



Strategic Planning & Environment

Overview & Scrutiny

Agenda

TUESDAY 5 DECEMBER 2017 AT 7.30 PM

Conference Room 2 - The Forum

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Membership

Councillor G Adshead
Councillor Anderson (Chairman)
Councillor Barrett
Councillor Birnie
Councillor Fisher
Councillor S Hearn
Councillor Hicks

Councillor Howard (Vice-Chairman)
Councillor Matthews
Councillor Ransley
Councillor Riddick
Councillor Timmis
Councillor C Wyatt-Lowe

Substitute Members:

Councillors Bateman, England, Link, McLean, Ritchie, R Sutton and Tindall

For further information, please contact Katie Mogan or Member Support

AGENDA

1. MINUTES

To agree the minutes of the previous meeting.

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

3. DECLARATIONS OF INTEREST

To receive any declarations of interest.

4. PUBLIC PARTICIPATION

5. **CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO CALL-IN**
6. **JOINT BUDGET PREPARATIONS 2018/19** (Pages 3 - 53)
7. **WORK PROGRAMME** (Pages 54 - 55)



Report for:	Joint Overview & Scrutiny Committee
Date of meeting:	5 December 2017
PART:	1
If Part II, reason:	

Title of report:	BUDGET PREPARATION 2018/19
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources James Deane, Corporate Director (Finance & Operations)
Purpose of report:	To provide Members with an overview of the draft budget and provide the opportunity to scrutinise and provide feedback to Cabinet.
Recommendations	That Scrutiny Committees review and scrutinise the draft budget proposals for 2018/19 and provide feedback, to be considered by Cabinet, for each Committee's specific area of responsibility.
Corporate Objectives:	Setting a balanced budget to support the Council's corporate objectives.
Implications:	The financial and value for money implications are set out in the body of the report.
Risk Implications	The Council is required to set a balanced budget and scrutiny of the overall budget proposals will assist in the challenge process required.
Equalities Implications	Equality Impact Assessments are carried out in service areas when preparing individual budgets.
Health And Safety Implications	None.
Consultees:	Budget Review Group; Portfolio Holders; Corporate Management Team; Group Managers.
Background	Medium Term Financial Strategy 2017/18 – 2021/22

Papers:	
Key Terms, Definitions & Acronyms	GF – General Fund HRA – Housing Revenue Account MTFS – Medium Term Financial Strategy OSC – Overview and Scrutiny Committee RSG – Revenue Support Grant

Introduction

1. The purpose of this report is to present for scrutiny and review the draft budget proposals for 2018/19.
2. Budget detail for every area of the Council has been made available to all Members. A glossary of what is grouped under headings is set out in section 21.
3. With the exception of the Finance & Resources committee, which scrutinises all budgets, individual Overview and Scrutiny Committees should focus only on those appendices and that portion of the Capital Programme that relate directly to their remit.
4. A senior Finance Officer will be present in each of the committees to support the Chair.
5. The following appendices are attached:

Corporate view

- Appendix A – General Fund Budget Summary 2018/19
- Appendix Bi – Budget Change Analysis 2017/18 – 2018/19
- Appendix Bii – Summary by Committee

Finance & Resources

- Appendix Ci – Finance & Resources Budgets Summary 2018/19
- Appendix Cii – Finance & Resources Budgets Detail 2018/19

Housing & Community

- Appendix Di – Housing and Community Budgets Summary 2018/19
- Appendix Dii – Housing and Community GF Budgets Detail 2018/19

Strategic Planning & Environment

- Appendix Ei – Strategic Planning & Environment Budgets Summary 2018/19
- Appendix Eii – Strategic Planning & Environment Budgets Detail 2018/19

Housing Revenue Account

- Appendix F – Housing Revenue Account Budget 2018/19
- Appendix G – Housing Revenue Account Movements 2017/18 – 2018/19

Capital Programme

- Appendix H – Capital Programme: Summary of new and amended projects
- Appendix I – Capital Programme 2017/18 - 2022/23, by OSC

Reserves

- Appendix J – Statement of Earmarked Reserves

Medium Term Financial Strategy (MTFS)

6. The current MTFS was approved by Council in July 2017 and contained the following key decisions which have informed the budget-setting process for 2018/19:
 - A General Fund savings target of £1.59m for 2018/19
 - A General Fund savings target of £3.7m over the duration of the MTFS period
 - A General Fund balance of between 5% and 15% of Net Service Expenditure
 - A minimum HRA working balance of 5% of turnover
7. Council has delegated authority to the S151 Officer to revise the MTFS if material changes to forecasts are required as a result of future government announcements.
8. Prior to seeking Member approval for the budget in February 2018, further consultation and communication will be undertaken, including the following:
 - Briefings to Town and Parish Clerks and Parish Councillors
 - Use of the Council's web site
 - Social Network Media
 - Citizen Forum events

Key Assumptions included in draft General Fund Budget

9. The following assumptions are incorporated within the draft budget:
 - £5 increase in Council Tax (as per MTFS)
 - 1+1% pay settlement
 - Vacancy factor of 5% for non-front-line services
 - Revenue Support Grant reduction of 100% (£105k)
 - New Homes Bonus reduced by 33% (£1m)
 - Inflation freeze on Supplies and Services and Transport (£194k)
10. The draft budget for 2018/19 assumes that the level of government funding will remain as modelled within the MTFS approved by Council in September 2017. This reflects the four year deal accepted by the Council as part of the Local Government Settlement in November 2015. Any changes to the 2018/19 funding levels that may be announced within the Local Government Finance Settlement in December 2017 will be incorporated within the second draft budget brought for Members' scrutiny in February 2018.

Key General Fund budget savings since last year

11. Detailed budget changes between 2017/18 and 2018/19 are shown in Appendix B. Key items include:
 - £405k total staff efficiency savings
 - £47k efficiency savings on transport
 - £316k efficiency reductions in expenditure on Supplies & Services
 - £140k reduction in contract costs
 - £734k increase in income generated
 - £127k increase in recharge to the HRA

Key General Fund budget growth since last year

12. Detailed ongoing growth areas (i.e. not one-off items of expenditure to be funded from reserves) are shown in Appendix B. Key items include:
 - £214k staffing
 - £50k of premises increases
 - £140k of increases to supplies and services
13. In order to assist Members in their scrutiny, the draft budget is set out at a detailed Service level in appendices C - E.

Housing Revenue Account

14. The draft HRA Budget for 2018/19 is attached at Appendix F, with explanations of major movements between the Original Budget 2017/18 and Draft Budget 2018/19 shown in Appendix G.
15. Key assumptions incorporated into the draft budget are:
 - Rent reduction of 1% on all properties, in line with Government legislation
 - Increase in bad debt provision (£400k) to reflect the impact of the roll out of Universal Credit
 - Increase in the costs of funding the pensions deficit (£391k)
 - 1+1% pay settlement
 - Reduction in utilities contribution (£210k)
 - Increase in depreciation (£360k)

Capital Programme

16. The draft Capital Programme is set out at Appendix I.
17. There have been a number of bids for new capital projects from across the Council's services. The financial implications of the new bids are summarised in Appendix H.

Reserves

18. The proposed movements in General Fund reserves are set out in Appendix J.
19. The following reserve movements are proposed for inclusion within the 2018/19 budget:
 - Release of £152k from the Management of Change Reserve to cover Flat Recycling Project (£81k), Dacorum Get Set Go (£25k), Web Developer costs (£46k)
 - Contribution to the Management of Change Reserve (£212k) for future funding requirements

- Release of £70k from the Dacorum Development Reserve in order to fund the likely costs associated with hosting the Armed Forces Day (£20k) and improvements to Leys Road Hostel (£50k)
- Contribution of £350k to the Vehicle Replacement Reserve for the ongoing programme of updating refuse collection vehicles.
- Contribution of £200k to the Pensions Reserve for the triennial payment due in 2020/21
- Contribution to the Technology Reserve (£200k) to support upgrades to key operating systems Agresso/Flare
- Contribution to the Savings Efficiencies Reserve (£604k) to smooth the impact of the MTFS savings requirements

Next Steps

20. Members of the individual OSCs are asked to review and scrutinise the draft budget proposal for 2018/19, and to provide feedback for Cabinet to consider ahead of the next Joint OSC, in February 2018.

Explanation of expenditure categories used in appendices

21. Budget Categories Glossary

Employees

This group includes the cost of employee expenses, both direct and indirect, for example:

- Salaries
- Employer's National Insurance and pension contributions
- Agency staff
- Employee allowances (not including travel and subsistence)
- Training
- Advertising
- Severance payments

Premises

This group includes expenses directly related to the running of premises and land:

- Repairs, alterations and maintenance
- Energy costs
- Rent
- Business Rates
- Water
- Fixture and fittings
- Premises insurance
- Cleaning and domestic supplies
- Grounds maintenance

Transport

This group includes all costs associated with the hire or use of transport, including travel allowances:

- Repair and maintenance of vehicles
- Vehicle licensing
- Fuel
- Vehicle hire
- Vehicle insurance
- Employee mileage

Third Party Payments

Third party payments are contracts with external providers for the provision of a specific service. Examples for the Council include the Call Centre, Payroll Services, and Parking Enforcement.

Supplies & Services

This group includes all direct supplies and service expenses to the authority:

- Equipment, furniture and materials
- Catering/Vending
- Clothing and uniforms
- Printing, stationery and general office expenses
- External services (consultancy, professional advisors)
- Communications and computing (eg software maintenance, telephones and postage)
- Members allowances
- Conferences and seminars
- Grants and subscriptions

Capital Charges

These statutory accounting adjustments reflect a notional charge to the service for the use of a Councils asset. An example is Cupid Depot, for which a charge is made to Waste Services, for as long as the service uses the asset. These charges are reversed out centrally and do not impact on Council Tax.

Transfer Payments

This includes the cost of payments to individuals for which no goods or services are received. For the Council this only relates to Housing Benefit payments.

Income

This group includes all income received by the service from external users or by way of charges:

- Rental income
- Sales of goods or services (eg the sale of recyclables and waste sacks)
- Fees and charges (eg Planning, Parking and Burials)

Grants and Contributions

This group includes all income received by the service from external bodies:

- Specific Government grants
- Income for jointly run projects/services
- Reimbursement of costs (eg recovery of legal costs)
- Other contributions (eg recycling credits from Herts County Council)

Recharges

This statutory accounting adjustment charges out the back office functions (such as Finance and Legal) to the front line services. These adjustments are based on timesheet information provided by Group Managers and are subject to changes each year. The recharges overall will come back to zero, with the only impact on Council Tax being the overall charge to the Housing Revenue Account, as shown in Appendix A.

