



Public Document Pack

FINANCE AND RESOURCES OVERVIEW AND SCRUTINY AGENDA

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

TUESDAY 8 DECEMBER 2015 AT 7.30 PM

DBC BULBOURNE ROOM - CIVIC CENTRE

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 Herbert Chapman (Chair)	Councillor E Collins
Councillor Douris (Vice-Chairman)	Councillor Fethney
Councillor Ashbourn	Councillor Imarni
Councillor Barnes	Councillor Mills
Councillor Birnie	Councillor Silwal
Councillor Clark	Councillor Taylor

Substitute Members:

Councillors Anderson, Brown, Guest, Link, Matthews, Ransley and W Wyatt-Lowe

For further information, please contact Louise Collins

AGENDA

1. MINUTES

To confirm the minutes from the previous meeting held on 4 November 2015.

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

To give the opportunity for participation by members of the public who have given the appropriate notice of their intention to speak.

5. CALL-IN

Consideration of any matter referred to the committee in relation to call-in

6. BUDGET 2016/17 (Pages 3 - 49)

7. APPENDIX A - WORK PROGRAMME (Pages 50 - 54)



AGENDA ITEM:

SUMMARY

Report for:	Joint Overview & Scrutiny Committee
Date of meeting:	8 December 2015
PART:	1
If Part II, reason:	

Title of report:	Budget Preparation 2016/17
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 to provide the opportunity to scrutinise and provide feedback to Cabinet.
Recommendations	That Scrutiny Committees review and scrutinise the draft budget proposals for 2016/17 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 Papers:	Medium Term Financial Strategy 2015/16 to 2019/20
Glossary of acronyms and any other abbreviations used in this report:	CPI – Consumer Prices Index GF – General Fund HRA – Housing Revenue Account MTFS – Medium Term Financial Strategy OSC – Overview and Scrutiny Committee RPI – Retail Prices Index

Introduction

1. The purpose of this report is to present for scrutiny and review the draft budget proposals for 2016/17.
2. Budget detail for every area of the Council has been made available to all Members. **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.** A senior Finance Officer will be present in each of the committees to support the Chair.
3. The following appendices are attached:
 - Appendix A – General Fund (GF) Budget Summary 2016/17
 - Appendix B – General Fund Budget Change Analysis 2015/16 - 2016/17
 - Appendix C – Finance & Resources Committee GF Budgets 2016/17
 - Appendix D – Housing & Community Committee GF Budgets 2016/17
 - Appendix E – Strat. Planning & Environment Committee GF Budgets 2016/17
 - Appendix F – Housing Revenue Account Budget Summary 2016/17
 - Appendix G – Summary of Major Movements HRA Budget 2015/16 - 2016/17
 - Appendix H – Summary of New & Amended Capital Bids 2015/16 - 2020/21
 - Appendix I – Capital Programme 2015/16 – 2020/21 by OSC
 - Appendix J – Statement of Earmarked Reserves

Medium Term Financial Strategy (MTFS)

4. The current MTFS was approved by Council in September 2015 and contained the following key decisions which have informed the budget-setting process for 2016/17:
 - A General Fund savings target of £1.4m for 2016/17
 - A General Fund savings target of £3.1m 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

5. 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, e.g. the Local Government Finance Settlement in December 2015.
6. Prior to seeking Member approval for the budget in February 2016, 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 the draft General Fund budget

7. The following assumptions are incorporated within the draft budget:
 - 1.8% increase in Council Tax (as per MTFS)
 - 1% pay settlement
8. The draft budget for 2016/17 assumes that the level of government funding will remain as modelled within the MTFS approved by Council in September 2015. This will be updated following publication of the local Government Finance Settlement, scheduled for 18 December 2015, and incorporated within the second draft budget brought for Members' scrutiny in February 2016.

Key General Fund budget savings since last year

9. Detailed budget reductions between 2015/16 and 2016/17 are shown in Appendix B. Key items include:
 - £350k total staff efficiency savings
 - £613k efficiency reductions in expenditure on Supplies & Services
 - £160k reduction in contract costs
 - £450k increase in income generated

Key General Fund budget growth since last year

10. 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:
 - £640k relating to Employee costs, of which £380k has arisen due to a change in National Insurance legislation which means that the Council is no longer entitled to a rebate for having a pension scheme that is contracted out of the State Second Pension scheme.
 - £160k relating to Supplies & Services, which has arisen due to the re-categorisation of expenditure on ICT licences from capital to revenue. There has been an offsetting reduction within the capital budget.
 - £240k relating to Grants, Reimbursements and Contributions, arising from a forecast reduction of £150k in the recycling incentive grant (Alternative

Financial Model) paid by Hertfordshire County Council, and reduction of £90k in the Benefits Admin Grant paid by Central Government.

11. 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

12. The draft HRA Budget for 2016/17 is attached at Appendix F, with explanations of major movements between the Original Budget 2015/16 and Draft Budget 2016/17 shown in Appendix G.

13. Key assumptions incorporated into the draft budget are:

- Rent reduction of 1% on all properties, in line with new Government legislation
- 1% pay settlement from January 2015

Capital Programme

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

Reserves

16. The proposed movements in General Fund reserves are set out in Appendix J.
17. The following reserve movements are proposed for inclusion within the 2016/17 budget, but have not yet received formal Member approval:
 - Release of £900k from the Pensions Reserve to fund the anticipated one-off payment to reduce the pension deficit, arising from the triennial review of the Council's pension scheme scheduled for late 2016/17.
 - Release of £128k from the On Street Car Parking Reserve as a contribution to Capital in order to part finance the costs of the Multi-storey car park in Berkhamsted.
 - Contribution of £360k to the Dacorum Development Reserve in order to fund the likely costs associated with hosting the Tour of Britain in 2017/18 (£120k); and a further £240k to fund the Council's contractual obligation to HCC for the relocation of the library into the Civic Centre and on to The Forum in January 2017.
 - Release of £116k from the Invest to Save Reserve to fund savings initiatives within Planning and Finance.

Next Steps

18. Members of the individual OSCs are asked to review and scrutinise the draft budget proposal for 2016/17, and to provide feedback for Cabinet to consider ahead of the next Joint OSC, in February 2016.

APPENDIX A

DRAFT GENERAL FUND BUDGET SUMMARY 2016/17			
	Original 2015/16 (a)	Growth / (Savings) (b) - (a)	Draft 2016/17 (b)
	£000	£000	£000
Service Expenditure & Income			
Employees	21,450	1,035	22,485
Premises	3,075	(94)	2,981
Transport	1,497	59	1,556
Supplies & Services	7,236	(597)	6,639
Third-Parties	1,558	(10)	1,548
Transfer Payments	48,249	(352)	47,897
Capital Charges	4,417	(37)	4,380
Income	(13,708)	(560)	(14,268)
Grants and Contributions	(52,061)	453	(51,608)
Recharge to HRA	(2,577)	(188)	(2,765)
Net Cost Of Services	19,136	(291)	18,845
Less:			
Interest Receipts	(199)	(43)	(242)
Interest Payments & MRP	703	262	965
Reversal of Capital Charges	(4,125)	0	(4,125)
Revenue Contributions to Capital	4,106	1,634	5,740
Net movement on Earmarked Reserves	(898)	(5,454)	(6,352)
Budget Requirement General Fund	18,724	(3,892)	14,832
Parish Precepts	641	0	641
Budget Requirement Including Parishes	19,365	(3,892)	15,473
Funded by:			
Revenue Support Grant	(2,070)	601	(1,469)
Business Rates Retained	(2,533)	(36)	(2,569)
New Homes Bonus/Other Government Grants	(2,611)	(824)	(3,435)
Collection Fund (Surplus) / Deficit	(1,533)	4,254	2,721
Net Expenditure before Council Tax	10,618	103	10,721
Demand on the Collection Fund	(10,467)	(242)	(10,709)
Net Change in General Fund Balance	151	(139)	13
General Fund Balance B/Fwd	(2,654)		(2,503)
In year use	151		13
General Fund Balance C/Fwd	(2,503)		(2,490)

APPENDIX B

GENERAL FUND BUDGET CHANGE ANALYSIS 2016/17 EMPLOYEE EXPENDITURE		
2015/16 Employee Budget		21,450
<u>Inflation</u>		
General pay inflation		198
Increments & Staff Turnover		61
National Insurance		380
Sub total - Inflation		639
<u>Growth items</u>		
Private Sector Housing Lead Officer	Natasha Brathwaite	44
GIS Officer	Mark Brookes	23
Growth items under £10K		
Sub total - Growth items		67
<u>One-off items (reserve / grant funded)</u>		
Commercial and flats recycling review	Craig Thorpe	(62)
Borough election - grant funded	Jim Doyle	(120)
General election - reserve funded	Jim Doyle	(60)
Corporate graduates - fixed term posts	Matthew Rawdon	(32)
Communications - fixed term post	Matthew Rawdon	(18)
Local Development Framework	Chris Taylor	(21)
Legal Services - GIS temporary post	Mark Brookes	(23)
Police Elections - grant funded	Jim Doyle	100
Apprentice Project	Matthew Rawdon	42
Project Analyst - extension of temporary post	Ben Trueman	17
Water Gardens project	Chris Taylor	40
Pensions - Triennial Review	Richard Baker	900
Hemel Hempstead Ambassadors	Chris Taylor	37
Development Control - Systems Thinking Project	Sara Whelan	30
Get Set Go Dacorum Officer	Matthew Rawdon	25
One off items under £10k		
Sub total - One-off items		855
<u>Efficiency savings</u>		
Planning Conservation - vacant post	Sara Whelan	(38)
Financial Services - vacant post	Richard Baker	(18)
Town centres - vacant posts	Chris Taylor	(80)
Strategic Housing - vacant post	Natasha Brathwaite	(23)
Council Tax - vacant post	Chris Baker	(22)
Other employee efficiency savings	Sally Marshall	(143)
Other savings under £10k		
Training & Subscriptions		(30)
Sub total - Efficiency savings		(354)
<u>Other</u>		
Transfer of Corporate Anti-Fraud staff to Department of Work and Pensions		(105)
Transfers to other subjective groupings and ongoing virements		(67)
Sub total - Other		(172)
Total change year on year		1,035
2016/17 Employee Budget		22,485

APPENDIX B

GENERAL FUND BUDGET CHANGE ANALYSIS 2016/17 PREMISES EXPENDITURE		
2015/16 Premises Budget		3,075
<u>Inflation</u>		
General inflation		54
Sub total - Inflation		54
<u>One-off items (reserve / grant funded)</u>		
Tring Town Development (put back from 2015/16)	Chris Taylor	(30)
Borough election	Jim Doyle	(13)
General election	Jim Doyle	(13)
Cemeteries	Nicholas Brown	(32)
Water Gardens project	Chris Taylor	5
Police election - grant funded	Jim Doyle	20
Civic Buildings Utilities (during move to The Forum)	Nicholas Brown	39
Civic Buildings NNDR (during move to The Forum)	Nicholas Brown	60
Sub total - One-off items		36
<u>Efficiency savings</u>		
Heights Hall Management	Julie Still	(10)
Homelessness - temporary accomodation reduction	Natasha Brathwaite	(30)
39/41 The Marlowes - running costs	Nicholas Brown	(154)
Other savings under £10k		(49)
Sub total - Efficiency savings		(243)
<u>Other</u>		
Transfers to other subjective groupings and ongoing virements		59
Sub total - Other		59
Total change year on year		(94)
2016/17 Premises Budget		2,981

