



Public Document Pack Housing and Community Overview and Scrutiny Agenda

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

Tuesday 4 December 2018 at 7.30 pm

DBC Council Chamber - 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 Adeleke
Councillor Armytage
Councillor Banks
Councillor Mrs Bassadone
Councillor Conway
Councillor England
Councillor P Hearn

Councillor Fethney
Councillor Imarni (Vice-Chairman)
Councillor Mahmood (Chairman)
Councillor Mills
Councillor Pringle
Councillor W Wyatt-Lowe

Substitute Members:

Councillors Howard, Clark, Ransley, Tindall, Link and McLean

For further information, please contact Corporate and Democratic Support

AGENDA

1. MINUTES

To confirm the minutes from the previous meeting

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence

3. DECLARATIONS OF INTEREST

To receive any declarations of interest

A member with a disclosable pecuniary interest or a personal interest in a matter who attends a meeting of the authority at which the matter is considered -

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent

and, if the interest is a disclosable pecuniary interest, or a personal interest which is also prejudicial

- (ii) may not participate in any discussion or vote on the matter (and must withdraw to the public seating area) unless they have been granted a dispensation.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of Interests, or is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal and prejudicial interests are defined in Part 2 of the Code of Conduct For Members

[If a member is in any doubt as to whether they have an interest which should be declared they should seek the advice of the Monitoring Officer before the start of the meeting]

4. PUBLIC PARTICIPATION

An opportunity for members of the public to make statements or ask questions in accordance with the rules as to public participation

5. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO CALL-IN

6. BUDGET PREPARATIONS 2019/20 (Pages 3 - 55)

7. WORK PROGRAMME (Pages 56 - 57)



AGENDA ITEM:

SUMMARY

Report for:	Joint Overview & Scrutiny Committee
Date of meeting:	4th December 2018
PART:	1
If Part II, reason:	

Title of report:	BUDGET PREPARATION 2019/20
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources James Deane, Corporate Director (Finance & Operations) Nigel Howcutt, Assistant Director (Finance & Resources)
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 2019/20 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; Chief Officer Group; Corporate Management Team; Group Managers.
Background	Medium Term Financial Strategy 2018/19 – 2022/23

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 2019/20.
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 Annexe A.
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 2019/20
- Appendix Bi – Budget Change Analysis 2018/19 – 2019/20
- Appendix Bii – Summary by Committee

Finance & Resources

- Appendix Ci – Finance & Resources Budgets Summary 2019/20
- Appendix Cii – Finance & Resources Budgets Detail 2019/20

Housing & Community

- Appendix Di – Housing and Community Budgets Summary 2019/20
- Appendix Dii – Housing and Community GF Budgets Detail 2019/20

Strategic Planning & Environment

- Appendix Ei – Strategic Planning & Environment Budgets Summary 2019/20
- Appendix Eii – Strategic Planning & Environment Budgets Detail 2019/20

Housing Revenue Account

- Appendix F – Housing Revenue Account Budget 2019/20
- Appendix G – Housing Revenue Account Movements 2018/19 – 2019/20

Capital Programme

- Appendix H – Capital Programme: Summary of new and amended projects
- Appendix I – Capital Programme 2018/19 - 2023/24, by OSC.

Reserves

- Appendix J – Statement of Earmarked Reserves

Medium Term Financial Strategy (MTFS)

6. The current MTFS was approved by Council in July 2018 and contained the following key decisions which have informed the budget-setting process for 2019/20:
 - A General Fund savings target of £890k for 2019/20
 - A General Fund savings target of £2.8m 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. The draft budget presented in Appendix A has a surplus bottom line of £60k. At this stage, this remains subject to a number of budgetary assumptions, which are currently at risk. Work continues on these assumptions, and the finalised position will be reported to Members at the Joint OSC in February.
8. 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.
9. Prior to seeking Member approval for the budget in February 2019, 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

10. The following assumptions are incorporated within the draft budget:
 - £5 increase in Council Tax (as per MTFS)
 - An average 2.45% pay settlement (as per MTFS)
 - Vacancy factor of 5% for non-front-line services
 - Zero Revenue Support Grant (see paragraphs 11 - 16)
 - New Homes Bonus reduced by 10% (£200k)
 - Inflation freeze on Supplies and Services
11. In July 2018 the Secretary of State for MHCLG announced that government was considering the suspension of 'negative RSG' payments for the final year of the 4-year deal, which, if implemented, would increase the Council's funding by £900k for 2019/20. Final confirmation of the decision is expected as part of the Local Government Settlement announcement on 6th December.
12. It is crucial to note that whatever financial benefit the Council may receive from the full or partial suspension of negative RSG in 2019/20 should be seen as a one-year benefit. This position is explained in the paragraphs below.
13. The concept of 'negative RSG' was introduced to enable Government to reduce the level of funding paid to an authority when there was no further RSG left to reduce. The idea was that the negative RSG would net off against the Business

rates funding to bring total authority funding down to a level, which, in Government's opinion, reflected its level of need.

14. In this respect 'negative RSG' was only ever a transitional tool until each authority's needs-level funding is captured and baselined within the Business Rates funding methodology for 2020 and beyond. At this stage, Government has previously stated that RSG will cease to exist as a funding stream.
15. It is prudent to assume that Government has not fundamentally changed its medium-term assessment of Dacorum's level of need, and therefore that the suspension of negative RSG is a one-year relief, and not likely to be reflected in the funding methodology beyond 2020.
16. As a one-off funding benefit, which, still, at the time of writing remains uncertain, it is recommended that the full amount is transferred to reserves, as follows:
 - £500k contribution to the Dacorum Development Reserve – to support the delivery of future growth and regeneration initiatives across the borough; and,
 - £400k contribution to the Local Development Framework Reserve – to support the medium-term costs of additional work on the Local Plan that will be required over coming years.
17. Any additional changes to the 2019/20 funding levels announced within the Local Government Finance Settlement on 6 December will be incorporated within the second draft budget brought for Members' scrutiny in February 2018.

Key General Fund budget savings since last year

18. Detailed budget changes between 2018/19 and 2019/20 are shown in Appendix B. Key items include:
 - £230k total staff efficiency savings
 - £80k efficiency savings on transport
 - £130k efficiency reductions in expenditure on Supplies & Services
 - £870k increase in income generated
 - £150k increase in contributions and reimbursements
 - £30k increase in recharge to the HRA

Key General Fund budget growth since last year

19. 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:
 - £140k staffing
 - £570k on Supplies and services (£450k co-mingled waste)
 - £80k Third Party payments
20. 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

21. The draft HRA Budget for 2019/20 is attached at Appendix F, with explanations of major movements between the Original Budget 2018/19 and Draft Budget 2019/20 shown in Appendix G.
22. Key assumptions incorporated into the draft budget are:
 - Rent reduction of 1% on all properties, in line with Government legislation
 - Increased higher level of bad debt provision (£300k) to reflect the impact of the roll out of Universal Credit
 - 2.4% pay settlement
 - Increase in depreciation (£475k)

Capital Programme

23. The draft Capital Programme is set out at Appendix I.
24. 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 and total £1.8m in 19/20 and £5.4m between 2019-2023/24.

Reserves

25. The proposed movements in General Fund reserves are set out in Appendix J. The significant reserve movements are detailed below for inclusion within the 2019/20 budget:
 - **Savings efficiency Reserve** - Contribution of £317k to the Savings efficiency Reserve to smooth the impact of the MTFs savings requirements and provide a resilience fund to support savings delivery.
 - **Dacorum Development Reserve** - Contribution £455k. A £500k contribution from negative RSG (See para 11-16 for details) less a £20k release to cover costs associated with hosting the Armed Forces Day, and £25k towards the Parking Access and Movement project.
 - **Local Development Framework Reserve** - Contribution £254k. A £400k contribution from negative RSG (See para 11-16 for details) less a release of £146k towards fixed term staff employed to support the delivery of the local plan.
 - **Pension Reserve** – Ongoing contribution of £200k for the triennial payment due in 2020/21.
 - **Litigation Reserve** - Contribution of £200k to the litigation reserve to support any future litigation costs or compensation.
 - **Vehicle replacement reserve** - Ongoing £350k contribution to fund the fleet replacement strategy.

Next Steps

26. 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 2019.

Annexe A
Explanation of expenditure categories used in appendices
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 2019/20

	Original 2018/19	Growth / (Savings)	Estimate 2019/20 1st OSC 4.12.18
	£000	£000	£000
Service Expenditure & Income			
Employees	23,242	1,239	24,481
Premises	4,456	12	4,468
Transport	1,430	(11)	1,419
Supplies & Services	7,070	262	7,332
Third-Parties	609	147	756
Transfer Payments	47,199	0	47,199
Capital Charges & Bad Debts	4,491	0	4,491
Income	(16,611)	(1,227)	(17,838)
Grants and Contributions	(51,235)	(262)	(51,497)
Recharge to HRA	(4,114)	(28)	(4,142)
Net Cost Of Services	16,537	132	16,669
Less:			
Interest Receipts	(158)	(30)	(188)
Interest Payments & MRP	970	0	970
Reversal of Capital Charges	(4,344)	(32)	(4,376)
Revenue Contributions to Capital	2,111	(229)	1,882
Net movement to/(from) Earmarked Reserves	1,028	652	1,680
Budget Requirement General Fund	16,144	493	16,637
Parish Precepts	764	42	806
Budget Requirement Including Parishes	16,908	535	17,443
Funded by:			
Revenue Support Grant/Tariff	0	0	0
Business Rates Retained	(2,960)	(389)	(3,349)
New Homes Bonus/Government Grants	(2,086)	229	(1,857)
Other Government Grants	0	0	0
Council Tax (Surplus)/Deficit	0	0	0
Business Rates (Surplus)/Deficit	0	0	0
Net Expenditure before Council Tax	11,862	375	12,237
Demand on the Collection Fund	(11,867)	(430)	(12,297)
Net Change in General Fund Balance	(5)	(55)	(60)
General Fund Balance B/Fwd	(2,502)		(2,509)
In year use	(7)		(60)
General Fund Balance C/Fwd	(2,509)		(2,569)