DRAFT GENERAL FUND BUDGET SUMMARY 2018/19

	Original 2017/18	Growth / (Savings)	Estimate 2018/19 1st OSC 5.12.17
	£000	£000	£000
Service Expenditure & Income			
Employees	21,811	1,054	22,865
Premises	4,361	113	4,474
Transport	1,519	(85)	1,434
Supplies & Services	7,266	(647)	6,619
Third-Parties	1,196	(587)	609
Transfer Payments	47,149	50	47,199
Capital Charges & Bad Debts	4,509	(18)	4,491
Income	(15,242)	(1,024)	(16,266)
Grants and Contributions	(50,971)	(234)	(51,205)
Recharge to HRA	(3,946)	(127)	(4,073)
Net Cost Of Services	17,653	(1,506)	16,147
Less:			
Interest Receipts	(236)	78	(158)
Interest Payments & MRP	956	14	970
Reversal of Capital Charges	(4,344)	(0)	(4,344)
Revenue Contributions to Capital	3,124	(1,013)	2,111
Net movement to/(from) Earmarked Reserves	(626)	1,982	1,356
Budget Requirement General Fund	16,527	(445)	16,082
Parish Precepts	739	25	764
Budget Requirement Including Parishes	17,266	(420)	16,846
Funded by:			
Revenue Support Grant/Tariff	(105)	105	0
Transition Grant	(126)	126	0
Business Rates Retained	(2,616)	(297)	(2,913)
New Homes Bonus/Government Grants	(3,099)	1,013	(2,086)
Other Government Grants	0	0	0
Council Tax (Surplus)/Deficit	(82)	82	0
Business Rates (Surplus)/Deficit	209	(209)	0
Net Expenditure before Council Tax	11,447	400	11,847
Demand on the Collection Fund	(11,448)	(381)	(11,829)
Net Change in General Fund Balance	(1)	19	18
General Fund Balance B/Fwd	(2,502)		(2,502)
In year use	(1)		18
General Fund Balance C/Fwd	(2,503)		(2,484)

GENERAL FUND BUDGET CHANGE ANALYSIS 2018/19		
EMPLOYEE EXPENDITURE		
2017/18 Employee Budget		21,811
<u>Inflation</u>		
General pay inflation 1%		170
Increase in pay award to 2% per annum		174
Increments & Staff Turnover		143
Sub total - Inflation		487
<u>Growth items</u>		
Waste Services flats recycling	Craig Thorpe	70
Health and Safety Technical Officer	Regulatory Services GM	38
Garage Management	Layna Warden	40
Other growth items under £10k		65
Sub total - Growth items		213
<u>Removal of 2017/18 one-off items (reserve / grant funded)</u>		
County Council Elections - grant funded	Jim Doyle	(100)
Get Set Go Dacorum Officer - final year of project	Matthew Rawdon	(14)
Apprentice Project	Matthew Rawdon	(20)
Corporate Graduate - fixed term post to September 2018	Matthew Rawdon	(17)
Ambassadors Programme	Chris Taylor	(40)
Sub total - Removal of 2017/18 one-off items		(191)
<u>2018/19 one-off items (reserve / grant funded)</u>		
Water Gardens environmental maintenance	Chris Taylor	43
Website Developer 2 year fixed term post	Ben Trueman	45
Sub total - 2018/19 one-off items		88
<u>Efficiency savings</u>		
Mayoral Support review	Mark Brookes	(12)
Member Support review	Mark Brookes	(28)
Central Admin Team review	Matthew Rawdon	(37)
Strategic Planning & Regeneration Team review	Chris Taylor	(33)
Clean, Safe & Green review	Craig Thorpe	(50)
Parking service review	Ben Hosier	(40)
Resident Services restructure	David Austin	(175)
Regulatory Services restructure	Regulatory Services GM	(30)
Sub total - Efficiency savings		(405)
<u>Other</u>		
Customer Services Unit insourcing		501
Homelessness employees costs fully funded from grant		246
ICT restructure - increased recharge to HRA		60
Transfers from other subjective groupings and ongoing virements		55
Sub total - Other		862
Total change year on year		1,054
2018/19 Employee Budget		22,865

GENERAL FUND BUDGET CHANGE ANALYSIS 2018/19 PREMISES EXPENDITURE		
2017/18 Premises Budget		4,361
<u>Inflation</u>		
General inflation		108
Sub total - Inflation		108
<u>Growth items</u>		
Garage maintenance	Fiona Williamson	50
Sub total - Growth items		50
<u>Removal of 2017/18 one-off items (reserve / grant funded)</u>		
Tring Town Council budget	Chris Taylor	(70)
County Council elections - grant funded	Jim Doyle	(25)
Sub total - Removal of 2017/18 one-off items		(95)
<u>2018/19 one-off items (reserve / grant funded)</u>		
Temporary Accommodation (Leys Road) improvements	Natasha Beresford	50
Sub total - 2018/19 one-off items		50
Total change year on year		113
2018/19 Premises Budget		4,474

GENERAL FUND BUDGET CHANGE ANALYSIS 2018/19 TRANSPORT EXPENDITURE		
2017/18 Transport Budget		1,519
Efficiency savings		
Waste Services haulage	Craig Thorpe	(47)
Sub total - Efficiency savings		(47)
Other		
Transfers to other subjective groupings and ongoing virements		(38)
Sub total - Other		(38)
Total change year on year		(85)
2018/19 Transport Budget		1,434
GENERAL FUND BUDGET CHANGE ANALYSIS 2018/19 SUPPLIES & SERVICES EXPENDITURE		
2017/18 Supplies & Services Budget		7,266
Inflation		
Inflation on ICT contracts		43
Sub total - Inflation		43
Growth items		
Splash park running costs	Craig Thorpe	50
Health and Safety compliance	Regulatory Services GM	50
Bank charges on debit and credit card payments	Chris Baker	40
Sub total - Growth items		140
Removal of 2017/18 one-off items (reserve / grant funded)		
Tour of Britain	Julie Still	(120)
County Council elections	Jim Doyle	(45)
Ambassadors Programme	Chris Taylor	(30)
Leisure Review	Matthew Rawdon	(200)
Parking - Controlled Parking Zone schemes	Ben Hosier	(26)
Water Gardens	Chris Taylor	(85)
Arts Development and Support (final year of project)	Matthew Rawdon	(15)
Get Set Go (final year of project)	Matthew Rawdon	(11)
Staff survey every 3 years	Matthew Rawdon	(8)
Other items under £10k		(24)
Sub total - Removal of 2017/18 one-off items		(564)
2018/19 one-off items (reserve / grant funded)		
Armed Forces day	Matthew Rawdon	20
Water Gardens	Chris Taylor	41
Sub total - 2018/19 one-off items		61
Efficiency savings		
Sports Trust grant	Matthew Rawdon	(225)
ICT - use of new technologies	Ben Trueman	(31)
Central Administration - Postage and Stationery	Robert Smyth	(28)
Parking Contract	Ben Hosier	(140)
Communications efficiencies	Matthew Rawdon	(32)
Sub total - Efficiency savings		(456)
Other		
Homelessness costs fully funded from grant		70
Transfers to other subjective groupings and ongoing virements		59
Sub total - Other		129
Total change year on year		(647)
2018/19 Supplies & Services Budget		6,619

GENERAL FUND BUDGET CHANGE ANALYSIS 2018/19 THIRD-PARTY PAYMENTS		
2017/18 Third Party Payments Budget		1,196
<u>Inflation</u>		
General inflation		29
Sub total - Inflation		29
<u>Growth items</u>		
Occupational Health contract enhanced to cover H&S monitoring	Matthew Rawdon	10
Sub total - Growth items		10
<u>Efficiency savings</u>		
Customer Services Unit - savings from insourcing of CSU	Robert Smyth	(95)
Sub total - Efficiency savings		(95)
<u>Other</u>		
Transfers to other subjective groupings and ongoing virements		(531)
Sub total - Other		(531)
Total change year on year		(587)
2018/19 Third Party Payments Budget		609
GENERAL FUND BUDGET CHANGE ANALYSIS 2018/19 TRANSFER PAYMENTS		
2017/18 Transfer Payments Budget		47,149
<u>Other</u>		
Homelessness expenditure funded by grant		50
Sub total - Other		50
Total change year on year		50
2018/19 Transfer Payments Budget		47,199
GENERAL FUND BUDGET CHANGE ANALYSIS 2018/19 INCOME		
2017/18 Income Budget		(15,242)
<u>Inflation</u>		
General inflation		(277)
Sub total - Inflation		(277)
<u>Removal of 2017/18 one-off items (reserve / grant funded)</u>		
Ambassadors Programme	Chris Taylor	15
Sub total - Removal of 2017/18 one-off items		15
<u>Increased income</u>		
Garages - review pricing structure	Layna Warden	(350)
Planning Fees	Andrew Horner	(115)
Temporary Accommodation	Natasha Beresford	(120)
Investment Property income	Nicholas Brown	(100)
Maylands Business Centre	Chris Taylor	(16)
Other items under £10k		(33)
Sub total - Efficiency savings		(734)
<u>Other</u>		
Transfers to other subjective groupings and ongoing virements		(28)
Sub total - Other		(28)
Total change year on year		(1,024)
2018/19 Income Budget		(16,266)

GENERAL FUND BUDGET CHANGE ANALYSIS 2018/19 GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS		
2017/18 Grants, Reimbursements and Contributions Budget		(50,971)
<u>Inflation</u>		
General inflation		(14)
Sub total - Inflation		(14)
<u>Growth items</u>		
Reduction to Benefits Administration Subsidy grant		60
		Chris Baker
Sub total - Growth items		60
<u>Removal of 2017/18 one-off items (reserve / grant funded)</u>		
County Council elections		170
		Jim Doyle
Get Set Go - final year of contract		42
		Matthew Rawdon
Sub total - Removal of 2017/18 one-off items		212
<u>Increased income</u>		
Maylands Business Centre		(20)
		Chris Taylor
Corporate Anti-Fraud		(19)
		Chris Baker
CCTV income		(20)
		Julie Still
Waste Services income from increased recycling rate (AFM)		(40)
		Craig Thorpe
Rebate from Electronic Payment Cards		(10)
		Fiona Jump
Sub total - Increased income		(109)
<u>Other</u>		
Homelessness grant		(366)
Transfers to other subjective groupings and ongoing virements		(17)
Sub total - Other		(383)
Total change year on year		(234)
2018/19 Grants, Reimbursements and Contributions Budget		(51,205)
GENERAL FUND BUDGET CHANGE ANALYSIS 2018/19 RECHARGE TO THE HRA		
2017/18 Recharge to the HRA		(3,946)
<u>Other</u>		
ICT restructure - increased recharge to HRA		(60)
Increased CCTV recharges (CCTV monitoring at flats)		(31)
Increased recharge to the HRA from Support Services recharges		(36)
Sub total - Other		(127)
Total change year on year		(127)
2018/19 Recharge to the HRA		(4,073)

OVERVIEW AND SCRUTINY COMMITTEE GENERAL FUND BUDGETS 2018/19				
	Finance & Resources 2018/19 (£)	Housing & Community 2018/19 (£)	Planning & Environment 2018/19 (£)	Total (£)
Employees	10,112,960	3,661,639	9,089,965	22,864,564
Premises	2,681,940	904,980	887,090	4,474,010
Transport	219,580	19,990	1,194,140	1,433,710
Supplies & Services	3,464,527	1,311,590	1,842,590	6,618,707
Third-Parties	520,800	0	88,330	609,130
Capital Charges	1,097,540	1,898,610	1,494,940	4,491,090
Transfer Payments	47,144,000	55,000	0	47,199,000
Income	(7,952,580)	(4,574,630)	(3,738,620)	(16,265,830)
Grants and Contributions	(48,465,470)	(510,930)	(1,878,023)	(50,854,423)
Other Income (Housing Benefit Overpayments)	(350,000)			(350,000)
Recharges	(5,952,353)	67,561	1,811,391	(4,073,400)
Net Expenditure by Committee	2,520,945	2,833,810	10,791,803	16,146,558