GENERAL FUND BUDGET CHANGE ANALYSIS 2016/17 TRANSPORT EXPENDITURE		
2015/16 Transport Budget		1,497
<u>Inflation</u>		
General inflation		64
Sub total - Inflation		64
<u>Efficiency savings</u>		
Other savings under £10k		(5)
Sub total - Efficiency savings		(5)
Total change year on year		59
2016/17 Transport Budget		1,556

APPENDIX B

GENERAL FUND BUDGET CHANGE ANALYSIS 2016/17 SUPPLIES & SERVICES EXPENDITURE		
2015/16 Supplies & Services Budget		7,236
<u>Growth items</u>		
Maylands Business Centre (offsetting income)	Chris Taylor	12
ICT Licences (previously capital)	Ben Trueman	160
Other growth items under £10k		24
Sub total - Growth items		196
<u>One-off items (reserve / grant funded)</u>		
Borough elections and General Elections	Jim Doyle	(83)
Market Square and Bus Interchange	Chris Taylor	(28)
Commercial and flats recycling review	Craig Thorpe	(30)
Local Development Framework	Chris Taylor	(29)
Legal Services - GIS	Mark Brookes	(21)
Hemel Hempstead Town Centre	Chris Taylor	(33)
Tour of Britain (to be reinstated 2017/18)	Julie Still	(75)
Police elections	Jim Doyle	56
ICT Applications Review	Ben Trueman	30
Hemel Hempstead Ambassadors	Chris Taylor	30
Tourism (funded from 2015/16 membership income)	Chris Taylor	15
Homelessness Prevention	Natasha Brathwaite	38
Sub total - One-off items		(130)
<u>Efficiency savings</u>		
Regulatory Services - Consultancy	Chris Troy	(43)
Performance & Projects - Consultancy	Robert Smyth	(12)
Credit card surcharging	Richard Baker	(28)
Legal Services - Software	Mark Brookes	(15)
Central Administration - Postage and printing	Robert Smyth	(31)
Parking Contract	Nicholas Brown	(50)
Removal of PCSO funding	Julie Still	(42)
ICT - use of new technologies	Ben Trueman	(17)
Core & community grant funding	Matthew Rawdon	(86)
Sports Trust grant	Matthew Rawdon	(150)
Customer Services - Software	Ben Hosier	(21)
ICT - Entropy system	Ben Trueman	(14)
Revenues & Benefits - Software	Chris Baker	(13)
Other savings under £10k		(91)
Sub total - Efficiency savings		(613)
<u>Other</u>		
Waste Services - Housing repairs waste no longer taken to Cupid		(50)
Sub total - Other		(50)
Total change year on year		(597)
2016/17 Supplies & Services Budget		6,639

APPENDIX B

GENERAL FUND BUDGET CHANGE ANALYSIS 2016/17 THIRD PARTY PAYMENTS		
2015/16 Third Party Payments Budget		1,558
<u>Inflation</u>		
General inflation		23
Sub total - Inflation		23
<u>One-off items (reserve / grant funded)</u>		
Facilities Management during move to The Forum	Nicholas Brown	60
Payroll Services (dual running period for contract)	Richard Baker	26
Sub total - One-off items		86
<u>Efficiency savings</u>		
Customer Services Unit (contractual reductions)	Ben Hosier	(95)
Planning Support	Sara Whelan	(35)
Performance & Projects	Robert Smyth	(16)
Other savings under £10k		(13)
Sub total - Efficiency savings		(159)
<u>Other</u>		
Transfers to other subjective groupings and ongoing virements		40
Sub total - Other		40
Total change year on year		(10)
2016/17 Third Party Payments Budget		1,548

APPENDIX B

GENERAL FUND BUDGET CHANGE ANALYSIS 2016/17 INCOME		
2015/16 Income Budget		(13,708)
<u>Inflation</u>		
General inflation		(140)
Sub total - Inflation		(140)
<u>Growth items</u>		
Loss of recycling income (bring sites)	Craig Thorpe	35
Growth items under £10k		23
Sub total - Growth items		58
<u>Increased income</u>		
Town Centre - Promotional income	Chris Taylor	(40)
Hemel Hempstead Ambassadors	Chris Taylor	(15)
Planning Fees (Development Control)	Sara Whelan	(73)
Pest Control	Chris Troy	(17)
Cesspool Emptying - increase in fees	Chris Troy	(20)
Garages - increase in fees	Andy Vincent	(155)
CCTV Income	Julie Still	(20)
Review of Waste Services Charging	Craig Thorpe	(87)
Other income under £10k		(19)
Sub total - Efficiency savings		(446)
<u>Other</u>		
Transfers to other subjective groupings and ongoing virements		(32)
Sub total - Other		(32)
Total change year on year		(560)
2016/17 Income Budget		(14,268)

APPENDIX B

GENERAL FUND BUDGET CHANGE ANALYSIS 2016/17 GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS		
2015/16 Grants, Reimbursements and Contributions Budget		(52,061)
<u>Inflation</u>		
General inflation		(8)
Sub total - Inflation		(8)
<u>Growth items</u>		
Reduction to benefits Administration Subsidy Grant	Chris Baker	87
Reduction to Alternative Financial Model grant	Craig Thorpe	150
Sub total - Growth items		237
<u>One-off items (reserve / grant funded)</u>		
Water Gardens grant income	Chris Taylor	(34)
General elections grant income	Jim Doyle	100
Police elections grant income	Jim Doyle	(176)
Sub total - One-off items		(110)
<u>Increased income</u>		
Maylands Business Centre - Training income	Chris Taylor	(13)
Other income under £10k		(17)
Sub total - Efficiency savings		(30)
<u>Other</u>		
Benefits Subsidy Grant (reduction in benefits paid)		352
Transfers to other subjective groupings and ongoing virements		12
Sub total - Other		12
Total change year on year		453
2016/17 Grants, Reimbursements and Contributions Budget		(51,608)

APPENDIX C

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGETS 2016/17

	Original	Forecast	Draft	Variance	
	2015/2016	2015/2016	2016/2017	2015/16 to 2016/17	
	£	£	£	£	%
Finance & Resources					
Employees	10,140,575	10,208,118	10,835,870	695,295	+7%
Premises	2,087,439	2,255,517	2,030,898	(56,541)	-3%
Transport	36,697	41,172	32,280	(4,417)	-12%
Supplies & Services	4,382,635	4,741,143	4,102,339	(280,296)	-6%
Third-Parties	1,410,870	1,440,401	1,448,140	37,270	+3%
Support Services	9,814,529	9,814,529	8,750,790	(1,063,739)	-11%
Capital Charges	1,920,455	1,920,455	1,882,910	(37,545)	-2%
Transfer Payments	48,905,050	48,903,350	48,550,730	(354,320)	-1%
Income	(4,932,612)	(4,969,039)	(5,034,650)	(102,038)	-2%
Grants and Contributions	(50,343,713)	(50,639,008)	(49,992,706)	351,007	+1%
Recharges	(16,625,387)	(16,626,851)	(15,796,315)	829,072	+5%
Transfer Payments	(650,000)	(650,000)	(650,000)	0	+0%
Net Expenditure: Finance & Resources	6,146,538	6,439,787	6,160,286	13,748	+0%

APPENDIX C

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17	
				£	%

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

Heritage (Matt Rawdon)					
Supplies & Services	58,000	58,000	58,000	0	+0%
Net Expenditure: Heritage	58,000	58,000	58,000	0	+0%

Allotments (Nicholas Brown)					
Premises	6,920	17,450	12,010	5,090	+74%
Supplies & Services	300	300	300	0	+0%
Income	(14,392)	(14,392)	(14,590)	(198)	-1%
Grants and Contributions	0	(7,852)	0	0	
Net Expenditure: Allotments	(7,172)	(4,494)	(2,280)	4,892	+68%

Community Centres & Public Halls (Julie Still)					
Premises	162,050	221,527	157,158	(4,892)	-3%
Supplies & Services	17,010	20,932	14,984	(2,026)	-12%
Third-Parties	0	10,000	40,000	40,000	
Support Services	143,150	143,150	163,050	19,900	+14%
Capital Charges	160,961	160,961	160,970	9	+0%
Income	(163,810)	(163,940)	(166,090)	(2,280)	-1%
Net Expenditure: Community Centres & Public Halls	319,361	392,630	370,072	50,711	+16%

Outdoor Sports & Recreation Facilities (Sports Pavilions) (Nicholas Brown)					
Premises	36,280	43,279	36,940	660	+2%
Capital Charges	22,126	22,126	22,130	4	+0%
Income	(25,000)	(34,853)	(35,000)	(10,000)	-40%
Net Expenditure: Outdoor Sports & Recreation Facilities (Sports Pavilions)	33,406	30,552	24,070	(9,336)	-28%

Sports Development and Community Recreation (Matt Rawdon)					
Premises	64,320	63,845	65,220	900	+1%
Supplies & Services	438,180	438,180	288,180	(150,000)	-34%
Support Services	11,950	11,950	39,560	27,610	+231%
Capital Charges	576,640	576,640	576,640	0	+0%
Income	(6,850)	(6,850)	(6,950)	(100)	-1%
Grants and Contributions	(8,000)	(8,000)	(8,110)	(110)	-1%
Net Expenditure: Sports Development and Community Recreation	1,076,240	1,075,765	954,540	(121,700)	-11%

APPENDIX C

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17 £	%
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Cemeteries (Nicholas Brown)					
Employees	275,296	285,835	278,110	2,814	+1%
Premises	141,880	119,901	104,150	(37,730)	-27%
Transport	6,150	6,744	4,840	(1,310)	-21%
Supplies & Services	57,400	70,819	52,900	(4,500)	-8%
Support Services	70,180	70,180	76,360	6,180	+9%
Capital Charges	52,951	52,951	52,950	(1)	-0%
Transfer Payments	5,000	5,000	4,250	(750)	-15%
Income	(425,580)	(406,934)	(421,030)	4,550	+1%
Grants and Contributions	(51,080)	(52,340)	(51,100)	(20)	-0%
Net Expenditure: Cemeteries	132,197	152,155	101,430	(30,767)	-23%

Public Conveniences (Nicholas Brown)					
Premises	33,880	37,593	34,530	650	+2%
Supplies & Services	0	34,628	30,000	30,000	
Support Services	76,090	76,090	69,700	(6,390)	-8%
Capital Charges	56,433	56,433	56,430	(3)	-0%
Income	(150)	(150)	(150)	0	+0%
Net Expenditure: Public Conveniences	166,253	204,594	190,510	24,257	+15%

Community Development (Partnerships and Commissioning) (Matt Rawdon)					
Employees	113,190	128,927	142,010	28,820	+25%
Premises	21,180	20,980	16,600	(4,580)	-22%
Transport	750	750	760	10	+1%
Supplies & Services	103,700	168,705	85,500	(18,200)	-18%
Support Services	53,800	53,800	62,740	8,940	+17%
Grants and Contributions	(86,820)	(165,445)	(94,300)	(7,480)	-9%
Net Expenditure: Community Development (Partnerships and Commissioning)	205,800	207,717	213,310	7,510	+4%

