



**Brighton & Hove
City Council**

Overview & Scrutiny

Title:	Environment & Community Safety Overview & Scrutiny Committee
Date:	18 December 2009
Time:	2.00pm
Venue	Committee Room 3, Hove Town Hall
Members:	Councillors: Morgan (Chairman), Janio (Deputy Chairman), Davey, Davis, Drake, Rufus, Smart and Wells
Contact:	Mary van Beinum Overview & Scrutiny Support Officer 01273 - 29 - 1062 mary.vanbeinum@brighton-hove.gov.uk

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AGENDA

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<i>Contact Officer:</i> Tom Hook	<i>Tel:</i> 29-1110
<i>Ward Affected:</i> All Wards;	

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For further details and general enquiries about this meeting contact Mary van Beinum, (01273 - 29 - 1062, email mary.vanbeinum@brighton-hove.gov.uk) or email scrutiny@brighton-hove.gov.uk

Date of Publication - Thursday, 10 December 2009

Agenda Item 38

To consider the following Procedural Business:-

A. Declaration of Substitutes

Where a Member of the Committee is unable to attend a meeting for whatever reason, a substitute Member (who is not a Cabinet Member) may attend and speak and vote in their place for that meeting. Substitutes are not allowed on Scrutiny Select Committees or Scrutiny Panels.

The substitute Member shall be a Member of the Council drawn from the same political group as the Member who is unable to attend the meeting, and must not already be a Member of the Committee. The substitute Member must declare themselves as a substitute, and be minuted as such, at the beginning of the meeting or as soon as they arrive.

B. Declarations of Interest

- (1) To seek declarations of any personal or personal & prejudicial interests under Part 2 of the Code of Conduct for Members in relation to matters on the Agenda. Members who do declare such interests are required to clearly describe the nature of the interest.
- (2) A Member of the Overview and Scrutiny Commission, an Overview and Scrutiny Committee or a Select Committee has a prejudicial interest in any business at meeting of that Committee where –
 - (a) that business relates to a decision made (whether implemented or not) or action taken by the Executive or another of the Council's committees, sub-committees, joint committees or joint sub-committees; and
 - (b) at the time the decision was made or action was taken the Member was
 - (i) a Member of the Executive or that committee, sub-committee, joint committee or joint sub-committee and
 - (ii) was present when the decision was made or action taken.
- (3) If the interest is a prejudicial interest, the Code requires the Member concerned:-
 - (a) to leave the room or chamber where the meeting takes place while the item in respect of which the declaration is made is under consideration. [There are three exceptions to this rule which are set out at paragraph (4) below].
 - (b) not to exercise executive functions in relation to that business and

(c) not to seek improperly to influence a decision about that business.

(4) The circumstances in which a Member who has declared a prejudicial interest is permitted to remain while the item in respect of which the interest has been declared is under consideration are:-

- (a) for the purpose of making representations, answering questions or giving evidence relating to the item, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise, BUT the Member must leave immediately after he/she has made the representations, answered the questions, or given the evidence,
- (b) if the Member has obtained a dispensation from the Standards Committee, or
- (c) if the Member is the Leader or a Cabinet Member and has been required to attend before an Overview and Scrutiny Committee or Sub-Committee to answer questions.

C. Declaration of Party Whip

To seek declarations of the existence and nature of any party whip in relation to any matter on the Agenda as set out at paragraph 8 of the Overview and Scrutiny Ways of Working.

D. Exclusion of Press and Public

To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

Note: Any item appearing in Part 2 of the Agenda states in its heading the category under which the information disclosed in the report is confidential and therefore not available to the public.

A list and description of the exempt categories is available for the public inspection at Brighton and Hove Town Halls.

BRIGHTON & HOVE CITY COUNCIL

ENVIRONMENT & COMMUNITY SAFETY OVERVIEW & SCRUTINY COMMITTEE

4.00PM 9 NOVEMBER 2009

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors Morgan (Chairman); Davey, Davis, Drake, Rufus, Smart, Wells and Older

Also present: Councillor Duncan (Sussex Police Authority) and Simson

PART ONE

26. PROCEDURAL BUSINESS

26a Declarations of Substitutes

Councillor Averil Older was substituting for Councillor Tony Janio; Councillor Paul Steedman had given his apologies re Item 31, Management of Roadworks.

26b Declarations of Interests

Councillors Geoff Wells and David Smart stated that they served on the Planning Committee.

26c Declaration of Party Whip

There were none.

26d Exclusion of Press and Public

In accordance with section 100A(4) of the Local Government Act 1972, it was considered whether the press and public should be excluded from the meeting during the consideration of any items contained in the agenda, having regard to the nature of the business to be transacted and the nature of the proceedings and the likelihood as to whether, if members of the press and public were present, there would be disclosure to them of confidential or exempt information as defined in section 100I (1) of the said Act.

RESOLVED: That the press and public be not excluded from the meeting.

27. MINUTES OF THE PREVIOUS SCHEDULED MEETING HELD ON 14 SEPTEMBER AND CALL-IN MEETING HELD ON 6 OCTOBER

27. The minutes of the meetings held on 14 September and 6 October were agreed and signed by the Chairman.

28. CHAIRMAN'S COMMUNICATIONS

28.1 The Chairman said that due to illness there would not be an officer presentation on item 34; Bus Fares for Young People. Letters from Councillors and Notices of Motion referred from Council would be dealt with under the ECSOSC Work Programme, Item 36.

28.2 The 5 November Environment CMM report on Downland Management that had been called in by 6 October ECSOSC, had been circulated to members of this Committee.

29. PUBLIC QUESTIONS

29. There were none.

30. COMMUNITY SAFETY FORUM

30.1 The Chairman welcomed Councillor Dee Simson Chair of the Community Safety Forum, to the meeting; also Councillor Ben Duncan present in his capacity as the Council's representative on the Sussex Police Authority.

30.2 Councillor Simson gave the second regular update and answered questions on the work of the Community Safety Forum and Partnership Community Safety Team. The number of Local Action Teams (LAT) was still rising; now up to 36. LAT Chairs were coopted members of the CSF and meet regularly outside the CSF thereby gaining a city-wide perspective. Information packs would be provided to all LAT Chairs even if they could not attend on 16 November. Lists of Communities of Interest were kept updated.

30.3 Councillor Simson thanked Councillor Mo Marsh, Chair of the scrutiny review on older people and community safety. The Cabinet would consider a reply to the recommendations, which were cross-cutting, on 9 December.