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGETS 2018/19					
	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
Finance & Resources					
Employees	9,803,250	10,029,948	10,112,960	309,710	3%
Premises	2,648,813	2,679,313	2,681,940	33,127	1%
Transport	214,820	218,699	219,580	4,760	2%
Supplies & Services	3,565,068	4,098,119	3,464,527	(100,541)	(3%)
Third-Parties	532,590	645,890	520,800	(11,790)	(2%)
Capital Charges	1,097,540	1,097,540	1,097,540	0	0%
Transfer Payments	47,144,000	47,144,000	47,144,000	0	0%
Income	(7,670,397)	(7,990,825)	(7,952,580)	(282,183)	(4%)
Grants and Contributions	(48,663,673)	(48,885,959)	(48,465,470)	198,203	0%
Other Income	(350,000)	(350,000)	(350,000)	0	0%
Recharges	(5,830,242)	(5,849,090)	(5,952,353)	(122,111)	(2%)
Net Expenditure: Finance & Resources	2,491,769	2,837,635	2,520,945	29,175	1%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Finance & Resources

Chief Executive's Unit (Sally Marshall)

Facilitating Change (Sally Marshall)

Supplies & Services	100,000	60,000	100,000	0	0%
Recharges	(100,000)	(60,000)	(100,000)	0	0%
Net Expenditure: Facilitating Change	0	0	0	0	0%

Management Team and Other Support Overheads (Sally Marshall)

Employees	420,540	427,135	433,470	12,930	3%
Transport	600	600	610	10	2%
Supplies & Services	11,920	11,920	11,930	10	0%
Recharges	(433,060)	(439,655)	(446,010)	(12,950)	(3%)
Net Expenditure: Management Team and Other Support Overheads	0	(0)	0	0	0%

Net Expenditure: Chief Executive's Unit (MO)

0	(0)	0	0	0%
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Finance & Operations Management (James Deane)

Internal Audit (James Deane)

Third-Parties	99,380	95,880	101,770	2,390	2%
Recharges	(99,380)	(95,880)	(101,770)	(2,390)	(2%)
Net Expenditure: Internal Audit	0	0	0	0	0%

Management Team and Other Support Overheads (James Deane)

Employees	329,000	312,418	334,310	5,310	2%
Transport	0	39	0	0	0%
Supplies & Services	2,800	202,800	2,810	10	0%
Recharges	(331,800)	(515,257)	(337,120)	(5,320)	(2%)
Net Expenditure: Management Team and Other Support Overheads	0	0	0	0	0%

Net Expenditure: Finance & Operations Management

0	0	0	0	0%
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Finance & Resources (AD Finance & Resources)

Car Parking (Ben Hosier)

Employees	118,830	88,564	80,060	(38,770)	(33%)
Premises	429,050	374,325	444,860	15,810	4%
Transport	1,060	1,073	1,090	30	3%
Supplies & Services	630,210	819,450	508,257	(121,953)	(19%)
Third-Parties	11,700	25,000	24,000	12,300	105%
Capital Charges	43,550	43,550	43,550	0	0%
Income	(2,080,140)	(2,235,640)	(2,123,120)	(42,980)	(2%)
Recharges	374,690	371,630	386,976	12,286	3%
Net Expenditure: Car Parking	(471,050)	(512,048)	(634,327)	(163,277)	(35%)

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Property Management and Office Accommodation (Ben Hosier)					
Premises	435,655	335,424	449,710	14,055	3%
Supplies & Services	15,500	36,338	15,540	40	0%
Third-Parties	300,000	400,000	307,200	7,200	2%
Capital Charges	315,000	315,000	315,000	0	0%
Income	(235,000)	(255,607)	(240,640)	(5,640)	(2%)
Recharges	(831,155)	(831,155)	(846,810)	(15,655)	(2%)
Net Expenditure: Property Management and Office Accommodation	0	0	0	0	0%

Procurement Services (Ben Hosier)					
Employees	188,700	220,120	237,000	48,300	26%
Transport	310	310	320	10	3%
Supplies & Services	2,600	17,600	17,620	15,020	578%
Recharges	(191,610)	(238,030)	(254,940)	(63,330)	(33%)
Net Expenditure: Procurement Services	0	0	0	0	0%

Housing Benefit Payments (Chris Baker)					
Capital Charges	35,000	35,000	35,000	0	0%
Transfer Payments	23,440,000	23,440,000	23,440,000	0	0%
Grants and Contributions	(23,673,844)	(23,673,844)	(23,673,850)	(6)	(0%)
Other Income	(190,000)	(190,000)	(190,000)	0	0%
Net Expenditure: Housing Benefit Payments	(388,844)	(388,844)	(388,850)	(6)	(0%)

Housing benefits: rent rebates to HRA tenants - mandatory payments (Chris Baker)					
Capital Charges	20,000	20,000	20,000	0	0%
Transfer Payments	23,704,000	23,704,000	23,704,000	0	0%
Grants and Contributions	(23,559,986)	(23,559,986)	(23,559,990)	(4)	(0%)
Other Income	(160,000)	(160,000)	(160,000)	0	0%
Net Expenditure: Housing benefits: rent rebates to HRA tenants - mandatory payments	4,014	4,014	4,010	(4)	(0%)

Housing Benefits (Administration) (Chris Baker)					
Employees	697,960	737,915	713,940	15,980	2%
Transport	2,230	2,230	2,280	50	2%
Supplies & Services	10,180	2,833	10,180	0	0%
Grants and Contributions	(645,963)	(697,082)	(605,420)	40,543	6%
Recharges	1,046,540	1,091,450	1,051,870	5,330	1%
Net Expenditure: Housing Benefits (Administration)	1,110,947	1,137,346	1,172,850	61,903	6%

Local Tax Collection (Chris Baker)					
Employees	465,920	484,861	474,810	8,890	2%
Transport	530	530	540	10	2%
Supplies & Services	84,300	112,409	124,810	40,510	48%
Capital Charges	6,260	6,260	6,260	0	0%
Grants and Contributions	(468,000)	(494,035)	(468,000)	0	0%
Recharges	619,130	634,800	617,270	(1,860)	(0%)
Net Expenditure: Local Tax Collection	708,140	744,826	755,690	47,550	7%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19					
	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
Local Tax Collection and Benefits Support Team (Chris Baker)					
Employees	324,340	369,015	350,260	25,920	8%
Transport	5,640	5,640	5,780	140	2%
Supplies & Services	138,067	146,358	140,670	2,603	2%
Grants and Contributions	0	(3,134)	0	0	0%
Recharges	(468,047)	(517,879)	(496,710)	(28,663)	(6%)
Net Expenditure: Local Tax Collection and Benefits Support Team	(0)	(0)	0	0	0%
Management Team and Other Support Overheads (AD Finance & Resources)					
Employees	301,420	297,579	313,110	11,690	4%
Transport	530	530	540	10	2%
Supplies & Services	6,150	6,491	6,150	0	0%
Capital Charges	6,730	6,730	6,730	0	0%
Recharges	(314,830)	(311,330)	(326,530)	(11,700)	(4%)
Net Expenditure: Management Team and Other Support Overheads	0	(0)	0	0	0%
Allotments (Nicholas Brown)					
Premises	12,250	12,250	12,540	290	2%
Supplies & Services	300	300	300	0	0%
Income	(14,900)	(14,900)	(15,260)	(360)	(2%)
Recharges	10	10	368	358	3584%
Net Expenditure: Allotments	(2,340)	(2,340)	(2,052)	288	12%
Community Centres & Public Halls (Nicholas Brown)					
Employees	131,850	139,700	133,360	1,510	1%
Premises	176,940	190,693	181,750	4,810	3%
Supplies & Services	7,980	13,989	7,990	10	0%
Capital Charges	122,740	122,740	122,740	0	0%
Income	(158,590)	(161,415)	(162,400)	(3,810)	(2%)
Recharges	180,320	186,980	193,348	13,028	7%
Net Expenditure: Community Centres & Public Halls	461,240	492,687	476,788	15,548	3%
Outdoor Sports & Recreation Facilities (Sports Pavilions) (Nicholas Brown)					
Premises	35,310	74,630	36,280	970	3%
Capital Charges	20,890	20,890	20,890	0	0%
Income	(35,740)	(35,740)	(36,600)	(860)	(2%)
Recharges	2,580	2,580	2,640	60	2%
Net Expenditure: Outdoor Sports & Recreation Facilities (Sports Pavilions)	23,040	62,360	23,210	170	1%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Cemeteries (Nicholas Brown)

Employees	287,300	251,645	294,480	7,180	2%
Premises	84,150	85,386	86,250	2,100	2%
Transport	11,880	14,382	11,890	10	0%
Supplies & Services	37,850	37,590	37,870	20	0%
Capital Charges	72,180	72,180	72,180	0	0%
Income	(429,860)	(423,900)	(440,180)	(10,320)	(2%)
Grants and Contributions	(51,100)	(51,020)	(52,330)	(1,230)	(2%)
Recharges	149,950	155,910	156,557	6,607	4%
Net Expenditure: Cemeteries	162,350	142,173	166,717	4,367	3%

Public Conveniences (Nicholas Brown)

Premises	33,531	33,356	34,480	949	3%
Capital Charges	45,640	45,640	45,640	0	0%
Income	(150)	(150)	(150)	0	0%
Recharges	82,620	124,940	85,880	3,260	4%
Net Expenditure: Public Conveniences	161,641	203,786	165,850	4,209	3%

Property Management and Office Accommodation (Nicholas Brown)

Employees	471,110	499,144	482,890	11,780	3%
Premises	0	36,653	0	0	0%
Transport	4,690	6,000	4,800	110	2%
Supplies & Services	56,360	57,695	56,670	310	1%
Income	(10,460)	(10,460)	(10,710)	(250)	(2%)
Recharges	(521,700)	(589,032)	(533,650)	(11,950)	(2%)
Net Expenditure: Property Management and Office Accommodation	0	0	0	0	0%

Investment Property (Nicholas Brown)

Premises	655,157	724,826	656,020	863	0%
Supplies & Services	13,140	13,140	13,170	30	0%
Income	(4,388,997)	(4,536,453)	(4,594,360)	(205,363)	(5%)
Recharges	546,330	520,420	510,828	(35,502)	(4%)
Net Expenditure: Investment Property	(3,174,370)	(3,278,068)	(3,414,342)	(239,972)	(7%)

Corporate Management - Financial Fees and Services (Fiona Jump)

Supplies & Services	141,000	133,000	141,000	0	0%
Net Expenditure: Corporate Management - Financial Fees and Services	141,000	133,000	141,000	0	0%

Past Service Costs (Fiona Jump)

Employees	1,561,560	1,561,560	1,562,180	620	0%
Net Expenditure: Past Service Costs	1,561,560	1,561,560	1,562,180	620	0%

Parish Grants (Fiona Jump)

Supplies & Services	246,901	260,899	243,900	(3,001)	(1%)
Net Expenditure: Parish Grants	246,901	260,899	243,900	(3,001)	(1%)