Market Undertakings (Chris Taylor)					
Premises	4,798	11,898	11,960	7,162	+149%
Supplies & Services	8,370	8,370	8,540	170	+2%
Support Services	0	0	12,150	12,150	
Income	(65,125)	(65,125)	(66,040)	(915)	-1%
Net Expenditure: Market Undertakings	(51,957)	(44,857)	(33,390)	18,567	+36%

Housing Benefit Payments (Chris Baker)					
Capital Charges	174,000	174,000	176,440	2,440	+1%
Transfer Payments	48,894,000	48,894,000	48,542,000	(352,000)	-0%
Grants and Contributions	(48,806,000)	(48,806,000)	(48,454,386)	351,614	-0%
Transfer Payments	(650,000)	(650,000)	(650,000)	0	+0%
Net Expenditure: Housing Benefit Payments	(388,000)	(388,000)	(385,946)	(386)	+0%

APPENDIX C

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17	
				£	%

Housing Benefits (Administration) (Chris Baker)					
Employees	809,835	894,156	730,870	(78,965)	-10%
Premises	62,150	62,150	62,030	(120)	-0%
Transport	2,145	2,145	2,180	35	+2%
Supplies & Services	27,650	29,552	22,530	(5,120)	-19%
Support Services	1,532,770	1,532,770	1,141,130	(391,640)	-26%
Grants and Contributions	(738,313)	(749,690)	(651,000)	87,313	+12%
Net Expenditure: Housing Benefits (Administration)	1,696,237	1,771,083	1,307,740	(388,497)	-23%

Democratic Representation and Management (Jim Doyle)					
Employees	230,750	223,482	214,880	(15,870)	-7%
Premises	14,170	13,470	13,440	(730)	-5%
Transport	1,510	1,210	410	(1,100)	-73%
Supplies & Services	487,650	478,200	466,270	(21,380)	-4%
Support Services	606,710	606,710	532,120	(74,590)	-12%
Capital Charges	5,410	5,410	5,410	0	+0%
Transfer Payments	4,810	3,650	3,740	(1,070)	-22%
Income	(1,110)	(1,110)	(1,130)	(20)	-2%
Net Expenditure: Democratic Representation and Management	1,349,900	1,331,022	1,235,140	(114,760)	-9%

Corporate Management (Jim Doyle)					
Support Services	814,772	814,772	723,860	(90,912)	-11%
Recharges	(254,892)	(254,892)	(222,440)	32,452	+13%
Net Expenditure: Corporate Management	559,880	559,880	501,420	(58,460)	-10%

Corporate Management - Financial Fees and Services (Richard Baker)					
Supplies & Services	155,000	148,988	145,000	(10,000)	-6%
Net Expenditure: Corporate Management - Financial Fees and Services	155,000	148,988	145,000	(10,000)	-6%

Pension Past Service Costs (Richard Baker)					
Employees	1,515,330	1,515,330	2,415,480	900,150	+59%
Net Expenditure: Past Service Costs	1,515,330	1,515,330	2,415,480	900,150	+59%

Local Tax Collection (Chris Baker)					
Employees	476,483	481,763	483,070	6,587	+1%
Premises	41,411	41,411	41,350	(61)	-0%
Transport	514	1,500	520	6	+1%
Supplies & Services	118,780	194,680	92,560	(26,220)	-22%
Support Services	465,540	465,540	756,200	290,660	+62%
Capital Charges	6,255	6,255	6,260	5	+0%
Grants and Contributions	(468,000)	(468,000)	(468,000)	0	+0%
Net Expenditure: Local Tax Collection	640,983	723,149	911,960	270,977	+42%

APPENDIX C

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17	
				£	%

Registration of Electors (Jim Doyle)					
Employees	95,310	107,583	97,530	2,220	+2%
Premises	5,180	5,180	5,170	(10)	-0%
Transport	150	150	150	0	+0%
Supplies & Services	76,230	112,107	82,450	6,220	+8%
Support Services	33,310	33,310	45,280	11,970	+36%
Capital Charges	3,340	3,340	3,340	0	+0%
Income	(1,500)	(1,500)	(1,520)	(20)	-1%
Net Expenditure: Registration of Electors	212,020	260,170	232,400	20,380	+10%

Conducting Elections (Jim Doyle)					
Employees	180,000	142,567	100,000	(80,000)	-44%
Premises	32,830	33,130	25,110	(7,720)	-24%
Supplies & Services	83,000	97,540	56,320	(26,680)	-32%
Support Services	27,750	27,750	5,920	(21,830)	-79%
Grants and Contributions	(100,000)	(126,760)	(176,000)	(76,000)	-76%
Net Expenditure: Conducting Elections	223,580	174,227	11,350	(212,230)	-95%

Local Welfare Assistance Schemes (Chris Baker)					
Supplies & Services	5,570	6,583	3,070	(2,500)	-45%
Support Services	14,690	14,690	14,180	(510)	-3%
Net Expenditure: Local Welfare Assistance Schemes	20,260	21,273	17,250	(3,010)	-15%

General Grants and Donations (Matt Rawdon)					
Supplies & Services	710,960	710,960	624,800	(86,160)	-12%
Support Services	33,890	33,890	36,490	2,600	+8%
Capital Charges	11,580	11,580	11,580	0	+0%
Net Expenditure: General Grants and Donations	756,430	756,430	672,870	(83,560)	-11%

Parish Grants (Richard Baker)					
Supplies & Services	246,220	253,717	242,940	(3,280)	-1%
Net Expenditure: Parish Grants	246,220	253,717	242,940	(3,280)	-1%

APPENDIX C

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17 £	%
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Property Management and Office Accommodation (Nicholas Brown)					
Employees	461,060	483,945	475,740	14,680	+3%
Premises	486,680	507,136	441,670	(45,010)	-9%
Transport	4,540	7,119	4,600	60	+1%
Supplies & Services	133,420	194,344	128,630	(4,790)	-4%
Third-Parties	396,000	412,357	461,540	65,540	+17%
Support Services	193,770	193,770	277,490	83,720	+43%
Capital Charges	109,456	109,456	109,450	(6)	-0%
Income	(10,095)	(61,249)	(60,240)	(50,145)	-497%
Grants and Contributions	0	(600)	0	0	
Recharges	(1,774,831)	(1,776,295)	(1,838,880)	(64,049)	-4%
Net Expenditure: Property Management and Office Accommodation	0	69,983	0	0	

Procurement Services (Ben Hosier)					
Employees	177,840	186,800	184,160	6,320	+4%
Premises	8,290	8,290	8,270	(20)	-0%
Transport	300	300	300	0	+0%
Supplies & Services	12,550	6,350	4,990	(7,560)	-60%
Support Services	112,270	112,270	107,850	(4,420)	-4%
Recharges	(311,250)	(311,250)	(305,570)	5,680	+2%
Net Expenditure: Procurement Services	0	2,760	0	0	

Human Resources (Matt Rawdon)					
Employees	521,580	529,900	505,390	(16,190)	-3%
Premises	29,450	29,450	28,760	(690)	-2%
Transport	400	1,600	400	0	+0%
Supplies & Services	32,630	28,430	26,200	(6,430)	-20%
Third-Parties	51,160	40,200	51,880	720	+1%
Support Services	129,360	129,360	154,150	24,790	+19%
Capital Charges	14,000	14,000	14,000	0	+0%
Recharges	(778,470)	(778,470)	(780,780)	(2,310)	-0%
Net Expenditure: Human Resources	110	(5,530)	0	(110)	-100%

Health and Safety (Chris Troy)					
Employees	95,970	94,418	93,790	(2,180)	-2%
Premises	4,140	4,140	4,130	(10)	-0%
Transport	300	300	300	0	+0%
Supplies & Services	5,820	5,820	5,000	(820)	-14%
Support Services	65,690	65,690	57,650	(8,040)	-12%
Recharges	(172,030)	(172,030)	(160,870)	11,160	+6%
Net Expenditure: Health and Safety	(110)	(1,662)	0	110	+100%

APPENDIX C

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17	
				£	%

Legal Services (Mark Brookes)					
Employees	456,490	434,384	451,630	(4,860)	-1%
Premises	22,780	22,780	22,750	(30)	-0%
Transport	1,300	1,300	1,320	20	+2%
Supplies & Services	108,410	85,410	63,330	(45,080)	-42%
Third-Parties	0	0	13,760	13,760	
Support Services	81,990	81,990	86,540	4,550	+6%
Capital Charges	11,250	11,250	11,250	0	+0%
Income	(500)	(500)	(400)	100	+20%
Grants and Contributions	(55,500)	(55,500)	(56,390)	(890)	-2%
Recharges	(626,220)	(626,220)	(593,790)	32,430	+5%
Net Expenditure: Legal Services	0	(45,106)	0	0	

Financial Services (Richard Baker)					
Employees	1,019,170	970,915	1,034,200	15,030	+1%
Premises	66,290	66,290	66,160	(130)	-0%
Transport	1,400	1,586	1,420	20	+1%
Supplies & Services	78,970	86,704	85,510	6,540	+8%
Third-Parties	36,000	73,200	62,500	26,500	+74%
Support Services	532,510	532,510	432,670	(99,840)	-19%
Capital Charges	100,000	100,000	60,000	(40,000)	-40%
Grants and Contributions	(28,000)	(43,969)	(28,390)	(390)	-1%
Recharges	(1,806,340)	(1,806,340)	(1,714,070)	92,270	+5%
Net Expenditure: Financial Services	0	(19,104)	0	0	

Central Administration (Robert Smyth)					
Employees	365,330	319,818	376,140	10,810	+3%
Premises	37,290	37,290	37,210	(80)	-0%
Transport	2,080	1,830	1,550	(530)	-25%
Supplies & Services	222,070	214,980	192,960	(29,110)	-13%
Third-Parties	1,200	1,000	1,020	(180)	-15%
Support Services	176,452	176,452	117,000	(59,452)	-34%
Capital Charges	24,738	24,738	24,740	2	+0%
Transfer Payments	820	400	440	(380)	-46%
Income	(500)	(500)	(510)	(10)	-2%
Recharges	(829,480)	(829,480)	(750,550)	78,930	+10%
Net Expenditure: Central Administration	0	(53,472)	0	0	

APPENDIX C

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17	
				£	%

Business Improvement & Facilitating Change (Robert Smyth)					
Employees	138,170	140,569	209,360	71,190	+52%
Premises	8,290	8,290	8,270	(20)	-0%
Transport	200	200	200	0	+0%
Supplies & Services	110,580	225,480	105,630	(4,950)	-4%
Third-Parties	17,480	2,000	2,000	(15,480)	-89%
Support Services	140,825	140,825	132,270	(8,555)	-6%
Capital Charges	3,095	3,095	3,100	5	+0%
Grants and Contributions	0	(128,400)	0	0	
Recharges	(418,640)	(418,640)	(460,830)	(42,190)	-10%
Net Expenditure: Business Improvement & Facilitating Change	0	(26,581)	0	0	

Internal Audit (James Deane)					
Third-Parties	96,000	88,614	97,340	1,340	+1%
Support Services	21,310	21,310	13,220	(8,090)	-38%
Recharges	(117,310)	(117,310)	(110,560)	6,750	+6%
Net Expenditure: Internal Audit	0	(7,386)	0	0	

