</b>	<b>1,830</b>	<b>692</b>	<b>410</b>	<b>498</b>	<b>305</b>	



Cambridge City Council

Item

**To:** Executive Councillor for Customer Services and Resources Portfolio  
**Report by:** Andrew Limb  
**Relevant scrutiny committee:** STRATEGY & RESOURCES SCRUTINY COMMITTEE  
**Wards affected:** All

**Project Appraisal and Scrutiny Committee Recommendation**  
**Project Name: Content Management System (CMS) Replacement**

**Recommendation/s**

**Financial recommendations –**

- The Executive Councillor is asked to approve the commencement of this project, which is already included in the Council's Capital & Revenue Project Plan (programme reference PR020).
  - The total cost of the project is £65,000, funded from the IT Infrastructure Repairs and Renewals fund.
  - The ongoing revenue costs of the project are £21,000, funded from the existing Corporate ICT Web Development and Support budget.

**Procurement recommendations:**

- The Executive Councillor is asked to approve the carrying out and completion of the procurement for technical development support to implement a replacement Content Management System to publish content to the Council's websites.
- Subject to:
  - The permission of the Director of Resources being sought prior to proceeding if the quotation or tender sum exceeds the estimated contract.

- The permission from the Executive Councillor being sought before proceeding if the value exceeds the estimated contract by more than 15%.

## 1 Summary

Implementation of replacement open source content management system (CMS) for website publishing and purchase of technical support to implement and further support the product.

### 1.1 The project

Target Dates:	
Start of procurement	January 2012
Award of Contract	Apr/May 2012
Start of project delivery	May 2012
Completion of project	October 2012 (1 <sup>st</sup> phase) December 2012 (2 <sup>nd</sup> phase) April 2013 (phase 3) & ongoing (estimated)

### 1.2 The Cost

Total Project Cost	£65,000
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Cost Funded from:

Funding:	Amount:	Details:
Reserves	£0	
Repairs & Renewals	£65,000	27742 IT Infrastructure R&R fund
Developer Contributions	£0	
Other	£0	

Ongoing Revenue Cost

Year 1	<b>£16,000</b>	
Ongoing	<b>£21,000</b>	

The ongoing revenue costs of the project will be funded from existing budget provision.

### 1.3 The Procurement

To tender on the open market for technical web development assistance to implement and further support an open source content management system, on an ongoing basis. The tender will include the outsourcing of hosting the Council's public facing websites ([www.cambridge.gov.uk](http://www.cambridge.gov.uk) & [www.cornex.co.uk](http://www.cornex.co.uk)) with scope to include other council 'satellite' sites in the future.

The total value of the contract is estimated at £124,000 (over 4 years), as follows.

(£45,000 CMS development & implementation – one off)

(£6,000 hosting - annual)

(£10,000 support - annual)

(£5,000 development – annual – except first year)

There will be an additional capital cost for migrating the content from the old system into the new. This will be met from the IT Infrastructure Repairs and Renewals fund, but will not be part of the content management system tender/procurement.

Additional cost estimated at: £20,000.

## 2 Project Appraisal & Procurement Report

### 2.1 The Project

The Council currently uses the APLAWS open source content management system, which was implemented in 2004. Open source systems are available for free, i.e. without licence or software costs. However, in order to customise the software for

the Council's own purposes and to support it on an ongoing basis, technical web assistance is required, from an external supplier.

The APLAWS system hasn't been improved for some time and isn't supported by many suppliers. This means we are limited in our ability to further develop it to meet our current and future needs.

A replacement is required because:

- The limited development and functionality of the CMS has led to the Council being constrained in its ability to take forward its plans to develop a more transactional and usable website.
- It hasn't been possible for the Council to run its satellite sites or intranet within the one system, leading to inefficiencies, additional costs and support contracts.
- The CMS is difficult to use for non-technical departmental web authors, causing additional pressure on the central web team and not supporting the Council's devolved content authoring model.

### Results of Alternative Options Project

The Council commissioned SOCITM *Consulting* to carry out a review and detailed analysis of its current web management arrangements, to include an options appraisal for a new CMS. The report compared options for:

- a shared services arrangement with another council; the Council received interest from Huntingdon District Council to share their CMS. The costs for this were very high and proposed to use software the Council isn't planning to implement.
- procuring an off-the-shelf proprietary CMS; this is a viable option because the Council would be procuring a tailor-made CMS for local authority use. However there are initial costs for licensing & software (estimated at £50,000) in addition to implementation and ongoing support costs. Long-term development opportunity would be limited to one vendor and incur greater cost.
- implementing an open source CMS; this is the most attractive option because licensing and software are available for free and

the Council has only to fund the implementation and on-going support of the product. Long-term development opportunity will be more widely available on an ongoing basis and at a lower cost. The Council would also not be limited to one vendor for software support and development.

### **2.2 Aims & objectives**

The project contributes to the Council's vision for a city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives.

The Council's website is a key customer service provision and is increasingly the preferred way for customers to consume our services, interact with and contact us. A new CMS will ensure we can provide more of our services online, make improvements to the way our online services are delivered, and implement collaborative technologies to provide opportunities for citizens to have their say to influence public decision making.

In addition, the Council's intranet is in need of redevelopment and is not currently published using a content management system. Plans include improving information and searching, providing internal services online making them more efficient and to enable collaborative working.

### **2.3 Major issues for stakeholders & other departments**

The transition from the old content management system to a new one will have an impact on departmental web authors. There will be a requirement on them to learn the new system and attend training sessions and they will be required to update and maintain two websites for a short period of time during the transition phase.

Another major issue for departmental web authors will be the migration of the current content into the new system. They will be required to ensure their content is up-to-date and presented in a customer-friendly way, requiring checking throughout the process particularly after migration.



Careful consideration will be given to the timing of this so as not to put too much pressure on departments. The central web team will provide assistance, where possible.

Departmental web authors have been aware of the requirement for a new content management system for a long time, with some finding the existing system difficult to use. Therefore they are already interested in the project outcomes.

Service departments are key to the improved online service delivery that a new content management system will facilitate, therefore they should start thinking about which services could be delivered more efficiently and effectively online.

Consultation with service managers will commence early on to ensure the web project group are aware of their requirements.

### **2.4 Summarise key risks associated with the project**

- Department web authors will be unfamiliar with the new software, which may have an impact on their ability to update web content. Full training will be provided at the first opportunity within the project plan and on an ongoing basis thereafter. Support and assistance will be provided from the central web team, wherever possible.
- Inclusion of new transactional services relies on the service departments identifying services that can be delivered more efficiently online. The implementation project will include full engagement with service managers to ensure their requirements are identified and scoped. Integration with the Councils customer relationship management system will be investigated as part of the implementation stage and for ongoing future development.
- Included in the website improvement plan is a restructure of the content to ensure it is more customer-friendly. A new template and design will be created and we will need to ensure these fully meet accessibility and usability standards, as well as customer needs and wants. The Council will liaise with specialist consultants and work with the supplier supporting the software to ensure issues are addressed during the implementation stage. (Costs for the specialist consultants will be met from approved efficiency fund).

If the project is not carried out:

- The Council will be unable to provide a more accessible and transactional website and intranet to its residents, customers, staff and members.
  - The Council will be unable to ensure it provides more ways for residents to be able to self-serve, consult and engage with it, allowing them to contribute to the decision-making process.
  - The Council will be unable to provide an easier to use system for the departmental web publishers, thus impacting on their ability to keep content up-to-date and relevant.
- The implementation project will include full engagement with the Council’s service departments, web publishers, satellite site owners and other stakeholders to ensure minimum impact/disruption to web services.

**2.5 Financial implications**

- a. Appraisal prepared on the following price base: 2011/12
- b. Specific grant funding conditions are: N/a
- c. Other comments: n/a

**2.6 Capital & Revenue costs**

(see also Appendix A for spread across financial years)

<b>(a) Capital</b>	<b>£</b>	<b>Comments</b>
Building contractor / works		
Purchase of vehicles, plant & equipment		
Professional / Consultants fees	65,000	Development & Implementation
IT Hardware/Software		
Other capital expenditure		
<b>Total Capital Cost</b>	<b>0</b>	

<b>(b) Revenue</b>	<b>£</b>	<b>Comments</b>
Maintenance	21,000	
R&R Contribution		
<b>Total Revenue Cost</b>	21,000	Costs funded from existing budget provision

## 2.7 VAT implications

No adverse VAT Implications for this project

## 2.8 Environmental Implications

Climate Change impact	+Low
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A more transactional website, enabling citizens to access the Council's services from home and at a convenient time could help to reduce the level of motor vehicle traffic in Cambridge.

A more transactional and collaborative intranet could enable staff to work more flexibly and at locations other than Council offices and therefore could help to reduce the level of motor vehicle traffic by City Council staff commuting.

## 2.9 Other implications

- The implementation plan will be designed to avoid conflicts with any other large ICT upgrades or changes to systems (e.g. the Office 2010 Upgrade) where possible.

## 2.10 Staff required to deliver the project

- Project team (Head of ICT, Head of Corporate Strategy, Head of Customer Services, Corporate Marketing & Communications Manager, Information Manager, Web Project Manager).
- Web Officer, Technical (who will continue to maintain the existing website).
- Departmental web authors (training, content refresh).

- Service managers (identifying services for e-enabling, supporting departmental web authors).
- Temp/agency person to assist with content migration.

**2.11 Dependency on other work or projects -**

N/a

**2.12 Background Papers**

- Report to Senior Leadership Team 29/11/11
- SOCITM *Consulting* evaluation report October 2011

**2.13 Inspection of papers**

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**Capital Project Appraisal – Capital Costs and Funding  
Profiling**

**Appendix A**

	2012/13 £	2013/14 £	2014/15 £	2015/16 £	2016/17 £	Comments
<b>Capital Costs</b>						
Building contractor / works	0	0	0	0	0	
Purchase of vehicles, plant and equipment	0	0	0	0	0	
Professional / consultants fees	65,000	0	0	0	0	
Other capital expenditure	0	0	0	0	0	
<b>Total Capital Cost</b>	<b>65,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Capital Income/Funding</b>						
Government Grant	0	0	0	0	0	
Developer Contributions	0	0	0	0	0	
R&R funding	(65,000)	0	0	0	0	Cost centre 27742
Earmarked funds	0	0	0	0	0	
Existing capital programme funding	0	0	0	0	0	
Revenue contributions	0	0	0	0	0	
<b>Total Income</b>	<b>(65,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Net Capital Bid</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	



**Cambridge City Council**

**Item**

**To:** Executive Councillor for Customer Services and Resources  
**Report by:** Emma Thornton  
**Relevant scrutiny committee:** STRATEGY AND RESOURCES  
**Wards affected:** All

**Project Appraisal and Scrutiny Committee Recommendation**

**Project Name: Introduction of a metered electricity supply on Cambridge Market**

**Recommendation/s**

**Financial recommendations –**

- The Executive Councillor is asked to recommend this scheme (which is not included in the Council's Capital & Revenue Project Plan) for approval by Council, subject to resources being available to fund the capital and revenue costs.
  - The total cost of the project is £50,000 to be funded from reserves.
  - The ongoing revenue costs of the project are £4,000 pa, which will be funded from existing budgets following a review of current R & R fund contributions. On-going savings are anticipated as part of this project and are detailed in the report.

**Procurement recommendations:**

- The Executive Councillor is asked to approve the procurement of any rewiring of the existing electrical infrastructure to the value of £10,000 which may be required following a detailed survey of this prior to installing the meters and;
- The carrying out and completion of the procurement for the supply and installation of 100 electricity meters for every market stall on Cambridge market to the value of £40,000.

- Subject to:
  - The permission of the Director of Resources being sought prior to proceeding if the quotation or tender sum exceeds the estimated contract.
  - The permission from the Executive Councillor being sought before proceeding if the value exceeds the estimated contract by more than 15%.

## 1 Summary

This project involves the upgrade of the wider market electrical infrastructure and the purchase and installation of 100 single unit electricity meters with a PP3 card meter for the supply of electricity to individual market stalls.

Full details of the background and a more detailed explanation can be given at 2.1.

### 1.1 The project

Target Dates:	
Start of procurement	Early 2012
Award of Contract	Spring 2012
Start of project delivery	June 2012
Completion of project	September 2012

### 1.2 The Cost

Total Project Cost	<b>£50,000</b>
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Cost Funded from:

Funding:	Amount:	Details:
Reserves	<b>£50,000</b>	<b>C2808 (budget bid refers)</b>

Ongoing Revenue Cost/(Saving)

2012/13	£4,000	R & R. This will be covered within existing budgets following a review of current R & R fund contributions
	(£7,500)	Anticipated saving from charging Market Traders for the cost of electricity via a metered supply (S2843 refers). This is expected to increase to £15k pa from 2013/14.
<b>Net Saving</b>	<b>(£3,500)</b>	
On going Net Saving	(£11,000)	

### **1.3 The Procurement**

The procurement is split into 2 parts: -

Rewiring of the existing electrical infrastructure to the value of £10,000 which may be required following a detailed survey prior to installing the meters and;

Carrying out and completion of the procurement for the supply and installation of 100 electricity meters for every market stall on Cambridge market to the value of £40,000.

The market availability of competent/approved suppliers is currently under review. If sufficient competent suppliers are available the procurement will be awarded by competitive tender. If only a small number, or one supplier is suitable, the procurement will be subject to a waiver or exemption (which will be sought separately). Once the market research is completed the strategy will be finalised and officers are seeking approval to conclude the optimum procurement strategy and move ahead without referral back to the Exec Councillor/ Committee.

## **2 Project Appraisal & Procurement Report**

### **2.1 The Project**

Cambridge Market has a diverse range of stalls with differing business needs and it has become evident that the current electrical infrastructure is not fit for purpose in supporting these. There is therefore is a real need to upgrade this infrastructure so



that the quality of supply is consistent across the Market. This will allow greater flexibility for the variety of trades on the market and ensure that the system in use is fit for purpose.

In considering the introduction of a charge for electricity it is important that any proposed system should be fair and equitable. In the current challenging economic climate it is also important that any additional charges are affordable for Market traders. Based on current electricity usage and charges and 95% occupancy the additional cost to traders would be approximately 45p per stall per day.

The pence per kilowatt setting would be determined by the council and could therefore be reviewed annually in line with energy costs.

Currently Market traders are not directly charged for the use of electricity on the Market. This is paid for by the Council at an annual cost of approximately £20,000 per annum. Recent research has shown that Cambridge Market is one of the few markets nationally where the cost of electricity is not directly contributed to by the Market traders.

This project recommends the introduction of individual electricity meters for all 100 market stalls where traders would purchase cards from the council for the power they require.

The total cost for this project is estimated at £50,000 which is made up of 2 components;

**Part A** - which would cover any potential rewiring that might be required. Early indications are that whilst some work might be necessary it is unlikely to involve the whole market. Initial advice estimates that the maximum cost for this work would be £10,000.

**Part B** - £40,000, which covers the cost of installing the metered system. Before the project would proceed a qualified surveyor/electrical engineer would undertake a survey to establish the level of rewiring needed.

Based on the scheme being implemented mid year 2012/13 this proposal would deliver £7,500 part-year savings and savings in the region of £15,000pa thereafter.

## 2.2 Aims & objectives

This project links in with the following City Council vision statements as follows:

1) *A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution*

One of the objectives of this project is to encourage Market traders to review their level of electricity consumption and in doing so actively contribute to reducing the city's carbon footprint.

2) *A city, which draws inspiration from its iconic historic centre and achieves a sense of place in all of its part with generous urban spaces and well designed buildings*

This project fundamentally supports the ongoing vitality and viability of Cambridge market by providing an infrastructure, which will continue to encourage and support retail diversity.

Linked objectives are:

- 1) To provide a fair system where traders will only pay for the electricity they use
- 2) To upgrade the electricity to a consistent level across the Market therefore allowing greater flexibility for the variety of trades on the market and ensuring that the system is fit for purpose

## 2.3 Major issues for stakeholders & other departments

The delivery of this project will deliver a significant operational improvement to the Market. It will support the ongoing development and enhancement of Cambridge Market as a trading environment for small independent businesses therefore supporting the long-term sustainability of the market.

The Market is a core component of the city's retail offer where the City Council is the landlord. In light of this role and the council's commitment to reducing the city's carbon footprint, it is important that it provides the right environment to allow traders to take

responsibility for their individual energy use and in turn their contribution to reducing the city's carbon footprint.

As implementation of this project would represent a change to the Charter Market Regulations, these proposals will be subject to 28 days consultation with all market traders, which will be taking place in December 2011. The results of this consultation will be included as an appendix to this report at the Committee Meeting.

### **2.4 Summarise key risks associated with the project**

In summary, this project aims to support and safeguard the sustainability of the market, maintain current occupancy (95%), secure on-going revenue levels to the City Council and to ensure that the Market continues to thrive against the background of a difficult economic climate.

Suitability/safety of electrical work undertaken – there is always a Health and Safety risk with electrical work, particularly when in open public space and exposed to outside elements. Contractor selection will review the health and safety credentials/plans of potential suppliers to ensure this is managed properly and robustly and that the system will be appropriate for regular usage by a variety of different traders.

### **2.5 Financial implications**

- a. Appraisal prepared on the following price base: 2011/12
- b. Specific grant funding conditions are:
  - N/A
- c. Based on this scheme being implemented mid year 2012/13 this proposal would deliver £7,500 part year savings and savings in the region of £15,000 per annum thereafter.

### **2.6 Capital & Revenue costs**

(See also Appendix A spread across financial years)

## Appendix K (2)

<b>(a) Capital</b>	<b>£</b>	<b>Comments</b>
Building contractor / works	40,000	This is calculated on the basis of an individual price per stall of £394.33 + VAT and is inclusive of all labour and material.
	10,000	Estimated cost of any rewiring/remedial work to the existing infrastructure prior to the meter installation.
<b>Total Capital Cost</b>	<b>50,000</b>	

<b>(b) Revenue</b>	<b>£</b>	<b>Comments</b>
Maintenance	0	Advice from the supplier indicates that these units will be custom-made and therefore bespoke to the environment. No regular on going maintenance costs are anticipated.
R&R Fund Contribution	4,000	This will be covered within existing budgets following a review of current R & R fund contributions.
Income	(7,500)	Anticipated saving from charging Market Traders for the cost of electricity via a metered supply (S2843 refers). This is expected to increase to £15k pa from 2013/14.
<b>Total Revenue Cost / (Saving)</b>	<b>(3,500)</b>	

### 2.7 VAT implications

There are no adverse VAT implications for this project

### 2.8 Environmental Implications

Climate Change impact	+L
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This project has a low positive climate change impact.

As set out in section 2.2 of this report a key objective of this project is to encourage Market traders to review their level of electricity consumption and in doing so actively contributing to reducing the city's carbon footprint.

This project would also reduce the City Council's carbon footprint by reducing its CO<sub>2</sub> emissions by 87.9 tonnes per year.

### **2.9 Other implications**

It is difficult to be precise about the exact timing of the implementation of this project until a detailed survey has been undertaken to assess any remedial work required prior to installation of the meters. In addition, careful thought will need to be given as to how this work is phased in, as the initial indication of cost of this project is based on normal hours of work (8am – 4.30pm) and on unimpeded access to the work area. It will therefore be necessary to allow a long lead-time for this work in order to minimise disruption to the normal running of the Market.

For Health and Safety implications please see note in section 2.4

The Markets Management team will consult the Historic Environment team on the design and appearance of the meters to ensure that they are appropriate for a conservation area.

### **2.10 Staff required to deliver the project**

The Markets Management team will manage this project and all external resources have been costed into the project costs as set out above.

### **2.11 Dependency on other work or projects**

This project is subject to the Executive Councillor supporting the principle of introducing a charge to Market Traders for the use of electricity on the market (see report elsewhere on this agenda).

### 2.12 Background Papers

- Committee report recommending the introduction of a charge for the use of electricity on the Market the upgrade of the electricity supply on the market and.
- Summary of the analysis of the consultation with Market traders on this proposal

### 2.13 Inspection of papers

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Date prepared:	24 <sup>th</sup> November 2011

## Capital Project Appraisal - Capital costs &amp; funding - Profiling

## Appendix A

	2012/13	2013/14	2014/15	2015/16	2016/17	Comments
	£	£	£	£	£	
<b>Capital Costs</b>						
Building contractor / works	50,000					
Purchase of vehicles, plant & equipment						
Professional / Consultants fees						
Other capital expenditure:						
<i>insert rows as needed</i>						
<b>Total Capital cost</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Capital Income / Funding</b>						
Government Grant						
Developer Contributions						(See Appendix B)
R&R funding						(State cost centre/s)
Earmarked Funds						(State cost centre/s)
Existing capital programme funding						(Programme ref.)
Revenue contributions						(State cost centre/s)
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Net Capital Bid</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Must agree to 1.2 above</b>

## Project Appraisal and Scrutiny Committee Recommendation

<b>Project Name</b>	Electronic Market Management System
<b>Committee</b>	Strategy & Resources
<b>Portfolio</b>	Customer Services and Resources
<b>Committee Date</b>	16 January 2012
<b>Executive Councillor</b>	Neil McGovern
<b>Lead Officer</b>	Emma Thornton

### Recommendation/s

#### Financial recommendations:

- The Executive Councillor is asked to recommend this capital scheme (which is not included in the Council's Capital Plan) for approval by Council, subject to resources being available to fund the capital and revenue costs associated with the Scheme. The total capital cost of the project is £22,000, and it is proposed that this is funded from Technology Investment Fund (TIF).
- The revenue costs of the project are £7,400 of which £6,640 is the subject of a separate budget bid (PPF2949). The balance (£760) will be met by the existing service budget.

#### Procurement recommendations:

- The Executive Councillor is asked to approve the carrying out and completion of the procurement of a Market Management System for £10,000 plus annual maintenance at £1,800 per year.
- If the quotation or tender sum exceeds the estimated contract value by more than 15% the permission of the Executive Councillor and Director of Resources will be sought prior to proceeding.
- The remaining £12,000 capital will be covered by existing ICT and Business Analysis agreements.



## 1 Summary

### 1.1 The project

The project will specify, procure and implement a Market Management system at Cambridge City Council.

Target Start date	April 2012
Target completion date	July 2012

### 1.2 The Cost

Total Capital Cost	£22,000
--------------------	---------

Capital Cost Funded from:

Funding:	Amount:	Details:
Other	£22,000	Technology Investment Fund

Revenue Cost

Year 1	£7,400
Ongoing	£7,400

### 1.3 The Procurement

The Council will procure a Market Management system, including the system, database, handheld device, installation, training and development of an interface to the Council's financial and payment systems.

A search of the software market has only identified two organisations supplying established Market Management systems. The only other alternative is to commission a bespoke system who's development costs and ongoing maintenance would far out way the cost of procuring an off the shelf system.

As the total cost of the solution over 4 years exceeds the £10,000 procurement limit requiring 3 quotes, an exemption (under 5.1.5c of the Council's Contract Procedure Rules) will be sort from the Director of Environment.

## **2 Capital Project Appraisal & Procurement Report**

### **2.1 What is the project?**

The project will implement a Markets Management system that will reduce the current administration, improve the accuracy of invoicing and assist in the control of rent arrears.

Currently the Market generates around £660k of revenue per year, operates 7 days per week with around 200 traders actively trading in the Council's 3 market sites. Two FTE's manage the service with a shared administration resource.

The service is currently administered via some 350 separate spreadsheets (rent cards, attendance, insurance, leave for each market and trader) and a large amount of paper records. As there is no single trader record and little integration to the Council's financial systems, this results in significant administration and a risk to a major income stream for the Council.

The new computer system will give the ability to efficiently manage the market including stall allocations, traders, attendance recording, billing for additional items and accurate rent cards. It will give the potential to interface to the Council's financial systems and provide timely management information.

The new system will free up the Market Management team to increase the amount of time they are able to spend visibly on the market and to move forward the various projects identified in the Markets Improvement Plan. This in turn provides the opportunity to increase the focus on maximising the revenue from the market.

## **2.2 What are the aims & objectives of the project?**

- Implement a Market Management system to manage traders, including their allocation to the markets, identifying their presence, record chargeable extras received, leave periods and additional stalls.
- To provide accurate billing, with the ability to include chargeable extras (e.g. spreading onto an empty stall or pavement/storage).
- To integrate with the Council's financial systems to improve invoice accuracy, automation of invoice production, use of payment systems, debt recovery processes and to reduce the potential for Traders to accrue arrears.
- In conjunction with a business change project to implement the system and establish new business processes.
- By transforming how this service works, administration will be reduced, allowing the 2 FTE's to focus on the development plan for the market. There is the potential to increase revenue through active promotion of on the Cambridge Market as a lively vibrant market and delivering on the Market Improvement Plan, therefore working towards the Councils vision and investing in Cambridge.

### **This project will contribute to achieving the following Council's Visions:**

- Vision: A city which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts with generous urban open spaces and well designed buildings.

It also represents an investment in supporting and continuing to develop Cambridge Market as a key component of the city's retail offer and heritage.

## **2.3 Summarise the major issues for stakeholders & other departments?**

- To implement the system as soon as possible in the next financial year.

- To ease the significant resource required to bill Traders.
- Increase the options for Traders to pay rent through their bank.
- Will provide benefits for Traders such as an annual statement that will help them with their accounts.

#### **2.4 Summarise key risks associated with the project**

- Existing processes have scope for human error that may result in:
  - Loss in Revenue for the Council
  - Additional effort required to rectify
  - Confusion for Traders resulting in under / overpayment
- Significant pressure on limited resource could result in a risk to the recovery of market rents and the business continuity of this function.
- Traders that fall into arrears are less likely to be able to bring their accounts up to date.
- Inability to provide Internal/External Audit with compliant systems / processes.
- Systems integration does carry risks, the project aims to integrate the Market Management System with the Council's financial systems, any system procured will need to have the potential to achieve this.

#### **2.5 Financial implications**

- a. Appraisal prepared on the following price base: 2011/12
- b. Specific grant funding conditions were: N/A
- c. Other comments: N/A

## 2.6 Capital & Revenue costs

<b>(a) Capital</b>	<b>£</b>	<b>Comments</b>
Professional / Consultants fees	14,000	Supplier Interface, install, training, Serco costs to build server, rollout system to users
IT Hardware/Software	8,000	Software licences, handheld unit
<b>Total Capital Cost</b>	<b>22,000</b>	

<b>(b) Revenue</b>	<b>£</b>	<b>Comments</b>
Serco Server & database support	2,400	Contract costs
Suppliers system and equipment annual maintenance	1,800	
R&R costs	3,200	Assumes full replacement of system and hardware after 5 years
<b>Total Revenue Cost</b>	<b>7,400</b>	

## 2.7 VAT implications

As the Market generates 'exempt' rental income, the expenditure described in this report could cause the Council a Partial Exemption issue and could contribute to the de minimis VAT recovery limit of 5% being exceeded.

However, the Council is confident that this can be absorbed successfully within the above calculation next year, and thus not being an adverse VAT implication. This will require careful monitoring.

**2.8 Other implications - None****2.9 Estimate of staffing resource required to deliver the project**

- Migration to the new system is expected to be completed within current resources.

**2.10 Identify any dependencies upon other work or projects**

- As the project will be delivered part way through a financial year the current rent sheet process and the new system may need to run along side for a short period of time.

**2.11 Background Papers:**

N/A

**2.12 Inspection of papers**

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Date prepared:	28 <sup>th</sup> November 2011

## Capital Project Appraisal - Capital costs &amp; funding - Profiling

## Appendix A

	2012/13	2013/14	2014/15	2015/16	2016/17	Comments
	£	£	£	£	£	
<b>Capital Costs</b>						
Building contractor / works						
Purchase of vehicles, plant & equipment						
Professional / Consultants fees	14,000					
System and software licences, hardware	8,000					
<b>Total Capital cost</b>	<b>22,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Capital Income / Funding</b>						
Government Grant						
S106 funding						
R&R funding						
Earmarked Funds	22,000					Technology Investment Fund (TIF)
Existing capital programme funding						
Revenue contributions						
<b>Total Income</b>	<b>22,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Net Capital Bid</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

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To: Executive Councillor for Strategy & Climate Change:  
Councillor Sian Reid

Report by: Chief Executive, Director of Customer & Community  
Services, Director of Environment and Director of  
Resources

Relevant scrutiny committee: Strategy & Resources 16 Jan 2012

Wards affected: All Wards

**STRATEGY AND RESOURCES - Strategy & Climate Change  
REVENUE AND CAPITAL BUDGETS 2011/12 (REVISED)  
2012/13 (BUDGETS) AND 2013/14 FORECAST  
Key Decision**

**1. Executive summary**

**Revenue and Capital Budgets**

1.1 The following report sets out the overall base revenue and capital budget position for the Strategy & Climate Change Portfolio. The report compares the proposed 2011/12 Revised Budget to the budget as at September 2011 and details the budget proposals for 2012/13 and 2013/14.

**2. Recommendations**

The Executive Councillor is recommended to:

**Review of Charges:**

a) *Note that there is no proposed review of charges requiring approval for Strategy & Climate Change Portfolio services.*

**Revenue Budgets:**

- b) Approve, with any amendments, the current year funding requests and savings, (shown in Appendix A) and the resulting revised revenue budgets for 2011/12 (shown in Table 1) for submission to the Executive.
- c) Agree proposals for revenue savings and unavoidable bids, as set out in Appendix C.
- d) *Note that there are no proposals for bids from external or existing funding for Strategy & Climate Change Portfolio services.*

- e) Agree proposals for Priority Policy Fund (PPF) bids, as set out in Appendix E.
- f) Approve the budget proposals for 2012/13 as shown in Table 2, for submission to the Executive.

**Capital:**

- g) Seek approval from the Executive to treat the variance shown in Appendix G as a return to funding resources.
- h) Approve capital bids, as identified in Appendix H, for submission to the Executive for inclusion in the Capital & Revenue Projects Plan or addition to the Hold List, as indicated.
- i) Confirm that there are no items covered by this portfolio to add to the Council's Hold List, for submission to the Executive.
- j) Approve the current Capital & Revenue Projects Plan, as detailed in Appendix J, to be updated for any amendments detailed in (f), (g) and (h) above.
- k) *Note that there are no project appraisals requiring approval for Strategy & Climate Change Portfolio services.*

### **3. Background**

- 3.1 At its meeting on 20 October 2011, Council gave initial consideration to the budget prospects for the General Fund for 2012/13 and future years. As a result an overall savings requirement was set for net expenditure. The expectation was that service reviews would contribute significantly to achievement of these targets and the position on any service reviews within this portfolio are shown in paragraph 3.12.
- 3.2 The overall Budget Strategy Report (BSR) to Strategy & Resources Scrutiny Committee on 16 January 2012 will include a review of all the factors relating to the overall financial strategy that were included in the Medium Term Strategy (MTS).
- 3.3 For 2012/13 provision was made for a Priority Policy Fund (PPF) of £500,000 to provide funding for developments that demonstrate a significant contribution to the Council's Vision Statement, as set out in the Annual Statement. Where appropriate, PPF bids are listed in Appendix E.
- 3.4 The report to The Executive on 19 January 2012 may include details of the Government's Final Settlement for 2012/13. The announcement is likely to be made shortly after the conclusion of the consultation period, which ends on 16 January 2012.
- 3.5 Capital bids will be prioritised by the Executive at its meeting on 19 January 2012. Items in the existing Capital & Revenue Projects Plan and Hold List will also be reviewed to identify any which are no longer required, or where the current indicated timing for spending is no longer accurate. The Capital & Revenue Projects Plan can then be revised to take account of any changes required.

3.6 Further work is required on detailed budgets due to the corporate and departmental restructuring, so delegation to the Director of Resources will be sought from Council for authority to finalise changes relating to this and the reallocation of support service and central costs, in accordance with the CIPFA Best Value Accounting Code of Practice and the Service Reporting Code of Practice for Local Authorities (SeRCOP).

## Revised Budget 2011/12

3.7 The following table sets out the proposed revised revenue budget for this portfolio in comparison with the September 2011 budget.

**Table 1: Revised Budget 2011/12**

<b>Total Net Budget</b>	<b>2011/12 Budget Sept 2011 £</b>	<b>2011/12 Revised Budget Jan 2012 £</b>	<b>Variation Increase/ (Decrease) £</b>
<b>Strategy &amp; Climate Change Portfolio</b>	<b>3,147,140</b>	<b>3,496,320</b>	<b>349,180</b>
<b>Variation represented by:</b>			
<u>Technical Adjustments</u>			
Depreciation adjustments			14,380
Support Service/Rechargeable cost centres – recharge adjustments			80,550
RB2955 Insurance – cash limit adjustment (from Customer & Support Services)			200,000
Other / cash limit adjustments			129,500
* Total (Savings) / Bids (as per Appendix A)			<b>(75,250)</b>
<b>Total Variance</b>			<b>349,180</b>

3.8 On 23 February 2012, Council will consider for approval the revised budget proposals for this portfolio. The table above demonstrates, after budget transfers, a net increase in the use of reserves of £349,180 (offset by reductions in other Portfolios which recharge to this) compared to the position at September 2011. See Appendix A for further details of amended budget proposals/changes.

## Review of Charges

3.9 There is no proposed review of charges requiring approval for Strategy & Climate Change Portfolio.

## Budget 2012/13

- 3.10 A summary of the proposed budget for 2012/13 for this portfolio is shown in Table 2. This includes the effects of the proposed savings and unavoidable bids together with the impact of the proposed new charges.
- 3.11 The proposed savings and unavoidable bids, identified during the budget process to date, are detailed in Appendix C.

### Service Reviews

- 3.12 The anticipated net savings resulting from service reviews are shown in Table 2 and detailed in Appendix C.

### Overall Revenue Budget Position

- 3.13 The approved budget proposals for this portfolio will be submitted to the meeting of Strategy & Resources Scrutiny Committee on 16 January 2012 and for consideration by the Executive at its meeting on 19 January 2012.
- 3.14 An overall summary of the budget proposals, as set out in this report, is shown below.

**Table 2: Overall Budget Proposals**

Savings and Bids	2012/13 Budget £	2013/14 Forecast £
<b>Savings:</b>		
Service Reviews	(0)	(0)
Other	(44,950)	(64,050)
<b>Total</b>	<b>(44,950)</b>	<b>(64,050)</b>
<b>Bids:</b>		
Unavoidable	18,700	18,700
Other	0	0
<b>Total</b>	<b>18,700</b>	<b>18,700</b>
<b>Net savings/bids (see Appendix C)</b>	<b>(26,250)</b>	<b>(45,350)</b>
<b>External Funding Bids</b>	<b>0</b>	<b>0</b>
<b>Priority Policy Fund (PPF) Bids (see Appendix E)</b>	<b>27,500</b>	<b>7,000</b>

## **Capital – 2011/12 Revised Budget, Capital Bids and 2012/13 Proposed Budget**

- 3.15 Appendix G shows the latest position against the 2011/12 Capital & Revenue Projects Plan at September 2011 for projects within the Strategy & Climate Change Portfolio, with variances explained in detail in the accompanying notes. The variance of (£224,000) relates to cancelling Solar PV panel installation and returning the funding as detailed in Appendix H, item C2982.
- 3.16 Appendix H details the schemes, which have been identified as possible bids for the Capital & Revenue Projects Plan.
- 3.17 Section 6 of the Medium Term Strategy, approved in October 2011, highlighted the need to review current Hold List items. There are currently no items on the Hold List for this portfolio.
- 3.18 Appendix J shows the Capital & Revenue Projects Plan for all the projects within this committee's portfolio (including any approvals since the MTS was published in October 2011, but before any changes arising in paragraphs 3.15, 3.16 and 3.17 above).

### **Public Consultation**

- 3.19 For a number of years the Council's budget process has included consultation with the citizens of Cambridge to find out which services were most important to residents and what they thought spending and savings priorities should be for the coming budget year.
- 3.20 We have used a mixture of surveys and workshops to build up trend data on the views of residents about spending and saving priorities and have found that views have been quite consistent over time.
- 3.21 The 2011 survey was undertaken as part of the wider Citizens Survey by BMG Research Ltd on behalf of Cambridge City Council. It was conducted by means of a postal questionnaire with 801 randomly selected residents. Questions covered the level of Council Tax, identification of those service areas that are most important and those that are less important, and those services that it was felt that the Council should not provide at all.
- 3.22 In broad terms the results reflect previous surveys - respondents placed greatest importance on our core services: collecting rubbish from properties within the City (73%), cleaning the streets and public places and removing graffiti (36%) and collecting recyclable items from properties within the City (34%)
- 3.23 They also placed high importance on working with the police to tackle anti-social behaviour (35%), providing community service for older people (31%) and managing and maintaining the City's parks and open spaces (28%)
- 3.24 As previously, results showed that residents placed least importance on managing ticketed events and free events, such as running the Corn Exchange (27%), providing events such as the Folk Festival, Big Weekend and Bonfire Night (24%)

3.25 With regard to the level of Council Tax, respondents were split as to the approach to be taken, answers were:

- “Cambridge City Council should charge for more services so they don’t have to increase Council Tax by more than inflation” (31%)
- “It is important for Cambridge City Council not to increase Council tax, even if this means a reduction in the levels of service” (31%)
- “It is important for Cambridge City Council to maintain current levels of service, even if this means increasing Council Tax” (24%)

## 4. Implications

All budget proposals have a number of implications. A decision not to approve a revenue bid will impact on managers’ ability to deliver the service or scheme in question and could have staffing, equal opportunities, environmental and/or community safety implications. A decision not to approve a capital or external bid will impact on managers’ ability to deliver the developments desired in the service areas.

### (a) Financial Implications

Financial implications of budget proposals are summarised in Table 2 above (see also Budget Setting Report 2012/13 – Council 23 February 2012).

### (b) Staffing Implications

See text above.

### (c) Equal Opportunities Implications

An Equality Impact Assessment has not been conducted on these items. A consolidated Assessment for the Council’s Budget Setting Report will be submitted to the Executive at its meeting on 19 January 2012.

### (d) Environmental Implications

Where relevant, officers have considered the environmental impact of budget proposals which are annotated as follows:

- +H / +M / +L: to indicate that the proposal has a high, medium or low positive impact.
- Nil: to indicate that the proposal has no climate change impact.
- -H / -M / -L: to indicate that the proposal has a high, medium or low negative impact.

(e) **Consultation**

As outlined in 3 above, budget proposals are based on the requirements of statutory and discretionary service provision. Public consultations are undertaken throughout the year, a full list can be seen at:

<http://www.cambridge.gov.uk/ccm/content/consultations/2011-consultations.en>

(f) **Community Safety**

See text above.

## 5. **Background papers**

These background papers were used in the preparation of this report:

- Medium Term Strategy 2011
- Budget Papers 2012/13

## 6. **Appendices**

In this Report:

- Appendix A – 2011/12 Revised Budget Items
- Appendix B \* – Review of Charges (2012/13)
- Appendix C – Savings and Bids (2012/13 to 2015/16)
- Appendix C (a)\* – Non Cash Limit Adjustments (2012/13 to 2015/16)
- Appendix D \* – Bids to Existing or External Revenue Funding
- Appendix E – Priority Policy Fund (PPF) Bids (2012/13 to 2015/16)
- Appendix F \$ – Revenue Budget 2011/12 to 2013/14
- Appendix G – Capital Budget 2011/12
- Appendix H – Capital Bids (2011/12 to 2015/16)
- Appendix I \* – Hold List
- Appendix J – Revised Capital & Revenue Projects Plan
- Appendix K \* – Project Appraisals
- Appendix L \* – Earmarked Reserves

\$ = Service analysis not being presented at portfolio level

\* = Not applicable for this Portfolio.

## 7. **Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

Authors' Name: John Harvey  
Authors' Phone Number: 01223 - 458143  
Authors' Email: john.harvey@cambridge.gov.uk



Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Strategy &amp; Resources - Strategy &amp; Climate Change</b>					
<b>Revised Budget</b>					
RB2741	<b>In year savings from Corporate Marketing cost centre</b>	(6,000)	Yes	(4,500)	Ashley Perry
	<i>In-year savings arising from the renegotiation of supplier contracts for the production of Cambridge Matters magazine and the conversion of the staff newsletter from a printed to electronic format [See also S2777]</i>				
RB2742	<b>One off reduction in Corporate Strategy Administration salary and operating costs in 2011</b>	(15,000)	No	0	Frances Barratt
	<i>Small adjustment to requirements for corporate strategy administration in 2011 (01007). [See also S2748]</i>				
RB2825	<b>Salary savings on Strategy Officer and savings on consultants and professional fees</b>	(20,000)	Yes	(3,000)	David Kidston
	<i>It is proposed to revise the Corporate Performance budget (01005) to reflect: savings in salary and associated pension and National Insurance costs resulting from a vacancy in the Strategy Officer post in Strategy and Partnerships for a number of months; and an underspend on consultants and professional fees associated with monitoring corporate performance. This has no implications for service delivery, as the Strategy Officer post was filled in July 2011 and a corporate performance management system is being developed and implemented using existing staff resources in the Strategy and Partnerships team. [See also S2839]</i>				
RB2826	<b>Savings on Corporate Policy budget</b>	(26,500)	Yes	(11,880)	David Kidston
	<i>It is proposed to revise the Corporate Policy budget (01006) to reflect: savings in salary and associated pension and National Insurance costs resulting from a vacancy in the Strategy and Partnerships Manager post; a reduction in the Corporate Policy Books and Publications budget to reflect decreasing expenditure over the past 5 years; underspend on the corporate consultation programme; and a reduced contribution to the Citizen Surevy holding account (01079). This will not impact on service delivery, as a new Strategy and Partnerships Manager is in post, an increasing number of policy publications and documents that the team needs are available free of charge online, and no major corporate consultations are anticipated in the remainder of 2011/12 [See also S2840]</i>				
RB2827	<b>Savings on employers pensions contributions</b>	(4,500)	No	0	David Kidston
	<i>Employee is not currently a member of the Local Government Pension Scheme, so it is proposed to revise the budget to reflect the resultant underspend on employers pensions contributions under cost code 27700.</i>				



Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Strategy &amp; Resources - Strategy &amp; Climate Change</b>					
RB2828	Saving on core funding for Travel for Work partnership	(3,250)	Yes	(5,750)	David Kidston
<u>[As agreed at Environment scrutiny committee in January 2011. [See also S2841]]</u>					
<b>Total Revised Budget</b>		<b>(75,250)</b>		<b>(25,130)</b>	
<b>Total Strategy &amp; Resources - Strategy &amp; Climate Change</b>		<b>(75,250)</b>		<b>(25,130)</b>	

## 2012/13 Budget - Bids &amp; Savings

Appendix: Page 1 of 3

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Strategy &amp; Climate Change

## Savings

S2745	Corporate Management - Review of corporate subscriptions	0	(11,000)	(11,000)	(11,000)	(11,000)	Antoinette Jackson	
[Reduction in corporate subscription rates to external organisations]								
S2746	Corporate Marketing ongoing savings	0	(4,500)	(4,500)	(4,500)	(4,500)	Ashley Perry	
[Ongoing savings arising from the renegotiation of supplier contracts for the production of Cambridge Matters magazine and reductions in photography and publicity budgets]								
S2748	Reduction in operating costs for corporate strategy	0	(1,870)	(1,870)	(1,870)	(1,870)	Frances Barratt	
[Small reduction in operating costs, ongoing, for corporate strategy administration [See also RB2742]]								
S2839	Savings on consultants and professional fees	0	(3,000)	(3,000)	(3,000)	(3,000)	David Kidston	
[Revision to the Corporate Performance budget to reflect a reduction in anticipated expenditure on consultants and professional fees associated with monitoring corporate performance. This will not have a negative impact on service delivery, as a corporate performance management system is being developed and implemented using existing staff resources in the Strategy and Partnerships team and an online performance benchmarking system is being developed by the Local Government Group which the Council will be able to use free of charge. [See also RB2825]]								
S2840	Saving to Corporate Policy budget	0	(11,880)	(11,880)	(11,880)	(11,880)	David Kidston	
[It is proposed to revise the Corporate Policy budget to reflect; a reduction in the Books and Publications budget to reflect decreasing expenditure over the past 5 years; a reduction in demand for corporate interpreting services over the past 5 years; and anticipated reduced expenditure on the corporate consultation programme. This will not impact on service delivery because: an increasing number of policy publications and documents are available free of charge online; the total budget for corporate interpreting services will still be higher than total expenditure for the past 3 years; and the revised budget for corporate consultation is sufficient to meet expected activity. [See also RB2826]]								

## 2012/13 Budget - Bids &amp; Savings

Appendix: Page 2 of 3

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Strategy &amp; Climate Change

S2841	Ongoing Saving on core funding for Travel for Work partnership	0	(5,750)	(5,750)	(5,750)	(5,750)	David Kidston	
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[As agreed at Environment scrutiny committee in January 2011. [See also RB2828]]

S2964	Voltage Optimisation Roll Out - Non-Housing Properties	0	0	(4,100)	(4,100)	(4,100)	David Kidston	
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[Following the successful trial of voltage optimisation technology at the Guildhall, this project is to supply and install the technology on a further 2 non-housing sites. Through reduced electricity use, the project is expected to achieve annual savings from the General Fund of £4,100 pa. [See also C2736]]

S2967	Savings from installation of solar thermal panels and/or energy efficiency measures on non-housing Council properties.	0	0	(15,000)	(15,000)	(15,000)	David Kidston	
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[Revenue generated from feed in tariffs and energy bill savings from installation of solar thermal panels on 3 non housing Council properties (C2966) to reduce the Council's carbon footprint. Savings have been calculated net of maintenance costs and are anticipated for the full 20 year lifetime of the feed in tariff scheme and would increase with rising gas prices. [See also C2966]]

S2968	Employee costs reduced	0	(5,600)	(5,600)	(5,600)	(5,600)	Frances Barratt	
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[Saving arising from filling a vacant post at a lower salary]

S2969	Cash limit Sustainable City Grants	0	(1,350)	(1,350)	(1,350)	(1,350)	Jackie Hanson	
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[Cash limit Sustainable City Grants at £50,000 per annum.]

<b>Savings</b>		<b>0</b>	<b>(44,950)</b>	<b>(64,050)</b>	<b>(64,050)</b>	<b>(64,050)</b>		
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## 2012/13 Budget - Bids &amp; Savings

Appendix: Page 3 of 3

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Strategy &amp; Climate Change

## Unavoidable Revenue Bids

UR2984	Loss of savings (income) expected from cancelled installation of solar PV panels	0	18,700	18,700	18,700	18,700	Andrew Limb	U
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[A capital scheme to introduce Solar PV panels was proposed in 2011/12 budget (C2656). Following a reduction in the return from the Feed In Tariff scheme, this project has now been cancelled. (see bids C281, C2736, C2807 and C2966, and S2964 and S2967, for new renewables and energy efficiency projects and savings) [See also C2982]

<b>Unavoidable Revenue Bids</b>	<b>0</b>	<b>18,700</b>	<b>18,700</b>	<b>18,700</b>	<b>18,700</b>
<b>Strategy &amp; Resources - Strategy &amp; Climate Change</b>	<b>0</b>	<b>(26,250)</b>	<b>(45,350)</b>	<b>(45,350)</b>	<b>(45,350)</b>
<b>Report Total</b>	<b>0</b>	<b>(26,250)</b>	<b>(45,350)</b>	<b>(45,350)</b>	<b>(45,350)</b>

## 2012/13 Budget - Priority Policy Fund, PPF

Appendix: Page 1 of 1

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Strategy &amp; Climate Change

## PPF Bids

PPF2735	Head of Corporate Strategy	0	27,500	7,000	0	0	Antoinette Jackson	H
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The post of Head of Corporate Strategy was originally recruited as a two-year fixed term post due to end in November 2012. The post manages the Strategy and Partnerships team, Democratic Services and Corporate Marketing and supports the Strategic Leadership team to deliver on corporate projects and strategy development. Given the extent of change the organisation still needs to manage over the next two years this bid seeks to extend the post until the end of April 2013.

