

Cllr Norman Hume
Cabinet Member Highways
Essex County Council
County Hall
Essex.
CM1 1QH

4th November 2008

Dear Norman

Concessionary Travel - April 2009 onwards

The Leaders of Districts and Borough Councils have met and discussed potential future arrangements for concessionary travel in Essex and wish to set out a proposition to you which they believe would have considerable benefits.

The proposal is to transfer the operational responsibility for concessionary travel to the Essex County Council with effect from 1st April 2009 and I set out how the principal and agent arrangements may operate in a draft Heads of Terms proposal attached to this letter. We think this reflects the ambitions that we discussed with Lord Hanningfield when we met with the Transport Minister Rosie Winterton last year.

There are many advantages to the proposal which would strengthen the delivery and management of the service and would create certainty for Borough/Districts where at present there is none. We believe it makes great sense to act ahead of any transfer of responsibility by the government on terms that are acceptable to Essex local government.

We recognise the proposal will add to the already considerable demands on your budget and wanted to give you sufficient notice of our request in order that you could consider the matter during your budget preparation. In return we seek an early indication if the principle of the proposal is acceptable in order for us to make our own forward plans.

We would be pleased if you would consider our proposal and would welcome the opportunity to meet with you to discuss how this could be taken forward. Southend BC has indicated that they would not wish to be part of the formal agency arrangements but would wish to continue to operate in partnership and take part in the discussions.

Yours sincerely

Cllr Mrs P Challis
Chairman
Essex Leaders and Chief Executives Group.

**ESSEX COUNTYWIDE CONCESSIONARY TRAVEL SCHEME
PROPOSED INTERIM ARRANGMENTS UNDER THE PARTICIPATION AGREEMENT
DATEDNOVEMBER 2005 (Participation Agreement)**

This letter sets out the heads of terms (HOTS) which have been agreed in principle by all the district and borough councils which are parties to the Participation Agreement (local councils) subject as mentioned in numbered paragraph 14 below. These HOTS are not legally binding as such and are proposed supplementary interim arrangements under the Participating Agreement for the period (the interim period) from and including 1 April 2009 up until April 2011 or such other time as legislation devolves or transfers the transport concession functions of the local councils (the functions) to Essex County Council (ECC).

For the period:

1. ECC will discharge the functions of each of the local councils pursuant to arrangements made under Section 101 of the Local Government Act 1972
2. The local councils will pay ECC a total of £17,931,000 for the financial years 2009/10 and 2010/11 to fund these arrangements in such respective amounts and at such times as shall be agreed without any interest charge payable to ECC relating to the timing of any such payments.
3. The local councils will make a fixed contribution to the cost of concessionary travel based on the agreed apportionment for the 2008/09 year.
4. The arrangement will continue thereafter on the same basis until the end of the interim period.
5. Before the beginning of the interim period ECC will enter into "agency" agreement arrangements with the local councils under Section 101 of the Local Government Act 1972.
6. ECC will for the purposes of concessionary travel manage the relationship with all bus operators. In respect of Southend this will be undertaken jointly with the Borough Council.
7. ECC will fund any increase in cost beyond the fixed contribution from the local councils due to growth in the volume of travel, inflation and any other costs associated with concessionary travel.
8. ECC will manage and fund all appeals and judicial reviews that result from the scheme.
9. ECC will fund and manage all the technical administration of the scheme.

10. ECC will continue to manage and administer the Participation Agreement
11. ECC will make reports to and seek guidance from the local councils as agreed.
12. The local councils will manage the public interface issuing scheme passes at a cost yet to be agreed.
13. ECC and the local councils will be active participants in the Participation Agreement.
14. Southend-on-Sea Borough Council has indicated that that it does not wish to be part of the above interim arrangements and that, during the interim period, it would continue to discharge its existing functions, powers and responsibilities under the Participation Agreement.

David Marchant
4th November 2008

Treasury Management

Investment Balances

The Council's investment balances are influenced by the following:

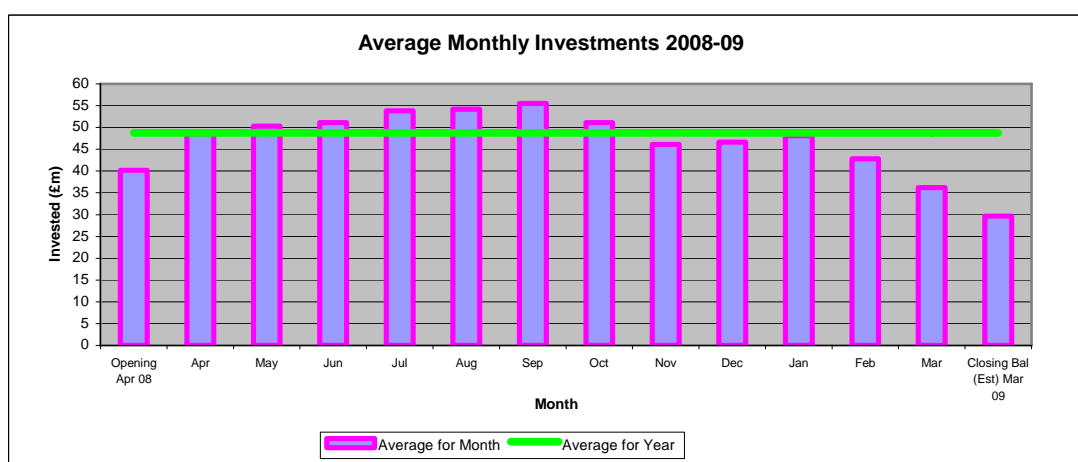
- Capital resources held and generated in-year
- Revenue balances and reserves held for future use (including the HRA)
- Level of debtors/ creditors, stocks etc. ("Working capital")
- In-year cash flow arising from differences in timing of revenue and capital cash inflows and outflows, e.g. profile of council tax collection versus precepts paid

The sums projected for investment in the current year comprise:

Source	Actual at 31 st March 2008 £'000	Estimated at 31 st March 2009 £'000
Balance of capital receipts e.g. LSVT	19,356	16,108
Borrowing incurred in previous years for capital purposes	8,500	6,000
Other capital balances (developer contributions, receipts set-aside for debt repayment, recovery of PWLB premiums)	311	1,524
Earmarked revenue reserves	3,538	2,421
Revenue balances (General Fund, HRA, and Collection Fund)	7,936	8,443
Working capital balances	549	210
Less: Investments at risk	-	-5,000
Total	40,190	29,706

Taking into account the in-year cash flow differences, the current estimated average cash balance for investment in the current year is £48.743m, calculated based on information currently available about expected cash movements for the remainder of the year from capital and revenue activities.

Over the course of the year actual investments will vary from this as illustrated in the following chart:



Update on the position with regards investments at risk

The current position with regards the investments at risk with Icelandic banks is as follows:

Bank and exposure	Process	Status of BDC claim	Additional Comment
Landsbanki (£3m+ accrued interest)	Receivership with the Icelandic Resolutions Committee Deloitte & Touche LLP are assisting with communication and consultation with creditor groups in the UK	Claim registered via dedicated web-site	Kent CC represented UK local authorities with exposure at recent creditors meeting in Reykjavik. Feedback expected at LGA meeting 20 th Nov 2008.
Glitnir (£1m + accrued interest)	Receivership with the Icelandic Resolutions Committee Deloitte & Touche LLP are assisting with communication and consultation with creditor groups in the UK	Claim registered via dedicated web-site	London Borough of Barnet represented UK local authorities with exposure at recent creditors meeting in Reykjavik. Feedback expected at LGA meeting 20 th Nov 2008.
Kaupthing, Singer, and Friedlander (£1m + accrued interest)	Administration in the UK with Ernst & Young LLP (E&Y) being appointed as administrators	Claim registered via letter to E&Y	Six councils from different types of local authority have been appointed via the LGA to serve as the Creditor Group for LA's with exposure. Formal proposals to be announced soon with a statutory creditors meeting expected to be held on 1 st December.