Customer Services (Ben Hosier)					
Employees	0	488	0	0	
Premises	89,500	89,500	93,040	3,540	+4%
Supplies & Services	72,280	63,996	50,410	(21,870)	-30%
Third-Parties	813,030	813,030	718,100	(94,930)	-12%
Support Services	225,590	225,590	190,350	(35,240)	-16%
Capital Charges	78,150	78,150	78,150	0	+0%
Recharges	(1,278,550)	(1,278,550)	(1,130,050)	148,500	+12%
Net Expenditure: Customer Services	0	(7,796)	0	0	

Communication & Consultation (Matt Rawdon)					
Employees	241,820	249,125	244,480	2,660	+1%
Premises	16,560	16,560	16,530	(30)	-0%
Transport	1,620	1,400	1,240	(380)	-23%
Supplies & Services	80,210	85,360	77,100	(3,110)	-4%
Support Services	63,870	63,870	68,470	4,600	+7%
Capital Charges	1,420	1,420	1,420	0	+0%
Grants and Contributions	(2,000)	(2,000)	(5,030)	(3,030)	-152%
Recharges	(403,500)	(403,500)	(404,210)	(710)	-0%
Net Expenditure: Communication & Consultation	0	12,235	0	0	

APPENDIX C

FINANCE AND RESOURCES COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17	
				£	%

Local Tax Collection and Benefits Support Team (Chris Baker)					
Employees	418,362	410,769	440,050	21,688	+5%
Premises	33,150	33,150	33,080	(70)	-0%
Transport	5,448	5,448	5,520	72	+1%
Supplies & Services	257,880	242,148	248,230	(9,650)	-4%
Support Services	79,370	79,370	96,810	17,440	+22%
Grants and Contributions	0	(23,827)	0	0	
Recharges	(794,210)	(794,210)	(823,690)	(29,480)	-4%
Net Expenditure: Local Tax Collection and Benefits Support Team	0	(47,151)	0	0	

Information and Communication Technology (Ben Trueman)					
Employees	586,930	592,669	556,280	(30,650)	-5%
Premises	34,000	34,000	34,010	10	+0%
Transport	3,670	3,520	3,110	(560)	-15%
Supplies & Services	453,320	441,950	617,090	163,770	+36%
Support Services	194,190	194,190	320,510	126,320	+65%
Capital Charges	501,918	501,918	501,920	2	+0%
Transfer Payments	420	300	300	(120)	-29%
Recharges	(1,774,448)	(1,774,448)	(2,033,220)	(258,772)	-15%
Net Expenditure: Information and Communication Technology	0	(5,901)	0	0	

Management Team and Other Support Overheads (Sally Marshall)					
Employees	1,961,659	2,014,675	1,802,700	(158,959)	-8%
Premises	47,380	47,380	46,370	(1,010)	-2%
Transport	4,220	4,070	3,460	(760)	-18%
Supplies & Services	46,845	45,435	45,045	(1,800)	-4%
Support Services	3,218,380	3,218,380	2,602,500	(615,880)	-19%
Capital Charges	6,732	6,732	6,730	(2)	-0%
Recharges	(5,285,216)	(5,285,216)	(4,506,805)	778,411	-15%
Net Expenditure: Management Team and Other Support Overheads	0	51,456	0	0	

Investment Property (Nicholas Brown)					
Premises	576,590	659,447	604,980	28,390	+5%
Supplies & Services	158,630	167,476	162,870	4,240	+3%
Support Services	694,350	694,350	614,570	(79,780)	-11%
Income	(4,218,000)	(4,211,935)	(4,261,000)	(43,000)	-1%
Grants and Contributions	0	(625)	0	0	
Recharges	0	0	(160,000)	(160,000)	
Net Expenditure: Investment Property	(2,788,430)	(2,691,287)	(3,038,580)	(250,150)	-9%

Net Expenditure: Finance & Resources	6,146,538	6,439,787	6,160,286	13,748	+0%
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APPENDIX D

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGETS 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17 £ %	
Housing & Community					
Employees	3,304,747	3,319,522	3,327,030	22,283	+1%
Premises	647,493	594,331	574,690	(72,803)	-11%
Transport	49,410	49,544	28,620	(20,790)	-42%
Supplies & Services	1,901,720	1,926,888	1,709,161	(192,559)	-10%
Third-Parties	26,080	26,080	26,450	370	+1%
Support Services	1,740,652	1,740,652	1,696,960	(43,692)	-3%
Capital Charges	903,612	903,612	903,600	(12)	-0%
Transfer Payments	18,775	18,775	19,460	685	+4%
Income	(3,609,200)	(3,613,580)	(3,901,630)	(292,430)	-8%
Grants and Contributions	(40,190)	(92,201)	(20,270)	19,920	+50%
Recharges	(953,126)	(982,231)	(1,029,330)	(76,204)	-8%
Net Expenditure: Housing & Community	3,989,973	3,891,392	3,334,741	(655,232)	-16%

APPENDIX D

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17	
				£	%

Theatres and Public Entertainment (Julie Still)

Employees	196,530	216,511	197,050	520	+0%
Premises	50,350	58,350	54,390	4,040	+8%
Transport	500	500	510	10	+2%
Supplies & Services	107,380	106,688	106,000	(1,380)	-1%
Support Services	81,310	81,310	81,890	580	+1%
Capital Charges	23,382	23,382	23,380	(2)	-0%
Income	(63,000)	(63,000)	(63,800)	(800)	-1%
Net Expenditure: Theatres and Public Entertainment	396,452	423,741	399,420	2,968	+1%

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

Employees	369,620	389,900	403,370	33,750	+9%
Premises	55,060	63,576	43,810	(11,250)	-20%
Transport	2,980	2,980	3,020	40	+1%
Supplies & Services	38,390	39,019	38,560	170	+0%
Support Services	117,780	117,780	109,390	(8,390)	-7%
Capital Charges	10,445	10,445	10,440	(5)	-0%
Income	(28,990)	(27,150)	(29,390)	(400)	-1%
Grants and Contributions	(190)	(190)	(190)	0	+0%
Recharges	(5,000)	(15,000)	(15,000)	(10,000)	-200%
Net Expenditure: Outdoor Sports & Recreation Facilities (Adventure Playgrounds)	560,095	581,361	564,010	3,915	+1%

Community Safety (Crime Reduction) (Julie Still)

Employees	225,210	201,532	192,190	(33,020)	-15%
Premises	17,500	17,500	15,440	(2,060)	-12%
Transport	5,810	5,810	5,550	(260)	-4%
Supplies & Services	79,840	109,164	36,110	(43,730)	-55%
Support Services	131,800	131,800	95,740	(36,060)	-27%
Capital Charges	1,600	1,600	1,600	0	+0%
Transfer Payments	525	525	550	25	+5%
Grants and Contributions	(24,000)	(29,324)	0	24,000	+100%
Recharges	(99,289)	(89,289)	(91,070)	8,219	+8%
Net Expenditure: Community Safety (Crime Reduction)	338,996	349,318	256,110	(82,886)	-24%

Community Safety (CCTV) (Julie Still)

Employees	363,540	363,537	377,100	13,560	+4%
Premises	104,900	103,578	99,930	(4,970)	-5%
Transport	210	210	210	0	+0%
Supplies & Services	17,890	17,890	16,890	(1,000)	-6%
Support Services	65,960	65,960	64,110	(1,850)	-3%
Capital Charges	64,553	64,553	64,550	(3)	-0%
Grants and Contributions	(10,000)	(7,667)	(14,000)	(4,000)	-40%
Recharges	(422,807)	(451,912)	(488,790)	(65,983)	-16%
Net Expenditure: Community Safety (CCTV)	184,246	156,149	120,000	(64,246)	-35%

APPENDIX D

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17	
				£	%
Regulatory Services (Chris Troy)					
Employees	797,132	808,214	837,440	40,308	+5%
Premises	47,640	47,868	47,540	(100)	-0%
Transport	5,200	5,200	5,280	80	+2%
Supplies & Services	117,760	82,765	82,160	(35,600)	-30%
Support Services	327,840	327,840	287,800	(40,040)	-12%
Capital Charges	640	640	640	0	+0%
Income	(143,500)	(133,513)	(145,510)	(2,010)	-1%
Recharges	(409,130)	(409,130)	(434,470)	(25,340)	-6%
Net Expenditure: Regulatory Services	743,582	729,883	680,880	(62,702)	-8%

Regulatory Services (Licensing) (Mark Brookes)					
Employees	227,400	232,741	239,660	12,260	+5%
Premises	14,500	14,500	14,470	(30)	-0%
Transport	2,500	2,500	2,540	40	+2%
Supplies & Services	55,310	48,670	50,390	(4,920)	-9%
Support Services	84,500	84,500	72,230	(12,270)	-15%
Income	(294,160)	(294,160)	(300,200)	(6,040)	-2%
Grants and Contributions	(6,000)	(6,000)	(6,080)	(80)	-1%
Net Expenditure: Regulatory Services (Licensing)	84,050	82,751	73,010	(11,040)	-13%

Pest Control (Chris Troy)					
Employees	28,870	31,557	48,850	19,980	+69%
Premises	2,070	2,070	2,070	0	+0%
Transport	2,670	2,696	0	(2,670)	-100%
Supplies & Services	4,550	4,550	5,210	660	+15%
Support Services	83,180	83,180	135,880	52,700	+63%
Capital Charges	1,348	1,348	1,350	2	+0%
Transfer Payments	3,150	3,150	3,310	160	+5%
Income	(48,000)	(66,000)	(86,000)	(38,000)	-79%
Net Expenditure: Pest Control	77,838	62,551	110,670	32,832	+42%

Animal and Public Health (Chris Troy)					
Employees	97,240	94,998	81,940	(15,300)	-16%
Premises	9,660	9,660	8,490	(1,170)	-12%
Transport	19,120	19,227	1,210	(17,910)	-94%
Supplies & Services	116,927	112,427	117,150	223	+0%
Support Services	141,550	141,550	121,440	(20,110)	-14%
Capital Charges	5,261	5,261	5,260	(1)	-0%
Transfer Payments	9,050	9,050	9,500	450	+5%
Income	(77,150)	(77,150)	(98,230)	(21,080)	-27%
Recharges	(16,900)	(16,900)	0	16,900	+100%
Net Expenditure: Animal and Public Health	304,758	298,123	246,760	(57,998)	-19%

APPENDIX D

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17	
				£	%
Street Cleansing (Enforcement) (Chris Troy)					
Employees	158,234	162,587	166,430	8,196	+5%
Premises	8,290	8,290	8,270	(20)	-0%
Transport	5,830	5,830	5,690	(140)	-2%
Supplies & Services	8,490	7,490	8,090	(400)	-5%
Support Services	117,720	117,720	93,090	(24,630)	-21%
Transfer Payments	1,050	1,050	1,100	50	+5%
Income	(3,000)	(4,206)	(3,040)	(40)	-1%
Net Expenditure: Street Cleansing (Enforcement)	296,614	298,761	279,630	(16,984)	-6%

Community Development (Parish Liaison) (Jim Doyle)					
Employees	28,170	29,598	29,030	860	+3%
Premises	2,070	2,070	2,070	0	+0%
Transport	250	250	250	0	+0%
Supplies & Services	1,570	1,570	1,610	40	+3%
Support Services	14,920	14,920	4,490	(10,430)	-70%
Net Expenditure: Community Development (Parish Liaison)	46,980	48,408	37,450	(9,530)	-20%