GENERAL FUND BUDGET CHANGE ANALYSIS 2019/20		
EMPLOYEE EXPENDITURE		
2018/19 Employee Budget		23,242
<u>Inflation</u>		
Pay award of 2% per annum (estimate)		414
Additional effect of new LGS paycales (estimate)		43
Increments		168
Sub total - Inflation		625
<u>Growth items</u>		
Group Manager Legal and Corporate Services	Mark Brookes	77
Electoral Registration Officer	Mark Brookes	24
Other growth items under £15k		36
Sub total - Growth items		137
<u>Removal of 2018/19 one-off items (reserve / grant funded)</u>		
Cycle Hub set up costs	Matthew Rawdon	(20)
Flats Recycling project fixed term posts	Craig Thorpe	(81)
Water Gardens	Chris Taylor	(21)
Ambassadors Programme	Chris Taylor	(43)
Sub total - Removal of 2018/19 one-off items		(165)
<u>2019/20 one-off items (reserve / grant funded)</u>		
Borough Elections employees costs	Mark Brookes	90
Innovation and Improvement Intern - one year fixed term post	Ben Trueman	13
Local Development Framework fixed term posts	Chris Taylor	146
Apprenticeship and graduate trainee programme	Matthew Rawdon	185
Short term growth required in Building Control	Sara Whelan	60
Sub total - 2019/20 one-off items		494
<u>Efficiency savings</u>		
Clean, Safe & Green review	Craig Thorpe	(100)
Legal and Corporate Services restructure	Mark Brookes	(29)
ICT team review	Ben Trueman	(27)
Environmental Management function review	Nigel Howcutt	(45)
Customer Services operational review	Matthew Rawdon	(10)
Other items under £15k		(17)
Sub total - Efficiency savings		(228)
<u>Other</u>		
Financial services restructure - increased recharge to HRA		21
CCTV increased recharge to HRA		14
Increased use of Flexible Homelessness Support grant funding		130
Internal movement of budget (no growth or efficiencies to services)		211
Sub total - Other		376
Total change year on year		1,239
2019/20 Employee Budget		24,481

GENERAL FUND BUDGET CHANGE ANALYSIS 2019/20 PREMISES EXPENDITURE	
2018/19 Premises Budget	4,456
<u>Inflation</u>	
General inflation	96
Sub total - Inflation	96
<u>Growth items</u>	
Car Parks Business Rates	40
Sub total - Efficiency savings	40
<u>Removal of 2018/19 one-off items (reserve / grant funded)</u>	
Temporary Accommodation (Leys Road) improvements	Natasha Beresford
	(50)
Sub total - Removal of 2018/19 one-off items	(50)
<u>2019/20 one-off items (reserve / grant funded)</u>	
Borough Elections premises costs	Mark Brookes
	30
Sub total - 2019/20 one-off items	30
<u>Other</u>	
Internal movement of budget (no growth or efficiencies to services)	(116)
CCTV increased recharge to HRA	12
Sub total - Other	(104)
Total change year on year	12
2019/20 Premises Budget	4,468
GENERAL FUND BUDGET CHANGE ANALYSIS 2019/20 TRANSPORT EXPENDITURE	
2018/19 Transport Budget	1,430
<u>Inflation</u>	
General inflation	59
Sub total - Inflation	59
<u>Efficiency savings</u>	
Environmental Services fuel efficiencies	Craig Thorpe
	(81)
Sub total - Efficiency savings	(81)
<u>Other</u>	
Internal movement of budget (no growth or efficiencies to services)	11
Sub total - Other	11
Total change year on year	(70)
2019/20 Transport Budget	1,419

GENERAL FUND BUDGET CHANGE ANALYSIS 2019/20 SUPPLIES & SERVICES EXPENDITURE		
2018/19 Supplies & Services Budget		7,070
<u>Inflation</u>		
Inflation on contracted services		72
Sub total - Inflation		72
<u>Growth items</u>		
Co-mingled waste disposal costs	Craig Thorpe	450
ICT licences - Enterprise Licence agreements and CRM	Ben Trueman	80
Forum room booking system	Ben Trueman	20
Members' Allowances	Mark Brookes	17
Sub total - Growth items		567
<u>Removal of 2018/19 one-off items (reserve / grant funded)</u>		
Leisure contract one-off year one costs	Matthew Rawdon	(375)
Get Set Go (final year of project)	Matthew Rawdon	(25)
Ambassadors Programme	Chris Taylor	(25)
Homelessness Prevention fund	Natasha Beresford	(51)
Cycle Hub set up costs	Matthew Rawdon	(20)
Sub total - Removal of 2018/19 one-off items		(496)
<u>2019/20 one-off items (reserve / grant funded)</u>		
Housing Conditions Survey	Natasha Beresford	50
Controlled Parking Zones	Ben Hosier	56
Parking Access and Movement project costs	Chris Taylor	25
Sub total - 2019/20 one-off items		131
<u>Efficiency savings</u>		
Central Admin postage	Mark Brookes	(20)
Tourism contract	Chris Taylor	(20)
Cupid Green waste transfer site disposal costs	Craig Thorpe	(40)
Community grants budget reduction	Matthew Rawdon	(10)
Planning Software maintenance	Sara Whelan	(10)
Other items under £15k		(28)
Sub total - Efficiency savings		(128)
<u>Other</u>		
Internal movement of budget (no growth or efficiencies to services)		116
Sub total - Other		116
Total change year on year		262
2019/20 Supplies & Services Budget		7,332

GENERAL FUND BUDGET CHANGE ANALYSIS 2019/20 THIRD-PARTY PAYMENTS	
2018/19 Third Party Payments Budget	609
Inflation	
General inflation	16
Sub total - Inflation	16
Growth items	
Facilities Management	Ben Hosier 75
Sub total - Growth items	75
Efficiency savings	
HR systems review	Matthew Rawdon (10)
Sub total - Growth items	(10)
Other	
Internal movement of budget (no growth or efficiencies to services)	66
Sub total - Other	66
Total change year on year	147
2019/20 Third Party Payments Budget	756
GENERAL FUND BUDGET CHANGE ANALYSIS 2019/20 TRANSFER PAYMENTS	
2018/19 Transfer Payments Budget	47,199
Total change year on year	0
2019/20 Transfer Payments Budget	47,199

GENERAL FUND BUDGET CHANGE ANALYSIS 2019/20 INCOME		
2018/19 Income Budget		(16,611)
<u>Inflation</u>		
General inflation		(192)
Sub total - Inflation		(192)
<u>Removal of 2018/19 one-off items (reserve / grant funded)</u>		
Ambassadors Programme	Chris Taylor	30
Sub total - Removal of 2018/19 one-off items		30
<u>Growth items</u>		
Forum service charges	Ben Hosier	40
Sub total - Growth items		40
<u>Increased income</u>		
The Forum tenancy	Ben Hosier	(261)
Temporary Accommodation new build sites	Natasha Beresford	(32)
Berkhamsted Multi-storey car park	Ben Hosier	(126)
Investment Property income	Richard Rice	(170)
Planning Fees (volume related)	Sara Whelan	(50)
Temporary Accommodation	Natasha Beresford	(150)
Private Sector Housing licensing of HMOs	Natasha Beresford	(30)
Kylna Business Centre	Chris Taylor	(10)
Commercial waste recycling	Craig Thorpe	(25)
Other items under £10k		(19)
Sub total - Efficiency savings		(873)
<u>Other</u>		
Internal movement of budget (no growth or efficiencies to services)		(232)
Sub total - Other		(232)
Total change year on year		(1,227)
2019/20 Income Budget		(17,838)

GENERAL FUND BUDGET CHANGE ANALYSIS 2019/20 GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS		
2018/19 Grants, Reimbursements and Contributions Budget		(51,235)
<u>Inflation</u>		
General inflation		(17)
Sub total - Inflation		(17)
<u>Growth items</u>		
Reduction to Benefits Administration Subsidy grant	Chris Baker	60
Sub total - Growth items		60
<u>Removal of 2018/19 one-off items (reserve / grant funded)</u>		
Water Gardens grant income	Chris Taylor	35
Sub total - Removal of 2018/19 one-off items		35
<u>Increased income</u>		
Leisure contract	Ben Hosier	(121)
Legal fees	Mark Brookes	(20)
Gadebridge Splash Park kiosk concession	Craig Thorpe	(12)
Sub total - Increased income		(153)
<u>Other</u>		
Flexible Homelessness Support grant increased use of funding		(130)
Internal movement of budget (no growth or efficiencies to services)		(57)
Sub total - Other		(187)
Total change year on year		(262)
2019/20 Grants, Reimbursements and Contributions Budget		(51,497)
GENERAL FUND BUDGET CHANGE ANALYSIS 2019/20 RECHARGE TO THE HRA		
2018/19 Recharge to the HRA		(4,114)
<u>Other</u>		
Financial Services restructure - increased recharge to HRA		(21)
Increased CCTV recharges (CCTV monitoring at flats)		(25)
Decreased recharge to the HRA from Support Services recharges		18
Sub total - Other		(28)
Total change year on year		(28)
2019/20 Recharge to the HRA		(4,142)

OVERVIEW AND SCRUTINY COMMITTEE GENERAL FUND BUDGETS 2019/20				
	Finance & Resources 2019/20 (£)	Housing & Community 2019/20 (£)	Planning & Environment 2019/20 (£)	Total (£)
Employees	10,377,700	3,965,099	10,138,145	24,480,944
Premises	2,669,912	852,700	945,240	4,467,852
Transport	224,610	17,650	1,176,960	1,419,220
Supplies & Services	3,834,200	1,270,430	2,227,420	7,332,050
Third-Parties	672,250		83,630	755,880
Capital Charges	1,946,150	1,047,930	1,497,010	4,491,090
Transfer Payments	47,144,000	55,000	0	47,199,000
Income	(8,878,210)	(4,805,290)	(4,154,650)	(17,838,150)
Grants and Contributions	(48,579,035)	(692,140)	(1,875,791)	(51,146,966)
Other Income (Housing Benefit Overpayments)	(350,000)			(350,000)
Recharges	(5,866,112)	(97,027)	1,821,073	(4,142,067)
Net Expenditure by Committee	3,195,465	1,614,352	11,859,037	16,668,853

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGETS 2019/20					
	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
Finance & Resources					
Employees	10,016,590	10,122,039	10,377,700	361,110	3%
Premises	2,699,230	2,555,106	2,669,912	(29,318)	(1%)
Transport	215,370	236,177	224,610	9,240	4%
Supplies & Services	3,852,707	4,278,406	3,834,200	(18,507)	(0%)
Third-Parties	520,800	655,720	672,250	151,450	29%
Capital Charges	1,946,150	1,946,150	1,946,150	0	0%
Transfer Payments	47,144,000	47,144,000	47,144,000	0	0%
Income	(8,112,190)	(8,233,814)	(8,878,210)	(766,020)	(9%)
Grants and Contributions	(48,501,771)	(48,523,502)	(48,579,035)	(77,264)	(0%)
Other Income	(350,000)	(350,000)	(350,000)	0	0%
Recharges	(5,928,306)	(6,084,644)	(5,866,112)	62,194	1%
Net Expenditure: Finance & Resources	3,502,580	3,745,637	3,195,465	(307,115)	(10%)

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £	%
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Finance & Resources

Chief Executive's Unit (Sally Marshall)

Facilitating Change (Sally Marshall)

Supplies & Services	100,000	100,000	100,000	0	0%
Grants and Contributions	0	(17,500)	0	0	
Recharges	(100,000)	(82,500)	(100,000)	(0)	(0%)
Net Expenditure: Facilitating Change	0	0	0	(0)	0%