30.4 A local police officer attends CSF to discuss crime and disorder performance data; it was pleasing to see the reduction in crime, with total crime at a 10-year low.

30.5 Councillor Simson referred to a range of recent work on domestic violence including grant funding for vulnerable women in the criminal justice system. She would be speaking at an event to mark the United Nations Elimination of Violence Against Women Day. The Survivors Network was to launch a local Rape Crisis Centre; this was a very important area for review.

30.6 A number of initiatives and projects were under way regarding vulnerable younger people and overconsumption of alcohol; for instance Safe Space, Big Mistake, partnership work with Accident and Emergency at Sussex County Hospital and Street Pastors. The Community Payback Initiative was benefiting both offenders and the community. People's Day in October again helped to bring together people from all backgrounds. Councillor Simson praised the detailed arrangements between the Council, Police and other partners at the time of the Labour Party Conference. The refresh of the Community Safety and Crime and Drugs Reduction Strategy would shortly be reported to the CSF.

30.7 The Chair asked for further information on reported levels of hate crime.

30.8 Members discussed the Crime and Disorder Reduction Partnership funding for LATs and the Home Office funding in relation to the Labour Party Conference.

30.9 RESOLVED; that the information be noted.

31. MANAGEMENT OF ROADWORKS IN THE CITY

32.1 The Traffic Manager introduced the report on the Management of Roadworks in the City, which detailed the Council's road repairs and Local Transport Plan projects, utilities' repairs and new accesses that all impacted on the highway; and how these are planned, coordinated and monitored.

32.2 The traffic manager gave a number of examples of successful joint working between utilities. This was uncommon in the industry and so was being put forward by the South East Highway and Utility Committee as an example of good practice.

32.3 Regarding enforcement, he said there was a need for some flexibility to take account of unexpected 'finds' during excavation. The Traffic Manager told the Committee the areas where new water, gas, electricity and sewerage works were to be expected next.

32.4 The Committee praised the work of the Traffic Manager and team.

32.5 RESOLVED (1) that the committee note the overview on the policies and processes in place for managing roadworks in the City.

(2) That the Traffic Manager and Officers be congratulated for their success in achieving joint working.

32. LETTERS FROM COUNCILLORS/NOTICES OF MOTION REFERRED FROM COUNCIL

32.1 This was considered under ECSOSC Work Programme, item 36.

33. DRAFT MINERALS AND WASTE CORE STRATEGY FOR CONSULTATION

33.1 The Senior Planning Officer and Head of Planning Strategy introduced the report on the Waste and Minerals Core Strategy – Preferred Strategy Consultation. Consultation with stakeholders and amenity groups has previously been held on the issues and options in Spring 2008. This consultation stage on the preferred strategy was open for public comment until 2 December 2009.

33.2 A Quick Reference Guide had been e-mailed around to all Councillors. The Strategy had to be deliverable and demonstrably sound and so constructive challenge was helpful in testing the robustness of the approach.

33.3 Workshops or public exhibitions were to be held in Uckfield, Lewes, Brighton and Hove and Eastbourne. It was challenging to engage with consultees other than specific amenity groups and officers would encourage greater consultation, for example via Parish Councils if gaps in responses were identified.

33.4 For Brighton and Hove the main issue for minerals planning is shipping in aggregates including sand and gravel via Shoreham Harbour. The Strategy encourages efficient use and maximum recycling of these materials. Some Members felt it would be helpful if aggregates recycling targets could be included in the strategy.

33.5 In terms of the key issue for waste planning, this consultation Strategy takes a medium growth-rate scenario. It does not make any provision for waste from London which conflicts with the South East Plan. Officers outlined that there is robust evidence to back up this approach in the Strategy. The Strategy seeks to focus development on brownfield sites close to the main urban areas, taking into account the many constraints such as the Areas of Outstanding Natural Beauty and South Downs National Park.

33.5 The strategy is technology-neutral and is flexible enough to be able to accommodate new technologies that may emerge during the period up to 2026 if they offer a more sustainable method of waste treatment. Some Members thought it would be helpful if this could be made clearer in the document.

33.6 Provision is made in the Strategy for managing green waste under the broader heading of 'recycling and recovery' because it falls under both household and commercial waste streams. A new facility has recently been constructed in East Sussex and will shortly be accepting green waste.

33.7 Recommendation 2.1 was amended on the basis that ECSOSC Councillors could reply to the consultation individually rather than collectively.

33.8 RESOLVED (1) That Members of ECSOSC comment as part of the consultation on the preferred strategy stage of the Waste and Minerals Core Strategy.

(2) That ECSOSC notes the progress made on the East Sussex and Brighton & Hove Waste and Minerals Development Framework.

(3) That ECSOSC notes the publication of the Preferred Strategy and associated Sustainability Appraisal for a six-week period of consultation which commenced on 21 October 2009.

34. BUS FARES FOR YOUNG PEOPLE

34.1 Due to officer illness this item was cancelled. Councillors needing further information would contact the officers.

35. LONDON ROAD CENTRAL MASTERPLAN SUPPLEMENTARY PLANNING DOCUMENT

35.1 The Planning Projects Manager introduced the summary report on the results of the consultation on the London Road Central Masterplan Supplementary Planning Document (SPD). The final draft SPD document including an implementation plan would be considered by 17 December Environment Cabinet Member Meeting and will form part of the Local Development Framework.

35.2 Overall the masterplan's objectives received strong support. No large-scale changes were being proposed – although modifications are being proposed in response to the consultation, in order to strengthen and clarify the objectives of the Masterplan. The SPD would seek to provide workspace and shop units for local initiatives as well as opportunities for inward investment. It looked to the long term and so needed to be flexible to allow for a variety of economic and development circumstances. A regularly updated and monitored implementation plan will help to provide a focus to ensure that the masterplan's objectives are secured.

35.3 Answering questions the Planning Projects Manager clarified that the document would neither encourage nor discourage a superstore. Existing planning policies already provide the means to allow the potential impact of any such proposals to be fully assessed. The SPD reflected the LR2 study in that, due to its location, it will inevitably continue to provide for a large volume of through traffic to and from the city centre. Any potential future changes to the wider strategic transportation network that would impact on the London Road area would need to be judged against the masterplan's objectives including its environmental improvement proposals and the fact that it is within an Air Quality Management Area. More research on movement and traffic flow was needed; the new pedestrian crossing at Oxford Circus in London was an interesting initiative and its feasibility in respect of Preston Circus would be examined.