Community Development (Residents Services & Neighbourhood Action) (Julie Still)					
Employees	202,700	175,940	177,640	(25,060)	-12%
Premises	9,520	9,520	9,520	0	+0%
Transport	1,540	1,540	1,560	20	+1%
Supplies & Services	104,870	125,870	29,870	(75,000)	-72%
Support Services	38,480	38,480	40,480	2,000	+5%
Grants and Contributions	0	(13,020)	0	0	
Net Expenditure: Community Development (Residents Services & Neighbourhood Action)	357,110	338,330	259,070	(98,040)	-27%

Promotion and Marketing of the Area (Town Centres) (Chris Taylor)					
Employees	78,420	65,621	390	(78,030)	-100%
Premises	144,353	75,769	114,970	(29,383)	-20%
Transport	200	200	200	0	+0%
Supplies & Services	318,380	318,380	300,340	(18,040)	-6%
Support Services	87,300	87,300	65,930	(21,370)	-24%
Capital Charges	5,412	5,412	5,410	(2)	-0%
Income	0	(12,000)	(40,000)	(40,000)	
Net Expenditure: Promotion and Marketing of the Area (Town Centres)	634,065	540,682	447,240	(186,825)	-29%

APPENDIX D

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17	
				£	%
Homelessness (Julia Hedger)					
Employees	255,610	252,876	270,760	15,150	+6%
Premises	147,500	147,500	119,670	(27,830)	-19%
Supplies & Services	14,700	34,700	68,030	53,330	+363%
Support Services	97,192	97,192	99,500	2,308	+2%
Capital Charges	12,869	12,869	12,870	1	+0%
Income	(228,000)	(213,000)	(222,000)	6,000	+3%
Grants and Contributions	0	(36,000)	0	0	
Net Expenditure: Homelessness	299,871	296,137	348,830	48,959	+16%

Housing Advice (Julia Hedger)					
Employees	80,795	79,895	85,730	4,935	+6%
Premises	6,220	6,220	6,200	(20)	-0%
Supplies & Services	47,035	47,035	42,375	(4,660)	-10%
Support Services	134,070	134,070	179,680	45,610	+34%
Net Expenditure: Housing Advice	268,120	267,220	313,985	45,865	+17%

Housing Strategy (Julia Hedger)					
Employees	185,405	202,805	214,100	28,695	+15%
Premises	24,860	24,860	24,810	(50)	-0%
Transport	2,500	2,500	2,500	0	+0%
Supplies & Services	20,955	20,955	16,195	(4,760)	-23%
Support Services	140,330	140,330	156,840	16,510	+12%
Capital Charges	13,384	13,384	13,380	(4)	-0%
Transfer Payments	5,000	5,000	5,000	0	+0%
Net Expenditure: Housing Strategy	392,434	409,834	432,825	40,391	+10%

Garages (Fiona Williamson)					
Premises	3,000	3,000	3,040	40	+1%
Supplies & Services	834,083	834,083	775,931	(58,152)	-7%
Support Services	19,060	19,060	22,730	3,670	+19%
Capital Charges	764,718	764,718	764,720	2	+0%
Income	(2,690,400)	(2,690,400)	(2,880,000)	(189,600)	-7%
Net Expenditure: Garages	(1,069,539)	(1,069,539)	(1,313,579)	(244,040)	-23%

Private Sector Housing Renewal (Chris Troy)					
Support Services	50	50	140	90	+180%
Income	(33,000)	(33,000)	(33,460)	(460)	-1%
Net Expenditure: Private Sector Housing Renewal	(32,950)	(32,950)	(33,320)	(370)	-1%

Supporting People (Fiona Williamson)					
Supplies & Services	7,500	7,500	7,500	0	+0%
Net Expenditure: Supporting People	7,500	7,500	7,500	0	+0%

APPENDIX D

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17 £	%
Emergency Planning (Chris Troy)					
Employees	9,871	11,209	5,350	(4,521)	-46%
Transport	100	100	100	0	+0%
Supplies & Services	6,090	8,132	6,750	660	+11%
Third-Parties	26,080	26,080	26,450	370	+1%
Support Services	57,610	57,610	65,600	7,990	+14%
Net Expenditure: Emergency Planning	99,751	103,131	104,250	4,499	+5%
Net Expenditure: Housing & Community	3,989,973	3,891,392	3,334,741	(655,232)	-16%

APPENDIX E

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGETS 2016/17

	Original	Forecast	Draft	Variance	
	2015/2016 £	2015/2016 £	2016/2017 £	2015/16 to 2016/17 £	2015/16 to 2016/17 %
Strategic Planning & Environment					
Employees	8,005,130	8,476,689	8,322,630	317,500	+4%
Premises	1,572,060	1,673,219	1,599,200	27,140	+2%
Transport	1,607,500	1,721,292	1,666,980	59,480	+4%
Supplies & Services	4,351,003	4,419,871	3,840,865	(510,138)	-12%
Third-Parties	120,800	116,600	73,480	(47,320)	-39%
Support Services	3,010,216	3,010,216	3,025,574	15,358	+1%
Capital Charges	1,592,901	1,592,901	1,593,160	259	+0%
Transfer Payments	1,174,585	1,153,622	1,233,310	58,725	+5%
Income	(5,166,514)	(5,487,744)	(5,331,694)	(165,180)	-3%
Grants and Contributions	(1,676,805)	(1,851,510)	(1,594,868)	81,937	+5%
Recharges	(5,591,281)	(5,591,281)	(5,078,182)	513,099	+9%
Net Expenditure: Strategic Planning & Environment	8,999,595	9,233,874	9,350,455	350,860	+4%

APPENDIX E

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17 £	%
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Strategic Planning & Environment

Open Spaces (Craig Thorpe)

Employees	2,594,920	2,622,892	2,663,670	68,750	+3%
Premises	578,090	658,616	554,050	(24,040)	-4%
Transport	249,180	249,436	213,070	(36,110)	-14%
Supplies & Services	540,320	546,214	554,130	13,810	+3%
Support Services	562,880	562,880	405,160	(157,720)	-28%
Capital Charges	359,000	359,000	359,000	0	+0%
Transfer Payments	140,780	120,780	147,820	7,040	+5%
Income	(49,900)	(49,900)	(50,600)	(700)	-1%
Grants and Contributions	(405,000)	(496,280)	(409,880)	(4,880)	-1%
Recharges	(2,754,520)	(2,754,520)	(2,332,802)	421,718	+15%
Net Expenditure: Open Spaces	1,815,750	1,819,117	2,103,618	287,868	+16%

Environmental Services Management, Support Services and Overheads (Craig Thorpe)

Employees	298,590	306,417	300,950	2,360	+1%
Premises	265,960	289,512	280,390	14,430	+5%
Transport	40,130	40,596	34,000	(6,130)	-15%
Supplies & Services	254,410	277,658	216,060	(38,350)	-15%
Third-Parties	13,500	13,500	13,690	190	+1%
Support Services	428,270	428,270	360,150	(68,120)	-16%
Capital Charges	85,178	85,178	85,180	2	+0%
Transfer Payments	20,000	20,000	21,000	1,000	+5%
Income	(14,984)	(14,984)	(15,200)	(216)	-1%
Grants and Contributions	0	(78,425)	0	0	
Recharges	(1,391,054)	(1,391,054)	(1,296,220)	94,834	+7%
Net Expenditure: Environmental Services Management, Support Services and Overheads	0	(23,332)	0	0	

Transport Services (Craig Thorpe)

Employees	180,020	196,610	184,050	4,030	+2%
Premises	49,060	49,060	36,530	(12,530)	-26%
Transport	726,170	726,170	703,090	(23,080)	-3%
Supplies & Services	13,150	13,700	13,150	0	+0%
Support Services	50,950	50,950	64,550	13,600	+27%
Capital Charges	2,552	2,552	2,550	(2)	-0%
Transfer Payments	428,805	435,092	450,240	21,435	+5%
Grants and Contributions	(5,000)	(5,000)	(5,000)	0	+0%
Recharges	(1,445,707)	(1,445,707)	(1,449,160)	(3,453)	-0%
Net Expenditure: Transport Services	0	23,427	0	0	

APPENDIX E

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17 £	%
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Street Cleansing (Non-Highway) (Craig Thorpe)					
Premises	0	0	46,850	46,850	
Transport	0	0	178,860	178,860	
Supplies & Services	1,292,600	1,292,600	862,122	(430,478)	-33%
Support Services	32,910	32,910	234,120	201,210	+611%
Net Expenditure: Street Cleansing (Non-Highway)	1,325,510	1,325,510	1,321,952	(3,558)	-0%

Household Waste and Recycling (Craig Thorpe)					
Employees	2,388,340	2,619,588	2,405,230	16,890	+1%
Premises	103,910	103,910	92,010	(11,900)	-11%
Transport	501,880	614,380	457,040	(44,840)	-9%
Supplies & Services	109,960	143,912	104,960	(5,000)	-5%
Support Services	801,446	801,446	765,114	(36,332)	-5%
Capital Charges	970,110	970,110	970,110	0	+0%
Transfer Payments	535,000	527,750	561,750	26,750	+5%
Income	(122,500)	(132,500)	(148,680)	(26,180)	-21%
Grants and Contributions	(1,205,000)	(1,205,000)	(1,071,000)	134,000	+11%
Net Expenditure: Household Waste and Recycling	4,083,146	4,443,597	4,136,534	53,388	+1%

Trade Waste (Craig Thorpe)					
Employees	194,230	211,676	209,420	15,190	+8%
Premises	8,300	8,300	5,620	(2,680)	-32%
Transport	69,010	69,010	58,360	(10,650)	-15%
Supplies & Services	442,340	442,364	417,140	(25,200)	-6%
Support Services	118,780	118,780	108,380	(10,400)	-9%
Capital Charges	54,407	54,407	54,410	3	+0%
Transfer Payments	50,000	50,000	52,500	2,500	+5%
Income	(1,005,430)	(1,005,430)	(1,051,074)	(45,644)	-5%
Net Expenditure: Trade Waste	(68,363)	(50,893)	(145,244)	(76,881)	-112%

Building Control (Sara Whelan)					
Employees	456,560	520,563	451,720	(4,840)	-1%
Premises	22,780	22,780	22,750	(30)	-0%
Transport	8,000	8,000	8,110	110	+1%
Supplies & Services	65,470	58,970	70,970	5,500	+8%
Third-Parties	48,000	48,000	4,000	(44,000)	-92%
Support Services	171,120	171,120	210,170	39,050	+23%
Income	(546,200)	(546,200)	(546,270)	(70)	-0%
Net Expenditure: Building Control	225,730	283,233	221,450	(4,280)	-2%

APPENDIX E

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17 £	%
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Development Control (Sara Whelan)

Employees	841,690	895,983	913,940	72,250	+9%
Premises	55,930	55,930	55,830	(100)	-0%
Transport	7,000	7,000	7,100	100	+1%
Supplies & Services	168,360	194,360	178,060	9,700	+6%
Support Services	303,060	303,060	317,220	14,160	+5%
Income	(737,500)	(937,500)	(810,180)	(72,680)	-10%
Grants and Contributions	(2,500)	(2,500)	(2,530)	(30)	-1%
Net Expenditure: Development Control	636,040	516,333	659,440	23,400	+4%

Economic Development (General) (Chris Taylor)