PPF Bids	0	27,500	7,000	0	0
Strategy & Resources - Strategy & Climate Change	0	27,500	7,000	0	0
Report Total	0	27,500	7,000	0	0

## Strategy &amp; Climate Change Portfolio / Strategy &amp; Resources Scrutiny Committee

## 2011/12 Capital Budget Position

Capital Ref	Description	Lead Officer	Original Budget 2011/12		Current Budget 2011/12	Spend to end September 2011		Anticipated Spend October 2011 to March 2012		Anticipated Variance	Re-phase Spend		Forecast Over / (Under) Spend		Comments
			£000	£000		£000	£000	£000	£000		£000	£000			
SC504	Solar PV Panel Installation	B Hadfield	224	224	224	0	0	0	0	(224)	0	0	(224)		Following a reduction in the return from the Feed In Tariff scheme this project is now cancelled (see budget proposal C2982)
<b>Total Projects</b>			<b>224</b>	<b>224</b>	<b>224</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(224)</b>	<b>0</b>	<b>0</b>	<b>(224)</b>		
<b>Total for Strategy &amp; Climate Change Portfolio</b>			<b>224</b>		<b>224</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(224)</b>	<b>0</b>	<b>0</b>	<b>(224)</b>		

## 2012/13 Budget - Capital Bids &amp; Funding

Appendix: Page 1 of 2

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Strategy &amp; Resources - Strategy &amp; Climate Change

## Capital Bids

## Bids requiring funding

C2966	Installation of solar thermal panels and/or energy efficiency measures on non-housing properties.	0	140,000	0	0	0	David Kidston	H
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## Requirement for Capital Funding (included Above)

0	140,000	0	0	0
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Installation of solar thermal panels on non-housing properties to reduce the Council's carbon footprint and generate a 20 year financial return on investment from Government's Clean Energy Cash Back scheme. This investment will generate income from feed in tariffs and energy bill savings from installation of solar thermal panels on 3 non housing Council properties to reduce the Council's carbon footprint. Savings have been calculated net of maintenance costs and are anticipated for the full 20 year lifetime of the feed in tariff scheme and would increase with rising gas prices. [See also S2967]

C2982	Cancellation of Solar PV panel installation	0	(224,000)	0	0	0	Andrew Limb	H
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## Requirement for Capital Funding (included Above)

0	(224,000)	0	0	0
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A capital scheme to introduce Solar PV panels and other energy initiatives was proposed in 2011/12 budget (C2656). Following a proposed reduction in the Government's Feed in Tariff, the expected internal rate of return on this project fell to 2% - the Council can achieve a significantly higher rate of return by investing in solar thermal panels and/or energy efficiency measures, hence the cancellation of this project. See bids C281, C2736, C2807 and C2966, and S2964 and S2967, for new renewables and energy efficiency projects and savings. [See also UR2984]

<b>Total Bids requiring funding</b>		0	(84,000)	0	0	0		
<b>Requirement for Funding : Bids requiring funding</b>		0	(84,000)	0	0	0		

## 2012/13 Budget - Capital Bids &amp; Funding

Appendix: Page 2 of 2

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Strategy &amp; Resources - Strategy &amp; Climate Change

## Bids to existing funding

C2736	Voltage Optimisation Roll Out	0	32,700	0	0	0	David Kidston	H
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## Requirement for Capital Funding (included Above)

0	0	0	0	0
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Following the successful trial of voltage optimisation technology at the Guildhall, this project is to supply and install the technology on a further 2 sites. The total project cost will be funded from the Climate Change Fund - this is not a bid for additional funding from Reserves. Through reduced electricity use, the project is expected to achieve annual savings of £4,000 pa (see the separate savings proposal) and 35 tonnes of CO2. [See also S2964]

<b>Total Bids to existing funding</b>	<b>0</b>	<b>32,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirement for Funding : Bids to existing funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Strategy &amp; Resources - Strategy &amp; Climate Change</b>	<b>0</b>	<b>(51,300)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirement for Funding : Strategy &amp; Resources - Strategy &amp; Climate Change</b>	<b>0</b>	<b>(84,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>



Capital-GF Projects											
Capital Ref - Cost Centre	Description	Lead Officer	Capital Scheme Approval (£000's)	Spend in Prior Years (£000's)	Current Year Budget (£000's)	2012/13 (£000's)	2013/14 (£000's)	2014/15 (£000's)	2015/16 (£000's)	Spend this year to end Sept 2011 (£000's)	Comments
SC504 - 36015	Solar PV Panel Installation	B Hadfield	224	0	224	0	0	0	0	0	Approved by Council 17.2.11, £224k funded from Reserves.
	Capital-GF Projects		224	0	224	0	0	0	0	0	
<b>TOTAL CAPITAL PLAN</b>			224	0	224	0	0	0	0	0	

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To: Executive Councillor for Strategy / Leader:  
Councillor Sian Reid  
Report by: Director of Resources  
Relevant scrutiny committee: Strategy & Resources 16 Jan 2012  
Wards affected: All Wards

## **Budget-Setting Report (BSR) - Revenue and Capital Budgets:**

- 2011/12 (Revised)
  - 2012/13 (Budgets) and 2013/14 (Forecast)
- 

### **Key Decision**

#### **1. Executive summary**

##### **Overview of Budget-Setting Report**

- 1.1 At this stage in the 2012/13 budget process the range of assumptions on which the Medium Term Strategy (MTS) was based need to be reviewed, in light of the latest information available, to determine whether any aspects of the strategy need to be revised. This will then provide the basis for the finalisation of the 2011/12 revised and 2012/13 budgets.
- 1.2 The Budget-Setting Report, which is attached, provides an overview of the review of the key assumptions. It sets out the key parameters for the detailed recommendations and budget finalisation to be made at the meeting of the Executive on 19 January 2012.
- 1.3 The recommendations that follow refer to the strategy outlined in the BSR.
- 1.4 The BSR confirms that the key parameters set in the MTS, that was approved by Council in October 2011, can be achieved in setting the 2012/13 Budget.
- 1.5 This report recommends the approval of capital bids and funding proposals presented.
- 1.6 The Executive, at its meeting on 19 January 2012, will consider the detailed revenue bids and savings which have been proposed by Executive Councillors for their individual portfolios.
- 1.7 The Executive will make final budget recommendations to Council, for consideration at its meeting on 23 February 2012.

## 2. Recommendations

The Executive Councillor is recommended to:

### **General Fund Revenue Budgets and Cash Limit / Savings Target:** *[Section 4, page 30 refers]*

#### **Budget 2011/12:**

- a) Approve, with any amendments, the revised budget items shown in Appendix D (page 75)
- b) Approve, with any amendments, the overall revised budget for 2011/12, as shown in Section 4 (page 30) and Appendix G(a) (page 109) for General Fund Services.

#### **Budget 2012/13:**

- c) Agree any recommendations for submission to the Executive in respect of:
  - Bids to be funded from External or Earmarked Funds [Appendix H, page 112, refers]
  - Non Cash Limit items [Appendix E, page 86 refers]
  - Revenue Savings and Bids [Appendix F, page 87 refers]
  - Priority Policy Fund (PPF) Bids [Appendix I(a), page 116 refers] – based on the position as outlined in Section 4 (page 37 refers).
- d) Recommend to Council the Council Tax base, as set out in Appendix C (a) (page 74), and the level of Council Tax for 2012/13, based on a 99% collection rate [Section 3, page 27 refers].
- e) Recommend to Council to approve:
  - (i) the Prudential Indicators as set out in Appendix T(a) (page 193 refers) and to confirm that the “Authorised Limit” determined for 2012/13 will be the statutory limit determined under section 3 of the Local Government Act 2003.
  - (ii) to delegate to the Director of Resources, within the borrowing totals for any financial year within (i) above, to effect movement between the separately agreed figures for ‘borrowing’ and ‘other long term liabilities’.
  - (iii) the Treasury Management Annual Borrowing and Investment Strategies set out in Appendices T(b) (page 199 refers) and T(c) (page 201 refers), particularly:
    - to increase the maximum sum that can be invested with HSBC Bank Plc from £12m to £16m.

- to amend the limit for a single named institution from £6m to £10m; (retaining the existing maximum sum which may be invested with counterparties belonging to the same company group at 1.5 times the level for a single named institution); and
  - to have the flexibility to use other financial means available to the Council, such as bank call accounts, notice accounts, money market funds, treasury bills and gilts. However, use of such financial instruments would be subject to an assessment in conjunction with the Council's treasury management advisors (Sector) to ensure that it would not prejudice the council's deposit priorities.
- (iv) amendments to the Council's Approved Lending (Revised Counterparty) List, shown in Appendix T(c), Annex 3 (page 210 refers)
- f) Delegate to the Director of Resources authority to finalise changes relating to the corporate and departmental restructuring and any reallocation of support service and central costs, in accordance with the CIPFA Best Value Accounting Code of Practice and the Service Reporting Code of Practice for Local Authorities (SeRCOP).

**Capital: [Section 6, page 47 refers]**

*Capital & Revenue Projects Plan: [section 6, page 50]*

- g) Approve the following project appraisals, that have been referred by Executive Councillors:

**From the Executive Councillor for Arts, Sport and Public Spaces:**

- (i) Cherry Hinton Hall Grounds improvements
- (ii) Coleridge Recreation Ground improvements

**From the Executive Councillor for Community Development & Health:**

- (i) Centre at St Paul's – Redevelopment of the main hall
- (ii) Clay Farm Community Centre  
(separate Report on CD&H agenda)

**From the Executive Councillor for Housing:**

- (i) Energy Efficiency Grant
- (ii) Landlord Accreditation Grant

**From the Executive Councillor for Environmental & Waste Services:**

- (i) Vehicle replacements 2012/13

### **From the Executive Councillor for Customer Services and Resources:**

- (i) Content Management System Replacement
  - (ii) Introduction of a metered electricity supply on Cambridge Market
  - (iii) Electronic Market Management System
- h) Agree any recommendations to the Executive in respect of the bids outlined in Appendix O(a) (page 159) for approval to include in the Capital Plan, or put on the Hold List, including any additional use of reserves required.

### **From the Executive Councillor for Planning and Sustainable Transport:**

Approve the removal of item H28 – Park Street Car Park, as identified in Appendix P (page 182 refers, from the Council's Hold List, for submission to the Executive.

- i) Agree the Capital & Revenue Projects Plan , as shown in Appendix M (page 141) for the General Fund (which will be updated to incorporate rephasing, new bids and the above recommendations) and Appendix S (*to be included in Version 3 – see Note*) for the Housing Capital Investment Programme.

*Note that revised Housing Capital Investment Plan for 2011/12 to 2016/17, will be presented to the special joint Housing Management Board and Community Services on 8<sup>th</sup> February 2012, to include the impact of in year savings in capital budgets, re-allocation of budgets for decent homes works, rephasing of existing projects and schemes and incorporation of capital bids (as detailed in Appendix O(b), page 177 refers).*

- j) Note the impact of revenue and capital budget approvals and approve the resulting level of reserves to be used to:
- (i) support the 2011/12 budget
  - (ii) support the 2012/13 and future years budgets.  
[Appendix G(c), page 111 refers]

### **3. Implications**

All budget proposals have a number of implications. A decision not to approve a revenue bid will impact on managers' ability to deliver the service or scheme in question and could have staffing, equal opportunities, environmental and/or community safety implications. A decision not to approve a capital or external bid will impact on managers' ability to deliver the developments desired in the service areas.

#### **(a) Financial Implications**

The financial implications are outlined in the attached Budget Setting Report 2012/13

#### **(b) Staffing Implications**

See text above

(c) **Equal Opportunities Implications**

An Equality Impact Assessment is included at Appendix W in the attached Budget Setting Report 2012/13

(d) **Environmental Implications**

Where relevant, officers have considered the environmental impact of budget proposals which are annotated as follows:

- +H / +M / +L: to indicate that the proposal has a high, medium or low positive impact.
- Nil: to indicate that the proposal has no climate change impact.
- -H / -M / -L: to indicate that the proposal has a high, medium or low negative impact.

(e) **Consultation**

As outlined in 3 above, budget proposals are based on the requirements of statutory and discretionary service provision. Public consultations are undertaken throughout the year, a full list can be seen at:

<http://www.cambridge.gov.uk/ccm/content/consultations/2011-consultations.en>

(f) **Community Safety**

See text above.

**4. Background papers**

These background papers were used in the preparation of this report:

- Budget files: Revised 2011/12 and Original 2012/13.

**5. Appendices**

In this Report:

- Budget-setting Report Version 1, January 2012 (covering 2011/12 to 2015/16)

**6. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

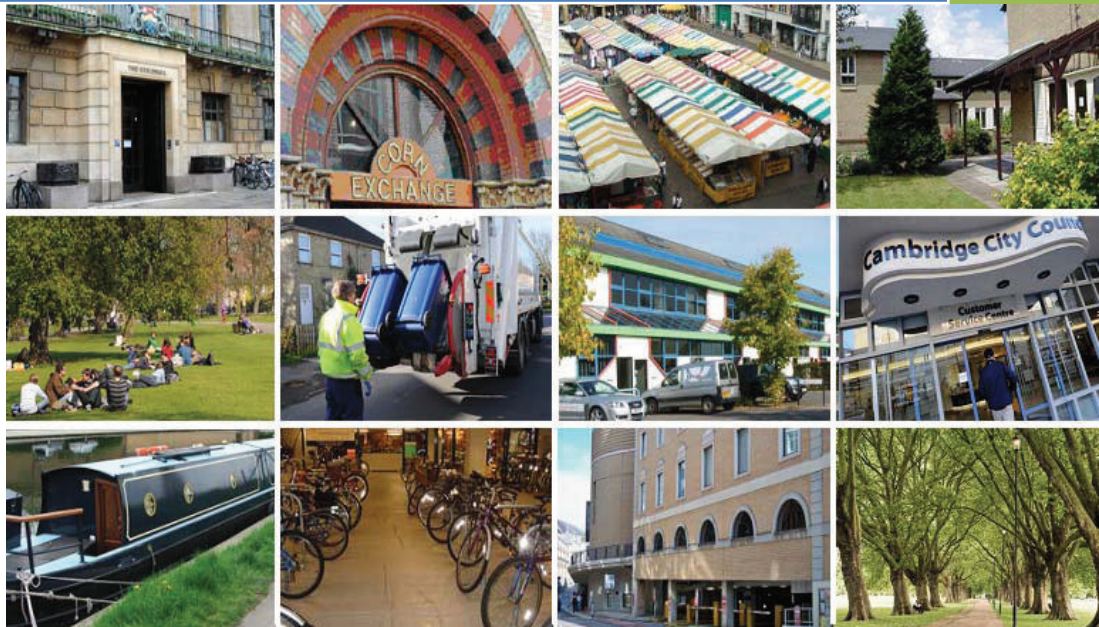
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Version 1  
Strategy &  
Resources

# Budget Setting Report



February  
2012

2011/12 to 2015/16

Cambridge City Council



# Version Control

	Version No.	Revised version / updates for:	Content
Current	1	Strategy & Resources Scrutiny Committee (16 January 2012)	Initial budget overview and budget proposals
	2	Executive (19 January 2012)	Details of Final Local Government Finance Settlement Equalities Impact Assessment Proposals of Executive
	3	Special Strategy & Resources Scrutiny Committee (3 February 2012)	HRA position following the Final HRA Subsidy Determination  Amendments to Executive proposals  Minority Group budget amendment proposals
	4	Council (23 February 2012)	Final Proposals to Council including Director of Resources section 25 report and risk assessment,
	5	<b>FINAL</b>	Approved Budget for 2012/13 and forward projections

## Precept Setting Dates

Cambridgeshire Police Authority	Cambridgeshire Fire Authority	Cambridgeshire County Council
9 February 2012	16 February 2012	21 February 2012

# Cambridge City Council Budget Setting Report 2012/13

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# Section 1

## Introduction

## Purpose, Scope and Key Dates

### Purpose

At its meeting on 20 October 2011, the Council gave consideration to the budget prospects for the General Fund and Housing Revenue Account (HRA) for 2012/13 and future years in light of local and national policy priorities and the implications for public sector funding of the current economic climate. The approved Medium Term Strategy (MTS) set out the agreed financial strategy for the Council, and confirmed the framework for the detailed budget work to develop proposals for the 2012/13 budget, as part of the corporate decision-making cycle.

At this stage in the process, the range of assumptions on which the MTS was based need to be reviewed in light of the latest information available to determine whether any aspects of the strategy need to be revised. This will then provide the basis for the finalisation of the budget and setting the Council Tax for 2012/13.

This document provides an overview of the review of the key assumptions that has been undertaken, and sets the key parameters for the consideration of detailed recommendations and budget finalisation to be made at the meeting of the Executive on 19 January 2012.

### Scope

The Budget Setting Report is designed to provide an integrated view of the whole of the Council's finances and outlook. It covers both revenue and capital spending by the Council, 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.

As with the MTS, a key aspect of the detailed budget work has been risk assessment and management. In order to ensure that the Council's financial position and risks are

appropriately managed over the medium and longer-term, within the financial projections, the following modelling periods have been adopted :

For the ...	Period	Purpose / Use
MTS & budget	5 years	Detailed budget & Council Tax setting
Longer-term projections	25+ years	Demonstrate long-term effects & thus sustainability

The 5-year forecast period includes a review of the current year budget position, a detailed projection for the following year and forward projections for the following three years, to demonstrate the full-year effects of budget proposals and decisions.

The full 25-year model for the General Fund and 30-year business model for the HRA are not shown in detail within the MTS or this report, however, any significant longer-term implications are highlighted as appropriate.

Sensitivity analysis of key factors is undertaken, as part of both the MTS and budget setting processes to ensure that effective contingency plans are available to the Council and that the appropriate levels of reserves can be maintained.

## Key Dates

The financial planning and budget preparation timetable is shown in detail in Appendix A. The key member decision-making dates are as follows:

Date	Task
<b>2011</b>	
September 12	The Executive recommends MTS to Council
October 20	Council approves Medium Term Strategy 2011/12 to 2015/16
<b>2012</b>	
January 16	Strategy & Resources Scrutiny Committee considers Budget Setting Report (BSR)
January 19	The Executive recommends Budget Setting Report to Council
February 3	Special Strategy & Resources Scrutiny Committee considers any budget amendment proposals
February 23	Council approves the budget and sets the Council Tax for 2012/13



# Review of Key Factors

The MTS agreed a base position, for detailed budget work, of the 2011/12 budget inflated to 2012/13 prices and adjusted for known / approved changes.

## For the General Fund the approved budget strategy included:

- The identification of overall savings requirements over the period 2012/13 to 2015/16 of £5,163m and projected net savings from service reviews of £1.733m giving remaining savings requirements as set out in the table below:

Factor	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Net Savings Requirement	1,242,000	1,287,860	1,683,310	950,000
Projected Net savings from Service Reviews	(1,250,000)	(440,000)	(43,000)	0
<b>Net Savings Requirement - sources still to be identified</b>	<b>(8,000)</b>	<b>847,860</b>	<b>1,640,310</b>	<b>950,000</b>

- An objective to seek to reduce the Net Savings Requirement for future years, in addition to meeting the requirement for the budget year, where possible.
- That the MTS assumption of a 2% per annum increase in Council Tax from 2012/13 would be reconsidered at budget setting stage, in the light of the Local Government Finance Settlement announcement and any Government scheme for 2012/13.
- That the target level of reserves continues at £5m with a minimum working balance set at £1.5m.
- That an annual sum of £1.38m of General Fund Reserves continues to be made available to support funding of the Capital and Revenue Projects Plan in 2012/13 and future years.
- A need to identify the potential for additional funding for capital spending, in light of a number of potential pressures; including the refurbishment works to Park Street Car park (on the Hold List).

- Provision of a priority policy fund in 2012/13 and future years at the level of £500,000.

### **For the Housing Revenue Account (HRA) the approved strategy included:**

- That initial preparatory work on the 2012/13 budget would be undertaken based on a savings requirement of 3% of controllable general management expenditure but recognising that this might need to be reviewed in light of the emerging self-financing position.
- That repairs expenditure would be reduced proportionally to reflect anticipated reductions in stock.
- That a sustainable budget position is sought, with anticipated use of £500,000 per annum of HRA reserves, to support investment in the housing stock, until the target level of reserves is achieved.
- A minimum working balance for reserves of £1m, with a medium-term target of £3m.
- Provision of a priority policy fund in 2012/13 and future years at the level of £75,000 with any savings identified above target being used to increase this funding.

However, it should be noted that the initial budget strategy for the HRA was based on the old housing subsidy arrangements which are to be replaced by a new HRA Self-Financing regime with effect from 1 April 2012. Work on preparing a detailed 30-year business plan and detailed asset management strategy, under the new arrangements, is at an advanced stage and these plans together will inform the final budget proposals for the HRA, both revenue and capital.

### **Key factors for review**

This report reviews the key factors as follows:

<b>Factor</b>	<b>Section</b>	<b>Notes</b>
<b>Policy Context for budget setting</b>	2	
<b>General Fund Resources:</b>		
Local Government Finance Settlement - Formula Grant	3	Based on Provisional Settlement announcement (expected late November/early December)
Other Government Grants	3	Based on latest information available
Earmarked Funds	3	Latest projections of key funds and new items seeking funding approval

Factor	Section	Notes
Council Taxbase	3	Based on October 2011 actual tax base return and latest housing growth projections
<b>General Fund Spending Proposals:</b>		
2011/12 Revised Budget	4	Based on January 2012 scrutiny committee reports
Post MTS Approvals	4	Based on decisions made under urgency powers and those proposed in the January 2012 cycle of meetings
2012/13 Budget Proposals including:		
Non-cash limit items	4	Based on latest projections / detailed estimates
Bids and savings proposals	4	Based on January 2012 scrutiny committee reports
Overall position against savings targets	4	Based on January 2012 scrutiny committee reports
PPF bids and availability of funding for future years	4	Revised projections of funding available in light of overall General Fund position
<b>Housing Revenue Account</b>	5	Based on January 2012 Housing Management Board

# Section 2

## Local & National Policy Context

### Review of Local Policy Context

As set out in the MTS, the local policy context and priorities for the Council are agreed in May each year through the adoption by Council of an Annual Statement. The Annual Statement approved in May 2011, confirmed a 'Vision for the City' and agreed how the Council would work towards meeting the vision during 2011/12 and beyond. Since then, some changes have been recommended by the Executive to the wording of the Council's Vision for the City. These changes emphasise the Council's desire to protect vulnerable and disadvantaged residents and recognise the broader base of Cambridge's economic growth. The new version is set out below for approval by Council.

### Our Vision

The Council has a clear vision for the future of our city, a vision which we share with Cambridge citizens and with partner organisations.

#### **Cambridge – where people matter**

- A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing.
- A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives.
- A city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all.

#### **Cambridge – a good place to live, learn and work**

- A city which recognises and meets needs for housing of all kinds – close to jobs and neighbourhood facilities.

- A city which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts with generous urban open spaces and well-designed buildings.
- A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery.
- A city where getting around is primarily by public transport, bike and on foot.

#### **Cambridge – caring for the planet**

- A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution.

# Public Budget Consultation and Mapping Disadvantage

There are two key pieces of work which have been undertaken by the Council following the publication of the September 2011 MTS which provide important context for budget decision-making, and the latest information is summarised below.

## Public Budget Consultation

For a number of years the Council's budget process has included consultation with the citizens of Cambridge to find out which services were most important to residents and what they thought spending and savings priorities should be for the coming budget year.

We have used a mixture of surveys and workshops to build up trend data on the views of residents about spending and saving priorities and have found that views have been quite consistent over time.

The 2011 survey was undertaken as part of the wider Citizens Survey by BMG Research Ltd on behalf of Cambridge City Council. It was conducted by means of a postal questionnaire with 801 randomly selected residents. Questions covered the level of Council Tax, identification of those service areas that are most important and those that are less important, and those services that it was felt that the Council should not provide at all.

The questions posed and results are summarised below, with further details provided at Appendix Z.

## Summary of Provisional Results (December 2011)

### Mandatory services

**Question** - Please select three services that are **very important** and that should be provided to the highest possible standard.

The three most common responses were:

- Collecting rubbish from properties within the City (73%)
- Cleaning the streets and public places and removing graffiti (36%)
- Collecting recyclable items from properties within the City (34%)

**Question** - Please select three services that are less important and that could be provided at a lower standard to save money.

The three most common responses were:

- Running elections (27%)
- Enforcing standards in privately rented housing (27%)
- Administering Council meetings and supporting Councillors so that they can represent local residents (27%)

### Discretionary services

**Question** - Please select three services that are **very important** and that should be provided to the highest possible standard

The three most common responses were:

- Working with the police to tackle anti-social behaviour (35%)
- Providing community service for older people (31%)
- Managing and maintaining the City's parks and open spaces (28%)

**Question** - Please select three services that are **less important** and that could be provided at a lower standard to save money.

The three most common responses were:

- Running the Corn Exchange (27%)

- Providing events such as the Folk Festival, Big Weekend and Bonfire Night (24%)
- Running the Tourist Information Centre and services for visitors (24%)

**Question** - Please select three services that could be stopped altogether if savings have to be found.

The three most common responses were:

- Managing and maintaining some commercial premises which the Council rent to local businesses (34%)
- Running the Corn Exchange (31%)
- Providing events such as the Folk Festival, Big Weekend and Bonfire Night (30%)

## Level of Council Tax

**Question** - Which of the following statements do you agree with the most?

The responses to this question in rank order were as follows:

- Cambridge City Council should charge for more services so they don't have to increase Council Tax by more than inflation (31%)
- It is important for Cambridge City Council not to increase Council Tax, even if this means a reduction in the levels of service (31%)
- It is important for Cambridge City Council to maintain current levels of service, even if this means increasing Council Tax (24%)
- It is important for Cambridge City Council to improve current levels of service, even if this means increasing Council Tax (13 %)

**Question** - And which statement do you agree with the least?

The responses to this question in rank order were as follows:

- It is important for Cambridge City Council to improve current levels of service, even if this means increasing Council Tax (31%)
- It is important for Cambridge City Council not to increase Council Tax, even if this mean a reduction in the levels of service (24%)
- It is important for Cambridge City Council to maintain current levels of service, even if this means increasing Council Tax (23%)
- Cambridge City Council should charge for more services so they don't have to increase Council Tax by more than inflation (22%)

A report on the full results of the Citizen Survey will be published on the consultation pages of the Councils website in January 2012.

## Mapping Disadvantage

Mapping Poverty reports produced by the Council have looked in-depth at the different types of households claiming Housing Benefit and Council Tax Benefit in Cambridge. This benefit has been used as a proxy indicator of low income.

Mapping Poverty 2011 will be the seventh report to have been prepared. Its findings will be released shortly. The previous reports were provided biannually between 2000 and 2008 and then in 2009, as a special case, near the bottom of the trough of the recession. The reports between 2000 and 2008 showed a relatively stable number of benefit claimants living in the City, of around 8,000 people. The background during this period was of relative economic prosperity for Cambridge, with near full employment. The problem at this time was said to be in matching local people to the jobs that were available.

Our administrative data shows that, since 2009, Cambridge's benefit population (that is a claimant and their dependants living in a household) increased marginally. Of the resident population, 11% live in households in receipt of Housing Benefit and/or Council Tax Benefit. These proportions are similar to 2009. There continues to be inequality between different geographical areas in Cambridge in terms of household income with just over half of the City's benefit population living in four of the City's 14 wards.

It is anticipated that the Government's reforms to welfare will substantially change the extent and distribution of claimants over the next few years. Changes to the Local Housing Allowance have already impacted on young people living in privately rented housing, many of whom are finding it difficult to sustain their tenancies. Proposed Council Tax Benefit changes could also impact on benefit claimants in an unequal way with working age claimants twice as vulnerable to any changes, given the likely protection to be provided to pensioners.

The Mapping Poverty reports have allowed local service providers over the years to build a robust and up to date view of low-income households. They have made it easier to target local work and armed with this information, many organisations in the City have been able to win grants to help tackle pockets of disadvantage and support communities. The 2011



Mapping Poverty Report will allow the Council to better understand the groups of people who will be affected by the impending welfare reforms. It is expected that it will be published in January 2012.

# Review of National Policy Context

## Public Spending and the Economy

The national economy and global economic climate continue to drive Government policy and decisions on public spending.

### The Autumn Statement

The government published its Autumn Statement on 29 November 2011. This set out the actions the government intends to take in protecting the economy, building a stronger economy for the future and fairness.

The June 2010 budget set out the government's plan to reduce the deficit and re-build the economy. The Autumn Statement identifies that since that time the UK economy has been subject to a series of shocks which have served to significantly weaken the economic and fiscal outlook. The most significant issues have been:

- Higher than expected inflation, driven by a sharp increase in global commodity prices which has resulted in slower than anticipated growth in the economy.
- The increase in the euro area crisis resulting in increased instability and uncertainty which has fed through to household and corporate spending decisions and tighter credit conditions.
- Greater clarity with regard to the full-scale and persistent impact of the 2008/09 financial crises. This is reflected in a significant downward revision, by the Office for Budget Responsibility (OBR), of the projection for the trend rate of growth, by a margin consistent with previous financial crises.

Amongst the additional measures announced in the Autumn Statement are a number which will directly impact local authorities. The most significant for the Council are:

**Public Sector Pay** – The existing government guidelines for public sector pay affect local government settlements through to 2012/13. The Autumn Statement has announced

guidelines for the following two years with an expectation of an average increase of no more than 1% in each year.

**Government Departmental Spending** – In the Statement the Chancellor confirmed that government departmental budget for 2013/14 and 2014/15 will be adjusted to reflect the assumption of 1% average pay increases, and announced that local government budgets would be adjusted accordingly.

The Chancellor announced new totals for public spending in 2015/16 and 2016/17. These are in line with the spending reductions in the 2010 Spending Review i.e. that Total Managed Expenditure should fall by 0.9% per annum in real terms.

**Right to Buy** – The Autumn Statement included a commitment to reinvigorate the Right to Buy scheme in order to support social tenants who aspire to own their own home. Indications are that this could result in discount rates of up to 50%.

## Inflation and Growth

Disappointing global economic data continues to undermine market and consumer confidence and the impact of weak domestic economic indicators has led the Bank of England to lower its forecasts for growth for both this year and next year. Consumer price inflation (CPI) peaked at the expected 5% in October, whilst RPI reached 5.6% in September. Both of these measures are now declining but are significantly higher than Government targets.

The table below shows the movement in each of the main measures of inflation in the year to date:

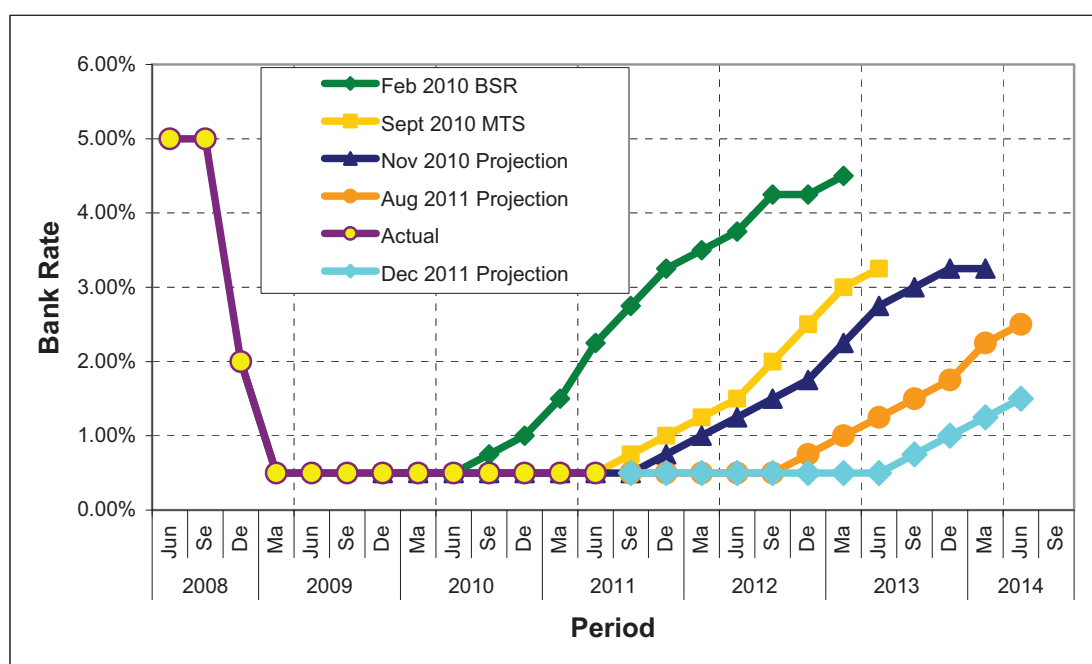
Period	CPI	CPIY	RPI	RPIY	RPIX
April 2011	4.5	3.0	5.2	4.0	5.3
May 2011	4.5	3.0	5.2	3.9	5.3
June 2011	4.2	2.7	5.0	3.7	5.0
July 2011	4.4	2.9	5.0	3.8	5.0
August 2011	4.5	3.0	5.2	4.0	5.3
September 2011	5.2	3.7	5.6	4.5	5.7
October 2011	5.0	3.5	5.4	4.3	5.6

Period	CPI	CPIY	RPI	RPIY	RPIX
November 2011	4.8	3.4	5.2	4.1	5.3

## Interest Rates

At its meeting on 8 December 2011 the Bank of England's Monetary Policy Committee (MPC) voted to maintain the official bank rate at 0.5%. The last change in bank rate was a reduction of 0.5% on 5 March 2009. They also announced the continuation of the programme of asset purchases totalling £275bn financed by the issuance of central bank reserves. The MPC anticipate that it will take another two months to complete the programme and have indicated that the scale of the programme will be kept under review.

The government's actions to deal with the economic downturn have resulted in the reduction in market interest rates to record lows. The Autumn Statement and the associated economic projections from the OBR have confirmed that recovery from the downturn will take longer than had previously been anticipated. The graph below shows latest projections (at December 2011) for Bank Rate plotted against those previously reported:



This clearly shows the degree to which the recovery from the economic downturn has been delayed in comparison with previous market expectations. The degree of delay together with

the lower expected final level of interest rates results in a significant budget pressure for the Council.

Further detail is included in Section 7 on Treasury Management and the associated appendices.

## The Localism Act

The MTS provided an outline of the key measures included in the Localism Bill which was, at that time, the subject of parliamentary debate as it passed through the both the House of Commons and the House of Lords.

Since publication of the MTS the Bill has become an Act, receiving Royal assent on 15 November 2011.

### Main measures of the Localism Act

The main measures of the Act are largely unchanged from those described in the MTS, falling into four main headings:

- New freedoms and flexibilities for local government
- New rights and powers for communities and individuals
- Reform to make the planning system more democratic and more effective, and
- Reform to ensure decisions about housing are taken locally

Different parts of the Act will come into effect at different times. In many cases the Government will need to set out further details, such as, the exact rules on how different community rights will work. In some cases the Government will undertake further consultation. These processes may affect when different parts of the Act come into force.

The Government has stated its aim for bring many major measures into effect in April 2012. These include:

- Reforms to social housing tenure and council housing finance
- The general power of competence for local authorities
- The community right to build
- Planning reforms including the changes to planning enforcement rules
- The right for communities to veto excessive council tax rises

The potential implications of the Localism Act on individual Council services were outlined in Section 4 of the MTS and have been considered throughout the budget setting process.

The introduction of reforms of council housing finance from 1 April 2012, moving from a subsidy regime to one of self-financing, in particular will have far reaching implications for the Council. Further information on the implications and preparations being made for the new system can be found throughout this document.

# Section 3

## General Fund Resources

# Local Government Finance Settlement

### **Formula Grant**

Details of the final Local Government Settlement for 2011/12, together with provisional settlement figures for 2012/13, were announced on 31 January 2011. This announcement was used for the purposes of financial modelling for the MTS 2011. Although it had been expected that a 4-year settlement would be announced in conjunction with spending review 2010, details of the final two years (2013/14 and 2014/15) were deferred until the completion of the government's Local Government Resource Review.

In the absence of provisional grant entitlements for years after 2012/13, the assumptions made for the purposes of financial modelling for the MTS were unchanged from those adopted for the February 2011 Budget Setting Report. An overall reduction in grant over the four-year period 2011/12 to 2014/15 of 31% was assumed, with equal percentage reductions over the latter two years, following the cumulative reduction of 23.1% over 2011/12 and 2012/13. This broadly reflected the profile of the reduction in national control totals contained within the spending review.

### **Provisional Settlement 2012/13**

On 8 December 2011 an announcement was made to parliament about the Local Government Finance Settlement for 2012/13 and details were provided to individual authorities of the make up of their Formula Grant entitlement. The announcement marked the start of the statutory consultation period which runs until 16 January 2012.

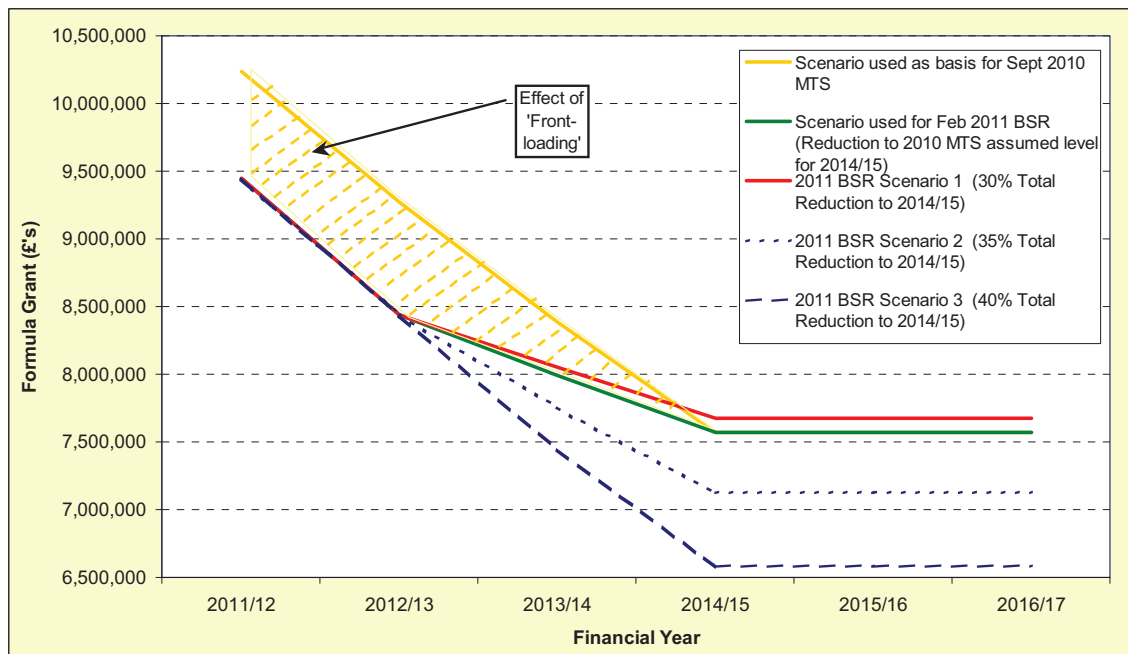
For the City Council, the only changes from the provisional Formula Grant figure first announced in January 2011 are that the breakdown of Formula Grant between Revenue Support Grant and redistributed Business Rates has now been provided and that Council Tax Freeze Compensation (for 2011/12) has now been rolled up into Formula Grant rather than being paid as a separate grant.

The following table shows the Council's provisional grant for 2012/13 compared with that for 2011/12:

Formula Grant	2011/12	2012/13
Prior year adjusted base (i.e. after adjustments including transfer of Concessionary Fares responsibility)	£10,961,863	£9,472,251
Formula Grant entitlement		
Revenue Support Grant	£2,246,689	£163,516
Share of Business Rates	£7,268,417	£8,435,295
<b>Total Formula Grant</b>	<b>£9,515,105</b>	<b>£8,598,811</b>
Council Tax Freeze Grant	169,647	Included above
<b>Total Formula Grant + Council Tax Freeze Grant</b>	<b>£9,684,752</b>	<b>£8,598,811</b>
Reduction (year-on-year excluding Council Tax Freeze Grant)	(13.20%)	(11.41%)
Reduction from 2010/11 adjusted base		(23.10%)

### Future Formula Grant Prospects

In the absence of any announcement of provisional grant for years after 2012/13 the assumptions made for the purposes of financial modelling for this MTS are those adopted for the February 2011 Budget-Setting Report. For the purposes of the BSR, an overall reduction in grant over the four-year period 2011/12 to 2014/15 of 31% was assumed, with equal percentage reductions over the latter two years, following the cumulative reduction of 23.1%. This broadly reflects the profile of the reduction in national control totals contained within the spending review. This is reflected graphically below:



It is anticipated that the announcement of the outcome of the Local Government Resource Review will see the ending of the current Formula Grant system and its replacement with a scheme based on the re-localisation of Business Rates, with effect from 2013/14. On the evidence of the initial consultation on the proposed new scheme, the effect is likely to be a starting point based on current entitlement to support under the Formula Grant process.

Whilst the scheme is projected to include retention of a proportion of the local growth in Business Rates it is not anticipated that this will produce significant amounts of additional income for the Council, at least in the first two years which are covered by the existing spending review. The feedback from the consultation has raised concerns that the proposed scheme does not provide sufficient incentive to encourage actions leading to growth in the Business Rate Base.

Further consultation is expected to be published by the Government in the near future, and will seek to address the concerns raised in the first consultation, including a review of the proportions of additional funding allocated to districts and counties in two-tier areas.

As noted above, the Autumn Statement has set plans for public spending in 2015/16 and 2016/17 in line with the spending reductions over the Spending Review 2010 period.



Future levels of Government support will also be influenced by changes in population. The figures from Census 2011 have yet to be published and we await confirmation as to when they will be used to re-base population figures for Government grant purposes. In the past, the re-basing of population using census data has had significant negative implications in terms of entitlement for the Council, due to high degree of population mobility of the City.

In the interim, the Office of National Statistics has been consulting on a proposed improved methodology for estimating net immigration to local authorities. Whilst seeking to improve the basis for estimation the methodology has resulted in significant % changes for a number of local authorities which appear hard to reconcile to local knowledge and official data sources. Cambridge is one of these authorities with a projected reduction of 20,200 in the indicative mid-year estimate for 2010. The Council is working together with other similar affected authorities and the LGA in seeking to challenge the proposed new methodology.

These factors highlight the degree of uncertainty that still exists with regard to the level of future Government support. It is intended that more detailed analysis and projections are included in the September 2012 MTS, when it is hoped clearer information is available.

## **Council Tax Thresholds**

Alongside the settlement announcement, Council Tax referendum thresholds for 2012/13 were announced. These have been set at 3.5% for single tier, county councils and shire districts, at 4% for police, fire authorities and the GLA and at 3.5% for the City of London. These thresholds are all 1% above the figures for which the new one-year freeze grant for 2012/13 will be paid.

## **Other Government Grants**

In addition to Formula Grant the Council still receives a number of other revenue grants from central government although these are reduced in number following incorporation of a number of them into Formula Grant. In addition, government has removed ringfencing from the majority of grants.

The table below sets out the anticipated grants that the Council will receive in the period 2011/12 to 2013/14 and which have been incorporated into budget proposals presented in this document. Where applicable, estimated grant entitlements will be updated with any final notifications received prior to budget setting.

Specific Grants	2011/12 £	2012/13 £	2013/14 £	2014/15 £
New Homes Bonus	786,646	1,521,544	2,335,544	3,456,144
Housing & Council Tax Benefits Administration Grant	822,952	759,704	tba	tba
2011/12 Council Tax Freeze Grant (from 2012/13 this is included within Formula Grant)	169,647	0	0	0
2012/13 Council Tax Freeze Grant (Indicative grant if decision is made not to increase Council Tax)	N/A	171,597	0	0
Preventing Homelessness Grant	575,470	575,470	tba	tba

### **New Homes Bonus**

The New Homes Bonus (NHB) scheme, introduced from 1 April 2011, was designed to encourage and reward local authorities for the delivery of new homes and the reduction of the number of empty homes in their areas. The NHB is designed so that provision of additional housing in a particular year is recognised through the award of additional funding for a period of six consecutive years, starting in the following year. Entitlement is based on the actual numbers of housing completions and empty homes brought back into use together with an affordable housing component.

NHB for 2011/12, determined on 4 April 2011, was £786,646 which under the scheme should be paid for a period of six years. This funding is being used to secure the employment of the team of professionals needed to ensure that the new communities that are being created to the south and north west of the city will be successful and located within attractive places to live.

The provisional allocation for 2012/13 of £734,898 was announced on 1 December 2011 based on data obtained from local authority Council Tax Base forms together with DCLG official statistics on additional affordable housing supply. Representations (if any) on the data used must be submitted by 30 December 2011.

Forward projections of NHB are based on estimated housing completions and are, therefore, dependent on achieving the projected growth rates each year. Nationally, funding for the NHB scheme has only been explicitly provided for the period of the Sending Review, i.e. to 2014/15. However, it remains unclear as to the implications for local authorities resulting from

the funding of NHB after 2012/13. There have been indications that funding for the scheme for future years may be achieved through top-slicing of Formula Grant.

Forward estimates of NHB entitlement, updated since the MTS to reflect the latest housing growth projections, are set out in the following table:

NHB	2011/12 £	2012/13 £	2013/14 £	2014/15 £	2015/16 £	2016/17 £	2017/18 £
2011/12 allocation	(786,646)	(786,646)	(786,646)	(786,646)	(786,646)	(786,646)	
2012/13 provisional allocation		(734,898)	(734,898)	(734,898)	(734,898)	(734,898)	(734,898)
<b>New Homes Bonus Total</b>	<b>(786,646)</b>	<b>(1,521,544)</b>	<b>(1,521,544)</b>	<b>(1,521,544)</b>	<b>(1,521,544)</b>	<b>(1,521,544)</b>	<b>(734,898)</b>
Funding of Fixed Term Growth Posts	818,380	818,380	818,380	818,380	818,380	818,380	818,380
<b>Balance after Funding for Growth-related Posts</b>	<b>31,734</b>	<b>(703,164)</b>	<b>(703,164)</b>	<b>(703,164)</b>	<b>(703,164)</b>	<b>(703,164)</b>	<b>83,482</b>
Projection of Future NHB entitlement			(814,000)	(1,934,600)	(1,934,600)	(1,934,600)	(1,934,600)
<b>Potential net NHB funding available</b>	<b>31,734</b>	<b>(703,164)</b>	<b>(1,517,164)</b>	<b>(2,637,764)</b>	<b>(2,637,764)</b>	<b>(2,637,764)</b>	<b>(1,851,118)</b>

At MTS stage, it was considered reasonable to assume that the remaining balance in 2012/13 would not be offset by a reduction in Formula Grant (through a national top-slicing adjustment) as the Government has already announced the level of Formula Grant for that year. On that basis, it was agreed that the Council would consider what one-off costs / projects could be funded using this money as part of the budget setting process this year. As part of the BSR projections the net funding available in 2012/13 (£703,164) has been used to support capital spending.

The additional funding for 2012/13 will be used to support the programme of capital investment in the city, including investing in energy efficiency for owner occupied and rented housing in the city, improving recycling with new bins in our streets and open spaces, refurbishing the Lion Yard toilets, reducing the council's energy bills and making our streets safer with 20mph speed limits.

However, in light of the scale of the additional funding projected to be available in future years, and the concern as to the degree to which this may be offset by top-slicing of the Council's Formula Grant, it was proposed and agreed that the additional funding be earmarked (rather than added to general reserves) with a view to considering appropriate application at a later date.

When its 2013/14 funding basis is clear the council will be in a position to confirm the degree to which the future years' of New Homes Bonus are needed to support investment plans that are already in place, or whether it will be available for new projects as is hoped.

Future projects under development include investment in more energy-efficient technologies and services (to deliver our Carbon Management Plan and cut our carbon footprint by 25% as the city grows), contribution to the Green Deal to help residents and tenants improve the energy efficiency of their homes and improving alternatives to using the car in Cambridge.

#### **Housing & Council Tax Benefits Administration Grant**

This grant is paid towards the costs of administering the present schemes of Council Tax and Housing Benefit. The 2011/12 grant is made up of two components - £747,664 main administration subsidy plus an additional subsidy of £75,288 in recognition of the high levels of administration activity as a result of the downturn in the economy.

At the time of the 2012/13 Local Government Finance Settlement announcement on 8 December 2011 the levels of this grant for 2012/13 were also published - £691,279 main administration subsidy plus an additional subsidy of £68,425 giving a total entitlement of £759,704. This represents a reduction of £63,248 in grant entitlement from 2011/12, equivalent to 7.69%.

Entitlements for future years are uncertain and will be impacted by the planned major welfare reforms and scheme for the localisation of Council Tax benefit.

### **Council Tax Freeze Grant**

This grant was introduced in 2011/12 to recompense local authorities that agreed to freeze the level of their Council Tax to that of the previous year. The compensation took the form of a grant equal to the loss of Council Tax revenue foregone had a 2.5% increase been made. This grant, relating to the freeze of tax for 2011/12, is to be continued for the four years of the Spending Review period but with no indication that this funding will continue after 2014/15. From 2012/13 the grant has been rolled up into the Formula Grant so is no longer paid as a separate sum.

On 14 November 2011, details were announced of the terms of a further grant scheme to support and encourage local authorities to freeze the level of their Council Tax for a further year in 2012/13. However, unlike the scheme for 2011/12, the Council Tax Freeze grant for 2012/13 will involve a single one-off payment that will not be built into the baseline for future years grants.

Authorities that set their basic amount of Council Tax for 2012/13 at a level that is no more than that for 2011/12 will receive grant equivalent to the following percentage increases:

- For police and single purpose fire and rescue authorities 3%
- For the City of London 2.75%, and
- For other principal authorities 2.5%

At this stage in the budget setting process the impact of holding the Council Tax for 2012/13 at the same level as for 2011/12 has been incorporated into the budget projections within this document. Members will need to consider the longer term financial implications of this single year support as the effect of doing so will be to increase the Council's savings requirement from 2013/14, although in 2012/13 the Council would benefit from a grant based on a 2.5% increase rather than the planned 2% increase in Council Tax included in MTS projections.

### **Preventing Homelessness Grant**

As part of the Spending Review the Government expressed its commitment to protect homelessness grant for the period of the review, recognising that failure to prevent and tackle homelessness would result in higher costs in the longer term. The allocation of grant to the City Council for 2011/12 and 2012/13 was announced in December 2010 together with an indication from CLG that funding for 2013/14 and 2014/15 is likely to be set at a similar level. At

£575,470 per annum, this grant determination represented a significant increase in grant over previous years; the grant for 2010/11 was £401,050.

## Earmarked and Specific Funds

In addition to General Reserves, the Council maintains a number of earmarked and specific funds held to meet major expenditure of a non-recurring nature or where the income has been received for a specific purpose but not yet spent. Appendix B provides details of the balances and anticipated use in 2011/12 and 2012/13 for each of the main earmarked and specific funds. The nature/purpose of each fund is described briefly below:

### Repair & Renewal Funds

These funds are built up to meet the costs of major repairs and periodic replacement of assets such as vehicles, plant and equipment and Council-owned premises. Annual contributions are based on estimated replacement and repair costs, spread over the anticipated life of the assets.

Significant asset portfolios within the Council, such as the vehicle fleet or the ICT infrastructure, have medium and long-term programmes for replacements; which form part of the Council's Capital & Revenue Projects Plan. Individual items, or schemes, within these programmes are brought forward as capital bids subject to standard project appraisal and review requirements.

### Developer Contributions

These are contributions made by developers towards the costs associated with their developments, for example community infrastructure. Some agreements provide for the return of contributions made, if capital projects are not carried out within a specified period.

The majority of the unspent contributions are held as capital contributions unapplied. Schemes funded from these monies, in part or in whole, will be brought forward as capital bids and subject to the review and scrutiny process applied to all capital schemes.

### Climate Change Fund

A Climate Change Fund with an initial capital investment of £250,000 was agreed at Council in February 2008, with a further contribution of £250,000 being added in 2010. A further £129,050

investment is proposed in the 2012/13 budget. It is used to fund projects that will contribute to the achievement of the Council's vision of caring for the planet through climate change and carbon reduction measures.

Activities to be supported include infrastructure, equipment, feasibility studies or promotional activities that contribute towards energy and fuel efficiency, sustainable transport, waste minimisation or management of climate change risks.

### **Development Plan Fund**

There is an ongoing need for the Development Plan Fund to enable the City Council to fulfil its statutory plan making function. The Council is required to update its Local Plan by 2014. The major investment required means that it is prudent to accrue an appropriate sum over a period of years to meet the cost.

### **Fixed Term Posts Costs**

Where the Council appoints staff on fixed-term contracts an obligation to pay redundancy costs can result at the end of that period. To cover this eventuality the Council has established an earmarked reserve to hold contributions based on the potential liability of such posts.