35.4 Members discussed other details arising from the consultation and thanked the officers.

35.5 RESOLVED that ECSOSC notes the results of the public consultation which will inform the final version of the London Road Central Master plan

36. ECSOSC WORK PROGRAMME

36.1 The Head of Scrutiny referred to the briefing he had tabled at the start of the meeting which summarised the scrutiny panel options for ECSOSC.

36.2 On 14 September ECSOSC resolved to set up a Panel to investigate road safety. On 8 October, Council agreed to refer two notices of motion to ECSOSC for scrutiny: reducing the default speed limit to 20mph and rape support services. Councillor G Theobald also asked that ECSOSC conduct a review into the possibility of introducing a 20mph speed limit.

36.3 Overview and Scrutiny Commission on 20 October prioritised the list of Panels as follows:

- 1) 20mph speed limit (to start asap)
- 2) Rape and Sexual Assault support services (to start asap)
- 3) Disabilities (to start asap)
- 4) Cultural provision for children (to start February 2010)

5) Alcohol-related hospital admissions (to start March 2010)

36.4 ECSOSC therefore had the option of two simultaneous reviews that would be possible on 20mph and rape support services; or the wider topic of road safety which would necessitate the review of rape support services being delayed.

36.5 Councillor Ben Duncan set out the reasons for his Notice of Motion agreed at 8 October Council as set out at Item 32C on this agenda. He said that local voluntary and statutory services provided only limited services to support victims of serious sexual assault. There was an urgent need for a review of current services and how they are funded. It was important to hear from partner agencies and victims to help identify gaps in provision and to make recommendations on how to address these.

36.6 Members discussed priorities and agreed not to go ahead with road safety at this stage but instead to establish two scrutiny panels; support services for rape victims and 20mph default speed limits. This latter should be carefully focussed so as not to include more general road safety issues. The four Councillors who had agreed to serve on the road safety panel would be asked if they were still content to be part of the 20mph panel.

36.7 **RESOLVED** to establish two scrutiny panels as follows:

- 1) Support services for victims of rape and serious sexual assault as minuted above at 36.5 and in line with the Notice of Motion approved at 8 October Council
- 2) To investigate 20mph speed limits/zones in line with the letter from Councillor G Theobald (Item 32A on this agenda) and the Notice of Motion approved at 8 October Council (Item 32B)

37. ITEMS TO TAKE FORWARD TO CMM, CABINET OR COUNCIL

37.1 There were none.

The meeting concluded at 6.20pm

Signed

Chair

Dated this

day of

Environment and Community Safety Overview and Scrutiny Committee

Agenda Item 40

Brighton & Hove City Council

Subject:	Scrutiny of Directorate Budget Strategies		
Date of Meeting:	18 December 2009		
Report of:	Director of Strategy & Governance		
Contact Officer:	Name: Tom Hook	Tel: 29 -1110	
	E-mail: Tom.hook@brighton-hove.gov.uk		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

1.1 The 15 December 2009 ECSOSC is a special meeting arranged to allow the committee to scrutinise the directorate budget strategies relevant to environment and community safety and in particular:

- Community Safety
- Parks and Green Spaces
- Travellers and Gypsies
- Highways Management and Transport
- Parking
- Waste
- Conservation and Design
- Coast Protection
- Seafront
- Environmental Health
- Building Control
- Trading Standards
- Planning and Licensing

2. RECOMMENDATIONS:

- 2.1 That the committee comments upon the draft budget strategies as appended to this report.
- 2.2 That the committee forwards its comments to the Overview and Scrutiny Commission (OSC) meeting of the 26 January 2010 to be incorporated into a single scrutiny response to the budget.

3. BACKGROUND INFORMATION

- 3.1 As agreed at the OSC meeting of the 8 September 2009 each overview and scrutiny committee is being presented with the opportunity to scrutinise the budget proposals as they relate to their area of responsibility and forward comments to the OSC on the 26 January 2010.
- 3.2 The OSC will produce a single scrutiny response to the draft budget strategies that will be considered at Cabinet alongside a number of other budget related items on the 11 February 2010.
- 3.3 The full timetable for the budget setting process is set out in the table below.

Item	Meeting	Date
Budget Strategy	Cabinet	9/12/09
Scrutiny of culture and enterprise elements of the budget strategy	CTEOSC	14/12
OSC to consider the central services, equalities and sustainability elements of the budget strategy	OSC	15/12
Scrutiny of E&CS elements of the budget strategy	ECSOSC	18/12
Scrutiny to consider ASC&H elements of the budget strategy	ASCHOSC	21/12
Scrutiny to consider C&YPT elements of the budget strategy	CYPOSC	5/01/10
Council tax base	Cabinet	14/01
Summary scrutiny meeting taking comments from all committees and agreeing a scrutiny response to the budget. This will be tabled at Cabinet on the 11 th February.	OSC	26/01
Housing Revenue Account	HMCC	8/02
General Fund Revenue Budget and Council Tax	Cabinet	11/02
Housing Revenue Account	Cabinet	11/02
Capital Reserves and Capital Investment	Cabinet	11/02
Budget Council	Council	25/02

- 3.4 Appendix A is relevant extracts from the report to be considered at the 9 December Cabinet meeting. Members should note that this report has been drafted prior to the 9 December meeting and as such some of the information may change. If there are any changes resulting from the Cabinet meeting these will be reported to ECSOSC.

4. CONSULTATION

- 4.1 No formal consultation has been undertaken in regard to this report.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 There are no financial implications arising directly from this report, however members should take account of the financial implications in the appended report.

Legal Implications:

- 5.2 There are no legal implications arising directly from this report, however members should take account of the legal implications in the appended report.

Equalities Implications:

- 5.3 There are no equality implications arising directly from this report, however members should take account of the equality implications in the appended report.

Sustainability Implications:

- 5.4 There are no sustainability implications arising directly from this report, however members should take account of the sustainability implications in the appended report.

Crime & Disorder Implications:

- 5.5 There are no crime and disorder implications arising directly from this report, however members should take account of the crime and disorder implications in the appended report.

Risk and Opportunity Management Implications:

- 5.6 There are no risk and opportunity management implications arising directly from this report, however members should take account of the risk and opportunity management implications in the appended report.

Corporate / Citywide Implications:

- 5.7 There are no corporate/citywide implications arising directly from this report, however members should take account of the corporate/citywide implications in the appended report.

SUPPORTING DOCUMENTATION

Appendix:

1. Extracts from the 9 December Cabinet Paper – Budget Update and Directorate Budget Strategies

Documents in Members' Rooms/ Background Documents:

There are none.