Employees	48,365	70,112	133,040	84,675	+175%
Premises	0	0	5,250	5,250	
Transport	0	570	1,140	1,140	
Supplies & Services	67,630	74,630	92,110	24,480	+36%
Income	0	(6,330)	(15,000)	(15,000)	
Grants and Contributions	(21,305)	(21,305)	(55,258)	(33,953)	-159%
Net Expenditure: Economic Development (General)	94,690	117,677	161,282	66,592	+70%

Premises Development (Maylands Business Centre) (Chris Taylor)

Employees	71,125	66,653	71,700	575	+1%
Premises	77,700	74,780	79,750	2,050	+3%
Supplies & Services	62,690	91,390	80,510	17,820	+28%
Third-Parties	10,500	6,300	6,300	(4,200)	-40%
Support Services	24,000	24,000	84,070	60,070	+250%
Capital Charges	71,185	71,185	71,440	255	+0%
Income	(325,000)	(325,000)	(329,550)	(4,550)	-1%
Grants and Contributions	0	(5,000)	(13,200)	(13,200)	
Net Expenditure: Premises Development (Maylands Business Centre)	(7,800)	4,308	51,020	58,820	+754%

Support to Business and Enterprise (Matt Rawdon)

Employees	0	0	45,780	45,780	
Supplies & Services	19,280	19,280	10,490	(8,790)	-46%
Support Services	103,590	103,590	42,970	(60,620)	-59%
Net Expenditure: Support to Business and Enterprise	122,870	122,870	99,240	(23,630)	-19%

Environmental Grants (Chris Taylor)

Supplies & Services	25,200	25,200	25,200	0	+0%
Net Expenditure: Environmental Grants	25,200	25,200	25,200	0	+0%

APPENDIX E

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2016/17

	Original 2015/2016 £	Forecast 2015/2016 £	Draft 2016/2017 £	Variance 2015/16 to 2016/17 £	%
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Conservation and Listed Buildings Policy (Sara Whelan)

Employees	97,670	90,003	63,780	(33,890)	-35%
Premises	6,220	6,220	45,480	39,260	+631%
Supplies & Services	1,473	1,473	7,893	6,420	+436%
Support Services	23,120	23,120	100,100	76,980	+333%
Net Expenditure: Conservation and Listed Buildings Policy	128,483	120,816	217,253	88,770	+69%

Planning Policy (General) (Chris Taylor)

Employees	650,080	685,292	689,450	39,370	+6%
Premises	45,580	45,580	0	(45,580)	-100%
Transport	5,000	5,000	5,070	70	+1%
Supplies & Services	335,625	285,625	289,915	(45,710)	-14%
Third-Parties	7,500	7,500	7,610	110	+1%
Support Services	269,370	269,370	180,930	(88,440)	-33%
Capital Charges	5,359	5,359	5,360	1	+0%
Grants and Contributions	(38,000)	(38,000)	(38,000)	0	+0%
Net Expenditure: Planning Policy (General)	1,280,514	1,265,726	1,140,335	(140,179)	-11%

Car Parking (Nicholas Brown)

Employees	111,240	113,003	114,660	3,420	+3%
Premises	350,240	350,240	366,420	16,180	+5%
Transport	1,030	1,030	1,040	10	+1%
Supplies & Services	936,610	936,610	902,030	(34,580)	-4%
Third-Parties	11,300	11,300	11,460	160	+1%
Support Services	78,270	78,270	105,730	27,460	+35%
Capital Charges	45,110	45,110	45,110	0	+0%
Income	(2,085,000)	(2,177,900)	(2,085,140)	(140)	-0%
Net Expenditure: Car Parking	(551,200)	(642,337)	(538,690)	12,510	+2%

Local Land Charges (Sara Whelan)

Employees	72,300	77,896	75,240	2,940	+4%
Premises	8,290	8,290	8,270	(20)	-0%
Transport	100	100	100	0	+0%
Supplies & Services	15,885	15,885	16,125	240	+2%
Third-Parties	30,000	30,000	30,420	420	+1%
Support Services	42,450	42,450	46,910	4,460	+11%
Income	(280,000)	(292,000)	(280,000)	0	+0%
Net Expenditure: Local Land Charges	(110,975)	(117,379)	(102,935)	8,040	+7%

Net Expenditure: Strategic Planning & Environment

8,999,595	9,233,874	9,350,455	350,860	+4%
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DRAFT HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2016/17

	Original 2015/16 (a)	Forecast 2015/16	Draft 2016/17 (b)	Movement (b) - (a)
	£000	£000	£000	£000
Income				
Dwelling Rents	(56,236)	(56,350)	(55,779)	458
Non-Dwelling Rents	(80)	(80)	(80)	0
Tenant Service Charges	(273)	(322)	(388)	(115)
Leaseholder Charges	(507)	(469)	(477)	30
Interest and Investment Income	(114)	(188)	(206)	(92)
Contributions to Expenditure	(555)	(585)	(655)	(100)
Total Income	(57,765)	(57,993)	(57,584)	181
Expenditure				
Repairs and Maintenance	10,262	10,262	10,702	440
Revenue Contribution to Capital	14,729	14,729	19,579	4,850
Supervision & Management	11,334	11,348	11,667	333
Corporate and Democratic Core	264	264	222	(42)
Rent, Rates, Taxes & Other Charges	14	14	14	(0)
Provision for Bad Debts	216	216	250	34
Interest Payable	11,658	11,658	11,643	(15)
Depreciation	9,288	9,288	9,507	219
Total Expenditure	57,765	57,779	63,584	5,819
Contribution to/(from) Earmarked Reserves	0	0	(6,000)	(6,000)
HRA Deficit / (Surplus)	0	(214)	(0)	(0)
Housing Revenue Account Balance:				
Opening Balance at 1 April	(2,846)	(2,846)	(3,060)	
Deficit / (Surplus) for the year	0	(214)	(0)	
Contributions to Earmarked Reserves	0	0	0	
Closing Balance at 31 March	(2,846)	(3,060)	(3,060)	

Earmarked Reserves:				
Opening Balance at 1 April	(7,194)	(7,194)	(7,194)	
Deficit / (Surplus) for the year	0	0	6,000	
Contributions to Earmarked Reserves	0	0	0	
Closing Balance at 31 March	(7,194)	(7,194)	(1,194)	

SUMMARY OF MAJOR MOVEMENTS IN HOUSING REVENUE ACCOUNT BUDGET 2015/16 - 2016/17**Dwelling Rents**

The budget for Dwelling Rents reflects the 1% reduction in social rents announced by the Government in July 2015. The budgeted average dwelling rent is proposed to decrease from £105.66pw in 2015/16 to £104.80pw in 2016/17, an average decrease of 0.81% (net of increases for new tenancies during 2015/16).

Tenant Service Charges

The budget for Tenant Service Charges is increasing due to grant funding of £48k from Hertfordshire County Council which is being received for the sheltered scheme at Evelyn Sharp House. This grant had historically been part of the Supported Housing funding and as such was not expected to continue. There is also a proposed increase in Lifeline charges which is expected to generate an additional £55k.

Interest and Investment Income

The budget for Interest and Investment Income reflects increased balances from the sale of Right to Buy properties.

Contributions to Expenditure

The budget for Contributions to Expenditure has increased due to additional income to be generated from rechargeable repairs to current and former tenants. For the assumed additional income to be realised, a new post of 1 FTE will need to be recruited to.

Repairs & Maintenance

The budget for Repairs and Maintenance has increased by £440k (4.3%) to reflect the Council's asset management strategy of maintaining high quality housing stock that meets the locally determined "Dacorum Standard". The increase allows for inflation and includes an allowance for maintenance of new build properties.

Revenue Contribution to Capital

The budget for Revenue Contribution to Capital has increased by £4.8m, as a significant balance on the Strategic Acquisition Reserve will be released. This is as a result of the new Housing Business Plan (Cabinet November 2015), which proposes no new land acquisitions for new build sites. As a result, £6m from the Strategic Acquisitions reserve will be drawn down in 2016/17 to fund future capital expenditure including the new build programme.

Supervision and Management

The budget for 2016/17 reflects inflationary increases across services. There is also an increased recharge of £160k for Commercial Properties owned by the General Fund that are being used for HRA tenancies.

Depreciation

The budgets for depreciation have increased to reflect an increase in capital assets as a result of house price inflation.

Earmarked Reserves

£6m of the Strategic Acquisitions reserve will be released in 2016/17 to fund capital expenditure. A balance of £1m will be set aside to allow for any additional risks associated with further changes to Government Policy, or to allow for any internal policy changes.

NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2015/16 - 2020/21

Summary	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Current Overall Programme	28,727	14,418	4,894	1,944	2,075	0	52,058
New Bids	441	5,053	8,562	385	360	1,041	15,842
Realigned Schemes & Growth Approved In Year	(7,148)	1,099	1,874	(420)	(300)	0	(4,895)
Revised Overall Programme	22,020	20,570	15,330	1,909	2,135	1,041	63,005

NEW BIDS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
<u>FINANCE & RESOURCES</u>							
Commercial Assets and Property Development (Nicholas Brown)							
Strategic Acquisitions		500					500
High Street, Tring - Replace External Cladding & Roof		30					30
Silk Mill - Renew asphalt tanking to stairs		16					16
Demolition of Old Berkhamsted Depot and new barrier		50					50
Demolition of Health Centre		350					350
Old Town Hall - Café Roof and stonework repairs		75					75
Demolition of Civic Centre			1,500				1,500
Bennetts End Community Centre Toilet Provision		18					18
Tring Swimming Pool			2,500				2,500
Air Handling Unit - Hemel Hempstead Sports Centre	40						40
Financial Services (Richard Baker)							
Payroll (Invest to Save)	50						50
Credit Card Surcharging (Invest to Save)		16					16
Upgrade of HSM Module (BACS / DD Security)	5	6					11

NEW BIDS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Commissioning, Procurement and Compliance (Ben Hosier)							
Inform 360 Communications		19					19
Future Vision & Requirements of CRM		152	212	35	10	10	419
Self Service Kiosks		47					47
CSU Flow Management Solution		28					28
Democratic Services (Jim Doyle)							
Election Management System Replacement		30					30
Housing and Regeneration (Mark Gaynor)							
The Forum		2,000					2,000
<u>STRATEGIC PLANNING & ENVIRONMENT</u>							
Commercial Assets and Property Development (Nicholas Brown)							
Car Park Refurbishment		90	75				165
Water Gardens Car Park - Re-line Top Floor		35					35
Environmental Services (Craig Thorpe)							
Play Area Refurbishment Programme		25					25
Cupid Green Depot - Security Gates Upgrade		81					81
Litter Bin Upgrade		40					40
Dog Kennels / Pest Control store Cupid Depot		40					40
Strategic Planning and Regeneration (Chris Taylor)							
Regen.of Hemel Town Centre - S106 funded	4						4
Maylands Business Centre		400					400
Heath Park Gardens - S106 funded	130						130
Market Square			1,000				1,000
Gadebridge Park		500	1,000				1,500
The Bury - Conversion into Museum and Gallery		75	1,925				2,000
<u>HOUSING & COMMUNITY</u>							
Commercial Assets and Property Development (Nichols Brown)							
Heath Lane - Welfare Facilities		20					20
Woodwells Cemetery –Improvements to Burial Areas		20					20