### **Council Tax Earmarked for Growth**

In recognition of the additional cost pressures that the Council faces as a consequence of significant growth in housing and population over the coming years, the Council has set up an earmarked fund against which appropriate budget bids may be made. This is shown as part of Appendix B.

As part of the work on the Growth Agenda, reviews of Council taxbase projections are undertaken, designed to identify the level of growth anticipated in excess of the standard level of 0.5% per annum, assumed in the Council's base financial model. The identified additional Council Tax yield is transferred to the fund at each year-end. In addition, the Council has budgeted for an additional lump sum contribution of £1m to be made in 2015/16.

As part of the budget setting process, budget bids that are directly attributable to growth can be made against the fund. To date, funds have been allocated to meet the initial and on-going costs of additional refuse collection rounds.

## **Efficiency Fund**

Contributions totalling £750,000 were approved to meet bids to support the delivery of savings to the General Fund through an identified and agreed service review. The Chief Executive has delegated authority to consider and approve bids against this funding. Bids must be for one-off costs that are not funded from alternative sources. Priority is given to bids that offer the greatest level of ongoing savings.

Contributions, over a three-year period, were agreed and budgeted as part of the 2009 MTS as follows:

2010/11: £ 75,000

2011/12: £ 475,000

2012/13: £ 200,000

## **Technology Investment Fund**

This Fund was set up to facilitate investment in projects to develop existing, and introduce new, ICT systems and infrastructure funded from the savings made on the last tender for ICT Facilities Management contract. Ongoing contributions were withdrawn from 2010/11, however residual funds remain for projects that meet the appropriate investment criteria and use of this money is currently being considered alongside use of the Efficiency Fund.

## **New Homes Bonus Reserve**

In light of the scale of the additional funding projected from New Homes Bonus Grant and concern as to the degree to which this may be offset by top-slicing of the Council's Formula Grant in future years, it was proposed and agreed as part of the September 2011 MTS, that the additional uncommitted funding be earmarked (rather than added to general reserves) with a view to considering appropriate application at a later date. It had been anticipated that the position for 2013/14 and 2014/15 might be clarified as part of the Local Government Settlement or the Resource Review announcements but no further information has yet been announced. Therefore amounts from 2013/14 onwards, above the level required to fund existing growth related posts, have been treated as contributions to the reserve.



# Taxbase and Council Tax

## Taxbase

The taxbase is one element in determining both the level of Council Tax to be set and the amount it is estimated will be collected. Council formally agrees the taxbase as part of the budget setting process, although in practice the responsibility is delegated to the Director of Resources to enable notification to be made to the major precepting authorities during January each year.

The taxbase reflects the number of domestic properties in the City expressed as an equivalent number of Band D properties, calculated using the relative weightings for each property band. The calculation of the taxbase takes account of various discounts (for example a 25% discount for single adult households) exemptions and reliefs. Allowances are also made for the projected growth in the number of dwellings as well as including a deduction assumed for non-collection.

The provisional taxbase is 41,012 and details of its calculation are given in Appendix C (a) and will form the basis of the final approved level for tax setting and precepting purposes. A further review will be undertaken in early January in line with statutory requirements.

For 2012/13 a collection rate of 99% has been included in the calculations of Council Tax yield. Any sums received above this level would effectively be paid back to Council Tax payers in the following year, through the Collection Fund. If this level of collection were 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 deficit balance the end of the current year of £754,017.47, primarily as a consequence of lower levels of housing growth than originally forecast. The City Council's share of this projected year-end deficit is £87,112 and this will be taken into account in setting the Council's budget for 2012/13. As with the taxbase, this forecast will be formally reviewed in January 2012.

## **Growth-related Council Tax Yield**

As part of the work on the Growth Agenda, the review of the Council's taxbase projections is designed to identify the level of growth that is anticipated in excess of the standard level of 0.5% per annum, which has been assumed in the base model. The latest review takes account of anticipated new housing completions over the coming years as forecast in the draft December 2011 Annual Monitoring Report.

This work has identified the amounts of Council Tax yield that relate directly to the increase in projected properties. In line with the approach to resource modelling for Growth that was originally agreed as part of the July 2006 MTS, budget proposals set out in this report assume that these sums will continue to be earmarked to fund growth-related costs.

A bid for funding for an additional refuse collection round was approved for funding from this source as part of the February 2009 Budget Setting Report. A number of further bids have been identified for funding from this source as part of the 2012/13 budget process. The overall position and remaining funding are presented in Appendix B.

## **Council Tax Level**

Financial projections of the Council Tax level made for the MTS included the assumption of a 2% per annum increase from 2012/13, in line with the government CPI target level for inflation. However, it was agreed that the planned level of increase, and the financial impact for the Council, would be reviewed in light of the Formula Grant settlement announcement and the anticipated announcement, at that time, of the principles against which an excessive proposed increase would be measured.

Following the announcement of an additional one-off Council Tax Freeze Grant to local authorities that agree to hold their Council Tax levels for 2012/13 at no more than their 2011/12 level, the proposed levels of Council Tax for future years have been reviewed. In doing so, the Council is seeking to address the difficulties faced by some members of the community in the current economic conditions.

Projections incorporated in the BSR are based on the Council freezing the level of Council Tax for 2012/13. This will result in a reduction in the level of yield in 2012/13 of around £138,000. The Government scheme provided for a one-year only grant equivalent to an increase of 2.5%, which for the City will result in receipt of £171,597.

However this will have the effect of eroding our Council Tax base in real terms, and therefore creates greater pressure on our resources in future years. As a result, the projections reflect an increase in Council Tax in 2013/14 and future years of 2.5% (in place of the previous assumption of a 2% increase). In 2013/14, the net savings requirement has been increased by £103,230, reflecting the net additional pressure resulting from these changes (the reduction in yield resulting from the freeze in 2012/13 net of the additional increase of 0.5% in 2013/14).

These implications are summarised in the table below:

	2012/13	2013/14	2014/15	2015/16
September 2011 MTS Proposed Increase in Council Tax level	2.0 %	2.0 %	2.0 %	2.0 %
February 2012 BSR Proposed Increase in Council Tax level	0.0 %	2.5 %	2.5 %	2.5 %
Council Tax Freeze Grant re: 2012/13	£171,597			
Increase / (Decrease) required in future years ongoing Net Savings Requirement		£103,230	(£36,750)	(£36,650)

The table below shows the City Council element of Council Tax for 2011/12 for each property band together with the proposed levels for 2012/13.

Band	City Council Tax		Difference £
	2011/12 £	2012/13 £	
A	111.05	111.05	0.00
B	129.55	129.55	0.00
C	148.06	148.06	0.00
<b>D</b>	<b>166.57</b>	<b>166.57</b>	<b>0.00</b>
E	203.59	203.59	0.00
F	240.60	240.60	0.00
G	277.62	277.62	0.00
H	333.14	333.14	0.00

# Section 4

## General Fund Revenue Budgets

### Post-MTS Approvals

There were no decisions taken between the publication of the Medium Term Strategy (as part of the October committee cycle) and publication of this document<sup>1</sup>. Such decisions, including any made under urgency arrangements, together with financial implications would be noted here.

There are no Revenue or Capital implications to take into account in reviewing the final budget proposals.

### Revised Budget 2011/12

General Fund (GF) revenue budgets for the current year (2011/12) were initially reviewed as part of the 2011 Medium Term Strategy (MTS) in September 2011. A further review is undertaken as part of the January 2012 committee cycle<sup>2</sup> and will be updated when Council reviews this report in February 2012. The current overall effects of the revised budget proposals, compared to the Original Budget, are shown in the table below.

2011/12 Revised Budget	MTS 2011 £	Jan. 2012 £
Net GF Expenditure	22,105,570	21,464,340
Variation on previously reported projection		(641,230)

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<sup>1</sup> Subject to January Committee cycle or Executive approvals

<sup>2</sup> Subject to January Committee cycle or Executive approvals

It should be noted that the above figures include carry forward approvals from 2010/11, expenditure on posts managing and delivering the Growth Agenda (funded from NHB), significant items together with savings and unavoidable bids in the current year. Direct revenue funding (DRF) of the net re-phasing of capital expenditure from 2011/12 into future years will be incorporated in line with the updated Capital and Revenue Projects Plan and associated funding statement.

Revised Budget items have been considered by each of the scrutiny committees, in the current committee cycle, and are detailed in Appendix D. These can be summarised as follows:

Revised Budget Items	2011/12 £
Savings	(1,051,310)
Bids	410,080
<b>Net Effect on Current Year Budget</b>	<b>(641,230)</b>

The items submitted, as part of the revised budget will be analysed to ensure that any appropriate lessons can be learned for future budget management and monitoring.

## Non-Cash Limit Budgets

Non-Cash Limit items are those that do not relate directly to the cost of service provision, including for example Government Grants and investment income. These are summarised in the Table below together with full details given in Appendix E.

Proposal Type	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Non-Cash Limit items	130,000	380,000	430,000	430,000

This reflects the continuing pressure resulting from the prolonged economic downturn which has resulted in further reductions in the external interest yield that the Council can expect from its investments.

# Budget Proposals Summary

The budget proposals contained within this BSR document are detailed in Appendix F, and can be summarised as follows:

Proposal Type	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Unavoidable Revenue Bid	238,730	64,100	64,100	54,100
Service Reviews	(753,100)	(913,100)	(990,000)	(990,000)
Saving	(460,390)	(458,890)	(458,890)	(458,890)
<b>Net Effect of General Fund proposals</b>	<b>267,240</b>	<b>(65,890)</b>	<b>(142,790)</b>	<b>(152,790)</b>

## Service Reviews

The Service Reviews process has been developed over recent years and identifies particular service areas for detailed evaluation. Bringing this work forward in the financial planning cycle means that approval for change and implementation thereof can be more readily incorporated within the budget process.

At the time of publication of the September 2011 MTS the projected level of savings in 2012/13 from Service Reviews was identified as £1,250,000. Subsequently, further work as review work progressed identified the need to reschedule some of these savings into future years, to reflect timing implications of the changes to services being proposed. This resulted in a reduction of £395,160 in the target level for 2012/13, with corresponding increases of £340,160 and £55,000 in the targets for 2013/14 and 2014/15 respectively. At the same time a review which had originally been anticipated as being deliverable in 2013/14 was identified as being able to be delivered as part of the 2012/13 review work.

The following table summarises the level of net savings resulting from the current year's Service Review work, and compares this to the original projected target level.

Description	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Projected Net Savings	(1,253,250)	(1,253,250)	(1,253,250)	(1,253,250)
BSR Proposals	(753,100)	(913,100)	(990,000)	(990,000)
<b>Underachievement against forecast</b>	<b>500,150</b>	<b>340,150</b>	<b>263,250</b>	<b>263,250</b>

This shows that, as last year, a number of reviews will not deliver the full level of cost reductions in the first year, hence the £753,100 delivered in 2012/13 rises to a level of £990,000 from 2015/16. This increase in the level of net savings in future years reflects part-year effects in the early years as well as initial costs of change.

Although the table shows that the original anticipated level of savings forecast has not been delivered, the following table reconciles the actual figures to the original target.

Service Review Reconciliation		Ongoing Level of Net Savings £
	<b>Service Review Target for 2012/13 (per Sept 2011 MTS)</b>	<b>1,253,250</b>
<i>less</i>	Actual savings included in Sept 2011 MTS	(87,000)
	<b>Revised Service Review Target for 2012/13</b>	<b>1,166,250</b>
<i>add</i>	Service Review Targets brought forward from future years	80,000
	<b>Revised Service Review Target for 2012/13</b>	<b>1,246,250</b>
<i>less</i>	Service Review targets re-profiled to future years	(395,160)
	<b>Revised Service Review Target for 2012/13</b>	<b>851,090</b>
<i>less</i>	Ongoing level of savings in Feb 2012 BSR	(990,000)
	<b>Achievement against Revised Service Review Target for 2012/13</b>	<b>(138,910)</b>
<i>Made up of:</i>		
	Over-achievement on 2012/13 targets	(157,090)
	Elements of individual 2012/13 targets not achievable	18,180

This demonstrates that there has been an overachievement against the revised level of target savings for 2012/13, when based on the final ongoing levels.

The contribution of Service Reviews to the overall level of savings has been significant (ranging from 62.1% in 2012/13 to 68.3% in 2015/16), and is greater than the overall level of net savings in both 2012/13 and 2015/16.

This serves to confirm the significant role of the Service Review process, and the robustness of the methodology. It is planned as part of the related work in 2012/13 to undertake an overview to ensure that all service areas have been appropriately considered as part of the Service Review process. This will feed in as part of the plans in the September 2012 MTS.

## Performance Against Savings Target

As in the 2011/12 budget process, a Cash Limit for the General Fund as a whole has been adopted, rather than Cash Limits for each Portfolio. This reflects the significant contribution to the savings requirements which is being delivered through the Council's Service Review process.

The following table summarises the level of net savings which are being proposed by each of the Portfolios, and compares this to the overall net savings target for the whole General Fund. A more detailed comparison is included at Appendix F.

Cash Limit or budget adjustments have been reported to service scrutiny committees, as appropriate, and are included in the projections.

Portfolio	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Net Savings Requirement (MTS Sept 2011)	1,242,000	1,242,000	1,242,000	1,242,000
Arts, Sport & Public Places	67,130	(7,870)	(7,870)	(7,870)
Community Development & Health	(183,910)	(230,910)	(230,910)	(240,910)
Customer Services & Resources	(432,470)	(454,000)	(530,900)	(530,900)
Environmental & Waste Services	(203,500)	(294,000)	(294,000)	(294,000)



Portfolio	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Housing	(71,410)	(71,410)	(71,410)	(71,410)
Planning & Sustainable Transport	(124,350)	(204,350)	(204,350)	(204,350)
Strategy & Climate Change	(26,250)	(45,350)	(45,350)	(45,350)
<b>Net performance against Cash Limit</b>	<b>267,240</b>	<b>(65,890)</b>	<b>(142,790)</b>	<b>(152,790)</b>

This shows that the Cash Limit has been achieved for 2013/14 and subsequent years, with an ongoing overachievement of the net savings requirement from 2015/16 of £152,790. The inability to meet the Cash Limit for 2012/13 reflects a higher level of pressure from unavoidable revenue bids in that year, together with the part-year effects of savings measures which are proposed. In practice, it will be possible to meet the shortfall against the Cash Limit target from the net underspend projected for 2011/12 (as identified in the Revised Budget section above).

## Bids for External or Earmarked Funds

As set out in Section 3, in addition to General Reserves, the Council maintains a number of earmarked and specific funds held to meet major expenditure of a non-recurring nature or where the income has been received for a specific purpose but not yet spent. Appendix H provides details of the bids against these funds, or to external funding sources, as part of the 2012/13 budget process.

The affordability of these bids is demonstrated in the statement of fund balances contained within Appendix B.

## Overall Budget Position and Priority Policy Fund (PPF)

### Overall Budget Position

The overall impact of the factors considered above in the context of the Cash Limit established in the September 2011 MTS is set out below:

Proposal Type	2011/12 £	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Net Savings Requirement (per MTS Sept 2011)		1,242,000	1,242,000	1,242,000	1,242,000
2011/12 Revised Budget	(641,230)				
Unavoidable Revenue Bid		238,730	64,100	64,100	54,100
Service Reviews		(753,100)	(913,100)	(990,000)	(990,000)
Saving		(460,390)	(458,890)	(458,890)	(458,890)
<b>Net Position (Under) / Over Cash Limit</b>	<b>(641,230)</b>	<b>267,240</b>	<b>(65,890)</b>	<b>(142,790)</b>	<b>(152,790)</b>
Non-Cash Limit items	0	130,000	380,000	430,000	430,000
<b>Overall Net Position Against Cash Limit (Under) / Over</b>	<b>(641,230)</b>	<b>397,240</b>	<b>314,110</b>	<b>287,210</b>	<b>277,210</b>

This reflects the significant impact on the extended period of the economic downturn which is currently forecast, through the reduction in the levels of external interest receipts that the Council can earn.

The implications of this position are as follows:

Proposal Type	2011/12 £	2012/13 £	2013/14 £	2014/15 £	2015/16 £
<b>Overall Net Position Against Cash Limit (Under) / Over</b>	<b>(641,230)</b>	<b>397,240</b>	<b>314,110</b>	<b>287,210</b>	<b>277,210</b>
Applied through:					
Net Position for 2011/12 and 2012/13 Available to support capital spending		(243,990)			
Increase / (Decrease) required in future years ongoing Net Savings Requirement			314,110	(26,900)	(10,000)

This identifies the need for a net increase in the ongoing Net savings Requirement for 2013/14 of £314,110 in order to offset the adverse effects of the extended period projected for the economic downturn.

## Review of PPF Funding

The General Fund PPF provides an effective means of enabling the redistribution of resources within the overall cash limit, in recognition of priorities identified through the Council's Vision for the City, the medium term programme and public budget consultation.

The September 2011 MTS provided funding for PPF Bids of £500,000 per annum for 2012/13 and future years. Part of this review involves considering the affordability of this assumption in light of the outcome of the review of other factors impacting the overall budget position, detailed above as well as the context of the bids made for this source of funding.

The current list of PPF Bids is shown in Appendix I. In reviewing PPF Bids for approval, the Council's process requires that consideration is given to the relative value PPF Bids compared to the additional Savings that their inclusion would require.

In addition, all bids have been considered in respect of their impact in terms of Climate Change, and the ratings for the PPF Bids have been considered by the Environmental Strategy Group (ESG). The priority ratings for budget proposals as recommended by the ESG are detailed in Appendix I.

Priority Policy Fund 2012/13	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Funding available	(500,000)	(500,000)	(500,000)	(500,000)
Bids into Fund	378,620	300,120	195,720	179,720
<b>Shortfall / (Unused) Funding</b>	<b>(121,380)</b>	<b>(199,880)</b>	<b>(304,280)</b>	<b>(320,280)</b>

The relatively modest level of PPF Bids submitted as part of this year's budget process appears to reflect awareness of the need for restraint in the current financial climate and the relative value of additional bids when compared to the further savings that would need to be identified. This would seem to be supported by the fact that only High priority bids have been submitted as part of this year's budget process.

Given the level of PPF Bids received, the following analysis is based on retaining sufficient PPF funding to allow for the potential for all such bids to be approved. The unused level of funding

from 2013/14 onward would be available to reduce the Net Savings Requirement in those years, whilst the unused funding in 2012/13 could be used to support capital spending.

The effects of this would be as follows:

Priority Policy Fund 2012/13	2012/13 £	2013/14 £	2014/15 £	2015/16 £
<b>Shortfall / (Unused) Funding</b>	<b>(121,380)</b>	<b>(199,880)</b>	<b>(304,280)</b>	<b>(320,280)</b>
<b><i>Applied through:</i></b>				
Use to reduce ongoing Net Savings Requirement in - 2013/14		199,880		
- 2014/15			104,400	
- 2015/16				16,000
Use to support capital spending	121,380	0	0	0

## Review of Future Net Savings Requirements

A key part of the BSR is to update the projection of the requirements for net savings to be achieved in future years, as the basis for considering their achievability.

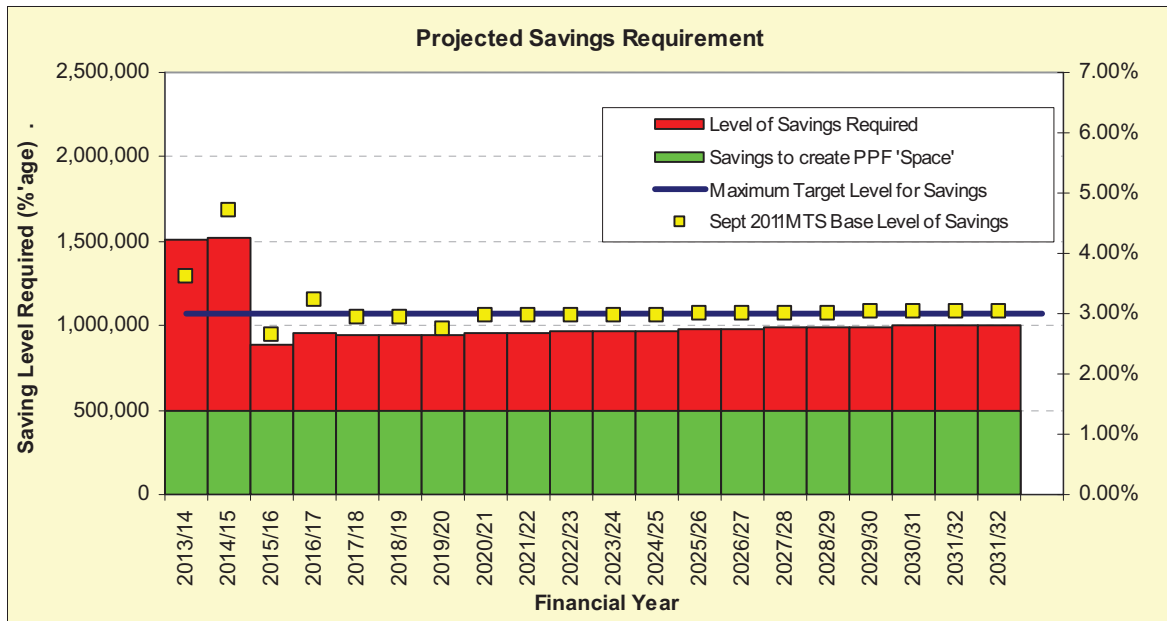
The review of factors undertaken above requires a number of adjustments to be made to the projection of future Net Savings Requirements which had been identified in the September 20121 MTS. These are as follows:

Net Savings Requirements	2013/14 £	2014/15 £	2015/16 £
<b>Net Savings Requirement (per Sept 2011 MTS)</b>	<b>1,287,860</b>	<b>1,683,310</b>	<b>950,000</b>
<i>Adjusted for:</i>			
Adjustment resulting from position against 2012/13 Cash Limit	(65,890)	(76,900)	(10,000)
<b>Sub totals</b>	<b>1,221,970</b>	<b>1,606,410</b>	<b>940,000</b>
Reduced to reflect unapplied 2012/13 PPF funding provision in:			
- 2013/14	(199,880)		
- 2014/15		(104,400)	
- 2015/16			(16,000)
<b>Sub totals</b>	<b>1,022,090</b>	<b>1,502,010</b>	<b>924,000</b>
Increase required to offset net Non-Cash Limit items	380,000	50,000	0
<b>Sub totals</b>	<b>1,402,090</b>	<b>1,552,010</b>	<b>924,000</b>
Increase required to offset effect of 2012/13 Council Tax freeze	103,230	(36,750)	(36,650)
<b>Revised Net Savings Requirement</b>	<b>1,505,320</b>	<b>1,515,260</b>	<b>887,350</b>

This shows that the Cash Limit process has enabled the Council to reduce the ongoing Net Savings Requirement in each of the years from 2013/14 to 2015/16. However, this has been more than offset in 2013/14 by the need to increase the requirement to meet the effects of Non-Cash Limit items (primarily the reduced external interest receipts) and to manage the effects of the 2012/13 Council Tax freeze (given that the Government grant support lasts only for one year).

This leaves the Council with two years at a level of around £1.5m of ongoing savings to be identified, before the requirement falls back to around £1m (as envisaged in the existing long-term financial strategy).

This can be seen graphically below:



In considering the achievability of these levels of Net Savings Requirement it is important to note that:

- Each year includes provision for £500,000 of ongoing PPF funding. This could be foregone, in whole or part, to reduce the Net savings Requirement in any year.
- The Service Review process has consistently delivered significant contributions towards savings requirements. The latest projections for savings that will result from the Service Reviews which are scheduled to be undertaken during 2012/13 suggest that those which can currently be quantified should deliver around £700,000 in savings. It is expected that additional Service Reviews will be identified during the year which will add to this position.

On this basis the resulting Net Savings Requirements are deemed to be realistic and achievable.

# Section 5

## HRA Revenue

### Changes to HRA Funding

Following recent changes in law as part of the Localism Bill, the current system for financing local authority housing, the national Housing Revenue Account (HRA) Subsidy System will be replaced with a new system, known as Self-Financing.

Under the new system, the government will place a value on each local authority's housing business over a 30-year period, resulting in the need for Cambridge City Council to take on a prescribed level of debt in return for being able to retain all HRA revenue streams, to fund local housing services and also service the debt taken on.

Recognising the major change that the Housing Revenue Account will see from April 2012, when self-financing is introduced, a special joint Housing Management Board (HMB) and Community Services meeting will take place on 8th February 2012, to consider the final budget, a 30-year Business Plan and Asset Management Plan for the Housing Revenue Account, incorporating the financial impact of the final debt settlement figure, which is anticipated by the end of January 2012.

Council will consider the recommendations of the special HMB and Community Services meeting on 23rd February 2012.

### Post MTS Approvals

There were no decisions taken between the publication of the Medium Term Strategy (as part of the October committee cycle) and publication of this document. Such decisions, including any made under urgency arrangements, together with financial implications would be noted here.

There are no Revenue or Capital implications to take into account in reviewing the final budget proposals.

## 2011/12 Revised Budget

Housing Revenue Account revenue budgets for the current year (2011/12) were initially reviewed as part of the 2011 Medium Term Strategy (MTS) in September 2011. A further review is undertaken as part of the January 2012 committee cycle and on this occasion again at a special meeting of HMB and Community Services on 8<sup>th</sup> February 2012. The budget will be updated when Council reviews this report later in February 2012.

The current overall effects of the revised budget proposals, compared to the Original Budget, are shown in the table below.

2011/12 Revised Budget	MTS 2011 £	Jan. 2012 £
Net HRA Use of / (Contribution to) Reserves	1,229,100	1,129,730
Variation on previously reported projection		(99,370)

Major variances have been identified and incorporated in the following areas:

- HRA General (£63,070) – Savings in consultant costs where audit fees for the HRA have reduced significantly and in training and office running costs (printing, postage, stationery, bank charges), resulting from a reduction in the number of staff directly employed in the HRA.
- HRA Special (£80,250) – Predominantly a reduction in employee costs due to intentionally holding vacancies to meet the reduction in costs required by Supporting People from April 2011. This underspend is directly offset by an underachievement in income from Supporting People. Electricity costs in communal areas are also less than budgeted, with the impact of introducing Smart Meters now apparent.
- HRA Repairs (£5,000) – The budget for housing occupational therapy costs is less than anticipated, with a corresponding saving also proposed in this budget going forward.



- HRA Summary Account £48,950 – Predominantly due to a reduction in the support income from Supporting People and in the income generated by HRA garages due to increased void levels. This reduction in income is partially offset by an over-achievement in service charge income from tenants and leaseholders, with the tenanted element due predominantly to a reduction in void sheltered properties as the refurbishment programme nears completion. An over-achievement in rental income in 2011/12 is more than offset by the inclusion of funding to arrange the borrowing required for self-financing.

Further changes to the Housing Revenue Account revised budget for 2011/12 may be included as part of the report to the special meeting of HMB and Community Services on 8<sup>th</sup> February 2012, when the final self-financing debt settlement is available. Following receipt of specialist financial advice in respect of the borrowing, and notification of the final debt settlement figure, there may be a requirement to incorporate into the revised budget for 2011/12 the impact of any changes in assumptions about the borrowing required on 28<sup>th</sup> March 2012, in terms of amended arrangements fees, the interest due and the debt itself, all of which will impact the current financial year.

## Review of Charges

Proposals for the review of charges for the Housing Revenue Account will be presented to HMB in January 2012. The effects of any proposed changes have been included in the base budget projections.

The Draft Housing Revenue Account Self-Financing Debt Settlement for April 2012 assumes that local authority guideline rents will increase rents in line with current rent restructuring policies. The level of debt which Cambridge City Council will be required to take on from 28<sup>th</sup> March 2012 is based upon the assumption that guideline rents at a local level will be increased by an inflation factor of 5.6% (RPI at September 2011) as the base rate, plus 0.5%, plus a move towards target rent by 2015/16, limited to an additional £2.00 per property per week.

Taking into account the above rent guidelines, Cambridge City Council would see an overall increase in guideline rent of 7.9% from April 2012. This in turn drives the increase that local authorities apply to actual rents.

Cambridge City Council has always set rents for tenants in line with government guidelines, to move towards target rents within the government intended timescales. Where the opportunity has arisen, within these guidelines, to limit or minimise rent increases, this has always been acted upon and implemented at a local level.

Taking into account the limit on individual rent increases of inflation (for 2012/13 this is 5.6%) plus 0.5% plus £2.00 per week, and an intended rent convergence date of April 2015, a significant increase in individual rents from April 2012 will again be necessary. Rent convergence will not be achieved at a local level across the entire housing stock for many years, with approximately 150 dwellings still not having achieved convergence in 15 years time, assuming the existing constraint upon rent increases continues to apply. The average rent increase for Cambridge City Council tenants for 2012/13 will be 8.3% or approximately £6.73 per week.

In calculating the level of debt that Cambridge City Council will be required to take on from 28th March 2012 as part of the self-financing valuation, government have made some key assumptions, one of which is:

“Assumed rental income: As described in both the February and July 2011 policy documents, national social rent policy is that rents in the council housing sector should converge with those charged by housing associations by 2015-16, followed by rent rises at RPI + 0.5% per year after this, in line with housing associations. In valuing each local authority's housing business we have assumed adherence to this rent policy”.

Based upon the Draft HRA Self-Financing Debt Settlement Determination, the level of debt that Cambridge City Council will be required to take on, will be £214,384,000. Government make the assumption that in order to support this level of debt, whilst still managing and maintaining decency in the housing stock, Cambridge City Council will adhere to the national rent setting guidelines. Any local decision to deviate from this assumption, will have no impact on the level of debt that is required to be supported locally, but will instead reduce the resource available to manage, maintain or improve the existing housing stock and limit any opportunity to borrow further to increase the supply of affordable housing in the city.

## Budget Proposals Summary

As in the 2011/12 budget process, a Cash Limit for the Housing Revenue Account as a whole has been adopted.

The net financial impact for the Housing Revenue Account of the bids and savings proposed as part of the budget process to date is summarised below.

Proposal Type	2012/13 £	2013/14 £	2014/15 £	2015/16 £
HRA General Savings Requirement (3%)	172,130	172,130	172,130	172,130
HRA Repairs Savings Requirement	15,470	15,470	15,470	15,470
HRA PPF Funding	(75,000)	(75,000)	(75,000)	(75,000)
<b>Reduction in Net Expenditure Required – HRA Cash Limit</b>	<b>112,600</b>	<b>112,600</b>	<b>112,600</b>	<b>112,600</b>
<b>HRA Budget Proposals:</b>				
Unavoidable Revenue Bid	202,890	214,890	214,890	214,890
Revenue Bids	37,580	37,580	37,580	37,580
Service Review Savings	(95,600)	(107,600)	(107,600)	(107,600)
Saving	(304,270)	(304,270)	(304,270)	(304,270)
PPF Bids	(23,720)	129,130	48,560	48,560
<b>Net Effect of HRA Proposals</b>	<b>(183,120)</b>	<b>(30,270)</b>	<b>(110,840)</b>	<b>(110,840)</b>
<b>Under / (Over) Achievement against HRA Cash Limit</b>	<b>(70,520)</b>	<b>82,330</b>	<b>1,760</b>	<b>1,760</b>

As with the revised budget for 2011/12, there will be further changes to be incorporated in the report presented to a special HMB and Community Services on 8th February 2012. These changes will be in respect of the removal of HRA negative subsidy, the impact of proposed rent increases for 2012/13, the reflection of any principal repayment of debt and amendments to interest paid and received, in light of the final HRA self-financing determination and resulting debt valuation.

## Service Reviews

The service review process is being managed organisationally, with each service review recognising the potential impact of change in respect of both the Housing Revenue Account and General Fund.

Savings delivered to the HRA as a result of service reviews are being incorporated into the longer-term financial planning for the HRA as they are identified by services, and contribute to the savings requirement for the HRA from this point.

# Section 6

## Capital

### Introduction

As outlined in Section 6 of the Medium Term Strategy [MTS September 2011], the Council has a wide ranging asset portfolio including council housing, substantial areas of common land as well as assets for direct service provision such as swimming pools, community centres, car parks and the Corn Exchange. There are also vehicles and equipment such as waste collection, grounds maintenance and building repairs vehicles.

In addition to the assets used for service provision, the Council has a varied portfolio of commercial property and shops including business units aimed at small and start-up businesses. Each asset needs to provide an appropriate return on the investment made by the Council and also be fit for the purpose for which it is used.

The budget process provides an opportunity for Heads of Service to review their operational asset base and bid for funding for projects planned to be undertaken during the forthcoming financial year ending 31 March 2013.

### Monitoring

The Asset Management Group (AMG) reviews the current asset base, proposals for additional assets and maintains an overview of the agreed capital asset disposal programme. AMG also reviews achievements against targets for the current Capital & Revenue Projects Plan based on monthly monitoring reports. These are based on a simple 'traffic light' approach which indicates whether schemes are progressing to budget and timetable. Reports are produced monthly for departments with an overview being scrutinised by AMG and Strategic Leadership Team (SLT) enabling early identification of projects which are slipping against the original scrutiny committee approval.

# Making Assets Count

The 'Making Assets Count' (MAC) work stream of 'Making Cambridgeshire Count' has undertaken work to map and analyse the usage of all the assets owned by each partner organisation, of which the City Council is one. This has enabled a far better understanding of the wider public sector estate across the county area, providing the opportunity to identify joint projects which could produce significant savings by combining, sharing and selling assets.

Work through MAC has helped to deliver the scheme for Seymour House, and there is currently joint feasibility work being undertaken to consider the potential for a shared operations centre in the south of the county, which could provide an alternative to the current depot sites for a number of partners.

MAC is looking to develop a shared public sector asset management strategy which will facilitate effective collaborative working. This will enable the identification of further opportunities to rationalise and enhance the public sector estate.

"There are ..... many organisations actively working on different ways to use assets and funding sources, working more collaboratively with public, private and third sector organisations and generally challenging the traditional approaches to service delivery and asset management.

Innovation needs to be encouraged if we are to deliver real improvements in these challenging times."

*David Bentley – CIPFA Property*

*National Asset Management Planning National Conference (November 2011)*

# Accommodation Strategy

The Council maintains offices throughout the city and an ongoing review is underway to consider the best use of our administrative buildings – whether owned or rented. This review is linked to work to determine the most appropriate working practices for the Council in the future, such as remote working.

Some budget bids reflect the use of accommodation throughout the Council's portfolio, including the Depot at Mill Road and The Guildhall where space is let to both public and private sector organisations.

## Asset Disposal

The Council has a small portfolio of development land that could be sold to generate significant capital sums. This will fulfil two objectives, firstly to provide land for commercial or housing development to meet the growth requirement within the city; secondly to provide funds for reinvestment to ensure that strategic objectives can be met.

Receipts from the disposal of capital assets are only recognised in the Council's reserves when received and after all relevant costs have been provided for.

The Council also maintains a register of strategic acquisitions that could be funded from the sale of capital assets or from other available funds.

Anticipated disposal	Fund	Asset	Comment
2012/13	General	Site K1, Orchard Park	Proposal for self build being investigated
2013/14	General	Land at Clay Farm, Trumpington	Within Southern Fringe development, subject to Collaboration Agreement with adjoining land owner
2015/16	General	Former Park & Ride Site and Golf Driving Range, Cowley Road	Subject to Local Plan Review Process

# Capital & Revenue Project Bids

Capital & Revenue Project bids are shown in detail in Appendix O. Sources of funding include:

- Earmarked & Specific Funds (e.g. Repairs & Renewals)
- External funding (e.g. Grants, National Lottery)
- Developer Contributions
- Capital Receipts
- Reserves

## Capital & Revenue Projects Plan

Project delivery is formally reviewed biannually in September (as part of the MTS) and January (as part of the BSR). Part of the review process is identifying the need to re-phase budgets, and the associated use of resources, into the financial years in which it is anticipated that expenditure will be incurred. Re-phasing requests are formally submitted to Council in October and February each year. The Current Capital and Revenue Projects Plan is shown in detail in Appendix M. A review of the current plan has led to the identification of a number of re-phasing requests; these are detailed in Appendix N.

## Financing

### Availability of Capital & Revenue Projects Funding

A key aim arising from the September 2011 MTS was to seek to identify a level of funding for the Council to be able to respond appropriately to a number of capital financing pressures, including Park Street Car Park which was on the Hold List.

The review of factors detailed above has served to identify a range of additional sums which could be used to support capital spending. This has had the following impact on the level of available capital funding:



	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000
<b>Funding available and unapplied (per Sept 2011 MTS)</b>	<b>(160)</b>	<b>(943)</b>	<b>(1,098)</b>	<b>(1,093)</b>	<b>(1,380)</b>
<i>Adjusted for:</i>					
Net Cash Limit underspend 2011/12 and 2012/13		(121)			
2012/13 PPF funding not applied		(244)			
Unapplied balance of 2012/13 New Homes Bonus funding		(703)			
Use of GF reserves down to £5m target level		(370)	(70)	(954)	318
<b>Revised Capital funding availability</b>	<b>(160)</b>	<b>(2,381)</b>	<b>(1,168)</b>	<b>(2,047)</b>	<b>(1,062)</b>

This provides the context for considering the affordability of the Capital bids which have been submitted as part of the 2012/13 budget process, as shown below:

	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000
<b>Revised Capital funding availability</b>	<b>(160)</b>	<b>(2,381)</b>	<b>(1,168)</b>	<b>(2,047)</b>	<b>(1,062)</b>
Capital bids	0	1,304	2,083	1,883	200
<b>(Surplus) / Shortfall in Funding</b>	<b>(160)</b>	<b>(1,077)</b>	<b>915</b>	<b>(164)</b>	<b>(862)</b>
<b>Cumulative cashflow effect</b>					
		<b>(1,237)</b>	<b>(322)</b>	<b>(486)</b>	<b>(1,348)</b>

This demonstrates that, although the spending requirement is very uneven (reflecting, in particular, the projected costs of the refurbishment works to the Park Street Car Park) the funding available is sufficient to allow all of the bids to be approved if they are deemed to be appropriate and necessary.

The projections in the remainder of the BSR assume, at this stage, that all of the capital bids are approved.

## Hold List

The Council maintains a Hold List for Projects that have been approved but are awaiting funding. The single item on the Hold List from 2007 (Park Street Car Park Refurbishment) has now been removed, as it is the subject of a bid into the 2012/13 Budget process (C2958).

Six items have been transferred to the Hold List from the Arts, Sport & Public Places portfolio's Capital & Revenue Projects Plan pending final agreement of funding sources.

Ref.	Proposed Scheme / Portfolio	Cost to CCC	Funding Source		
Arts, Sport & Public Places			Reserves	R&R	Other
SC453	Upper River Cam Biodiversity Project	£118,000	x	x	✓
SC455	Logan's Meadow LNR Extension	£188,000	x	x	✓
SC465	Upper River Cam Biodiversity Public Art	£29,000	x	x	✓
SC472	Cherry Hinton Hall Vending Kiosk	£15,000	x	x	✓
SC473	Cherry Hinton Hall Pond & Lake Restorations	£25,000	x	x	✓
SC475	Nightingale Recreation Ground Pavilion Refurbishment	£18,000	x	x	✓
<b>TOTAL</b>		<b>£393,000</b>			

## HRA / Housing Capital

In light of the major changes to funding for housing from April 2012, a complete review of the Housing Capital Plan will be presented to the special meeting of HMB and Community Services on 8<sup>th</sup> February 2012, alongside / as part of the HRA Business Plan and Asset Management Plan. The review will include the impact of any changes investment requirements in the housing stock, any re-phasing of existing capital budgets and will incorporate the impact of any capital bids identified as part of the 2012/13 budget process.

Early consideration will be given to capital bids and savings proposed as part of the 2011/12 revised and 2012/13 original budget process, and are summarised below:

	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000
Capital Bids – Requiring Funding	0	3,634,970	330,000	330,000	0
Capital Bids – Existing Funding	10,000	0	0	0	0
Capital Savings	(208,000)	0	0	0	0
<b>Net Capital Bids</b>	<b>(198,000)</b>	<b>3,634.970</b>	<b>330,000</b>	<b>330,000</b>	<b>0</b>

## Potential Need for Prudential Borrowing

The Council has been debt-free since 2003, when it took advantage of the then capital controls to repay external debt giving benefits to both the General Fund and HRA. Since changes in the capital finance system the basis for the move to debt-free status has been changed and there is no

Under the Governments draft HRA Self-Financing Debt Settlement Determination, the Council will need to undertake significant borrowing in order to fund the payment of £214,384m to the Government on 28 March 2012 as part of the change to the new self-financing system for the HRA.

In addition to borrowing to finance the initial debt take-on as part of self-financing the Council will be able to undertake additional prudential borrowing for the HRA up to a Government determined limit. Based on the figures in the draft determination, this would provide the opportunity to borrow around a further £16m. Any decisions leading to actual requirements for borrowing would be subject to individual business cases.

In addition, there are a number of other areas where the Council may choose to use prudential borrowing as the most appropriate means of financing new capital requirements:

- **Clay Farm Community Facilities** - a separate report will be considered in the current scrutiny committee cycle providing an update on the project to provide community facilities as part of the Clay Farm development. It is currently anticipated that the

Council will take-on the lead role in the provision of these facilities, and it is estimated that this may involve the need to borrow around £2.8m initially.

- **Clay Farm Collaboration Agreement** - under the agreement the City and other development partners, will be required to contribute to the shared cost of providing infrastructure in order to facilitate development of the site. Work is being undertaken to finalise the anticipated amounts and timing of such payments, but it is anticipated that these are likely to precede the point at which the City disposes of its land interest, and so the capital receipt may well not be available to fund these costs. In such a case, consideration would be given to the need for short-term prudential borrowing as a means of financing the collaboration agreement costs until the receipt is achieved.
- **Ditchburn Place** – The BSR includes an HRA capital bid of £3.075m for the potential refurbishment of the extra care housing at Ditchburn place. The bid assumes funding by prudential borrowing against the headroom expected to be available under the self-financing regime.

These items have formed part of the consideration in setting the prudential borrowing limits set out in Appendix T (a) as part of the treasury management strategy. This is considered in more detail in Section 7.

# Section 7

## Treasury Management

### Introduction

Treasury Management is defined as:

“ The management of the local authority's deposits and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

It is a statutory requirement for the Council to produce a balanced budget and to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from: -

- Increases in interest charges caused by increased borrowing to finance additional capital expenditure, and
- any increases in running costs from new capital projects are limited to a level which is affordable within the projected income of the Council for the foreseeable future.

These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

# Statutory Requirements

The Local Government Act 2003 (the Act) and supporting regulations requires the Council to 'have regard to' the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Council's capital deposit plans are affordable, prudent and sustainable.

The Act requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance issued subsequent to the Act and included as Appendices to this report). This sets out the Council's policies for managing its deposits and for giving priority to the security and liquidity of those deposits.

The Council has regard to the investment guidance issued by the Department of Communities and Local Government and that set out in the revised CIPFA Treasury Management Code of Practice 2011.

# CIPFA Requirements

The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised November 2011) was received by this Council on 15 November 2011.

The primary requirements of the Code are as follows:

- creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities;
- creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives;
- receipt by the full council of an Annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report (stewardship report) covering activities during the previous year;

- delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions; and;
- delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is Strategy & Resources Scrutiny Committee.

## Treasury Management Strategy for 2012/13

The suggested strategy for 2012/13 is based upon the treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's treasury advisor, SECTOR Treasury Services Ltd. The strategy covers:

- treasury limits in force which will limit the treasury risk and activities of the Council;
- prudential and treasury indicators;
- the current treasury portfolio;
- the borrowing requirement;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- the deposit strategy;
- creditworthiness policy;
- policy on use of external service providers; and;
- the MRP policy.

## The Council's Reporting Framework

The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals. These reports are required to be adequately scrutinised by committee before being recommended to the Council. This role is undertaken by the Strategy and Resources Scrutiny Committee.

## Prudential and Treasury Indicators and Treasury Management Strategy

The first, and most important report covers the capital plans (including prudential indicators); a Minimum Revenue Provision Policy (how residual capital expenditure is charged to revenue over time); the Treasury Management Strategy (how the deposits and borrowings are to be organised) including treasury indicators; and an investment strategy (the parameters on how deposits are to be managed).

These elements of the overall strategy are attached to this report as Appendices T(a), T(b) & T(c) and together constitute this report.

An explanatory note on Prudential and Treasury Indicators is included in Appendix T(a) with Annex 1

## A Mid-Year Treasury Management Report

This updates members with the progress of the capital position, amending prudential indicators as necessary, reports whether the treasury practices are meeting the strategy and indicates if any policies require revision.

## An Annual Treasury Management Report

This provides details of a range of actual prudential and treasury indicators and actual treasury operations, for the previous financial year, compared to the estimates within the strategy.

## Monthly updates

In addition, the Leader and Executive Councillor for Customer Services and Resources receive a monthly update on treasury activity.

***It is recommended that the Council note the Prudential Indicators as set out in Appendix T(a) and approve the Annual Borrowing and Investment Strategies in Appendices T(b) and T(c)***



# Section 8

## Summary and Overview

### Equalities Impact Assessment, Uncertainties and Risk Assessment

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.

#### **Equalities Impact Assessment**

Under equality legislation, local authorities have legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality with regard to race, disability and gender, including gender reassignment, as well as to promote good race relations. The Equality Act 2010 introduced a new public sector duty that extends this coverage to age, sexual orientation, pregnancy and maternity, and religion or belief.

The law requires that this duty to pay 'due regard' be demonstrated in the decision making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show 'due regard'.

As a key element of considering the changes proposed in this Budget Setting Report, an Equality Impact Assessment will be undertaken covering all of the Budget 2012/13 proposals. This will be included in version 2 of this report in Appendix W.

The assessment will identify the impact that financial proposals could have on equality groups, together with mitigation arrangements. It will also include an action plan identifying how disadvantage or negative impact can be addressed, together with timescales and details of lead officers.

## 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:

- The robustness of the estimates made for the purposes of the calculations, and
- 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:

- The Medium Term Strategy 2011
- The budget reports to the January cycle of meetings (including revised budgets for 2011/12) and Portfolio Plans also to be reported in the January 2012 cycle.

This reflects the fact that the requirements of the Act incorporate issues that 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 that is built into all of the key aspects of the Council's work.

The Section 25 report will be included in the final version of this document at Appendix X.

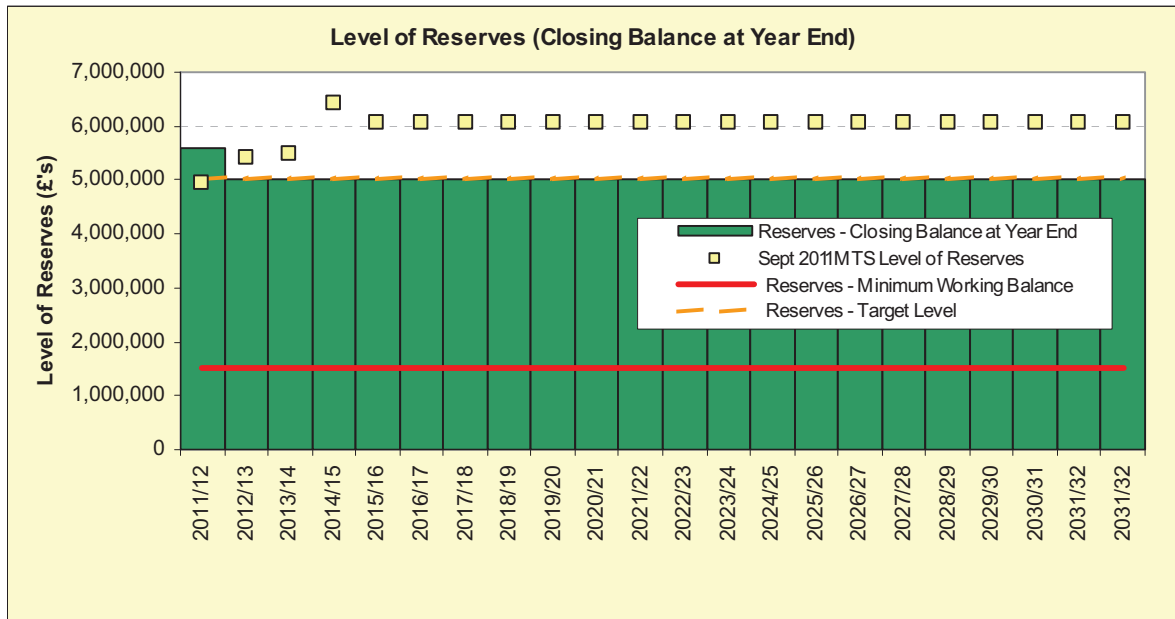
# Overall Spending Plans, Funding and Reserves

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.

## General Fund

Based on the projections within this report, a revised anticipated need to use reserves and the resultant reserves profile has been calculated for the full 25-year model. This is shown for the 5-year MTS period in Appendix G (c).

The projection through to 2016/17 is shown graphically below:



This reflects a planned use of reserves to support capital spending, in order to bring the reserves level down to the Target level of £5m over the medium and long-term.

The longer-term projection is important, as it demonstrates the sustainability of the Council's financial strategy and the fact that uneven cost pressures faced by the Council in the short and medium-term can be effectively managed.