Subject:	Budget Update & Directorate Budget Strategies for 2010/11		
Date of Meeting:	Cabinet 9 December 2009 ECSOSC 18 December 2009		
Report of:	Director of Finance & Resources		
Contact Officer:	Name:	Mark Ireland	Tel: 29-1240
		James Hengeveld	29-1242
	E-mail:	mark.ireland@brighton-hove.gov.uk james.hengeveld@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No: CAB 13209	
Wards Affected:	All		

FOR GENERAL RELEASE**1. SUMMARY AND POLICY CONTEXT**

- 1.1 In July 2009 Cabinet considered and agreed the budget setting process for 2010/11 in the context of having reasonable certainty over government funding allocations for next year. This report sets out latest budget information including the budget strategies for each service. The budget strategies cover financial and service pressures and savings proposals and have been developed within the indicative cash limits agreed by Cabinet in July.
- 1.2 The report follows the agreed timetable which allows Scrutiny approximately 6 weeks to review and report on these proposals before Cabinet considers the overall budget package in greater detail in February. Given the length of time between publication of this report and the final decisions by Council there will inevitably be some changes in income and expenditure projections that come to light requiring amendments to the proposals. However this report is based on the best available information at this time.
- 1.3 The resource projections continue to be based on an indicative council tax increase for 2010/11 of 2.5%. Given the financial uncertainties created by the recession and government resource allocations beyond 2010/11 the medium term financial strategy agreed at Budget Council provided for some flexibilities within the budget by creating risk provisions and a reserves strategy. This report asks Cabinet to consider the allocation of the risk provisions and reserves potentially available for use in 2010/11 in the light of the latest information on the budget, the budget strategies and the service priorities of the Cabinet.
- 1.4 Cabinet are reminded that all decisions about the 2010/11 budget should be taken in the light of a high level of uncertainty regarding resource levels for future years. Over 60% of the council's gross expenditure is funded by government grants which will not be determined for 2011/12 until after the general election.

The position on the national finances will be updated by the Chancellor of the Exchequer in the pre-budget report due to be announced on 9 December 2009, but a significant squeeze on public spending is inevitable to help address the growing levels of government debt.

2. RECOMMENDATIONS:

- 2.1 That Cabinet notes the latest budget projections and the key budget issues for future years.
- 2.2 That Cabinet considers and agrees the reserves allocations set out in paragraphs 3.4 and 3.5.
- 2.3 That Cabinet notes and agrees the risk provisions set out in table 4.
- 2.4 That Cabinet considers and agrees the budget strategies for each service as set out in appendix 1.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS

Latest Position 2009/10

- 3.1 The Targeted Budget Management month 6 report presented to Cabinet on 12 November 2009 showed a projected overspend for the general fund of £0.617m including NHS Trust managed section 75 services. Recovery actions are being undertaken and significant progress is being made to ensure that spending overall remains within budget. However, any projected overspend that remains at the time of setting the 2010/11 budget will need to be incorporated within the budget estimates.

Reserves position

- 3.2 The working balance is currently £9m and is planned to remain at this level over the next 3 years. The following table shows the projected usable reserves position over and above the working balance assuming spending is in line with current projections. The table particularly reflects the improved council tax collection fund performance in 2008/09 and 2009/10.

Table 1 – Usable Reserves	£m
Reserves Balance at 1 April 2009	2.3
Planned transfers agreed at Budget Council 26 Feb 2009	-1.9
Improvements in council tax collection fund and taxbase in 2008/09 actual, 2009/10 and 2010/11 projections	3.5
Resources generated in 2010/11 by lower than anticipated pay award in 2009/10	1.3
Provisional funding for 2009/10 overspend based on month 6 projection	-0.6
Allocations approved by Cabinet during 2009/10 including the Marina planning appeal, swine-flu preparations and Building Schools for the Future	-1.0
Recommended transfers for 2009/10 as detailed in paragraph 3.4	-1.6
Balance estimated as at 1 April 2010	2.0
Provisional allocations recommended for 2010/11 budget as	-1.5

detailed in paragraph 3.5	
Balance required for one-off risks as detailed in paragraph 3.6	0.5

- 3.3 The £0.7m contribution in 2009/10 included within the month 6 projection and a further £0.55m allocation in 2010/11 to Building Schools for the Future programme will bring the total projected support for the project to its target level of £5m over 5 years.
- 3.4 The table includes recommended transfers in 2009/10 for the following:
- £0.070m for preparations for the introduction of Carbon Trading in 2011/12 including establishing the council's carbon footprint.
 - Transfer of £1.0m to the restructure/redundancy reserve to help spread the costs of reducing staff numbers within the service budget strategies.
 - The upfront costs of £0.5m required to support the development of the LDV previously funded from the receipts from the sale of council houses that have not materialised. This represents temporary funding until the LDV is operational and these costs are repaid. It is possible that up to a further £0.2m may be required to see this project through to financial close and if this arose, it would need to be funded from the balance for one off risks.
- 3.5 It is proposed to provisionally allocate £1.5m general reserves to support the following Cabinet priorities:
- £0.5m investment in the Seafront for the painting of railings and improvements to shelters as well as work at Hove Lagoon;
 - £0.5m to provide a new Transport Model for the City which will be valid for 5 years and will be a platform for planning a range of potential improvements to the city's transport infrastructure for example the development of new park and ride facilities;
 - £0.180m to ensure that Castleham Industries can be kept open in 2010/11 to allow time for careful consideration of the future options for the staff delivering this service in the light of substantial cuts in central government funding;
 - £0.100m for additional internal programme and project management capacity to ensure the delivery of the savings proposals for 2010-11;
 - £0.070m to support the delivery of the council's 10:10 commitment; and
 - £0.150m start up loan funding for a new model of delivery of youth services linked to the Falmer Academy.
- 3.6 Income and expenditure budgets will remain under pressure during the period of recovery from recession next year. The budget therefore needs to make provision for possible one off risks of temporary additional costs or reductions in income as a result of the prevailing economic conditions. A risk provision of £0.5m has been set aside for this purpose from usable reserves.

Resource Projections

Local Government Finance Settlement 2010/11

- 3.7 The provisional settlement for 2010/11 was announced on 26 November 2009. It showed that the council will continue to receive the minimum floor increase in formula grant of 1.5% or £1.6m for 2010/11 compared to a national average increase of 2.6%.