NEW BIDS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Regulatory Services (Chris Troy)							
Disabled Facilities Grants						656	656
Air Quality Monitors	21						21
Residents Services (Julie Still)							
Rolling Programme - CCTV Cameras						25	25
Verge Hardening Programme		350	350	350	350	350	1,750
Lift Replacement to Theatre – Old Town Hall		40					40
Strategic Housing (Natasha Brathwaite)							
Elms Hostel - S106 funded	191						191
TOTAL - NEW BIDS	441	5,053	8,562	385	360	1,041	15,842

REPHASED AND AMENDED BIDS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
FINANCE & RESOURCES							
Commercial Assets and Property Development (Nicholas Brown)							
Strategic Acquisitions	450	(350)	(100)				0
Demolition of Civic Centre Unit B & Old Court House	(20)						(20)
Cupid Green MRF/VRS replace roof	15						15
Grovehill Community Centre - Plant	5						5
Adeyfield Community Centre - Window Renewals	6						6
Highfield Community Centre - Resurface Car Park	(18)		18				0
Adeyfield Community Centre - replace roof	10						10
Apsley Industrial Estate - Box Gutter	(10)						(10)
Queens Square Shopping Centre - Roof	0						0
Rossgate Shopping Centre - Structural Works	(185)	85	100				0
High Street, Tring - Replace External Cladding & Roof	(50)	50					0
The Denes Shopping Centre - Walkway & Canopy		50		(50)			0
Berkhamsted Sports Centre - Roof Replacement	(400)		400				0
Tring Sports Centre - Replace Swimming Pool Roof	(30)		30				0
Hemel Sports Centre - renew heat and power system	(70)	70					0
Hemel Hempstead Sports Centre - Gym Refurb.	31						31
Development Management and Planning (Sara Whelan)							
Planning Software Replacement	(81)	81					0
Information, Communication and Technology (Ben Trueman)							
Enterprise Licence Agreements	(163)	(40)		(150)	(150)		(503)
Legal Governance (Mark Brookes)							
Visual Files Case Management System	(6)						(6)
People (Matthew Rawdon)							
EIS Replacement	(70)	70					0
Performance and Projects (Robert Smyth)							
E Signatures	(35)						(35)

REPHASED AND AMENDED BIDS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
<u>STRATEGIC PLANNING & ENVIRONMENT</u>							
Commercial Assets and Property Development (Nicholas Brown)							
Car Park Refurbishment	(129)		70	(70)			(129)
Water Gardens Car Park - Re-Lining Top Floor		400	(400)				0
Multi Storey Car Park Berkhamsted	124	(124)					0
Environmental Services (Craig Thorpe)							
Play Area Refurbishment Programme	(62)	62					0
Fleet Replacement Programme	(1,632)		1,632				0
Strategic Planning and Regeneration (Chris Taylor)							
Maylands Phase 1 Improvements	(744)	1,220					476
Urban Park/Education Centre	(300)		300				0
Regeneration of Hemel Town Centre	220						220
Water Gardens	(650)	650					0
Market Square and Bus Interchange	(700)						(700)
Heart of Maylands	(1,000)						(1,000)
Town Centre Access Improvements	(500)	500					0
Market Canopies	10						10
Digital High Street Software	(10)						(10)
<u>HOUSING & COMMUNITY</u>							
Commercial Assets and Property Development (Nicholas Brown)							
Heath Lane Cemetry - Boundary Wall Replacement		(75)					(75)
Bunkers Farm	26		(26)				0
Regulatory Services (Chris Troy)							
Home Improvement Grants	(130)	(150)	(150)	(150)	(150)		(730)
Strategic Housing (Natasha Brathwaite)							
Affordable Housing Grants	(1,050)	(1,400)					(2,450)
TOTAL - REPHASED AND AMENDED BIDS	(7,148)	1,099	1,874	(420)	(300)	0	(4,895)

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
GENERAL FUND							
FINANCE & RESOURCES							
Commercial Assets and Property Development (Nicholas Brown)							
13	Strategic Acquisitions	450	500	750	-	-	-
14	Demolition of Civic Centre Unit B & Old Court House	380	-	-	-	-	-
15	Service Lease Domestic Properties	30	-	30	-	30	-
16	Cupid Green MRF/VRS replace roof	55	-	-	-	-	-
17	Grovehill Community Centre - Plant	21	-	-	-	-	-
18	Adeyfield Community Centre - Window Renewals	11	-	-	-	-	-
19	Bennetts End Community Centre - Replace Pitched Roof Covering	-	35	-	-	-	-
20	Leverstock Green Community Centre - Roof	20	-	-	-	-	-
21	Highfield Community Centre - Resurface Car Park	-	-	18	-	-	-
22	Adeyfield Community Centre - replace roof	55	-	-	-	-	-
23	Woodhall Farm Community Centre - structural works	15	-	-	-	-	-
24	Tring Community Centre - new play area for Childrens Nursery	15	-	-	-	-	-
25	Queens Square Shopping Centre - Roof	13	-	-	-	-	-
26	Rossgate Shopping Centre - Structural Works	15	85	100	-	-	-
27	Leys Road - Roof	-	55	-	-	-	-
28	High Street, Tring - Replace External Cladding & Roof	-	80	-	-	-	-
29	The Denes Shopping Centre - Renew Walkway & Canopy Covering	-	50	-	-	-	-
30	Grovehill Shopping Centre - renew car park	-	-	-	-	30	-
31	Commercial Properties - Renew Obsolete Door Entry Controls	30	20	20	-	-	-
32	Berkhamsted Sports Centre - Roof Replacement	-	-	400	-	-	-
33	Tring Sports Centre - Replace Swimming Pool Roof	-	-	30	-	-	-
34	Hemel Hempstead Sports Centre - Roof	-	-	-	-	100	-
35	Dacorum Athletics Track - Resurface Track	-	-	150	-	-	-
36	Hemel Sports Centre - renew heat and power system	10	70	-	-	-	-
37	Hemel Sports Centre - renew outdoor pool water heaters	15	-	-	-	-	-
38	Berkhamsted Sports Centre - heating system upgrade	-	15	-	-	-	-
39	Old Town Hall - Café Roof and stonework repairs	-	75	-	-	-	-

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
FINANCE & RESOURCES							
Commercial Assets and Property Development (continued) (Nicholas Brown)							
44	Silk Mill - Renew asphalt tanking to stairs	-	16	-	-	-	-
45	Demolition of Old Berkhamsted Depot and new barrier	-	50	-	-	-	-
46	Demolition of Health Centre	-	350	-	-	-	-
47	Demolition of Civic Centre	-	-	1,500	-	-	-
48	Bennetts End Community Centre - Renewal of Toilet Provision	-	18	-	-	-	-
49	Tring Swimming Pool	-	-	2,500	-	-	-
50	AHU (Air Handling Unit) - Hemel Hempstead Sports Gym Centre	40	-	-	-	-	-
51	Hemel Hempstead Sports Centre - Gym Refurbishment	31	-	-	-	-	-
		1,205	1,419	5,498	-	160	-
Financial Services (Richard Baker)							
54	Payroll (Invest to Save)	50	-	-	-	-	-
55	Credit Card Surcharging (Invest to Save)	-	16	-	-	-	-
56	Upgrade of HSM Module (BACS and Direct Debit Security)	5	6	-	-	-	-
		55	22	-	-	-	-
Commissioning, Procurement and Compliance (Ben Hosier)							
60	Telephony upgrade & virtualisation	60	-	-	-	-	-
61	Customer Services Unit Refurbishment	25	-	-	-	-	-
62	Inform 360 Communications	-	19	-	-	-	-
63	Future Vision & Requirements of CRM (DRAFT)	-	152	212	35	10	10
64	Self Service Kiosks	-	47	-	-	-	-
65	CSU Flow Management Solution	-	46	-	-	-	-
		85	264	212	35	10	10
Democratic Services (Jim Doyle)							
68	Election Management System Replacement	-	30	-	-	-	-
69	Civic Car	-	30	-	-	-	-
		-	60	-	-	-	-

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
FINANCE & RESOURCES							
Development Management and Planning (Sara Whelan)							
75	Planning Software Replacement	20	81	-	-	-	-
		20	81	-	-	-	-
Housing & Regeneration Management (Mark Gaynor)							
78	The Forum (Public Service Quarter)	9,406	8,250	-	-	-	-
		9,406	8,250	-	-	-	-
Information, Communication and Technology (Ben Trueman)							
81	Rolling Programme - Hardware	75	75	490	425	75	-
82	Software Licences - Right of Use	82	50	50	50	50	-
83	Website Development	170	-	-	-	-	-
84	Dacorum Anywhere	55	-	-	-	-	-
85	Mobile Working	44	-	-	-	-	-
86	Wifi	5	-	-	-	-	-
		431	125	540	475	125	-
Legal Governance (Mark Brookes)							
89	Corporate GIS	8	-	-	-	-	-
		8	-	-	-	-	-
People (Matthew Rawdon)							
92	EIS Replacement	-	70	-	-	-	-
		-	70	-	-	-	-
Performance and Projects (Robert Smyth)							
95	Incoming Mailroom	48	-	-	-	-	-
96	Reprographics	5	-	-	-	-	-
		53	-	-	-	-	-
TOTAL - FINANCE & RESOURCES		11,263	10,291	6,250	510	295	10

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
HOUSING & COMMUNITY							
Chief Executive's Unit Management (Steve Baker)							
105	Highbarns Land Stabilisation Project	77	-	-	-	-	-
		77	-	-	-	-	-
Commercial Assets and Property Development (Nicholas Brown)							
108	Kingshill Cemetery - Toilet Provision	-	150	-	-	-	-
109	Heath Lane Chapel - Replace roof	-	-	14	-	-	-
110	Kingshill Cemetery Infrastructure (New Burial Area)	-	-	40	-	-	-
111	Bunkers Farm	220	-	974	-	-	-
112	Sanctum 2000 Interment Chambers - Woodwells	35	-	-	-	-	-
113	Sanctum 2000 Interment Chambers - Tring	20	-	-	-	-	-
114	Rose Garden of Remembrance - Woodwells	45	-	-	-	-	-
115	Rose Garden of Remembrance - Tring	10	-	-	-	-	-
116	Refurbishment of Facilities at Woodwells Cemetery	64	-	-	-	-	-
117	Heath Lane - Welfare Facilities	-	20	-	-	-	-
118	Woodwells Cemetery – Infrastructure Improvements to Burial Areas	-	20	-	-	-	-
119	Cremated Remains Burial Area Woodwells Cemetery	19	-	-	-	-	-
		413	190	1,028	-	-	-
People (Matthew Rawdon)							
122	Capital Grants - Community Groups	29	20	20	20	-	-
		29	20	20	20	-	-
Regulatory Services (Chris Troy)							
125	Disabled Facilities Grants	483	603	618	634	647	656
126	Air Quality Monitors	21	-	-	-	-	-
127	Home Improvement Grants	20	-	-	-	-	-
		524	603	618	634	647	656