Management Team and Other Support Overheads (Sally Marshall)

Employees	437,670	442,360	459,590	21,920	5%
Transport	610	610	620	10	2%
Supplies & Services	11,930	11,930	11,940	10	0%
Recharges	(450,210)	(454,900)	(472,150)	(21,940)	(5%)
Net Expenditure: Management Team and Other Support Overheads	0	0	(0)	(0)	0%

Net Expenditure: Chief Executive's Unit

0 0 0 (0) 0%

Corporate and Contracted Services

Sports Development and Community Recreation (Ben Hosier)

Premises	35,570	35,570	36,390	820	2%
Supplies & Services	388,180	388,180	13,180	(375,000)	(97%)
Capital Charges	848,610	848,610	848,610	0	0%
Income	(7,120)	(7,120)	(7,280)	(160)	(2%)
Grants and Contributions	(8,190)	(8,000)	(128,925)	(120,735)	(1474%)
Recharges	115,783	122,365	147,749	31,965	28%
Net Expenditure: Sports Development and Community Recreation	1,372,833	1,379,605	909,724	(463,110)	(34%)

Car Parking (Ben Hosier)

Employees	81,240	82,288	83,450	2,210	3%
Premises	444,860	398,261	496,060	51,200	12%
Transport	1,090	500	1,120	30	3%
Supplies & Services	508,257	740,617	763,790	255,533	50%
Third-Parties	24,000	24,000	24,550	550	2%
Capital Charges	43,550	43,550	43,550	0	0%
Income	(2,123,120)	(2,333,120)	(2,409,440)	(286,320)	13%
Recharges	353,634	352,879	369,386	15,752	4%
Net Expenditure: Car Parking	(666,489)	(691,025)	(627,534)	38,955	3%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £	%
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Property Management and Office Accommodation (Ben Hosier)

Premises	449,710	295,894	303,780	(145,930)	(32%)
Supplies & Services	15,540	20,100	20,240	4,700	30%
Third-Parties	307,200	450,000	463,740	156,540	51%
Capital Charges	315,000	315,000	315,000	0	0%
Income	(240,640)	(82,704)	(388,960)	(148,320)	(62%)
Recharges	(846,809)	(998,290)	(713,801)	133,009	16%
Net Expenditure: Property Management and Office Accommodation	(0)	(0)	0	(0)	0%

Procurement Services (Ben Hosier)

Employees	192,470	199,440	194,770	2,300	1%
Transport	320	320	330	10	3%
Supplies & Services	2,620	4,050	2,640	20	1%
Recharges	(195,410)	(203,809)	(197,740)	(2,330)	(1%)
Net Expenditure: Procurement Services	(0)	0	(0)	0	0%

Democratic Representation and Management (Mark Brookes)

Employees	183,930	151,911	223,090	39,160	21%
Transport	4,180	13,180	12,270	8,090	194%
Supplies & Services	453,120	453,120	473,070	19,950	4%
Income	(1,160)	(1,160)	(1,190)	(30)	(3%)
Recharges	883,763	884,974	812,111	(71,652)	(8%)
Net Expenditure: Democratic Representation and Management	1,523,833	1,502,025	1,519,351	(4,482)	(0%)

Corporate Management (Mark Brookes)

Recharges	402,156	511,348	465,175	63,019	16%
Net Expenditure: Corporate Management	402,156	511,348	465,175	63,019	16%

Registration of Electors (Mark Brookes)

Employees	90,910	109,060	161,270	70,360	77%
Transport	150	150	150	0	0%
Supplies & Services	69,130	69,130	83,310	14,180	21%
Capital Charges	570	570	570	0	0%
Income	(1,590)	(1,590)	(1,630)	(40)	(3%)
Recharges	60,733	51,513	50,166	(10,567)	(17%)
Net Expenditure: Registration of Electors	219,903	228,833	293,836	73,933	34%

Conducting Elections (Mark Brookes)

Employees	0	0	90,000	90,000	
Premises	0	0	30,000	30,000	
Recharges	10,852	10,960	5,836	(5,016)	(46%)
Net Expenditure: Conducting Elections	10,852	10,960	125,836	114,984	1060%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
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Local Welfare Assistance Schemes (Mark Brookes)

Supplies & Services	2,460	0	2,520	60	2%
Recharges	35	35	0	(35)	(100%)
Net Expenditure: Local Welfare Assistance Schemes	2,495	35	2,520	25	1%

Legal Services (Mark Brookes)

Employees	478,610	449,125	465,230	(13,380)	(3%)
Transport	1,350	1,350	1,380	30	2%
Supplies & Services	52,920	47,920	48,420	(4,500)	(9%)
Capital Charges	13,360	13,360	13,360	0	0%
Income	(5,420)	(21,420)	(15,430)	(10,010)	(185%)
Grants and Contributions	(56,560)	(56,560)	(76,730)	(20,170)	(36%)
Recharges	(484,260)	(433,775)	(436,230)	48,030	10%
Net Expenditure: Legal Services	0	(0)	(0)	0	0%

Central Administration (Mark Brookes)

Employees	332,390	327,130	300,620	(31,770)	(10%)
Transport	440	440	460	20	5%
Supplies & Services	203,620	183,620	183,220	(20,400)	(10%)
Third-Parties	1,060	1,060	1,080	20	2%
Capital Charges	26,270	26,270	26,270	0	0%
Income	(520)	(520)	(530)	(10)	(2%)
Recharges	(563,259)	(537,999)	(511,121)	52,139	9%
Net Expenditure: Central Administration	0	0	0	(0)	0%

Management Team and Other Support Overheads (Mark Brookes)

Employees	74,100	57,331	158,950	84,850	115%
Transport	740	740	760	20	3%
Supplies & Services	1,860	1,860	1,870	10	1%
Recharges	(76,700)	(59,931)	(161,580)	(84,880)	(111%)
Net Expenditure: Management Team and Other Support Overheads	0	(0)	0	(0)	(100%)

Net Expenditure: Corporate and Contracted Services **2,865,585** **2,941,781** **2,688,905** **(176,679)** **(7%)**

Finance & Operations Management (James Deane)

Internal Audit (James Deane)

Third-Parties	101,770	87,140	104,110	2,340	2%
Recharges	(101,770)	(87,140)	(104,110)	(2,340)	(2%)
Net Expenditure: Internal Audit	(0)	0	0	0	0%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
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Management Team and Other Support Overheads (James Deane)					
Employees	337,510	346,049	346,040	8,530	3%
Transport	0	200	0	0	
Supplies & Services	2,810	167,848	2,820	10	0%
Recharges	(340,320)	(514,097)	(348,860)	(8,540)	(3%)
Net Expenditure: Management Team and Other Support Overheads	0	(0)	(0)	(0)	

Net Expenditure: Finance & Operations Management **(0)** **0** **0** **0** **0%**

Finance & Resources (Nigel Howcutt)

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	(23,673,850)	(23,673,850)	(23,673,850)	0	0%
Other Income	(190,000)	(190,000)	(190,000)	0	0%
Net Expenditure: Housing Benefit Payments	(388,850)	(388,850)	(388,850)	0	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	(23,559,990)	(23,559,990)	(23,559,990)	0	0%
Other Income	(160,000)	(160,000)	(160,000)	0	0%
Net Expenditure: Housing benefits: rent rebates to HRA tenants - mandatory payments	4,010	4,010	4,010	0	0%

Housing Benefits (Administration) (Chris Baker)					
Employees	721,140	807,877	775,060	53,920	7%
Transport	2,280	2,280	2,330	50	2%
Supplies & Services	10,180	5,220	10,180	0	0%
Grants and Contributions	(633,531)	(693,515)	(574,450)	59,081	9%
Recharges	928,133	970,640	937,721	9,588	1%
Net Expenditure: Housing Benefits (Administration)	1,028,202	1,092,502	1,150,841	122,639	12%

Local Tax Collection (Chris Baker)					
Employees	479,730	478,790	488,470	8,740	2%
Transport	540	540	550	10	2%
Supplies & Services	124,810	141,477	125,310	500	0%
Capital Charges	6,260	6,260	6,260	0	0%
Grants and Contributions	(468,000)	(420,000)	(468,000)	0	0%
Recharges	687,281	716,208	692,590	5,309	1%
Net Expenditure: Local Tax Collection	830,621	923,275	845,180	14,559	2%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
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Local Tax Collection and Benefits Support Team (Chris Baker)

Employees	353,830	340,444	337,050	(16,780)	(5%)
Transport	5,780	5,780	5,910	130	2%
Supplies & Services	140,670	137,670	143,230	2,560	2%
Grants and Contributions	0	(2,437)	0	0	
Recharges	(500,280)	(481,457)	(486,190)	14,090	3%
Net Expenditure: Local Tax Collection and Benefits Support Team	0	0	0	(0)	0%

Corporate Management - Financial Fees and Services (Fiona Jump)

Supplies & Services	133,000	133,000	126,000	(7,000)	(5%)
Net Expenditure: Corporate Management - Financial Fees and Services	133,000	133,000	126,000	(7,000)	(5%)

Past Service Costs (Fiona Jump)

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

Parish Grants (Fiona Jump)

Supplies & Services	243,900	245,732	241,200	(2,700)	(1%)
Net Expenditure: Parish Grants	243,900	245,732	241,200	(2,700)	(1%)

Financial Services (Fiona Jump)

Employees	1,016,330	1,090,086	1,087,180	70,850	7%
Transport	1,480	1,480	1,510	30	2%
Supplies & Services	53,480	77,963	53,790	310	1%
Third-Parties	20,480	20,480	20,950	470	2%
Capital Charges	61,900	61,900	61,900	0	0%
Grants and Contributions	(49,320)	(39,320)	(43,500)	5,820	12%
Recharges	(1,104,349)	(1,212,589)	(1,181,829)	(77,480)	7%
Net Expenditure: Financial Services	0	0	0	(0)	0%

Support Services - Insurance (Fiona Jump)

Employees	54,410	54,410	54,410	0	0%
Premises	761,770	761,770	761,770	0	0%
Transport	175,330	175,330	175,330	0	0%
Supplies & Services	468,110	468,110	468,110	0	0%
Income	(312,960)	(312,960)	(312,960)	0	0%
Recharges	(1,146,660)	(1,146,660)	(1,146,660)	0	0%
Net Expenditure: Support Services - Insurance	0	0	0	0	0%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £	%
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Management Team and Other Support Overheads (Nigel Howcutt)

Employees	362,880	379,108	244,000	(118,880)	(33%)
Transport	540	647	550	10	2%
Supplies & Services	21,150	41,280	23,790	2,640	12%
Capital Charges	6,730	6,730	6,730	0	0%
Recharges	(391,300)	(427,765)	(275,070)	116,230	30%
Net Expenditure: Management Team and Other Support Overheads	0	(0)	0	0	0%

Allotments (Richard Rice)