Dedicated Schools Grant

- 3.8 Schools funding in the form of the Dedicated Schools Grant (DSG) will increase by £6.9m in 2010/11 based on the indicative allocations announced on 27 October 2009. This sum is based on estimated pupil numbers so may change when the results of the January 2010 pupil count are known. The increased amount per pupil of 4.1% in 2010/11 is however fixed.

Year	Dedicated Schools Grant £m	Cash increase	Per pupil increase	National Per pupil increase
2009/10	127.734			
2010/11	134.682	+5.4%	+4.1%	+4.3%

- 3.9 Not every school within Brighton & Hove will receive an increase in their budget of 4.1% per pupil as each local authority has a local funding formula, which distributes the total funding between each school. The formula does provide for a minimum funding guarantee of 2.1% per pupil. This local formula is agreed by the Schools Forum which is made up of representatives from local schools.

Council Tax

- 3.10 The resource estimates in this report reflect the council tax strategy agreed at Cabinet in July 2009. The planned increase is 2.5% for 2010/11.

Fees & Charges

- 3.11 Fees and charges are assumed to increase by the standard inflation assumption of 2% each year. Details of fees and charges for 2010/11 will be presented to the relevant Cabinet Member Meetings (CMM) and onto Council where appropriate prior to Budget Council. Culture and Enterprise fees and charges were presented to Culture, Recreation and Tourism CMM on 15th September 2009.

Local Authority Business Growth Incentive (LABGI)

- 3.12 The LABGI grant is now allocated on the basis of sub-regions and the council forms part of the East Sussex sub-region. The provisional grant payable in 2010/11 may be announced in time for the February budget meeting. The national allocation for 2010/11 was previously confirmed at £50m and based on the council's share of this years allocation the council could receive about £0.2m. However any recommendations on the use of LABGI funds cannot be agreed until the grant is formally confirmed and assuming confirmation before the end of January will be incorporated into the Cabinet budget at the February meeting.

Concessionary Fares Funding

- 3.13 The Department for Transport have issued a consultation paper on the possible redistribution of special grant funding in 2010/11 for the national bus concession which has a closing date of 30 December. Under the proposed revised distribution there is no change to the council's special grant allocation for

2010/11 and therefore the budgeted concessionary bus fares special grant remains at £1.8m out of the total costs to the council of £9.3m. The final allocations are due to be included in the Government's response to the consultation in January 2010.

Expenditure Projections

Budget Estimates Table

- 3.14 The table below shows the latest budget estimates for 2010/11 and the following sections set out more information on each heading.

Table 3. Budget Estimates (including corporate budgets)	2010/11
	£m
2009/10 Budget b/fwd	219.0
Inflation	2.9
Risk Provision	1.8
Commitments	1.1
Service pressures and reinvestment	12.3
Efficiency Savings	-7.9
Other savings	-3.8
Further CYPT savings to be identified	-1.9
Total	223.5
Change in contribution to / from reserves	3.6
Budget Requirement	227.1
Funding Projections:	
Formula Grant	109.2
Council Tax	117.9
Total	227.1

Function & Funding Changes

- 3.15 The indicative finance settlement for 2010/11 did not include any significant function and funding changes.

Pay award and Inflation assumptions

- 3.16 The revised pay award assumption built into the budget for the 2010/11 estimates is 1%. This assumption has been revised since the July following the lower settlement of the 2009/10 pay award. The cash limits have been adjusted to reflect this change and the ongoing resources released from this change have been earmarked for potential additional employer pension costs in future years. If the pay award is lower than 1% then the balance will be retained as a further contingency against single status future pay costs.
- 3.17 The provision for general inflation on both expenditure and income is 2% per annum. Compared to current levels of inflation in the economy this is high but inflation is expected to increase considerably during 2010/11.

Pension fund triennial review

- 3.18 The pension fund contributions of every local authority are reviewed by independent actuaries every 3 years by law. The next review will be carried out next year and revised contribution rates will be established for implementation in 2011/12. The contribution rates depend on a wide range of factors but the main ones relate to the investment performance of the fund, the levels of pay and pensions and the projected longevity of current and future pensioners.
- 3.19 The council is one of 60 employers within the East Sussex Pension Fund managed by East Sussex County Council (ESCC). Although the Pension Fund has performed consistently above the average for local authority pension funds it has not been immune to the impact of adverse changes in the financial and property markets. However, following an average increase of more than 50% in stock markets across the globe since April 2009 the overall value of the Fund in mid-November was £1.7 billion, about the same level as at the last triennial valuation.
- 3.20 At the annual pension fund forum held by ESCC on 19 November the actuary indicated that the combination of improved investment performance and a smoothing factor within the calculation of future contribution rates, would mean that the latest estimate of the increase in 2011/12 for employers contribution rates is on average 1% which can be phased in over 3 years. The impact of future pay may mean that the increase for the council is slightly higher so 1.5% will be allowed in the budget projections i.e. 0.5% increase or about £0.65m per annum from 2011/12.

Equal Pay Future Pay

- 3.21 Recurrent resources of £1.63m are included in the contingency to meet the ongoing costs of future pay. This provision was based on the estimated impact of job evaluation at the time of setting the budget. No further resources are planned for future years.

Cash Limits (% change in budgets)

- 3.22 Cash limits are generated from percentage changes in the 2009/10 adjusted budget based on both the projected demographic changes in services and the Cabinet priorities for services. These percentage changes are net of savings, service pressures and reinvestment and are designed to provide allocations that services are expected to manage within to deliver a balanced budget. The cash limits agreed by Cabinet in July have been adjusted to reflect the lower pay award assumption so that no service is better or worse off. The budget strategies included in appendix 1 set out proposals for each service managing within these cash limits.

Commitments

- 3.23 A number of commitments have been included to cover the planned changes in budgets from previous decisions. In 2010/11 these include £0.25m replacement funding for grants that have come to an end, additional financing costs of funding

the capital programme and part of the financing costs to provide a £5m contribution towards a new Historic Records Centre known as The Keep.

Risk Provision

3.24 The resources available to cover risks in the 2010/11 budget are £1.95m. The financial risks in CYPT in relation to the council’s responsibilities for safeguarding young people are significant. It is therefore proposed to provisionally earmark £1m from this provision to cover the currently anticipated costs of Looked After Children. Work on the CYPT budget strategy will continue to consider whether any reduction in this assumption can safely be made. A minimum ongoing risk provision of £0.75m is needed to cover uncertainties within 2010/11 and as a reflection of the scale of the savings package that is proposed and the risks associated with delivery. £0.2m from the total resources will be allocated for investment in youth outreach work, particularly targeted at early intervention to prevent social exclusion.