The LGA has been co-ordinating actions and communications for all local authorities with exposure to the Icelandic banks. Weekly updates are being provided by the LGA to Group Leaders and Chief Executives along with technical briefings for finance contacts. A steering committee is to be established to help minimise costs of affected local authorities and maximise information sharing, guidance, and legal advice. This will involve local authorities agreeing to some form of cost sharing, details of which are to be clarified further by the LGA. The next collective meeting of all local authorities affected is due on 20th November.

The LGA is continuing to lobby the Government to ensure continued support for local authorities and ensuring that UK creditors are treated equally and fairly, as well as seeking to ensure maximum recovery of funds.

CIPFA and the Audit Commission are due to publish guidance on the detailed accounting and budget issues that will apply to the investments at risk. Local authorities also have the option to seek capitalisation directions to deal with financial implications, subject to case-by-case consideration by the Government under the existing policy and procedures issued by the DCLG, which is likely to be necessary

for many local authorities due to the revenue impact of writing down the value of the investments.

Review of the Council's Credit Worthiness Criteria

The current credit worthiness criteria was approved by Council as part of the Annual Investment Strategy, which was considered along with the annual budget and council tax setting report in February 2008. In light of the recent difficulties experienced with the Icelandic investments and the continuing uncertainties around the banking sector a review of this policy has been undertaken with our newly appointed treasury management advisors, Arlingclose.

The review has concluded that, subject to some changes around building societies, the minimum criteria applied by the Council is generally sound for 'normal' market conditions. However, in this period of stress on the financial markets some tightening in application of this policy is recommended. This is generally in accordance with the actions that have already been taken over the last few months by the in-house team, where investments have been targeted at the relatively higher credit rated organisations.

The lending criteria has therefore been structured around two tiers, with Tier 1 being applied at the present time due to stresses and uncertainties in the financial markets.

	Tier 1	Tier 2	Comment
Banks with following ratings:			
Short-term	F1+	F1	Highest = F1+
Long-term	AA-	A	Highest = AAA
Individual	B/C	C	Highest = A
Support	1/ 2	3	Highest = 1
Building Societies:	As per credit ratings for banks set out above	Asset size at least £1bn (to be reviewed for the longer term)	As per above
Money Market Funds rated:	Aaa/MR+	Aaa/MR+	Highest = Aaa/MR+
	Other Local Authorities	Other Local Authorities	
	UK Government via Debt Management Office Account	UK Government via Debt Management Office Account	
	Supranational Bonds/ Government Gilts	Supranational Bonds/ Government Gilts	

Note ratings quoted as Fitch but apply to other rating agencies equivalent.

Monies deposited with the Council's own bank, the Co-operative, will continue to be subject to a limit of £5m up to one week.

In applying the above Tier 1 criteria preference to new investments will be given to those banks that are participants in the UK Government's 2008 Credit Guarantee Scheme.

The use of building society asset base is to be suspended for the time being and only societies with credit ratings in line with Tier 1 will be used (subject to existing deposits having to remain in place until their contracted maturity date). In the longer term the criteria is expected to be revised permanently as changes are being proposed to alter the higher ranking of local authorities as creditors in the event of a society experiencing difficulties.

The current investment policy provides for fixed term deposits with banks/ building societies of varying amounts and duration subject to credit rating. In the present climate deposits with Tier 1 counterparties will be up to the £8m or 25% of the total investment portfolio, whichever is the smallest, and duration of a maximum 1-year until such time conditions settle. An update on this position will be provided when the annual investment strategy is revised for the February 2009 annual budget report.

Although credit ratings will remain a key element in choosing counterparties for investment purposes, the Council will, in conjunction with its treasury advisors, continue to monitor events and take action accordingly with regards the willingness or otherwise to place investments with organisations that would otherwise meet the criteria set out above.

As at the 19th November the Council's current investment portfolio (excluding the Icelandic investments at risk) was as follows:

Investments with:	Amount (% of total)	Comment
Banks and building societies meeting Tier 1	£22m (48%)	£19m with UK Banks covered by the Government's credit guarantee scheme
Building societies linked to merger with a Tier 1 building society	£5m (11%)	Two building societies are expected to merge with Nationwide by the end of 2008
Building societies not meeting Tier 1 criteria	£8.5m (18%)	All investments due to mature this financial year with latest maturity being 2 nd March 2009
Irish banks and building societies not meeting Tier 1 criteria	£7m (15%)	All investments due to mature this financial year with latest maturity being 19 th March 2009 All investments are covered by the guarantee issued by the Irish Government.
Own bank	£3.56m (8%)	
Total	£46.06m	

By the end of the financial year all investments will be in accordance with the Tier 1 criteria (subject to any credit rating changes to organisations with which investments are currently held and mature after 31st March 2009).

General Fund Revenue Profile 2008/09 to 2012/13 - Current Council Tax Policy

APPENDIX C

	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>
Base Budget (inclusive of Efficiency Factor)	17,862,860	17,862,860	18,653,097	19,295,433	19,938,523
<u>Pay, Pension Fund, Other Inflation and Recharges:</u>					
Pay award and incremental progression		655,850	565,750	501,020	479,190
Change in Efficiency Factor		(10,570)	(7,340)	(6,490)	(6,210)
Pension fund deficit (inflationary adjustment and future contingency)		68,000	72,000	100,000	100,000
Energy cost inflation		154,090	(51,360)		
Fuel price inflation		73,420			
Other expenditure inflation		264,160	178,000	182,450	187,010
Fees and charges (3% increase on discretionary)		(61,210)	(63,030)	(64,900)	(64,900)
Total Inflation and Recharges		1,143,740	694,020	712,080	695,090
<u>Housing Transfer - Service Level Agreements</u>					
End of initial term for Service Level Agreements:					
Grounds Maintenance and Street Scene (extended to 31/12/09)		115,200	345,600		
Accommodation - Causeway House and Millenium Tower (extended to 31/10/09)		138,100	193,340		
ICT and Cashiers (extended to 30/09/09)		161,580	161,570		
Customer Services Centre and Out of Hours Service (expires 30/06/09)		317,550	105,840		
Cordons Farm (extended to 31/12/09)		33,670	101,000		
Payroll (expires 31/03/09), Leased Car admin. and Procurement (expires (31/03/10)		39,690	72,950		
Choice based lettings (expires 31/12/10)			12,500	37,500	
Offset by:					
SLA's to be retained - Grounds Maintenance - after 31/12/09		(108,750)	(326,250)		
Alternative arrangements (post GCH) - Causeway House and Millenium Tower		(138,100)	(193,340)		
Deferred TUPE Rights - CSC and Procurement		(81,940)	(79,230)		
Savings to offset loss of SLA (See attached schedule for detail)		(112,860)	(5,000)		
Total of Service Level Agreements not Addressed		364,140	388,980	37,500	0
<u>New Demands:</u>					
Loss of Income - Local Land Charges		200,000	100,000		
Net Treasury Management (Re-investment rate: 3%, 3.5%, 4%, 4%)		713,770	(95,340)	(173,620)	(26,430)
Allowance for Growth		100,000	100,000	100,000	100,000
Total New Demands		1,013,770	104,660	73,620	73,570
Total Additional Costs		2,521,650	1,187,660	675,960	768,660