Premises	12,540	10,280	12,830	290	2%
Supplies & Services	300	300	300	0	0%
Income	(15,260)	(13,000)	(15,610)	(350)	(2%)
Recharges	368	368	377	8	2%
Net Expenditure: Allotments	(2,052)	(2,052)	(2,103)	(52)	(3%)

Community Centres & Public Halls (Richard Rice)

Employees	134,340	138,005	136,230	1,890	1%
Premises	180,710	194,220	174,130	(6,580)	(4%)
Supplies & Services	7,990	9,563	8,000	10	0%
Third-Parties	0	6,750	0	0	
Capital Charges	122,740	122,740	122,740	0	0%
Income	(162,400)	(168,617)	(166,270)	(3,870)	(2%)
Recharges	166,055	182,429	179,039	12,984	8%
Net Expenditure: Community Centres & Public Halls	449,435	485,090	453,869	4,434	1%

Outdoor Sports & Recreation Facilities (Sports Pavilions) (Richard Rice)

Premises	36,280	61,280	67,260	30,980	85%
Capital Charges	20,890	20,890	20,890	0	0%
Income	(36,600)	(30,000)	(37,480)	(880)	(2%)
Recharges	2,580	2,580	2,640	60	2%
Net Expenditure: Outdoor Sports & Recreation Facilities (Sports Pavilions)	23,150	54,750	53,310	30,160	130%

Cemeteries (Richard Rice)

Employees	297,410	247,119	304,210	6,800	2%
Premises	86,250	98,239	88,320	2,070	2%
Transport	11,890	24,590	12,470	580	5%
Supplies & Services	37,870	46,111	37,890	20	0%
Capital Charges	72,180	72,180	72,180	0	0%
Income	(440,180)	(401,467)	(450,710)	(10,530)	(2%)
Grants and Contributions	(52,330)	(52,330)	(53,590)	(1,260)	(2%)
Recharges	168,698	100,490	95,185	(73,513)	(44%)
Net Expenditure: Cemeteries	181,788	134,932	105,955	(75,833)	(42%)

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
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Public Conveniences (Richard Rice)

Premises	34,480	38,480	35,420	940	3%
Capital Charges	45,640	45,640	45,640	0	0%
Income	(150)	(150)	(150)	0	0%
Recharges	88,612	86,172	92,264	3,651	4%
Net Expenditure: Public Conveniences	168,582	170,142	173,174	4,591	3%

Property Management and Office Accommodation (Richard Rice)

Employees	487,770	462,516	539,250	51,480	11%
Premises	0	(2,618)	0	0	
Transport	4,800	4,800	4,910	110	2%
Supplies & Services	56,670	65,053	56,970	300	1%
Income	(10,710)	(11,000)	(10,970)	(260)	(2%)
Recharges	(538,530)	(518,751)	(590,160)	(51,630)	(10%)
Net Expenditure: Property Management and Office Accommodation	0	0	(0)	(0)	0%

Investment Property (Richard Rice)

Premises	657,060	663,730	663,952	6,892	1%
Supplies & Services	13,170	8,122	8,670	(4,500)	(34%)
Income	(4,754,360)	(4,848,986)	(5,059,600)	(305,240)	(6%)
Recharges	487,157	566,281	568,771	81,614	17%
Net Expenditure: Investment Property	(3,596,973)	(3,610,853)	(3,818,207)	(221,234)	(6%)

Net Expenditure: Finance & Resources

636,994	803,857	506,559	(130,435)	(22%)
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Housing & Regeneration Management (Mark Gaynor)**Management Team and Other Support Overheads (Mark Gaynor)**

Employees	238,790	257,723	243,270	4,480	2%
Transport	370	370	380	10	3%
Supplies & Services	3,380	640	3,380	0	0%
Recharges	(242,540)	(258,733)	(247,030)	(4,490)	(2%)
Net Expenditure: Management Team and Other Support Overheads	0	(0)	0	(0)	0%

Net Expenditure: Housing & Regeneration Management

0	(0)	0	(0)	0%
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Neighbourhood Delivery (David Austin)**Management Team and Other Support Overheads (David Austin)**

Employees	183,710	241,729	165,460	(18,250)	(10%)
Transport	220	220	230	10	5%
Supplies & Services	1,310	1,310	1,320	10	1%
Recharges	(185,240)	(243,259)	(167,010)	18,229	10%
Net Expenditure: Management Team and Other Support Overheads	(0)	0	0	0	0%

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
Corporate Health & Safety (Emma Walker)					
Employees	105,810	75,966	136,680	30,870	29%
Transport	320	320	330	10	3%
Supplies & Services	53,890	53,890	53,930	40	0%
Recharges	(160,020)	(130,176)	(190,940)	(30,922)	(19%)
Net Expenditure: Corporate Health & Safety	0	(0)	(0)	0	0%

Net Expenditure: Neighbourhood Delivery **(0)** **(0)** **(0)** **0** **0%**

Performance and Projects (Linda Roberts)

Business Improvement (Ben Trueman)					
Employees	170,190	125,190	169,260	(930)	(1%)
Transport	200	200	200	0	0%
Supplies & Services	10,540	10,540	10,780	240	2%
Third-Parties	2,050	2,050	2,100	50	2%
Recharges	(182,980)	(137,980)	(182,340)	640	0%
Net Expenditure: Business Improvement	0	0	(0)	(0)	0%

Information and Communication Technology (Ben Trueman)					
Employees	845,670	826,670	838,140	(7,530)	(1%)
Transport	1,220	1,220	1,260	40	3%
Supplies & Services	546,150	534,750	642,110	95,960	18%
Capital Charges	307,450	307,450	307,450	0	0%
Recharges	(1,700,491)	(1,670,091)	(1,788,960)	(88,469)	(5%)
Net Expenditure: Information and Communication Technology	0	(0)	0	0	0%

Management Team and Other Support Overheads (Linda Roberts)					
Employees	161,290	166,505	167,060	5,770	4%
Recharges	(161,290)	(166,505)	(167,060)	(5,770)	(4%)
Net Expenditure: Management Team and Other Support Overheads	0	0	(0)	(0)	0%

Human Resources (Matt Rawdon)					
Employees	464,400	527,470	475,770	11,370	2%
Transport	410	410	420	10	2%
Supplies & Services	108,370	108,370	106,890	(1,480)	(1%)
Third-Parties	64,240	64,240	55,720	(8,520)	(13%)
Recharges	(637,420)	(700,489)	(638,800)	(1,380)	0%
Net Expenditure: Human Resources	0	0	0	(0)	0%

Net Expenditure: Performance and Projects **0** **(0)** **0** **(0)**

FINANCE & RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20					
	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
Planning, Development and Regeneration (James Doe)					
Management Team and Other Support Overheads (James Doe)					
Employees	167,880	175,560	171,010	3,130	2%
Transport	1,110	500	1,140	30	3%
Supplies & Services	5,320	930	5,330	10	0%
Recharges	(174,310)	(176,990)	(177,480)	(3,170)	(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	3,502,580	3,745,637	3,195,465	(307,115)	(10%)

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGETS 2019/20					
	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
Housing & Community					
Employees	3,671,160	3,870,442	3,965,099	293,939	8%
Premises	869,410	849,046	852,700	(16,710)	(2%)
Transport	17,230	19,826	17,650	420	2%
Supplies & Services	1,333,740	1,306,731	1,270,430	(63,310)	(5%)
Capital Charges	1,047,930	1,047,930	1,047,930	0	0%
Transfer Payments	55,000	55,000	55,000	0	0%
Income	(4,539,330)	(4,523,429)	(4,805,290)	(265,960)	(6%)
Grants and Contributions	(505,490)	(613,949)	(692,140)	(186,650)	(37%)
Recharges	(77,960)	(621)	(97,027)	(19,067)	(24%)
Net Expenditure: Housing & Community	1,871,690	2,010,977	1,614,352	(257,338)	(14%)

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
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Housing & Community

Corporate and Contracted Services

Community Safety (CCTV) (Ben Hosier)

Employees	382,270	388,734	402,430	20,160	5%
Premises	80,640	83,330	94,630	13,990	17%
Transport	220	220	230	10	5%
Supplies & Services	10,940	11,604	11,060	120	1%
Capital Charges	77,950	77,950	77,950	0	0%
Grants and Contributions	(29,100)	(7,100)	(28,800)	300	1%
Recharges	(480,257)	(468,597)	(501,010)	(20,753)	(4%)
Net Expenditure: Community Safety (CCTV)	42,663	86,141	56,490	13,827	32%

Regulatory Services (Licensing) (Mark Brookes)

Employees	242,020	237,935	246,820	4,800	2%
Transport	2,600	2,600	2,660	60	2%
Supplies & Services	18,900	18,900	19,020	120	1%
Income	(284,130)	(284,130)	(288,370)	(4,240)	(1%)
Grants and Contributions	(2,750)	(2,750)	(2,820)	(70)	(3%)
Recharges	98,261	87,791	85,658	(12,603)	(13%)
Net Expenditure: Regulatory Services (Licensing)	74,901	60,346	62,968	(11,933)	(16%)

Community Development (Parish Liaison) (Mark Brookes)

Employees	30,350	31,850	31,030	680	2%
Transport	270	270	280	10	4%
Supplies & Services	830	830	830	0	0%
Recharges	13,747	7,852	7,325	(6,422)	(47%)
Net Expenditure: Community Development (Parish Liaison)	45,197	40,801	39,465	(5,732)	(13%)

Net Expenditure: Corporate and Contracted Services

162,761	187,288	158,923	(3,838)	(2%)
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Housing Landlord (Fiona Williamson)

Housing Standards (Alan Mortimer)

Employees	44,550	45,092	45,340	790	2%
Transport	0	300	0	0	
Income	(33,610)	(32,412)	(34,420)	(810)	(2%)
Recharges	12,841	7,036	6,332	(6,509)	(51%)
Net Expenditure: Housing Standards	23,781	20,016	17,252	(6,529)	(27%)

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
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Garages (Alan Mortimer)

Employees	40,310	25,780	40,290	(20)	(0%)
Premises	561,070	510,900	573,970	12,900	2%
Capital Charges	753,320	753,320	753,320	0	0%
Income	(3,770,650)	(3,562,501)	(3,770,370)	280	0%
Recharges	432,443	432,756	433,199	756	0%
Net Expenditure: Garages	(1,983,507)	(1,839,744)	(1,969,591)	13,916	1%

Supporting People (Alan Mortimer)

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

Homelessness (Natasha Beresford)

Employees	607,780	698,140	818,130	210,350	35%
Premises	120,560	150,846	73,550	(47,010)	(39%)
Transport	0	1,500	0	0	
Supplies & Services	131,300	133,900	80,300	(51,000)	(39%)
Capital Charges	86,270	86,270	86,270	0	0%
Transfer Payments	50,000	50,000	50,000	0	0%
Income	(326,870)	(490,316)	(519,150)	(192,280)	(59%)
Grants and Contributions	(438,300)	(567,699)	(625,060)	(186,760)	(43%)
Recharges	122,312	129,070	126,109	3,798	3%
Net Expenditure: Homelessness	353,052	191,711	90,149	(262,902)	(74%)