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19					
	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
Financial Services (Fiona Jump)					
Employees	1,047,890	1,021,139	1,180,870	132,980	13%
Transport	1,450	1,466	1,480	30	2%
Supplies & Services	45,050	74,547	45,480	430	1%
Third-Parties	20,000	23,500	20,480	480	2%
Capital Charges	61,900	61,900	61,900	0	0%
Grants and Contributions	(38,390)	(34,470)	(49,320)	(10,930)	(28%)
Recharges	(1,137,900)	(1,148,081)	(1,260,890)	(122,990)	(11%)
Net Expenditure: Financial Services	0	(0)	0	0	0%
Support Services - Insurance (Fiona Jump)					
Employees	54,410	54,410	55,720	1,310	2%
Premises	761,770	761,770	780,050	18,280	2%
Transport	175,330	175,330	179,540	4,210	2%
Supplies & Services	468,110	468,110	468,110	0	0%
Income	(312,960)	(312,960)	(320,470)	(7,510)	(2%)
Recharges	(1,146,660)	(1,146,660)	(1,162,950)	(16,290)	(1%)
Net Expenditure: Support Services - Insurance	0	0	0	0	0%
Net Expenditure: Finance & Resources	544,229	561,351	272,625	(441,825)	(50%)
Housing & Regeneration Management (Mark Gaynor)					
Management Team and Other Support Overheads (Mark Gaynor)					
Employees	233,910	238,470	236,540	2,630	1%
Transport	360	360	370	10	3%
Supplies & Services	3,380	3,380	3,380	0	0%
Recharges	(237,650)	(242,210)	(240,290)	(2,640)	(1%)
Net Expenditure: Management Team and Other Support Overheads	0	0	0	0	0%
Net Expenditure: Housing & Regeneration Management	0	0	0	0	0%
Monitoring Officer (Mark Brookes)					
Democratic Representation and Management (Jim Doyle)					
Employees	219,500	197,643	181,940	(37,560)	(17%)
Transport	4,180	4,180	4,180	0	0%
Supplies & Services	451,870	451,870	453,120	1,250	0%
Income	(1,130)	(1,130)	(1,160)	(30)	(3%)
Recharges	816,350	873,820	862,870	46,520	6%
Net Expenditure: Democratic Representation and Management	1,490,770	1,526,383	1,500,950	10,180	1%
Corporate Management (Jim Doyle)					
Recharges	195,700	481,380	494,660	298,960	153%
Net Expenditure: Corporate Management	195,700	481,380	494,660	298,960	153%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Registration of Electors (Jim Doyle)

Employees	89,310	102,800	90,120	810	1%
Transport	150	150	150	0	0%
Supplies & Services	67,920	67,920	69,130	1,210	2%
Capital Charges	570	570	570	0	0%
Income	(1,550)	(1,550)	(1,590)	(40)	(3%)
Recharges	76,140	66,680	65,930	(10,210)	(13%)
Net Expenditure: Registration of Electors	232,540	236,570	224,310	(8,230)	(4%)

Conducting Elections (Jim Doyle)

Employees	100,000	167,000	0	(100,000)	(100%)
Premises	25,000	50,000	0	(25,000)	(100%)
Supplies & Services	45,000	90,000	0	(45,000)	(100%)
Grants and Contributions	(170,000)	(302,498)	0	170,000	100%
Recharges	17,960	16,500	17,510	(450)	(3%)
Net Expenditure: Conducting Elections	17,960	21,002	17,510	(450)	(3%)

Legal Services (Mark Brookes)

Employees	469,260	469,260	474,140	4,880	1%
Transport	1,320	1,320	1,350	30	2%
Supplies & Services	52,410	52,410	52,920	510	1%
Capital Charges	13,360	13,360	13,360	0	0%
Income	(410)	(410)	(5,420)	(5,010)	(1222%)
Grants and Contributions	(56,390)	(69,890)	(56,560)	(170)	(0%)
Recharges	(479,550)	(466,050)	(479,790)	(240)	(0%)
Net Expenditure: Legal Services	0	0	0	0	0%

Management Team and Other Support Overheads (Mark Brookes)

Employees	72,700	74,482	73,410	710	1%
Transport	720	720	740	20	3%
Supplies & Services	1,850	1,850	1,860	10	1%
Recharges	(75,270)	(77,052)	(76,010)	(740)	(1%)
Net Expenditure: Management Team and Other Support Overheads	0	0	0	0	0%

Net Expenditure: Monitoring Officer

1,936,970	2,265,335	2,237,430	600,920	16%
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Neighbourhood Delivery (David Austin)**Management Team and Other Support Overheads (David Austin)**

Employees	229,320	157,699	181,550	(47,770)	(21%)
Transport	210	210	220	10	5%
Supplies & Services	1,300	1,300	1,310	10	1%
Recharges	(230,830)	(159,209)	(183,080)	47,750	21%
Net Expenditure: Management Team and Other Support Overheads	0	0	0	0	0%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Corporate Health & Safety (GM Regulatory Services)

Employees	69,520	100,776	106,260	36,740	53%
Transport	310	310	320	10	3%
Supplies & Services	3,850	34,850	53,890	50,040	1300%
Recharges	(73,680)	(135,936)	(160,470)	(86,790)	(118%)
Net Expenditure: Corporate Health & Safety	0	(0)	0	0	0%

Net Expenditure: Neighbourhood Delivery

0	0	0	0	0%
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Performance and Projects (Robert Smyth)**Information and Communication Technology (Ben Trueman)**

Employees	608,470	708,544	838,340	229,870	38%
Transport	1,200	1,200	1,220	20	2%
Supplies & Services	564,230	564,230	546,150	(18,080)	(3%)
Third-Parties	45,500	45,500	0	(45,500)	(100%)
Capital Charges	307,450	307,450	307,450	0	0%
Recharges	(1,526,850)	(1,626,924)	(1,693,160)	(166,310)	(11%)
Net Expenditure: Information and Communication Technology	0	0	0	0	0%

Local Welfare Assistance Schemes (Matt Rawdon)

Supplies & Services	2,400	2,400	2,460	60	3%
Recharges	8,170	8,550	8,430	260	3%
Net Expenditure: Local Welfare Assistance Schemes	10,570	10,950	10,890	320	3%

Human Resources (Matt Rawdon)

Employees	483,650	483,636	460,850	(22,800)	(5%)
Transport	400	400	410	10	3%
Supplies & Services	108,350	108,350	108,370	20	0%
Third-Parties	52,970	52,970	64,240	11,270	21%
Recharges	(645,370)	(645,356)	(633,870)	11,500	2%
Net Expenditure: Human Resources	0	(0)	0	0	0%

Central Administration (Matt Rawdon)

Employees	357,410	347,804	328,690	(28,720)	(8%)
Transport	440	440	440	0	0%
Supplies & Services	228,480	228,480	203,620	(24,860)	(11%)
Third-Parties	1,040	1,040	1,060	20	2%
Capital Charges	26,270	26,270	26,270	0	0%
Income	(510)	(510)	(520)	(10)	(2%)
Recharges	(613,130)	(603,524)	(559,560)	53,570	9%
Net Expenditure: Central Administration	0	(0)	0	0	0%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Business Improvement (Matt Rawdon)

Employees	150,290	161,590	168,540	18,250	12%
Transport	200	200	200	0	0%
Supplies & Services	10,300	10,300	10,540	240	2%
Third-Parties	2,000	2,000	2,050	50	3%
Recharges	(162,790)	(174,090)	(181,330)	(18,540)	(11%)
Net Expenditure: Business Improvement	0	(0)	0	0	0%

Management Team and Other Support Overheads (Robert Smyth)

Employees	155,550	160,299	159,780	4,230	3%
Recharges	(155,550)	(160,299)	(159,780)	(4,230)	(3%)
Net Expenditure: Management Team and Other Support Overheads	0	0	0	0	0%

Net Expenditure: Performance and Projects 10,570 10,950 10,890 640 2%

Planning, Development and Regeneration (James Doe)**Management Team and Other Support Overheads (James Doe)**

Employees	163,530	194,741	166,340	2,810	2%
Transport	1,080	1,080	1,110	30	3%
Supplies & Services	5,310	5,310	5,320	10	0%
Recharges	(169,920)	(201,131)	(172,770)	(2,850)	(2%)
Net Expenditure: Management Team and Other Support Overheads	0	(0)	0	0	0%

Net Expenditure: Planning, Development and Regeneration 0 (0) 0 0 0%

Net Expenditure: Finance & Resources 2,491,769 2,837,635 2,520,945 29,175 1%

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGETS 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
Housing & Community					
Employees	2,948,400	3,524,412	3,661,639	713,239	24%
Premises	789,070	814,574	904,980	115,910	15%
Transport	19,150	17,191	19,990	840	4%
Supplies & Services	1,806,750	1,905,581	1,311,590	(495,160)	(27%)
Third-Parties	577,600	245,110	0	(577,600)	(100%)
Capital Charges	1,898,610	1,898,610	1,898,610	0	0%
Transfer Payments	5,000	5,000	55,000	50,000	1000%
Income	(4,003,780)	(4,164,090)	(4,574,630)	(570,850)	(14%)
Grants and Contributions	(182,500)	(474,530)	(510,930)	(328,430)	(180%)
Holding Accounts	0	229	0	0	0%
Recharges	79,801	19,001	67,561	(12,240)	(15%)
Net Expenditure: Housing & Community	3,938,101	3,791,087	2,833,810	(1,104,291)	(28%)

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Housing & Community

Housing Landlord (Elliott Brooks)

Garages (Fiona Williamson)

Employees	0	0	40,000	40,000	0%
Premises	499,100	499,100	561,070	61,970	12%
Capital Charges	753,320	753,320	753,320	0	0%
Income	(3,340,480)	(3,340,480)	(3,770,650)	(430,170)	(13%)
Recharges	426,991	390,101	433,656	6,665	2%
Net Expenditure: Garages	(1,661,069)	(1,697,959)	(1,982,604)	(321,535)	(19%)

Supporting People (Fiona Williamson)

Recharges	7,500	7,500	7,500	0	0%
Net Expenditure: Supporting People	7,500	7,500	7,500	0	0%

Housing Strategy (Layna Warden)

Employees	13,130	15,809	0	(13,130)	(100%)
Transport	0	231	0	0	0%
Supplies & Services	(12,980)	(12,000)	0	12,980	100%
Net Expenditure: Housing Strategy	150	4,040	0	(150)	(100%)

Homelessness (Natasha Beresford)

Employees	320,170	544,849	602,010	281,840	88%
Premises	67,690	97,174	120,560	52,870	78%
Transport	0	500	0	0	0%
Supplies & Services	10,300	80,835	80,300	70,000	680%
Capital Charges	86,270	86,270	86,270	0	0%
Transfer Payments	0	0	50,000	50,000	0%
Income	(202,030)	(374,300)	(326,870)	(124,840)	(62%)
Grants and Contributions	(70,340)	(369,110)	(438,300)	(367,960)	(523%)
Recharges	75,560	81,880	90,600	15,040	20%
Net Expenditure: Homelessness	287,620	148,097	264,570	(23,050)	(8%)

Housing Advice (Natasha Beresford)

Employees	90,420	104,118	91,130	710	1%
Transport	0	1,000	0	0	0%
Supplies & Services	43,000	43,000	43,780	780	2%
Recharges	150,080	163,210	159,700	9,620	6%
Net Expenditure: Housing Advice	283,500	311,328	294,610	11,110	4%

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Housing Strategy (Natasha Beresford)

Employees	250,680	250,955	255,650	4,970	2%
Transport	2,550	1,500	2,610	60	2%
Supplies & Services	7,920	4,895	7,960	40	1%
Transfer Payments	5,000	5,000	5,000	0	0%
Recharges	60,600	59,090	59,480	(1,120)	(2%)
Net Expenditure: Housing Strategy	326,750	321,440	330,700	3,950	1%

Net Expenditure: Housing Landlord

(755,549) (905,554) (1,085,224) (329,675) (44%)

Monitoring Officer (Mark Brookes)**Community Development (Parish Liaison) (Jim Doyle)**

Employees	29,770	31,332	30,060	290	1%
Transport	260	260	270	10	4%
Supplies & Services	830	830	830	0	0%
Recharges	15,780	14,050	14,150	(1,630)	(10%)
Net Expenditure: Community Development (Parish Liaison)	46,640	46,472	45,310	(1,330)	(3%)