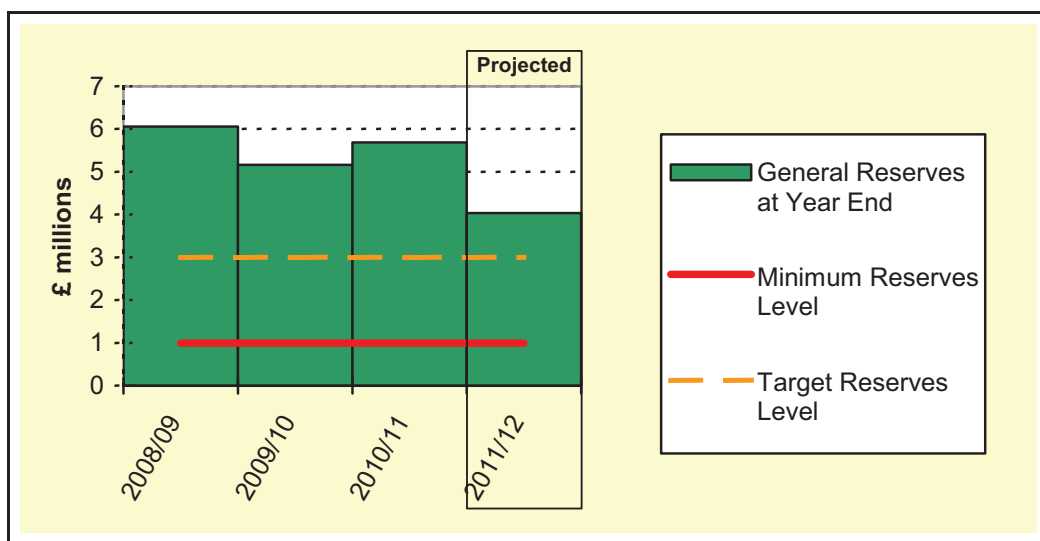
General Fund reserves are also used to support the Council's Capital Plan, and this effect also has to be taken into account when considering the long-term impact on the reserves position; and hence the ability to ensure the sustainability of the Council's policies and services.

As part of the work to develop the BSR consideration has been given to the appropriateness of the Minimum and target levels set for General Fund reserves. At this time no changes are proposed to these levels.

The reserves projections are based on the expectation that the Council will be able to achieve the Net Savings Requirements identified in each of the years from 2013/14.

## Housing Revenue Account (HRA)

Based on the projections in Section 5 of this report, a revised anticipated need to use reserves in 2011/12 and the resultant reserves profile has been calculated for the HRA. This is shown graphically below:



The current HRA forecast contains the assumption that balances will be reduced, by making additional direct revenue financing (DRF) of capital contributions, down to the target of £3m over the medium-term. The position, however, may look very different in the forthcoming business plan, with the financial impact of self-financing incorporated.

As part of the work to develop the new Business Plan which is required to support the new Self-Financing HRA consideration has been given to the appropriateness of the Minimum and Target levels set for HRA reserves in light of the significant risk transfer from central to local government which the new system implies. This will result in a formal proposal to revise the levels as part of the Business Plan report which will be considered at the special joint Housing Management Board (HMB) and Community Services meeting will take place on 8th February 2012.

# Future Issues and Prospects

The Council's corporate planning and decision-making cycle, and the adoption of a MTS, reflect the need for continuity of approach in order to deliver against the Council's visions and objectives.

The next stage in this ongoing process will be the production of the September 2012 MTS. This will provide an opportunity to identify and consider the implications of any new or developing issues and projects.

Key areas are currently anticipated to include:

- a) **Growth Agenda** - work is continuing to review timescales in light of the impact of the current economic recession and in the wake of the substantial downturn in the housing market. The Council is continuing to work with partner organisations to plan and bring forward key elements of the Growth Agenda. A resource model has been developed, and is reflected in the taxbase and Council Tax yield calculations included in this document. The model will be updated for the outcome of key consultants reports on infrastructure and other investments requirements, as well as the updated housing trajectory projections. This work will be a key element in projecting future cost pressures and changes in grant entitlement over the medium and long-term, and an update will feature in the 2012 MTS. New Homes Bonus funding has been used to provide a commitment to retain the posts working on the planning and delivery of growth in order to ensure that a quality built environment can be delivered.
- b) **County Pension Fund** - as part of the September 2010 MTS the Council had already anticipated an increase in the employer contribution rate resulting from the 2010 triennial revaluation of the Pension Fund by providing for an additional 0.75% in each of the 6 years from 2011/12.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
2007 Valuation Rates	18.6%	18.6%	18.6%	18.6%	18.6%	18.6%
Provision for outcome of 2010 Valuation	19.35%	20.10%	20.85%	21.60%	22.35%	23.10%
Increase / (Decrease)	0.75%	1.50%	2.25%	3.00%	3.75%	4.50%
<b>Budget Impact (in year)</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
- GF	164,250	328,500	492,750	657,000	821,250	985,500
- HRA	63,820	127,640	191,460	255,280	319,100	382,920
<b>Total</b>	<b>228,070</b>	<b>456,140</b>	<b>684,210</b>	<b>912,280</b>	<b>1,140,350</b>	<b>1,368,420</b>

Based on the information available to date this provision is still felt to be appropriate. Negotiations are still ongoing to seek to agree a revised Local Government Pension Scheme in light of the recommendations of the Independent Public Services Pensions Commission, Chaired by Lord Hutton.

- c) **New Capital Receipts** - the Council has a number of asset holdings which may be the subject of disposals over the next few years, as outlined in Section 6. This is an area which continues to be closely monitored given the volatility of asset values and market interest as a consequence of the economic downturn. The Council has adopted a policy of not treating capital receipts as funding available for new spending until they have actually been received. This has proved an important discipline in the current uncertain climate, and has helped ensure the integrity of the Council's capital spending plans.
- d) **Benefit Realisation** - the Council has approved a number of schemes which are based on payback models funded initially from temporary use of reserves (the most prominent of these being the Customer Access Strategy project). As a result, a clear focus and robust approach to the realisation of the benefits which underpin the repayment of the initial investment is essential, in order to ensure the viability of the Council's medium-term financial plans. The position on these schemes has been regularly monitored to ensure that projections are being achieved in practice.
- e) **Introduction of Self-Financing for the HRA** – following recent changes in law as part of the Localism Bill, the current system for financing local authority housing, the national Housing

Revenue Account (HRA) Subsidy System will be replaced with a new system, known as Self-Financing, with effect from 1 April 2012. Recognising the major change that the Housing Revenue Account will see from that point, a special joint Housing Management Board (HMB) and Community Services meeting will take place on 8th February 2012, to consider the final budget, a 30-year Business Plan and Asset Management Plan for the Housing Revenue Account, incorporating the financial impact of the final debt settlement figure, which is anticipated by the end of January 2012.

- f) ***Icelandic Bank Investments*** - the Council is basing its financial planning on the latest information provided by the LGA, respective administrators and based on the advice issued by CIPFA's Local Authority Accounting Panel. The September 2010 MTS made provision for the projected shortfall in the capital sum which can be recovered, and this has been subsequently updated to take account of latest announcements. Whilst the November 2011 Icelandic Supreme Court judgement formally applied only to the test cases, it is felt that this provides a high degree of certainty for non-test case authorities such as the City that preferential creditor status will be maintained; with associated higher expected rates of return. Developments and updates continue to be carefully monitored, and Members will be updated in the case of any significant changes.
- g) ***The Future of Local Government Finance*** - it is anticipated that the announcement of the outcome of the Local Government Resource Review will see the ending of the current Formula Grant system and its replacement with a scheme based on the re-localisation of Business Rates, with effect from 2013/14. On the evidence of the initial consultation on the proposed new scheme, the effect is likely to be a starting point based on current entitlement to support under the Formula Grant process. The Council's financial projections do not assume there will be a material increase in funding as a result of these changes, however, this will clearly be a crucial factor for effective long-term financial planning for the General Fund, and details of the implications of the review will be reported to Members once they are published.
- h) ***Population Changes*** - the existing basis for Government funding is very heavily based on the level of resident population. There are a number of changes which might impact on the population figures which are used as the basis for future funding determination. The figures from Census 2011 have yet to be published and we await confirmation as to when they will be used to re-base population figures for Government grant purposes. In the past, the re-basing of population using census data has had significant negative implications in terms of entitlement for the Council, due to high degree of population mobility of the City.

In the interim, the Office of National Statistics has been consulting on a proposed improved methodology for estimating net immigration to local authorities. Whilst seeking to improve the basis for estimation the methodology has resulted in significant % changes for a number of local authorities which appear hard to reconcile to local knowledge and official data sources. Cambridge is one of these authorities with a projected reduction of 20,200 in the indicative mid-year estimate for 2010. The Council is working together with other similar affected authorities and the LGA in seeking to challenge the proposed new methodology.

i) **Welfare Reform** - Government's plans to reform the country's system of welfare payments have considerable implications for the Council and for the work of this service area. As yet the implications of these proposed changes are not fully clear. Key ongoing changes and issues are:

- changes to Local Housing Allowance (LHA);
- the formation of a Single Fraud Investigation Service;
- the localisation of Council Tax Benefits;
- the Introduction of Universal Credit (UC);
- changes to the DWP Admin Grant (ongoing reductions in overall funding); and
- potential impact to the HRA rent account of the introduction of direct payments of UC to tenants.

The service will need to work closely with organisations such as the Department for Work & Pensions [DWP] plus advocacy and support agencies to ensure that the Council makes the necessary changes to its own benefits systems and meets the Government timetable for doing this. We also need to ensure that support, information and advice about the changes and their implications for individuals are in place, in particular for pensioners and those who are most vulnerable and in need. As a consequence of the current economic downturn, the service has already experienced an increase in its benefit assessment workloads and this is expected to continue into 2012/13 and beyond.

Updates will be provided to Members, in advance of the September 2012 MTS, where there are announcements which have significant implications for the Council's financial strategy and plans.



# Options and Conclusions

## Options

The work undertaken as part of the 2012/13 budget process, to date, has resulted in the development of proposals for base budgets for each Portfolio.

The January cycle of scrutiny committee meetings will be considering the options available. Their deliberations will be considered by the Executive in considering cross-portfolio issues and recommending a final package of budget measures to Council.

This version of the BSR recommends :

- approval of the revenue bids and funding proposals presented

In respect of the affordability Capital Bids, this report recommends :

- approval of the capital bids and funding proposals presented

The meeting of Council on 23 February 2012 will consider the final proposed Budget, as identified in this report, for approval.

## Conclusions

The review of key factors undertaken and presented in this report outlines an approach for finalising the budget for 2012/13.

The work to develop the 2012/13 Budget has highlighted significant pressures from Unavoidable Revenue Bids and the impact of changes to non-cash budgets. In addition to containing these pressures and meeting the Cash Limit target for 2012/13, it has been possible to identify future ongoing savings which have served to reduce the level of net savings identified as required for 2014/15 and 2015/16. The increased net savings requirement for 2013/14 results from the new pressures resulting from the prolonged economic downturn together with the need to address the reduction in Council Tax yield due to the freeze in 2012/13.

The Council's adoption of long-term budget modelling and prudent financial strategies has been instrumental in enabling it to meet the current significant financial challenges, not least

from the economic downturn and reductions in Formula Grant, with the least adverse impact on service provision.

The adoption of a process of Service Reviews has provided an important contribution towards meeting the 'Net Savings Requirement' for 2012/13, realising ongoing savings in the region of £990k from 2014/15. The Council is seeking to build on this approach, in identifying the most appropriate ways to meet the net savings challenge identified in future years.

# Appendix A

## Outline Budget Preparation Timetable

Timetable for the remaining key stages in the 2012/13 Corporate Planning and Decision Making Cycle and Budget Preparation process

Date	Major Stage
3-16 Jan 2012	Portfolio Plans taken to Scrutiny Committees during the January cycle
16 Jan 2012	Strategy & Resources Scrutiny Committee
19 Jan 2012	Executive Budget meeting to consider Budget-Setting Report and Council Tax requirements
3 Feb 2012	Special Strategy & Resources Scrutiny Committee considers any budget amendment proposals
9 Feb 2012	Police Authority – precepting meeting
16 Feb 2012	Fire Authority – precepting meeting
21 Feb 2012	County Council – precepting meeting
23 Feb 2012	Council sets budget, Council Tax demand, precepts and overall Council Tax level
March 2012	Final approved budget reports to be sent to Cost Centre Managers by Finance
March 2012	2012/13 Budget Book published by Finance

# Appendix B

## Earmarked & Specific Funds (£ '000s)

### Repairs & Renewals

General Fund	Opening Balance	Contributions	Expenditure to Nov 2011	Closing Balance
Arts, Sport & Public Places	(872.4)	(428.5)	106.9	(1,194.0)
Community Development & Health	(1,588.4)	(351.4)	69.2	(1,870.6)
Customer Services & Resources	(4,774.5)	(925.7)	37.8	(5,662.4)
Environmental & Waste Services	(4,485.1)	(368.5)	47.0	(4,806.6)
Housing – General Fund	(325.1)	(38.9)	3.7	(360.2)
Planning & Sustainable Transport	(966.4)	(390.0)	43.3	(1,313.1)
Strategy & Climate Change	(180.4)	(20.7)	3.2	(198.0)
<b>Totals</b>	<b>(13,192.4)</b>	<b>(2,523.7)</b>	<b>311.2</b>	<b>(15,404.9)</b>

Housing Revenue Account	Opening Balance	Contributions	Expenditure to Nov 2011	Closing Balance
Housing - HRA	(1,826.2)	(263.6)	37.9	(2,051.9)

### Climate Change Fund

Description	2011/12	2012/13	2013/14	2014/15
(Surplus) / Deficit b/f	<b>(383.1)</b>	<b>(377.5)</b>	<b>(473.9)</b>	<b>(473.9)</b>
Contributions	(184.8)	(129.1)	0.0	0.0
Surplus available	<b>(567.9)</b>	<b>(506.6)</b>	<b>(473.9)</b>	<b>(473.9)</b>
Approvals	190.4	32.7	0.0	0.0
(Surplus) / Deficit c/f	<b>(377.5)</b>	<b>(473.9)</b>	<b>(473.9)</b>	<b>(473.9)</b>

## Development Plan Fund

Description	2011/12	2012/13	2013/14	2014/15
(Surplus) / Deficit b/f	<b>(272.0)</b>	<b>(283.3)</b>	<b>(300.3)</b>	<b>(22.9)</b>
Contributions	(161.3)	(167.0)	(167.0)	(167.0)
Surplus available	<b>(433.3)</b>	<b>(450.3)</b>	<b>(467.3)</b>	<b>(184.3)</b>
Forecast Expenditure	150.0	150.0	450.0	150.0
(Surplus) / Deficit c/f	<b>(283.3)</b>	<b>(300.3)</b>	<b>(17.3)</b>	<b>(34.3)</b>

## Fixed Term Posts Costs

Description	2011/12	2012/13	2013/14	2014/15
(Surplus) / Deficit b/f	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>
Contributions	0.0	0.0	0.0	0.0
Surplus available	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>
Approvals	0.0	0.0	0.0	0.0
(Surplus) / Deficit c/f	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>	<b>(30.0)</b>

## Council Tax Earmarked for Growth

Description	2011/12	2012/13	2013/14	2014/15
(Surplus) / Deficit b/f	<b>(167.6)</b>	<b>(276.9)</b>	<b>(363.6)</b>	<b>(565.6)</b>
Contributions	(249.3)	(271.7)	(448.3)	(700.7)
Surplus available	<b>(416.9)</b>	<b>(548.6)</b>	<b>(811.9)</b>	<b>(1,266.3)</b>
Approvals	140.0	185.0	246.4	246.4
(Surplus) / Deficit c/f	<b>(276.9)</b>	<b>(363.6)</b>	<b>(565.6)</b>	<b>(1,019.9)</b>

## Efficiency Fund

Description	2011/12	2012/13	2013/14	2014/15
(Surplus) / Deficit b/f	<b>(75.0)</b>	<b>(418.4)</b>	<b>(449.4)</b>	<b>(426.9)</b>
Contributions	(475.0)	(200.0)	0.0	0.0
Surplus available	<b>(535.0)</b>	<b>(618.4)</b>	<b>(449.4)</b>	<b>(426.9)</b>
Approvals	116.6	169.0	22.5	0.0
(Surplus) / Deficit c/f	<b>(418.4)</b>	<b>(449.4)</b>	<b>(426.9)</b>	<b>(426.9)</b>

## Technology Investment Fund

Description	2011/12 £ '000	2012/13 £ '000	2013/14 £ '000	2014/15 £ '000
(Surplus) / Deficit b/f	<b>(241.3)</b>	<b>(98.3)</b>	<b>(76.3)</b>	<b>(76.3)</b>
Existing Commitments	143.0	0.0	0.0	0.0
New commitments	0.0	22.0	0.0	0.0
(Surplus) / Deficit c/f	<b>(98.3)</b>	<b>(76.3)</b>	<b>(76.3)</b>	<b>(76.3)</b>

## Developer Contributions at November 2011 - (Provisional)

Category	Completed agreements		Future Forecast <sup>1</sup>		Approvals <sup>3</sup>	Projected Balance Available
	Balance at 1 April 2011	Apr-Nov 2011 (Actual)	Non Growth Sites	Growth Sites <sup>2</sup>		
Affordable Housing	(382.0)	0.0	0.0	0.0	331.0	(51.0)
Community Facilities	(1,542.1)	(176.7)	(645.5)	(276.9)	1,058.0	(1,583.2)
Formal Open Space / Outdoor Sport	(1,135.0)	(97.0)	(542.6)	(697.1)	1,196.0	(1,275.7)
Informal Open Spaces	(1,280.9)	(87.9)	(413.2)	(409.6)	798.0	(1,393.6)
Children / Teenagers Play Provision	(330.0)	(92.8)	(240.8)	(286.9)	470.0	(480.4)
Indoor Sports Facilities	(2.7)	(14.3)	(397.2)	0.0	0.0	(414.2)
Public Art	(541.2)	(154.6)	(384.8)	0.0	326.0	(754.6)
Public Realm	(303.2)	0.0	0.00	0.0	27.0	(276.2)
Miscellaneous	(33.1)	(19.6)	(19.0)	0.0	0.0	(71.6)
Funds held for Cambridgeshire CC	(716.3)	12.4	0.0	0.0	0.0	(704.0)
<b>Total</b>	<b>(6,266.5)</b>	<b>(630.5)</b>	<b>(2,643.0)</b>	<b>(1,670.4)</b>	<b>4,206.0</b>	<b>(7,004.5)</b>

<sup>1</sup> Includes forecast funding from completed S106 agreements where trigger points for the receipt of contributions have not yet been reached. Whilst most of these contributions are for off-site spending, stipulations within some legal agreements can prescribe how (type of project), where (proximity to development) and when the contribution can be used. Developer contributions must be used for the intended purposes

<sup>2</sup> Some contributions from CB1 and NIAB Frontage developments are available to fund projects beyond the growth sites.

<sup>3</sup> Includes only those approved capital projects that are in the Capital & Revenue Projects Plan (2011/12 - 2015/16) to be financed from Developer Contributions.

## Developer Contributions Forecast – Major Growth Sites (memorandum only)

Category	Cambridge City Council	Cambridgeshire CC	South Cambs DC	TOTAL
Affordable Housing <sup>1</sup>	0.0	0.0	0.0	0.0
Community Facilities <sup>2 3</sup>	(6,606.8)	(2,155.9)	0.0	(8,762.7)
Formal Open Space <sup>3</sup>	(983.7)	(745.8)	0.0	(1,729.5)
Informal Open Space <sup>2 3</sup>	(3,810.2)	0.0	0.0	(3,810.2)
Children & Teenagers <sup>2 4</sup>	(2,093.2)	0.0	0.0	(2,093.2)
Allotments <sup>2 4</sup>	(221.0)	0.0	0.0	(221.0)
Indoor Sport <sup>3</sup>	(1,454.0)	0.0	0.0	(1,454.0)
Public Art <sup>1</sup>	0.0	0.0	0.0	0.0
Public Realm <sup>1 2</sup>	(82.5)	0.0	0.0	(82.5)
Waste & Recycling <sup>2 4</sup>	(25.6)	0.0	0.0	(1,540.0)
Ecology <sup>3</sup>	(564.3)	0.0	0.0	(564.3)
Miscellaneous <sup>3</sup>	(398.0)	0.0	(35.9)	(433.9)
Section 106 monitoring <sup>2</sup>	(375.0)	0.0	0.0	(375.0)
Community development & other revenue contributions	(1,040.0)	0.0	0.0	(1,040.0)
Education & Lifelong learning	0.0	(52,014.4)	0.0	(52,014.4)
Household Waste Recycling Facility	0.0	(1,514.4)	0.0	0.0
Transport	0.0	(35,698.1)	0.0	(35,698.1)
<b>TOTAL</b>	<b>(17,654.3)</b>	<b>(92,128.7)</b>	<b>(35.9)</b>	<b>(109,818.9)</b>

<sup>1</sup> Indicates that all provision within this category will be provided on site, so that no off-site contributions will be payable

<sup>2</sup> Indicates site-specific maintenance contributions only for open spaces/public realm areas within these categories to be provided on site that will be transferred to the City Council to manage and maintain/ or payments to the local authority for other facilities and services that need to be provided/delivered on site

<sup>3</sup> Indicates off-site contribution towards named project specified in S106 agreement

<sup>4</sup> Formula contributions to be calculated

# Appendix C (a)

## Calculation of Council Tax Base 2012/13

	Council Tax Bands								
	A	B	C	D	E	F	G	H	Total
Dwellings on the valuation list	2,842	9,484	17,554	8,543	4,865	3,070	2,834	448	49,640
Dwellings treated as exempt	204	562	845	586	285	236	348	170	3,236
Adjustments for disabled reductions (i.e. reduced by one band)	0	13	46	23	22	9	10	7	130
	13	46	23	22	9	10	7	0	130
<b>Total chargeable dwellings</b>	<b>2,651</b>	<b>8,955</b>	<b>16,686</b>	<b>7,956</b>	<b>4,567</b>	<b>2,835</b>	<b>2,483</b>	<b>271</b>	<b>46,404</b>
<b>Number of dwellings included in the in the above totals:</b>									
Entitled to a 25% discount (single adult household)	1,753	4851	5,313	2,109	1,084	564	411	21	16,106
Entitled to a 25% discount (all but one adult disregarded)	22	169	291	103	66	30	17	2	700
Entitled to a 50% discount (all residents disregarded)	0	10	2	8	6	6	8	6	46
Classed as second homes and treated for Formula Grant purposes as entitled to 50% discount	120	248	362	246	141	82	53	3	1,255
Classed as long term empty and receiving 50% discount	106	38	97	41	35	13	24	12	366
Where there is a liability to pay 100% council tax	650	3,639	10,621	5,449	3,235	2,140	1,970	227	27,931
<b>Total number of equivalent dwellings after discounts, exemptions and disabled relief</b>	<b>2,094.25</b>	<b>7,552.00</b>	<b>15,054.50</b>	<b>7,255.50</b>	<b>4,188.50</b>	<b>2,636.00</b>	<b>2,333.50</b>	<b>254.75</b>	<b>41,369</b>
Ratio to Band D	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	
<b>Band D equivalents</b>	<b>1,396.2</b>	<b>5,873.8</b>	<b>13,381.8</b>	<b>7,255.5</b>	<b>5,119.3</b>	<b>3,807.6</b>	<b>3,889.2</b>	<b>509.5</b>	<b>41,232.9</b>
Band D equivalent contributions for Government properties									1.0
<b>Tax base for Formula Grant purposes</b>									<b>41,233.9</b>
	Add	Estimated net growth in tax base							600.7
	Add	Additional second homes income							490.0
	Less	Adjustment for student exemptions							-898.7
	Less	Assumed loss on collection at 1%							-414.3
<b>Total Band D Equivalents – Tax base for Council Tax and Precept Setting Purposes (rounded to nearest integer)</b>									<b>41,012</b>



Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Community Services - Community Development &amp; Health</b>					
<b>Revised Budget</b>					
RB2786	<b>Revised Budget - Salary underspend for Community Development Administration and Grants Administration</b>	(45,000)	No	0	Trevor Woollams
	<i>Projected underspend for salaries across 2 cost centres. This is primarily a result of the Community Development Service's Phase 2 restructuring which is linked to the Council's on-going support services review. Savings are £45k for 11/12 split across: Code 07101 @ £17,000 and Code 06151 @ £28,000. Both reviews are due for completion by the end of March 2012.</i>				
RB2787	<b>Revised Budget - Salary underspend for ChYpPS</b>	(4,500)	No	0	Trevor Woollams
	<i>Projected underspend due to various vacancies across the service which have now been filled plus some staff not taking up pension.</i>				
RB2788	<b>Revised Budget - Salary underspend for neighbourhood community development</b>	(4,000)	No	0	Trevor Woollams
	<i>Projected underspend due to various vacancies which have now been filled</i>				
<b>Total Revised Budget</b>		<b>(53,500)</b>		<b>0</b>	
<b>Total Community Services - Community Development &amp; Health</b>		<b>(53,500)</b>		<b>0</b>	

Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Community Services - Housing</b>					
<b>Revised Budget</b>					
RB2864	<b>Reduction in recharge from the HRA to the General Fund in respect of shared amenities</b>	(27,000)	Yes	(29,620)	Julia Hovells
<div style="border: 1px dashed black; padding: 5px;"> <i>Reduction in anticipated recharge from the HRA in respect of shared amenities, based upon actual costs incurred in 2010/11 [See also RB2890]</i> </div>					
RB2979	<b>Funding to meet anticipated set up costs of the new Home Improvement Agency shared service</b>	20,000	No	0	Alan Carter
<div style="border: 1px solid black; padding: 5px;"> <i>A new shared Home Improvement Agency Service is being set up, combining staff from Cambridge City Council, South Cambridgeshire District Council and Huntingdonshire District Council. There are anticipated set up costs in 2011/12 to facilitate the new service, with anticipated long term financial benefits [See also SR2912]</i> </div>					
<b>Total Revised Budget</b>		<b>(7,000)</b>		<b>(29,620)</b>	
<b>Total Community Services - Housing</b>		<b>(7,000)</b>		<b>(29,620)</b>	

Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Environment - Environmental &amp; Waste Services</b>					
<b>Revised Budget</b>					
RB2824	<b>Fleet salary savings</b>	(21,000)	No	0	David Cox
[Salary savings as a result of staff turnover within the fleet cost centre.]					
RB2832	<b>Street/Zip car usage and uptake increase in costs across the service</b>	11,000	Yes	11,000	Jas Lally
[Since lump sum and essential car allowance changes there has been an steady but increasing use by staff in street/zip car usage. This is causing an unavoidable over spend on budgets within the section. [See also UR2796]					
RB2833	<b>Increased income from trade waste services</b>	(138,000)	No	0	Jas Lally
[Anticipated loss of business for this financial year has not been evident; leading to an increased income from higher than inflation price increases added at the start of the financial year to mitigate against this potential loss. The trade waste mixed recycling service has continued to expand leading to an increase in the number of customers using this service, again resulting in additional income. Savings will not continue due to an increase in gate fee and the transfer of disposal cost from the County Council as a result of anticipated changes to the Controlled Waste Regulations.]					
RB2834	<b>Waste Compositional Analysis</b>	38,000	No	0	Jen Robertson
[As debated at Environment Scrutiny Committee on 4/10/11 a Waste Compositional Analysis is required to be carried out in order to establish what materials are not being recycled and which groups of people are not recycling to the full or at all. This work will enable decisions to be made about the next steps to be taken in order to increase recycling to 50-55% by 2015/16. It is not known at this stage exactly how much this analysis will cost but it is anticipated that it will be approximately £38,000 and therefore a revised budget bid is being made.]					
RB2835	<b>Materials Recycling Facility Gate Fee</b>	(95,000)	No	0	Rebecca Weymouth
[The Materials Recycling Facility (MRF) contract price is determined every 6 months based on the value of the recycle materials from the blue bin. This makes predicting budgets difficult and has meant that provision needs to be made within budgets for a drop in the value of materials. The next price review is due in December but it is predicted that the value will remain high and, based on predicted tonnage for the remainder of the year, one off savings can be made.]					
RB2837	<b>Underspend in staffing costs</b>	(37,000)	No	0	Yvonne O'Donnell
[As part of a review of the detailed salary budgets of the Refuse and Environment section there is an expected saving of £47k. This is due to turnover of staff and a maternity leave vacancy that has been difficult to recruit into.]					

Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Environment - Environmental &amp; Waste Services</b>					
RB2851	<b>Additions to pay (overtime) budgets no longer required</b>	(3,000)	Yes	(3,000)	Selwyn Anderson
<i>[No additions now payable to staff. Budget saving possible [See also S2853]]</i>					
RB2855	<b>Review of Repair and Renewal (R&amp;R) budgets within Refuse and Environment</b>	(80,000)	No	0	Yvonne O'Donnell
<i>[An exercise has been undertaken to update the inventory currently held by Refuse and Environment. This review identified savings in the current year totalling £80,000.]</i>					
RB2975	<b>Apportionment of costs for taxi licensing work at the garage</b>	(10,000)	Yes	(10,000)	Michael Parsons
<i>[Duties relating to the taxi and private hire licensing function being undertaken by the garage. [See also S2978]]</i>					
<b>Total Revised Budget</b>		<b>(335,000)</b>		<b>(2,000)</b>	
<b>Total Environment - Environmental &amp; Waste Services</b>		<b>(335,000)</b>		<b>(2,000)</b>	

Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Environment - Planning &amp; Sustainable Transport</b>					
<b>Revised Budget</b>					
RB2772	<b>GIS Digital Mapping - Maintenance Costs</b>	(10,000)	Yes	(2,000)	Paul Boucher
<p><i>[We have recently completed the upgrade of the GIS infrastructure under capital project SC368. The annual maintenance costs do not commence until 2012/13, therefore there is a one off saving in 2011/12. There is a small ongoing reduction of £2,000 - see linked proposal. No impact for service delivery. [See also RB2774, S2778, S2779]</i></p>					
RB2774	<b>GIS Digital Mapping - Mapping Services Agreement</b>	(11,510)	Yes	(11,510)	Paul Boucher
<p><i>[The mapping services agreement arrangements have changed. The new Public Sector Mapping Agreement is now funded by central government for a period of 10 years. No impact upon service delivery. [See also S2778 S2779 RB2773]</i></p>					
RB2775	<b>Greater Cambridge Partnership (GCP) subscription termination.</b>	(5,470)	Yes	(5,620)	Patsy Dell
<p><i>[Greater Cambridge Partnership subscription no longer needed. [See also S2780]</i></p>					
RB2776	<b>Corporate contribution saving arising from the wind-up of Cambridgeshire Horizons</b>	(15,470)	Yes	(15,470)	Patsy Dell
<p><i>[Cambridgeshire Horizons corporate contribution no longer required. Part (£8,000) of the existing budget has been re-assigned as a contribution to the Greater Cambridge, Greater Peterborough LEP with the residue available to be put forward as a saving. [See also S2781]</i></p>					
RB2782	<b>Pre-application charging</b>	(10,000)	Yes	(24,000)	Patsy Dell
<p><i>[Introduction of pre-application charging scheme for non-domestic applications, estimated first part year income contribution. [See also SR2751]</i></p>					
RB2937	<b>Reduction in Repairs and Renewals contribution for one year only</b>	(50,000)	No	0	Paul Boucher
<p><i>[A review of current available Repairs &amp; Renewal funds has shown that a one off saving of £50,000 can be offered in 2011/12.]</i></p>					
RB2938	<b>Shortfall in Operating Budget for Shopmobility</b>	7,400	No	0	Paul Necus
<p><i>[Shortfall in expected contribution by County Council, prior to establishment of SLA has reduced income to fund Shopmobility services.]</i></p>					

Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Environment - Planning &amp; Sustainable Transport</b>					
RB2940	<b>Shortfall in car park Season Ticket Income</b>	51,680	No	0	Paul Necus
<div style="border: 1px dashed black; padding: 5px;"> <i>Decline in expected season ticket income across car parks, reflecting economic climate, and limited marketing activity to date.</i> </div>					
<b>Total Revised Budget</b>		<b>(43,370)</b>		<b>(58,600)</b>	
<b>Total Environment - Planning &amp; Sustainable Transport</b>		<b>(43,370)</b>		<b>(58,600)</b>	

Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Strategy &amp; Resources - Customer Services &amp; Resources</b>					
<b>Revised Budget</b>					
RB2743	<b>Saving from Customer Service Centre Training Budget</b>	(20,000)	No	0	Chris Bolton
	<i>Unable to commit carry over funds from 2010-11 Customer Service training budget for upcoming welfare benefit changes. Delay in implementing changes nationally and subsequent training course unavailability means that the funds cannot be committed this year.</i>				
RB2744	<b>Customer Service Pension Underspend</b>	(30,000)	No	0	Chris Bolton
	<i>Customer Service pension underspend from staff not in the pension scheme.</i>				
RB2758	<b>Internal Audit - Employee Cost Savings</b>	(31,400)	Yes	(7,000)	Bridget Bishop
	<i>Following a review of Internal Audit's employee budgets, savings of £31,400 have been identified (£24,400 one-off savings due to a post being vacant for the bulk of the financial year and ongoing savings of £7,000). [See also S2757]</i>				
RB2759	<b>Risk Manager post - part year vacancy saving</b>	(19,300)	Yes	(13,000)	Julia Minns
	<i>Appointment to the position of Risk Manager has been deferred pending the outcome of a review of the Council's risk management arrangements. The review has now been concluded and it is anticipated that additional resources to support risk management and related insurance work will now be engaged early in the new calendar year. [See also SR2819]</i>				
RB2762	<b>Lion House - One-off Increase in Premises Costs</b>	17,000	No	0	Jim Stocker
	<i>One-off increase in service charge expenditure due to project works and overspend on essential repairs.</i>				
RB2764	<b>Property Services - Employee Cost Savings</b>	(15,000)	No	0	Philip Doggett
	<i>Net staffing savings as a result of deferring recruitment to the post of Head of Property.</i>				
RB2765	<b>Grand Arcade - Additional Head Rent (estimate)</b>	(55,000)	No	0	Philip Doggett
	<i>Current estimate of the additional head rent due for the period 21 March 2009 to 20 March 2010.</i>				

Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Strategy &amp; Resources - Customer Services &amp; Resources</b>					
RB2773	<b>Photocopier/Multi-Functional Device Contract extension</b>	(9,000)	No	0	Paul Boucher
	<p>In May 2010 the existing Photocopier/Multi-functional printers contract with Océ was extended until January 2012, this was to allow flexibility whilst a new contract was procured in line with the Council's Printer Strategy. The extension has resulted in reduced monthly rental costs for a number of devices across the council for the 2011/12 financial year. This is a one-off saving.</p>				
RB2814	<b>Deletion of a Fraud Prevention Officer Post</b>	(25,000)	Yes	(37,800)	John Frost
	<p>Salary and on cost savings following deletion of a Fraud Prevention Officer post, which is currently vacant. [See also S2813]</p>				
RB2816	<b>IT Supplies and Services Savings</b>	(20,000)	Yes	(20,000)	John Frost
	<p>Following a review of Revenue and Benefit Services' supplies and services budgets, ongoing IT savings of £20,000 have been identified. [See also S2817]</p>				
RB2818	<b>Recovery of Benefit Overpayments</b>	(40,000)	No	0	John Frost
	<p>Estimated one-off increase in recovery of Benefit Overpayments from claimants that are no longer claiming benefits.</p>				
RB2829	<b>One-off saving from Elections cost centre</b>	(38,500)	No	0	Gary Cliff
	<p>City Council elections in May 2011 were combined with a national referendum. Costs for the referendum are covered by Government Grant which comes in two tranches, an advance and a post-election claim. Because of this grant and accounting for the total costs of the elections held on 5 May, some of the original budget can be returned.</p>				
RB2830	<b>Revised cost of Members Allowances for 2011/12</b>	(20,000)	No	0	Gary Cliff
	<p>The City Council agreed to freeze Members Allowances for 2011/12 (the fourth consecutive year). The inflation added element to the budget had not been removed during this time, this should be done now so that the budget matches the agreed Allowances Scheme. [See also S2845]</p>				
RB2848	<b>Part year reduction in staffing costs of the Finance Team, Mill Road, due to vacancies</b>	(37,660)	No	0	Jackie Collinwood
	<p>Reduction in staff costs due to a retirement and a member of staff taking a career break. The positions have not been filled pending the outcome of the Council's review of departmental support services. Cover is being provided through a combination of reallocation and re-prioritisation of work and the implementation of a new IT system interface.</p>				



Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Strategy &amp; Resources - Customer Services &amp; Resources</b>					
RB2922	<b>Copyright Licensing Authority Fee Saving</b>	(2,500)	Yes	(2,500)	James Nightingale
	<i>[The Copyright Licensing Authority Fee is a third party cost. Ongoing savings of £2,500 are anticipated. [See also S2763]</i>				
RB2923	<b>Human Resources savings and efficiencies</b>	(27,000)	No	0	Sue Dawson
	<i>[Savings from Human Resources due to staff vacancy, shared working with South Cambs, childcare allowances and across a range of supplies and services.</i>				
RB2948	<b>Building Repairs South Cambs Contract - Income shortfall</b>	65,000	No	0	Jackie Collinwood
	<i>[There will be an income shortfall of around £85,000 on the South Cambs contract but this is offset slightly by an underspend on employee costs. The South Cambs Contract is terminated at the end of this financial year.</i>				
RB2955	<b>Additional contribution to the Insurance Fund</b>	200,000	No	0	Karl Tattam
	<i>[Following a review of liabilities against the Fund, the requirement for an additional contribution of £200,000 has been identified.</i>				
RB2963	<b>Office Services - saving in staffing costs</b>	(18,750)	No	0	Althea Mejias
	<i>[Part year saving for vacant post.</i>				
<b>Total Revised Budget</b>		<b>(127,110)</b>		<b>(80,300)</b>	
<b>Total Strategy &amp; Resources - Customer Services &amp; Resources</b>		<b>(127,110)</b>		<b>(80,300)</b>	

Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Strategy &amp; Resources - Strategy &amp; Climate Change</b>					
<b>Revised Budget</b>					
RB2741	<b>In year savings from Corporate Marketing cost centre</b>	(6,000)	Yes	(4,500)	Ashley Perry
	<i>In-year savings arising from the renegotiation of supplier contracts for the production of Cambridge Matters magazine and the conversion of the staff newsletter from a printed to electronic format [See also S2777]</i>				
RB2742	<b>One off reduction in Corporate Strategy Administration salary and operating costs in 2011</b>	(15,000)	No	0	Frances Barratt
	<i>Small adjustment to requirements for corporate strategy administration in 2011 (01007). [See also S2748]</i>				
RB2825	<b>Salary savings on Strategy Officer and savings on consultants and professional fees</b>	(20,000)	Yes	(3,000)	David Kidston
	<i>It is proposed to revise the Corporate Performance budget (01005) to reflect: savings in salary and associated pension and National Insurance costs resulting from a vacancy in the Strategy Officer post in Strategy and Partnerships for a number of months; and an underspend on consultants and professional fees associated with monitoring corporate performance. This has no implications for service delivery, as the Strategy Officer post was filled in July 2011 and a corporate performance management system is being developed and implemented using existing staff resources in the Strategy and Partnerships team. [See also S2839]</i>				
RB2826	<b>Savings on Corporate Policy budget</b>	(26,500)	Yes	(11,880)	David Kidston
	<i>It is proposed to revise the Corporate Policy budget (01006) to reflect; savings in salary and associated pension and National Insurance costs resulting from a vacancy in the Strategy and Partnerships Manager post; a reduction in the Corporate Policy Books and Publications budget to reflect decreasing expenditure over the past 5 years; underspend on the corporate consultation programme; and a reduced contribution to the Citizen Surevy holding account (01079). This will not impact on service delivery, as a new Strategy and Partnerships Manager is in post, an increasing number of policy publications and documents that the team needs are available free of charge online, and no major corporate consultations are anticipated in the remainder of 2011/12 [See also S2840]</i>				
RB2827	<b>Savings on employers pensions contributions</b>	(4,500)	No	0	David Kidston
	<i>Employee is not currently a member of the Local Government Pension Scheme, so it is proposed to revise the budget to reflect the resultant underspend on employers pensions contributions under cost code 27700.</i>				

Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Strategy &amp; Resources - Strategy &amp; Climate Change</b>					
RB2828	Saving on core funding for Travel for Work partnership	(3,250)	Yes	(5,750)	David Kidston
<u>As agreed at Environment scrutiny committee in January 2011. [See also S2841]</u>					
<b>Total Revised Budget</b>		<b>(75,250)</b>		<b>(25,130)</b>	
<b>Total Strategy &amp; Resources - Strategy &amp; Climate Change</b>		<b>(75,250)</b>		<b>(25,130)</b>	

## 2012/13 Budget - Non Cash-Limit - GF

Appendix: Page 1 of 1

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

## Non-Cash Limit Items

NCL2812	Reduction in DWP Admin Subsidy Grant	0	19,000	19,000	19,000	19,000	John Frost	
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The DWP Admin Subsidy Grant is £19,000 less than forecast for the Medium Term Strategy. (Subsidy Circular HB/CTB S9/2011).

NCL2994	Revisions to projected external interest income	0	111,000	361,000	411,000	411,000	Patrick Merritt	
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Projections for the level of income resulting from external investments have been revised to reflect the latest market projections for future interest rates, this has identified a reduction in the level of income reflecting the continuation of the economic downturn.

<b>Non-Cash Limit Items</b>	<b>0</b>	<b>130,000</b>	<b>380,000</b>	<b>430,000</b>	<b>430,000</b>			
<b>Strategy &amp; Resources - Customer Services &amp; Resources</b>	<b>0</b>	<b>130,000</b>	<b>380,000</b>	<b>430,000</b>	<b>430,000</b>			
<b>Report Total</b>	<b>0</b>	<b>130,000</b>	<b>380,000</b>	<b>430,000</b>	<b>430,000</b>			

## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Community Services - Arts, Sport &amp; Public Places

## Savings

S2928	Reduction in Leisure Grants Funding	0	(7,870)	(7,870)	(7,870)	(7,870)	Jackie Hanson	
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To cash limit the leisure grants budget at £291,470

<b>Savings</b>		<b>0</b>	<b>(7,870)</b>	<b>(7,870)</b>	<b>(7,870)</b>	<b>(7,870)</b>		
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## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Community Services - Arts, Sport &amp; Public Places

## Unavoidable Revenue Bids

UR2790	Olympic Torch Relay Evening Celebration	0	75,000	0	0	0	Elaine Midgley	U
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The City will host the evening celebration of the Olympic Torch Relay on 7th July 2012. This bid is to support the necessary infrastructure relating to the extension of the Big Weekend and includes items such as additional staffing costs, community engagement, fencing, stewards, security, traffic management, toilets and waste collection and recycling. The City Council and County Councils both identified an estimated cost of approximately £25,000, and each agreed to underwrite costs of up to £75,000. The amount requested reflects anticipated costs shared equally with the County Council and a worst scenario regarding sponsorship.

<b>Unavoidable Revenue Bids</b>	<b>0</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Community Services - Arts, Sport &amp; Public Places</b>	<b>0</b>	<b>67,130</b>	<b>(7,870)</b>	<b>(7,870)</b>	<b>(7,870)</b>

## 2012/13 Budget - Bids &amp; Savings - GF

Appendix: Page 3 of 22

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Community Services - Community Development &amp; Health

## Service Reviews

SR2936	CCTV Service - Reduction in costs following a review of the CCTV service	0	(146,000)	(188,000)	(188,000)	(188,000)	Martin Beaumont	
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A review of the CCTV Service was scrutinised by the Community Services Scrutiny Committee in October 2011 and its recommendations accepted. Implementation is subject to staff consultation and delegated approval. The estimated savings are based both on reduced staffing and reassessed R&R contributions.

<b>Service Reviews</b>		<b>0</b>	<b>(146,000)</b>	<b>(188,000)</b>	<b>(188,000)</b>	<b>(188,000)</b>		
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## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Community Services - Community Development &amp; Health

## Savings

S2789	Cash limit Community Development Grants	0	(23,280)	(23,280)	(23,280)	(23,280)	Jackie Hanson	
<i>Cash limit the range of community development grants at £892,200</i>								
S2856	Price Review - Cremations	0	(26,600)	(26,600)	(26,600)	(26,600)	Paul Necus	
<i>Review of prices for Cremations, combining peak and standard rates whilst maintaining the off peak rate.</i>								
S2860	Operational savings from the Community Safety budget	0	(3,030)	(3,030)	(3,030)	(3,030)	Lynda Kilkelly	
<i>Restructure of the Safer Communities team in 2010/11, which resulted in a reduction in staff numbers, has facilitated a reduction in operational budgets (travel, training, consultants, special projects). This, coupled with cash limiting payments to the pooled fund for the Community Safety Partnership, Street Pastors and the Police Community Support Officers, results in the delivery of a saving.</i>								
<b>Savings</b>		<b>0</b>	<b>(52,910)</b>	<b>(52,910)</b>	<b>(52,910)</b>	<b>(52,910)</b>		



## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Community Services - Community Development &amp; Health

## Unavoidable Revenue Bids

UR2941	Upgrade IT software - Epilog Sequel and three year support contract	0	15,000	10,000	10,000	0	Tracy Lawrence	U
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The proposal to upgrade existing bespoke bereavement software is to provide system security, financial and statistical information relating in particular to the Commemorations project and support the overall Bereavement Services Business Plan - this will meet risks/objectives identified in recent internal auditors and external consultants reports. Software package (£5,000) to be funded from R & R.

<b>Unavoidable Revenue Bids</b>	<b>0</b>	<b>15,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>
<b>Community Services - Community Development &amp; Health</b>	<b>0</b>	<b>(183,910)</b>	<b>(230,910)</b>	<b>(230,910)</b>	<b>(240,910)</b>

## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Community Services - Housing

## Service Reviews

SR2912	Saving to be delivered through restructure of Strategic Housing Services	0	(36,940)	(36,940)	(36,940)	(36,940)	Alan Carter	
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*This saving includes the impact of reviewing the structures and service delivery methods of the Home Improvement Agency, Housing Options, CBL, Homelessness and Housing Strategy, and will result in some staffing reductions overall [See also RB2979]*

<b>Service Reviews</b>		<b>0</b>	<b>(36,940)</b>	<b>(36,940)</b>	<b>(36,940)</b>	<b>(36,940)</b>		
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## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Community Services - Housing

## Savings

S2849	Charging for service of statutory housing notices	0	(900)	(900)	(900)	(900)	Selwyn Anderson	
<p>The law allows the council to charge when statutory housing notices are served. This proposal sees a change in policy (if approved by members) whereby if informal action does not result in action, the council will charge where a statutory notice is served to obtain compliance.</p>								
S2863	Increase in Development Team fee income	0	(1,500)	(1,500)	(1,500)	(1,500)	Alan Carter	
<p>Due to the 3 year affordable housing investment programme, it is anticipated that the Development Team will be in a position to capitalise a greater degree of their time in the form of fee recharges</p>								
S2865	Reduction in recharge from the HRA to the General Fund in respect of shared amenities	0	(29,620)	(29,620)	(29,620)	(29,620)	Julia Hovells	
<p>Reduction in anticipated recharge from the HRA in respect of shared amenities, based upon actual costs incurred in 2010/11</p>								
S2867	Reduction in recharge from the HRA in respect of the General Fund share of ASB costs	0	(810)	(810)	(810)	(810)	Lynda Kilkelly	
<p>A net reduction in the General Fund contribution towards the costs of ASB is anticipated, due to a share of savings proposed in legal fee budgets, partially offset by the costs associated with a new ASB Case Management System</p>								

## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Community Services - Housing

S2911	Saving delivered through budgeting for actual cost of existing Housing General Fund employees	0	(1,640)	(1,640)	(1,640)	(1,640)	Julia Hovells	
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*Staff retained or recruited results in small savings or unavoidable revenue bids in any one year. This saving matches the actual costs incurred to those initially assumed in budget working papers where inflation is applied at an average rate.*

<b>Savings</b>		<b>0</b>	<b>(34,470)</b>	<b>(34,470)</b>	<b>(34,470)</b>	<b>(34,470)</b>		
<b>Community Services - Housing</b>		<b>0</b>	<b>(71,410)</b>	<b>(71,410)</b>	<b>(71,410)</b>	<b>(71,410)</b>		

## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Environment - Environmental &amp; Waste Services

## Service Reviews

SR2847	Deletion of Environmental Health Manager post	0	(42,000)	(42,000)	(42,000)	(42,000)	Jas Lally	
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*The Environmental Health Manager (Residential) is retiring in mid January 2012. The net saving comes from the deletion of the post and the revaluation of current posts to reflect additional responsibilities*

SR2945	Review of Building Cleaning	0	(38,000)	(76,000)	(76,000)	(76,000)	Toni Ainley	
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*Review of building cleaning. There is an additional bid within the HRA. [See also SR2946]*

SR2950	Route Optimisation Project Phase 2	0	(100,000)	(100,000)	(100,000)	(100,000)	Jas Lally	
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*The saving is dependant on scenarios found from the Round Routing project which is to be discussed and agreed with the Exec Cllr for Refuse and Environment.*

<b>Service Reviews</b>		<b>0</b>	<b>(180,000)</b>	<b>(218,000)</b>	<b>(218,000)</b>	<b>(218,000)</b>		
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## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Environment - Environmental &amp; Waste Services

## Savings

S2838	Increased income from undertaking additional private repairs and MOT's at the depot	0	(10,000)	(10,000)	(10,000)	(10,000)	David Cox	
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*New staff employed in the Fleet section are qualified to carry out MOT's enabling more tests and private car repairs to be carried out by the council garage.*

S2852	Increased income from offering a wider range of pest control services	0	(2,500)	(5,000)	(5,000)	(5,000)	Selwyn Anderson	
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*The section has the capacity to offer a wider range of domestic pest control services following the transfer of the dog warden to the Streets and Open Spaces team. These services can be subject to reasonable charges that will need to compete with private sector companies*

S2853	Additions to pay (overtime) budgets no longer required	0	(3,000)	(3,000)	(3,000)	(3,000)	Selwyn Anderson	
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*No additions now payable to staff. [See also RB2851]*

S2953	Trade Waste additional Income	0	(25,000)	(75,000)	(75,000)	(75,000)	Jas Lally	
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*Trade waste additional income from an increased number of customers and market share which is dependant on the joint trade waste venture going forward.*

S2978	Apportionment of costs for taxi licensing work at the garage	0	(10,000)	(10,000)	(10,000)	(10,000)	Michael Parsons	
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*Duties relating to the taxi and private hire licensing function being undertaken by the garage. [See also RB2975]*

<b>Savings</b>		<b>0</b>	<b>(50,500)</b>	<b>(103,000)</b>	<b>(103,000)</b>	<b>(103,000)</b>		
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## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Environment - Environmental &amp; Waste Services

## Unavoidable Revenue Bids

UR2796	Street/Zip car usage and uptake increase in costs across the service	0	11,000	11,000	11,000	11,000	Jas Lally	U
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*[Since lump sum and essential car allowance changes there has been a steady but increasing use of street/zip car usage by staff during 2011/12. [See also RB2832]*

UR2801	Reduction in Recycling bring bank income	0	16,000	16,000	16,000	16,000	Jen Robertson	U
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*[A reduction in bring bank income resulting from the change from the existing segregated collections at schools and colleges to commingled collections. (There will also be a saving related to vehicles which will be quantified as part of the route optimisation work.)]*

## Unavoidable Revenue Bids

<b>0</b>	<b>27,000</b>	<b>27,000</b>	<b>27,000</b>	<b>27,000</b>
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## Environment - Environmental &amp; Waste Services

<b>0</b>	<b>(203,500)</b>	<b>(294,000)</b>	<b>(294,000)</b>	<b>(294,000)</b>
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## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Environment - Planning &amp; Sustainable Transport

## Service Reviews

SR2751	Introduction of Pre-Application charging service	0	(24,000)	(24,000)	(24,000)	(24,000)	Patsy Dell	
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The introduction of a pre-application charging scheme has been agreed through Environment Scrutiny Committee this year as a means of recovering some of the costs of providing pre-application advice. The service will have some initial set up costs in formalising the existing informal arrangements but these should be covered by the charges that have been agreed. The charges are aimed at cost recovery only and will be kept under review year on year. [See also RB2782]

SR2857	Savings from marketing initiatives to better use spare capacity on car parks	0	(50,000)	(100,000)	(100,000)	(100,000)	Paul Necus	
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Identifying business needs and marketing use of car parking space, to generate income at times of day when spare capacity exists.