Housing Advice (Natasha Beresford)

Employees	92,010	94,048	95,000	2,990	3%
Transport	0	250	0	0	
Supplies & Services	43,780	25,137	44,550	770	2%
Recharges	180,643	185,748	185,912	5,269	3%
Net Expenditure: Housing Advice	316,433	305,183	325,462	9,029	3%

Housing Strategy (Natasha Beresford)

Employees	398,960	411,069	419,810	20,850	5%
Transport	2,610	3,156	2,670	60	2%
Supplies & Services	12,960	12,960	62,990	50,030	386%
Transfer Payments	5,000	5,000	5,000	0	0%
Income	0	(30,000)	(30,000)	(30,000)	
Recharges	80,091	136,901	131,527	51,435	64%
Net Expenditure: Housing Strategy	499,621	539,087	591,997	92,375	18%

Net Expenditure: Housing Landlord

(783,120) (776,249) (937,231) (154,111) (20%)

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
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Neighbourhood Delivery (David Austin)

Community Safety (Crime Reduction) (Emma Walker)

Employees	172,060	170,304	120,859	(51,201)	(30%)
Premises	3,170	0	3,240	70	2%
Transport	4,610	4,610	4,730	120	3%
Supplies & Services	26,620	8,140	26,700	80	0%
Recharges	(5,326)	(15,545)	(26,179)	(20,853)	(392%)
Net Expenditure: Community Safety (Crime Reduction)	201,134	167,509	129,350	(71,784)	(36%)

Net Expenditure: Neighbourhood Delivery

	201,134	167,509	129,350	(71,784)	(36%)
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Performance and Projects (Linda Roberts)

Heritage (Matt Rawdon)

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

Theatres and Public Entertainment (Matt Rawdon)

Employees	206,880	208,215	212,240	5,360	3%
Premises	56,270	56,270	57,960	1,690	3%
Transport	530	530	540	10	2%
Supplies & Services	110,170	110,170	104,200	(5,970)	(5%)
Capital Charges	36,020	36,020	36,020	0	0%
Income	(81,040)	(81,040)	(79,990)	1,050	1%
Recharges	90,715	97,177	92,600	1,885	2%
Net Expenditure: Theatres and Public Entertainment	419,545	427,342	423,570	4,025	1%

Outdoor Sports & Recreation Facilities (Adventure Playgrounds) (Matt Rawdon)

Employees	309,340	423,287	320,580	11,240	4%
Premises	46,390	46,390	48,010	1,620	3%
Transport	3,160	3,160	3,230	70	2%
Supplies & Services	33,670	33,670	54,790	21,120	63%
Capital Charges	8,660	8,660	8,660	0	0%
Income	(43,030)	(43,030)	(76,240)	(33,210)	(77%)
Grants and Contributions	(190)	(190)	(190)	0	0%
Recharges	128,467	140,628	143,820	15,353	12%
Net Expenditure: Outdoor Sports & Recreation Facilities (Adventure Playgrounds)	486,467	612,575	502,660	16,193	1%

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
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Community Development (Partnerships and Commissioning) (Matt Rawdon)

Employees	132,250	147,863	143,850	11,600	9%
Transport	780	780	800	20	3%
Supplies & Services	69,200	69,200	64,130	(5,070)	(7%)
Grants and Contributions	(30,000)	(30,000)	(30,000)	0	0%
Recharges	70,354	64,299	81,940	11,586	16%
Net Expenditure: Community Development (Partnerships and Commissioning)	242,584	252,142	260,720	18,136	3%

Community Development (Residents Services & Neighbourhood Action) (Matt Rawdon)

Employees	291,380	246,110	275,310	(16,070)	(6%)
Premises	1,310	1,310	1,340	30	2%
Transport	1,630	1,630	1,670	40	2%
Supplies & Services	43,860	66,710	21,900	(21,960)	(50%)
Grants and Contributions	0	(1,060)	0	0	
Recharges	36,726	51,528	37,490	764	2%
Net Expenditure: Community Development (Residents Services & Neighbourhood Action)	374,906	366,228	337,710	(37,196)	(10%)

General Grants, Bequests and Donations (Matt Rawdon)

Supplies & Services	644,800	644,800	614,800	(30,000)	(5%)
Capital Charges	10,910	10,910	10,910	0	0%
Recharges	53,703	60,431	54,940	1,237	2%
Net Expenditure: General Grants, Bequests and Donations	709,413	716,141	680,650	(28,763)	(4%)

Customer Services (Matt Rawdon)

Employees	506,460	521,113	553,580	47,120	9%
Transport	400	400	410	10	3%
Supplies & Services	87,330	71,330	72,970	(14,360)	(16%)
Capital Charges	73,380	73,380	73,380	0	0%
Recharges	(667,570)	(666,223)	(700,340)	(32,770)	5%
Net Expenditure: Customer Services	(0)	(0)	0	0	

Communication & Consultation (Matt Rawdon)

Employees	214,540	220,903	239,830	25,290	12%
Transport	420	420	430	10	2%
Supplies & Services	41,380	41,380	34,190	(7,190)	(17%)
Capital Charges	1,420	1,420	1,420	0	0%
Income	0	0	(6,750)	(6,750)	
Grants and Contributions	(5,150)	(5,150)	(5,270)	(120)	(2%)
Recharges	(252,610)	(258,972)	(263,850)	(11,240)	4%
Net Expenditure: Communication & Consultation	0	0	0	0	

Net Expenditure: Performance and Projects **2,290,915** **2,432,428** **2,263,310** **(27,605)** **(1%)**

Net Expenditure: Housing & Community **1,871,690** **2,010,977** **1,614,352** **(257,338)** **(14%)**

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGETS 2019/20					
	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
Strategic Planning & Environment					
Employees	9,554,444	9,731,805	10,138,145	583,701	6%
Premises	887,090	885,918	945,240	58,150	7%
Transport	1,197,770	1,333,661	1,176,960	(20,810)	(2%)
Supplies & Services	1,883,890	2,312,286	2,227,420	343,530	18%
Third-Parties	88,330	71,933	83,630	(4,700)	(5%)
Capital Charges	1,497,010	1,497,010	1,497,010	0	0%
Income	(3,959,550)	(3,838,101)	(4,154,650)	(195,100)	5%
Grants and Contributions	(1,878,025)	(2,066,760)	(1,875,791)	2,234	(0%)
Recharges	1,891,921	1,938,989	1,821,073	(70,848)	(4%)
Net Expenditure: Strategic Planning & Environment	11,162,880	11,866,741	11,859,037	696,157	6%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
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Strategic Planning & Environment

Finance & Resources (Nigel Howcutt)

Open Spaces (Richard Rice)

Employees	8,000	115	0	(8,000)	(100%)
Premises	26,430	17,992	22,340	(4,090)	(15%)
Supplies & Services	550	891	550	0	0%
Capital Charges	6,630	6,630	6,630	0	0%
Income	(32,740)	(19,140)	(25,510)	7,230	22%
Grants and Contributions	(28,420)	(41,000)	(29,100)	(680)	(2%)
Recharges	1,130	1,130	1,160	30	3%
Net Expenditure: Open Spaces	(18,420)	(33,382)	(23,930)	(5,510)	(30%)

Promotion and Marketing of the Area (Town Centres) (Richard Rice)

Premises	72,230	69,868	74,140	1,910	3%
Supplies & Services	1,500	1,500	1,530	30	2%
Capital Charges	138,050	138,050	138,050	0	0%
Recharges	243,230	245,126	249,750	6,519	3%
Net Expenditure: Promotion and Marketing of the Area (Town Centres)	455,010	454,544	463,470	8,459	2%

Net Expenditure: Finance & Resources

436,590	421,162	439,540	2,949	1%
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Neighbourhood Delivery (David Austin)

Open Spaces (Craig Thorpe)

Employees	2,606,060	2,513,067	2,603,820	(2,240)	(0%)
Premises	469,540	460,930	480,400	10,860	2%
Transport	168,960	129,484	132,850	(36,110)	(21%)
Supplies & Services	295,290	278,425	276,880	(18,410)	(6%)
Capital Charges	348,100	348,100	348,100	0	0%
Income	(19,930)	(14,420)	(20,400)	(470)	(2%)
Grants and Contributions	(397,570)	(387,910)	(426,731)	(29,161)	(7%)
Recharges	(1,577,280)	(1,672,127)	(1,736,488)	(159,208)	(10%)
Net Expenditure: Open Spaces	1,893,170	1,655,549	1,658,431	(234,739)	(12%)

Animal and Public Health (Craig Thorpe)

Employees	38,470	63,886	65,290	26,820	70%
Transport	8,400	6,358	8,970	570	7%
Supplies & Services	37,360	40,360	60,000	22,640	61%
Income	(105,240)	(86,000)	(107,770)	(2,530)	(2%)
Recharges	59,816	88,930	79,050	19,234	32%
Net Expenditure: Animal and Public Health	38,806	113,534	105,540	66,734	172%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
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Environmental Services Management, Support Services and Overheads (Craig Thorpe)

Employees	317,830	327,166	330,960	13,130	4%
Premises	218,950	227,749	225,030	6,080	3%
Transport	21,880	11,830	12,950	(8,930)	(41%)
Supplies & Services	169,640	165,956	130,340	(39,300)	(23%)
Third-Parties	14,320	14,320	14,650	330	2%
Capital Charges	92,840	92,840	92,840	0	0%
Income	(15,770)	(14,202)	(16,150)	(380)	(2%)
Recharges	(819,690)	(825,660)	(790,620)	29,070	4%
Net Expenditure: Environmental Services Management, Support Services and Overheads	0	(0)	0	(0)	0%

Transport Services (Craig Thorpe)

Employees	316,685	309,799	332,415	15,730	5%
Premises	0	10,000	0	0	
Transport	405,740	550,869	426,010	20,270	5%
Supplies & Services	15,550	25,260	15,620	70	0%
Capital Charges	4,130	4,130	4,130	0	0%
Grants and Contributions	(5,000)	(5,000)	(5,000)	0	0%
Recharges	(737,105)	(895,059)	(773,175)	(36,070)	5%
Net Expenditure: Transport Services	0	(0)	0	(0)	0%

Street Cleansing (Non-Highway) (Craig Thorpe)

Recharges	1,479,708	1,482,247	1,510,824	31,116	2%
Net Expenditure: Street Cleansing (Non-Highway)	1,479,708	1,482,247	1,510,824	31,116	2%

Household Waste and Recycling (Craig Thorpe)