General Fund Revenue Profile 2008/09 to 2012/13 - Current Council Tax Policy

APPENDIX C

	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>
Reductions:					
Savings/ Reduced expenditure					
Carry overs from previous Profile:					
Net savings following programme of SAFED driver training		(28,000)			
Net reduction on leisure budget after allowing for higher energy costs		(23,000)			
Business Efficiency Reviews (See attached schedule for detail)		(146,500)	(226,500)		
Partnership Working (See attached schedule for detail)		(60,000)	-		
Other Proposed Savings (See attached schedule for detail)		(131,080)	(22,000)	(20,280)	(2,000)
Interest on HRA balances trf to General Fund					(522,980)
Rental income on commercial property		(10,000)	(10,000)	(10,000)	
Recharges to Housing Revenue Account (Pensions deficit, treasury cost and apportioned exps.)		(303,640)			303,640
Total Reductions Planned		(702,220)	(258,500)	(30,280)	(221,340)
Net Additional Costs to be found from Additional Government Grant, Council Tax and savings/income		1,819,430	929,160	645,680	547,320

Additional savings target (after allowing for Government Grant and Council Tax increases)		(1,029,193)	(286,824)	(2,590)	(157,778)
--	--	--------------------	------------------	----------------	------------------

Revised Base Budget	17,862,860	18,653,097	19,295,433	19,938,523	20,328,065
Contribution from Treasury Management Reserve					
Contribution from Balances (as per increase in HRA balance)		(154,540)	(161,800)	(201,640)	
Budget Requirement	17,862,860	18,498,557	19,133,633	19,736,883	20,328,065
Government Grant	(9,662,030)	(9,941,212)	(10,231,363)	(10,487,150)	(10,749,329)
Collection Fund Balance	(51,010)	(25,000)	-	-	-
BDC Requirement from Council Taxpayers	8,149,820	8,532,345	8,902,270	9,249,733	9,578,736
Tax base	52,585	53,111	53,642	54,178	54,720
Council Tax (Band D)	£ 154.98	£ 160.65	£ 165.96	£ 170.73	£ 175.05
Council Tax per week	£ 2.98	£ 3.09	£ 3.19	£ 3.28	£ 3.37
Percentage Increase	4.3%	3.7%	3.3%	2.9%	2.5%
Increase per week	£ 0.12	£ 0.11	£ 0.10	£ 0.09	£ 0.08
Efficiency Factor to be found during year	-£335,310	-£345,880	-£353,220	-£359,710	-£365,920

General Fund Balance **As at 31/03/08**
£2.939M

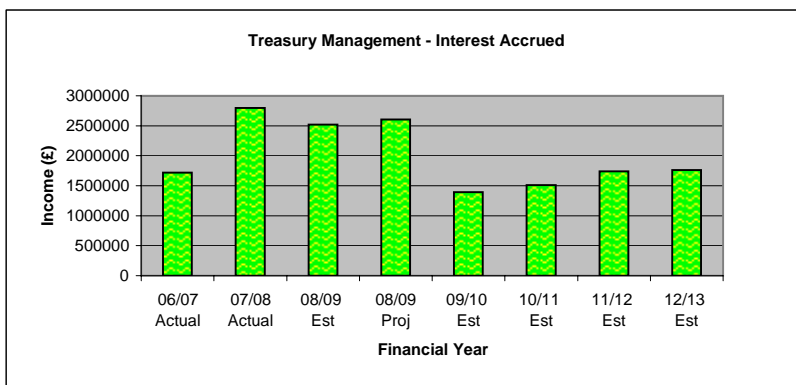
General Fund Revenue Profile 2008/09 to 2012/13 - Current Council Tax Policy

APPENDIX C

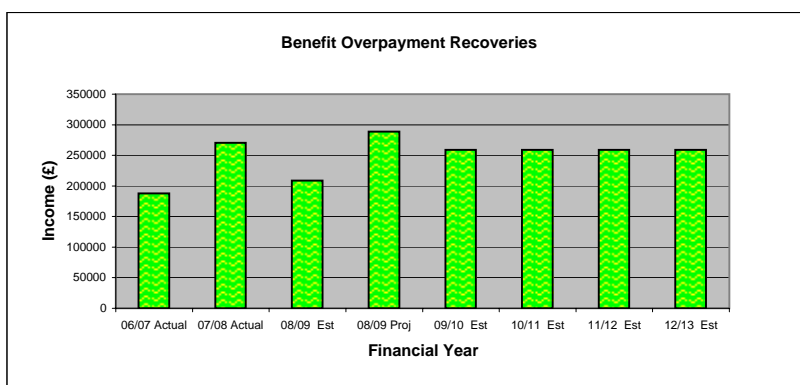
	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>
Housing Revenue Account Balance	£4.859M				

Charts of Key Sources of Income 2006/07 to 2012/13

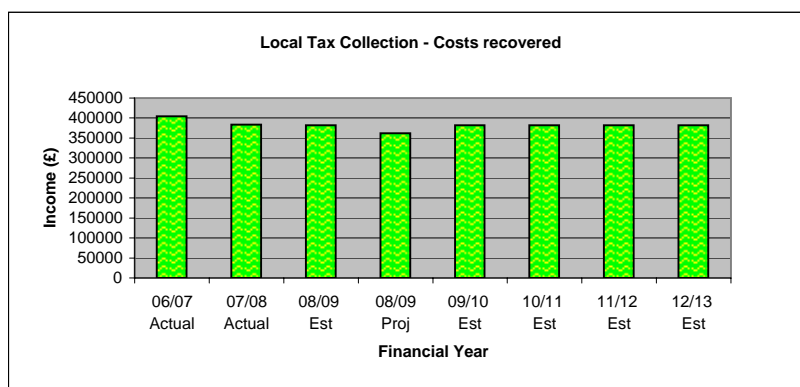
APPENDIX D



	£
2006/07 Actual	1,717,313
2007/08 Actual	2,794,846
2008/09 Estimate	2,519,030
2008/09 Projection	2,605,430
2009/10 Estimate	1,390,690
2010/11 Estimate	1,512,860
2011/12 Estimate	1,741,100
2012/13 Estimate	1,762,460



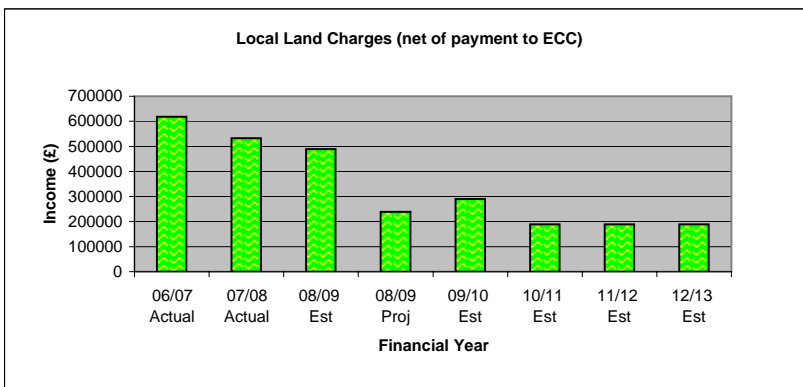
	£
2006/07 Actual	187,622
2007/08 Actual	270,706
2008/09 Estimate	208,730
2008/09 Projection	288,730
2009/10 Estimate	258,730
2010/11 Estimate	258,730
2011/12 Estimate	258,730
2012/13 Estimate	258,730