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
HOUSING & COMMUNITY							
Residents Services (Julie Still)							
134	Rolling Programme - CCTV Cameras	25	25	25	25	25	25
135	Verge Hardening Programme	267	350	350	350	350	350
136	Youth Centre Provision	100	50	-	-	-	-
137	Lift Replacement to Theatre – Old Town Hall	-	40	-	-	-	-
138	Adventure Playgrounds - Rewire Chaulden, Adeyfield, Bennettsend	31	-	-	-	-	-
		423	465	375	375	375	375
Strategic Housing (Natasha Brathwaite)							
141	New Build - Elms Hostel Redbourne Road	191	-	-	-	-	-
		191	-	-	-	-	-
TOTAL - HOUSING & COMMUNITY		1,657	1,278	2,041	1,029	1,022	1,031
STRATEGIC PLANNING & ENVIRONMENT							
Commercial Assets and Property Development (Nicholas Brown)							
151	Car Park Refurbishment	208	90	145	-	-	-
152	Water Gardens Car Park - Re-Lining (Asphalt) Top Floor	-	435	-	-	-	-
153	Multi Storey Car Park Berkhamsted	264	3,308	-	-	-	-
		472	3,833	145	-	-	-
Environmental Services (Craig Thorpe)							
156	Wheeled Bins & Boxes for New Properties	20	20	20	20	-	-
157	Play Area Refurbishment Programme	334	287	-	-	-	-
158	Waste & Recycling Service Improvements	75	-	-	-	-	-
159	Play Areas & Open Spaces - replace equipment	35	-	-	-	-	-
160	Cupid Green Depot - new parking area	15	-	-	-	-	-
161	Cupid Green Depot - Security Gates Upgrade	-	81	-	-	-	-
162	Litter Bin Upgrade	-	40	-	-	-	-
163	Dog Kennels / Pest Control store Cupid Depot	-	40	-	-	-	-
164	Fleet Replacement Programme	689	862	2,650	350	818	-
		1,168	1,330	2,670	370	818	-

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16 £'000	16/17 £'000	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
STRATEGIC PLANNING & ENVIRONMENT							
Strategic Planning and Regeneration (Chris Taylor)							
170	Maylands Phase 1 Improvements	300	1,220	-	-	-	-
171	Urban Park/Education Centre	-	-	300	-	-	-
172	Regeneration of Hemel Town Centre	2,602	-	-	-	-	-
173	Maylands Business Centre	350	550	-	-	-	-
174	Water Gardens	2,202	827	-	-	-	-
175	Market Square and Bus Interchange	1,835	-	-	-	-	-
176	Heath Park Gardens Improvements (Fully funded from S106)	130	-	-	-	-	-
177	Town Centre Access Improvements	22	500	-	-	-	-
178	Hemel Street Furniture	-	166	-	-	-	-
179	Market Canopies	20	-	-	-	-	-
180	Market Square	-	-	1,000	-	-	-
181	Gadebridge Park	-	500	1,000	-	-	-
182	The Bury - Conversion into Museu+C208m and Gallery	-	75	1,925	-	-	-
		7,461	3,838	4,225	-	-	-
TOTAL - STRATEGIC PLANNING & ENVIRONMENT		9,101	9,001	7,040	370	818	-
TOTAL - GENERAL FUND		22,021	20,570	15,331	1,909	2,135	1,041

DRAFT CAPITAL PROGRAMME BY OSC 2015/16 TO 2020/21

Scheme		15/16	16/17	17/18	18/19	19/20	20/21
		£'000	£'000	£'000	£'000	£'000	£'000
HOUSING REVENUE ACCOUNT							
Property & Place (Fiona Williamson)							
192	Planned Fixed Expenditure	21,192	18,334	18,523	19,676	17,308	16,873
		21,192	18,334	18,523	19,676	17,308	16,873
Strategic Housing (Julia Hedger)							
195	New Build - Farm Place Berkhamsted	443	45	-	-	-	-
196	New Build - Galley Hill Gadebridge / The Nokes	68	-	-	-	-	-
197	New Build - London Road Apsley	3,786	323	-	-	-	-
198	New Build - General Expenditure	5,431	7,395	10,784	5,973	4,671	-
199	Able House	330	2,085	61	-	-	-
200	St Peters Court	186	-	-	-	-	-
201	New Build - Longlands	600	-	-	-	-	-
		10,844	9,848	10,845	5,973	4,671	-
	TOTAL - HOUSING REVENUE ACCOUNT	32,036	28,182	29,368	25,649	21,979	16,873
	TOTAL CAPITAL PROGRAMME	54,057	48,752	44,699	27,558	24,114	17,914

STATEMENT OF EARMARKED RESERVES

General Fund Reserves Summary	Balance end 2014/15 £'000	Net Movement 2015/16 £'000	Balance end 2015/16 £'000	Net Movement 2016/17 £'000	Balance end 2016/17 £'000	Net Movement 2017/18 £'000	Balance end 2017/18 £'000	Net Movement 2018/19 £'000	Balance end 2018/19 £'000	Net Movement 2019/20 £'000	Balance end 2019/20 £'000
Civic Centre Major Repairs Reserve	0	200	200		200	(200)	0		0		0
Earmarked Grants Reserve	298	(69)	229	(10)	219	(199)	20	(10)	10	(10)	0
Management of Change Reserve	1,356	(611)	745	(132)	613	(467)	146		146		146
Technology Reserve	348	(195)	153	(153)	0		0		0		0
On Street Car Parking Reserve	181	(53)	128	(128)	0		0		0		0
Local Development Framework Reserve	666	(350)	316	(282)	34	(34)	0		0		0
Dacorum Development Reserve	2,046	(1,542)	504	12	516	(360)	156	(70)	86	(86)	(0)
Planning Enforcement & Appeals Reserve	125		125		125		125		125		125
Planning & Regeneration Project Reserve	178	(28)	150	(40)	110	(85)	25	(25)	0		0
Litigation Reserve	214		214		214	(214)	0		0		0
Vehicle Replacement Reserve	0	350	350	350	700	350	1,050	350	1,400	350	1,750
Invest to Save	0	414	414	(116)	298		298	(298)	0		0
Building Control Reserve	86		86	(86)	0		0		0		0
Longdean School Repairs Reserve	7		7	(7)	0		0		0		0
Tong Swimming Pool Repairs Reserve	83	8	91	(91)	0	8	8	8	16	8	24
Youth Club Reserve	101		101		101		101		101		101
Election Reserve	159	(159)	0	30	30	30	60	30	90	(90)	0
Uninsured Loss Reserve	586		586		586		586		586		586
Training & Development Reserve	114	(22)	92	(26)	66	(22)	44	(22)	22	(22)	0
Housing Conditions Survey Reserve	51	15	66	15	81	15	96	15	111	(111)	0
S106 Commuted Sums Reserve	609	(609)	0		0		0		0		0
Dacorum Partnership Reserve	66	(13)	53		53		53		53		53
Dacorum Rent Aid - Guarantee Scheme	15		15		15		15		15		15
The Forum Reserve	2,050	(52)	1,998	(1,998)	0		0		0		0
Funding Equalisation Reserve	1,338	1,383	2,721	(2,721)	0		0		0		0
Pensions Reserve	1,773		1,773	(900)	873		873		873	(873)	0
Maylands Plus Reserve	69		69	(69)	0		0		0		0
Total Earmarked Reserves	12,519	(1,333)	11,186	(6,352)	4,834	(1,178)	3,656	(22)	3,634	(834)	2,800
Working Balance	2,654	(151)	2,503	(13)	2,490	0	2,490	0	2,490	0	2,490
Total General Fund Reserves	15,173	(1,484)	13,689	(6,365)	7,324	(1,178)	6,146	(22)	6,124	(834)	5,289

FINANCE AND RESOURCES: Overview & Scrutiny Committees: Work Programmes 2015/16

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.

Date:	Report Deadline	Items:	Type:	Contact details:	Background Information
16 June 2015	02 June 2015	Action Points from previous meetings	SC	All Members to discuss	
		Q4 Performance & Operational Risk Register Reports	PM	S Baker, Assistant Director – Chief Executive’s Unit (MO) R Smyth, Assistant Director – Project Governance – Residents & Regulatory Services J Deane, Director- Finance & Resources	
		Q4 Risk Management Report 2014/2015	PM	L Dargue, Insurance & Risk Manager	
		Q4 Forecast Financial Outturn Report 2014/15	PM	R Baker, Group Manager	
		Revised Financial Regulations	SC	J Deane, Director - (Finance & Resources)	
Date:	Report Deadline	Items:	Type:	Contact details:	Background information
22 July 2015	08 July 2015	Action Points from previous meetings	SC	All Members to discuss	
		<u>MEETING CANCELLED</u>			

FINANCE AND RESOURCES: Overview & Scrutiny Committees: Work Programmes 2015/16

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.

02Sept 2015	19 August 2015	Q1 Performance & Operational Risk Register Reports	PM	S Baker, Assistant Director – Chief Executive’s Unit (MO) R Smyth, Assistant Director – Performance & Projects D Skinner, Assistant Director -Finance & Resources Ben Hosier, Group Manager – Commissioning, Procurement & Compliance M Housden, (Procurement officer)	
		Q1 Forecast Financial Outturn Report 2015/16	PM	R Baker, Group Manager	
		Introduction to Digital Dacorum	PM	R Smyth, Assistant Director – Performance & Projects	
		Action Points from previous meeting	SC	All Members to discuss	
Date:	Report Deadline	Items:	Type:	Contact details:	Background information
07 Oct 2015	25 September 2015	Action Points from previous meetings	SC	All Members to discuss	
		Alcohol Policy	PM	Chris Troy, Group Manager – Regulatory Services	
		Q1 Performance & Operational Risk Register	PM	D Skinner, Assistant Director -Finance & Resources	

FINANCE AND RESOURCES: Overview & Scrutiny Committees: Work Programmes 2015/16

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		Report (Finance and Resources only)			
04 November 2015	21 October 2015	Q2 Performance & Operational Risk Register Reports	PM	S Baker, Assistant Director – Chief Executive’s Unit (MO) R Smyth, Assistant Director – Performance & Projects D Skinner, Assistant Director - Finance & Resources B Hosier, Group Manager – Commissioning, Procurement & Compliance M Housden, (Procurement officer)	
		Q2 Forecast Financial Outturn Report 2015/16	PM	R Baker, Group Manager-	
		Action Points from previous meetings	SC	All Members to discuss	
Date:	Report Deadline	Items:	Type:	Contact details:	Background information
08 Dec 2015 (Joint OSC)	26 November 2015	Budget 2016-17 <i>Ideally no further items to be added</i>		J Deane, Director - Finance & Resources D Skinner. Assistant Director – Finance & Resources	
		Action Points from previous meetings	SC	All Members to discuss	

FINANCE AND RESOURCES: Overview & Scrutiny Committees: Work Programmes 2015/16

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13 Jan 2016	30 December 2015	Action Points from previous meetings	SC	All Members to discuss	
02 Feb 2016 (Joint OSC)	28 Jan 2016	Budget 2016 -17 <i>Ideally no further items to be added</i>	SC	J Deane, Director - Finance & Resources D Skinner, Assistant Director – Finance & Resources	
		Action Points from previous meetings	SC	All Members to discuss	
Date:	Report Deadline	Items:	Type:	Contact details:	Background information
08 March 2016	23 Feb 2016	Q3 Performance & Operational Risk Register Reports	PM	S Baker, Assistant Director – Chief Executive’s Unit R Smythe, Assistant Director – Performance & Projects D Skinner, Assistant Director, Finance & Resources B Hosier, Group Manager – Commissioning, Procurement & Compliance M Housden, (Procurement officer)	

FINANCE AND RESOURCES: Overview & Scrutiny Committees: Work Programmes 2015/16

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		Q3 Forecast Financial Outturn Report 2015/16	PM	R Baker, Group Manager	
		Action Points from previous meetings	SC	All Members to discuss	