Employees	2,676,170	2,627,074	2,662,840	(13,330)	(0%)
Transport	501,380	566,220	502,120	740	0%
Supplies & Services	94,010	545,761	544,050	450,040	479%
Capital Charges	836,080	836,080	836,080	0	0%
Income	(153,280)	(153,280)	(156,360)	(3,080)	(2%)
Grants and Contributions	(1,256,000)	(1,394,500)	(1,256,000)	0	0%
Recharges	1,402,164	1,606,687	1,476,499	74,335	5%
Net Expenditure: Household Waste and Recycling	4,100,524	4,634,042	4,609,229	508,705	13%

Trade Waste (Craig Thorpe)

Employees	222,220	205,000	213,730	(8,490)	(4%)
Transport	53,330	40,830	55,980	2,650	5%
Supplies & Services	394,260	374,260	394,320	60	0%
Capital Charges	6,000	6,000	6,000	0	0%
Income	(1,099,650)	(903,090)	(1,150,960)	(51,310)	(5%)
Recharges	245,108	256,879	234,676	(10,432)	(4%)
Net Expenditure: Trade Waste	(178,732)	(20,120)	(246,254)	(67,522)	(38%)

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
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Pest Control (Emma Walker)

Employees	59,860	56,587	62,950	3,090	5%
Transport	3,480	1,750	3,650	170	5%
Supplies & Services	4,200	4,215	4,200	0	0%
Income	(74,440)	(63,539)	(76,230)	(1,790)	(2%)
Recharges	112,613	168,814	153,554	40,941	36%
Net Expenditure: Pest Control	105,713	167,826	148,124	42,411	40%

Pollution Reduction (Emma Walker)

Employees	152,419	215,931	173,620	21,201	14%
Transport	2,760	800	2,820	60	2%
Supplies & Services	20,670	13,310	20,680	10	0%
Capital Charges	2,070	2,070	2,070	0	0%
Income	(25,430)	(10,000)	(26,040)	(610)	(2%)
Recharges	72,901	70,538	61,889	(11,012)	(15%)
Net Expenditure: Pollution Reduction	225,390	292,649	235,039	9,649	4%

Animal and Public Health (Emma Walker)

Employees	38,790	21,216	36,970	(1,820)	(5%)
Transport	1,360	1,360	1,420	60	4%
Supplies & Services	73,460	15,460	21,470	(51,990)	(71%)
Income	(7,570)	(3,000)	(7,750)	(180)	(2%)
Recharges	35,941	54,480	41,889	5,948	17%
Net Expenditure: Animal and Public Health	141,981	89,516	93,999	(47,982)	(34%)

Food Safety (Emma Walker)

Employees	246,400	242,296	224,470	(21,930)	(9%)
Transport	1,690	1,690	1,730	40	2%
Supplies & Services	3,110	3,110	3,120	10	0%
Income	(2,650)	(500)	(2,710)	(60)	(2%)
Recharges	92,958	103,657	93,433	475	1%
Net Expenditure: Food Safety	341,508	350,253	320,043	(21,465)	(6%)

Health & Safety - External Support/Advice (Emma Walker)

Employees	97,270	178,375	182,600	85,330	88%
Transport	530	530	540	10	2%
Supplies & Services	27,580	47,260	27,960	380	1%
Recharges	(125,380)	(226,165)	(211,100)	(86,010)	(69%)
Net Expenditure: Health & Safety - External Support/Advice	0	0	0	0	0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
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Street Cleansing (Enforcement) (Emma Walker)					
Employees	144,170	81,568	133,220	(10,950)	(8%)
Transport	5,930	4,770	6,100	170	3%
Supplies & Services	6,070	3,070	6,090	20	0%
Income	(3,170)	(3,170)	(3,250)	(80)	(3%)
Recharges	99,080	105,225	93,953	(4,837)	(5%)
Net Expenditure: Street Cleansing (Enforcement)	252,080	191,463	236,113	(15,677)	(6%)

Emergency Planning (Emma Walker)					
Employees	5,470	6,011	9,670	4,200	77%
Transport	100	100	100	0	0%
Supplies & Services	5,410	2,410	5,440	30	1%
Third-Parties	27,660	25,803	28,300	640	2%
Recharges	84,868	121,955	110,969	26,100	31%
Net Expenditure: Emergency Planning	123,508	156,280	154,479	30,970	25%

Net Expenditure: Neighbourhood Delivery	8,523,656	9,113,237	8,825,567	301,911	4%
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Performance and Projects (Linda Roberts)

Support to Business and Enterprise (Matt Rawdon)					
Employees	0	11,807	185,000	185,000	
Net Expenditure: Support to Business and Enterprise	0	11,807	185,000	185,000	

Net Expenditure: Performance and Projects	0	11,807	185,000	185,000	
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Planning, Development and Regeneration (James Doe)

Economic Development (General) (Chris Taylor)					
Employees	209,070	226,345	183,770	(25,300)	(12%)
Premises	81,260	84,220	127,630	46,370	57%
Transport	1,260	1,370	270	(990)	(79%)
Supplies & Services	175,510	223,487	183,090	7,580	4%
Third-Parties	6,580	0	0	(6,580)	(100%)
Capital Charges	55,110	55,110	55,110	0	0%
Income	(390,810)	(388,500)	(482,960)	(92,150)	(24%)
Grants and Contributions	(119,535)	(145,760)	(71,530)	48,005	40%
Recharges	77,156	98,340	101,060	23,904	31%
Net Expenditure: Economic Development (General)	95,601	154,612	96,440	839	1%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
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Market Undertakings (Chris Taylor)

Premises	11,550	8,030	8,410	(3,140)	(27%)
Income	(69,050)	(45,440)	(67,570)	1,480	(2%)
Recharges	23,310	39,448	38,235	14,925	64%
Net Expenditure: Market Undertakings	(34,190)	2,038	(20,925)	13,265	103%

Support to Business and Enterprise (Chris Taylor)

Premises	7,130	7,130	7,290	160	2%
Supplies & Services	58,990	58,990	71,030	12,040	20%
Income	(30,720)	(30,720)	(31,460)	(740)	(2%)
Grants and Contributions	0	0	(13,780)	(13,780)	
Recharges	64,979	65,364	65,058	79	0%
Net Expenditure: Support to Business and Enterprise	100,379	100,764	98,138	(2,241)	(2%)

Environmental Grants (Chris Taylor)

Supplies & Services	7,200	7,200	7,200	0	0%
Net Expenditure: Environmental Grants	7,200	7,200	7,200	0	0%

Planning Policy (General) (Chris Taylor)

Employees	656,400	682,286	853,240	196,840	30%
Transport	5,300	2,300	5,420	120	2%
Supplies & Services	313,680	310,680	263,820	(49,860)	(16%)
Third-Parties	7,960	0	8,140	180	2%
Capital Charges	2,850	2,850	2,850	0	0%
Grants and Contributions	(68,910)	(90,000)	(71,000)	(2,090)	3%
Recharges	309,481	284,592	273,549	(35,931)	(12%)
Net Expenditure: Planning Policy (General)	1,226,761	1,192,708	1,336,019	109,259	7%

Building Control (Sara Whelan)

Employees	523,890	641,620	605,580	81,690	16%
Transport	8,300	8,300	8,490	190	2%
Supplies & Services	61,400	61,400	59,370	(2,030)	(3%)
Income	(597,110)	(557,110)	(597,180)	(70)	(0%)
Recharges	196,041	210,455	203,887	7,846	4%
Net Expenditure: Building Control	192,521	364,665	280,147	87,626	46%

Development Control (Sara Whelan)

Employees	1,086,490	1,115,534	1,126,540	40,050	4%
Transport	7,270	5,000	7,440	170	2%
Supplies & Services	107,730	118,560	121,990	14,260	13%
Capital Charges	5,150	5,150	5,150	0	0%
Income	(1,040,990)	(1,315,990)	(1,151,350)	(110,360)	11%
Grants and Contributions	(2,590)	(2,590)	(2,650)	(60)	(2%)
Recharges	444,831	451,997	441,696	(3,135)	(1%)
Net Expenditure: Development Control	607,891	377,661	548,816	(59,075)	(10%)

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20

	Original 2018/2019 £	Forecast 2018/2019 £	Draft 2019/2020 £	Variance 2018/19 - 2019/20 £ %	
Conservation and Listed Buildings Policy (Sara Whelan)					
Employees	67,140	71,433	68,320	1,180	2%
Recharges	47,007	43,678	44,591	(2,416)	(5%)
Net Expenditure: Conservation and Listed Buildings Policy	114,147	115,111	112,911	(1,236)	(1%)
Local Land Charges (Sara Whelan)					
Employees	81,640	134,690	83,140	1,500	2%
Transport	100	100	100	0	0%
Supplies & Services	10,720	10,720	8,670	(2,050)	(19%)
Third-Parties	31,810	31,810	32,540	730	2%
Income	(291,000)	(230,000)	(231,000)	60,000	21%
Recharges	59,054	58,456	56,734	(2,320)	(4%)
Net Expenditure: Local Land Charges	(107,676)	5,775	(49,816)	57,860	54%
Regeneration	2,202,634	2,320,534	2,408,931	206,297	10%
Net Expenditure: Strategic Planning & Environment	11,162,880	11,866,741	11,859,037	696,157	6%

DRAFT HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2018/19 & 2019/20										
£000	Note	2018/19			Updates from Business Plan					
		Original 2018/19	Forecast Outturn	Variance	1% rent reduction	Bad Debt Provision	Depreciation	Other	Growth / (Savings)	Estimate 2019/20
Income										
Dwelling Rents	1	(53,044)	(52,804)	240	500				500	(52,544)
Non-Dwelling Rents		(102)	(145)	(43)					0	(102)
Tenant Service Charges	2	(1,512)	(1,644)	(132)				(54)	(54)	(1,566)
Leaseholder Charges		(487)	(528)	(41)					0	(487)
Interest and Investment Income	3	(390)	(376)	14				(45)	(45)	(435)
Contributions to Expenditure	4	(535)	(535)	0				(110)	(110)	(645)
Total Income		(56,070)	(56,032)	38	500	0	0	(209)	291	(55,779)
Expenditure										
Repairs and Maintenance	5	12,113	12,113	0				(35)	(35)	12,078
Revenue Contribution to Capital	6	7,285	7,190	(95)	(500)	(300)	(475)	(49)	(1,324)	5,961
Supervision & Management	7	12,043	12,182	139				354	354	12,397
Corporate and Democratic Core		301	301	0					0	301
Rent, Rates, Taxes & Other Charges		34	71	37					0	34
Provision for Bad Debts	8	700	700	0		300		(25)	275	975
Interest Payable	9	11,594	11,594	0				(36)	(36)	11,558
Depreciation	10	12,000	12,000	0			475		475	12,475
Total Expenditure		56,070	56,151	81	(500)	0	0	209	(291)	55,779
HRA Deficit / (Surplus)		0	119	119	0	0	0	0	0	0
Housing Revenue Account Balance:										
Opening Balance at 1 April		(2,892)	(2,892)	0						(2,892)
Deficit / (Surplus) for the year		0	0	0						0
Closing Balance at 31 March		(2,892)	(2,892)	0						(2,892)
Earmarked Reserves:										
Opening Balance at 1 April		(18,100)	(18,100)	0						(18,100)
Contributions to Earmarked Reserves			0	0						
Closing Balance at 31 March		(18,100)	(18,100)	0						(18,100)

SUMMARY OF MAJOR MOVEMENTS IN HOUSING REVENUE ACCOUNT BUDGET 2018/19 - 2019/20

Note 1 - Dwelling Rents

The budget for Dwelling Rents reflects the final year of the 1% reduction in social rents announced by the Government in July 2015. The average dwelling rent is proposed to reduce from £101.22 in 2018/19 to £100.08 in 2019/20.