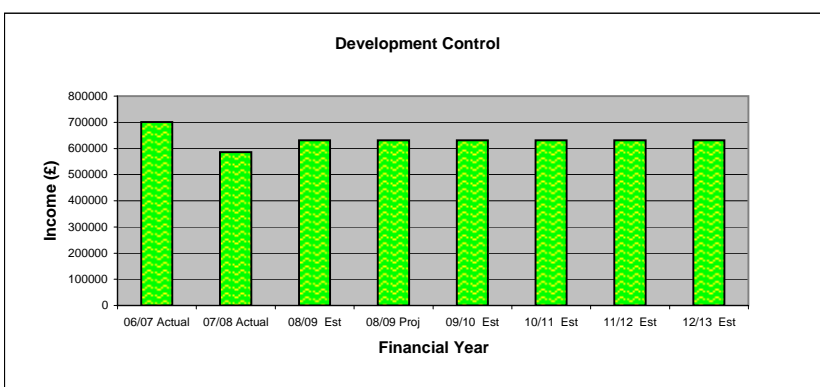
	£
2006/07 Actual	404,625
2007/08 Actual	383,826
2008/09 Estimate	381,550
2008/09 Projection	361,550
2009/10 Estimate	381,550
2010/11 Estimate	381,550
2011/12 Estimate	381,550
2012/13 Estimate	381,550

Charts of Key Sources of Income 2006/07 to 2012/13

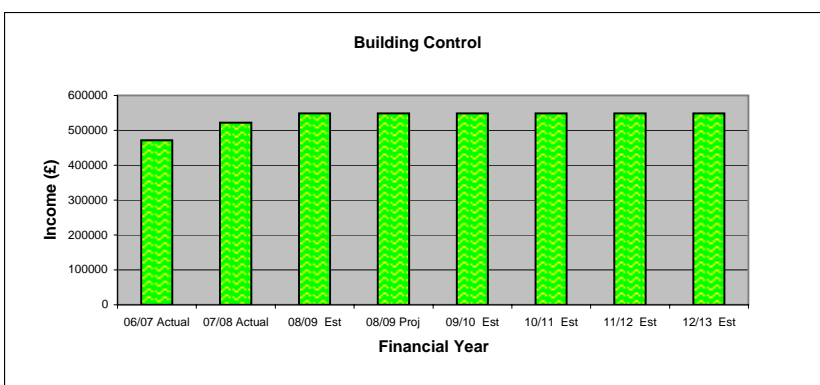
APPENDIX D



	£
2006/07 Actual	617,949
2007/08 Actual	533,081
2008/09 Estimate	489,550
2008/09 Projection	239,260
2009/10 Estimate	289,550
2010/11 Estimate	189,550
2011/12 Estimate	189,550
2012/13 Estimate	189,550



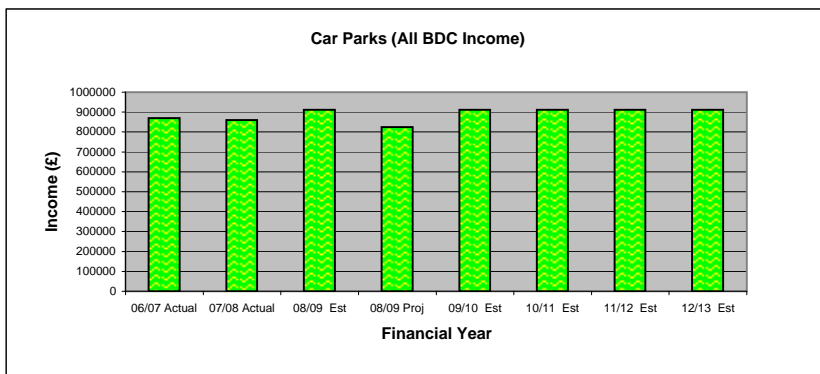
	£
2006/07 Actual	700,704
2007/08 Actual	586,305
2008/09 Estimate	631,660
2008/09 Projection	631,660
2009/10 Estimate	631,660
2010/11 Estimate	631,660
2011/12 Estimate	631,660
2012/13 Estimate	631,660



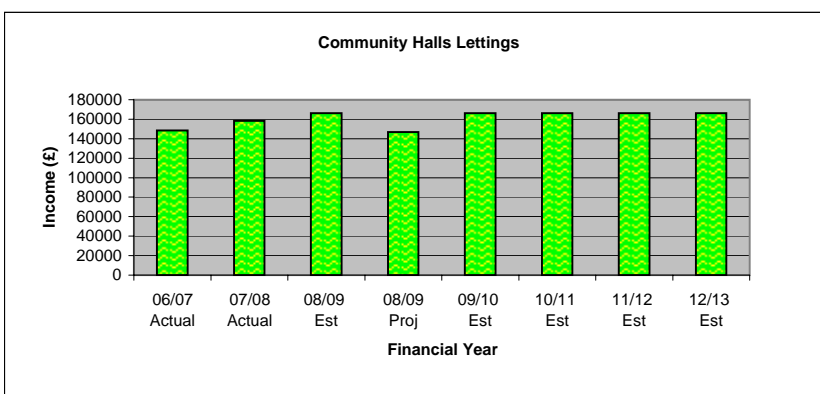
	£
2006/07 Actual	471,902
2007/08 Actual	521,617
2008/09 Estimate	548,310
2008/09 Projection	548,310
2009/10 Estimate	548,310
2010/11 Estimate	548,310
2011/12 Estimate	548,310
2012/13 Estimate	548,310

Charts of Key Sources of Income 2006/07 to 2012/13

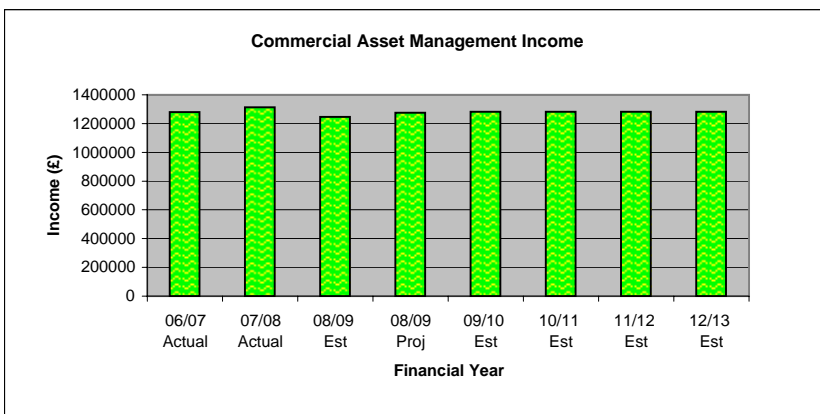
APPENDIX D



	£
2006/07 Actual	869,118
2007/08 Actual	859,697
2008/09 Estimate	911,630
2008/09 Projection	825,000
2009/10 Estimate	911,630
2010/11 Estimate	911,630
2011/12 Estimate	911,630
2012/13 Estimate	911,630



	£
2006/07 Actual	148,332
2007/08 Actual	158,258
2008/09 Estimate	166,290
2008/09 Projection	146,900
2009/10 Estimate	166,290
2010/11 Estimate	166,290
2011/12 Estimate	166,290
2012/13 Estimate	166,290



	£
2006/07 Actual	1,278,776
2007/08 Actual	1,313,790
2008/09 Estimate	1,246,040
2008/09 Projection	1,275,440
2009/10 Estimate	1,281,040
2010/11 Estimate	1,281,040
2011/12 Estimate	1,281,040
2012/13 Estimate	1,281,040