Table 4 – Risk Provisions	£m
Unallocated 2009/10 risk provision carried forward to 2010/11	0.75
Concessionary Fares Budget agreed transfer to risk provision	0.70
Planned 2010/11 Risk Provision	0.50
Total Cabinet approved provisions	1.95
Earmarked for Looked After Children	-1.00
Investment in youth outreach work	-0.20
General Risk Provision	0.75

Corporate Budgets

Financing Costs

3.25 In the budget reserves of £2.9m were earmarked for 2009 - 2012 to fund reductions in investment interest income until interest rates were projected to return to average levels of about 5%. It is now anticipated that interest rates will remain at lower levels for longer than originally anticipated, however, the debt repayment policy of using invested reserves to repay long term debt should ensure that the original level of earmarked reserves are sufficient for the next 3 years. The financing costs 2010/11 budget and the projections for future years are being prepared and will form part of the budget report to Cabinet in February.

Insurance Premia

3.26 The council achieved substantial savings when it tendered the bulk of its insurance cover in 2008. Although the agreements are for 3 years the insurance companies re-quote at the end of each financial year for the coming year. The insurance market remains relatively soft and it is not expected that there will be any significant cost increases for next year although the outcome will not be known until March 2010. However, Officers will take the opportunity to ask for a range of quotes with different levels of cover in order to establish the optimal balance between the level of the premia and the level of cover. Preliminary work undertaken on the insurance of the vehicle fleet has identified an opportunity to deliver savings on this element of the portfolio.

Concessionary Bus Fares

- 3.27 The budget projections for 2010/11 allowed for an increase of 5% in the budget for concessionary fares net of government grant. The payments to the bus operators largely depend upon the number of journeys undertaken by concessionaires and the level of bus fares. The number of journeys has increased by approximately 7% so far this year and it is anticipated that further significant increases will occur next year. Recent discussions with local operators suggest that they currently do not have plans to increase fares next year but this position could change depending on their ability to control costs and maintain commercial revenue during the economic downturn. Based on the most recent information the budget increase allowed for in the original projections for 2010/11 is therefore considered reasonable.

Service Pressures

- 3.28 Directorate Budget Strategies incorporate service pressures of £11.7m above inflation that are being managed within the cash limit. The most significant pressures are included in the following table -

Table 5 – Main Service Pressures	£'m
Increased Independent Foster Agency and in-house foster placements. The increased costs reflect the significant increase in placement numbers during 2009/10 and a continuing rising trend.	2.5
Demographic growth in Adult Social Care clients (Physical disabilities, vulnerable older people, mental health and learning disabilities).	1.6
Reduction of income due to the recession (Royal Pavilion, development control, Land Charges & commercial property portfolio)	1.3
Reduction in Area Based Grants for preserved rights, supporting people and the removal of the transitional funding for Stronger Safer Communities grant and Neighbourhood Renewal Fund grant.	1.2
Adult social care learning disability transitions from CYPT	0.9
Changes in housing benefit regulations	0.5

Savings

- 3.29 A total savings package of £11.7m has been identified within the Directorate Budget Strategies, £7.9m through efficiencies, £1.3m through additional income and £2.5m through service changes. Details of the savings proposals are shown in appendix 1.
- 3.30 Work in CYPT is still ongoing to identify the scale of potential savings in their corporate critical budgets and other savings opportunities in order to balance to their cash limit.

- 3.31 Culture & Enterprise, Environment and Finance & Resources have identified savings for reinvestment in addition to those required to meet their respective cash limits. Details of the reinvestment proposals are contained within their budget strategies.

Staffing Implications

- 3.32 The council is committed to working positively with staff and unions to avoid compulsory redundancies wherever possible through redeployment. To minimise the impact on staff Human Resources will continue to co-ordinate redeployment through the following measures:
- The examination of every post will be advertised as a possible redeployment for staff at risk before other applications are considered.
 - Searches for alternative employment options across the council in partnership with the Trade Unions. As with the previous 2 years regular meetings with the Trade Unions will be scheduled.
 - Supported trial periods and identification of training needs.
- 3.33 The Directorate Budget Strategies include the deletion of an estimated 101.7 full time equivalent (FTE) posts and at the time of writing this report there are approximately 53.4 FTE redundancies which are likely to reduce significantly as the measures listed above are implemented.

Budget Projections and Issues for Future Years

- 3.34 A medium term financial strategy covering the years 2010/11 to 2012/13 will be prepared as part of the budget report to Cabinet in February. Part of the report will be an analysis of the key budget risks facing the council. The 2 areas of the budget at greatest risk and uncertainty in the medium term are government grants and pay related budgets.
- 3.35 In 2009/10 the council is likely to receive about £450m in government revenue grants representing approximately 61% of gross expenditure on all services. The level of government funding beyond 2010/11 is unknown and will not be determined until after the next general election when the local government finance settlement is announced in November / December 2010.
- 3.36 Approximately 40% of gross expenditure or £300m is spent on pay and pay related items. Assumptions therefore about the level of future pay awards, pension contributions and single status future pay and allowances have a major impact upon the overall budget.

Capital Programme

- 3.37 The projected capital programme for 2010/11 of £61.3m is shown in appendix 2. This represents a significant level of investment by the council in difficult financial times and is one of the largest capital programmes in the council's history. The council has received an indicative settlement for 2010/11 and the government resources available are reasonably certain. The proposed programme is fully funded subject to the achievement of £2.4m net capital receipts including Right to Buy sales.

- 3.38 The Corporate investment funds include £0.75m for the Strategic Investment Fund which will be allocated as part of the budget report in February; £1m for the Asset Management Fund and £0.435m for the ICT Fund which will be allocated in March/April 2010.
- 3.39 In addition to the programme set out in appendix 2 there are resources available to fully fund the construction of the new Falmer Academy, and there is a planned contribution in 2010/11 to the Brighton Centre redevelopment reserve of £0.5m.

Housing Revenue Account

- 3.40 The latest HRA Budget projections as shown in appendix 1, take into account the financial position as at TBM month 6 and the required level of reserves. In setting this budget, officers have taken into account the required level of efficiency savings but also sought to maximise the level of resources available to invest in meeting the Decent Homes Standard.
- 3.41 The budget projections are very provisional at this stage because the draft annual subsidy determination for 2010/11 has not yet been received.
- 3.42 The service has identified savings of £0.636 million, the equivalent of a 6% savings target which will be used to fund inflationary increases such as the pay award.
- 3.43 The HRA will need to fund service pressures from its revenue surpluses which are currently used to fund works in the capital programme. The HRA Budget projections assume a continuing increase in 'Negative Subsidy' resulting in the HRA paying an additional £0.769 million of rental income to the government. The service pressures also include funding to support the Housing Improvement Programme and the Turning the Tide Strategy.