Regulatory Services (Licensing) (Mark Brookes)

Employees	236,040	243,040	239,690	3,650	2%
Transport	2,540	2,540	2,600	60	2%
Supplies & Services	18,770	18,770	18,900	130	1%
Income	(274,860)	(274,860)	(286,880)	(12,020)	(4%)
Recharges	102,590	77,900	84,090	(18,500)	(18%)
Net Expenditure: Regulatory Services (Licensing)	85,080	67,390	58,400	(26,680)	(31%)

Net Expenditure: Monitoring Officer

131,720 113,862 103,710 (28,010) (21%)

Neighbourhood Delivery (David Austin)**Housing Standards (GM Regulatory Services)**

Employees	250,430	253,249	258,679	8,249	3%
Transport	2,700	2,700	2,760	60	2%
Supplies & Services	20,660	25,960	20,670	10	0%
Capital Charges	2,070	2,070	2,070	0	0%
Income	(58,300)	(58,300)	(59,040)	(740)	(1%)
Recharges	129,800	83,290	113,540	(16,260)	(13%)
Net Expenditure: Housing Standards	347,360	308,969	338,679	(8,681)	(2%)

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19	
				£	%

Theatres and Public Entertainment (Julie Still)

Employees	203,100	205,013	204,970	1,870	1%
Premises	54,600	48,874	56,270	1,670	3%
Transport	520	520	530	10	2%
Supplies & Services	110,140	110,285	110,170	30	0%
Capital Charges	36,020	36,020	36,020	0	0%
Income	(79,150)	(77,890)	(81,040)	(1,890)	(2%)
Grants and Contributions	0	(4,260)	0	0	0%
Holding Accounts	0	229	0	0	0%
Recharges	102,510	114,610	104,255	1,745	2%
Net Expenditure: Theatres and Public Entertainment	427,740	433,401	431,175	3,435	1%

Outdoor Sports & Recreation Facilities (Adventure Playgrounds) (Julie Still)

Employees	423,830	429,087	430,390	6,560	2%
Premises	44,810	44,906	46,390	1,580	4%
Transport	3,090	3,090	3,160	70	2%
Supplies & Services	33,550	48,355	33,670	120	0%
Capital Charges	8,660	8,660	8,660	0	0%
Income	(42,010)	(31,310)	(43,030)	(1,020)	(2%)
Grants and Contributions	(190)	(190)	(190)	0	0%
Recharges	100,330	129,410	137,960	37,630	38%
Net Expenditure: Outdoor Sports & Recreation Facilities (Adventure Playgrounds)	572,070	632,008	617,010	44,940	(14%)

Community Safety (Crime Reduction) (Julie Still)

Employees	200,190	195,025	202,250	2,060	1%
Premises	3,100	3,100	3,170	70	2%
Transport	4,520	1,580	4,610	90	2%
Supplies & Services	26,540	26,540	26,620	80	0%
Recharges	16,860	26,710	7,211	(9,649)	(57%)
Net Expenditure: Community Safety (Crime Reduction)	251,210	252,954	243,861	(7,349)	(3%)

Community Safety (CCTV) (Julie Still)

Employees	376,740	390,259	379,500	2,760	1%
Premises	78,750	80,400	80,640	1,890	2%
Transport	210	210	220	10	5%
Supplies & Services	10,810	8,740	10,940	130	1%
Capital Charges	77,950	77,950	77,950	0	0%
Grants and Contributions	(24,000)	(13,000)	(29,100)	(5,100)	(21%)
Recharges	(422,980)	(425,020)	(491,190)	(68,210)	(16%)
Net Expenditure: Community Safety (CCTV)	97,480	119,539	28,960	(68,520)	(70%)

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Community Development (Partnerships and Commissioning) (Julie Still)

Supplies & Services	120,000	120,000	0	(120,000)	(100%)
Net Expenditure: Community Development (Partnerships and Commissioning)	120,000	120,000	0	(120,000)	(100%)

Community Development (Residents Services & Neighbourhood Action) (Julie Still)

Employees	204,570	198,534	207,490	2,920	1%
Premises	1,280	1,280	1,310	30	2%
Transport	1,590	1,590	1,630	40	3%
Supplies & Services	43,820	43,982	43,860	40	0%
Recharges	66,660	67,280	55,120	(11,540)	(17%)
Net Expenditure: Community Development (Residents Services & Neighbourhood Action)	317,920	312,665	309,410	(8,510)	(3%)

Committed Savings Target (David Austin)

	0	0	(125,000)	(125,000)	0%
Net Expenditure: Neighbourhood Delivery	2,133,780	2,179,536	1,844,095	(289,685)	(14%)

Performance and Projects (Robert Smyth)**Arts Development and Support (Matt Rawdon)**

Supplies & Services	15,000	15,000	0	(15,000)	(100%)
Net Expenditure: Arts Development and Support	15,000	15,000	0	(15,000)	(100%)

Heritage (Matt Rawdon)

Supplies & Services	58,000	58,000	58,000	0	0%
Net Expenditure: Heritage	58,000	58,000	58,000	0	0%

Sports Development and Community Recreation (Matt Rawdon)

Premises	34,740	34,740	35,570	830	2%
Supplies & Services	438,180	438,180	13,180	(425,000)	(97%)
Capital Charges	848,610	848,610	848,610	0	0%
Income	(6,950)	(6,950)	(7,120)	(170)	(2%)
Grants and Contributions	(8,000)	(8,000)	(8,190)	(190)	(2%)
Recharges	66,150	70,550	66,150	0	0%
Net Expenditure: Sports Development and Community Recreation	1,372,730	1,377,130	948,200	(424,530)	(31%)

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19	
				£	%

Community Development (Partnerships and Commissioning) (Matt Rawdon)

Employees	139,020	134,932	130,950	(8,070)	(6%)
Premises	5,000	5,000	0	(5,000)	(100%)
Transport	760	760	780	20	3%
Supplies & Services	112,410	112,410	69,200	(43,210)	(38%)
Grants and Contributions	(74,940)	(74,940)	(30,000)	44,940	60%
Recharges	111,690	78,180	78,020	(33,670)	(30%)
Net Expenditure: Community Development (Partnerships and Commissioning)	293,940	256,342	248,950	(44,990)	(15%)

General Grants, Bequests and Donations (Matt Rawdon)

Supplies & Services	624,800	624,800	644,800	20,000	3%
Capital Charges	10,910	10,910	10,910	0	0%
Recharges	52,770	61,060	60,370	7,600	14%
Net Expenditure: General Grants, Bequests and Donations	688,480	696,770	716,080	27,600	4%

Customer Services (Matt Rawdon)

Employees	0	317,930	501,440	501,440	0%
Transport	0	300	400	400	0%
Supplies & Services	44,650	56,650	87,330	42,680	96%
Third-Parties	577,600	245,110	0	(577,600)	(100%)
Capital Charges	73,380	73,380	73,380	0	0%
Recharges	(695,630)	(693,370)	(662,550)	33,080	5%
Net Expenditure: Customer Services	0	(0)	0	0	0%

Communication & Consultation (Matt Rawdon)

Employees	210,310	210,280	212,430	2,120	1%
Transport	410	410	420	10	2%
Supplies & Services	80,350	80,350	41,380	(38,970)	(49%)
Capital Charges	1,420	1,420	1,420	0	0%
Grants and Contributions	(5,030)	(5,030)	(5,150)	(120)	(2%)
Recharges	(287,460)	(287,430)	(250,500)	36,960	13%
Net Expenditure: Communication & Consultation	0	0	0	0	0%

Net Expenditure: Performance and Projects 2,428,150 2,403,242 1,971,230 **(456,920)** **(19%)**

Net Expenditure: Housing & Community 3,938,101 3,791,087 2,833,810 **(1,104,291)** **(28%)**

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGETS 2018/19					
	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
Strategic Planning & Environment					
Employees	9,059,750	9,090,103	9,089,965	30,215	0%
Premises	923,230	979,360	887,090	(36,140)	(4%)
Transport	1,284,880	1,262,232	1,194,140	(90,740)	(7%)
Supplies & Services	1,894,140	2,154,645	1,842,590	(51,550)	(3%)
Third-Parties	86,250	79,820	88,330	2,080	2%
Capital Charges	1,513,046	1,494,940	1,494,940	(18,106)	(1%)
Income	(3,567,335)	(3,546,465)	(3,738,620)	(171,285)	(5%)
Grants and Contributions	(1,775,230)	(2,037,298)	(1,878,023)	(102,795)	(6%)
Recharges	1,804,212	1,756,750	1,811,391	7,179	0%
Net Expenditure: Strategic Planning & Environment	11,222,943	11,234,087	10,791,803	(431,142)	(4%)

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Strategic Planning & Environment

Finance & Resources (AD Finance & Resources)

Open Spaces (Nicholas Brown)

Employees	8,000	139	8,000	0	0%
Premises	25,810	21,325	26,430	620	2%
Supplies & Services	550	550	550	0	0%
Capital Charges	6,630	6,630	6,630	0	0%
Income	(32,040)	(25,600)	(32,740)	(700)	(2%)
Grants and Contributions	(20,280)	(43,000)	(28,420)	(8,140)	(40%)
Recharges	700	700	1,150	450	64%
Net Expenditure: Open Spaces	(10,630)	(39,256)	(18,400)	(7,770)	(73%)

Promotion and Marketing of the Area (Town Centres) (Nicholas Brown)

Premises	53,920	80,661	72,230	18,310	34%
Transport	200	200	0	(200)	(100%)
Supplies & Services	18,250	800	1,500	(16,750)	(92%)
Capital Charges	138,050	138,050	138,050	0	0%
Grants and Contributions	0	0	0	0	0%
Recharges	238,360	239,120	245,256	6,896	3%
Net Expenditure: Promotion and Marketing of the Area (Town Centres)	448,780	458,831	457,036	8,256	2%

Net Expenditure: Finance & Resources

438,150	419,575	438,636	486	0%
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Neighbourhood Delivery (David Austin)

Open Spaces (Craig Thorpe)

Employees	2,656,020	2,562,080	2,581,890	(74,130)	(3%)
Premises	458,480	470,260	469,540	11,060	2%
Transport	168,470	122,368	168,960	490	0%
Supplies & Services	245,190	290,486	295,290	50,100	20%
Capital Charges	348,100	348,100	348,100	0	0%
Income	(19,630)	(13,830)	(19,930)	(300)	(2%)
Grants and Contributions	(389,600)	(450,950)	(397,570)	(7,970)	(2%)
Recharges	(1,640,130)	(1,567,900)	(1,633,452)	6,678	0%
Net Expenditure: Open Spaces	1,826,900	1,760,614	1,812,828	(14,072)	(1%)

Animal and Public Health (Craig Thorpe)

Employees	37,640	38,429	38,140	500	1%
Transport	8,400	4,796	8,400	0	0%
Supplies & Services	37,340	37,340	37,360	20	0%
Income	(97,890)	(97,890)	(105,240)	(7,350)	(8%)
Recharges	58,840	60,880	55,240	(3,600)	(6%)
Net Expenditure: Animal and Public Health	44,330	43,554	33,900	(10,430)	(24%)

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Environmental Services Management, Support Services and Overheads (Craig Thorpe)