Total Service Expenditure per property in 2008/09

APPENDIX I

	Braintree District Council		Average of all Districts		Average of Essex Districts		Average of nearest Neighbours		Variance from Average	
									All	Essex
Domestic properties	59,111		42,699		46,829		51,338		16,412	12,282
Population	144,800		100,358		111,336		121,987		44,442	33,464
	£	£000	£		£		£		£	£
Waste Collection	72.29	4,273	51.98		55.64		49.93		1,200,340	983,852
Corporate & Democratic Core	58.47	3,456	51.79		54.88		45.30		394,781	212,199
Recreation & Sport	29.54	1,746	29.00		27.80		26.28		32,128	103,097
Street Cleansing	22.83	1,350	23.10		21.47		21.50		-15,958	80,565
Planning Policy, Building & Development Cont	22.29	1,318	34.29		34.25		37.06		-709,029	-706,765
Environmental & Public Health Services	22.22	1,313	28.88		27.04		24.74		-393,878	-284,836
Concessionary Fares	20.33	1,202	27.59		31.27		21.86		-428,973	-646,750
Open Spaces	17.78	1,051	24.02		26.32		18.77		-368,421	-504,719
Other Non HRA Housing	9.92	586	12.71		11.80		11.63		-165,068	-111,354
Community Safety	9.92	586	9.64		9.54		9.54		16,906	22,296
Housing Benefit Administration	9.06	536	18.17		19.06		16.02		-538,021	-591,120
Local Tax Collection costs	8.40	497	14.22		14.47		13.66		-343,747	-358,696
Council Tax Benefits Administration	8.26	488	11.37		13.64		11.67		-184,353	-318,144
Culture & Heritage	5.93	350	13.82		13.52		13.43		-466,380	-448,670
Other central Services to the Public	5.07	300	9.02		11.83		10.65		-233,682	-399,464
Economic & Community Development	4.58	271	11.35		4.19		11.85		-400,163	23,172
Homelessness	4.12	243	8.39		8.69		8.39		-252,648	-270,233
Cemeteries etc	3.36	198	0.80		-0.43		0.38		151,146	223,699
Other Services	2.28	135	1.39		-1.55		0.54		52,707	226,109
Tourism	2.08	123	4.56		2.64		3.51		-146,407	-33,079
Emergency Planning	1.59	94	1.36		2.31		1.08		13,552	-42,344
Flooding & Land Drainage	1.08	64	4.09		2.55		3.33		-177,993	-86,820
Rent Allowances & Rebates	1.00	59	0.68		0.64		0.25		19,084	21,383
Licensing	0.42	25	1.93		2.05		2.05		-89,291	-96,372
Social Care	0.39	23	1.97		3.95		0.15		-93,517	-210,368
Traffic Management & Road safety	0.37	22	0.16		0.07		0.45		11,996	17,499
Street Lighting	0.17	10	0.59		0.10		0.48		-24,592	4,509
Retirement Benefits	0.10	6	5.19		0.40		8.75		-301,201	-18,124
Supporting People	0.00	0	0.54		1.05		0.30		-31,949	-61,901
Transport Planning, Policy & Strategy	0.00	0	0.45		0.55		0.21		-26,393	-32,357
Unused IT facilities & Other Assets	0.00	0	0.35		0.24		0.42		-20,837	-14,068
Structural Maintenance	0.00	0	0.21		0.52		0.05		-12,502	-30,951
Locally funded council tax discounts	0.00	0	0.16		0.00		0.02		-9,724	0
Construction	0.00	0	0.00		0.10		0.00		0	-5,627
Waste Disposal	0.00	0	0.71		0.69		0.05		-41,673	-40,798
Environmental Safety & Routine Maintenance	0.00	0	2.61		7.69		2.24		-154,191	-454,410
Airports & Harbours	0.00	0	0.02		0.00		0.00		-1,389	0
Trading Standards	0.00	0	0.05		0.00		0.22		-2,778	0
Winter Maintenance	0.00	0	0.02		0.00		0.00		-1,389	0
Parking Services	-6.66	-394	-18.49		-18.45		-11.55		699,372	696,446
Total Service Expenditure	337.19	19,932	388.69		390.53		365.20		-3,044,135	-3,153,147

E

erage

Neighbours

7,773

22,813

£

1,321,389

778,704

192,791

78,646

-872,686

-149,345

-90,204

-58,388

-101,218

22,360

-411,017

-310,708

-201,974

-443,221

-329,603

-429,435

-252,529

175,781

103,026

-84,116

30,434

-133,297

44,779

-96,392

14,478

-5,174

-17,995

-511,465

-17,714

-12,652

-24,805

-2,847

-1,286

0

-3,243

-132,617

0

-12,878

0

289,034

-1,655,385

RESPONSIBLE OFFICER	ACTION	REQUIRED OUTCOMES	REASON FOR REVIEW	COSTS TO BE ADDRESSED			SAVINGS IDENTIFIED (ONGOING)			RISKS	UPDATE (As at 11th November 2008)
				2008/09	2009/10	2010/11	2008/09	2009/10	2010/11		
Cherie Root	Review of Customer Access Strategy	Improve efficiency and nature of services. Other service efficiencies of £40K by year end	Efficiency	£0	£0	£0	£0	-£60,730	£0		Customer Services report agreed by Cabinet on 7 th July 2008. Recommendations implemented.
Paul Munson	Development Control - Develop and implement further improvement plan	Improved performance & efficiency against national targets	Efficiency	£0	£0	£0	£0	£0	£0	Economic downturn has impacted on workload with a reduction in the receipt of largescale planning applications.	Work in progress
Chris McCloud	Develop revised fees and charges policy	- Optimising income for the Council. Additional Pest Control income £30k	Efficiency	£0	£0	£0	£0	£0	£0	Annual 3% increase assumed for discretionary fees and charges in current MTFS 2008/09 to 2011/12. Levels of all fees and charges and concessions allowed need to be reviewed during 2009/10 budget setting process. If large increases or withdrawal of substantial concessions recommended then these may be phased over a number of years.	Proposed Charging policy from Fees and Charges Task & Finish group received by Full Council 15 th September. All fees and charges to be reviewed during the 2009/10 budget setting process and in accordance with Charging Policy.
Trevor Wilson	Procure to Pay process. Review the process for ordering, receiving and paying for goods and services	- Improve current working processes. Agree required changes to IT. Achieve £30k savings	Efficiency	£0	£0	£0	£0	-£30,000	£0	Needed to improve BVPI 08 (paying suppliers within 30 days). Savings will accrue from both direct and indirect services - risk that savings will not all be available and cashable.	Review of process complete. Methods of integrating the two systems are being investigated, with an assessment of solutions to this issue which is currently being implemented at Colchester BC and Southend BC. Efficiencies are expected mainly to be in the service departments and are not expected to be available

RESPONSIBLE OFFICER	ACTION	REQUIRED OUTCOMES	REASON FOR REVIEW	COSTS TO BE ADDRESSED			SAVINGS IDENTIFIED (ONGOING)			RISKS	UPDATE (As at 11th November 2008)
				2008/09	2009/10	2010/11	2008/09	2009/10	2010/11		
Paul Partridge	Carry out Waste Management Business Efficiency Policy Review	- Minimise waste generated and maximise income. Rerouting exercise completed September for implementation November. Achieve savings: elimination of side waste, optimise collection £150k. Mixed recycleables - £261k. End weekly bag pick - £75k. Reduce winter service - £68k	Efficiency	£0	£0	£0	£0	£0	-£373,000	Implementation of Full Optimisation option with effect from October 2009.	<p>Wheeled Bin Roll-Out - Alternate weekly collections rolled out to a further 2,700 properties in the District.</p> <p>Co-Mingled Collections - Collection of plastics, cans, papers, tins cardboard etc in one receptacle.</p> <p>Food Waste - Collection of food waste with other Organic Waste. Target time 1st February 2009 (dependent on funding from ECC in 2008-2009).</p> <p>Re-Routing - Target Date 30th June 2009. Major re-routing of all refuse and recycling routes (area based) to optimise productivity, vehicle utilisation and minimise non-productive travelling time etc.</p> <p>Side Waste - The programme of educating residents to eradicate side waste is continuing. On-going through 2008-2009 and beyond. However, no date agreed for ceasing</p>
TOTALS FOR EFFICIENCY PROGRAMME				£0	£0	£0	£0	-£90,730	-£373,000		