2010/11 Budget Timetable

- 3.44 Timetable for the remaining budget papers.

Council Taxbase	Cabinet	14 Jan 2010
General Fund Revenue Budget and Council Tax	Cabinet	11 Feb 2010
Housing Revenue Account	HMCC	8 Feb 2010
	Cabinet	11 Feb 2010
Capital Resources and Capital Investment	Cabinet	11 Feb 2010
Budget Council		25 Feb 2010

4. CONSULTATION

- 4.1 The budget and council tax consultation process was agreed by the cross party Budget Review Group. For 2010/11 the consultation has involved a budget questionnaire to a random sample of residents across the city. The results of this consultation are due in December 2009 and will be circulated to all Members. The council has a statutory duty to consult with business ratepayers and a meeting will be held in January/February.

- 4.2 The Budget Report to Council in February 2010 will represent a culmination of the budget process which will have included a number of consultative processes including members, trade unions and in some cases service users.

5 FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 These are contained in the main body of the report.

Finance Officer Consulted: Mark Ireland

Date: 24/11/09

Legal Implications:

- 5.2 Agreeing the budget strategies of each directorate is part of the Cabinet's function of formulating budget proposals for subsequent consideration and adoption by Full Council. Cabinet is also able to consider and agree the provisional risk provision and reserves allocations. The recommendations at paragraph 2 above are therefore proper to be considered and, if appropriate, approved by Cabinet

Lawyer Consulted:

Oliver Dixon

Date: 24/11/09

Equalities Implications:

- 5.3 The budget includes provisions to meet both equal pay compensation and address inequalities in pay through the implementation of job evaluation. All budget proposals have been considered by each Directorate to determine whether they are covered by existing Equalities Impact Assessments or whether new ones are required and if so, how and when they need to be completed. Where appropriate the findings from existing Equality Impact Assessments have been considered as part of the proposal process.

Sustainability Implications:

- 5.4 Sustainability issues will be taken into account throughout the council's budget setting process.

Crime & Disorder Implications:

- 5.5 The budget projections identify resources to help replace the reduction in government grants funding of certain crime and disorder initiatives.

Risk & Opportunity Management Implications:

- 5.6 There are considerable risks to the council's short and medium term budget strategy including the impact of the recession and changes in the national economy, spending exceeding budgets, pressures on existing budgets, further reductions in grant, legislative change demands for new spend. The budget process includes the recognition of these risks in determining the 2010/11 budget and relevant risk provisions are set out in the body of the report.

Corporate / Citywide Implications:

5.7 The report is relevant to the whole of the city.

6 EVALUATION OF ANY ALTERNATIVE OPTION(S)

6.1 The budget process allows all parties to put forward viable alternative budget and council tax proposals to Budget Council on 25 February. Budget Council has the opportunity to debate both the proposals put forward by Cabinet at the same time as any viable alternative proposals.

7 REASONS FOR REPORT RECOMMENDATIONS

7.1 The council is under a statutory duty to set its council tax and budget before 11 March each year. This report sets out the latest budget assumptions, process and timetable to meet its statutory duty.

SUPPORTING DOCUMENTATION

Appendices:

1. Directorate Budget Strategies and overall summary.
2. Capital Investment Programme 2010/11

Documents in Members' Rooms

None

Background Documents

1. Files held within Strategic Finance section

Summary

	Culture & Enterprise £'000	CYPT £'000	Environment £'000	Finance & Resources £'000	Strategy & Governance £'000	ASC&H - Housing & LD £'000	ASC&H - ASC & Section 75 £'000	General Fund Total
2009/10 base budget	11,091	45,216	36,487	18,348	11,727	27,145	48,685	198,699
Inflation	112	686	439	172	127	391	767	2,694
Service Pressures	457	4,564	1,202	920	70	2,551	1,934	11,698
Reinvestment	236		150	184				570
Efficiency Savings	-495	-522	-936	-1,046	-227	-2,017	-2,671	-7,914
Other Savings	-227	-1,815	-922	-355	-83	-375	0	-3,777
2010/11 Budget Strategy	11,174	48,129	36,420	18,223	11,614	27,695	48,715	201,970
Cash Limit	11,174	46,189	36,420	18,223	11,614	27,695	48,715	200,030
Savings to be identified	0	1,940	0	0	0	0	0	1,940

Staff posts affected	34.0	14.0	20.0	25.0	16.0	0.0	51.0	160.0
Estimated posts deleted FTE	17.5	9.7	6.0	20.0	10.0	0.0	38.5	101.7
Estimated Redundancies FTE	13.4	0.0	3.0	13.0	2.0	0.0	22.0	53.4

ENVIRONMENT DIRECTORATE 2010/11 BUDGET PROPOSALS

Strategic Context and Direction of Travel

The Environment Directorate shapes the appearance of the city and leads the creation of a public realm which is safe for residents and visitors. To do this, there are a complex range of services and funding arrangements to deliver as much money as possible to actual service delivery on the ground. There is a mix of financial arrangements such as capital projects funded through the Local Transport Plan (LTP) and other external grants for the community safety work. There is also a mix of types of provision to best meet the city's needs such as use of external contractors, for example NCP for parking enforcement and Veolia for the provision of waste disposal services.

There are significant reductions in Area Based Grant (ABG) both in 2010/11 and 2011/12 which affect the Partnership Community Safety Team despite an additional £250,000 already being built into the base budget for this service.

Strategic Response to this Context is:

The overall cash limit adjustment for the directorate is a reduction of just over £0.5m meaning that the directorate has a £0.5m budget pressure to fund before dealing with its own service pressures. Unavoidable service pressures and loss of grant income totalling £1.2m mean savings of over £1.7m are required to balance the budget. Savings in excess of this have been achieved which has allowed £150,000 of service reinvestment to take place.

Over the last two years the directorate particularly focussed delivery of savings in Cityclean where there have been significant opportunities for efficiency savings through streamlining and modernising services and increasing productivity. This year savings in this area are primarily linked to reductions in waste levels.

Only modest increases in parking charges are proposed this year.