Note 2 - Tenant Service Charges

There is additional income of £54k on this line due to a grant from Herts County Council that was expected to have ceased.

Note 3 - Interest and Investment Income

There is an increase to the draft budget for 2019/20 due to increase in interest rates.

Note 4 - Contributions to Expenditure

The budget for Contributions to Expenditure has been increased by £70k to reflect an increase in income from minor capital receipts. In addition there is a budgeted increase of £40k from a new policy of charging leaseholders for alterations work. Income to be generated via a new post shown in Supervision and Management.

Note 5 - Repairs & Maintenance

There is a minor amendment to the budget for Repairs and Maintenance budget through investment in a maintenance officer to address disrepair claims at an early stage, which will lead to savings in repairs costs. Savings to be generated via a new post shown in Supervision and Management.

Note 6 - Revenue Contribution to Capital

The Revenue Contribution to Capital has reduced year on year, as a result of operational activities including reduced income from rents due to government policy and additional costs incurred maintaining the current asset portfolio. The capital programme is fully funded over the next 3 years through utilisation of capital receipts, capital grants and revenue contributions.

Note 7 - Supervision and Management

The draft budget includes the following assumptions:

In line with estimates for the General Fund, salaries budgets include pay inflation of 2.4%.

Growth of £75k for a specialist Universal Credit income officer and new income analysis technology to improve efficiency in rent collection.

Growth of 2 posts recovered in increased income and reduced repairs (as above).

Growth of £24k in the new build team to contribute to delivery of the revised capital programme.

Note 8 - Provision for Bad Debts

The provision for bad debts has been increased by £300k in 2018/19 to allow for the part year effect of the implementation of Universal Credit. The new income analysis technology is expected to help reduce arrears and therefore have a positive impact on the level of bad debt.

Note 9 - Interest Payable

This line reflects the interest payment due on the HRA self-financing loan taken out in 2012.

Note 10 - 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 2018/19 - 2023/24

Summary	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Current Overall Programme	24,408	13,432	2,849	9,525	4,733	0	54,947
New Bids	0	1,788	1,612	285	345	1,384	5,414
Rephased and Amended Schemes	(5,587)	(16)	2,541	(21)	(19)	352	(2,750)
Revised Overall Programme	18,821	15,204	7,002	9,789	5,059	1,736	57,611

NEW BIDS	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
<u>FINANCE & RESOURCES</u>							
Commercial Assets and Property Development (Richard Rice)							
Service Lease Domestic Properties				30		30	60
Central Nursery roof replacement		15					15
Victoria Hall Tring staircase renewal		20					20
Northbridge Road highway improvements		45					45
Queens Square canopy renewal		50					50
Procurement and Contracted Services (Ben Hosier)							
Works to The Forum - pigeon proofing of photovoltaic panels		20					20
Multi-functional devices refresh				90			90
Leisure works - Berkhamsted Swimming pool walls refurbishment		33					33
Leisure works - Jarmans Athletics track renew floodlights		18					18
Leisure works - Replacement of disability hoists (Hemel and Berkhamsted)		20					20
Leisure works - Replacement of fire exit door (Hemel)		20					20
Leisure works - Replacement of circulation pump (Hemel)		12					12
Leisure works - Replace pool cover structure (Hemel)		64					64
Leisure works - Replace Air Handling Unit in the pool (Hemel)		390					390
Leisure works - Replace Air Handling Unit in the gym (Hemel)			150				150
Leisure works - Replace Air Handling Unit in the sports hall (Hemel)			250				250

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2018/19 - 2023/24

NEW BIDS	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
FINANCE & RESOURCES cont.							
Procurement and Contracted Services (Ben Hosier) cont.							
Car Park Refurbishment - The Gables		60					60
Car Park Refurbishment - Alexandra Road		60					60
Car Park Refurbishment - Canal Fields			100				100
Information, Communication and Technology (Ben Trueman)							
Rolling Programme - Hardware						75	75
Software Licences - Right of Use						50	50
People and Performance (Matthew Rawdon)							
Community Grants						20	20
Improvement works to The Forum		280					280
STRATEGIC PLANNING & ENVIRONMENT							
Environmental Services (Craig Thorpe)							
Wheeled Bins & Boxes for New Properties		10	10	10	10	10	50
Fleet Replacement Programme			985	0	272	13	1,270
Fleet Services Renew Plant and Equipment		47					47
Cupid Green Waste Site Renovation		100					100
Fleet Management system upgrade		34					34
Property & Place (Alan Mortimer)							
Disabled Facilities Grants						741	741
HOUSING & COMMUNITY							
Procurement and Contracted Services (Ben Hosier)							
Rolling Programme - CCTV Cameras						25	25
CCTV equipment refresh		490	117	155	63	70	895
People and Performance (Matthew Rawdon)							
Verge Hardening Programme						350	350
TOTAL - NEW BIDS	0	1,788	1,612	285	345	1,384	5,414

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2018/19 - 2023/24

REPHASED AND AMENDED SCHEMES	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
<u>FINANCE & RESOURCES</u>							
Commercial Assets and Property Development (Richard Rice)							
Strategic Acquisitions		(1,750)	1,750				0
Old Town Hall - Café roof and stonework renewal	(60)	60					0
Demolition of Civic Centre	(480)	480					0
Rossgate Shopping Centre - Structural Works	(201)	201					0
The Denes Shopping Centre - Renew Walkway & Canopy Covering	(80)	80					0
Long Chaulden - Roof Renovations	(56)	56					0
Bellgate - Walkway Renovation	(66)	66					0
Demolish Gadebridge Park Green-Keeper's Shed	(20)	20					0
Procurement and Contracted Services (Ben Hosier)							
Dacorum Athletics Track	(550)	(2,250)	200				(2,600)
Berkhamsted Sports Centre - Roof Replacement		(150)					(150)
Hemel Hempstead Sports Centre - Astro turf renewal	(70)	70					0
Car Park Refurbishment	(285)	285					0
Multi Storey Car Park Berkhamsted	(1,308)	1,308					0
Information, Communication and Technology (Ben Trueman)							
Future Vision of CRM	(155)	155					0

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2018/19 - 2023/24

REPHASED AND AMENDED BIDS	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
<u>STRATEGIC PLANNING & ENVIRONMENT</u>							
Environmental Services (Craig Thorpe)							
Fleet Replacement Programme	(1,090)	187	591	(21)	(19)	352	0
Strategic Planning and Regeneration (Chris Taylor)							
Urban Park/Education Centre (Durrants Lakes)	(54)	54					0
Town Centre Access Improvements	(50)	50					0
The Bury	(55)	55					0
REPHASED AND AMENDED BIDS	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
<u>HOUSING & COMMUNITY</u>							
Strategic Housing (David Barrett)							
Westerdale (Garage Development)	(988)	988					0
Northend (Garage Development)	(19)	19					0
TOTAL - REPHASED AND AMENDED BIDS	(5,587)	(16)	2,541	(21)	(19)	352	(2,750)

DRAFT CAPITAL PROGRAMME BY OSC 2018/19 TO 2023/24

Scheme		18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000
	GENERAL FUND						
	FINANCE & RESOURCES						
	Commercial Assets and Property Development (Richard Rice)						
1	Strategic Acquisitions			1,750			
2	Service Lease Domestic Properties		30		30		30
3	Old Town Hall - Cafe Roof and stonework renewal		60				
4	Demolition of Civic Centre	561	480				
5	Old Town Public Convenience Refurbishment	30					
6	Bennetts End Community Centre - Replace Roof	32					
7	Adeyfield Community Centre - replace roof	99					
8	Tring Community Centre - new play area for Children's Nursery	25					
9	Warners End Community Centre heating and doors	34					
10	Rossgate Shopping Centre - Structural Works	100	201				
11	Leys Road - Roof	29					
12	The Denes Shopping Centre - Renew Walkway & Canopy Covering		80				
13	Grovehill Shopping Centre - renew car park		30				
14	Silk Mill - Renew asphalt tanking to stairs	18					
15	58 High St (Old Town), Hemel - Remove and Rebuild Wall	42					
16	100 High St (Old Town), Hemel - Window Replacement	14					
17	Half Moon Yard - Replace soffit/facia & external facade	18					
18	Kingshill Cemetery - Toilet Provision	177					
19	Kingshill Cemetery Infrastructure (New Burial Area)	40					

DRAFT CAPITAL PROGRAMME BY OSC 2018/19 TO 2023/24

Scheme		18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000
FINANCE & RESOURCES							
Commercial Assets and Property Development (Richard Rice)							
20	Bunkers Farm	650	200				
21	Demolish Gadebridge Park Green-Keeper's Shed		20				
22	Long Chaulden - Roof Renovations	-	56				
23	Bellgate - Walkway Renovation	-	66				
24	Stoneycroft - Car Park Refurbishment		55				
25	Hobbs Hill - Window and Doors replacement		15				
26	Bennettsgate - Window Renewal		90				
27	Commercial Assets - Shopping Centres			400	400	400	
28	Central Nursery roof replacement		15				
29	Victoria Hall Tring staircase renewal		20				
30	Northbridge Road highway improvements		45				
31	Queens Square canopy renewal		50				
		1,869	1,513	2,150	430	400	30
Procurement and Contracted Services (Ben Hosier)							
32	Works to The Forum - pigeon proofing of photovoltaic panels		20				
33	Car Park Refurbishment	414	425	60			
34	Car Park Refurbishment - The Gables		60				
35	Car Park Refurbishment - Alexandra Road		60				
36	Car Park Refurbishment - Canal Fields			100			
37	Multi Storey Car Park Berkhamsted	2,085	2,470				
38	Multi-functional devices refresh				90		
39	Hemel Hempstead Sports Centre - Roof		100				
40	Dacorum Athletics Track - Resurface Track		200	200			
41	Hemel Hempstead Sports Centre - Astroturf renewal		70				
42	Berkhamsted Sports Centre - Roof Replacement	200					
43	Berkhamsted Sports Centre - Installation of new hot water calorifiers	50					
44	Berkhamsted Sports Centre - Building Management System	150					
45	Tring Swimming Pool	1,760					