Employees	308,830	313,057	314,920	6,090	2%
Premises	212,880	216,505	218,950	6,070	3%
Transport	21,860	21,860	21,880	20	0%
Supplies & Services	176,030	158,048	176,740	710	0%
Third-Parties	13,980	13,980	14,320	340	2%
Capital Charges	92,840	92,840	92,840	0	0%
Income	(15,530)	(11,600)	(15,770)	(240)	(2%)
Recharges	(810,890)	(804,690)	(823,880)	(12,990)	(2%)
Net Expenditure: Environmental Services Management, Support Services and Overheads	0	(0)	0	0	0%

Transport Services (Craig Thorpe)

Employees	187,380	187,793	309,825	122,445	65%
Transport	451,250	512,898	405,870	(45,380)	(10%)
Supplies & Services	12,770	12,770	12,820	50	0%
Capital Charges	4,130	4,130	4,130	0	0%
Grants and Contributions	(5,000)	(5,000)	(5,000)	0	0%
Recharges	(650,520)	(712,591)	(727,645)	(77,125)	(9%)
Net Expenditure: Transport Services	10	0	0	(10)	0%

Street Cleansing (Non-Highway) (Craig Thorpe)

Recharges	1,433,700	1,436,430	1,469,380	35,680	2%
Net Expenditure: Street Cleansing (Non-Highway)	1,433,700	1,436,430	1,469,380	35,680	2%

Household Waste and Recycling (Craig Thorpe)

Employees	2,652,420	2,590,745	2,652,810	390	0%
Transport	547,220	527,060	501,380	(45,840)	(8%)
Supplies & Services	93,970	117,885	94,010	40	0%
Capital Charges	836,080	836,080	836,080	0	0%
Income	(150,270)	(150,270)	(153,280)	(3,010)	(2%)
Grants and Contributions	(1,216,000)	(1,361,850)	(1,256,000)	(40,000)	(3%)
Recharges	1,245,412	1,335,111	1,305,575	60,163	3%
Net Expenditure: Household Waste and Recycling	4,008,832	3,894,761	3,980,575	(28,257)	(1%)

Trade Waste (Craig Thorpe)

Employees	143,340	146,600	220,210	76,870	54%
Transport	53,310	48,310	53,330	20	0%
Supplies & Services	394,200	376,350	394,260	60	0%
Capital Charges	6,000	6,000	6,000	0	0%
Income	(1,073,945)	(983,945)	(1,099,650)	(25,705)	(2%)
Recharges	253,000	249,470	236,910	(16,090)	(6%)
Net Expenditure: Trade Waste	(224,095)	(157,214)	(188,940)	35,155	16%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Pest Control (GM Regulatory Services)

Employees	58,630	62,698	59,250	620	1%
Transport	3,480	3,480	3,480	0	0%
Supplies & Services	4,200	4,405	4,200	0	0%
Income	(67,810)	(57,810)	(74,440)	(6,630)	(10%)
Recharges	71,410	102,540	79,091	7,681	11%
Net Expenditure: Pest Control	69,910	115,313	71,581	1,671	2%

Animal and Public Health (GM Regulatory Services)

Employees	38,060	41,211	38,420	360	1%
Transport	1,360	700	1,360	0	0%
Supplies & Services	73,450	73,450	73,460	10	0%
Income	(7,400)	(4,150)	(7,570)	(170)	(2%)
Recharges	19,980	21,680	22,268	2,288	11%
Net Expenditure: Animal and Public Health	125,450	132,891	127,938	2,488	2%

Food Safety (GM Regulatory Services)

Employees	245,670	263,420	242,670	(3,000)	(1%)
Transport	1,650	1,650	1,690	40	2%
Supplies & Services	3,100	3,399	3,110	10	0%
Income	(2,590)	(2,590)	(2,650)	(60)	(2%)
Recharges	109,920	71,060	93,950	(15,970)	(15%)
Net Expenditure: Food Safety	357,750	336,939	338,770	(18,980)	(5%)

Health & Safety - External Support/Advice (GM Regulatory Services)

Employees	197,690	143,812	95,930	(101,760)	(51%)
Transport	520	520	530	10	2%
Supplies & Services	42,200	128,171	27,580	(14,620)	(35%)
Recharges	(240,120)	(272,210)	(123,740)	116,380	48%
Net Expenditure: Health & Safety - External Support/Advice	290	294	300	10	3%

Street Cleansing (Enforcement) (GM Regulatory Services)

Employees	169,300	172,361	142,510	(26,790)	(16%)
Transport	5,820	4,660	5,930	110	2%
Supplies & Services	6,050	6,050	6,070	20	0%
Income	(3,100)	(1,500)	(3,170)	(70)	(2%)
Recharges	114,180	74,860	99,660	(14,520)	(13%)
Net Expenditure: Street Cleansing (Enforcement)	292,250	256,431	251,000	(41,250)	(14%)

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Emergency Planning (GM Regulatory Services)

Employees	5,360	5,472	5,420	60	1%
Transport	100	100	100	0	0%
Supplies & Services	5,380	5,380	5,410	30	1%
Third-Parties	27,010	27,010	27,660	650	2%
Recharges	83,230	108,340	97,210	13,980	17%
Net Expenditure: Emergency Planning	121,080	146,302	135,800	14,720	12%

Net Expenditure: Neighbourhood Delivery

8,056,407	7,966,315	8,033,134	(23,273)	(0%)
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Performance and Projects (Robert Smyth)**Support to Business and Enterprise (Matt Rawdon)**

Employees	20,520	20,520	0	(20,520)	(100%)
Net Expenditure: Support to Business and Enterprise	20,520	20,520	0	(20,520)	(100%)

Net Expenditure: Performance and Projects

20,520	20,520	0	(20,520)	(100%)
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Planning, Development and Regeneration (James Doe)**Building Control (Andrew Horner)**

Employees	505,130	587,521	519,460	14,330	3%
Transport	8,110	1,500	8,300	190	2%
Supplies & Services	61,040	59,140	61,400	360	1%
Income	(597,040)	(557,040)	(597,110)	(70)	(0%)
Recharges	283,630	294,920	276,480	(7,150)	(3%)
Net Expenditure: Building Control	260,870	386,041	268,530	7,660	3%

Development Control (Andrew Horner)

Employees	874,280	913,315	897,450	23,170	3%
Transport	7,100	6,000	7,270	170	2%
Supplies & Services	75,020	104,190	75,730	710	1%
Capital Charges	5,150	5,150	5,150	0	0%
Income	(760,190)	(909,670)	(875,490)	(115,300)	(15%)
Grants and Contributions	(2,530)	(2,530)	(2,590)	(60)	(2%)
Recharges	486,350	488,250	474,067	(12,283)	(3%)
Net Expenditure: Development Control	685,180	604,705	581,587	(103,593)	(15%)

Conservation and Listed Buildings Policy (Andrew Horner)

Employees	63,560	68,465	66,490	2,930	5%
Recharges	64,860	38,330	36,880	(27,980)	(43%)
Net Expenditure: Conservation and Listed Buildings Policy	128,420	106,795	103,370	(25,050)	(20%)

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Local Land Charges (Andrew Horner)

Employees	78,150	87,646	80,820	2,670	3%
Transport	100	200	100	0	0%
Supplies & Services	10,490	12,233	10,720	230	2%
Third-Parties	31,060	31,060	31,810	750	2%
Income	(291,000)	(281,000)	(291,000)	0	0%
Recharges	72,950	70,050	67,475	(5,475)	(8%)
Net Expenditure: Local Land Charges	(98,250)	(79,811)	(100,075)	(1,825)	(2%)

Economic Development (General) (Chris Taylor)

Employees	81,730	72,983	86,920	5,190	6%
Premises	5,360	5,360	0	(5,360)	(100%)
Transport	750	450	260	(490)	(65%)
Supplies & Services	145,080	245,080	70,880	(74,200)	(51%)
Income	(15,000)	(15,000)	0	15,000	100%
Grants and Contributions	(90,620)	(77,968)	(86,045)	4,575	5%
Net Expenditure: Economic Development (General)	127,300	230,905	72,015	(55,285)	(43%)

Market Undertakings (Chris Taylor)

Premises	11,210	11,880	11,550	340	3%
Income	(67,430)	(68,100)	(69,050)	(1,620)	(2%)
Recharges	23,750	29,180	28,779	5,029	21%
Net Expenditure: Market Undertakings	(32,470)	(27,040)	(28,721)	3,749	12%

Premises Development (Maylands Business Centre) (Chris Taylor)

Employees	74,430	97,458	78,720	4,290	6%
Premises	78,610	96,410	81,260	2,650	3%
Transport	0	300	0	0	0%
Supplies & Services	78,400	110,200	79,630	1,230	2%
Third-Parties	6,430	0	6,580	150	2%
Capital Charges	73,216	55,110	55,110	(18,106)	(25%)
Income	(336,470)	(336,470)	(360,810)	(24,340)	(7%)
Grants and Contributions	(13,200)	(58,000)	(33,490)	(20,290)	(154%)
Recharges	97,540	78,760	84,267	(13,273)	(14%)
Net Expenditure: Premises Development (Maylands Business Centre)	58,956	43,768	(8,733)	(67,689)	(115%)

Support to Business and Enterprise (Chris Taylor)

Premises	76,960	76,960	7,130	(69,830)	(91%)
Supplies & Services	58,950	58,950	58,990	40	0%
Income	(30,000)	(30,000)	(30,720)	(720)	(2%)
Recharges	116,590	84,410	93,330	(23,260)	(20%)
Net Expenditure: Support to Business and Enterprise	222,500	190,320	128,730	(93,770)	(42%)

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2018/19

	Original 2017/2018 £	Forecast 2017/2018 £	Draft 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
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Environmental Grants (Chris Taylor)

Supplies & Services	26,200	26,382	26,200	0	0%
Net Expenditure: Environmental Grants	26,200	26,382	26,200	0	0%

Planning Policy (General) (Chris Taylor)

Employees	653,610	714,376	650,110	(3,500)	(1%)
Transport	5,180	5,180	5,300	120	2%
Supplies & Services	326,280	323,386	326,680	400	0%
Third-Parties	7,770	7,770	7,960	190	2%
Capital Charges	2,850	2,850	2,850	0	0%
Grants and Contributions	(38,000)	(38,000)	(68,910)	(30,910)	(81%)
Recharges	371,470	330,050	353,140	(18,330)	(5%)
Net Expenditure: Planning Policy (General)	1,329,160	1,345,612	1,277,130	(52,030)	(4%)

**Net Expenditure: Planning, Development and
Regeneration**

2,707,866	2,827,677	2,320,033	(387,833)	(14%)
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Net Expenditure: Strategic Planning & Environment

11,222,943	11,234,087	10,791,803	(431,140)	(4%)
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SUMMARY OF MAJOR MOVEMENTS IN HOUSING REVENUE ACCOUNT BUDGET 2017/18 - 2018/19

Note 1 - Dwelling Rents

The budget for Dwelling Rents reflects the 1% reduction in social rents announced by the Government in July 2015 (reduction of £500k).

A budget virement of £1.35m has been made for 2 reasons: firstly, to reduce the Dwelling Rent line by £1.1m and increase the Tenant Service Charge line to accurately budget for service charge income following the de-pooling of service charges from rents; secondly, to decrease Dwelling Rents by £250k and increase Supervision and Management to allow for rent payable to the General Fund for GRF properties being used for social rent. This had previously been budgeted as a cost in Supervision and Management but should be shown as a reduction in rental income.

Note 2 - Tenant Service Charges

The increase of £1.1m is the corresponding budget virement from Dwelling Rents, to correctly budget for service charges following the de-pooling of service charges from rental income.