A range of other opportunities to improve value for money and generate additional income have been identified. This enables a further £250,000 of lost ABG funding to be replaced in this budget strategy. A further £150,000 is planned to be covered through better joining up of a range of other grant funding streams across the organisation to ensure there is no duplication of similar provision for the same client group. A temporary budget provision of £75,000 has been retained to cover staff costs until the rationalisation work is complete to minimise the risk of redundancies. It is not possible within the current budget strategy to directly replace the remaining £112,000 of grant. However the significant investment in the Turning the Tide project in the HRA will have some mitigating effect on this.

Financial and Service Pressures

The main financial pressures on the Directorate's services are shown in tables 1 and 2 below:

Table 1 – unavoidable service pressures which are dealt with as part of the budget strategy	2010-11 £'000
New rateable values for our buildings & car parks	100
Reduction in Development Control income	230
One off costs of Public Planning Enquiries	250
No inflationary increase for Penalty notices	110
TOTAL	690

Table 2 - Service Pressures as a result of grant funding coming to an end (partly dealt with in this budget strategy)	2010-11 £'000
Loss of Area Based Grant Funding	512
TOTAL	512

Approach to Savings in 2010/11:

Public Safety

Savings will arise following amendments to contracts and a realignment of spend towards prioritised services which will generate savings of £213,000. Management changes should deliver a further £100,000 savings.

City Services

The full year effect of the service changes delivered in 2009/10 exceeded projections in the original business plan and means the service will produce £200,000 in efficiency savings for 2010/11. The continued reduction in waste levels in the city will provide a saving of £290,000.

Sustainable Transport

Efficiency savings of £80,000 will be generated from bringing maintenance of parking machines back in house following termination of the Parkeon Contract. The majority of parking tariffs will be frozen in 2010/11. There will be an increase in short stay tariffs in selected areas. This is likely to mainly affect central Brighton areas and city centre car parks but should deliver about £318,000 of increased income

Subsidised bus services currently cost the council £1.505m. Currently we spend £49.63 per head with the average across unitary authorities being £20.73. It is proposed that around £200,000 savings could be made by detailed examination of usage and subsidy levels against social needs, assessment against Transport Priorities and legal obligations. There would be a requirement to consult before re-prioritising these services.

City Planning

For 2010/11 the proposals are to reduce advertising costs, saving £30,000 and generate efficiencies from the application of the 'systems thinking' (see note at the end of the appendix) review methodology to achieve further savings of £50,000.

Sport & Leisure

There will be a full review of rents for seafront properties, ensuring that we retain fair and reasonable rents. This is expected to generate additional income of £80,000. It is proposed to build and sell 17 new beach huts (subject to planning permission) on the promenade adjacent to Hove Lagoon, which should generate a further £80,000. We will carry out a review of the programme and pricing structure for outdoor events which should generate a minimum amount of £10,000. We are currently looking to outsource the management arrangements for the council's 2 golf courses at Hollingbury Park and Waterhall subject to Cabinet agreement, which we anticipate will secure a £20,000 annual saving.

Reinvestment

In the budget proposals the Directorate proposes to provide reinvestment of up to £150,000 to fund:-

- Additional investment seafront maintenance of £100,000 recurrent funding including an enhanced painting programme for the seafront railings.
- The operating costs for a new gum removal service.

Staffing Implications for the Directorate:

The main impact on staffing as a result of these budget proposals are in Sustainable Transport Division and in Public Safety due to the changes in management arrangements and the loss of some ABG.

Key Risks:

The routes affected by the reduction in subsidised bus routes will need to be determined and consulted upon. The services affected by the loss of ABG will need to be determined taking into account the risk and impact of the various initiatives funded in this way.

2010/11 Budget proposals summary:

Environment						
	Adjusted Base Budget 2009/10	Inflation	Service Pressures & Reinvestment	Efficiency Savings	Other Savings	Net Change in Budget to 2010/11
Main Service Area	£'000	£'000	£'000	£'000	£'000	£'000
City Planning	2,294	28	480	-80		428
City Services	29,640	359	50	-490		-81
Sport & Leisure	2,085	25	50	-20	-170	-115
Public Safety	3,722	42	512	-266	-234	54
Sustainable Transport	-1,254	-15	260	-80	-518	-353
TOTAL	36,487	439	1,352	-936	-922	-67
Finance &	5,996	83	-	-250	-10	-177

Item 40 App A, Appendix 1

Procurement						
ICT	5,602	41	50	-500	-	-409
Property & Design	2,911	21	654	-190	-	485
Customer Services	3,839	27	400	-106	-345	-24
TOTAL	18,348	172	1,104	-1,046	-355	-125

Footnote to all strategies:

Explanation of “systems thinking” reviews being used to deliver efficiency savings across a wide range of services

“Systems Thinking” reviews (also known as Lean Reviews) are becoming widely used across service organisations to identify improvements in customer service and efficiency. The reviews focus on what matters to customers or stakeholders and try to ensure that processes are designed to concentrate only on work that is of value to the customer or stakeholder. This is a different way of looking at services compared with traditional service reviews which do consider customer needs but often focus too heavily on organisational, professional, functional or administrative requirements.

Capital Investment Programme Summary	2010/11 £000
Corporate Funds	
- Strategic Investment Fund (Major Projects unlikely to require more than £0.5m therefore £0.25m available for other capital projects)	750
- Asset Management Fund	1,000
- ICT Fund	435
Children & Young Peoples Trust	
- Devolved capital to schools	2,885
- Primary Capital Programme	5,453
- Targeted Capital Fund	6,000
- Children's Centres & early years	1,601
- Modernisation	2,305
- Other education & children's services	3,524
Culture & Enterprise	
- The Keep	500
Strategy & Governance	
- Human Resources System	383
Environment	
- Local Transport Plan	3,019
- Falmer infrastructure works	1,040
- Funding to support King Alfred	750
- Other environmental services	1,338
Finance & Resources	
- Borrowing for operational vehicles	1,750
- Planned maintenance for Social Care buildings	500
- Planned maintenance for operational buildings	1,000
- Other F&R services	233
Adult Social Care & Housing	
- HRA stock	22,200
- General housing	3,469
- Adult social care	1,206
Total	61,341

Capital Investment Programme Summary	2010/11 £000
Funding	
Supported Borrowing	7,375
Unsupported Borrowing	10,805
Government Capital Grants	28,008
Major Repairs Allowance	9,300
Capital Reserves & Receipts	233
Direct Revenue Funding	5,620
Total	61,341