RESPONSIBLE OFFICER	ACTION	REQUIRED OUTCOMES	REASON FOR REVIEW	COSTS TO BE ADDRESSED			SAVINGS IDENTIFIED (ONGOING)			RISKS	UPDATE (As at 11th November 2008)
				2008/09	2009/10	2010/11	2008/09	2009/10	2010/11		
Jo Albini	Strategic Housing. Complete post transfer review of retained housing service	Ensure still fit for purpose. No growth on homelessness prevention budget (£50k current year)	Housing Transfer (SLA)	£0	£0	£0	£0	£0	£0		Staffing restructure complete. Choice based lettings being implemented. Outstanding issues regarding Supporting People contractual arrangements between ECC, GCH and PCT – discussions ongoing to seek resolution; and delays with the sale of College and Craig houses.
Andrew Epsom	Review of future office accommodation provision	Plans formulated to secure alternative office accommodation and mitigate loss of GCH SLA at Causeway House (SLA £125,000 with original expiry date 30/06/09)	Housing Transfer (SLA)	£0	£52,080	£72,920	£0	£0	£0	MTFS currently assumes these costs will be recovered from another party occupying Causeway House. Risk - Risk in short-term is failure to attract another organisation. Full costs will therefore revert to BDC on expiry of SLA Risk for the longer-term is agreement of and funding for the town centre redevelopment plans.	Initial feasibility report produced for site to rear of Town Hall. Initial consultation exercise concluded during October 2008. Report to Cabinet scheduled for 1st December 2008. Discussions ongoing with Essex CC regarding the opportunity to rationalise its office accommodation in Braintree and to rent the area at Causeway House to be vacated by GCH.

RESPONSIBLE OFFICER	ACTION	REQUIRED OUTCOMES	REASON FOR REVIEW	COSTS TO BE ADDRESSED			SAVINGS IDENTIFIED (ONGOING)			RISKS	UPDATE (As at 11th November 2008)
				2008/09	2009/10	2010/11	2008/09	2009/10	2010/11		
Paul Partridge	Relocation of Depot facilities and disposal of Millennium Tower	Fit for purpose asset strategy. Cost neutral and mitigation of lost rent via GCH SLA for Millenium Tower. SLA £206,440 with original expiry date 30/06/09	Housing Transfer (SLA)	£0	£86,020	£120,420	£0	£0	£0	MTFS currently assumes these costs will be addressed. Full costs of facility will revert to BDC on expiry date of SLA. Need to assess and decide on future depot requirements to minimise impact. Impact would include cost of alternative site/facility and disposal of Millenium Tower (value and timescale).	Service requirements currently being determined. GCH requesting an extension to the SLA to 31/10/09. Strategy report for Cabinet will be rescheduled.
Paul Partridge	Relocation of Depot facilities	Fit for purpose asset strategy. Cost neutral and mitigation of lost rent via GCH SLA for Cordons Farm. SLA original expiry date 31/12/08.	Housing Transfer (SLA)	£0	£33,670	£101,000	£0	£0	£0	Cost of facility to BDC on expiry of SLA will increase by £134,670. Need to assess and decide on future requirements of this transfer station to minimise impact	Service requirements currently being determined. GCH have requested extension of SLA to 31/12/09. Strategy report for Cabinet will be rescheduled to 2nd February 2009.
Trevor Wilson	Review and determine the Council's future cash collection service	Plan for effective closure of cash office - Mitigate loss of GCH SLA (£91,850) original termination date of 30/06/09 - Procure additional cash collection via bank contract relet - changing transactions ratios	Housing Transfer (SLA)	£0	£45,930	£45,920	£0	£0	£0	Need to ensure consideration of optimum time for making changes.	SLA with GCH for cashiers service now to expire 30/09/09. Banking arrangements are currently under review, however, the option of a cashing service by means of the banks is not feasible, as they are either not interested in dealing with people that are not the bank's own customer or would levy a transaction charge (£10+) on the person wanting to make a payment. A report on the future of the cashing service is include as a separate item on this

RESPONSIBLE OFFICER	ACTION	REQUIRED OUTCOMES	REASON FOR REVIEW	COSTS TO BE ADDRESSED			SAVINGS IDENTIFIED (ONGOING)			RISKS	UPDATE (As at 11th November 2008)
				2008/09	2009/10	2010/11	2008/09	2009/10	2010/11		
Cherie Root	Review Customer Services	Improve efficiency and nature of services. SLA (£355,450) with GCH for Customer Services Centre. SLA original expiry date 30/06/09.	Housing Transfer (SLA)	£0	£266,590	£88,860	£0	£0	£0	BDC provided for deferred TUPE rights (estimated value £109,250) in transfer agreement should GCH make alternative arrangements for Customer call handling. This would address about one third of the cost that would return to the Council. MTFS currently assumes the deferred TUPE right will be exercised.	SLA termination date may be extended to 31/10/09 to fit in with office accommodation SLA.
Cherie Root	Review Area Offices	Improve efficiency and nature of services. Achieve savings of 50% of current SLA value to GCH for Area Offices.	Housing Transfer (SLA)	£0	£0	£0	£0	£0	£0	The Council currently pays GCH a total of £82,720 for services provided at Witham and Halstead local offices.	GCH is currently in negotiations to acquire new office accommodation in Witham. The Council is in discussion with Essex CC regarding the future use of the Witham library and the provision of local services.
Cherie Root	Review external posting and mail distribution service	Improve efficiency and nature of services. Address current charges to GCH for post costs and mail distribution service (£9,000). Arrangements to expire 30/06/09.	Housing Transfer (SLA)	£0	£6,750	£2,250	-£7,130	£0	£0	Postage costs are recharged in full to GCH. Therefore the only additional cost to the Council is the SLA for distribution service.	SLA may be extended to the same as office accommodation SLA. Savings identified and made in the current year to address the loss of the majority of the SLA income.
Cherie Root	Review ICT infrastructure costs.	Improve efficiency and nature of services. Address ICT infrastructure costs and GIS system costs charged to GCH under SLA. SLA (£231,300) original expiry 30/06/09	Housing Transfer (SLA)	£0	£115,650	£115,650	£0	£0	£0	Significant risk of being unable to recoup any of these costs from any other organisation that may occupy part of Causeway House following departure of GCH.	SLA expiry date now 30/09/09. To investigate recharging ICT infrastructure costs to new tenant following the departure of GCH. Will form part of the discussions with Essex CC regarding it renting accommodation at Causeway House.