DRAFT CAPITAL PROGRAMME BY OSC 2018/19 TO 2023/24

Scheme		18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000
FINANCE & RESOURCES							
Procurement and Contracted Services (Ben Hosier)							
46	Leisure works - Berkhamsted Swimming pool walls refurbishment		33				
47	Leisure works - Jarmans Athletics track renew floodlights		18				
48	Leisure works - Replacement of disability hoists (Hemel and Berkhamsted)		20				
49	Leisure works - Replacement of fire exit door (Hemel)		20				
50	Leisure works - Replacement of circulation pump (Hemel)		12				
51	Leisure works - Replace pool cover structure (Hemel)		64				
52	Leisure works - Replace Air Handling Unit in the pool (Hemel)		390				
53	Leisure works - Replace Air Handling Unit in the gym (Hemel)			150			
54	Leisure works - Replace Air Handling Unit in the sports hall (Hemel)			250			
		4,659	3,962	760	90	-	-

DRAFT CAPITAL PROGRAMME BY OSC 2018/19 TO 2023/24

Scheme		18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000
FINANCE & RESOURCES							
Information, Communication and Technology (Ben Trueman)							
55	Rolling Programme - Hardware	525	75	75	75	75	75
56	Software Licences - Right of Use	50	50	50	50	50	50
57	Website Development	41					
58	Mobile Working		45				
59	Future vision of CRM	224	165	10			
		840	335	135	125	125	125
Revenues, Benefits and Fraud (Chris Baker)							
60	Revenues and Benefits new servers	23					
		23	-	-	-	-	-
People and Performance (Matthew Rawdon)							
61	EIS Replacement	70					
62	Capital Grants - Community Groups	20	20	20	20	20	20
63	Improvement works to The Forum		280				
		90	300	20	20	20	20
Development Management and Planning (Sara Wheelan)							
64	Planning Software Replacement	87					
		87	-	-	-	-	-
Housing & Regeneration Management (Mark Gaynor)							
65	Gade Zone	25					
		25	-	-	-	-	-
TOTAL - FINANCE & RESOURCES		7,593	6,110	3,065	665	545	175

DRAFT CAPITAL PROGRAMME BY OSC 2018/19 TO 2023/24

Scheme		18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000
HOUSING & COMMUNITY							
People and Performance (Matthew Rawdon)							
66	Verge Hardening Programme	284	350	350	350	350	350
67	Storage Facility at Grovehill APG	25					
		309	350	350	350	350	350
Procurement and Contracted Services (Ben Hosier)							
68	Rolling Programme - CCTV Cameras	25	25	25	25	25	25
69	Alarm Receiving Centre	65					
70	CCTV equipment refresh		490	117	155	63	70
		90	515	142	180	88	95
Strategic Housing (David Barrett)							
71	Westerdale (Garage Development)	384	1,173				
72	Northend (Garage Development)	384	204				
73	Affordable Housing Development Fund (fully funded from 141 Capital Receipts)	5,995	1,629	625	42		
74	Wood House - Office Space Fit Out	500					
		7,263	3,006	625	42	-	-
Strategic Housing (Natasha Beresford)							
75	Temporary Accommodation - creation of new units	20	90				
		20	90	-	-	-	-
TOTAL - HOUSING & COMMUNITY		7,682	3,961	1,117	572	438	445

DRAFT CAPITAL PROGRAMME BY OSC 2018/19 TO 2023/24

Scheme		18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000
	STRATEGIC PLANNING & ENVIRONMENT						
	Environmental Services (Craig Thorpe)						
76	Wheeled Bins & Boxes for New Properties	20	10	10	10	10	10
77	Fleet Replacement Programme	1,472	2,752	1,809	3,471	1,710	365
78	Fleet Services Renew Plant and Equipment	185	47				
79	Play Area Refurbishment Programme	279					
80	Waste & Recycling Service Improvements	120					
81	Commercial Waste Collection System	25					
82	Gadebridge Park - Splash Park	240					
83	Gadebridge Park - Infrastructure Improvements	122					
84	Gadebridge Park - Renovation of White Bridge	250	250				
85	Walled Garden Irrigation System (Gadebridge Park)	15					
86	Cupid Green Waste Site Renovation	-	100				
87	Fleet Management system upgrade	-	34				
		2,728	3,193	1,819	3,481	1,720	375
	Property & Place (Alan Mortimer)						
88	Disabled Facilities Grants	755	741	741	741	741	741
		755	741	741	741	741	741
	Strategic Planning and Regeneration (Chris Taylor)						
89	Urban Park/Education Centre (Durrants Lakes)	-	264				

DRAFT CAPITAL PROGRAMME BY OSC 2018/19 TO 2023/24

Scheme		18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000
STRATEGIC PLANNING & ENVIRONMENT							
90	Water Gardens	18					
91	Town Centre Access Improvements	25	450				
92	Hemel Street Furniture	20					
93	The Bury - Conversion into Museum and Gallery		375	150	2,100	975	
94	The Bury - Residential Development		110	110	2,230	640	
		63	1,199	260	4,330	1,615	-
STRATEGIC PLANNING & ENVIRONMENT							
TOTAL - STRATEGIC PLANNING & ENVIRONMENT		3,546	5,133	2,820	8,552	4,076	1,116
TOTAL - GENERAL FUND		18,821	15,204	7,002	9,789	5,059	1,736

DRAFT CAPITAL PROGRAMME BY OSC 2018/19 TO 2023/24

Scheme		18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000
	HOUSING REVENUE ACCOUNT						
	Property & Place (Alan Mortimer)						
95	Planned Fixed Expenditure	11,479	17,746	17,057	17,023	17,066	18,265
96	M&E Contracted Works	600					
97	Communal Gas & Heating	2,975					
98	DBC Commissioned Capital Works	3,582					
99	Special Projects	811					
		19,447	17,746	17,057	17,023	17,066	18,265
	Strategic Housing (David Barrett)						
100	New Build - General Expenditure	5,414	5,550	16,100	18,900	9,500	
101	Martindale	1,872	10,396	2,035			
102	Kylna Court (Previously known as Wood House)	4,530	780				
103	Stationers Place / Apsley Paper Mill	2,342	4,716				
104	Able House	(29)					
105	Swing Gate Lane	908					
106	Swing Gate Lane Conversion	765					
		15,802	21,442	18,135	18,900	9,500	-
	TOTAL - HOUSING REVENUE ACCOUNT	35,249	39,188	35,192	35,923	26,566	18,265
	TOTAL CAPITAL PROGRAMME	54,070	54,392	42,194	45,712	31,625	20,001

General Fund Reserves Summary	Balance as at 31/03/2017 £'000	Net Reserve Movement 2017/18 £'000	Balance as at 31/03/2018 £'000	Updated 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 Buildings Major Repairs Reserve	200		200		200		200		200		200
Capital Development Reserve	500	(35)	465	(165)	300		300		300		300
Earmarked Grants Reserve	202	(99)	103	(61)	42	(10)	32		32		32
Management of Change Reserve	1,750	(324)	1,425	(453)	972	95	1,067	350	1,417	350	1,767
Technology Reserve	56		56	200	256		256		256		256
Savings Efficiencies Reserve	0		0	604	604	317	921	244	1,165		1,165
On Street Car Parking Reserve	242	(30)	212	(20)	192	(56)	136		136		136
Local Development Framework Reserve	100	(34)	66	(66)	0	254	254		254		254
Dacorum Development Reserve	356	(192)	164	(60)	104	455	559		559		559
Planning Enforcement & Appeals Reserve	75	(21)	54		54		54		54		54
Planning & Regeneration Project Reserve	158	(17)	141	(42)	99		99		99		99
Litigation Reserve	148	53	201	86	287	200	487		487		487
Vehicle Replacement Reserve	700	350	1,050	350	1,400	350	1,750	350	2,100	(1,750)	350
Invest to Save	248		248		248		248		248		248
Tring Swimming Pool Repairs Reserve	0	8	8	8	16		16		16		16
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		586	(86)	500		500		500		500
Training & Development Reserve	88	(32)	56	(33)	23	(23)	0		0		0
Housing Conditions Survey Reserve	81	15	96		96	(35)	61	15	76	15	91
Dacorum Partnership Reserve	58	(19)	39		39		39		39		39
Dacorum Rent Aid - Guarantee Scheme	15	0	15		15		15		15		15
Rent Guarantee Scheme Reserve	15	0	15		15		15		15		15
Funding Equalisation Reserve	2,214	266	2,480		2,480		2,480		2,480		2,480
Pensions Reserve	1,773	0	1,773	200	1,973	200	2,173	(1,300)	873	200	1,073
Maylands Plus Reserve	46	0	46	23	69	23	92	23	115	23	138
Total Earmarked Reserves	9,772	(121)	9,650	475	10,125	1,680	11,805	(288)	11,517	(1,132)	10,385
Working Balance	2,502		2,502	7	2,509	0	2,509	0	2,509	0	2,509
Total General Fund Reserves	12,274	(121)	12,152	482	12,634	1,680	14,314	(288)	14,026	(1,132)	12,894

Agenda Item 7

Clerk: Kayley Johnston

Housing & Community Overview & Scrutiny Committee: Work Programme 2018/19

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
7 November 2018	24 Oct 2018	Quarter 2 Performance Report (& Q2 Operational Risk Reports) Q2 Budget Monitoring Financial Report	Group Manager (Financial Services) Fiona.jump@dacorum.gov.uk	
		Housing	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	
		Resident Services Performance, People & Innovation	Assistant Director (Performance, People & Innovation) Linda.Roberts@dacorum.gov.uk	
		Gas Servicing and Total Asset Management Contract Performance Year 4	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	
Joint Budget 4 December 2018	21 Nov 2018	**** Joint Budget **** ****2019-2020**** ***** <i>Ideally no further items to be added</i>	Corporate Director, Finance and Operations James.deane@dacorum.gov.uk	
23 January 2019	19 Jan 2019	Strategic Tenancy Policy	Group Manager, Strategic Housing Natasha.beresford@dacorum.gov.uk Team Leader, Strategic Housing Tracy.vause@dacorum.gov.uk	
		HMO Licensing Fees	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	
Joint Budget		**** Joint Budget **** ****2019-2020****	Corporate Director, Finance and Operations	

5 February 2019	23 Jan 2019	***** <i>Ideally no further items to be added</i>	James.deane@dacorum.gov.uk	
6 March 2019	20 Feb 2019	Quarter 3 Performance Report (& Q3 Operational Risk Reports) Q3 Budget Monitoring Financial Report	Group Manager (Financial Services) Fiona.jump@dacorum.gov.uk	
		Housing	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	
		Resident Services Performance, People & Innovation	Assistant Director (Performance, People & Innovation) Linda.Roberts@dacorum.gov.uk	
		Universal credit Update	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	

Items to be scheduled: Dates to be confirmed

. private sector housing PRS (June19)