SR2939	Amalgamating ShopMobility into overall management of car parks.	0	(20,000)	(50,000)	(50,000)	(50,000)	Paul Necus	
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Proposed savings from reorganising the way ShopMobility is staffed and managed, that will allow more flexible services to be delivered by the Parking Team from single office bases at Grand Arcade and Grafton East car parks, including the potential for extended operating hours.

<b>Service Reviews</b>		<b>0</b>	<b>(94,000)</b>	<b>(174,000)</b>	<b>(174,000)</b>	<b>(174,000)</b>		
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## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Environment - Planning &amp; Sustainable Transport

## Savings

S2750	Miscellaneous Savings	0	(3,210)	(3,210)	(3,210)	(3,210)	Paul Boucher	
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Savings from Business & Information Services supplies and services budget. No impact on service delivery.

S2778	GIS Digital Mapping - Maintenance Costs	0	(2,000)	(2,000)	(2,000)	(2,000)	Paul Boucher	
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Reduction in annual maintenance costs. No impact for service delivery. [See also RB2772, RB2774, S2779]

S2779	GIS Digital Mapping - Mapping Services Agreement	0	(11,820)	(11,820)	(11,820)	(11,820)	Paul Boucher	
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The mapping services agreement arrangements have changed. The new Public Sector Mapping Agreement is now funded by central government for a period of 10 years. No impact upon service delivery. [See also RB2772, RB2774, S2778]

S2780	Greater Cambridge Partnership (GCP) subscription termination.	0	(5,620)	(5,620)	(5,620)	(5,620)	Patsy Dell	
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Greater Cambridge Partnership subscription no longer needed because Partnership has ceased to operate. [See also RB2775]

S2781	Corporate contribution saving arising from the wind-down of Cambridgeshire Horizons	0	(16,100)	(16,100)	(16,100)	(16,100)	Patsy Dell	
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Cambridgeshire Horizons corporate contributions no longer required as it has been wound down [See also RB2776]

<b>Savings</b>		<b>0</b>	<b>(38,750)</b>	<b>(38,750)</b>	<b>(38,750)</b>	<b>(38,750)</b>		
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## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Environment - Planning &amp; Sustainable Transport

## Unavoidable Revenue Bids

UR2791	Increased maintenance and R&R provision required for ten new bus shelters delivered by the Bus Shelters Capital Programme.	0	8,400	8,400	8,400	8,400	Andy Preston	U
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The bus shelter capital project to replace approximately 60% of the 62 City owned shelters and provide 10 new shelters, which was approved at Environment Scrutiny on 4th October, has led to this revenue bid for an increase in maintenance and R&R funding associated with the proposed 10 new shelters.

<b>Unavoidable Revenue Bids</b>	<b>0</b>	<b>8,400</b>	<b>8,400</b>	<b>8,400</b>	<b>8,400</b>
<b>Environment - Planning &amp; Sustainable Transport</b>	<b>0</b>	<b>(124,350)</b>	<b>(204,350)</b>	<b>(204,350)</b>	<b>(204,350)</b>

## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

## Service Reviews

SR2749	Customer Service Centre Budget Efficiencies	0	(92,000)	(92,000)	(92,000)	(92,000)	Jonathan James	
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Savings from the Customer Service Centre budget made through efficiencies in introducing a payment kiosk and self serve, changes to Guildhall reception and switchboard, encouraging lower cost and more automated forms of contact and income from partnership work with St Albans. Further savings will be realised through the implementation of e-benefits and e-council tax. [See also C2740 SR2926]

SR2757	Internal Audit - Employee Cost Savings	0	(7,000)	(7,000)	(7,000)	(7,000)	Bridget Bishop	
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Following a review of Internal Audit's employee cost budgets, ongoing savings of £7,000 have been identified. [See also RB2758]

SR2815	Deletion of the Head of Revenue and Benefit Services Post	0	0	0	(76,900)	(76,900)	John Frost	
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Salary and on cost savings following deletion of the Head of Revenue and Benefit Services post from financial year 2014/15. As a consequence of Welfare Reform proposals resulting in migration of significant workload to the DWP, it is felt that there will no longer be a requirement for a Head of Revenue and Benefit Services post from financial year 2014/15.

SR2819	Risk Manager post - Reduction from full time to part time position	0	(13,000)	(13,000)	(13,000)	(13,000)	Julia Minns	
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Appointment to the vacant position of Risk Manager had been deferred pending the outcome of a review of the Council's risk management arrangements. The review has now been concluded and new arrangements agreed, including a twice yearly formal review of corporate risks in place of a five stage review. As a result, it is felt possible to reduce this post from full time to part time. It is anticipated that recruitment will take place early in the new calendar year. [See also RB2759]

SR2854	Legal Staff Saving	0	(30,240)	(30,240)	(30,240)	(30,240)	Simon Pugh	
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There has been a reduction of hours at the request of two staff members. Capacity has not been exceeded with the new resource levels, hence this can be offered as a saving. [See also SR2927]

## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

SR2924	Savings from a range of Human Resources account codes	0	(35,800)	(35,800)	(35,800)	(35,800)	Sue Dawson	
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*Savings from Human Resources operating costs across a range of supplies and services including consultancy.*

SR2925	Savings on Human Resources staffing costs	0	(19,640)	(19,640)	(19,640)	(19,640)	Sue Dawson	
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*Reduced hours for Diversity Adviser post, now shared with South Cambs District Council, and deletion of vacant Business Partner post.*

SR2934	Proposed savings from HR Operations cost centre	0	(18,480)	(18,480)	(18,480)	(18,480)	Sue Dawson	
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*Savings from salaries as part of HR Service Review, HR Business Partner post.*

SR2952	Savings arising from Support Service Review	0	(80,000)	(80,000)	(80,000)	(80,000)	Julia Minns	
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*The delivery of finance and administrative support throughout the Council is being reviewed with the anticipation of savings being identified by 2012/13. [See also SR2951]*

<b>Service Reviews</b>		<b>0</b>	<b>(296,160)</b>	<b>(296,160)</b>	<b>(373,060)</b>	<b>(373,060)</b>		
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## 2012/13 Budget - Bids &amp; Savings - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

## Savings

S2747	Funding for Trade Union Branch Secretary posts	0	(32,940)	(32,940)	(32,940)	(32,940)	Sue Dawson	
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[Saving following review of Trade Union facilities arrangements.]

S2760	Telephone R&R one off saving	0	(54,600)	0	0	0	James Nightingale	
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[One off saving in Repairs and Renewals contribution, as replacement of telephone system deferred.]

S2761	Reduction in Telephone Costs	0	(2,800)	(2,800)	(2,800)	(2,800)	James Nightingale	
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[Reduction in telephone costs from contract savings.]

S2763	Copyright Licensing Authority Fee Saving	0	(2,500)	(2,500)	(2,500)	(2,500)	James Nightingale	
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[The Copyright Licensing Authority Fee is a third party cost. Savings of £2,500 are anticipated. [See also RB2922]]

S2813	Deletion of a Fraud Prevention Officer Post	0	(37,800)	(37,800)	(37,800)	(37,800)	John Frost	
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[As fraud detection and prevention are exceeding targets, this vacant post is offered as a saving. [See also RB2814]]

S2817	IT Supplies and Services Savings	0	(20,000)	(20,000)	(20,000)	(20,000)	John Frost	
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[Following a review of Revenue and Benefit Services' supplies and services budgets, ongoing IT savings of £20,000 have been identified. [See also RB2816]]

S2843	Savings linked to the introduction of a metered system for the supply of electricity on the Market.	0	(7,500)	(15,000)	(15,000)	(15,000)	Emma Thornton	
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[This proposal is linked to the capital bid for £50,000 for the introduction of electricity meters to the market. This proposal will deliver part-year savings in 2012/13 of £7,500 (full year's savings of £15,000 pa from 2013/14). [See also C2808]]

## 2012/13 Budget - Bids &amp; Savings - GF

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## Strategy &amp; Resources - Customer Services &amp; Resources

S2844	Savings delivered through the increased commercial approach developed by the Visit Cambridge service	0	(40,000)	(40,000)	(40,000)	(40,000)	Emma Thornton	
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*These savings will be delivered through a review of the pricing structure on Guided Walking tours, increased revenue on commercial tickets sales (based on current year performance) and Visit Cambridge membership. In addition £1,500 savings have been identified through a thorough review of expenditure. This additional revenue takes into account an increase in online revenue through the new website.*

S2845	Freeze the Members' Allowances budget for 2012/13	0	(26,000)	0	0	0	Gary Cliff	
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*The Members' Allowances scheme can be frozen for a further year in 2012/13. [See also RB2830]*

S2846	Miscellaneous savings in Members Support	0	(1,000)	(1,000)	(1,000)	(1,000)	Gary Cliff	
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*There has been a reduction in the demand for printing, postage and stationery in the Members Support cost centre.*

S2921	Telephone Savings - Members' Centrex Telephone Lines	0	(5,800)	(5,800)	(5,800)	(5,800)	James Nightingale	
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*Cancellation of members' Centrex telephone lines.*

<b>Savings</b>		<b>0</b>	<b>(230,940)</b>	<b>(157,840)</b>	<b>(157,840)</b>	<b>(157,840)</b>		
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## 2012/13 Budget - Bids &amp; Savings - GF

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## Strategy &amp; Resources - Customer Services &amp; Resources

## Unavoidable Revenue Bids

UR2918	Interest and court costs in respect of the repayment of part of a developer's contribution for affordable housing in the city	0	43,230	0	0	0	Julia Hovells	U
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*This unavoidable bid is to meet the revenue costs, both interest of £17,624.22 and court costs of £25,608.20, in respect of the repayment of a proportion of a developer's contribution for affordable housing in the city. A £2.2 million developer contribution was utilised to deliver 117 affordable homes, with payment of £72,000 for the final unit, an adapted bungalow, being delayed due to design and planning constraints. The land on which the bungalow was built was not transferred to a housing association until November 2009, although the technical terms of the agreement with the developer incorporated a deadline of March 2009.*

UR2961	Loss of external rental income at Mill Road Depot	0	51,400	0	0	0	Althea Mejias	U
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*It is anticipated that the County will relocate the Local Authority Parking Enforcement service from Mill Road Depot in April 2012. This will result in a loss of rental income until a replacement external tenant can be identified.*

<b>Unavoidable Revenue Bids</b>	<b>0</b>	<b>94,630</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Strategy &amp; Resources - Customer Services &amp; Resources</b>	<b>0</b>	<b>(432,470)</b>	<b>(454,000)</b>	<b>(530,900)</b>	<b>(530,900)</b>

## 2012/13 Budget - Bids &amp; Savings - GF

Appendix: Page 20 of 22

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Strategy &amp; Climate Change

## Savings

S2745	Corporate Management - Review of corporate subscriptions	0	(11,000)	(11,000)	(11,000)	(11,000)	Antoinette Jackson	
<i>Reduction in corporate subscription rates to external organisations</i>								
S2746	Corporate Marketing ongoing savings	0	(4,500)	(4,500)	(4,500)	(4,500)	Ashley Perry	
<i>Ongoing savings arising from the renegotiation of supplier contracts for the production of Cambridge Matters magazine and reductions in photography and publicity budgets</i>								
S2748	Reduction in operating costs for corporate strategy	0	(1,870)	(1,870)	(1,870)	(1,870)	Frances Barratt	
<i>Small reduction in operating costs, ongoing, for corporate strategy administration [See also RB2742]</i>								
S2839	Savings on consultants and professional fees	0	(3,000)	(3,000)	(3,000)	(3,000)	David Kidston	
<i>Revision to the Corporate Performance budget to reflect a reduction in anticipated expenditure on consultants and professional fees associated with monitoring corporate performance. This will not have a negative impact on service delivery, as a corporate performance management system is being developed and implemented using existing staff resources in the Strategy and Partnerships team and an online performance benchmarking system is being developed by the Local Government Group which the Council will be able to use free of charge. [See also RB2825]</i>								
S2840	Saving to Corporate Policy budget	0	(11,880)	(11,880)	(11,880)	(11,880)	David Kidston	
<i>It is proposed to revise the Corporate Policy budget to reflect; a reduction in the Books and Publications budget to reflect decreasing expenditure over the past 5 years; a reduction in demand for corporate interpreting services over the past 5 years; and anticipated reduced expenditure on the corporate consultation programme. This will not impact on service delivery because: an increasing number of policy publications and documents are available free of charge online; the total budget for corporate interpreting services will still be higher than total expenditure for the past 3 years; and the revised budget for corporate consultation is sufficient to meet expected activity. [See also RB2826]</i>								



## 2012/13 Budget - Bids &amp; Savings - GF

Appendix: Page 21 of 22

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Strategy &amp; Climate Change

S2841	Ongoing Saving on core funding for Travel for Work partnership	0	(5,750)	(5,750)	(5,750)	(5,750)	David Kidston	
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[As agreed at Environment scrutiny committee in January 2011. [See also RB2828]]

S2964	Voltage Optimisation Roll Out - Non-Housing Properties	0	0	(4,100)	(4,100)	(4,100)	David Kidston	
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[Following the successful trial of voltage optimisation technology at the Guildhall, this project is to supply and install the technology on a further 2 non-housing sites. Through reduced electricity use, the project is expected to achieve annual savings from the General Fund of £4,100 pa. [See also C2736]]

S2967	Savings from installation of solar thermal panels and/or energy efficiency measures on non-housing Council properties.	0	0	(15,000)	(15,000)	(15,000)	David Kidston	
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[Revenue generated from feed in tariffs and energy bill savings from installation of solar thermal panels on 3 non housing Council properties (C2966) to reduce the Council's carbon footprint. Savings have been calculated net of maintenance costs and are anticipated for the full 20 year lifetime of the feed in tariff scheme and would increase with rising gas prices. [See also C2966]]

S2968	Employee costs reduced	0	(5,600)	(5,600)	(5,600)	(5,600)	Frances Barratt	
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[Saving arising from filling a vacant post at a lower salary]

S2969	Cash limit Sustainable City Grants	0	(1,350)	(1,350)	(1,350)	(1,350)	Jackie Hanson	
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[Cash limit Sustainable City Grants at £50,000 per annum.]

<b>Savings</b>		<b>0</b>	<b>(44,950)</b>	<b>(64,050)</b>	<b>(64,050)</b>	<b>(64,050)</b>		
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## 2012/13 Budget - Bids &amp; Savings - GF

Appendix: Page 22 of 22

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Strategy &amp; Climate Change

## Unavoidable Revenue Bids

UR2984	Loss of savings (income) expected from cancelled installation of solar PV panels	0	18,700	18,700	18,700	18,700	Andrew Limb	U
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[A capital scheme to introduce Solar PV panels was proposed in 2011/12 budget (C2656). Following a reduction in the return from the Feed In Tariff scheme, this project has now been cancelled. (see bids C281, C2736, C2807 and C2966, and S2964 and S2967, for new renewables and energy efficiency projects and savings) [See also C2982]

<b>Unavoidable Revenue Bids</b>	<b>0</b>	<b>18,700</b>	<b>18,700</b>	<b>18,700</b>	<b>18,700</b>
<b>Strategy &amp; Resources - Strategy &amp; Climate Change</b>	<b>0</b>	<b>(26,250)</b>	<b>(45,350)</b>	<b>(45,350)</b>	<b>(45,350)</b>
<b>Report Total</b>	<b>0</b>	<b>(974,760)</b>	<b>(1,307,890)</b>	<b>(1,384,790)</b>	<b>(1,394,790)</b>

# Appendix G (a)

## General Fund Projection 2011/12 to 2015/16

Description	2011/12 £	2012/13 £	2013/14 £	2014/15 £	2015/16 £
Net spending - Committee totals	19,053,660	16,876,710	16,035,310	15,490,280	15,403,600
Capital Adjustment Account	839,230	839,230	839,230	839,230	839,230
Minimum Revenue Provision Adjustment	(3,972,040)	(3,972,040)	(3,972,040)	(3,972,040)	(3,972,040)
<b>Sub-Total</b>	<b>15,920,850</b>	<b>13,743,900</b>	<b>12,902,500</b>	<b>12,357,470</b>	<b>12,270,790</b>
Contribution to Efficiency Fund	475,000	200,000	0	0	0
Revenue Contribution to Capital	4,511,000	1,381,000	1,380,000	1,380,000	1,380,000
<b>Sub-Total</b>	<b>20,906,850</b>	<b>15,324,900</b>	<b>14,282,500</b>	<b>13,737,470</b>	<b>13,650,790</b>
Council Tax Earmarked for Growth	109,250	86,910	202,210	454,620	1,699,730
Future Years Priority Policy Fund	0	0	500,000	500,000	500,000
MTS 2011 proposals	302,820	768,850	1,393,630	874,490	674,490
BSR Proposals (See table below)	145,420	1,457,040	1,309,010	2,166,260	873,710
<b>Sub-Total</b>	<b>21,464,340</b>	<b>18,879,700</b>	<b>18,390,510</b>	<b>18,436,000</b>	<b>18,101,880</b>
Net Savings Requirement	-	-	(1,505,320)	(1,515,260)	(887,350)
<b>Net Spending Requirement to Appendix G (b) below</b>	<b>21,464,340</b>	<b>17,637,700</b>	<b>16,885,190</b>	<b>16,920,740</b>	<b>17,214,530</b>

### Budget Setting Report Proposals

Description	2011/12	2012/13	2013/14	2014/15	2015/16
Revised Budget (See Appendix D)	(641,230)	0	0	0	0
Net savings (2012/13 requirement adjusted for New Revenue Budget Proposals shown in Appendices E & F)	0	(844,760)	314,110	287,210	277,210
Capital Funding from -					
- 2011/12 and 2012/13 net savings	0	243,990	0	0	0
- 2012/13 unallocated PPF	0	121,380	0	0	0
- Use of New Homes Bonus 2012/13	0	703,160	0	0	0
- Use GF Reserves above £5m	0	369,890	70,170	954,320	(318,230)
Bids from Growth Funding	0	45,000	106,350	106,350	96,350
Growth Posts Funded from New Homes Bonus	786,650	818,380	818,380	818,380	818,380
<b>TOTAL</b>	<b>145,420</b>	<b>1,457,040</b>	<b>1,309,010</b>	<b>2,166,260</b>	<b>873,710</b>

# Appendix G (b)

## General Fund – Funding Statement 2011/12 to 2015/16

Name	2011/12 £	2012/13 £	2013/14 £	2014/15 £	2015/16 £
<b>Total Net Spending Requirement From Appendix G (a) above</b>	<b>21,464,340</b>	<b>17,637,700</b>	<b>16,885,190</b>	<b>16,920,740</b>	<b>17,214,530</b>

less	External Support					
	Formula Grant including Council Tax Compensation Grant (2012/13 to 2014/15)	(9,515,100)	(8,598,810)	(8,161,400)	(7,740,670)	(7,571,020)
	Council Tax Compensation Grant (2011/12, see Formula Grant)	(169,650)	0	0	0	0
	Council Tax Compensation Grant (new for 2012/13)	0	(171,600)	0	0	0
	New Homes Bonus 2011/12 and 2012/13 announcements	(786,650)	(1,521,540)	(1,521,540)	(1,521,540)	(1,521,540)
	Council Tax Collection Fund deficit	41,580	87,110	0	0	0
	Income from Council Tax	(6,785,900)	(6,831,370)	(7,202,250)	(7,658,530)	(8,121,970)

<b>Contribution (to) / from Reserves to Appendix G (c) below</b>	<b>4,248,620</b>	<b>601,490</b>	<b>0</b>	<b>0</b>	<b>0</b>
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<b>Memorandum Items</b>					
Council Tax Taxbase	40,739	41,012	42,185	43,763	45,278
Band 'D' Council Tax	£166.57	£166.57	£170.73	£175.00	£179.38
Implied annual Council Tax increase	-	0.00%	2.50%	2.50%	2.50%

# Appendix G (c)

## General Fund - Reserves Projection 2011/12 to 2015/16

Name	2011/12	2012/13	2013/14	2014/15	2015/16
<b>Balance at 1 April brought forward</b>	<b>9,850,110</b>	<b>5,601,490</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>
Contribution (to) / from Reserves from Appendix G (b) above	4,248,620	601,490	0	0	0
<b>Balance at 31 March carried forward</b>	<b>5,601,490</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>

## 2012/13 Budget - External or Existing Funding

Appendix: Page 1 of 4

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Community Services - Arts, Sport &amp; Public Places

## External Bids

X2768	Growth Sites - Provision of Parks and Open Space/ Play/ Allotments and Nature Conservation	0	15,000	30,000	30,000	30,000	Alistair Wilson	H
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*To provide specialist advice on the provision of Parks and Open Space/ Play/ Allotments and Nature Conservation to include; checking quantities; checking specifications; checking methods of working; signing off completion and providing on site supervision/ monitoring of works relating to onsite provision on growth sites. This will be funded from the Council Tax Earmarked for Growth Fund.*

## External Bids

<b>0</b>	<b>15,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
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## Community Services - Arts, Sport &amp; Public Places

<b>0</b>	<b>15,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
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## 2012/13 Budget - External or Existing Funding

Appendix: Page 2 of 4

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Community Services - Community Development &amp; Health

## External Bids

X2783	Community Development Grant fund for new communities	0	10,000	10,000	10,000	0	Jackie Hanson	H
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*Grants for voluntary and community organisations to enable activity in new communities on fringe sites to flourish and to support the integration with neighbouring parts of the city. (to be funded from Council Tax Earmarked for Growth Fund).*

<b>External Bids</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>
<b>Community Services - Community Development &amp; Health</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>

## 2012/13 Budget - External or Existing Funding

Appendix: Page 3 of 4

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Environment - Environmental &amp; Waste Services

## External Bids

X2803	New part time post to meet the need of increased planning work as a result of growth	0	20,000	20,000	20,000	20,000	Selwyn Anderson	H
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Growth sites and general planning applications have seen a significant growth and the post is required to ensure that full environmental health impacts of developments are considered and acted upon at the planning stage. Failure to address this problem may result in environmental issues being missed which will impact on the community as well as potential delays in the planning system and development process. (to be funded from Council Tax Earmarked for Growth Fund).

<b>External Bids</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Environment - Environmental &amp; Waste Services</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>



## 2012/13 Budget - External or Existing Funding

Appendix: Page 4 of 4

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Environment - Planning &amp; Sustainable Transport

## External Bids

X2756	Growth related activities using Cambridgeshire Horizons residual funding	91,000	0	0	0	0	Patsy Dell	H
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All councils in Cambridgeshire were invited to bid for funding from the residual funds left by Cambridgeshire Horizons. Assessed against criteria the funds are linked to growth promotion and delivery activities and Cambridge City will receive one off contributions totalling £91,000. The funding is earmarked to three specific purposes: £60,000 for growth delivery project management (see X2770), £6,000 for Clay Farm community facilities project management and £25,000 to North West Cambridge viability modelling/testing. [See also X2770]

X2770	Corporate Growth Programme Management Lead Officer	0	0	46,350	46,350	46,350	Patsy Dell	H
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A need has been identified for a corporate programme manager to lead on the monitoring and management of the council wide programmes of activities supporting the delivery of new neighbourhoods across the City. This person will work with the wider group of heads of service and managers who all have growth as a part of their service responsibilities, to ensure that the overall growth programme is delivered. The funding for 2012/13 can be met from part of the residual Horizons funding set aside for project management support for the delivery of growth (£60k) see X2756. (to be funded from Council Tax Earmarked for Growth Fund). [See also X2756]

<b>External Bids</b>	<b>91,000</b>	<b>0</b>	<b>46,350</b>	<b>46,350</b>	<b>46,350</b>		
<b>Environment - Planning &amp; Sustainable Transport</b>	<b>91,000</b>	<b>0</b>	<b>46,350</b>	<b>46,350</b>	<b>46,350</b>		
<b>Report Total</b>	<b>91,000</b>	<b>45,000</b>	<b>106,350</b>	<b>106,350</b>	<b>96,350</b>		

Summary of Priority Policy Fund Bids (including ESG ratings)  
2012/13 Budget

Appendix : I

Ref	Description	2011/12	2012/13	2013/14	2014/15	2015/16	Climate Change Rating
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General Fund

PPF2735	Head of Corporate Strategy		27,500	7,000			Nil
PPF2766	Folk Festival - business development options		25,000				+L
PPF2767	Provide greater range of more culturally diverse activity at The Big Weekend		20,000				Nil
PPF2769	Cambridge City 20mph Zones Project		29,900	29,900			+M
PPF2771	Sports development project for young people at risk of exclusion		12,500	12,500			Nil
PPF2784	Community Engagement Officer		47,000	47,000	47,000	47,000	+L
PPF2785	Youth Officer - 13+ age-group		41,000	41,000	41,000	41,000	Nil
PPF2793	Mill Road Street Co-ordinator		16,000	16,000	16,000		Nil
PPF2798	In-cab technology for the trade waste service		9,000	6,000	6,000	6,000	+M
PPF2799	Targeted waste communications campaign for rented property		7,000	7,000			+L
PPF2800	To continue the Recycling Champions Scheme		16,000	16,000			+M
PPF2821	Street Champion Scheme		15,000	15,000			Nil
PPF2861	Funding for a 0.5 FTE post to set up a Restorative Justice system within the city		17,000	17,000			Nil
PPF2862	Increase in funding for Safer City Revenue Grants		25,350	25,350	25,350	25,350	Nil
PPF2866	Funding to secure consultancy support in respect of the Housing Strategy		10,000				Nil
PPF2909	Contribution towards a post in the Independent Living Service to allow community based support to vulnerable older residents		13,230	13,230	13,230	13,230	Nil
PPF2949	Electronic Market Management System		6,640	6,640	6,640	6,640	Nil
PPF2957	Additional Senior Property Surveyor post in Property Services		38,000	38,000	38,000	38,000	Nil
PPF2962	Funding for a FREEPOST licence for electoral services		2,500	2,500	2,500	2,500	Nil
<b>Total Funding Required from PPF : General Fund</b>			<b>378,620</b>	<b>300,120</b>	<b>195,720</b>	<b>179,720</b>	

HRA

PPF2877	Provision of Landlord/Premises and Support Services to Sheltered Housing Tenants		(113,140)	39,710	39,710	39,710	Nil
PPF2879	Support and maintenance and potential future replacement costs for a new Anti-Social Behaviour (ASB) database with an IT Case Management System		8,850	8,850	8,850	8,850	Nil
PPF2881	Funding for continuation of the Family Intervention Project within the city		25,000	25,000			Nil
PPF2904	Funding to increase capacity in the area housing offices for a period of two years		55,570	55,570			Nil
<b>Total Funding Required from PPF : HRA</b>			<b>(23,720)</b>	<b>129,130</b>	<b>48,560</b>	<b>48,560</b>	

## 2012/13 Budget - Priority Policy Fund - GF

Appendix: Page 1 of 9

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Community Services - Arts, Sport &amp; Public Places

## PPF Bids

PPF2766	Folk Festival - business development options	0	25,000	0	0	0	Elaine Midgley	H
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The bid will support a review of options to appropriately develop the Folk Festival's business opportunities. This will include an analysis of 'invest to save' options, a review of pricing and marketing strategy, and the approach taken towards securing and maximising sponsorship.

PPF2767	Provide greater range of more culturally diverse activity at The Big Weekend	0	20,000	0	0	0	Elaine Midgley	H
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The Big Weekend takes place over three days in the first weekend of July each year and in recent years has begun work with community groups to offer a wider range of cultural activity that reflects the diverse nature of the City.

PPF2771	Sports development project for young people at risk of exclusion	0	12,500	12,500	0	0	Ian Ross	H
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The Council will liaise with the School Sports Partnership and the County Council to offer young people at risk of exclusion from education an opportunity to engage in sport and recreation. The proposal is to create diversionally and development opportunities in partnership with specialist providers in the third sector

<b>PPF Bids</b>		<b>0</b>	<b>57,500</b>	<b>12,500</b>	<b>0</b>	<b>0</b>		
<b>Community Services - Arts, Sport &amp; Public Places</b>		<b>0</b>	<b>57,500</b>	<b>12,500</b>	<b>0</b>	<b>0</b>		

## 2012/13 Budget - Priority Policy Fund - GF

Appendix: Page 2 of 9

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Community Services - Community Development &amp; Health

## PPF Bids

PPF2784	Community Engagement Officer	0	47,000	47,000	47,000	47,000	Trevor Woollams	H
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A new post providing expertise to support the Council's approach to the Localism agenda and neighbourhood working. The post will work with managers across the Council to encourage active engagement from local residents to shape an agenda relating to the activities of the Council and other agencies. The post will provide community engagement and facilitation skills for a variety of situations, including building priorities for developer contributions for open space and community facility enhancements and outreach work in setting priorities for the work of Area Committees. The bid includes employee costs and a project budget.

PPF2785	Youth Officer - 13+ age-group	0	41,000	41,000	41,000	41,000	Trevor Woollams	H
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As the focal point of the Council's understanding of and work with teenagers, the officer will represent the City Council's agenda within the mixed partnership environment of providers for this age group, support the Council's own capital investment in facilities and work with colleagues and partners to undertake youth projects. The post will work closely with Community Development, Arts & Recreation and Safer Communities and will interpret teenagers' needs for service providers across the Council.

PPF2861	Funding for a 0.5 FTE post to set up a Restorative Justice system within the city	0	17,000	17,000	0	0	Alan Carter	H
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Restorative Justice, which has been adopted elsewhere in the country, seeks to work with partnership organisations and volunteers, to facilitate bringing together offenders and victims, in an attempt to allow the offender to address the impact of their crime, reduce the impact of repeat offending and give the victim a greater sense of justice.

## 2012/13 Budget - Priority Policy Fund - GF

Appendix: Page 3 of 9

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Community Services - Community Development &amp; Health

PPF2862	Increase in funding for Safer City Revenue Grants	0	25,350	25,350	25,350	25,350	Lynda Kilkelly	H
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Historically, Safer City grants have been awarded for both revenue and capital activities. With the devolution and division of the grant budget into smaller sums for Area Committees, the distinction between capital and revenue will introduce an unhelpful constraint on decision making. The grant programme will now be budgeted only as revenue (which can also be used as capital) and this item is offset by the elimination of £17,000 per annum from the capital programme. The balance of £8,350 enables the retention of a small fund centrally for citywide or strategic bids. [See also C2959]

<b>PPF Bids</b>	<b>0</b>	<b>130,350</b>	<b>130,350</b>	<b>113,350</b>	<b>113,350</b>
<b>Community Services - Community Development &amp; Health</b>	<b>0</b>	<b>130,350</b>	<b>130,350</b>	<b>113,350</b>	<b>113,350</b>

## 2012/13 Budget - Priority Policy Fund - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Community Services - Housing

## PPF Bids

PPF2866	Funding to secure consultancy support in respect of the Housing Strategy	0	10,000	0	0	0	Alan Carter	H
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*Funding to secure consultancy support to research the impact of national housing policy change on more vulnerable groups of local people. This research will form part of the evidence base for the revised Housing Strategy.*

PPF2909	Contribution towards a post in the Independent Living Service to allow community based support to vulnerable older residents	0	13,230	13,230	13,230	13,230	Sally-Jane Williams	H
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*This bid is proposed to contribute 50% towards the costs of a post within the Independent Living Service, to work with vulnerable older people across Cambridge City, providing links with the Council's sheltered housing where possible to deliver mutual benefits to residents of Cambridge.*

<b>PPF Bids</b>	<b>0</b>	<b>23,230</b>	<b>13,230</b>	<b>13,230</b>	<b>13,230</b>
<b>Community Services - Housing</b>	<b>0</b>	<b>23,230</b>	<b>13,230</b>	<b>13,230</b>	<b>13,230</b>

## 2012/13 Budget - Priority Policy Fund - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Environment - Environmental &amp; Waste Services

## PPF Bids

PPF2798	In-cab technology for the trade waste service	0	9,000	6,000	6,000	6,000	Jas Lally	H
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Introduction of In-cab technology will enable crews to record information relating to collection issues live on a tablet device in the cab which is then linked to a web based software system. The system will provide an up to date round showing all customers' collections for each day on a display in the collection vehicle. This will help prevent missed calls, the need for return visits and reduce fuel spend for the section. Also information collected will be directly available at the Customer Service Centre enabling officers to answer customer queries more effectively. The bid is to cover the system set up and annual revenue costs of server hosting, warranty, annual support plus data transfer via phone net work. [See also C2929]

PPF2799	Targeted waste communications campaign for rented property	0	7,000	7,000	0	0	Jen Robertson	H
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It was agreed at Environmental Scrutiny Committee on 4/10/11 that a bid would be submitted for a targeted communications campaign designed to raise recycling rates amongst demographic groups less likely to recycle such as short-term residents and those in HMO's. The proposal is to target these groups through landlords and letting agents by providing annual recycling information in a form that can be easily accessible eg in different languages supported by pictorial information and in poster size, for display in communal areas within HMO's. This would also include targeted doorknocking at these properties to distribute information and arrange for posters to be displayed/updated. This work would be supported by volunteer Recycling Champions [See also PPF2800]

PPF2800	To continue the Recycling Champions Scheme	0	16,000	16,000	0	0	Jen Robertson	H
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To fund the continuation of the recycling champions scheme for a further two years, funding the coordinator, support existing volunteers (90 Champions so far) and the recruitment of new volunteers. The scheme was designed in response to research that recognises the value of face to face contact in bringing about behavioural change by delivering leaflets and to help reduce contamination at flats. Since April 2011 the coordinator has also attended 36 events which, with the involvement of recycling champions, has enabled the direct engagement of around 1,500 city residents. For the next two years the bid would enable involvement of recycling champions in issues around contamination, participation monitoring and waste prevention. This bid is linked to the Targeted Waste Communications Campaign as Recycling Champions will support the communications campaign. [See also PPF2799]

## 2012/13 Budget - Priority Policy Fund - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Environment - Environmental &amp; Waste Services

PPF2821	Street Champion Scheme	0	15,000	15,000	0	0	Toni Ainley	H
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The pilot Street Champion scheme will encourage communities to find ways to reduce litter in their area. Working with the Rangers and Streets and Open Spaces the co-ordinator will seek to discourage littering particularly outside the City Centre, a need identified in recent survey work. There is a requirement for a co-ordinator to lead on this for approx 20 hours per week.

<b>PPF Bids</b>		<b>0</b>	<b>47,000</b>	<b>44,000</b>	<b>6,000</b>	<b>6,000</b>		
<b>Environment - Environmental &amp; Waste Services</b>		<b>0</b>	<b>47,000</b>	<b>44,000</b>	<b>6,000</b>	<b>6,000</b>		



## 2012/13 Budget - Priority Policy Fund - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Environment - Planning &amp; Sustainable Transport

## PPF Bids

PPF2769	Cambridge City 20mph Zones Project	0	29,900	29,900	0	0	Patsy Dell	H
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Implementation of new 20mph zones across the City. Funding proposal covers the staffing resource and there is a separate linked capital bid for the physical works involved (signing, lining etc). Bid is for 2 years funding, which would provide a City-wide approach. [See also C2755]

## PPF Bids

0	29,900	29,900	0	0
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## Environment - Planning &amp; Sustainable Transport

0	29,900	29,900	0	0
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## 2012/13 Budget - Priority Policy Fund - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

## PPF Bids

PPF2793	Mill Road Street Co-ordinator	0	16,000	16,000	16,000	0	Emma Thornton	H
<p><i>This proposal is to appoint a part time Mill Road Street Co ordinator (0.5 FTE) on a fixed term basis for a period of 3 years. Key objectives would be 1) To promote the vitality and viability of Mill Road linking in with Love Cambridge and other networks across the city 2) To develop a sustainable Mill Road Street Association 3) Through this develop a mechanism through which Mill Road businesses can engage with the City and County Councils to address current Mill Road issues 4) Work with Love Cambridge and key council officers to develop an Action/Business Plan delivering improvements in marketing, accessibility, environmental issues and safety and security. The aim is that this should be a task and finish role which at the end of 3 years will have developed a sustainable funding solution to ensure work continues in the longer term.</i></p>								
PPF2949	Electronic Market Management System	0	6,640	6,640	6,640	6,640	Emma Thornton	H
<p><i>This bid is for the annual revenue costs connected to the introduction of an Electronic Markets system. These include Serco Server &amp; database support, Suppliers system and equipment annual maintenance and R&amp;R costs. [See also C2809]</i></p>								
PPF2957	Additional Senior Property Surveyor post in Property Services	0	38,000	38,000	38,000	38,000	Philip Doggett	H
<p><i>An additional Senior Property Surveyor post to facilitate an increase in proactive management of the Property Services portfolio together with asset management activity relating to the investment in, and development of, existing assets.</i></p>								
PPF2962	Funding for a FREEPOST licence for electoral services	0	2,500	2,500	2,500	2,500	Gary Cliff	H
<p><i>To provide a FREEPOST address to enable electors to send voter application forms to electoral services free of charge throughout the year. This will be funded for one year initially to assess the impact on electoral registration applications against the costs involved.</i></p>								
<b>PPF Bids</b>		<b>0</b>	<b>63,140</b>	<b>63,140</b>	<b>63,140</b>	<b>47,140</b>		
<b>Strategy &amp; Resources - Customer Services &amp; Resources</b>		<b>0</b>	<b>63,140</b>	<b>63,140</b>	<b>63,140</b>	<b>47,140</b>		

## 2012/13 Budget - Priority Policy Fund - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Strategy &amp; Resources - Strategy &amp; Climate Change

## PPF Bids

PPF2735	Head of Corporate Strategy	0	27,500	7,000	0	0	Antoinette Jackson	H
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The post of Head of Corporate Strategy was originally recruited as a two-year fixed term post due to end in November 2012. The post manages the Strategy and Partnerships team, Democratic Services and Corporate Marketing and supports the Strategic Leadership team to deliver on corporate projects and strategy development. Given the extent of change the organisation still needs to manage over the next two years this bid seeks to extend the post until the end of April 2013.

## PPF Bids

0	27,500	7,000	0	0
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## Strategy &amp; Resources - Strategy &amp; Climate Change

0	27,500	7,000	0	0
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## Report Total

0	378,620	300,120	195,720	179,720
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## 2012/13 Budget - Priority Policy Fund - HRA

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Housing Revenue Account

## PPF Bids

PPF2877	Provision of Landlord/Premises and Support Services to Sheltered Housing Tenants	0	(113,140)	39,710	39,710	39,710	Sally-Jane Williams	H
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*This bid is to supplement staffing in the Sheltered Housing Service, delivering enhanced housing management services in light of continued County Council Supporting People Grant reductions. The bid will enable continuation of regular tenants meetings and activities to prevent social isolation, dealing with neighbour disputes, assisting vulnerable tenants in sheltered housing to avoid social isolation.*

PPF2879	Support and maintenance and potential future replacement costs for a new Anti-Social Behaviour (ASB) database with an IT Case Management System	0	8,850	8,850	8,850	8,850	Lynda Kilkelly	H
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*The current ASB IT system is not a case management tool. It does not integrate with the Orchard system used by ASB and housing officers. It is highly deficient as a reporting tool. A new system can be expected to lead to service delivery improvements as case monitoring and management, and higher level performance management and reporting information, is substantially improved. A capital bid is included for the purchase of the system, with this revenue bid to meet the ongoing operational costs. [See also C2907, S2867, RB2882, UR2880]*

PPF2881	Funding for continuation of the Family Intervention Project within the city	0	25,000	25,000	0	0	Liz Bisset	H
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*Funding to contribute to the existing Family Intervention Project, managed by the County Council, to allow continued delivery of enhanced specialist support to vulnerable residents with large families in Council tenancies in the city (2 years only)*

## 2012/13 Budget - Priority Policy Fund - HRA

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Housing Revenue Account

PPF2904	Funding to increase capacity in the area housing offices for a period of two years	0	55,570	55,570	0	0	Robert Hollingsworth	H
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A combination of the changes to staffing structures as a result of the introduction of the Customer Service Centre, and the subsequent economic downturn has had a negative impact on the ability of housing staff to proactively recover arrears, with the resulting need for an increase in housing staff, particularly to address the impact of the welfare benefit reforms.

<b>PPF Bids</b>		<b>0</b>	<b>(23,720)</b>	<b>129,130</b>	<b>48,560</b>	<b>48,560</b>		
<b>Housing Revenue Account</b>		<b>0</b>	<b>(23,720)</b>	<b>129,130</b>	<b>48,560</b>	<b>48,560</b>		
<b>Report Total</b>		<b>0</b>	<b>(23,720)</b>	<b>129,130</b>	<b>48,560</b>	<b>48,560</b>		

Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Housing Revenue Account</b>					
<b>Revised Budget</b>					
RB2868	<b>Reduction in repairs administration operational budgets</b>	(5,000)	Yes	(5,000)	Bob Hadfield
	<i>[It is proposed to reduce operational budgets in respect of the use of occupational therapists across the repairs administration service, in line with prior year expenditure]</i>				
RB2870	<b>Reduction in staffing budget in Leasehold Services</b>	(5,210)	Yes	(5,210)	Andrew Latchem
	<i>[A saving is anticipated by virtue of reducing the budget for the Leasehold Services Manager to reflect the 25 hours per week that the current post holder works. Any future decision to increase the hours, would be anticipated to be offset by recharges to leaseholders]</i>				
RB2873	<b>Removal of inflationary element of area office costs budget</b>	(1,870)	Yes	(2,690)	Julia Hovells
	<i>[The lease for the south area housing office allows for a rent review every 5 years. Inflation applied in the interim can be treated as a saving, recognising the need to bid for a greater increase in budget at the 5 year review point if the office lease is renewed]</i>				
RB2876	<b>Reduction in staffing in the Independent Living and Floating Support Services in line with savings agreed with Supporting People for 2011/12 onwards</b>	(68,270)	Yes	(68,240)	Sally-Jane Williams
	<i>[Post the budget process for 2011/12, Supporting People imposed a 15% saving target on the services funded through Supporting People grant. To meet the reduction in anticipated income, the HRA deleted 2.19 FTE Independent Living Service posts during 2011/12, when staff were either due to retire or fixed term contracts came to an end and agreed not to fill vacant hours in the Floating Support Team while awaiting transfer to a new provider]</i>				
RB2882	<b>Reduction in operational cost budgets for the Anti-Social Behaviour Team</b>	(4,680)	Yes	(8,880)	Lynda Kilkelly
	<i>[A restructure in the team has facilitated a reduction in operational budgets of £1,020 per annum. In addition to this a reduction in the legal cost budget is proposed, based upon a reduced call on the budget in the last three years, recognising the responsive nature of this activity and the potential need to bid for resources in future years if the need arises. [See also C2907, S2867, PPF2879]</i>				

Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Housing Revenue Account</b>					
RB2885	<b>Net additional service charge income</b>	(47,750)	Yes	(10,180)	Julia Hovells
	<p>A net increase in service charge income is anticipated in 2011/12 compared to original budgets, particularly as a result of further installations of gas central heating and a reduction in the level of void sheltered properties as the refurbishment programme nears completion. The saving is partially offset by under-achievement in income in respect of Ditchburn Place</p>				
RB2887	<b>Reduction in garage rental income</b>	21,250	Yes	23,430	Julia Hovells
	<p>A reduction is anticipated in garage rental income due to an increase in the number of void garages. The waiting list for garages is far less than the number of vacant garages available for letting, with those on the list waiting for garages in specific areas, adjacent to their homes [See also UR2888]</p>				
RB2890	<b>Reduction in income to the HRA from the General Fund in respect of shared amenities</b>	27,000	Yes	29,620	Julia Hovells
	<p>Reduction in anticipated recharge from the HRA in respect of shared amenities, based upon actual costs incurred in 2010/11 [See also RB2864]</p>				
RB2893	<b>Reduction in Supporting People income in respect of sheltered and supported housing services , in line with savings agreed with Supporting People for 2011/12 onwards and an increase in void levels</b>	69,040	Yes	69,290	Sally-Jane Williams
	<p>Post the budget process for 2011/12, Supporting People imposed a 15% saving target on the services funded through Supporting People grant. To meet this reduction in income, the HRA deleted 2.19 FTE Independent Living Service posts during 2011/12, when staff were either due to retire or fixed term contracts came to an end and agreed not to fill vacant hours in the Floating Support Service. This bid also includes the impact of an increase in void levels in supported housing, also impacting support income for the year.</p>				
RB2894	<b>Savings in Strategic Housing HRA Operational Costs</b>	(26,000)	Yes	(26,000)	Julia Hovells
	<p>In line with underspending in 2010/11, it is proposed to reduce operational budgets, such as training, stationery, consultants, recruitment and bank charges, where expenditure in prior years has been less than budgeted.</p>				
RB2898	<b>Reduction in electricity budgets in housing communal areas</b>	(30,030)	Yes	(30,030)	Robert Hollingsworth
	<p>The introduction of smartmeters ensures that electricity is now charged based on actual readings, with the confidence this gives indicating that the budgets held are greater than required</p>				

Reference	Description / Justification	2011/12 Revised Budget £	Ongoing Effect	Anticipated 2012/13 Effect £	Contact Name
<b>Housing Revenue Account</b>					
RB2905	<b>Savings in City Homes Operational Costs</b>	(29,400)	Yes	(29,400)	Robert Hollingsworth
	<i>In line with underspending in 2010/11, it is proposed to reduce operational budgets, such as training, stationery and printing, where expenditure in prior years has been less than budgeted.</i>				
RB2973	<b>Increase in day to day repairs budget in 2011/12</b>	250,000	No	0	Bob Hadfield
	<i>An additional sum is proposed to be included in the responsive repairs budget for 2011/12, in recognition of additional response maintenance input from staff transferring to Apollo as part of the externalisation of the planned maintenance contract. Staff were deployed between April and mid July in delivering a reduced planned maintenance programme, with a greater degree of responsive works being delivered, ensuring a smoother transition to the new provider and a minimised amount of work in progress. This increase in budget is directly offset by a reduction in the planned revenue repairs budget for 2011/12. [See also RB2974]</i>				
RB2974	<b>Reduction in planned revenue repairs budget in 2011/12</b>	(250,000)	No	0	Bob Hadfield
	<i>A reduction in the planned revenue repairs budget is proposed for 2011/12, in recognition of the reduced planned programme undertaken internally between April and mid July 2011, pending the transfer of staff to Apollo, as part of the externalisation of planned maintenance. Staff were re-deployed between April and mid July in delivering a reduced planned programme, with a greater degree of responsive works being delivered, ensuring a smoother transition to the new provider and a minimised amount of work in progress. This reduction in budget is directly offset by an increase in the responsive repairs budget for 2011/12. [See also RB2973]</i>				
RB2988	<b>Funding in 2011/12 to meet the anticipated cost of arranging borrowing for HRA Self-Financing</b>	75,030	No	0	Julia Hovells
	<i>A revised budget bid of £75,030 is proposed to meet the costs of arranging borrowing of £214,384,000 to meet the requirements of HRA Self-Financing on 28th March 2012. The bid is based upon an assumption that funding is secured through PWLB at the level that is incorporated in the draft self-financing determination. The authority expects to be recompensed for the interest incurred in 2011/12 via the existing HRA Subsidy System.</i>				
RB2989	<b>Over-achievement in rent income in 2011/12</b>	(73,480)	No	0	Julia Hovells
	<i>Rent income for 2011/12 is expected to be greater than anticipated due to a reduction in the level of void properties in the year.</i>				
<b>Total Revised Budget</b>		<b>(99,370)</b>		<b>(63,290)</b>	
<b>Total Housing Revenue Account</b>		<b>(99,370)</b>		<b>(63,290)</b>	



## 2012/13 Budget - Bids &amp; Savings - HRA

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Housing Revenue Account

## Service Reviews

SR2913	Saving to be delivered through restructure of Strategic Housing Services	0	(6,760)	(6,760)	(6,760)	(6,760)	Alan Carter	
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*This saving includes the impact of reviewing the structures and service delivery methods of the Home Improvement Agency, Housing Options, CBL, Homelessness and Housing Strategy, and will result in some staffing reductions overall, with an impact for the HRA in respect of some of these areas*

SR2926	Customer service centre budget efficiencies.	0	(23,000)	(23,000)	(23,000)	(23,000)	Jonathan James	
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*Savings from the Customer service centre budget made through efficiencies in introducing a payment kiosk and self serve, changes to guildhall reception and switchboard, implementation of channel shift strategy and income from partnership work with St Albans. Further savings will be realised through the implementation of e-benefits and e-council tax. (Anticipated HRA share.) [See also C2740 R2749]*

SR2927	Legal Staff Saving	0	(11,760)	(11,760)	(11,760)	(11,760)	Simon Pugh	
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*Two members of the Legal team have reduced their working hours from full time to three days a week. This equates to 0.8 fte. We believe that we can cope with present workloads with this reduced staffing, although we will have reduced capacity to respond if workload increases. (Anticipated HRA share.) [See also SR2854]*

SR2932	Savings from a range of Human Resources account codes	0	(10,700)	(10,700)	(10,700)	(10,700)	Sue Dawson	
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*Savings from Human Resources operating costs across a range of supplies and services including consultancy - anticipated HRA share*