RESPONSIBLE OFFICER	ACTION	REQUIRED OUTCOMES	REASON FOR REVIEW	COSTS TO BE ADDRESSED			SAVINGS IDENTIFIED (ONGOING)			RISKS	UPDATE (As at 11th November 2008)
				2008/09	2009/10	2010/11	2008/09	2009/10	2010/11		
Cherie Root	Review Out of Hours service.	Improve efficiency and nature of services. Address out of hours service charged to GCH under SLA. SLA (£58,940) original expiry 30/06/09.	Housing Transfer (SLA)	£0	£44,210	£14,730	£0	£0	£0	Risk of any future occupant not wanting service and therefore cost reverts to the Council in full. SLA expiry date may be extended to the same as office accommodation.	
Jo Albini	Introduction of Choice Based lettings	Ensure costs of providing Choice Based Lettings service are substantially met from RSL's. GCH have agreed an SLA (£50,000) for 3 years, expiry date 31/12/10	Housing Transfer (SLA)	£0	£0	£12,500	£0	£0	£0	Choice based lettings to be partly funded by RSL's in district. Risk that sum currently agreed with GCH is reduced.	Choice based lettings being implemented.
Paul Partridge	Streetscene. Review service to ensure it is competitive	- Maintain SLAs with GCH. Improved service efficiency, changes to be cost neutral, staffing impact to be linked to accommodation needs. SLA (£25,800) original expiry 31/03/09	Housing Transfer (SLA)	£0	£6,450	£19,350	£0	£0	£0		SLA extended to 31/12/09. Additional capacity received to assist with this and other service reviews in the Operations Department. Commenced Monday 13th October through to 31st March 2009.
Paul Partridge	Grounds Maintenance - Review service to ensure it is competitive	- Maintain SLAs with GCH. Improved service efficiency, changes to be cost neutral, staffing impact to be linked to accommodation needs. SLA (£435,000) original expiry 31/03/09	Housing Transfer (SLA)	£0	£108,750	£326,250	£0	£0	£0	MTFS currently assumes that the SLA will be successfully retained at tender.	SLA extended to 31/12/09. Additional capacity received to assist with this and other service reviews in the Operations Department. Commenced Monday 13th October through to 31st March 2009.

RESPONSIBLE OFFICER	ACTION	REQUIRED OUTCOMES	REASON FOR REVIEW	COSTS TO BE ADDRESSED			SAVINGS IDENTIFIED (ONGOING)			RISKS	UPDATE (As at 11th November 2008)
				2008/09	2009/10	2010/11	2008/09	2009/10	2010/11		
Trevor Wilson	Review options for the future provision of payroll services	- Sustainable payroll service. Savings of £40k identified. SLA with GCH expires 31/03/09.	Housing Transfer (SLA)	£0	£39,690	£0	-£31,400	-£8,600	£0	Payroll Manager post not refilled following resignation in February 2008. Further savings to address full value of SLA be achieved through review of current payroll system.	Savings already identified to address the loss of the SLA with GCH wef 31/03/09. HR Manager and Head of Finance are currently investigating options for the replacement of the personnel and payroll systems with an integrated system. Alternative methods of delivering the payroll service are also under consideration. Target is to have new system and payroll arrangements wef June 2009.
Paul Partridge	Review service provided.	Leased car management service, SLA (£2,950) original expiry 31/03/09.	Housing Transfer (SLA)	£0	£0	£2,950	£0	£0	£0	Following transfer of responsibility of service to Fleet Management from Payroll, need to assess whether the service costs more to administer than is being received under SLA.	
Trevor Wilson	Procurement - Review current arrangements to establish future strategic direction	Essex Procurement Hub - 5-year business plan. SLA with GCH. SLA expires 31/03/10	Housing Transfer (SLA)	£0	£0	£70,000	£0	£0	£0	BDC provided for deferred TUPE right, for one post, in transfer agreement should GCH make alternative arrangements for Procurement services. MTFS currently assumes the deferred TUPE right will be exercised.	Currently seeking to fill three vacancies, as agreed with hub members. Business plan will be informed by this outcome and will therefore be delayed beyond target date for reporting. Interim Procurement specialist currently employed to provide necessary capacity to meet requirements of the Hub members.
TOTALS FOR SLA REVIEWS				£0	£805,790	£992,800	-£38,530	-£8,600	£0		

RESPONSIBLE OFFICER	ACTION	REQUIRED OUTCOMES	REASON FOR REVIEW	COSTS TO BE ADDRESSED			SAVINGS IDENTIFIED (ONGOING)			RISKS	UPDATE (As at 11th November 2008)
				2008/09	2009/10	2010/11	2008/09	2009/10	2010/11		
Paul Partridge	Review Car Parking Services	- Cost neutral for implementation of changed method of delivery and increased income £50k	Working Together	£0	£0	£0	£0	-£20,000	£0	Proposed commencement of new arrangement from 1/04/09. Anticipated savings are expected to be offset by start-up costs in 2009/10. 33% of savings due to BDC will be effective from 2010/11.	Final report on proposals to be considered by Braintree's and Colchester's Cabinet on 1st December 2008.
Trevor Wilson	Review the Revenues and Benefits service with a view to reducing costs and improving efficiency	- Achieve improved service across a range of areas. Deliver cashable improvements £50k.	Working Together	£0	£0	£0	£0	-£50,000	£0		Efficiencies to processes and systems have been and are programmed to be implemented. Not all of the efficiencies will realise cashable savings, however, budgets in Revenues and Housing Benefits for 2009/10 will be reduced by £50,000.
Lee Crabb	Building Control service. Consideration of joint service delivery options	Solutions to ensure service is sustainable in the long term	Working Together	£0	£0	£0	-£5,000	-£10,000	£0		Joint working with Colchester has identified an initial area of savings (reducing the volume of applications put to consultants) but further work will hopefully identify more opportunities for efficiencies.
TOTALS FOR WORKING TOGETHER REVIEWS				£0	£0	£0	-£5,000	-£80,000	£0		

PROGRAMME OF DELIVERY - ALL REVIEWS - 2008/09

APPENDIX F

REASON FOR REVIEW	COSTS TO BE ADDRESSED			EFFICIENCIES IDENTIFIED		
	2008/09 £	2009/10 £	2010/11 £	2008/09 £	2009/10 £	2010/11 £
Efficiency	-	-	-	-	90,730	373,000
Housing Transfer (Service Level Agreements)	-	805,790	992,800	38,530	8,600	-
Service Reviews	-	-	-	-	-	-
Working Together	-	-	-	5,000	80,000	-
	-	805,790	992,800	(43,530)	(179,330)	(373,000)

General Fund Revenue Profile 2008/09 to 2012/13 - Proposed Council Tax Policy

APPENDIX H

	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>
Base Budget (inclusive of Efficiency Factor)	17,862,860	17,862,860	18,557,411	19,126,610	19,728,994
<u>Pay, Pension Fund, Other Inflation and Recharges:</u>					
Pay award and incremental progression		655,850	565,750	501,020	479,190
Change in Efficiency Factor		(10,570)	(7,340)	(6,490)	(6,210)
Pension fund deficit (inflationary adjustment and future contingency)		68,000	72,000	100,000	100,000
Energy cost inflation		154,090	(51,360)		
Fuel price inflation		73,420			
Other expenditure inflation		264,160	178,000	182,450	187,010
Fees and charges (3% increase on discretionary)		(61,210)	(63,030)	(64,900)	(64,900)
Total Inflation and Recharges		1,143,740	694,020	712,080	695,090
<u>Housing Transfer - Service Level Agreements</u>					
End of initial term for Service Level Agreements:					
Grounds Maintenance and Street Scene (extended to 31/12/09)		115,200	345,600		
Accommodation - Causeway House and Millenium Tower (extended to 31/10/09)		138,100	193,340		
ICT and Cashiers (extended to 30/09/09)		161,580	161,570		
Customer Services Centre and Out of Hours Service (expires 30/06/09)		317,550	105,840		
Cordons Farm (extended to 31/12/09)		33,670	101,000		
Payroll (expires 31/03/09), Leased Car admin. and Procurement (expires (31/03/10)		39,690	72,950		
Choice based lettings (expires 31/12/10)			12,500	37,500	
Offset by:					
SLA's to be retained - Grounds Maintenance - after 31/12/09		(108,750)	(326,250)		
Alternative arrangements (post GCH) - Causeway House and Millenium Tower		(138,100)	(193,340)		
Deferred TUPE Rights - CSC and Procurement		(81,940)	(79,230)		
Savings to offset loss of SLA (See attached schedule for detail)		(112,860)	(5,000)		
Total of Service Level Agreements not Addressed		364,140	388,980	37,500	0
<u>New Demands:</u>					
Loss of Income - Local Land Charges		200,000	100,000		
Net Treasury Management (Re-investment rate: 3%, 3.5%, 4%, 4%)		713,770	(95,340)	(173,620)	(26,430)
Allowance for Growth		100,000	100,000	100,000	100,000
Total New Demands		1,013,770	104,660	73,620	73,570
Total Additional Costs		2,521,650	1,187,660	675,960	768,660