Note 3 - Contributions to Expenditure

The budget for Contributions to Expenditure has been reduced by £210k to reflect reduced contribution from utilities. This is partially offset by a budgeted increase in income of £90k from minor capital receipts.

Note 4 - Repairs & Maintenance

The budget for Repairs and Maintenance has increased by a net £344k (3.3%) to reflect the ongoing pension liability for staff that transferred to the Council's main Housing Repairs contractor under TUPE. The increased liability is as a result of changes to pension regulations to consolidate bonus payments into pensionable pay.

Note 5 - Revenue Contribution to Capital

The Revenue Contribution to Capital has been reduced to balance the HRA in year. The effect on the funding of the capital programme can be offset for one year by utilising capital receipts from the sale of non Right to Buy properties (c. £2m) that have already been received. An annual capital receipt of £750k is expected on these sales going forward.

Note 6 - Supervision and Management

The draft budget includes the following assumptions:

A decrease of £250k from the corresponding budget virement from Dwelling Rents, to allow for rent payable to the General Fund for GRF properties being used for social rent which had previously been shown as a charge in Supervision and Management.

In line with estimates for the General Fund, salaries budgets include pay inflation of 1%, and provision has been made for a further 1% pay award.

Growth of £100k for feasibility studies in order to identify viable new build sites.

A saving of £140k following underspends in previous financial years in premises costs at Sheltered schemes.

Note 7 - Provision for Bad Debts

The provision for bad debts has been increased by £400k in 2018/19 to allow for the part year effect of the implementation of Universal Credit (UC) across the borough in 2018/19. It will be further increased by £300k in 2019/20, to show the anticipated full year effect of UC implementation. This will be updated once further details are released from the Chancellor's Budget.

Note 8 - Depreciation

The budgets for depreciation have been increased to reflect an increase in capital assets as a result of the new build programme, combined with inflation in house prices.

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2017/18 - 2022/23

Summary	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Current Overall Programme	14,552	19,670	2,375	1,440	5,045	0	43,082
New Bids	0	1,496	1,111	636	3,321	4,733	11,297
Realigned Schemes & Growth	(3,580)	(4,440)	6,155	148	1,117	0	(600)
Revised Overall Programme	10,972	16,726	9,641	2,224	9,483	4,733	53,779

NEW BIDS	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
<u>FINANCE & RESOURCES</u>							
Commercial Assets and Property Development (Nicholas Brown)							
Rossgate Shopping Centre - Structural Works		110					110
The Denes Shopping Centre - Renew Walkway & Canopy Covering		30					30
Hemel Hempstead Sports Centre - Astroturf renewal		70					70
Berkhamsted Sports Centre - Installation of new hot water calorifiers		50					50
Berkhamsted Sports Centre - Building Management System		150					150
Long Chaulden - Roof Renovations		56					56
Bellgate - Walkway Renovation		66					66
Stoneycroft - Car Park Refurbishment			55				55
Hobbs Hill - Window and Doors replacement			15				15
Bennettsgate - Window Renewal			90				90
Commercial Assets - Shopping Centres				400	400	400	1,200
Hemel Sports Centre - Renew heat and power system		80					80
Hemel Sports Centre - Renew hot water and heating plant		105					105
Dacorum Athletics Track - Resurface Track			500				500
Commissioning, Procurement and Compliance (Ben Hosier)							
Car Park Refurbishment		320	140	60			520
Revenues, Benefits & Fraud (Chris Baker)							
Revenues and Benefits new servers		23					23

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2017/18 - 2022/23

NEW BIDS	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
HOUSING & COMMUNITY							
Residents Services (Julie Still)							
Rolling Programme - CCTV Cameras						25	25
Verge Hardening Programme						350	350
CCTV - Upgrade Control Room to Alarm Receiving Centre		65					65
Strategic Housing (Natasha Beresford)							
Temporary Accommodation - creation of new units		60	90				150
TOTAL - NEW BIDS	0	1,496	1,111	636	3,321	4,733	11,297

REPHESED AND AMENDED BIDS	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
FINANCE & RESOURCES							
Commercial Assets and Property Development (Nicholas Brown)							
Strategic Acquisitions		(750)	750				0
Old Town Hall - Café roof and stonework renewal	(30)	30					0
Rossgate Shopping Centre - Structural Works	(91)	91					0
Berkhamsted Sports Centre - Roof Replacement		(150)	150				0
Tring Swimming Pool		(600)					(600)
Bunkers Farm		(200)	200				0
Dacorum Athletics Track - Resurface Track		(1,950)	1,950				0
Hemel Sports Centre - renew heat and power system	80	(80)					0
Commissioning, Procurement and Compliance (Ben Hosier)							
Car Park Refurbishment	(42)	42					0
Multi Storey Car Park Berkhamsted	(270)	270					0
Democratic Services (Jim Doyle)							
Election Management System Replacement	(30)	30					0
Information, Communication and Technology (Ben Trueman)							
Future Vision of CRM	(127)	127					0

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2017/18 - 2022/23

REPHASED AND AMENDED BIDS	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
<u>STRATEGIC PLANNING & ENVIRONMENT</u>							
Environmental Services (Craig Thorpe)							
Fleet Replacement Programme	(1,565)	370	1,555	(2)	(358)		0
Gadebridge Park - Renovation of White Bridge		(250)	250				0
Development Management and Planning (Sara Whelan)							
Planning Software Replacement	(57)	57					0
Strategic Planning and Regeneration (Chris Taylor)							
Urban Park/Education Centre (Durrants Lakes)		(210)	210				0
Town Centre Access Improvements	(90)	(310)	400				0
Wood House - Office Space Fit Out		250					250
The Bury	(40)	(1,905)	320	150	1,475		0
<u>HOUSING & COMMUNITY</u>							
Residents Services (Julie Still)							
Storage Facility at Grovehill Adventure Playground	(25)	25					0
Verge Hardening Programme	100	(100)					0
People and Performance (Matthew Rawdon)							
EIS Replacement	(70)	70					0
Strategic Housing (David Barrett)							
Westerdale (Garage Development)	(784)	599	185				0
Northend (Garage Development)	(290)	105	185				0
Wood House - Office Space Fit Out	(250)						(250)
TOTAL - REPHASED AND AMENDED BIDS	(3,580)	(4,440)	6,155	148	1,117	0	(600)

DRAFT CAPITAL PROGRAMME BY OSC 2017/18 TO 2022/23

Scheme		17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000
GENERAL FUND							
FINANCE & RESOURCES							
Commercial Assets and Property Development (Nicholas Brown)							
13	Strategic Acquisitions		1,487	750			
14	Service Lease Domestic Properties	30		30			
15	Demolition of Health Centre	33					
16	Old Town Hall - Cafe Roof and stonework renewal	45	60				
17	Demolition of Civic Centre	850					
18	Bennetts End Community Centre - Replace Main Hall Pitched Roof Covering	35					
19	Adeyfield Community Centre - replace roof	44	25				
20	Tring Community Centre - new play area for Children's Nursery	13					
21	Bennetts End Community Centre Toilet Provision	24					
22	Rossgate Shopping Centre - Structural Works		301				
23	Leys Road - Roof	55					
24	High Street, Tring - Replace External Cladding & Roof	104					
25	The Denes Shopping Centre - Renew Walkway & Canopy Covering	80	30				
26	Grovehill Shopping Centre - renew car park			30			
27	Commercial Properties - Renew Obsolete Door Entry Controls	20					
28	Silk Mill - Renew asphalt tanking to stairs	16					
29	Berkhamsted Sports Centre - Roof Replacement		250	150			
30	Hemel Hempstead Sports Centre - Roof			100			
31	Hemel Sports Centre - renew heat and power system	180					
32	Hemel Sports Centre - renew hot water and heating plant		105				
33	Hemel Hempstead Sports Centre - Astroturf renewal		70				
34	Berkhamsted Sports Centre - Installation of new hot water calorifiers		50				
35	Berkhamsted Sports Centre - Building Management System		150				
36	Berkhamsted Sports Centre - heating system upgrade	15					
37	Dacorum Athletics Track - Resurface Track	50	500	2,450			
38	Tring Swimming Pool	488	1,380				
39	Kingshill Cemetery - Toilet Provision	149					

DRAFT CAPITAL PROGRAMME BY OSC 2017/18 TO 2022/23

Scheme	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000
FINANCE & RESOURCES						
Commercial Assets and Property Development (Nicholas Brown)						
47 Heath Lane Chapel - Replace roof	14					
48 Kingshill Cemetery Infrastructure (New Burial Area)	40					
49 Bunkers Farm	52	660	200			
50 Woodwells Cemetery - Improvements to Burial Areas	5					
51 Queen's Square Bin Store Provision	13					
52 Demolish Gadebridge Park Green-Keeper's Shed	20					
53 Elderly Day Care Centre (Half Moon Yard) - Replace soffit/facia & external facade	18					
54 Renew CCTV to Victoria Hall	11					
55 58 High St (Old Town), Hemel - Remove and Rebuild Wall	42					
56 100 High St (Old Town), Hemel - Window Replacement	14					
57 Purchase of Allotments and Caravan Park Booking Software						
58 Old Town Public Convenience Refurbishment	30					
59 Long Chaulden - Roof Renovations		56				
60 Bellgate - Walkway Renovation		66				
61 Stoneycroft - Car Park Refurbishment			55			
62 Hobbs Hill - Window and Doors replacement			15			
63 Bennettsgate - Window Renewal			90			
64 Commercial Assets - Shopping Centres				400	400	400
	2,490	5,190	3,870	400	400	400
Revenues, Benefits & Fraud (Chris Baker)						
67 Revenues and Benefits new servers		23				
	-	23	-	-	-	-
Commissioning, Procurement and Compliance (Ben Hosier)						
70 Car Park Refurbishment	195	507	140	60		
71 Water Gardens Car Park - Re-Lining (Asphalt) Top Floor	6					
72 Multi Storey Car Park Berkhamsted	551	2,583				
	752	3,090	140	60	-	-
Democratic Services (Jim Doyle)						
75 Election Management System Replacement		30				
76 Civic Car Purchase	30					
	30	30	-	-	-	-

DRAFT CAPITAL PROGRAMME BY OSC 2017/18 TO 2022/23

Scheme		17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000
FINANCE & RESOURCES							
Housing & Regeneration Management (Mark Gaynor)							
85	The Forum (Public Service Quarter)	185					
86	Gade Zone	73					
		258	-	-	-	-	-
Information, Communication and Technology (Ben Trueman)							
89	Rolling Programme - Hardware	471	425	75	75	75	75
90	Software Licences - Right of Use	50	50	50	50	50	50
91	Website Development	44					
92	Future vision of CRM	237	162	10	10		
93	Members' Devices			45			
		802	637	180	135	125	125
People and Performance (Matthew Rawdon)							
94	EIS Replacement		70				
97	Capital Grants - Community Groups	20	20	20	20	20	20
		20	90	20	20	20	20
TOTAL - FINANCE & RESOURCES		4,352	9,059	4,210	615	545	545