SR2933	Proposed savings from HR Operations	0	(5,520)	(5,520)	(5,520)	(5,520)	Sue Dawson	
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*Savings of £24,000 from salaries as part of HR Service Review, HR Business Partner post - anticipated HRA share.*

SR2935	Savings on Human Resources staffing costs	0	(5,860)	(5,860)	(5,860)	(5,860)	Sue Dawson	
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*Reduced hours for Diversity Adviser post, now shared with South Cambs District Council, and deletion of vacant Business Partner post.*

## 2012/13 Budget - Bids &amp; Savings - HRA

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
SR2946	Review of Building Cleaning	0	(12,000)	(24,000)	(24,000)	(24,000)	Toni Ainley	
<i>Review of building cleaning [See also S2945 UR2956]</i>								
SR2951	Savings arising from Support Services review	0	(20,000)	(20,000)	(20,000)	(20,000)	Julia Hovells	
<i>The delivery of finance and administrative support throughout the Council is being reviewed with the anticipation of savings being identified by 2012/13 [See also SR2952]</i>								
<b>Service Reviews</b>		<b>0</b>	<b>(95,600)</b>	<b>(107,600)</b>	<b>(107,600)</b>	<b>(107,600)</b>		

## 2012/13 Budget - Bids &amp; Savings - HRA

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Housing Revenue Account

## Savings

S2869	Reduction in repairs administration operational budgets	0	(10,000)	(10,000)	(10,000)	(10,000)	Bob Hadfield	
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*It is proposed to reduce operational budgets in respect of service subscriptions, telephones and the use of occupational therapists across the repairs administration service, in line with prior year expenditure*

S2871	Reduction in staffing budget in Leasehold Services	0	(5,210)	(5,210)	(5,210)	(5,210)	Andrew Latchem	
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*A saving is anticipated by virtue of reducing the budget for the Leasehold Services Manager to reflect the 25 hours per week that the current post holder works. Any future decision to increase the hours, would be anticipated to be offset by recharges to leaseholders*

S2872	Net savings in Temporary Housing Operational Costs	0	(240)	(240)	(240)	(240)	Robert Hollingsworth	
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*It is proposed to reduce operational budgets, such as printing and health and safety, where expenditure in prior years has been less than budgeted*

S2874	Removal of inflationary element of area office costs budget	0	(2,690)	(2,690)	(2,690)	(2,690)	Julia Hovells	
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*The lease for the south area housing office allows for a rent review every 5 years. Inflation applied in the interim can be treated as a saving, recognising the need to bid for a greater increase in budget at the 5 year review point if the office lease is renewed*

S2875	Reduction in production costs for Open Door	0	(2,410)	(2,410)	(2,410)	(2,410)	Marella Hoffman	
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*With printing costs kept to a minimum, maximising the design work that can be carried out in-house, it is proposed to reduce the Open Door publication budget in line with anticipated future costs*

## 2012/13 Budget - Bids &amp; Savings - HRA

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Housing Revenue Account

S2878	Reduction in staffing in the Independent Living Service in line with savings agreed with Supporting People for 2011/12 onwards	0	(68,240)	(68,240)	(68,240)	(68,240)	Sally-Jane Williams	
<p><i>Post the budget process for 2011/12, Supporting People imposed a 15% saving target on the services funded through Supporting People grant. To meet the reduction in anticipated income, the HRA deleted 2.19 FTE Independent Living Service posts during 2011/12, when staff were either due to retire or fixed term contracts came to an end. This saving represents the full year impact of the changes that have already been made in practice [See also UR2892]</i></p>								
S2883	Reduction in operational cost budgets for the Anti-Social Behaviour Team	0	(8,880)	(8,880)	(8,880)	(8,880)	Lynda Kilkelly	
<p><i>A restructure in the team has facilitated a reduction in operational budgets of £1,020 per annum. In addition to this a reduction in the legal cost budget is proposed, based upon a reduced call on the budget in the last three years, recognising the responsive nature of this activity and the potential need to bid for resources in future years if the need arises.</i></p>								
S2884	Deletion of Customer Care and Project Manager and replacement with part time Administrator post in the Independent Living Service	0	(21,640)	(21,640)	(21,640)	(21,640)	Sally-Jane Williams	
<p><i>Deletion of vacant full time Customer Care &amp; Project Manager post and replacement with a part time Administrator, in line with trial that has taken place during 2011/12 that has proven successful</i></p>								
S2886	Additional service charge income in respect of 2 new caretakers	0	(37,580)	(37,580)	(37,580)	(37,580)	Julia Hovells	
<p><i>The cost of a bid for the introduction of 2 new caretakers for the Abbey and Kings Hedges wards, will be fully met by service charge income, following consultation with residents before the introduction of the service [See also B2896]</i></p>								

## 2012/13 Budget - Bids &amp; Savings - HRA

Appendix: Page 5 of 10

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Housing Revenue Account

S2889	Additional service charge income	0	(10,180)	(10,180)	(10,180)	(10,180)	Julia Hovells	
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*Additional service charge income is anticipated in 2012/13, particularly as a result of further installations of gas central heating and a reduction in the level of void sheltered properties as the refurbishment programme nears completion*

S2895	Savings in Strategic Housing HRA Operational Costs	0	(26,000)	(26,000)	(26,000)	(26,000)	Julia Hovells	
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*In line with underspending in 2010/11, it is proposed to reduce operational budgets, such as training, stationery, consultants, recruitment and bank charges, where expenditure in prior years has been less than budgeted*

S2899	Reduction in electricity budgets in housing communal areas	0	(30,030)	(30,030)	(30,030)	(30,030)	Robert Hollingsworth	
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*The introduction of smartmeters ensures that electricity is now charged based on actual readings, with the confidence this gives indicating that the budgets held are greater than required*

S2902	Reduction in responsive and void repair budgets in line with anticipated stock reductions	0	(15,470)	(15,470)	(15,470)	(15,470)	Bob Hadfield	
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*As in previous years, it is proposed to reduce the base budget for responsive and void repairs in a formulaic way in recognition of the anticipated reduction in stock numbers through right to buy and other disposals. Any further efficiencies achievable or pressures requiring address will be identified as separate bids or savings*

S2903	Removal of budget for premises related costs at Seymour Court	0	(32,500)	(32,500)	(32,500)	(32,500)	Julia Hovells	
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*As Seymour Court is now vacant in readiness for re-development as mixed tenure housing, any residual ongoing premises related costs will be met from the capital re-development budget*

S2906	Savings in City Homes Operational Costs	0	(29,400)	(29,400)	(29,400)	(29,400)	Robert Hollingsworth	
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*In line with underspending in 2010/11, it is proposed to reduce operational budgets, such as training, stationery and printing, where expenditure in prior years has been less than budgeted*

## 2012/13 Budget - Bids &amp; Savings - HRA

Appendix: Page 6 of 10

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Housing Revenue Account

S2986	Savings from installation of solar thermal panels and/or energy efficiency measures on housing properties.	0	(3,800)	(3,800)	(3,800)	(3,800)	Sam Griggs	
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Revenue generated from feed in tariffs (£3,800pa) from installation of solar thermal panels on 1 housing property to reduce the Council's carbon footprint. Savings have been calculated net of maintenance costs and are anticipated for the full 20 year lifetime of the feed in tariff scheme and would increase with rising gas prices. The panels will also reduce the gas bill for this property by approximately £2,700pa. Tenants within this property will receive this savings through a reduction in their Service Charge. [See also C2965]

<b>Savings</b>		<b>0</b>	<b>(304,270)</b>	<b>(304,270)</b>	<b>(304,270)</b>	<b>(304,270)</b>		
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## 2012/13 Budget - Bids &amp; Savings - HRA

Appendix: Page 7 of 10

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Housing Revenue Account

## Unavoidable Revenue Bids

UR2880	Reduction in recharge from the HRA in respect of the General Fund share of ASB costs	0	810	810	810	810	Lynda Kilkelly	U
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A net decrease in the General Fund contribution towards the costs of ASB is anticipated, due to the impact of reduced operational costs (reduction in legal fees budget), more than offset by the increased costs associated with a new ASB Case Management System [See also C2907, RB2882, PPF2879]

UR2888	Reduction in garage and commercial property rental income	0	29,300	29,300	29,300	29,300	Julia Hovells	U
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A reduction is anticipated in garage rental income due to an increase in the number of void garages. The waiting list for garages is far less than the number of vacant garages available for letting, with those on the list waiting for garages in specific areas, adjacent to their homes. [See also RB2887]

UR2891	Reduction in income to the HRA from the General Fund in respect of shared amenities	0	27,000	27,000	27,000	27,000	Julia Hovells	U
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Reduction in anticipated recharge from the HRA in respect of shared amenities, based upon actual costs incurred in 2010/11

UR2892	Reduction in Supporting People income in respect of the sheltered housing service, in line with savings agreed with Supporting People for 2011/12 onwards	0	69,290	69,290	69,290	69,290	Sally-Jane Williams	U
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Post the budget process for 2011/12, Supporting People imposed a 15% saving target on the services funded through Supporting People grant. To meet this reduction in income, the HRA deleted 2.19 FTE Independent Living Service posts during 2011/12, when staff were either due to retire or fixed term contracts came to an end. This bid represents the full year impact of the loss of income through Supporting People [See also S2878]

## 2012/13 Budget - Bids &amp; Savings - HRA

Appendix: Page 8 of 10

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Housing Revenue Account

UR2897	Bid to address removal of staffing turnover allowance in caretaking budgets and to budget fully for additional hours delivered in the general housing at Ditchburn Place	0	7,750	7,750	7,750	7,750	Robert Hollingsworth	U
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*Including a staff turnover allowance in budgeting for caretakers is not appropriate, as service standards require that we cover any vacancies with temporary staff. The cost of caretaking hours delivered in the general housing at Ditchburn Place have been recovered in service charges, but have always been met through staff working additional hours that have not been incorporated in the expenditure budget*

UR2900	Increase in the costs of the Gas Maintenance Contract	0	40,000	40,000	40,000	40,000	Chris Brown	U
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*New installations in council homes have resulted in an increase in the gas maintenance contract sum, coupled with the additional costs of operating a 10 month programme*

UR2901	Ongoing costs associated with the installation of dry risers at Kingsway	0	1,000	1,000	1,000	1,000	Chris Brown	U
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*The installation of dry risers at Kingsway, to meet the latest fire safety regulations, results in the need for a budget for the ongoing inspection of the installations*

UR2910	Bid to fund anticipated additional costs of existing HRA employees	0	820	820	820	820	Julia Hovells	U
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*As in prior years, the incidence of staff retained or staff recruited to at various points within pay bands, results in small savings or unavoidable revenue bids in any one year, to match the actual costs that will be incurred to those assumed in budget working papers where inflation is applied at an average rate*

UR2956	Reduction in Communal Cleaning and Premises Service Charges	0	12,000	24,000	24,000	24,000	Julia Hovells	U
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*The review of service delivery for building cleaning, which is anticipated to deliver a saving to the Housing Revenue Account, will result in the passing on of these reduced costs in the form of lower service charges for tenants and leaseholders [See also SR2946]*



## 2012/13 Budget - Bids &amp; Savings - HRA

Appendix: Page 9 of 10

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Housing Revenue Account

UR2983	Loss of savings (income) expected from cancelled installation of solar PV panels	0	14,920	14,920	14,920	14,920	Sam Griggs	U
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A capital scheme to introduce Solar PV panels was proposed in 2011/12 budget [C2655]. Following a reduction in the return from the Feed In Tariff scheme, this project has now been cancelled. See C2965 for new renewable energy project [See also C2981]

## Unavoidable Revenue Bids

<b>0</b>	<b>202,890</b>	<b>214,890</b>	<b>214,890</b>	<b>214,890</b>
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## 2012/13 Budget - Bids &amp; Savings - HRA

Appendix: Page 10 of 10

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Ctee Priority (Bids)
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## Housing Revenue Account

## Bids

B2896	Funding for two additional caretaker posts across housing estates	0	37,580	37,580	37,580	37,580	Andrew Latchem	H
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*[This bid provides for two additional caretakers to service the Abbey and Kings Hedges wards, where caretaking services have not previously been provided. This new service will be funded through service charges to tenants and leaseholders, following full consultation. [See also S2886]*

<b>Bids</b>	<b>0</b>	<b>37,580</b>	<b>37,580</b>	<b>37,580</b>	<b>37,580</b>
<b>Housing Revenue Account</b>	<b>0</b>	<b>(159,400)</b>	<b>(159,400)</b>	<b>(159,400)</b>	<b>(159,400)</b>
<b>Report Total</b>	<b>0</b>	<b>(159,400)</b>	<b>(159,400)</b>	<b>(159,400)</b>	<b>(159,400)</b>

# Appendix M

## Capital & Revenue Projects Plan

Capital Ref. Cost Centre	Description	Lead Officer	Capital Scheme Approval (£000's)	Spend to Date	Current Year Budget (£000's)	2012/13 (£000's)	2013/14 (£000's)	2014/15 (£000's)	2015/16 (£000's)
SC033B	CCTV Street Lighting	A Preston	47	7	40	0	0	0	0
SC072	Poster Boards	N Jones	33	32	4	0	0	0	0
SC106	Enhance Existing Community Facilities - East Chesterton	T Woollams	145	118	27	0	0	0	0
SC163	Compulsory Purchase Orders (CPOs)	S Anderson	411	11	400	0	0	0	0
SC192	Development Land on the North Side of Kings Hedges Road	P Doggett	5,568	5,167	182	178	74	0	0
SC210	Hard Surface Cherry Hinton Hall Car Park	I Ross	68	64	0	0	0	0	0
SC215	Christ's Piece - Trees/Landscaping (S106)	A French	11	10	7	0	0	0	0
SC221b	Lion Yard - Contribution to Works Phase 2	P Doggett	641	44	931	942	0	0	0
SC221c	Lion Yard - Contribution to Works - Phase 2	P Doggett	942	0	0	0	0	0	0
SC234	Histon Road Cemetery Landscaping (S106)	A Wilson	31	24	9	0	0	0	0
SC282	Kettle's Yard	G Saxby	40	0	40	0	0	0	0
SC283	City Centre Youth Venue (S106)	T Woollams	100	0	100	0	0	0	0
SC312	Automated Energy Monitoring System	J Stocker	35	12	23	0	0	0	0
SC329	Corporate Document Management (DIP & EDM)	J Nightingale	978	533	454	0	0	0	0
SC335	Customer Access Strategy - IT Workstream	C Bolton	773	533	122	0	0	0	0
SC338	Customer Access Strategy - Web Development	A Perry	35	23	0	0	0	0	0
SC347	Histon Road - Refurbishment of play area (S106)	A Preston	75	63	12	0	0	0	0
SC348	Allotment Improvements (S106)	A Wilson	34	18	17	0	0	0	0
SC349	Fencing and Security at Jesus Green Pool	I Ross	30	8	22	0	0	0	0
SC350	Improvements to pump out facility at Jesus Green	A Wilson	60	56	0	0	0	0	0
SC351	Memorial Choice	T Lawrence	110	110	5	0	0	0	0
SC361	Disabled Access and Facilities - Guildhall Halls	G Saxby	80	0	80	0	0	0	0
SC362	Lighting and Power in Committee Rooms	J Stocker	15	0	15	0	0	0	0
SC366	Green Parking Bays	S Cleary	5	3	2	0	0	0	0
SC368	GIS Phase 2 & 3	P Boucher	57	12	1	0	0	0	0
SC379	Mercury Abatement	T Lawrence	2,023	537	1,995	0	0	0	0
SC385	Energy Efficiency Programme - Meadows	T Woollams	62	43	19	0	0	0	0
SC386	HMOs - Management Orders	S Anderson	50	0	50	0	0	0	0
SC391	La Mimosa Punting Station	P Doggett	10	0	10	0	0	0	0
SC396	Ravensthorpe Gardens - Remedial & Improvement Work	D Kaye	25	0	25	0	0	0	0
SC405	Improvements to play areas & open space at land behind St Matthews Street (S106)	I Ross	120	129	1	0	0	0	0
SC406	The Junction Development Programme (S106)	T Woollams	130	128	2	0	0	0	0
SC410	Mill Road Cemetery	A Wilson	50	23	35	0	0	0	0
SC414	Property Accreditation Scheme	J Dicks	100	69	72	0	0	0	0
SC416	UNiform e-consultee Access Module	P Boucher	15	5	10	0	0	0	0
SC417	Development of UNiform System	P Boucher	15	1	14	0	0	0	0
SC420	Corrosion Monitoring System at Park Street	S Cleary	47	46	2	0	0	0	0
SC421	E&P Server Replacements	P Boucher	55	50	5	0	0	0	0

Capital Ref. Cost Centre	Description	Lead Officer	Capital Scheme Approval (£000's)	Spend to Date	Current Year Budget (£000's)	2012/13 (£000's)	2013/14 (£000's)	2014/15 (£000's)	2015/16 (£000's)
SC423	Recycling Bins for Flats	J Robertson	185	63	127	0	0	0	0
SC427	Oracle Financials Server	J Minns	67	39	50	0	0	0	0
SC429	Telephony System Upgrade	J Nightingale	70	19	20	50	0	0	0
SC432	Mill Road Cemetery Memorial Artwork (S106)	A Preston	62	8	57	0	0	0	0
SC433	Snowy Farr Memorial Artwork (S106)	A Preston	70	13	64	0	0	0	0
SC434	Floodlit AstroTurf - Chesterton Community College and Netherhall School (S106)	I Ross	270	70	200	0	0	0	0
SC435	Biodiversity Projects Year 2&3	G Belcher	99	158	0	0	0	0	0
SC436	Pye's Pitch Rec Facilities (S106)	I Ross	100	15	85	0	0	0	0
SC439	LED Lighting - Grand Arcade Annex Car Park	S Cleary	120	6	115	0	0	0	0
SC440	King George V Rec Ground (consolidated) (S106)	T Woollams	458	426	32	0	0	0	0
SC441	Sheeps Green Canoe Clubhouse Extension (S106)	I Ross	195	190	165	0	0	0	0
SC445	Monitors for use with Document Management System	P Boucher	30	32	6	0	0	0	0
SC448	Rebuild Grafton West Car Park Wall at Salmon Lane	S Cleary	100	82	95	0	0	0	0
SC449	Holy Trinity War Memorial Shelter	J Preston	24	1	23	0	0	0	0
SC450	Changing Facilities at Cherry Hinton Village Centre (S106)	I Ross	70	0	70	0	0	0	0
SC452	Climbing Wall at Kelsey Kerridge Sports Centre (S106)	I Ross	60	95	47	0	0	0	0
SC453	Upper River Cam Biodiversity Project (S106)	G Belcher	130	12	118	0	0	0	0
SC454	Logans Meadow Swift Tower (S106)	G Belcher	35	40	27	0	0	0	0
SC455	Logans Meadow LNR Extension (S106)	G Belcher	190	2	188	0	0	0	0
SC456	Coldhams Common LNR Extension (S106)	G Belcher	62	3	48	6	5	0	0
SC458	Capita Re-Licence	J James	61	56	5	0	0	0	0
SC460	Kings Hedges Learners Pool Electricity	I Ross	25	0	25	0	0	0	0
SC461	Jesus Green Skatepark Upgrade (S106)	I Ross	65	57	65	0	0	0	0
SC465	Upper River Cam Biodiversity Public Art (S106)	A Preston	29	0	29	0	0	0	0
SC466	Air Monitoring Equipment	J Dicks	120	0	120	0	0	0	0
SC468	Vie Play Area	I Ross	30	36	0	0	0	0	0
SC469	Vie Public Open Space (S106)	I Ross	175	134	130	0	0	0	0
SC471	Parkside Changing Rooms	D Kaye	350	0	350	0	0	0	0
SC472	Cherry Hinton Hall Vending Kiosk (S106)	A Preston	150	0	15	135	0	0	0
SC473	Cherry Hinton Hall Pond & Lake Restorations (S106)	A Preston	250	0	25	225	0	0	0
SC474	Cherry Hinton Hall Tree Planting (S106)	I Ross	75	0	5	70	0	0	0
SC475	Nightingale Rec Pavilion Refurbishment (S106)	I Ross	228	0	18	210	0	0	0
SC476	Water Play Area Abbey Paddling Pool (S106)	I Ross	130	0	125	5	0	0	0
SC477	Coleridge Paddling Pool Enhancement (S106)	I Ross	165	0	160	5	0	0	0
SC478	Water Play Area Kings Hedges "Pulley" (S106)	I Ross	130	0	125	5	0	0	0
SC479	Abbey Pool Play Area Facilities (S106)	A Preston	114	0	110	4	0	0	0
SC480	Alexander Gardens Play Area (S106)	A Preston	75	0	72	3	0	0	0
SC481	Climbing Boulders at Cherry Hinton Hall (S106)	A Preston	32	0	32	0	0	0	0

Capital Ref - Cost Centre	Description	Lead Officer	Capital Scheme Approval (£000's)	Spend to Date	Current Year Budget (£000's)	2012/13 (£000's)	2013/14 (£000's)	2014/15 (£000's)	2015/16 (£000's)
SC482	Cherry Hinton Hall Tennis Court (\$106)	A Preston	67	0	65	2	0	0	0
SC483	Coldhams Common BMX Track Enhancement (\$106)	A Preston	22	0	20	2	0	0	0
SC484	Coldhams Common Climbing Facility (\$106)	A Preston	62	0	60	2	0	0	0
SC485	Coldhams Common Skate Park (\$106)	A Preston	140	0	135	5	0	0	0
SC486	Coleridge Rec Skateboarding & BMX Trail (\$106)	A Preston	52	0	50	2	0	0	0
SC487	Colderidge Rec Landscaping & High Wire Climbing (\$106)	A Preston	40	0	38	2	0	0	0
SC488	Coleridge Rec Informal Games Area (\$106)	A Preston	55	0	53	2	0	0	0
SC489	Coleridge Rec Tennis Court (\$106)	A Preston	67	0	65	2	0	0	0
SC490	Dundee Close Play Area (\$106)	A Preston	48	0	46	2	0	0	0
SC491	Public Information in Play & Recreation Areas (\$106)	A Preston	125	0	125	0	0	0	0
SC492	Jesus Green Play Area (\$106)	A Preston	178	0	175	3	0	0	0
SC493	Jesus Green Tennis Court (\$106)	A Preston	92	1	90	2	0	0	0
SC494	Kings Hedges "Pulley" Play Area (\$106)	A Preston	75	0	73	2	0	0	0
SC495	The Meadows Outdoor Rec Area (\$106)	A Preston	62	0	60	2	0	0	0
SC496	Petersfield Play Area (\$106)	A Preston	78	0	76	2	0	0	0
SC497	Peveral Road Play Area (\$106)	A Preston	88	0	85	3	0	0	0
SC498	Picnic & BBQ Facilities in City Parks (\$106)	A Wilson	54	0	54	0	0	0	0
SC499	Outdoor Fitness Equipment in Parks (\$106)	A Preston	120	0	120	0	0	0	0
SC500	Trumpington Rec Outdoor Space (\$106)	A Preston	48	0	46	2	0	0	0
SC501	Woodhead Drive Play Area (\$106)	A Preston	50	0	48	2	0	0	0
SC503	CCTV Technology Upgrade	M Beaumont	150	0	150	0	0	0	0
SC504	Solar PV Panel Installation	B Hadfield	224	0	224	0	0	0	0
SC505	Land Explorer Software	G Richardson	10	0	10	0	0	0	0
SC506	Replacement Grand Arcade Car Park Pay on Foot Machines	S Cleary	400	0	0	400	0	0	0
SC507	Visit Cambridge Website	E Thornton	30	0	30	0	0	0	0
SC508	E-Benefits	J Frost	47	38	17	0	0	0	0
SC509	Electric Courier Van	J James	14	0	14	0	0	0	0
SC510	Chip & Pin Upgrade in Car Parks	S Cleary	80	77	80	0	0	0	0
SC511	Route Optimisation Software	C Hipwood	15	0	15	0	0	0	0
SC512	Hobbs Pavilion Refurbishment (\$106)	I Ross	240	0	240	0	0	0	0
SC513	Crematory Refurbishment	T Lawrence	206	0	206	0	0	0	0
SC514	Petersfield Area Play Equipment	T Woollams	55	0	0	55	0	0	0
SC515	Replacement CCTV Cameras	M Beaumont	70	0	70	0	0	0	0
SC516	Relocation Grand Arcade Car Park Control Room	S Cleary	70	0	70	0	0	0	0
SC517	Reline Fuel Tanks	D Cox	30	0	30	0	0	0	0
SC518	Corn Exchange Lighting Improvement	D Kaye	25	0	25	0	0	0	0
SC519	Wulfstan Way Art Project (\$106)	N Black	45	0	9	36	0	0	0
SC520	Community Olympic Public Art Commission (\$106)	N Black	129	0	29	100	0	0	0
<b>Capital-GF Projects</b>			<b>20,990</b>	<b>9,552</b>	<b>10,384</b>	<b>2,468</b>	<b>79</b>	<b>0</b>	<b>0</b>

### Capital-Programmes

Capital Ref - Cost Centre	Description	Lead Officer	Capital Scheme Approval (£000's)	Spend in Prior Years (£000's)	Current Year Budget (£000's)	2012/13 (£000's)	2013/14 (£000's)	2014/15 (£000's)	2015/16 (£000's)
PR001	Housing Capital Investment Programme	J Hovells		0	20,669	8,033	7,932	8,034	6,797
PR003	City Centre Management Programme	E Thornton	174	326	20	20	20	20	0

Capital Ref. Cost Centre	Description	Lead Officer	Capital Scheme Approval (£000's)	Spend to Date	Current Year Budget (£000's)	2012/13 (£000's)	2013/14 (£000's)	2014/15 (£000's)	2015/16 (£000's)
PR006	Safer City Programme	L Kilkelly	302	504	17	17	17	17	0
PR007	Cycleways	C Rankin		1,224	245	100	100	100	0
PR010	Environmental Improvements Programme	D Foley-Norman		1,078	0	0	0	0	0
PR010a	Environmental Improvements Programme - North Area	D Foley-Norman		551	125	59	59	59	0
PR010b	Environmental Improvements Programme - South Area	D Foley-Norman		273	126	42	42	42	0
PR010c	Environmental Improvements Programme - West/Central Area	D Foley-Norman		250	156	43	43	43	0
PR010d	Environmental Improvements Programme - East Area	D Foley-Norman		250	298	56	56	56	0
PR010di	Environmental Improvements Programme - Riverside/Abbey Road Junction	D Foley-Norman		62	307	0	0	0	0
PR010j	Environmental Improvements Programme - Fitzroy/Burleigh Street	D Foley-Norman		1	87	0	0	0	0
PR010k	Environmental Improvements Programme - Wulfstan Way Local Centre (S106)	A Preston	174	0	174	0	0	0	0
PR014	Environmental Safety Fund	D Foley-Norman		83	16	0	0	0	0
PR016	Public Conveniences	B Carter		2,291	363	150	0	0	0
PR017	Vehicle Replacement Programme	D Cox		7,962	611	540	960	750	0
PR018	Bus Shelters	A Preston	300	158	271	0	0	0	0
PR019	Car Parks Infrastructure and Equipment Replacement Programme	S Cleary	1,748	819	726	269	244	789	0
PR020	ICT Infrastructure Programme	J Nightingale	2,470	812	929	475	211	300	220
PR023	Admin Buildings Asset Replacement Programme	J Stocker	427	307	68	88	40	70	48
PR024	Commercial Properties Asset Replacement Programme	J Stocker	581	85	63	77	347	20	230
PR025	New Town Community Development Capital Grants Programme (S106)	T Woollams	130	6	124	0	0	0	0
PR026	Community Development Grants Programme (S106)	T Woollams	800	27	150	350	300	0	0
	<b>Capital-Programmes</b>		<b>7,106</b>	<b>17,068</b>	<b>25,545</b>	<b>10,319</b>	<b>10,371</b>	<b>10,300</b>	<b>7,295</b>
<b>TOTAL CAPITAL PLAN</b>			<b>28,096</b>	<b>26,619</b>	<b>35,929</b>	<b>12,787</b>	<b>10,450</b>	<b>10,300</b>	<b>7,295</b>

# Appendix N

## Capital & Revenue Projects Plan - Variances

Ref	Description	Current Budget 2011/12	Schemes merged	Est Spend to March 2012	Forecast Variance	Re-phase Spend	Devolved to Area Comm	Transfer to Hold List	Forecast Over / (Under) Spend	Comments
		£000	£000	£000	£000	£000	£000	£000	£000	
<b>Arts, Sport &amp; Public Places</b>										
SC072	Poster Boards	4	0	4	(0)	0	0	0	(0)	Project ongoing. Remainder of budget earmarked for spend before end of financial year.
SC210	Hard Surface Cherry Hinton Hall Car Park	0	0	0	0	0	0	0	0	Project complete.
SC215	Christ's Piece - Trees/Landscaping (S106)	7	0	6	(1)	0	0	0	(1)	Project complete.
SC234	Histon Road Cemetery Landscaping (S106)	9	0	5	(4)	0	0	0	(4)	Path improvements & landscaping to be complete by March 2012.
SC282	Kettle's Yard	40	0	0	(40)	40	0	0	0	Awaiting timetable from Kettle's Yard.
SC347	Histon Road - Refurbishment of play area (S106)	12	0	0	(12)	0	0	0	(12)	Project complete.
SC348	Allotment Improvements (S106)	17	0	0	(17)	17	0	0	0	Funds held pending requests from Allotment Societies.
SC349	Fencing and Security at Jesus Green Pool	22	0	0	(22)	0	0	0	(22)	Project complete.
SC350	Improvements to pump out facility at Jesus Green	0	0	0	0	0	0	0	0	Project complete.
SC396	Ravensworth Gardens - Remedial & Improvement Work	25	0	0	(25)	25	0	0	0	Project now being developed in consultation with RGRA & their agents. Rephase to 2012/13
SC405	Improvements to play areas & open space at land behind St Matthews Street (S106)	1	0	3	2	0	0	0	2	Project complete.
SC410	Mill Road Cemetery	35	0	27	(8)	0	0	0	(8)	Works to be completed by Mar 2012 (overspend 2010/11).
SC432	Mill Road Cemetery Memorial Artwork (S106)	57	0	6	(51)	51	0	0	0	DAC and Planning Approval currently being sort. Project expected to be complete by Summer 2012.

Ref	Description	Current Budget 2011/12	Schemes merged	Est Spend to March 2012	Forecast Variance	Re-phase Spend	Devolved to Area Comm	Transfer to Hold List	Forecast Over /(Under) Spend	Comments
		£000	£000	£000	£000	£000	£000	£000	£000	
SC433	Snowy Farr Memorial Artwork (S106)	64	0	24	(40)	40	0	0	0	Planning application has been submitted and subject to its approval the artwork will be installed by Spring 2012
SC434	Floodlit Astro turf - Chesterton Community College and Netherhall School (S106)	200	0	200	0	0	0	0	0	Project completed. Community use agreement now signed.
SC435	Biodiversity Projects Year 2&3	0	0	(1)	(1)	0	0	0	(1)	Project complete.
SC436	Pye's Pitch Rec Facilities (S106)	85	0	45	(40)	40	0	0	0	Ongoing works.
SC441	Sheeps Green Canoe Clubhouse Extension (S106)	165	0	175	10	(5)	0	0	5	Project complete, subject to retention monies to be paid in next financial year.
SC450	Changing Facilities at Cherry Hinton Village Centre (S106)	70	0	0	(70)	70	0	0	0	Project deferred to 2012.
SC452	Climbing Wall at Kelsey Kerridge Sports Centre (S106)	47	0	52	5	0	0	0	5	Project complete.
SC453	Upper River Cam Biodiversity Project (S106)	118	0	0	(118)	0	0	118	0	Project fully developed. Loss of original S106 funding for habitat creation requires either a bid to reserves or alternative S106 funding streams. Project transferred to the Hold List until resolved.
SC454	Logans Meadow Swift Tower (S106)	27	0	31	4	0	0	0	4	Project complete.
SC455	Logans Meadow LNR Extension (S106)	188	0	0	(188)	0	0	188	0	Project still in development phase. Loss of original S106 funding for habitat creation requires either a bid to reserves or alternative S106 funding streams. Project transferred to the Hold List until resolved.
SC456	Coldhams Common LNR Extension (S106)	48	0	0	(48)	48	0	0	0	Awaiting S38 permission. Operations awaiting instruction to undertake works.
SC460	Kings Hedges Learners Pool Electricity	25	0	0	(25)	25	0	0	0	Project on hold pending carbon reduction improvements.
SC461	Jesus Green Skatepark Upgrade (S106)	65	0	60	(5)	5	0	0	(0)	Project Complete. Retention monies to be paid in next financial year.



Ref	Description	Current Budget 2011/12	Schemes merged	Est Spend to March 2012	Forecast Variance	Re-phase Spend	Devolved to Area Comm	Transfer to Hold List	Forecast Over /(Under) Spend	Comments
		£000	£000	£000	£000	£000	£000	£000	£000	
SC465	Upper River Cam Biodiversity Public Art (S106)	29	0	0	(29)	0	0	29	0	Project has been put on hold whilst the funding issues for the wider Local Nature Reserve Biodiversity Project are resolved.
SC469	Vie Public Open Space (S106)	130	0	114	(16)	16	0	0	0	Ongoing works.
SC471	Parkside Changing Rooms	350	0	390	40	0	0	0	40	Works under way - completion due January 2012
SC472	Cherry Hinton Hall Vending Kiosk (S106)	15	0	0	(15)	0	0	15	0	Project is incorporated within the Heritage Lottery Fund bid which is due to be submitted in August 2012 and determined by December 2012. It is therefore recommended to be put on the Hold List until the outcome of this bid is known.
SC473	Cherry Hinton Hall Pond & Lake Restorations (S106)	25	0	0	(25)	0	0	25	0	Project is incorporated within the Heritage Lottery Fund bid which is due to be submitted in August 2012 and determined by December 2012. It is therefore recommended to be put on the Hold List until the outcome of this bid is known.
SC474	Cherry Hinton Hall Tree Planting (S106)	5	0	0	(5)	5	0	0	0	Project appraisal submitted for Phase 1 of Cherry Hinton Hall Grounds Improvements. Project to be undertaken in 2011/12
SC475	Nightingale Rec Pavilion Refurbishment (S106)	18	0	0	(18)	0	0	18	0	Transferred to Hold List pending approval of funding source
SC476	Water Play Area Abbey Paddling Pool (S106)	125	0	75	(50)	50	0	0	0	Project completion estimated May 2012.
SC477	Coleridge Paddling Pool Enhancement (S106)	160	(75)	50	(35)	35	0	0	0	January 2012 procurement. Tfr £75k to new Coleridge Recreation Ground improvements project.
SC478	Water Play Area Kings Hedges "Pulley" (S106)	125	0	50	(75)	75	0	0	0	January 2012 procurement.
SC479	Abbey Pool Play Area Facilities (S106)	110	0	0	(110)	85	0	0	(25)	Project is about to enter its procurement stage. Delivery is expected to be complete by Summer 2012. Revised scheme costs £89k - £4k budget in 2012/13.

Ref	Description	Current Budget 2011/12	Schemes merged	Est Spend to March 2012	Forecast Variance	Re-phase Spend	Devolved to Area Comm	Transfer to Hold List	Forecast Over / (Under) Spend	Comments
		£000	£000	£000	£000	£000	£000	£000	£000	
SC480	Alexander Gardens Play Area (S106)	72	0	0	(72)	0	72	0	0	Project proposed to be removed from the capital plan and devolved to Area Committees to consider as part of their area needs assessments.
SC481	Climbing Boulders at Cherry Hinton Hall (S106)	32	0	0	(32)	0	32	0	0	Project proposed to be removed from the capital plan and devolved to Area Committees to consider as part of their area needs assessments.
SC482	Cherry Hinton Hall Tennis Court (S106)	65	0	0	(65)	0	65	0	0	Project proposed to be removed from the capital plan and devolved to Area Committees to consider as part of their area needs assessments.
SC483	Coldhams Common BMX Track Enhancement (S106)	20	0	0	(20)	0	20	0	0	Project proposed to be removed from the capital plan and devolved to Area Committees to consider as part of their area needs assessments.
SC484	Coldhams Common Climbing Facility (S106)	60	0	0	(60)	0	60	0	0	Project proposed to be removed from the capital plan and devolved to Area Committees to consider as part of their area needs assessments.
SC485	Coldhams Common Skate Park (S106)	135	0	0	(135)	0	135	0	0	Project proposed to be removed from the capital plan and devolved to Area Committees to consider as part of their area needs assessments.
SC486	Coleridge Rec Skateboarding & BMX Trail (S106)	50	(50)	0	0	0	0	0	0	Project is about to enter its procurement stage. Delivery is expected to be complete by Summer 2012. Tfr £50k to new Coleridge Recreation ground Improvements project.
SC487	Colderidge Rec Landscaping & High Wire Climbing (S106)	38	(38)	0	0	0	0	0	0	Project is about to enter its procurement stage. Delivery is expected to be complete by Summer 2012. Tfr £38k to new Coleridge Recreation ground Improvements project.
SC488	Coleridge Rec Informal Games Area (S106)	53	(53)	0	0	0	0	0	0	Project is about to enter its procurement stage. Delivery is expected to be complete by Summer 2012. Tfr £53k to new Coleridge Recreation ground Improvements project.

Ref	Description	Current Budget 2011/12	Schemes merged	Est Spend to March 2012	Forecast Variance	Re-phase Spend	Devolved to Area Comm	Transfer to Hold List	Forecast Over / (Under) Spend	Comments
		£000	£000	£000	£000	£000	£000	£000	£000	
SC489	Coleridge Rec Tennis Court (S106)	65	(65)	0	0	0	0	0	0	Project is about to enter its procurement stage. Delivery is expected to be complete by Summer 2012. Tfr £65k to new Coleridge Recreation ground Improvements project.
SC490	Dundee Close Play Area (S106)	46	0	0	(46)	0	46	0	0	Project proposed to be removed from the capital plan and devolved to Area Committees to consider as part of their area needs assessments.
SC491	Public Information in Play & Recreation Areas (S106)	125	0	0	(125)	0	125	0	0	Project proposed to be removed from the capital plan and devolved to Area Committees to consider as part of their area needs assessments.
SC492	Jesus Green Play Area (S106)	175	0	0	(175)	149	0	0	(26)	Project is about to enter its procurement stage. Delivery is expected to be complete by Summer 2012. Revised scheme costs £152k - £3k budget in 2012/13.
SC493	Jesus Green Tennis Court (S106)	90	0	1	(89)	89	0	0	(0)	Planning permission has been granted and procurement of the construction services are underway. Completion expected by Spring 2012 for the start of the tennis season.
SC494	Kings Hedges "Pulley" Play Area (S106)	73	0	0	(73)	73	0	0	0	Project is about to enter its procurement stage. Delivery is expected to be complete by Summer 2012.
SC495	The Meadows Outdoor Rec Area (S106)	60	0	0	(60)	0	60	0	0	Project proposed to be removed from the capital plan and devolved to Area Committees to consider as part of their area needs assessments.
SC496	Petersfield Play Area (S106)	76	0	0	(76)	76	0	0	0	Project is about to enter its procurement stage. Delivery is expected to be complete by Summer 2012.
SC497	Peveral Road Play Area (S106)	85	0	0	(85)	85	0	0	0	Project is about to enter its procurement stage. Delivery is expected to be complete by Summer 2012.

Ref	Description	Current Budget 2011/12	Schemes merged	Est Spend to March 2012	Forecast Variance	Re-phase Spend	Devolved to Area Comm	Transfer to Hold List	Forecast Over /(Under) Spend	Comments
		£000	£000	£000	£000	£000	£000	£000	£000	
SC498	Picnic & BBQ Facilities in City Parks (S106)	54	0	0	(54)	0	54	0	0	Project proposed to be removed from the capital plan and devolved to Area Committees to consider as part of their area needs assessments.
SC499	Outdoor Fitness Equipment in Parks (S106)	120	0	0	(120)	120	0	0	0	Project is about to enter its procurement stage. Delivery is expected to be complete by Summer 2012.
SC500	Trumpington Rec Outdoor Space (S106)	46	0	0	(46)	46	0	0	0	Project is about to enter its procurement stage. Delivery is expected to be complete by Summer 2012.
SC501	Woodhead Drive Play Area (S106)	48	0	0	(48)	0	48	0	0	Project proposed to be removed from the capital plan and devolved to Area Committees to consider as part of their area needs assessments.
SC512	Hobbs Pavilion Refurbishment (S106)	240	0	100	(140)	140	0	0	0	Mai Thai restaurant carrying out their works independently Jan - Mar 2012.
SC518	Corn Exchange Lighting Improvement	25	0	25	0	0	0	0	0	Lighting approved at CSSC 13/10/2011. Awaiting procurement.
SC519	Wulfstan Way Art Project (S106)	9	0	0	(9)	9	0	0	0	Project just approved. Artist brief being developed for Tender
SC520	Community Olympic Public Art Commission (S106)	29	0	0	(29)	29	0	0	0	Project just approved. Invitation to Tender being drafted.
New	Coleridge Recreation Ground Improvements (S106)	0	281	0	(281)	281	0	0	0	New project from SC477 (part), SC486, SC487, SC488, SC489 - revised project appraisal to January 2012 scrutiny committee (including 2012/13 budget implications). See Appendix K(2)
<b>Total Projects</b>		<b>4,314</b>	<b>0</b>	<b>1,442</b>	<b>(2,872)</b>	<b>1,719</b>	<b>717</b>	<b>393</b>	<b>(43)</b>	
PR010a	Environmental Improvements Programme - North Area	125	0	86	(39)	39	0	0	(0)	North Area have now allocated the majority of their funding to projects. Delayed start due to lack of clarity whether a new EIP Programme would be introduced. Next years proposed schemes will shortly be requested.

Ref	Description	Current Budget 2011/12	Schemes merged	Est Spend to March 2012	Forecast Variance	Re-phase Spend	Devolved to Area Comm	Transfer to Hold List	Forecast Over /(Under) Spend	Comments
		£000	£000	£000	£000	£000	£000	£000	£000	
PR010b	Environmental Improvements Programme - South Area	126	0	113	(13)	13	0	0	(0)	South Area have now allocated the majority of their funding to projects. Delayed start due to lack of clarity whether a new EIP Programme would be introduced. Next years proposed schemes will shortly be requested.
PR010c	Environmental Improvements Programme - West/Central Area	156	0	125	(31)	31	0	0	0	West/Central Area have now allocated all of their funding to projects. Delayed start due to lack of clarity whether a new EIP Programme would be introduced. Next years proposed schemes will shortly be requested.
PR010d	Environmental Improvements Programme - East Area	298	0	267	(31)	31	0	0	0	East Area have now allocated the majority of their funding to projects. Delayed start due to lack of clarity whether a new EIP Programme would be introduced. Next years proposed schemes will shortly be requested.
PR010d	Environmental Improvements Programme - Riverside/Abbey Road Junction	307	0	307	0	0	0	0	0	Scheme is complete
PR010j	Environmental Improvements Programme - Fitzroy/Burleigh Street	87	0	87	(0)	0	0	0	(0)	Further consultation on the replacement of two highway trees in conjunction with County Council maintenance work is now underway. Remaining tree planting now due to take place in November.
PR010k	Environmental Improvements Programme - Wulfstan Way Local Centre (S106)	174	0	157	(17)	0	0	0	(17)	Project is complete, the £17k public art element funded by S106 is now part of a separate approved project (SC519).
<b>Total Programmes</b>		<b>1,273</b>	<b>0</b>	<b>1,142</b>	<b>(131)</b>	<b>114</b>	<b>0</b>	<b>0</b>	<b>(17)</b>	
<b>Arts, Sport &amp; Public Places</b>		<b>5,587</b>	<b>0</b>	<b>2,584</b>	<b>(3,003)</b>	<b>1,833</b>	<b>717</b>	<b>393</b>	<b>(60)</b>	
<b>Community Development &amp; Health</b>										
SC106	Enhance Existing Community Facilities - East Chesterton	27	0	0	(27)	0	0	0	(27)	No further applications received. Funding no longer required. Budget to be returned to reserves fund.

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		£000	£000	£000	£000	£000	£000	£000	£000	
SC283	City Centre Youth Venue (\$106)	100	0	0	(100)	100	0	0	0	Report planned for Com Serv Scrutiny in March 2012. Rephase remaining budget.
SC351	Memorial Choice	5	0	5	(0)		0	0	(0)	Project complete
SC379	Mercury Abatement	1,995	0	1,995	(0)		0	0	(0)	Project due to be completed by 31st March 2012
SC385	Energy Efficiency Programme - Meadows	19	0	6	(13)	13	0	0	0	Programme delayed as Asset Manager not appointed until recently. Rephase remaining budget.
SC406	The Junction Development Programme (\$106)	2	0	0	(2)	2	0	0	0	Retention held. Re-phase remaining budget
SC440	King George V Rec Ground (consolidated) (\$106)	32	0	0	(32)	32	0	0	0	Additional works to be specified with Trumpington Residents Association. Re-phase remaining budget
SC503	CCTV Technology Upgrade	150	0	160	10		0	0	10	Project due to be completed by 31st March 2012
SC513	Crematory Refurbishment	206	0	206	0		0	0	0	Project due to be completed by 31st March 2012
SC515	Replacement CCTV Cameras	70	0	70	0		0	0	0	Project due to be completed by 31st March 2012
<b>Total Projects</b>		<b>2,606</b>	<b>0</b>	<b>2,441</b>	<b>(165)</b>	<b>147</b>	<b>0</b>	<b>0</b>	<b>(18)</b>	
PR006	Safer City Programme	17	0	17	0		0	0	0	Anticipating that the grants will be allocated in the current year
PR025	New Town Community Development Capital Grants Programme (\$106)	124	0	10	(114)	114	0	0	0	£20k allocated to Centre at St Paul's (subject to approval 12/1/12). Working with Newtown forum to bring forward projects from their programme. Rephase remaining budget.
PR026	Community Development Grants Programme (\$106)	150	0	127	(23)	23	0	0	(0)	Spend dependent upon grant applicants meeting their construction programme. Rephase remaining budget.
<b>Total Programmes</b>		<b>291</b>	<b>0</b>	<b>154</b>	<b>(137)</b>	<b>137</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	
<b>Community Development &amp; Health</b>		<b>2,897</b>	<b>0</b>	<b>2,595</b>	<b>(302)</b>	<b>284</b>	<b>0</b>	<b>0</b>	<b>(18)</b>	

Ref	Description	Current Budget 2011/12	Schemes merged	Est Spend to March 2012	Forecast Variance	Re-phase Spend	Devolved to Area Comm	Transfer to Hold List	Forecast Over / (Under) Spend	Comments
		£000	£000	£000	£000	£000	£000	£000	£000	
<b>Housing</b>										
SC163	Compulsory Purchase Orders (CPOs)	400	0	0	(400)	400	0	0	0	Currently no properties are prioritised for CPO action. Revising policy and reviewing long term vacancies. At present spend in 2011/12 is unlikely due to the length of the process
SC386	HMOs - Management Orders	50	0	0	(50)	50	0	0	0	No properties are currently identified for action. Basis of protocol agreed with City Homes who will manage properties where action is taken
SC414	Landlord Accreditation Scheme	72	0	72	0	0	0	0	0	
<b>Total Projects</b>		<b>522</b>	<b>0</b>	<b>72</b>	<b>(450)</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	
PR001	Housing Capital Investment Programme	20,669	0	19,519	(1,150)	1,150	0	0	0	Funding for the re-developemnt of Roman Court is proposed to be re-phased into 2012/13, 2013/14 and 2014/15 to meet the anticipated spend profil for the projcet. Any further re-phasing or in year under / over-spending to be incorporated as part of report to February HMB / Community Services.
<b>Total Programmes</b>		<b>20,669</b>	<b>0</b>	<b>19,519</b>	<b>(1,150)</b>	<b>1,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Housing</b>		<b>21,191</b>	<b>0</b>	<b>19,591</b>	<b>(1,600)</b>	<b>1,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	

<b>Environmental &amp; Waste Services</b>										
SC423	Recycling Bins for Flats	127	0	85	(42)	42	0	0	0	The budget needs to be rephased to cover the remainder of flats with recycling provision in 2012/13
SC466	Air Monitoring Equipment	120	0	85	(35)	0	0	0	(35)	The project is complete. The expenditure was less than anticipated
SC511	Route Optimisation Software	15	0	8	(7)	7	0	0	0	The final instalment will be paid in 2012/13.
<b>Total Projects</b>		<b>262</b>	<b>0</b>	<b>178</b>	<b>(84)</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>(35)</b>	

Ref	Description	Current Budget 2011/12	Schemes merged	Est Spend to March 2012	Forecast Variance	Re-phase Spend	Devolved to Area Comm	Transfer to Hold List	Forecast Over / (Under) Spend	Comments
		£000	£000	£000	£000	£000	£000	£000	£000	
PR016	Public Conveniences	363	0	6	(357)	357	0	0	0	The Silver Street conveniences project will not commence this year and it is requested that the budget be rephased to 2012/13.
PR017	City Services - Vehicle Replacement Programme	611	0	450	(161)	0	0	0	(161)	The total spend is expected to be no more than £450k based on the purchase and replacement of life expired vehicles during the current year.
<b>Total Programmes</b>		<b>974</b>	<b>0</b>	<b>456</b>	<b>(518)</b>	<b>357</b>	<b>0</b>	<b>0</b>	<b>(161)</b>	
<b>Environment &amp; Waste Services</b>		<b>1,236</b>	<b>0</b>	<b>634</b>	<b>(602)</b>	<b>406</b>	<b>0</b>	<b>0</b>	<b>(196)</b>	

### Planning & Sustainable Transport

SC033B	CCTV Street Lighting	40	0	0	(40)	40	0	0	0	This funding must be ring fenced for any betterment requirements that arise from the County Council's PFI lighting contract over the next two years, particularly in the historic core.
SC366	Green Parking Bays	2	0	0	(2)	2	0	0	0	Is currently on hold and will be incorporated into the services signage and Traffic Regulation Order review.
SC368	GIS Phase 2 & 3	1	0	1	0	0	0	0	0	Project completed. Training cost to be charged.
SC417	Development of UNiform System	14	0	0	(14)	14	0	0	0	Potential project list in place e.g Conditions Monitoring Module, BC Submission of online applications etc. To be reviewed by Head of Planning as part of service planning process.
SC420	Corrosion Monitoring System at Park Street	2	0	1	(1)	0	0	0	(1)	Appointment of contractor completed. Results of exercise to be delivered over the next 9 months. Invoice paid.
SC421	E&P Server Replacements	5	0	0	(5)	0	0	0	(5)	Project complete.
SC439	LED Lighting - Grand Arcade Annex Car Park	115	0	115	(0)	0	0	0	(0)	Works delayed due to contractual difficulties. Works anticipated to be completed Jan/Feb 2012.