General Fund Revenue Profile 2008/09 to 2012/13 - Proposed Council Tax Policy

APPENDIX H

	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>
Reductions:					
<u>Savings/ Reduced expenditure</u>					
Net savings following programme of SAFED driver training		(28,000)			
Net reduction on leisure budget after allowing for higher energy costs		(23,000)			
Business Efficiency Reviews (See attached schedule for detail)		(146,500)	(226,500)		
Partnership Working (See attached schedule for detail)		(60,000)	0		
Other Proposed Savings (See attached schedule for detail)		(131,080)	(22,000)	(20,280)	(2,000)
Interest on HRA balances trf to General Fund					(522,980)
Rental income on commercial property		(10,000)	(10,000)	(10,000)	
Recharges to Housing Revenue Account (Pensions deficit, treasury cost and apportioned exps.)		(303,640)			303,640
Total Reductions Planned		(702,220)	(258,500)	(30,280)	(221,340)
Net Additional Costs to be found from Additional Government Grant, Council Tax and savings/income		1,819,430	929,160	645,680	547,320
Additional savings target (after allowing for Government Grant and Council Tax increases)		(1,124,879)	(359,961)	(43,296)	(169,837)
Revised Base Budget	17,862,860	18,557,411	19,126,610	19,728,994	20,106,477
Contribution from Treasury Management Reserve					
Contribution from Balances (as per increase in HRA balance)		(154,540)	(161,800)	(201,640)	
Budget Requirement	17,862,860	18,402,871	18,964,810	19,527,354	20,106,477
Government Grant	(9,662,030)	(9,941,212)	(10,231,363)	(10,487,150)	(10,749,329)
Collection Fund Balance	(51,010)	(25,000)	-	-	-
BDC Requirement from Council Taxpayers	8,149,820	8,436,659	8,733,447	9,040,204	9,357,148
Tax base	52,585	53,111	53,642	54,178	54,720
Council Tax (Band D)	£ 154.98	£ 158.85	£ 162.81	£ 166.86	£ 171.00
Council Tax per week	£ 2.98	£ 3.05	£ 3.13	£ 3.21	£ 3.29
Percentage Increase	4.3%	2.5%	2.5%	2.5%	2.5%
Increase per week	£ 0.12	£ 0.07	£ 0.08	£ 0.08	£ 0.08
Efficiency Factor to be found during year	-£335,310	-£345,880	-£353,220	-£359,710	-£365,920
	As at 31/03/08				
General Fund Balance	£2.939M				
Housing Revenue Account Balance	£4.859M				

Capital Programme - Summary 2008/09 to 2012/13

APPENDIX I

	2008/09	2009/10	2010/11	2011/12	2012/13
	£	£	£	£	£
Resources					
Major Repairs Allowance	21,900	15,460	15,460	15,460	0
Balances/ Revenue Contributions:					
General Fund	157,910				
Borrowing	0				
Specified Grant	270,000	270,000	270,000	270,000	270,000
Other Government Capital Grants	193,200				
Capital Receipts:					
Preserved Right to Buys	604,530	400,000	400,000	400,000	400,000
Additional Housing Land Sales			600,000		
Spring Lodge	1,800,000				
Riverside £3.25m subject to planning)		2,275,000	975,000		
Vicarage Meadow properties recoup past capital exp.			772,350		
Vat Shelter (£27m shared with GCH over 10yrs)	1,235,000	1,665,000	1,665,000	1,665,000	1,665,000
LSVT receipt applied/ recouped	1,448,322	-1,217,700	-2,135,253	522,460	-522,460
Reserves:					
Capital Financing	334,578				
S106s					
Housing					
Other	133,660				
Contributions:					
Other Contributions					
Community Fund (£11m held by GCH)	?	?	?	?	?
Growth Area Funding					
	6,199,100	3,407,760	2,562,557	2,872,920	1,812,540
Memorandum Note: LSVT receipt					
Balance @ end of year	16,108,269	17,325,969	19,461,222	18,938,762	19,461,222
LSVT receipt applied to date	3,352,953	2,135,253	0	522,460	0
Capital Programme					
Schemes with Funding Approved:					
Housing Investment Programme					
Housing grants	586,920	286,920	286,920	286,920	286,920
Add Slippage - Housing grants	193,560				
Schemes to improve non-decent properties in private sector					
	193,200				
Housing Grants sub-total	973,680	286,920	286,920	286,920	286,920
LASHG	1,000,000				
Slippage - LASHG	-142,000	762,540	900,000		
LASHG sub-total	858,000	762,540	900,000	0	0
Add Slippage - Choice Based lettings	56,000				
General Fund:	1,524,000				
Add/Less slippage	1,040,670	987,300			
Local Committees					
Community Halls	410,000			1,215,000	
Other projects - PC replacement programme and Rural Development Fund	101,000	101,000	101,000	101,000	101,000
Virements approved by Finance Director from 07/08 underspend of £166k	75,000				
Virements - Cabinet 2nd June 2008	248,410				
3 Towns One Vision	500,000	500,000	500,000	500,000	500,000
Tree Management system	18,500				
Leadership Group virements - approved ML	-70,000				
Other virements (RCCO/ S106)	46,840				
Spring Lodge capital receipt deductions	125,000				
Capital Salaries	292,000	270,000	270,000	270,000	270,000
	6,199,100	2,907,760	2,057,920	2,372,920	1,157,920
Balance of Resources	0	500,000	504,637	500,000	654,620
Suggest provision allocated for works resulting from condition surveys of Council's Assets.		500,000	500,000	500,000	500,000
Balance of Resources Available	0	0	4,637	0	154,620

HRA Estimated Account (Note @ 2008/-9 Price Base for costs/ subsidy calc.)

	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>
Expenditure				
Supervision & management - General	27700	19560	19560	19560
Supervision & management - General (Appx expenses)	45000	45000	45000	45000
Supervision & management - Special	57280	0	0	0
Supervision & management - Repairs	17954	23350	23350	23350
Other - mainly energy costs etc	14185	0	0	0
Council Tax	11999	0	0	0
Mortgage administration	3478	3480	3480	3480
Contribution to Pension Fund	217970	221350	224930	229900
Depreciation/ MRA	21906	15460	15460	15460
Debt Management Expenses	37290	37290	37290	37290
Amortised premia	1229234	1187190	1140550	918300
	1683996	1552680	1509620	1292340
Income				
Dwelling rents	-75570	-53340	-53340	-53340
Service charges	-29140	0	0	0
HRA Subsidy	-1213653	-1186550	-1139910	-917660
Interest on investments	-658260	-467330	-478170	-522980
Mortgage interest	0			
	-1976623	-1707220	-1671420	-1493980
Net Surplus	-292627	-154540	-161800	-201640