DRAFT CAPITAL PROGRAMME BY OSC 2017/18 TO 2022/23

Scheme		17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000
HOUSING & COMMUNITY							
People and Performance (Matthew Rawdon)							
109	Telephony upgrade & virtualisation	5					
110	Self Service Kiosks	19					
		24	-	-	-	-	-
Residents Services (Julie Still)							
113	Rolling Programme - CCTV Cameras	25	25	25	25	25	25
114	CCTV - Upgrade Control Room to Alarm Receiving Centre		65				
115	Lift Replacement to Theatre - Old Town Hall	45					
116	Verge Hardening Programme	458	250	350	350	350	350
117	Storage Facility at Grovehill APG	-	25				
		528	365	375	375	375	375
Strategic Housing (David Barrett)							
126	Affordable Housing Development Fund	2,573					
121	Westerdale (Garage Development)	30	1,386	185			
122	Northend (Garage Development)	30	418	185			
		2,633	1,804	370	-	-	-
Strategic Housing (Natasha Beresford)							
124	Temporary Accommodation - creation of new units		60	90			
		-	60	90	-	-	-
TOTAL - HOUSING & COMMUNITY		3,185	2,229	835	375	375	375

DRAFT CAPITAL PROGRAMME BY OSC 2017/18 TO 2022/23

Scheme		17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000
STRATEGIC PLANNING & ENVIRONMENT							
Environmental Services (Craig Thorpe)							
138	Wheeled Bins & Boxes for New Properties	20	20				
139	Play Area Refurbishment Programme	319					
140	Litter Bin Upgrade	20					
141	Waste & Recycling Service Improvements	75	15				
142	Play Areas & Open Spaces - replace equipment	11					
143	Fleet Replacement Programme	289	2,440	2,565	233	3,492	1,457
144	Fleet Services Renew Plant and Equipment		155				
145	Bartec - Collection System – Commercial Waste	25					
146	Installation of Air Conditioning Units at Cupid Green	35					
147	Gadebridge Park - Splash Park and Play Area	863	200				
148	Gadebridge Park - Infrastructure Improvements (Footpaths and Signage)	150					
149	Gadebridge Park - Renovation of White Bridge		250	250			
		1,807	3,080	2,815	233	3,492	1,457
Regulatory Services (Regulatory Services GM)							
152	Disabled Facilities Grants	741	741	741	741	741	741
		741	741	741	741	741	741
Development Management and Planning (Sara Whelan)							
155	Planning Software Replacement	30	57				
		30	57	-	-	-	-
Strategic Planning and Regeneration (Chris Taylor)							
158	Maylands Phase 1 Improvements	50					
159	Urban Park/Education Centre (Durrants Lakes)	54		210			

DRAFT CAPITAL PROGRAMME BY OSC 2017/18 TO 2022/23

Scheme		17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000
STRATEGIC PLANNING & ENVIRONMENT							
166	Maylands Business Centre	377					
167	Water Gardens	176					
168	Town Centre Access Improvements	67	40	400			
169	Hemel Street Furniture	111					
170	Market Square		1,000				
171	Maylands Business centre - Wood House fit out		500				
172	The Bury - Conversion into Museum and Gallery	23	20	320	150	2,100	975
179	The Bury - Residential Development			110	110	2,230	640
		858	1,560	1,040	260	4,330	1,615
STRATEGIC PLANNING & ENVIRONMENT							
TOTAL - STRATEGIC PLANNING & ENVIRONMENT		3,436	5,438	4,596	1,234	8,563	3,813
TOTAL - GENERAL FUND		10,972	16,726	9,641	2,224	9,483	4,733

DRAFT CAPITAL PROGRAMME BY OSC 2017/18 TO 2022/23

Scheme		17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000
	HOUSING REVENUE ACCOUNT						
	Property & Place (Fiona Williamson)						
188	Planned Fixed Expenditure	19,855	17,480	13,157	17,057	17,023	17,066
		19,855	17,480	13,157	17,057	17,023	17,066
	Strategic Housing (David Barrett)						
191	Aspen Court / London Road, Apsley	135					
190	New Build General	4,087	9,223	4,996	6,472		
193	Martindale	110	2,885	9,437	2,035		
193	Wood House	6,223	5,059				
194	Stationers Place / Apsley Paper Mill	1,247	5,967				
195	Able House	573					
197	Swing Gate Lane	1,061	331				
196	Swing Gate Lane Conversion	20	463				
		13,456	23,928	14,433	8,507	-	-
	TOTAL - HOUSING REVENUE ACCOUNT	33,311	41,408	27,590	25,564	17,023	17,066
	TOTAL CAPITAL PROGRAMME	44,283	58,134	37,231	27,788	26,506	21,799

DRAFT CAPITAL PROGRAMME BY OSC 2017/18 TO 2022/23

	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000
CAPITAL FINANCING						
GENERAL FUND						
Capital Receipts and Reserves		7,427	6,828	484	6,610	4,194
141 Capital Receipts	790	554	138			
Grants and Contributions	1,408	1,148	975	975	1,836	539
Revenue Contributions to Capital	3,124	2,111	1,700	765	1,037	
Borrowing	5,650	5,486	-	-	-	-
TOTAL - GENERAL FUND	10,972	16,726	9,641	2,224	9,483	4,733
HOUSING REVENUE ACCOUNT						
Capital Receipts and Reserves	20,567	31,871	19,646	17,065	7,713	8,387
141 Capital Receipts	4,020	2,534	2,534	2,534	2,300	900
Revenue Contributions to Capital	8,724	7,003	5,410	5,965	7,010	7,779
Borrowing	-	-	-	-	-	-
TOTAL - HOUSING REVENUE ACCOUNT	33,311	41,408	27,590	25,564	17,023	17,066
TOTAL - CAPITAL FINANCING	44,283	58,134	37,231	27,788	26,506	21,799

General Fund Reserves Summary	Balance as at 31/03/2017 £'000	Net Reserve Movement 2017/18 £'000	Balance as at 31/03/2018 £'000	Net Reserve Movement 2018/19 £'000	Balance as at 31/03/2019 £'000	Net Reserve Movement 2019/20 £'000	Balance as at 31/03/2020 £'000	Net Reserve Movement 2020/21 £'000	Balance as at 31/03/2021 £'000	Net Reserve Movement 2021/22 £'000	Balance as at 31/03/2022 £'000
Civic Centre Major Repairs Reserve	200		200		200		200		200		200
Capital Development Reserve	500	(200)	300		300		300		300		300
Earmarked Grants Reserve	203	(183)	20	(10)	10	(10)	0		0		0
Management of Change Reserve	1,834	(567)	1,267	60	1,327	(46)	1,281		1,281		1,281
Technology Reserve	56		56	200	256		256		256		256
Savings Efficiencies Reserve	0		0	604	604	377	981	244	1,225		1,225
On Street Car Parking Reserve	242	(73)	169	50	219		219		219		219
Local Development Framework Reserve	100	(100)	0		0		0		0		0
Dacorum Development Reserve	356	(260)	96	(70)	26		26		26		26
Planning Enforcement & Appeals Reserve	75		75		75		75		75		75
Planning & Regeneration Project Reserve	158	(93)	65	(42)	23		23		23		23
Litigation Reserve	148	121	269		269		269		269		269
Vehicle Replacement Reserve	700	350	1,050	350	1,400	350	1,750	350	2,100	350	2,450
Invest to Save	248		248		248		248		248		248
Tring Swimming Pool Repairs Reserve	0	8	8	8	16	8	24	8	32	8	40
Youth Provision Reserve	101	(40)	61	(40)	21		21		21		21
Election Reserve	60	30	90	30	120	(90)	30	30	60	30	90
Uninsured Loss Reserve	586	(86)	500		500		500		500		500
Training & Development Reserve	88	(43)	45	(22)	23	(23)	0		0		0
Housing Conditions Survey Reserve	81	15	96	15	111	(111)	0	15	15	15	30
Dacorum Partnership Reserve	58	(11)	47		47		47		47		47
Dacorum Rent Aid - Guarantee Scheme	15		15		15		15		15		15
Rent Guarantee Scheme Reserve	15		15		15		15		15		15
Funding Equalisation Reserve	2,129	(209)	1,920		1,920		1,920		1,920		1,920
Pensions Reserve	1,773		1,773	200	1,973	200	2,173	(1,300)	873	200	1,073
Maylands Plus Reserve	46		46	23	69	23	92	23	115	23	138
Total Earmarked Reserves	9,772	(1,341)	8,431	1,356	9,787	678	10,465	(630)	9,835	626	10,461
Working Balance	2,502		2,503	(18)	2,485	0	2,485	0	2,485	0	2,485
Total General Fund Reserves	12,274		10,934	1,338	12,272	678	12,950	(630)	12,320	626	12,946

Agenda Item 7

STRATEGIC PLANNING & ENVIRONMENT Overview & Scrutiny Committee: Work Programme 2017/18

Scrutiny making a positive difference: Member led and independent, Overview & Scrutiny Committee promote service improvements, influence policy development & hold Executive to account for the benefit of the Community of Dacorum.

Meeting Date	Report Deadline	Items	Contact Details	Background information
5 December 2017	24 November 2017	Joint Budget OSC (<i>ideally no further items to be added</i>)	<p>James Deane 01442 228278 Corporate Director for Finance & Operations james.deane@dacorum.gov.uk</p> <p>David Skinner 01442 228662 Assistant Director for Finance & Resources david.skinner@dacorum.gov.uk</p> <p>Richard Baker 01442 228162 Group Manager – Financial Services richard.baker@dacorum.gov.uk</p>	
23 January 2018	12 January 2018	Annual Review of Complaints (Part 1 or 2)	<p>David Austin 01442 228355 Assistant Director for Neighbourhood Delivery david.austin@dacorum.gov.uk</p> <p>James Doe 01442 228583 Assistant Director for Planning, Development & Regeneration james.doe@dacorum.gov.uk</p>	
		Public Space Protection Orders		
		Dog Waste	<p>Craig Thorpe 01442 228027 Group Manager – Environmental Services craig.thorpe@dacorum.gov.uk</p>	
6 February 2018	26 January 2017	Joint Budget OSC (<i>ideally no further items to be added</i>)	<p>James Deane 01442 228278 Corporate Director for Finance & Operations james.deane@dacorum.gov.uk</p> <p>David Skinner 01442 228662 Assistant Director for Finance & Resources david.skinner@dacorum.gov.uk</p> <p>Richard Baker 01442 228162 Group Manager – Financial Services richard.baker@dacorum.gov.uk</p>	
20 March 2018	9 March 2018	Budget Monitoring Q3	<p>David Skinner 01442 228662 Assistant Director for Finance & Resources david.skinner@dacorum.gov.uk</p>	

	Environmental Services Q3 Performance Report	<p>David Austin 01442 228355 Assistant Director for Neighbourhood Delivery david.austin@dacorum.gov.uk</p> <p>Craig Thorpe 01442 228027 Group Manager – Environmental Services craig.thorpe@dacorum.gov.uk</p>	<i>To review and scrutinise quarterly performance</i>
	Planning, Development and Regeneration Q3 Performance Report	<p>James Doe 01442 228583 Assistant Director for Planning, Development & Regeneration james.doe@dacorum.gov.uk</p>	<i>To review and scrutinise quarterly performance</i>
	Regulatory Services Q3 Performance Report	<p>David Austin 01442 228355 Assistant Director for Neighbourhood Delivery david.austin@dacorum.gov.uk</p>	<i>To review and scrutinise quarterly performance</i>
	Annual Review – CSG and Refuse service	<p>David Austin 01442 228355 Assistant Director for Neighbourhood Delivery david.austin@dacorum.gov.uk</p>	
	Parking Standards	<p>Heather Overhead 01442 228083 Assistant Team Leader – Strategic Planning & Regeneration</p> <p>James Doe 01442 228583 Assistant Director for Planning, Development & Regeneration james.doe@dacorum.gov.uk</p>	

Items to schedule: Dacorum Development Programme