Ref	Description	Current Budget 2011/12	Schemes merged	Est Spend to March 2012	Forecast Variance	Re-phase Spend	Devolved to Area Comm	Transfer to Hold List	Forecast Over /(Under) Spend	Comments
		£000	£000	£000	£000	£000	£000	£000	£000	
SC445	Monitors for use with Document Management System	6	0	6	0	0	0	0	0	Final deployment phase underway.
SC448	Rebuild Grafton West Car Park Wall at Salmon Lane	95	0	77	(18)	0	0	0	(18)	Project complete.
SC449	Holy Trinity War Memorial Shelter	23	0	23	0	0	0	0	0	Faculty decision received. Project team to be set up. Completion anticipated this financial year.
SC505	Land Explorer Software	10	0	0	(10)	10	0	0	0	Reviewing other system software potential as requested by ICT Steering Group.
SC510	Chip & Pin Upgrade in Car Parks	80	0	77	(3)	0	0	0	(3)	Project complete.
SC516	Relocation Grand Arcade Car Park Control Room	70	0	70	0	0	0	0	0	Procurement process started. Completion date of April 2012.
<b>Total Projects</b>		<b>473</b>	<b>0</b>	<b>372</b>	<b>(101)</b>	<b>74</b>	<b>0</b>	<b>0</b>	<b>(27)</b>	
PR007	Cycleways	245	0	7	(238)	238	0	0	0	The Downham's Lane scheme is awaiting adoption by Cambs CC in early 2012. We will seek approval and complete the work during Summer 2012. The Perne Rd/Radegund Rd Roundabout scheme is on hold pending European Funding through the 2Seas project. Project completion expected by December 2012, subject to the necessary approvals.
PR014	Environmental Safety Fund	16	0	5	(11)	11	0	0	0	Potential use for Rackham Close Project and schemes in East Area.
PR018	Bus Shelters	271	0	64	(207)	207	0	0	0	Project appraisal now approved. Consultation via Area Committees now planned, project expected to begin delivery on site before the end of the financial year and completed by Summer 2012.
PR019	Car Parks Infrastructure and Equipment Replacement Programme	726	0	0	(726)	726	0	0	0	Review under way with Capital Plan adjustments included.
<b>Total Programmes</b>		<b>1,258</b>	<b>0</b>	<b>76</b>	<b>(1,182)</b>	<b>1,182</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Planning &amp; Sustainable Transport</b>		<b>1,731</b>	<b>0</b>	<b>448</b>	<b>(1,283)</b>	<b>1,256</b>	<b>0</b>	<b>0</b>	<b>(27)</b>	

Ref	Description	Current Budget 2011/12	Schemes merged	Est Spend to March 2012	Forecast Variance	Re-phase Spend	Devolved to Area Comm	Transfer to Hold List	Forecast Over / (Under) Spend	Comments
		£000	£000	£000	£000	£000	£000	£000	£000	

### Customer Services & Resources

SC361	Disabled Access and Facilities - Guildhall Halls	80	0	0	(80)	80	0	0	0	This is work to provide disabled access to the Guildhall Street entrance to the Guildhall and to provide wheelchair access to the Guildhall stage. Work is continuing to identify the most appropriate solutions. Anticipated completion is now Summer 2012.
SC335	Customer Access Strategy - IT Workstream	122	0	122	0	0	0	0	0	Outstanding IT web self serve integration from the Customer Access Strategy (CAS) project ongoing and expected to be on budget by year end. Any remaining funds will be given back to the CAS business case.
SC517	Re-Line Fuel Tanks	30	0	30	0	0	0	0	0	On target for completion in January 2012.
SC192	Development Land on the North Side of Kings Hedges Road	182	0	178	(4)	4	0	0	0	The variance relates to expenditure profiling differences from the managing agent's original estimates for the 2011/12 financial year. Budget of £4k needs to be re-phased to the 2012/13 financial year to correspond with the managing agent's revised estimates.
SC221b	Lion Yard - Contribution to Works - Phase 2	931	0	80	(851)	851	0	0	0	The majority of the 2011/12 scheme costs are likely to be for professional fees. The construction costs are likely to be incurred in the 2012/13 financial year.
SC391	La Mimosa Punting Station	10	0	10	0	0	0	0	0	Investigating possible match funding by punt operators.
SC508	E-Benefits	17	0	17	0	0	0	0	0	Project is on schedule.
SC458	Capita Re-Licence	5	0	1	(4)	0	0	0	(4)	Scheme completed.
SC509	Electric Courier Van	14	0	0	(14)	0	0	0	(14)	The capital scheme needs to be deleted from the Capital plan. The expenditure that has been incurred is of a Revenue nature. Scheme has been completed.

Ref	Description	Current Budget 2011/12	Schemes merged	Est Spend to March 2012	Forecast Variance	Re-phase Spend	Devolved to Area Comm	Transfer to Hold List	Forecast Over / (Under) Spend	Comments
		£000	£000	£000	£000	£000	£000	£000	£000	
SC427	Oracle Financials Server	50	0	50	0	0	0	0	0	The new server has been successfully deployed and testing of Oracle Financials and Business Objects, prior to going live, is currently in progress.
SC329	Corporate Document Management (DIP & EDRM)	454	0	104	(350)	350	0	0	0	The programme of work is approaching the end of its first major phase, with the completion of customer access related services. It had always been planned to re-examine the project timetable at this time, and to determine the priority services for the next phases. Work on the remainder of the programme is therefore being re-planned, and will lead to spend later in the programme than originally forecast.
SC429	Telephony System Upgrade	20	0	23	3	0	0	0	3	Minor overspend on the Replacement of Power Cabinets project. The overspend will be funded from the Telephones repairs and renewals fund.
SC338	Customer Access Strategy - Web Development	0	0	0	0	0	0	0	0	Scheme completed.
SC312	Automated Energy Monitoring System	23	0	23	0	0	0	0	0	Currently investigating the introduction of new technology with regard to recording gas consumption.
SC362	Lighting and Power in Committee Rooms	15	0	0	(15)	15	0	0	0	Design being prepared following completion of the audio visual equipment capital scheme.
SC507	Visit Cambridge Website	30	0	30	0	0	0	0	0	The tender for the new website will be awarded by the end November. The new website is due to be launched March/April 2012 and there is no anticipated underspend at year end.
<b>Total Projects</b>		<b>1,983</b>	<b>0</b>	<b>668</b>	<b>(1,315)</b>	<b>1,300</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	
PR020	ICT Infrastructure Programme	929	0	879	(50)	50	0	0	0	The programme is dependent on delivery of key projects from external suppliers, and approval of project appraisals.

Ref	Description	Current Budget 2011/12	Schemes merged	Est Spend to March 2012	Forecast Variance	Re-phase Spend	Devolved to Area Comm	Transfer to Hold List	Forecast Over /(Under) Spend	Comments
		£000	£000	£000	£000	£000	£000	£000	£000	
PR023	Admin Buildings Asset Replacement Programme	68	0	58	(10)	10	0	0	0	Budget of £10k needs to be re-phased to the 2012/13 financial year to correspond with the current work programme.
PR024	Commercial Properties Asset Replacement Programme	63	0	63	0	0	0	0	0	Programme is on schedule.
PR003	City Centre Management Programme	20	0	20	0	0	0	0	0	Schemes to the value of £9k have been approved. The programme is being actively promoted and historically applications have come during the second half of the year.
<b>Total Programmes</b>		<b>1,080</b>	<b>0</b>	<b>1,020</b>	<b>(60)</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Customer Services &amp; Resources</b>		<b>3,063</b>	<b>0</b>	<b>1,688</b>	<b>(1,375)</b>	<b>1,360</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	

### Strategy & Climate Change

SC504	Solar PV Panel Installation	224	0	0	(224)	0	0	0	(224)	Following a reduction in the return from the Feed In Tariff scheme this project is now cancelled (see budget proposal C2982)
<b>Total Projects</b>		<b>224</b>	<b>0</b>	<b>0</b>	<b>(224)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(224)</b>	
<b>Strategy &amp; Climate Change</b>		<b>224</b>	<b>0</b>	<b>0</b>	<b>(224)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(224)</b>	

### Summary

<b>Arts Sport &amp; Public Places</b>	<b>5,587</b>	<b>0</b>	<b>2,584</b>	<b>(3,003)</b>	<b>1,833</b>	<b>717</b>	<b>393</b>	<b>(60)</b>	
<b>Community Development &amp; Health</b>	<b>2,897</b>	<b>0</b>	<b>2,595</b>	<b>(302)</b>	<b>284</b>	<b>0</b>	<b>0</b>	<b>(18)</b>	
<b>Housing</b>	<b>522</b>	<b>0</b>	<b>72</b>	<b>(450)</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Environmental &amp; Waste Services</b>	<b>1,236</b>	<b>0</b>	<b>634</b>	<b>(602)</b>	<b>406</b>	<b>0</b>	<b>0</b>	<b>(196)</b>	
<b>Planning &amp; Sustainable Transport</b>	<b>1,731</b>	<b>0</b>	<b>448</b>	<b>(1,283)</b>	<b>1,256</b>	<b>0</b>	<b>0</b>	<b>(27)</b>	
<b>Customer Services &amp; Resources</b>	<b>3,063</b>	<b>0</b>	<b>1,688</b>	<b>(1,375)</b>	<b>1,360</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	
<b>Strategy &amp; Climate Change</b>	<b>224</b>	<b>0</b>	<b>0</b>	<b>(224)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(224)</b>	
<b>Total</b>	<b>15,260</b>	<b>0</b>	<b>8,022</b>	<b>(7,238)</b>	<b>5,589</b>	<b>717</b>	<b>393</b>	<b>(539)</b>	
<b>Housing Capital Investment Programme</b>	<b>20,669</b>	<b>0</b>	<b>19,519</b>	<b>(1,150)</b>	<b>1,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## 2012/13 Budget - Capital Bids &amp; Funding - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Community Services - Arts, Sport &amp; Public Places

## Capital Bids

## Bids requiring funding

C2752	Creation of New Allotment Site	0	15,000	0	0	0	Alistair Wilson	H
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## Requirement for Capital Funding (included Above)

0	15,000	0	0	0
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Creation of new allotment plots on land at Kendal Way and the extension of Empty Common.

C2753	Programme of replacement of Parks and Open Space Waste/ Litter Bins	0	75,000	75,000	75,000	75,000	Alistair Wilson	H
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## Requirement for Capital Funding (included Above)

0	75,000	75,000	75,000	75,000
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In a programmed and co-ordinated way, replace all waste/litter bins on Parks and Open Space, and to create opportunities for recycling. An additional bid has been included for a litter bin replacement programme in the Environmental and Waste Services portfolio. [See also C2806]

C2754	Installation of new sound equipment at Cambridge Corn Exchange	0	200,000	0	0	0	Debbie Kaye	H
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## Requirement for Capital Funding (included Above)

0	90,000	0	0	0
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As part of the Council's stated strategy to improve the financial performance of the Corn Exchange, the proposed investment in a new sound system will enable the venue to attract a wider range of tours (many of whom do not currently include the Corn Exchange because of the need to hire equipment to perform at the venue. The investment is seen as critical to enhance the performance slate and reduce the number of dark days in the venue and as a result improve the Corn Exchange's financial position.

## 2012/13 Budget - Capital Bids &amp; Funding - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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### Community Services - Arts, Sport & Public Places

Total Bids requiring funding	0	290,000	75,000	75,000	75,000		
<i>Requirement for Funding : Bids requiring funding</i>	0	180,000	75,000	75,000	75,000		
Total Community Services - Arts, Sport & Public Places	0	290,000	75,000	75,000	75,000		
<i>Requirement for Funding : Community Services - Arts, Sport &amp; Public Places</i>	0	180,000	75,000	75,000	75,000		

## 2012/13 Budget - Capital Bids &amp; Funding - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Community Services - Community Development &amp; Health

## Capital Bids

## Bids requiring funding

C2943	Refurbishment of Newmarket Road Cemetery buildings	0	120,000	0	0	0	Paul Necus	H
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## Requirement for Capital Funding (included Above)

0	70,000	0	0	0
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Following the reclamation of the existing cemetery office as part of the cemetery lodge, the proposal is to utilise other existing areas to create an office, reception, waiting room and refurbish toilets, vestry and the provision of a private meeting room for the bereaved. This project to be funded by HRA - £50,000 and Reserves - £70,000. [See also C2908]

C2959	Release of Capital Funding for Safer City Grants	0	(17,000)	(17,000)	(17,000)	0	Lynda Kilkelly	H
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## Requirement for Capital Funding (included Above)

0	(17,000)	(17,000)	(17,000)	0
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The capital funding for the period from 2012/13 to 2014/15, in respect of Safer City Capital Grants is proposed to be released, as a direct result of a bid for additional ongoing revenue grant funding, which better meets the requirements of grant recipients. [See also PPF2862]

<b>Total Bids requiring funding</b>	<b>0</b>	<b>103,000</b>	<b>(17,000)</b>	<b>(17,000)</b>	<b>0</b>
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<b>Requirement for Funding : Bids requiring funding</b>	<b>0</b>	<b>53,000</b>	<b>(17,000)</b>	<b>(17,000)</b>	<b>0</b>
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## 2012/13 Budget - Capital Bids &amp; Funding - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Community Services - Community Development &amp; Health

## Bids to existing funding

C2942	Cambridge Crematorium - Chapels & Public Areas Refurbishment	0	120,000	0	0	0	Tracy Lawrence	H
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## Requirement for Capital Funding (included Above)

0	0	0	0	0
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The chapels, vestries and waiting rooms at the crematorium are in need of refurbishment to meet current customer needs. This work will be undertaken once the mercury abatement project is complete. Works may include carpets, flooring and seating in addition to redecoration. This will be funded from existing R&R funds.

C2944	Refurbishment of Staff room to incorporate garage conversion	0	30,000	0	0	0	Tracy Lawrence	H
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## Requirement for Capital Funding (included Above)

0	0	0	0	0
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The existing operations staff building will be upgraded to provide better welfare for employees following the conversion of existing staff rest room into offices for the commemorations team. This will create an area where staff are able to take their breaks which includes space for a 'quiet' area. This will be funded from existing R&R funds.

C2990	Clay Farm Community Centre - Phase 1	0	420,000	230,000	0	0	Alan Carter	H
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## Requirement for Capital Funding (included Above)

0	0	0	0	0
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The City Council is leading the partnership project to provide the new Community Centre at Clay Farm. Other partners include the Primary Care Trust, the County Council, South Cambridgeshire District Council and Cambridgeshire Partnerships Limited. Facilities will include a community centre & café, a youth wing with games area, band & DJ room, a public library, a health centre, flexible spaces for primary care support services and touchdown facilities & accommodation for Police and social services. In addition, up to 20 affordable flats will be incorporated into the design. This initial bid covers design fees. The total project cost, including fees, being £8.2m which will be provided by developer contributions and other sources. A full bid during the 2013/14 budget round will address the need for prudential borrowing to 2029/30.



## 2012/13 Budget - Capital Bids &amp; Funding - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Community Services - Community Development & Health

Total Bids to existing funding	0	570,000	230,000	0	0		
<i>Requirement for Funding : Bids to existing funding</i>	0	0	0	0	0		
Total Community Services - Community Development & Health	0	673,000	213,000	(17,000)	0		
<i>Requirement for Funding : Community Services - Community Development &amp; Health</i>	0	53,000	(17,000)	(17,000)	0		

## 2012/13 Budget - Capital Bids &amp; Funding - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cttee Priority (Bids)
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## Community Services - Housing

## Capital Bids

## Bids requiring funding

C2810	Grant funding bid for Cambridge Property Accreditation Scheme (CPAS)	0	50,000	0	0	0	Jo Dicks	H
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## Requirement for Capital Funding (included Above)

0	50,000	0	0	0
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The Cambridge Property Accreditation Scheme (formerly known as the Landlord Accreditation Scheme) was supported by external funding from the East of England Regional Assembly (EERA) to assist landlords to improve their property and to meet higher standards. This funding has now ceased. This has benefited 51 properties over the last two years. The bid is for City Council grant funding for individual properties of up to £3,000 to assist them to reach higher standards of energy performance required to meet the standard for accreditation. The aim of the accreditation scheme is to raise the standard of private rented accommodation in a number of areas. The grant although an incentive for landlords to bring their properties up to the necessary standards is aimed at improving the energy efficiency of the property which is of primary benefit to the tenant, not the landlord, who will gain through lower energy bills.

C2811	Funding to increase the uptake of energy efficiency improvements to private sector housing.	0	150,000	0	0	0	Jo Dicks	H
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## Requirement for Capital Funding (included Above)

0	150,000	0	0	0
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The proposal is to expand the qualifying criteria of the current government grant for basic insulation measures for private sector housing. Through offering additional funding this scheme will bring more Government funding into the city and will provide basic insulation measures to residents who have previously been unable to afford it or who needed this added incentive. Not only will the proposal help the City Council meet its objectives regarding climate change, but more importantly it will target fuel poverty by providing warmer homes to residents and allowing residents to save money on their energy bills. This proposal would require partnership work with registered insulation installers but could be provided within the current capacity of the service.

## 2012/13 Budget - Capital Bids &amp; Funding - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Community Services - Housing

C2960	Bid to allow for changes to internal office layout for Housing Options / Choice Based Lettings	0	10,000	0	0	0	Alan Carter	H
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## Requirement for Capital Funding (included Above)

0	10,000	0	0	0
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*Funding to allow some internal partition walls to be removed in the Housing Options / Choice Based Lettings Team in Hobson House, to better facilitate proposed new working practices as part of a service review, and resulting restructure of the teams, from April 2012.*

<b>Total Bids requiring funding</b>	<b>0</b>	<b>210,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirement for Funding : Bids requiring funding</b>	<b>0</b>	<b>210,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2012/13 Budget - Capital Bids &amp; Funding - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Community Services - Housing

### Bids to existing funding

C2985	Funding to upgrade facilities at 125 Newmarket Road	0	100,000	0	0	0	Julia Hovells	H
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#### Requirement for Capital Funding (included Above)

0	0	0	0	0
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The City Council is working closely with Cambridge Community Services (CCS) NHS Trust to develop and enhance the primary health care service offered to homeless and previously homeless people at 125 Newmarket Road. A proposal to offer a more holistic one-stop-shop health model at the surgery requires a significant upgrade to the building to ensure that patient consultancy rooms meet clinical standards, to upgrade the information technology services within the building to improve services to patients and to refurbish the building throughout for the first time in the 8 years since the City Council took on the ownership of the property. The building, owned by the City Council is used to provide a dedicated primary health care service for homeless people. Utilising an existing R&R fund provision for the building, the City Council will provide a grant to contribute to the building related aspects of the upgrade.

<b>Total Bids to existing funding</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirement for Funding : Bids to existing funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Community Services - Housing</b>	<b>0</b>	<b>310,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirement for Funding : Community Services - Housing</b>	<b>0</b>	<b>210,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2012/13 Budget - Capital Bids &amp; Funding - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Environment - Environmental &amp; Waste Services

## Capital Bids

## Bids requiring funding

C2804	Extension of current Public Conveniences programme (Refurbishment of Lion Yard toilets)	0	300,000	0	0	0	Toni Ainley	H
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## Requirement for Capital Funding (included Above)

0	300,000	0	0	0
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Funding for the refurbishment of Lion Yard toilets is required following recent discussions at Council. Please note that this figure is a preliminary estimate and may change when a building surveyor's report has been received.

C2805	Street cleaning planning software	0	15,000	0	0	0	Toni Ainley	H
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## Requirement for Capital Funding (included Above)

0	15,000	0	0	0
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Software for day-to-day management and reporting of street cleansing and associated services. This would improve efficiency and assist in meeting the reduction of our carbon footprint.

C2806	Litter bin replacement programme (new)	0	125,000	125,000	125,000	125,000	Toni Ainley	H
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## Requirement for Capital Funding (included Above)

0	125,000	125,000	125,000	125,000
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To meet the recycling agenda we would like to change the type of street litter bins on highways across the City. It is proposed to do this a joint procurement exercise (if successful) with the capital bid for Parks bins. The duration of the procurement would be over 4 years. An additional bid has been included for a litter bin replacement programme in the Arts, Sport and Public Places portfolio. [See also C2753]

## 2012/13 Budget - Capital Bids &amp; Funding - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Environment - Environmental &amp; Waste Services

C2929	In cab technology for trade waste service	0	16,000	0	0	0	Jas Lally	H
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## Requirement for Capital Funding (included Above)

0	16,000	0	0	0
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Introduction of In-cab technology will enable crews to record information relating to collection issues live on a tablet device in the cab which is then linked to a web based software system. The system will provide an up to date round showing all customers' collections for each day on a display in the collection vehicle. This will help prevent missed calls, the need for return visits and reduce fuel spend for the section. Also information collected will be directly available at the Customer Service Centre enabling officers to answer customer queries more effectively. [See also PPF2798]

<b>Total Bids requiring funding</b>	0	456,000	125,000	125,000	125,000
<b>Requirement for Funding : Bids requiring funding</b>	0	456,000	125,000	125,000	125,000
<b>Total Environment - Environmental &amp; Waste Services</b>	0	456,000	125,000	125,000	125,000
<b>Requirement for Funding : Environment - Environmental &amp; Waste Services</b>	0	456,000	125,000	125,000	125,000

## 2012/13 Budget - Capital Bids &amp; Funding - GF

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Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Environment - Planning &amp; Sustainable Transport

## Capital Bids

## Bids requiring funding

C2755	Cambridge City 20mph Zones Project	0	200,000	200,000	0	0	Patsy Dell	H
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## Requirement for Capital Funding (included Above)

0	200,000	200,000	0	0
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Further research into the project and meetings with Portsmouth City Council suggests that a City-wide approach to 20mph restriction, rather than a piecemeal implementation would be more appropriate and successful in terms of public awareness, compliance and enforceability. The estimated capital costs (based on best estimates from local and Portsmouth experience) as well as inclusion of commuted maintenance for the new structures and markings on the highway that will be necessary if the City funds this project. This is estimated as a two year project with scoping, research, surveys and preparation in year one with implementation, including signing and lining, following in year two.

A linked PPF project bid has been submitted for the revenue (staffing) resource that accompanies this capital bid. [See also PPF2769]

C2822	Improvement to street lighting on Mill Road from the Railway Bridge to Perne Road	0	60,000	0	0	0	Andy Preston	H
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## Requirement for Capital Funding (included Above)

0	60,000	0	0	0
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The County Council PFI Contract requires that any betterment over the existing standard of street lighting provision be funded by the district authority. It is proposed that the streetlights from the railway bridge to Perne Road be upgraded to the same standard as those from East Road to the Railway Bridge, in line with the recent extension of the conservation area and in order to unify the two sections of Mill Road. The cost is based on the increased capital for the heritage style column and lantern as well as a 40 year commuted sum for the assessed increase in maintenance liability.

## 2012/13 Budget - Capital Bids &amp; Funding - GF

Appendix: Page 12 of 18

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Environment - Planning &amp; Sustainable Transport

C2958	Refurbishment of Park Street Car Park	0	0	1,700,000	1,700,000	0	Paul Necus	H
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## Requirement for Capital Funding (included Above)

0	0	1,700,000	1,700,000	0
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Estimated costs of carrying out structural repairs and refurbishment of Park Street car park, that will maintain this car park and protect its revenue stream for approximately 15 years. An associated bid for income reduction was incorporated into the Medium Term Strategy 2011.

This replaces item H28 on the Capital Hold List.

<b>Total Bids requiring funding</b>	<b>0</b>	<b>260,000</b>	<b>1,900,000</b>	<b>1,700,000</b>	<b>0</b>
<b>Requirement for Funding : Bids requiring funding</b>	<b>0</b>	<b>260,000</b>	<b>1,900,000</b>	<b>1,700,000</b>	<b>0</b>



## 2012/13 Budget - Capital Bids &amp; Funding - GF

Appendix: Page 13 of 18

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Environment - Planning & Sustainable Transport

### Bids to existing funding

C2970	Repairs to Grafton West Car Park	0	150,000	0	0	0	Sean Cleary	H
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**Requirement for Capital Funding (included Above)**

0	0	0	0	0
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The Council needs to investigate and carry out essential drainage repairs, a deep clean, resurfacing and lining repairs together with directional signage and redecoration of walls and ceilings at the Grafton West Car Park. This bid will be met from existing Repairs & Renewals Funds.

C2971	Replace obsolete Shopmobility stock	0	15,000	0	0	0	Sean Cleary	H
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**Requirement for Capital Funding (included Above)**

0	0	0	0	0
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Following an audit of current inventory, some scooters, wheelchairs and buggies need to be replaced during 2012/13 for Grafton Centre and Grand Arcade offices.

<b>Total Bids to existing funding</b>		0	165,000	0	0	0		
<b>Requirement for Funding : Bids to existing funding</b>		0	0	0	0	0		
<b>Total Environment - Planning &amp; Sustainable Transport</b>		0	425,000	1,900,000	1,700,000	0		
<b>Requirement for Funding : Environment - Planning &amp; Sustainable Transport</b>		0	260,000	1,900,000	1,700,000	0		

## 2012/13 Budget - Capital Bids &amp; Funding - GF

Appendix: Page 14 of 18

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Strategy & Resources - Customer Services & Resources

### Capital Bids

#### Bids requiring funding

C2739	Additional Two Desks and Interview Room in Customer Service Centre	0	25,000	0	0	0	Chris Bolton	H
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**Requirement for Capital Funding (included Above)**

0    25,000    0    0    0

Customer Service Centre installation of two additional desks and interview room. The installation will allow capacity for face to face visitors to be increased by approximately 30% at a time of increasing demand for Cambridge City council services.

C2740	Information Kiosks to be installed in local areas	0	25,000	0	0	0	Chris Bolton	H
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**Requirement for Capital Funding (included Above)**

0    25,000    0    0    0

Proposal to install 5 information kiosks around Cambridge City. The kiosks will enable information regarding Cambridge City services to be accessed by residents in their locality. This proposal will allow residents to self serve and free resources to meet an increasing demand for customer services resulting from the economic downturn. [See also SR2749 SR2926]

## 2012/13 Budget - Capital Bids &amp; Funding - GF

Appendix: Page 15 of 18

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

C2808	The introduction of a metered system for the supply of electricity on the Market	0	50,000	0	0	0	Emma Thornton	H
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## Requirement for Capital Funding (included Above)

0	50,000	0	0	0
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The introduction of individual electricity meters for all 100 market stalls where traders would purchase cards from the council for the power they require. The key objectives of this proposal are to: 1) provide a fair system where traders only pay for the electricity they use 2) upgrade the electricity to a consistent level across the Market therefore allowing greater flexibility for the variety of trades on the market and ensuring that the system is fit for purpose and 3) encourage traders to review opportunities to reduce their electricity consumption and therefore contribute positively to reducing the city's carbon footprint.

The bid is in 2 parts - Part A: £40,000 for installing the metered system and Part B: potential rewiring that might be required, informed by a survey to establish the level of rewiring needed - early indications are that this is unlikely to involve the whole market and at an estimated maximum cost of £10,000. [See also S2843]

<b>Total Bids requiring funding</b>	0	100,000	0	0	0
<b>Requirement for Funding : Bids requiring funding</b>	0	100,000	0	0	0

## 2012/13 Budget - Capital Bids &amp; Funding - GF

Appendix: Page 16 of 18

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Strategy &amp; Resources - Customer Services &amp; Resources

## Bids to existing funding

C2809	Electronic Market Management System	0	22,000	0	0	0	Emma Thornton	H
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## Requirement for Capital Funding (included Above)

0	0	0	0	0
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The project seeks to introduce a Markets Management system that will reduce the current administration, improve the accuracy of invoicing and assist in the control of rent arrears. The new computer system will improve the efficiency of the administrative management of the market including stall allocations, traders attendance recording, billing for additional items and the accuracy of rent cards. The aim is for it to interface with the council's financial systems and to provide timely management information. The new system will allow the Markets team to increase the time spent on daily operational issues, improve their visibility on the Market and to move forward the various projects identified in the Markets Improvement Plan. This in turn provides the opportunity to increase the focus on maximising occupancy and therefore revenue from the market. This is to be funded from a bid to the Technology Investment Fund (TIF). [See also PPF2949]

C2920	Corporate PC Replacement Programme	0	350,000	0	0	0	James Nightingale	H
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## Requirement for Capital Funding (included Above)

0	0	0	0	0
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There are approx 500 PC's that are due (or overdue) for replacement during 2012/13. Many services have delayed the replacement of PC's whilst the Council has explored the opportunity to deploy virtual desktop infrastructure (dumb terminals) and as a result there are now over 250 PC's which are more than 7 years old. These are past their useful operational life as the normal replacement cycle is between 3 - 5 years. The replacement programme would be funded totally from R&R. It is likely that the replacement programme will be a mix of virtual desktops and physical PC devices.

<b>Total Bids to existing funding</b>	0	372,000	0	0	0
<b>Requirement for Funding : Bids to existing funding</b>	0	0	0	0	0
<b>Total Strategy &amp; Resources - Customer Services &amp; Resources</b>	0	472,000	0	0	0
<b>Requirement for Funding : Strategy &amp; Resources - Customer Services &amp; Resources</b>	0	100,000	0	0	0

## 2012/13 Budget - Capital Bids &amp; Funding - GF

Appendix: Page 17 of 18

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Strategy &amp; Resources - Strategy &amp; Climate Change

## Capital Bids

## Bids requiring funding

C2966	Installation of solar thermal panels and/or energy efficiency measures on non-housing properties.	0	140,000	0	0	0	David Kidston	H
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## Requirement for Capital Funding (included Above)

0	140,000	0	0	0
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Installation of solar thermal panels on non-housing properties to reduce the Council's carbon footprint and generate a 20 year financial return on investment from Government's Clean Energy Cash Back scheme. This investment will generate income from feed in tariffs and energy bill savings from installation of solar thermal panels on 3 non housing Council properties to reduce the Council's carbon footprint. Savings have been calculated net of maintenance costs and are anticipated for the full 20 year lifetime of the feed in tariff scheme and would increase with rising gas prices. [See also S2967]

C2982	Cancellation of Solar PV panel installation	0	(224,000)	0	0	0	Andrew Limb	H
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## Requirement for Capital Funding (included Above)

0	(224,000)	0	0	0
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A capital scheme to introduce Solar PV panels and other energy initiatives was proposed in 2011/12 budget (C2656). Following a proposed reduction in the Government's Feed in Tariff, the expected internal rate of return on this project fell to 2% - the Council can achieve a significantly higher rate of return by investing in solar thermal panels and/or energy efficiency measures, hence the cancellation of this project. See bids C281, C2736, C2807 and C2966, and S2964 and S2967, for new renewables and energy efficiency projects and savings. [See also UR2984]

<b>Total Bids requiring funding</b>		0	(84,000)	0	0	0		
<b>Requirement for Funding : Bids requiring funding</b>		0	(84,000)	0	0	0		

## 2012/13 Budget - Capital Bids &amp; Funding - GF

Appendix: Page 18 of 18

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Strategy & Resources - Strategy & Climate Change

### Bids to existing funding

C2736	Voltage Optimisation Roll Out	0	32,700	0	0	0	David Kidston	H
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#### Requirement for Capital Funding (included Above)

0	0	0	0	0
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Following the successful trial of voltage optimisation technology at the Guildhall, this project is to supply and install the technology on a further 2 sites. The total project cost will be funded from the Climate Change Fund - this is not a bid for additional funding from Reserves. Through reduced electricity use, the project is expected to achieve annual savings of £4,000 pa (see the separate savings proposal) and 35 tonnes of CO2. [See also S2964]

<b>Total Bids to existing funding</b>	<b>0</b>	<b>32,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirement for Funding : Bids to existing funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Strategy &amp; Resources - Strategy &amp; Climate Change</b>	<b>0</b>	<b>(51,300)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirement for Funding : Strategy &amp; Resources - Strategy &amp; Climate Change</b>	<b>0</b>	<b>(84,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2012/13 Budget - Capital Bids &amp; Funding - HRA

Appendix: Page 1 of 5

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Housing Revenue Account

### Capital Bids

#### Bids requiring funding

C2907	Purchase of Anti-Social Behaviour (ASB) Database with a Case Management System and Associated Server	0	27,020	0	0	0	Lynda Kilkelly	H
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**Requirement for Capital Funding (included Above)**

0    27,020    0    0    0

The current ASB IT system is not a case management tool and does not integrate with the Orchard system used by ASB and housing officers. The service is currently at risk of challenge, in that it does not adequately capture equalities data. It is highly deficient as a reporting tool. A new system will lead to service delivery improvements, with better case monitoring and management and performance management and reporting information available. It will also allow improved targeting of our services. [See also S2867, UR2880, RB2882, PPF 2879]

C2908	Bid to convert and re-claim part of an HRA dwelling asset for future re-letting	0	50,000	0	0	0	Robert Hollingsworth	H
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**Requirement for Capital Funding (included Above)**

0    50,000    0    0    0

Bid to reclaim part of Cemetery Lodge, allowing letting of a larger property as a miscellaneous lease [See also C2943]

## 2012/13 Budget - Capital Bids &amp; Funding - HRA

Appendix: Page 2 of 5

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Housing Revenue Account

C2919	Bid to fully refurbish the Extra Care Housing at Ditchburn Place	0	3,075,000	0	0	0	Robert Hollingsworth	H
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**Requirement for Capital Funding (included Above)**

0 3,075,000 0 0 0

*This capital bid relates to the inclusion of additional resource in the Housing Capital Programme to facilitate a full refurbishment of the extra care housing at Ditchburn Place. This funding will allow major works to the scheme to re-provide 36 units of extra care housing to modern and desirable standards, allowing fully independent living, which would also easily be re-configured for use as alternative accommodation if the County Council were not to require the scheme for extra care in years to come. This bid assumes the borrowing of resource through the headroom anticipated under HRA Self-Financing.*

C2965	Installation of solar thermal panels and/or energy efficiency measures on housing properties.	0	60,000	0	0	0	David Kidston	H
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**Requirement for Capital Funding (included Above)**

0 60,000 0 0 0

*Installation of solar thermal panels on housing properties to reduce the Council's carbon footprint and generate a 20 year financial return on investment from Government's Clean Energy Cash Back scheme. 1 property has been assessed as potentially financially viable, and the budget would be used to assess technical viability, purchase and install solar panels and associated structural and electrical works. If at the site assessment stage the site is found unsuitable, this money will be spent on energy efficiency measures instead. [See also C2966]*



## 2012/13 Budget - Capital Bids &amp; Funding - HRA

Appendix: Page 3 of 5

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Housing Revenue Account

C2972	Capital bid to allow re-purchase of ex-council homes under the right of first refusal	0	330,000	330,000	330,000	0	Sarah Lyons	H
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**Requirement for Capital Funding (included Above)**

0	330,000	330,000	330,000	0
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The right of first refusal legislation allows the Council to buy back ex right to buy dwellings from owner occupiers before they are openly marketed. There are clear circumstances where this might be of benefit to the Council - to meet a specific housing need or on a potential development site. The time frame to enact the Council's right is short, and this capital allocation, for the period of the 3 year affordable housing programme, will allow the re-purchase of up to 2 dwellings per year, if appropriate.

C2981	Cancellation of Solar PV panel installation	(208,000)	0	0	0	0	Bob Hadfield	H
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**Requirement for Capital Funding (included Above)**

(208,000)	0	0	0	0
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A capital scheme to introduce Solar PV panels and other energy initiatives was proposed in 2011/12 budget (C2655). Following a proposed reduction in the Government's Feed in Tariff, the expected internal rate of return on this project fell to 2% - the Council can achieve a significantly higher rate of return by investing in solar thermal panels and/or energy efficiency measures, hence the cancellation of this project. (See C2965 for new renewable energy project) [See also UR2983]

C2991	Voltage Optimisation at Ditchburn Place	0	13,950	0	0	0	David Kidston	H
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**Requirement for Capital Funding (included Above)**

0	13,950	0	0	0
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Following the successful trial of voltage optimisation technology at the Guildhall, this project is to supply and install the technology at Ditchburn Place. Through reduced electricity usage, the project is expected to achieve savings, which will in turn be passed on to residents of the scheme through reductions in service charges. [See also C2807]

## 2012/13 Budget - Capital Bids &amp; Funding - HRA

Appendix: Page 4 of 5

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Housing Revenue Account

C2992	Lighting control improvements at East Road garages	0	4,000	0	0	0	David Kidston	H
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**Requirement for Capital Funding (included Above)**

0	4,000	0	0	0
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*As part of the Carbon Management Programme, investment of £4,000 is proposed in respect of introducing lighting controls at East Road garages [See also C2807]*

C2993	Energy efficiency measures at Ditchburn Place	0	75,000	0	0	0	David Kidston	H
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**Requirement for Capital Funding (included Above)**

0	75,000	0	0	0
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*Ear-marking of funding for additional energy efficiency measures at Ditchburn Place, to include improved heating and lighting systems and controls, with the benefit of any reduced energy costs being passed on to residents in the form of lower service charges. [See also C2807]*

<b>Total Bids requiring funding</b>	<b>(208,000)</b>	<b>3,634,970</b>	<b>330,000</b>	<b>330,000</b>	<b>0</b>
<b>Requirement for Funding : Bids requiring funding</b>	<b>(208,000)</b>	<b>3,634,970</b>	<b>330,000</b>	<b>330,000</b>	<b>0</b>

## 2012/13 Budget - Capital Bids &amp; Funding - HRA

Appendix: Page 5 of 5

Reference	Description / Justification	2011/12 Budget £	2012/13 Budget £	2013/14 Budget £	2014/15 Budget £	2015/16 Budget £	Contact	Cftee Priority (Bids)
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## Housing Revenue Account

### Bids to existing funding

C2931	Bid to replace Orchard Business Objects Server and upgrade the associated reporting software	10,000	0	0	0	0	Julia Hovells	H
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#### Requirement for Capital Funding (included Above)

0	0	0	0	0
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*This bid will allow for the replacement of a server and the associated software to facilitate continued reporting from the Orchard Housing Management Information System*

<b>Total Bids to existing funding</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Requirement for Funding : Bids to existing funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Housing Revenue Account</b>	<b>(198,000)</b>	<b>3,634,970</b>	<b>330,000</b>	<b>330,000</b>	<b>0</b>
<b>Requirement for Funding : Housing Revenue Account</b>	<b>(208,000)</b>	<b>3,634,970</b>	<b>330,000</b>	<b>330,000</b>	<b>0</b>

Portfolio	Capital Ref	Description	Lead Officer	Current Budget 2011/12	Comments
Arts, Sport & Public Places	SC453	Upper River Cam Biodiversity Project (Developer Contributions)	G Belcher	£118,000	Project fully developed. Loss of original Developer Contributions funding for habitat creation requires either a bid to reserves or alternative Developer Contributions funding streams. Project transferred to the Hold List until resolved.
Arts, Sport & Public Places	SC455	Logans Meadow LNR Extension (Developer Contributions)	G Belcher	£188,000	Project still in development phase. Loss of original Developer Contributions funding for habitat creation requires either a bid to reserves or alternative funding streams. Project transferred to the Hold List until resolved.
Arts, Sport & Public Places	SC465	Upper River Cam Biodiversity Public Art (Developer Contributions)	A Preston	£29,000	Project has been put on hold whilst the funding issues for the wider Local Nature Reserve Biodiversity Project are resolved.
Arts, Sport & Public Places	SC472	Cherry Hinton Hall Vending Kiosk (Developer Contributions)	A Preston	£15,000	Project is incorporated within the Heritage Lottery Fund bid which is due to be submitted in August 2012 and determined by December 2012. It is therefore recommended to be put on the Hold List until the outcome of this bid is known.
Arts, Sport & Public Places	SC473	Cherry Hinton Hall Pond & Lake Restorations (Developer Contributions)	A Preston	£25,000	Project is incorporated within the Heritage Lottery Fund bid which is due to be submitted in August 2012 and determined by December 2012. It is therefore recommended to be put on the Hold List until the outcome of this bid is known.
Arts, Sport & Public Places	SC475	Nightingale Rec Pavilion Refurbishment (Developer Contributions)	I Ross	£18,000	Transferred to Hold List pending approval of funding source
<b>Total for Arts, Sport &amp; Public Places</b>				<b>£393,000</b>	

# Appendix Q

## Capital & Revenue Projects Plan Expenditure & Funding (£ '000s)

	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000
Projects	10,384	2,468	74	0	0
Programmes	25,545	10,319	10,371	10,300	7,295
<b>Total Expenditure</b>	<b>35,929</b>	<b>12,787</b>	<b>10,445</b>	<b>10,300</b>	<b>7,295</b>
<b>Scrutiny Committee Reports</b>					
Capital Rephasing - GF	(5,589)	5,589			
Capital Rephasing - HRA	(1,150)	1,150			
Devolved to Area Committees	(717)				
To Hold List	(393)				
Over / Underspends	(539)				
<b>Budget Proposals</b>					
Bids (Appendix O)					
GF		2,575	2,313	1,883	200
HRA	(198)	3,635	330	330	
Contribution to CCF		129			
<b>Proposed Capital &amp; Revenue Projects Plan (BSR)</b>	<b>27,343</b>	<b>25,865</b>	<b>13,088</b>	<b>12,513</b>	<b>7,495</b>
<b>Available Funding (MTS Sept 211)</b>	<b>(36,089)</b>	<b>(13,730)</b>	<b>(11,543)</b>	<b>(11,393)</b>	<b>(8,675)</b>
<b>Scrutiny Committee Reports</b>					
Capital Rephasing - GF	5,589	(5,589)			
Capital Rephasing - HRA	1,150	(1,150)			
Devolved to Area Committees	717				
To Hold List	393				
Over / Underspends	539				
<b>Budget Proposals</b>					
Non-Reserves Funding Sources					
GF		(1,400)	(230)	0	0
HRA	198	(3,635)	(330)	(330)	0
Net Cash limit underspend 11/12 & 12/13		(121)			
2012/13 PPF Funding not applied		(244)			
Unapplied balance of New Homes Bonus funding		(703)			
US of GF Reserves down to £5m target level		(370)	(70)	(954)	318
<b>Total Available Funding</b>	<b>(27,503)</b>	<b>(26,942)</b>	<b>(12,173)</b>	<b>(12,677)</b>	<b>(8,357)</b>
<b>(Surplus) / Shortfall in Funding</b>	<b>(160)</b>	<b>(1,077)</b>	<b>915</b>	<b>(164)</b>	<b>(862)</b>

Ref	Project	Climate Change Indicator	2011/12	2012/13	2013/14	2014/15	2015/16
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**General Fund**

**Community Services - Arts, Sport & Public Places**

C2752	Creation of New Allotment Site	+M		15,000			
C2753	Programme of replacement of Parks and Open Space Waste/ Litter Bins	+M		75,000	75,000	75,000	75,000
C2754	Installation of new sound equipment at Cambridge Corn Exchange	+M		200,000			

**Community Services - Community Development & Health**

C2942	Cambridge Crematorium - Chapels & Public Areas Refurbishment	Nil		120,000			
C2943	Refurbishment of Newmarket Road Cemetery buildings	+L		120,000			
C2944	Refurbishment of Staff room to incorporate garage conversion	Nil		30,000			
C2959	Release of Capital Funding for Safer City Grants	n/a		(17,000)	(17,000)	(17,000)	
C2990	Clay Farm Community Centre - Phase 1	Nil		420,000	230,000		

**Community Services - Housing**

C2810	Grant funding bid for Cambridge Property Accreditation Scheme (CPAS)	+M		50,000			
C2811	Funding to increase the uptake of energy efficiency improvements to private sector housing.	+H		150,000			
C2960	Bid to allow for changes to internal office layout for Housing Options / Choice Based Lettings	Nil		10,000			
C2985	Funding to upgrade facilities at 125 Newmarket Road	+L		100,000			

**Environment - Environmental & Waste Services**

C2804	Extension of current Public Conveniences programme (Refurbishment of Lion Yard toilets)	+M		300,000			
C2805	Street cleaning planning software	+L		15,000			
C2806	Litter bin replacement programme (new)	Nil		125,000	125,000	125,000	125,000
C2929	In cab technology for trade waste service	+M		16,000			

**Environment - Planning & Sustainable Transport**

C2755	Cambridge City 20mph Zones Project	+M		200,000	200,000		
C2822	Improvement to street lighting on Mill Road from the Railway Bridge to Perne Road	+M		60,000			

Ref	Project	Climate Change Indicator	2011/12	2012/13	2013/14	2014/15	2015/16
-----	---------	--------------------------	---------	---------	---------	---------	---------

C2958	Refurbishment of Park Street Car Park	n/a			1,700,000	1,700,000	
C2970	Repairs to Grafton West Car Park	Nil		150,000			
C2971	Replace obsolete Shopmobility stock	Nil		15,000			

**Strategy & Resources - Customer Services & Resources**

C2739	Additional Two Desks and Interview Room in Customer Service Centre	Nil		25,000			
C2740	Information Kiosks to be installed in local areas	+L		25,000			
C2808	The introduction of a metered system for the supply of electricity on the Market	+M		50,000			
C2809	Electronic Market Management System	Nil		22,000			
C2920	Corporate PC Replacement Programme	+L		350,000			

**Strategy & Resources - Strategy & Climate Change**

C2736	Voltage Optimisation Roll Out	+H		32,700			
C2966	Installation of solar thermal panels and/or energy efficiency measures on non-housing properties.	+H		140,000			
C2982	Cancellation of Solar PV panel installation	Nil		(224,000)			
<b>Total Funding Required from Reserves : General Fund</b>				<b>2,574,700</b>	<b>2,313,000</b>	<b>1,883,000</b>	<b>200,000</b>

Ref	Project	Climate Change Indicator	2011/12	2012/13	2013/14	2014/15	2015/16
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HRA

Housing Revenue Account

C2907	Purchase of Anti-Social Behaviour (ASB) Database with a Case Management System and Associated Server	Nil		27,020			
C2908	Bid to convert and re-claim part of an HRA dwelling asset for future re-letting	Nil		50,000			
C2919	Bid to fully refurbish the Extra Care Housing at Ditchburn Place	+M		3,075,000			
C2931	Bid to replace Orchard Business Objects Server and upgrade the associated reporting software	Nil	10,000				
C2965	Installation of solar thermal panels and/or energy efficiency measures on housing properties.	+H		60,000			
C2972	Capital bid to allow re-purchase of ex-council homes under the right of first refusal	Nil		330,000	330,000	330,000	
C2981	Cancellation of Solar PV panel installation	Nil	(208,000)				
C2991	Voltage Optimisation at Ditchburn Place	+H		13,950			
C2992	Lighting control improvements at East Road garages	+H		4,000			
C2993	Energy efficiency measures at Ditchburn Place	+H		75,000			
<b>Total Funding Required from Reserves : HRA</b>			<b>(198,000)</b>	<b>3,634,970</b>	<b>330,000</b>	<b>330,000</b>	



# Appendix T(a)

## Capital Prudential Indicators 2012/13 – 2014/15

The Council's capital expenditure plans are a key driver of treasury management activity. Capital expenditure plans are reflected in prudential indicators, which are designed to provide members with an overview of the impact of capital expenditure.

A key issue currently facing the Council is preparations for the impact of HRA reform. The reforms will essentially end the housing subsidy system and will see the HRA as a stand-alone business. The legislation has now been enacted, and the Council will need to approve revised indicators reflecting the reforms going ahead.

The Council currently pays into the HRA housing subsidy system approximately £13m per year. On the ending of the current subsidy system the Council will be required to make a one-off payment to the Government which is provisionally estimated to be £214.384m. This payment is effectively HRA debt, and so the prudential indicators have been adjusted to reflect this change. The actual payment will be made on the 28 March 2012 and so the indicators will take immediate effect from the approval of these limits by Council.

### Capital Expenditure

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

Capital Expenditure £000	2010/11 Actual	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
General Fund	5,032	18,817	5,756	3,278	3,193
HRA	9,514	17,112	7,031	7,167	7,107
HRA settlement	-	214,384	-		
Total	14,546	250,313	12,787	10,445	10,300
Financed by:					
Capital receipts	(792)	(6,227)	(840)	(803)	(782)

Other contributions	(13,754)	(29,702)	(11,947)	(9,642)	(9,518)
Net financing need for the year	0	214,384	0	0	0

## 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 historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure for which borrowing is required will increase the CFR.

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

£000	2010/11 Actual	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
Capital Financing Requirement					
General Fund CFR	(894)	(894)	(894)	(894)	(894)
HRA CFR	893	893	205,277	195,277	185,277
HRA Settlement	-	214,384	-	-	-
Total CFR <sup>1</sup>	(1)	214,383	204,383	194,383	184,383

Movement in CFR represented by *					
Net financing need for the year	(1)	1	(204,383)	(194,383)	(184,383)
HRA Settlement	-	(214,384)	-	-	-
Less MRP/VRP and other financing movements	-	-	-	-	-
Movement in CFR	(0)	(214,383)	(204,383)	(194,383)	(184,383)

\*the table assumes that loan repayments are based on Equal Instalments of Principal (EIP), for illustrative purposes only.

<sup>1</sup> **NB.** Borrowing profiles for HRA self-financing are currently being formulated by the Director of Resources in consultation with Ernst and Young (our recently appointed advisors on borrowing strategies)

## Minimum Revenue Provision (MRP) Policy Statement 2012/13

As this Council is currently debt free and has no immediate plans to borrow externally to finance any General Fund capital expenditure in 2012/13, there is no need for this Council to determine a MRP policy for the forthcoming year. No revenue charge is currently required for the HRA. However under HRA reform the HRA will be required to charge depreciation on its assets, which will have a revenue effect. In order to address any possible adverse impact, regulations will allow the Major Repairs Allowance to be used as a proxy for depreciation for the first five years.

## Treasury Management Strategy

Part of the treasury management function is to ensure that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet its capital expenditure. This involves both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual deposit strategy.

## Current Portfolio Position

The Council's treasury portfolio position at 31 March 2011, with forward projections are summarised below. The table shows the actual net external borrowing (for treasury management operations).

£000	2010/11 Actual	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
External borrowing					
Net Borrowing at 31st March	1	(214,384)	(204,383)	(194,383)	(184,383)
Other long-term liabilities (OLTL)	-	-	-	-	-
Actual borrowing requirement at 31 March	1	(214,383)	(204,383)	(194,383)	(184,383)
Deposits at 31 March	56,437	34,953	32,432	32,372	32,423
Cumulative net borrowing requirement	56,438	(179,430)	(171,951)	(162,011)	(151,960)

Within the Prudential Indicators are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its total borrowing, net of any deposits, does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2012/13 and the following two financial years (shown as cumulative net borrowing above). This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

The Director of Resources 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.

## Treasury Indicators: Limits to Borrowing Activity

### The Operational Boundary

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

Operational boundary £000	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
Outstanding debt (including HRA settlement)	214,384	204,384	194,384	184,384
Other long term liabilities	-	-	-	-
Total	214,384	204,384	194,384	184,384

### The Authorised Limit for external borrowing

A further key Prudential Indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external borrowing is prohibited, and this limit was previously set as part of the Medium Term Strategy 2011, approved by Council on 20th October 2011. It reflects the level of external borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

The Authorised Limit follows in the table below:

Authorised limit £000	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
Outstanding debt (including HRA settlement)	250,000	250,000	250,000	250,000
Other long term liabilities	-	-	-	-
Total	250,000	250,000	250,000	250,000

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

HRA Debt Limit £000	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate
Total	231,651	231,651	231,651	231,651

## Prospects for Interest Rates

The Council has appointed Sector as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Annex 2 draws together a number of current City forecasts for short term (Bank Rate) and longer fixed interest rates. The following table gives the Sector central view.

Annual Average %	Bank Rate	Money Rates		PWLB Borrowing Rates		
		3 month	1 year	5 year	25 year	50 year
March 2012	0.50	0.70	1.50	2.30	4.20	4.30
June 2012	0.50	0.70	1.50	2.30	4.20	4.30
Sept 2012	0.50	0.70	1.50	2.30	4.30	4.40
Dec2012	0.50	0.70	1.60	2.40	4.30	4.40
March 2013	0.50	0.75	1.70	2.50	4.40	4.50
June 2013	0.50	0.80	1.80	2.60	4.50	4.60
Sept 2013	0.75	0.90	1.90	2.70	4.60	4.70
Dec 2013	1.00	1.20	2.20	2.80	4.70	4.80
March 2014	1.25	1.40	2.40	2.90	4.80	4.90
June 2014	1.50	1.60	2.60	3.10	4.90	5.00

## The Economy

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

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

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

The Eurozone sovereign debt difficulties, most evident in Greece, provide a clear indication of much higher counterparty risk. This continues to suggest the use of higher quality counterparties for shorter time periods;

Deposit returns are likely to remain relatively low during 2012/13;

Borrowing interest rates are currently attractive, but may remain low for some time. The timing of any borrowing will need to be monitored carefully;

There will remain a cost of capital – any borrowing undertaken that results in an increase in deposits will incur a revenue loss between borrowing costs and deposit returns.

*The following tables consolidate the Prudential and Treasury Management Indicators for Cambridge City Council, from 2010/11 to 2014/15 inclusive.*

<b>PRUDENTIAL INDICATORS</b>	<b>2010/11 actual (£000)</b>	<b>2011/12 probable outturn (£000)</b>	<b>2012/13 estimate (£000)</b>	<b>2013/14 estimate (£000)</b>	<b>2014/15 estimate (£000)</b>
<b>Capital Expenditure</b>					
General Fund	5,032	18,817	5,756	3,278	3,193
HRA	9,514	17,112	7,031	7,167	7,107
TOTAL	14,546	35,929	12,787	10,445	10,300
<b>Ratio of financing costs to net revenue stream</b>					
General Fund	(370)	(356)	(791)	(1,606)	(2,409)
HRA	(37)	(24)	9,934	9,869	9,792
	(407)	(380)	9,143	8,263	7,383
<b>Net borrowing requirement</b>					
<b>Capital Financing Requirement as at 31 March</b>					
General Fund	(894)	(894)	(894)	(894)	(894)
HRA	893	215,277	205,277	195,277	185,277
TOTAL	(1)	214,383	204,383	194,383	184,383
<b>Annual change in Capital Financing Requirement</b>					
General Fund	(1)	0	0	0	0
HRA	0	214,383	204,383	194,383	184,383
TOTAL	(1)	214,383	204,383	194,383	184,383
<b>Incremental impact of capital deposit decisions</b>	<b>£ p</b>	<b>£ p</b>	<b>£ p</b>	<b>£ p</b>	<b>£ p</b>
Increase in council tax (Band D, per annum)	0.00	0.00	0.00	0.00	0.00
Increase in housing rent per week	0.00	0.00	0.00	0.00	0.00
	(no increases in either council tax or housing rents are anticipated in connection, specifically, with the reform of the HRA)				

TREASURY MANAGEMENT INDICATORS	2010/11 actual (£000)	2011/12 probable outturn (£000)	2012/13 estimate (£000)	2013/14 estimate (£000s)	2014/15 estimate (£000s)
<b>Authorised limit for external debt</b>					
Borrowing	250,000	250,000	250,000	250,000	250,000
Other long term liabilities	-	-	-	-	-
TOTAL	250,000	250,000	250,000	250,000	250,000
<b>Operational boundary for external debt</b>					
Borrowing	3,000	214,384	204,384	194,384	184,384
Other long term liabilities	-	-	-	-	-
TOTAL	3,000	214,384	204,384	194,384	184,384
Actual external debt	0	214,384	204,384	194,384	184,384
<b>Upper limit for fixed interest rate exposure</b>					
Net interest re fixed rate borrowing / deposits	(320)	(400)	721	660	607
<b>Upper limit for variable rate exposure</b>					
Net interest re variable rate borrowing / deposits	(120)	(375)	(420)	(420)	(420)
<b>Upper limit for total principal sums invested for over 364 days</b>					
(per maturity date)	5,000	5,000	5,000	5,000	5,000
<b>Maturity structure of new fixed rate borrowing during 2011/12</b>		<b>Upper Limit</b>	<b>Lower limit</b>		
Under 12 months		100%	0%		
12 months and within 24 months		100%	0%		
24 months and within 5 years		100%	0%		
5 years and within 10 years		100%	0%		
10 years and above		100%	0%		



## Explanatory notes on the Prudential and Treasury Indicators

### Prudential Indicators

#### 1. **Capital expenditure and the incremental impact of capital deposit decisions on council tax or average weekly housing rent**

A fundamental indicator of the affordability of capital expenditure is the impact upon council tax or HRA housing rents. In considering the Capital Plan, the Council is required under the Prudential Code to have regard to:

- Affordability, e.g. implications for council tax
- prudence and sustainability, e.g. implications for external borrowing
- value for money, e.g. option appraisal
- stewardship of assets, e.g. asset management planning
- service objectives, e.g. strategic planning for the authority
- practicality, e.g. achievability of the forward plan.

#### 2. **Ratio of financing costs to net revenue stream**

Financing costs are made up of interest payable on borrowings offset by interest receivable on deposits. Calculations are done for both General Fund and HRA and the results expressed as a %age of net revenue stream (i.e. amounts to be met from government grants and local taxpayers).

#### 3. **Net borrowing requirement**

CIPFA's Prudential Code for Capital Finance in Local Authorities includes as a key indicator of prudence:

“In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two years.

(Note: Net external borrowing is borrowing less deposits).

The Director of Resources reports that the Council should not have any difficulty meeting this requirement in the forthcoming or future years. This view takes into account current commitments, existing plans and the proposals in this budget report.

#### **4. Capital Financing Requirement**

The capital financing requirement measures the authority's underlying need to borrow for a capital (not revenue) purpose. It does not necessarily mean that borrowing will be undertaken.

### **Treasury Indicators**

#### **5. Authorised Limit and Operational Boundary (External Debt)**

Although the Council is currently debt free (within the General Fund), the Prudential Code recommends that authorities approve 2 sets of borrowing limits to cover for 1) the most likely scenario and 2) uncertain events; these limits are referred to as the 'operational boundary' limit and the 'authorised' limit respectively. Both sets of limits differentiate between 'borrowing' and 'other long term liabilities', such as finance leases.

These limits are estimated after taking into account the Council's plans for capital expenditure, its capital financing requirement, and estimates of cashflow for all purposes.

#### **6. Upper limits on fixed and variable interest rate exposures**

The effect of setting these upper limits is to provide ranges within which the authority will manage its exposures to fixed and variable rates of interest. Once again, interest on borrowing (where required) is offset by interest on deposits. The Council does not have any debt but has a considerable amount of deposits at fixed rates.

#### **7. Deposits for periods longer than 364 days**

The Prudential Code obliges Councils, who plan to invest for periods longer than 364 days, to set an upper limit for such sums in each financial year. The purpose of such limits is for the Council to contain its exposure to the possibility of losses arising as a result of it having to seek early repayment or redemption of these deposits.

# Annex 2

## Interest Rate Forecasts

The data below shows a variety of forecasts published by a number of institutions. The first three are individual forecasts including those of UBS and Capital Economics (an independent forecasting consultancy).

The forecast within this strategy statement has been drawn from these diverse sources and officers' own views.

### Individual Forecasts

**Sector** interest rate forecast – 7 December 2011

	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	2.00%	2.25%	2.50%
5yr PWLB rate	2.30%	2.30%	2.30%	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.10%	3.30%	3.50%	3.70%
10yr PWLB rate	3.30%	3.30%	3.30%	3.40%	3.40%	3.50%	3.60%	3.70%	3.80%	4.00%	4.20%	4.40%	4.60%	4.80%
25yr PWLB rate	4.20%	4.20%	4.20%	4.30%	4.30%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%
50yr PWLB rate	4.30%	4.30%	4.30%	4.40%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.30%

**Capital Economics** interest rate forecast –7 December 2011

	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13	Dec 13
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
5yr PWLB rate	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
10yr PWLB rate	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
25yr PWLB rate	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%
50yr PWLB rate	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%

UBS interest rate forecast (for quarter ends) – 7 December 2011

	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.50%
10yr PWLB rate	3.45%	3.45%	3.50%	3.60%	3.65%
25yr PWLB rate	4.80%	4.90%	4.90%	4.90%	4.90%
50yr PWLB rate	4.80%	4.95%	4.95%	5.00%	5.00%

# Appendix T(b)

## Treasury Management Borrowing Strategy

The requirement for the HRA reform settlement to be made to the CLG on 28 March 2012 will require a separate consideration of a borrowing strategy. The Council will need to have the cash settlement amount of £214.384m available by the 28th March 2012, so separate borrowing solely for this purpose is anticipated.

The PWLB are providing loans at interest rates 0.85% lower than the usual PWLB interest rates solely for the settlement requirements. This provides a compelling reason to utilise this borrowing availability. The exact structure of debt to be drawn is currently being considered by officers to ensure it meets the requirements of the HRA business plan and the overall requirements of the Council.

Whilst the debt can be drawn earlier than needed, this may incur a revenue cost, and will be considered when a review of the structure of actual prevailing borrowing and deposit interest rates is undertaken nearer to the time.

Any decisions will be reported to the appropriate decision making body at the next available opportunity.

### Policy on Borrowing in Advance of Need

The Council will not borrow more than, or in advance of its needs, purely in order to profit from the deposit of the extra sums borrowed.

Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

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

# Appendix T(c)

## Treasury Management Annual Investment Strategy

### Investment Policy

The Council will have regard to the CLG's Guidance on Local Government Deposits ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code").

The Council's deposit priorities are (and in this order): -

- the security of capital;
- the liquidity of its deposits; and;
- the return on its deposits.

The Council will also aim to achieve the optimum return on its deposits commensurate with proper levels of security and liquidity. The risk appetite of this Council is low in order to give priority to the security of its deposits.

In the light of the unprecedented global financial uncertainties, the following changes are recommended to the Council's Treasury Management Strategy, (which will continue for 2012/13). Part of the rationale for the changes proposed is that the Council is experiencing difficulties in placing funds with counterparties currently on its list. In particular, other local authorities have similar patterns of cash flow, meaning that there is limited demand from them for funds when we have surplus cash to invest.

The recommended changes are:

- to increase the maximum sum that can be invested with HSBC Bank Plc from £12m to £16m. This recommendation reflects the continuing and increasing difficulties being experienced in placing money within the current market, and would allow the Council the flexibility to retain short-term money with its own bank;
- to amend the limit for a single named institution from £6m to £10m; (retaining the existing maximum sum which may be invested with

counterparties belonging to the same company group at 1.5 times the level for a single named institution); and

- to have the flexibility to use other financial means available to the Council, such as bank call accounts, notice accounts, money market funds, treasury bills and gilts. However, use of such financial instruments would be subject to an assessment in conjunction with the Council's treasury management advisors (Sector) to ensure that it would not prejudice the council's deposit priorities.

The following table provides comparative estimated outturn rates for current deposit types. This illustrates the additional returns that could be earned by increasing the maximum sums that may be invested with UK Banks and Building Societies, without significantly increasing the security of the Council's deposits.

<b>Treasury Interest % Rates - Estimates for 2011/12</b>	
<b>Deposit Type</b>	<b>Estimated % Return for Year</b>
Debt Management Account Deposit Facility	0.25%
HSBC Deposit A/c	0.30%
Deposits with Local/Fire/Police Authorities	0.39%
Deposits with UK Banks & Building Societies	1.01%

The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.

Deposit instruments identified for use in the financial year are listed on [pages 204](#) and 205 under the headings 'Specified' and 'Non-Specified' Deposits.

### **Creditworthiness policy**

This Council uses the creditworthiness service provided by Sector. This service uses a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moodys and Standard and Poors. However, the Council does not rely solely on the current credit ratings of counterparties but also uses the following as overlays: -

- credit watches and credit outlooks from credit rating agencies



- Credit Default Swaps (CDS) spreads to give early warning of likely changes in credit ratings
- sovereign ratings to select counterparties from only the most creditworthy countries

*(Note: CDS are a kind of insurance scheme, within the money markets, where the price for insuring against a counterparty defaulting can be monitored, e.g. traders will want to buy protection, and hence the price will increase, when they think that the credit quality of a counterparty will decrease, and vice-versa. Often CDS provide earlier warning signs of impending counterparty credit issues than would otherwise be the case if reliance was placed solely on the credit rating agencies).*

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour code bands which indicate the relative creditworthiness of counterparties. These colour codes are also used by the Council to determine the duration for deposits and are therefore referred to as durational bands. The Council is satisfied that this service now gives a much improved level of security for its deposits. It is also a service which the Council would not be able to replicate using in house resources.

The selection of counterparties with a high level of creditworthiness will be achieved by selection of institutions down to a minimum durational band within Sector's weekly credit list of worldwide potential counterparties. The Council will therefore use counterparties within the following durational bands:

SECTOR creditworthiness service	
Colour	Duration bands
Yellow	5 years (this category is for AAA rated Government debt)
Purple	2 years
Blue	1 year (only applies to nationalised or semi nationalised UK Banks)
Orange	1 year
Red	6 months

SECTOR creditworthiness service	
Green	3 months
No Colour	Not to be used

This Council will not use the approach suggested by CIPFA of using the lowest rating from all three rating agencies to determine creditworthy counterparties as Moodys tend to be more aggressive in giving low ratings than the other two agencies. It is considered that this would therefore be unworkable and leave the Council with few banks on its approved lending list. The Sector creditworthiness service does though, use ratings from all three agencies, but by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.

Credit ratings will be monitored daily. The Council is alerted to changes in ratings from all three of the credit rating agencies through its use of the SECTOR Creditworthiness Service.

If a downgrade results in the counterparty/ deposit scheme no longer meeting the Council's minimum criteria, its further use as a new deposit will be withdrawn immediately.

In addition to the use of credit ratings, the Council will be advised of information in movements in the 'Credit Default Swap' (CDS) markets and other market data on a weekly basis. Extreme movements in this market may result in the downgrade of a counterparty or removal from the Council's counterparty list.

The Council will not place sole reliance on the use of this external service and will act to protect its interests should additional market data or information bring into question the current creditworthiness of any counterparty.

### **Specified Deposits:**

Specified deposits are those identified as offering high security and high liquidity by reference to a formal credit rating. These are deposits that are sterling denominated, with maturities up to a maximum of 1 year and which meet the minimum 'high' credit rating criteria where applicable.

Deposit Instrument	Minimum 'High' Credit Criteria
Term deposits – UK Local Authorities	N/A
Term deposits – UK Police Authorities	N/A
Term deposits – UK Fire Authorities	N/A
Term deposits – Passenger Transport Authority	N/A
Term deposits – UK Nationalised Industries	N/A
Term deposits – UK Nationalised banks	In accordance with Sector's creditworthiness service (see above)
Term deposits – UK Nationalised banks (to include call accounts and notice accounts)	In accordance with Sector's creditworthiness service (see above)
Debt Management Account Deposit Facility	N/A
Term deposits – other UK banks and building societies	In accordance with Sector's creditworthiness service (see above)
Term deposits – other UK banks and building societies (to include call accounts and notice accounts)	In accordance with Sector's creditworthiness service (see above)
Term deposits – UK subsidiaries of foreign institutions	Where the parent company also meet our lending criteria and resides in a country with a sovereign credit rating of AAA.
UK Government Treasury bills (shorter term Government debt)	AAA
Money Market Funds	AAA
Fund Managers	AAA

### Non-Specified Deposits

These are deposits that, by definition, do not meet the conditions laid down in the above paragraph and potentially carry additional risk, e.g. lending for periods beyond one year.

Deposit Instrument	Minimum Credit Criteria
Term deposits – UK Local Authorities	N/A
Term deposits – UK Police Authorities (with maturities in excess of 1 year)	N/A
Term deposits – UK Nationalised Industries (with maturities in excess of 1 year)	N/A

Deposit Instrument	Minimum Credit Criteria
Term deposits – UK Nationalised banks (with maturities in excess of 1 year)	In accordance with Sector's creditworthiness service (see above)
Debt Management Account Deposit Facility (with maturities in excess of 1 year)	N/A
Term deposits – other UK banks and building societies (with maturities in excess of 1 year)	In accordance with Sector's creditworthiness service (see above)
Term deposits – UK subsidiaries of foreign institutions (with maturities in excess of 1 year)	Where the parent company also meet our lending criteria and resides in a country with a sovereign credit rating of AAA.
UK Government gilts (longer term Government debt)	AAA
Supranational Bonds (Multi-lateral Development Bank bonds)	AAA

In February 2011, Council approved a recommendation to allow up to £5million of 'core' deposits (i.e. sums that are likely to be needed in the short to medium term) to be invested for periods of up to 3 years. This was seen as likely to be beneficial on those occasions when a deposit can be made in advance of a fall in medium to long-term interest rates. Having a strategy in place to take advantage of such situations, as and when they arise, provides the opportunity to enhance interest receipts.

The Council does not, currently, have any longer term deposits as medium to long-term interest rates are not expected to fall any further but only to increase.

Current longer term Deposits	Amount £	Maturity	Rate
NIL	NIL	N/A	N/A

### Country limits (sovereign credit ratings)

The Council has determined, in general, to suspend lending to overseas financial institutions and their UK subsidiaries from the Council's Counterparty List. Subject to this, it is proposed that investments in money market funds and supranational bonds be permitted provided that they are rated AAA. This will give the Council more flexibility to achieve a higher yield, without significantly

impacting risk. Any associated risks of such deposits would be assessed in association with the Council's Treasury Management advisors (Sector) and advised to the Council.

The Council agreed at its meeting on 25 February 2010, to lend to UK subsidiaries of foreign institutions, but only where the parent company also meets the Council's lending criteria and resides in a country with a sovereign credit rating of AAA.

## **Counterparty List**

The revised counterparty list is shown in Annex 3 to this report and the proposed changes are shown in italics.

## **Investment Strategy**

The Council manages its deposits in-house. As in past years, any deposit decision will have regard to the Council's cash flow requirements and the outlook for short/medium-term interest rates. There will, therefore, be a mix of maturity periods at any one time. The prudent commitment of funds will be a basic principle.

## **Interest rate outlook**

Sector forecasts Bank Rates to remain unchanged at 0.50% before starting to rise from quarter 3 of 2013. Forecasts for bank rate at financial year-ends are as follows:

March 2012	0.50%
March 2013	0.50%
March 2014	1.25%
March 2015	2.50%

There is a downside risk to these forecasts if economic growth remains weaker and slower than currently expected.

The Council will avoid locking into longer term deals while deposit rates are down at historically low levels unless attractive rates are available with counterparties of particularly high creditworthiness which make longer term deals worthwhile and within the risk parameters set by this council.

## **Icelandic Bank Deposits – Update**

On 28 October 2011 the Icelandic Supreme Court ruled that deposits placed by test case UK local authorities and other wholesale depositors in Landsbanki hf have priority status over other creditors in the winding up of the bank. Although we await confirmation that the ruling will be applied to non-test cases it is anticipated that a high proportion of the Council's Landsbanki hf deposits will be returned. The actual repayments are currently expected to be partially in foreign currency. It is too early to provide a definitive policy on how the associated exchange rate risk will be managed, but the expectation is that the risk will be minimised and assets converted to sterling at the earliest opportunity.

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

The Council uses Sector Treasury Services Ltd as its external treasury management advisers. Their current contract ends on 31st July 2012.

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

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

## **Treasury Management Scheme of delegation**

Annex 4 shows the Treasury Management Scheme of Delegation for the Authority.

## **The Treasury Management Role of the section 151 officer**

The Authority's Section 151 Officer is the Director of Resources. Annex 5 details the role the Section 151 Officer in relation to the Council's Treasury Management function.

## **Treasury Management Practices (TMPs)**

The Council operates in accordance with CIPFA's Treasury Management Code of Practice 2011 and as such has produced a set of Treasury Management Practices to give a framework under which it operates.

These practices will be amended to reflect any changes to strategy arising from the recommendations in this report. The revised set of Treasury Management Practices will be reported as part of the Annual Treasury Report.

# Annex 3

## Revised Counterparty List

*(Note: italics show amendments being recommended to Council in this report)*

The full listing of approved counter-parties is shown below:

### **UK Building Societies**

Nationwide United Kingdom

### **UK Banks**

Barclays Bank Plc United Kingdom

HSBC Bank Plc United Kingdom

Standard Chartered Bank United Kingdom

**Local Authorities** – All UK Local Authorities

**Police Authorities** – All UK Police Authorities

**Fire Authorities** – All UK Fire Authorities

**Passenger Transport Authorities** – All UK Passenger Transport Authorities

**Nationalised Industries** – All UK Nationalised Industries

**Debt Management Account** – Deposit Facility

**UK Nationalised Banks**

**UK Subsidiaries of Foreign Institutions**

**Other Financial Instruments**

*UK Government gilts and treasury bills (long and short term Government debt)*

*Money Market Funds (Further debt instrument)*

*Supranational bonds (Multi-lateral Development Bank bonds)*



# Annex 4

## Treasury Management Scheme of Delegation

### Council

- a) Approval of reports on treasury management policies, practices, activities and performance and any subsequent amendments to the organisation's adopted clauses on treasury management.
- b) Approval of the annual treasury management strategy.
- c) Approval of the division of responsibilities.

### The Leader

- a) Receiving and reviewing regular monitoring reports and acting on recommendations
- b) Approving the selection of external service providers and agreeing terms of appointment
- c) Making recommendations to Council in relation to Treasury Management matters

### Strategy & Resources Scrutiny Committee

- a) Reviewing the treasury management policy and procedures and commenting on recommendations to Council.
- b) Receiving and reviewing the regular monitoring reports from the Director of Resources.

# Annex 5

## The Treasury Management Role of the Section 151 Officer

### The S151 (responsible) officer

1. Recommending clauses, treasury management policy/practices for approval, reviewing the same regularly and monitoring compliance
2. Submitting regular treasury management policy reports
3. Submitting budgets and budget variations
4. Receiving and reviewing management information reports
5. Reviewing the performance of the treasury management function
6. Ensuring the adequacy of treasury management resources and skills and the effective division of responsibilities within the treasury management function
7. Ensuring the adequacy of internal audit and liaising with external audit
8. Recommending the appointment of external service providers

# Appendix U

## Sensitivity Analysis

Topic	Quantum	BSR Assumption	Risk
Employer's Pension Contribution	£35m	BSR includes provision for increases of 0.75% from 2011/12 to 2016/17	Assumptions on life expectancy and negative market effects on the value of assets in the Pension Fund leading to increased employer contribution requirements above the level of provision already made
Pay Settlement	£35m	0% in 2011/12 and 2012/13	Actual pay award settlements are agreed at a level, mitigated by central government's proposal for 1% increases for the public sector for 2013/14 and 2014/15
Developer Contributions	c. £5.9m	All contributions are used in compliance with terms of agreements	<p>Failure to meet conditions of individual schemes leads to the requirement to repay contributions and accrued interest to developers.</p> <p>Developers seek to renegotiate current agreements in order to improve the viability of their schemes putting at risk the ability to deliver essential infrastructure</p> <p>If the Community Infrastructure Levy is implemented this may reduce income from individual developments.</p>
Energy costs (all)	£1.2m	Officer assessment of current conditions and trends, based on latest contracts	Volatility of world market prices
Future Capital Receipts	Income	Occasional disposal of assets as outlined in the Disposal Programme. Income not taken into account until received.	Market conditions significantly reduce the value of Council assets with the associated reduced level of funding available for new capital investment. Purchaser's ability to buy is limited due to financing constraints.
Investment Income	+/- 1% is c.£500k for 2012/13	Assumptions are shown in Appendix T. These are based on a mid-range level provided by market analysts.	<p>Rates fall further than anticipated or for a longer period.</p> <p>A shorter period of recession or a less steep decline in rates would result in increase in investment income. (Positive)</p>
Non-Pay inflation		General inflation on expenditure - included at 2.7% (CPIY June 2011). General inflation provision from 2013/14 onwards has been included at 2% (based on the Government target for CPI inflation).	General Inflation rises more quickly than anticipated placing greater pressure on cash limited budgets or on General Reserves to fund those pressures.

Topic	Quantum	BSR Assumption	Risk
<b>General Fund</b>			
Housing Benefits		Officer assessment of current conditions and trends	Council funded element of provision of the service. Potential increase in Housing Benefit fraud
Council Tax Income	£7.0m p.a.	0% increase for 2012/13 and 2.5% for 2013/14 ongoing are built into projections	Capping criteria are set retrospectively and breaching the criteria could lead to a requirement for rebilling and associated costs together with the loss of Council Tax income. Economic climate may require an increase in enforcement activity.
Car Parking Income	c. £9.0m	Based on Officer and external consultants' projections of usage	Economic downturn reduces usage and/or increased use of Park & Ride and impact of new guided bus.
Bereavement Services Income	£1.5m	Current mortality rates built into BSR assumptions	Falling mortality rate [yet ageing population in Cambridge] Opening of competitor facilities (new Crematorium opening in town of March during 2010) further planning applications are anticipated in view of the expansion of Cambridge sub region and the comparatively low investment required for a profitable new build crematorium with private sector operating costs  Success of Commemoration scheme (Positive)
Planning Fee Income	c. £1.0m	Income projections are consistent with the basis for the 2011/12 budget	Impact of economic downturn is greater or longer than anticipated
Building Control Fee Income	c. £0.5m	Based on break-even full cost recovery position for the Building Control Service	Impact of economic downturn is greater or longer than anticipated  Increased competition from approved inspectors leading to smaller market share  New LABC fees guidance leads to significant over or under-recovery of costs
Corn Exchange Income	c. £1.4m	Based on Officer projections of attendance	Economic downturn leads to fall in attendances.  Social change leads to lower attendance at live concerts
Folk Festival Income	c. £1.5m	Based on assumption that all tickets will be sold	Economic downturn leads to fall in attendances (as in 2010) and/or failure to retain sponsorship
Market Income	c. £0.7m	Officer assessment of current market conditions and future trends	Increased level of voids as a result of the current economic climate, mitigated by new traders coming to the market as we seek to widen the range of services on the market and the cost of business premises is prohibitive for start-ups.
Commercial Property Income	c. £7.2m	Officer assessment of current market conditions and future trends	Economic conditions lead to increase in voids, increased level of unrecoverable debts, less significant rent increases.

Topic	Quantum	BSR Assumption	Risk
Land Charges Income	c. £0.2m	Reductions based on latest experience have been incorporated	Increased proportion of personal searches and reduced number of overall searches due to market conditions. Potential loss of ability to charge for Personal Searches following a decision by the Information Commissioner.
<b>Housing Revenue Account</b>			
Housing Rent Collection		Budgeted costs based on historic enforcement activity.	Economic climate may require an increase in enforcement activity.
Housing Rents		Based on assumption that actual rent increases are imposed in line with guideline rent increases as per the HRA Subsidy Determination, with convergence in 2015/16. Continuation of caps and limits compensation is also assumed ( <i>subject to impact of Self Financing below</i> )	To avoid penalty in the subsidy system, actual rent increases have needed to follow increases in guideline rents. Any decision to deviate from this would have a significant negative financial impact for the HRA, in turn putting pressure on the Council's ability to invest in meeting and maintaining decent homes standards in the housing stock. Any further change in convergence date could have a detrimental financial impact on the HRA. ( <i>subject to impact of Self Financing below</i> )
HRA Self Financing		Major changes to be implemented from 1 April 2012	Revenue funding for the HRA may not be improved as anticipated by the introduction of a self-financing system.  Change in government policy leads to inability to build own social housing stock.

# Appendix V

## Significant Events

Topic	Indicative Value	2011/12	2012/13	2013/14	2014/15	2015/16
<b>Spending Review</b>	£12.4m	Future frequency to be agreed				
<b>VAT Partial exemption</b>	c. £500k if breached	Potential liability if limit is breached in successive years, subject to review of revised rules				
<b>Elections</b>	n/a		City: 25 July 2012	County: 2 May 2013	City: 1 May 2014	City: to be confirmed
<b>National Census</b>	n/a	Census results may feed into the government funding settlement for 2013/14 and will inform the next Spending Review				
<b>Housing Self Financing &amp; Prudential Borrowing</b>	£215m		Implementation of Self Financing regime			
<b>Pension Fund Triennial Actuarial Review</b>	+/- 1% GF £ 219,000 HRA £ 85,000	First anticipated change in employer contributions resulting from revaluation		Triennial revaluation on position at 31 March 2013	First anticipated change in employer contributions resulting from revaluation	
<b>Refurbishment of Brandon Court</b>	c. £3.6m		Anticipated completion			
<b>Cherry Hinton Hall Park redevelopment</b>	c £1.0m		Heritage Lottery bid	Improvement Works		
<b>Zion Baptist Church</b>	c. £3.5m	Building completion and hand back by January 2012				
<b>Lion Yard</b>	£1.8m	Works subject to agreement of toilet provision				
<b>Mercury Abatement</b>	c. £1.8m	Installation by March 2012				
<b>ICT Contract</b>	c. £2.0m pa	2 year contract extension from July 2011			Contract expires June 2013	
<b>Leisure Contract Renewal</b>	c. £0.6m pa		Full tender options appraisal		Leisure Contract expires September 2013	

# Appendix Z

## Results of Public Consultation

Citizens Survey by BMG Research Ltd ©

Q1a Please select three services that are very important and that should be provided to the highest possible standard.

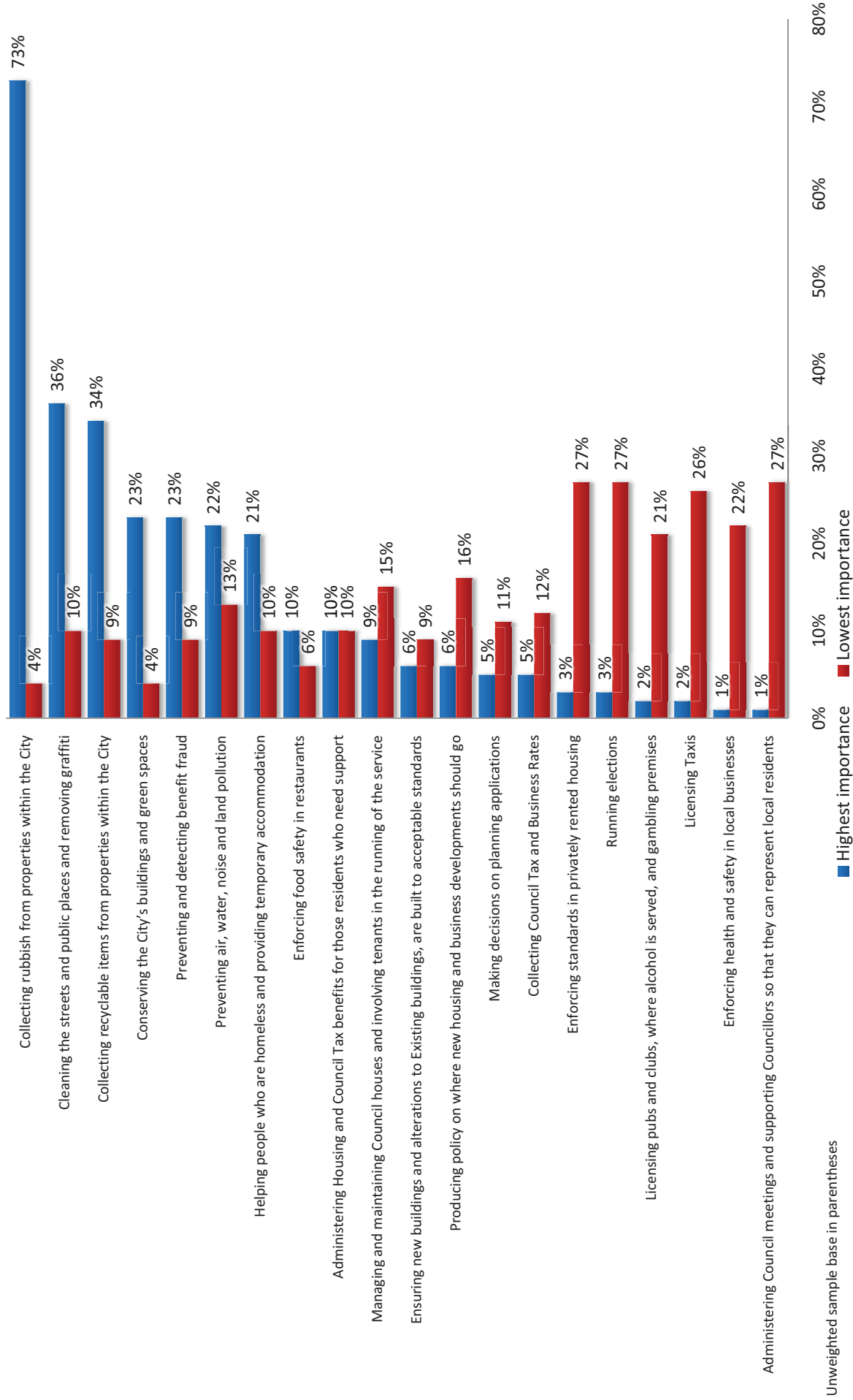
Q1b And please select three services that are less important and that could be provided at a lower standard to save money

	2009		2011	
	Highest importance	Lowest importance	Highest importance	Lowest importance
Collecting rubbish from properties within the City	68%	3%	73%	4%
Cleaning the streets and public places and removing graffiti	38%	7%	36%	10%
Collecting recyclable items from properties within the City	41%	9%	34%	9%
Conserving the City's buildings and green spaces	29%	7%	23%	4%
Preventing and detecting benefit fraud	19%	15%	23%	9%
Preventing air, water, noise and land pollution	29%	7%	22%	13%
Helping people who are homeless and providing temporary accommodation	23%	13%	21%	10%
Enforcing food safety in restaurants	11%	7%	10%	6%
Administering Housing and Council Tax benefits for those residents who need support	11%	27%	10%	10%
Managing and maintaining Council houses and involving tenants in the running of the service	15%	15%	9%	15%
Ensuring new buildings and alterations to Existing buildings, are built to acceptable standards	11%	9%	6%	9%
Producing policy on where new housing and business developments should go	10%	17%	6%	16%
Making decisions on planning applications	8%	11%	5%	11%
Collecting Council Tax and Business Rates	9%	15%	5%	12%
Enforcing standards in privately rented housing	8%	30%	3%	27%
Running elections	5%	25%	3%	27%
Licensing pubs and clubs, where alcohol is served, and gambling premises	5%	22%	2%	21%
Licensing Taxis	3%	30%	2%	26%
Enforcing health and safety in local businesses	7%	25%	1%	22%
Administering Council meetings and supporting Councillors so that they can represent local residents	4%	8%	1%	27%

\* Highlighted cells indicate a +/-5% change since 2009



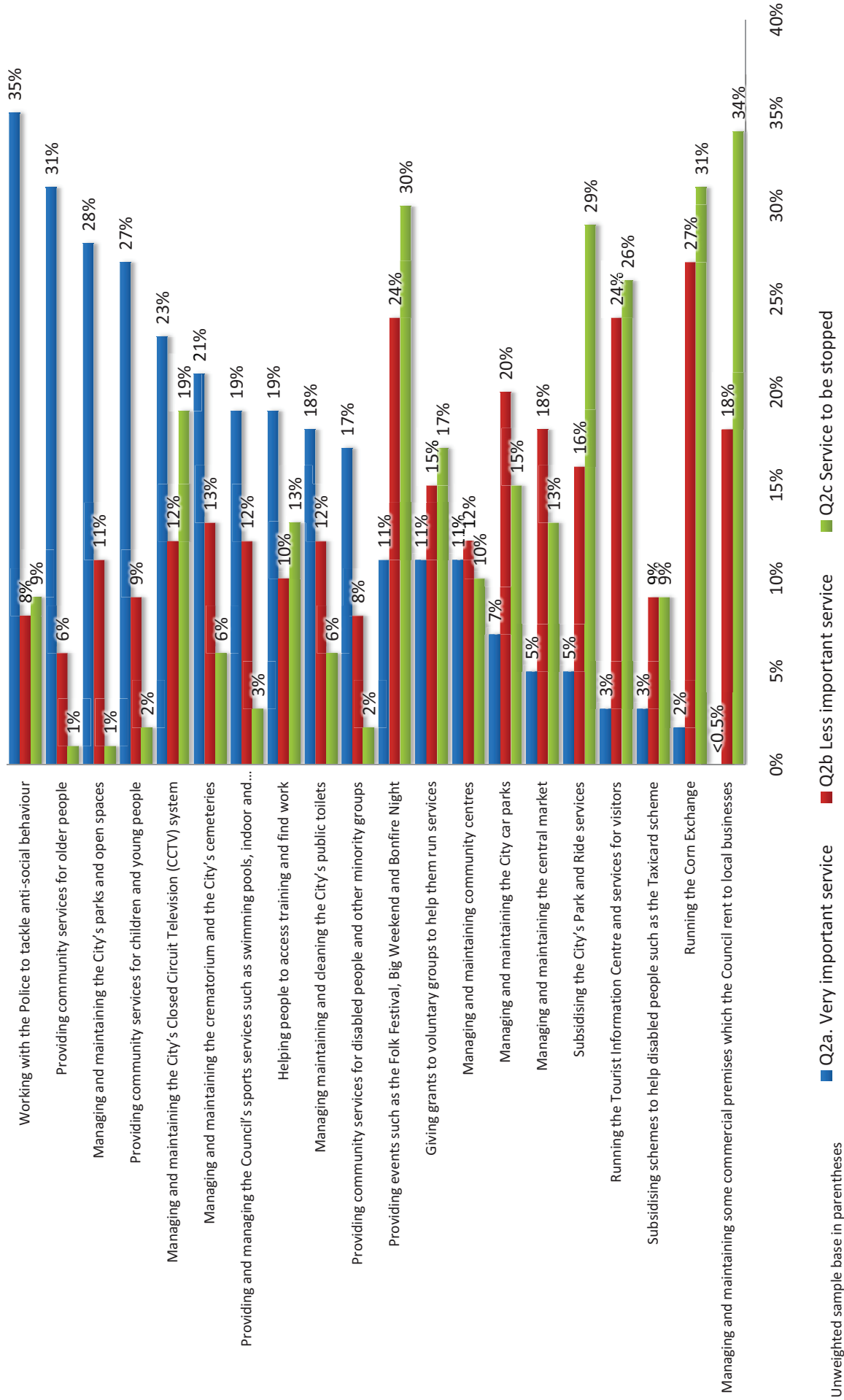
## Importance of Services that Cambridge City Council has to provide (2011)



Q2a Please select three services that are very important and that should be provided to the highest possible standard  
 Q2b And please select three services that are less important and that could be provided at a lower standard to save money  
 Q2c And please select three services that could be stopped altogether if savings have to be found

	Q2a. Very important service	Q2b Less important service	Q2c Service to be stopped
Working with the Police to tackle anti-social behaviour	35%	8%	9%
Providing community services for older people	31%	6%	1%
Managing and maintaining the City's parks and open spaces	28%	11%	1%
Providing community services for children and young people	27%	9%	2%
Managing and maintaining the City's Closed Circuit Television (CCTV) system	23%	12%	19%
Managing and maintaining the crematorium and the City's cemeteries	21%	13%	6%
Providing and managing the Council's sports services such as swimming pools, indoor and outdoor sports facilities, and sports classes	19%	12%	3%
Helping people to access training and find work	19%	10%	13%
Managing maintaining and cleaning the City's public toilets	18%	12%	6%
Providing community services for disabled people and other minority groups	17%	8%	2%
Providing events such as the Folk Festival, Big Weekend and Bonfire Night	11%	24%	30%
Giving grants to voluntary groups to help them run services	11%	15%	17%
Managing and maintaining community centres	11%	12%	10%
Managing and maintaining the City car parks	7%	20%	15%
Managing and maintaining the central market	5%	18%	13%
Subsidising the City's Park and Ride services	5%	16%	29%
Running the Tourist Information Centre and services for visitors	3%	24%	26%
Subsidising schemes to help disabled people such as the Taxicard scheme	3%	9%	9%
Running the Corn Exchange	2%	27%	31%
Managing and maintaining some commercial premises which the Council rent to local businesses	<0.5%	18%	34%

## Importance of the services Cambridge City Council does *not* have to provide (2011)



Q2a Please select three services that are very important and that should be provided to the highest possible standard

	2009	2011
Working with the Police to tackle anti-social behaviour	41%	35%
Providing community services for older people	25%	31%
Managing and maintaining the City's parks and open spaces	26%	28%
Providing community services for children and young people	26%	27%
Managing and maintaining the City's Closed Circuit Television (CCTV) system	25%	23%
Managing and maintaining the crematorium and the City's cemeteries	20%	21%
Providing and managing the Council's sports services such as swimming pools, indoor and outdoor sports facilities, and sports classes	24%	19%
Helping people to access training and find work	19%	19%
Managing maintaining and cleaning the City's public toilets	18%	18%
Providing community services for disabled people and other minority groups	17%	17%
Providing events such as the Folk Festival, Big Weekend and Bonfire Night	17%	11%
Giving grants to voluntary groups to help them run services	14%	11%
Managing and maintaining community centres	17%	11%
Managing and maintaining the City car parks	9%	7%
Managing and maintaining the central market	9%	5%
Subsidising the City's Park and Ride services	15%	5%
Running the Tourist Information Centre and services for visitors	6%	3%
Subsidising schemes to help disabled people such as the Taxicard scheme	6%	3%
Running the Corn Exchange	4%	2%
Managing and maintaining some commercial premises which the Council rent to local businesses	2%	<0.5%

\* Highlighted cells indicate a +/-5% change since 2009

Q2b And please select three services that are less important and that could be provided at a lower standard to save money

	2009	2011
Running the Corn Exchange	26%	27%
Providing events such as the Folk Festival, Big Weekend and Bonfire Night	26%	24%
Running the Tourist Information Centre and services for visitors	25%	24%
Managing and maintaining the City car parks	27%	20%
Managing and maintaining the central market	20%	18%
Managing and maintaining some commercial premises which the Council rent to local businesses	20%	18%
Subsidising the City's Park and Ride services	20%	16%
Giving grants to voluntary groups to help them run services	16%	15%
Managing and maintaining the crematorium and the City's cemeteries	16%	13%
Managing and maintaining the City's Closed Circuit Television (CCTV) system	17%	12%
Providing and managing the Council's sports services such as swimming pools, indoor and outdoor sports facilities, and sports classes	15%	12%
Managing maintaining and cleaning the City's public toilets	11%	12%
Managing and maintaining community centres	11%	12%
Managing and maintaining the City's parks and open spaces	13%	11%
Helping people to access training and find work	11%	10%
Providing community services for children and young people	5%	9%
Subsidising schemes to help disabled people such as the Taxicard scheme	7%	9%
Working with the Police to tackle anti-social behaviour	12%	8%
Providing community services for disabled people and other minority groups	5%	8%
Providing community services for older people	5%	6%

\* Highlighted cells indicate a +/-5% change since 2009

Q2c And please select three services that could be stopped altogether if savings have to be found

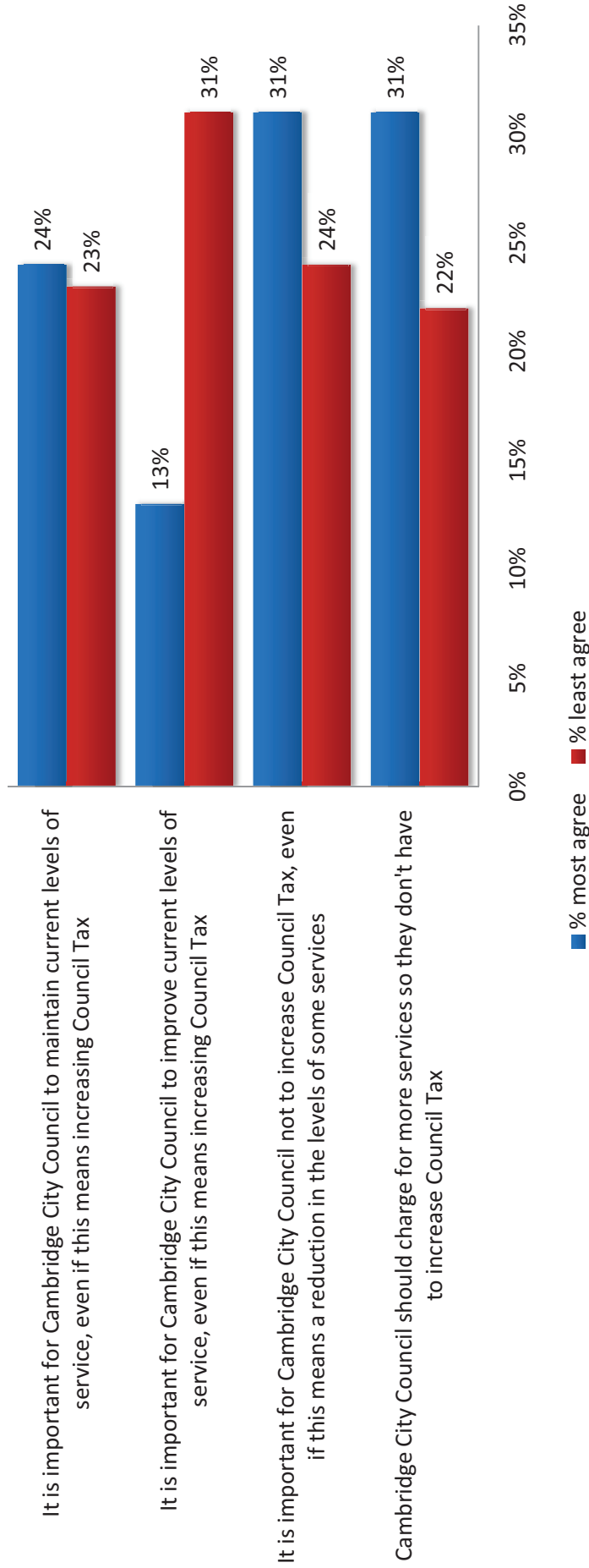
	2009	2011
Managing and maintaining some commercial premises which the Council rent to local businesses	40%	34%
Running the Corn Exchange	31%	31%
Providing events such as the Folk Festival, Big Weekend and Bonfire Night	26%	30%
Subsidising the City's Park and Ride services	29%	29%
Running the Tourist Information Centre and services for visitors	25%	26%
Managing and maintaining the City's Closed Circuit Television (CCTV) system	18%	19%
Giving grants to voluntary groups to help them run services	21%	17%
Managing and maintaining the City car parks	15%	15%
Helping people to access training and find work	14%	13%
Managing and maintaining the central market	13%	13%
Managing and maintaining community centres	3%	10%
Working with the Police to tackle anti-social behaviour	6%	9%
Subsidising schemes to help disabled people such as the Taxicard scheme	11%	9%
Managing and maintaining the crematorium and the City's cemeteries	5%	6%
Managing maintaining and cleaning the City's public toilets	4%	6%
Providing and managing the Council's sports services such as swimming pools, indoor and outdoor sports facilities, and sports classes	4%	3%
Providing community services for children and young people	4%	2%
Providing community services for disabled people and other minority groups	4%	2%
Providing community services for older people	1%	1%
Managing and maintaining the City's parks and open spaces	2%	1%

\* Highlighted cells indicate a +/-5% change since 2009

Q5. Which of the following statements do you agree with the most?  
 Q6. Which of the following statements do you agree with the least?

	2009*		2011**	
	% most agree	% least agree	% most agree	% least agree
It is important for Cambridge City Council to maintain current levels of service, even if this means increasing Council Tax	23%	24%	24%	23%
It is important for Cambridge City Council to improve current levels of service, even if this means increasing Council Tax	19%	22%	13%	31%
It is important for Cambridge City Council not to increase Council Tax, even if this means a reduction in the levels of some services	26%	33%	31%	24%
Cambridge City Council should charge for more services so they don't have to increase Council Tax	33%	21%	31%	22%

**Service levels versus Council Tax increase**



Unweighted sample bases vary

\*Figures have been re-calculated to exclude 'answered incorrectly'

\*\*Slight wording change to statements

# Contacts

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John Harvey	Senior Accountant	01223 45 8143
Jackie Collinwood	Senior Accountant	01223 45 8241
Linda Thompson	Service Accountant	01223 45 8144
Richard Wesbroom	Service Accountant	01223 45 8148
Karen Whyatt	Service Accountant	01223 45 8145