

# Public Document Pack



## RUSHMOOR BOROUGH COUNCIL

### CABINET

*at the Council Offices, Farnborough on  
Tuesday, 2nd February, 2016 at 4.30 pm  
in Concorde Room, Council Offices, Farnborough*

To:  
Councillor P.J. Moyle  
Councillor K.H. Muschamp, Deputy Leader and Business, Safety and Regulation  
Portfolio Holder

Councillor Hughes, Health and Housing Portfolio  
Councillor Sue Carter  
Councillor P.G. Taylor, Corporate Services Portfolio Holder  
Councillor R.L.G. Dibbs  
Councillor A. Jackman

Enquiries regarding this agenda should be referred to Chris Todd, Democratic Services, Democratic and Customer Services on 01252 398825 or e-mail: [chris.todd@rushmoor.gov.uk](mailto:chris.todd@rushmoor.gov.uk)

A full copy of this agenda can be found here:  
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## AGENDA

1. **MINUTES** – (Pages 1 - 6)

To confirm the Minutes of the Meeting held on 12th January, 2017 (copy attached).

2. **REVENUE BUDGET, CAPITAL PROGRAMME AND COUNCIL TAX LEVEL** – (Pages 7 - 104)

(Leader of the Council)

To consider the Head of Financial Services' Report No. FIN1603 (copy attached), which makes recommendations on the budget, Council Tax Requirement and proposals for budget savings for 2016/17, for submission to the Council on 25th February, 2016.

3. **ANNUAL TREASURY MANAGEMENT STRATEGY 2016/17 AND PRUDENTIAL INDICATORS FOR CAPITAL FINANCE** – (Pages 105 - 128)  
(Corporate Services)

To consider the Head of Financial Services' Report No. FIN1602 (copy attached), which seeks approval of the Treasury Management Strategy for the year 2016/17, Prudential Indicators for Capital Finance, the Minimum Revenue Provision Statement and revisions to treasury management practices, for submission to the Council on 25th February, 2016

4. **WASTE REGULATIONS 2012 - RECYCLING SYSTEM ASSESSMENT FOR RUSHMOOR** – (Pages 129 - 142)  
(Environment and Service Delivery)

To consider the Head of Community and Environmental Services' Report No. COMM1602 (copy attached), regarding the outcomes of a recycling assessment carried out under the Waste (England and Wales) Regulations 2012 (as amended in 2014).

5. **EXCLUSION OF THE PUBLIC** –

To consider resolving:

That, subject to the public interest test, the public be excluded from this meeting during the discussion of the undermentioned items to avoid the disclosure of exempt information within the paragraphs of Schedule 12A to the Local Government Act, 1972 indicated against such items:

<b>Item Nos.</b>	<b>Schedule 12A Para. Nos.</b>	<b>Category</b>
6	3	Information relating to financial or business affairs

6. **ACQUISITION OF PLOT NO. 20 BLACKWATER VALLEY INDUSTRIAL PARK, ALDERSHOT** – (Pages 143 - 146)  
(Corporate Services)

To consider the Solicitor to the Council's Exempt Report No. LEG1601 (copy attached), which sets out issues relating to the acquisition of a premises at the Blackwater Valley Industrial Park in Aldershot.

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# RUSHMOOR BOROUGH COUNCIL

## CABINET

*Tuesday, 12th January, 2016 at 4.30 pm  
at the Council Offices, Farnborough*

Councillor P.J. Moyle  
Councillor K.H. Muschamp, Deputy Leader and Business, Safety and  
Regulation Portfolio Holder

Councillor Hughes, Health and Housing Portfolio  
Councillor Sue Carter  
Councillor P.G. Taylor, Corporate Services Portfolio Holder  
Councillor R.L.G. Dibbs  
Councillor A. Jackman

Apologies for absence were submitted on behalf of .

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **26th January 2016**.

73. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 15th December, 2017 were confirmed and signed by the Chairman.

74. **COUNCIL TAX SUPPORT SCHEME 2016/17 –**  
(Concessions and Community Support)

The Cabinet considered the Corporate Director's Report No. CD1601, which set out the outcome of the recent public consultation exercise and the recommendations and comments of the Council's Welfare Reform Task and Finish Group in respect of potential changes to the Council Tax Support Scheme. Prior to commencing this item, the Cabinet was advised of a request from Cr. A.H. Crawford to address the Cabinet on this issue. However, as Cr. Crawford's representation had already been distributed to all Cabinet Members for consideration during the item, the Cabinet did not support the request.

Members heard how the Council had developed its own Council Tax Support Scheme, which had run since 1st April, 2013, to replace the previous national Council Tax Benefit Regulations. The Scheme had been well received and had operated successfully but, in light of the Government's ongoing reform of the welfare system, the Cabinet had agreed, at its meeting on 20th October, 2015, to carry out a public consultation on options to make changes to the Scheme. The public consultation exercise had run for a six week period starting on 9th November, 2015 and had been sent to all 2,565 working age Council Tax Support claimants and a randomly selected 3,000 Council Tax payers. The survey had also been available online throughout the consultation period. A total of 791 completed surveys had been returned, which the Welfare Reform Task and Finish Group had considered to be a good rate of return, considering the complexity of the survey. It was reported that a wide range of views had been expressed and these were set out in Appendix 3 to the Report. A clear view had been expressed that residents did not wish for the Scheme to be funded by either an increase in Council Tax or a reduction in service provision.

The Welfare Reform Task and Finish Group had met six times during 2015 and its work had included considering potential changes to the Council Tax Support Scheme, taking into account the results of the public consultation. The Group recommended five changes to the Scheme, summarised as:

- To increase the minimum contribution from 8% to 10%
- To remove the Family Premium for new working age claimants
- To reduce the amount of savings from £16,000 to £6,000 before claiming Council Tax Support
- To limit support at the level applicable for a Band D property, for those living in properties banded higher than Band D
- To reduce the limit of backdated claims to four weeks

Furthermore, the Group considered a number of issues that were raised in the consultation that were not being recommended for adoption and these were set out in the Report.

In endorsing the recommendations of the Welfare Reform Working Group in relation to potential changes to the existing Scheme, the Cabinet expressed satisfaction that the Council's amended Scheme would continue to ensure that residents in Aldershot and Farnborough were treated fairly. In particular, it was noted that the exceptional Hardship Fund would remain in place for those adversely affected by the changes during a period of transition.

### **The Cabinet**

- (i) **NOTED** the information set out in the Corporate Director's Report No. CD1601 and the work and the recommendations of the Welfare Reform Task and Finish Group in relation to potential changes to the Council's Council Tax Support Scheme; and
- (ii) **RECOMMENDED TO THE EXTRAORDINARY MEETING OF THE COUNCIL ON 27TH JANUARY, 2016** that the changes to the Council Tax Support Scheme, as set out in the Report, be approved to take effect from the financial year 2016/17.

75. **GRANTS TO VOLUNTARY ORGANISATIONS –**  
(Concessions and Community Support)

The Cabinet received the Head of Community and Environmental Services' Report No. COMM1601, which set out details of applications for grants from voluntary organisations. In accordance with the agreed procedure for the allocation of grants, the Cabinet Member for Concessions and Community Support had approved three grants for £1,000 or less.

**The Cabinet NOTED** that the following grants totalling £2,350 had been approved by the Cabinet Member for Concessions and Community Support:

Acornwood Pre-school	£850
Aldershot and Farnborough Festival of Music and Dance	£500
Fleet and District Beekeepers Association	£1,000

**NOTE:** Cr. K.H. Muschamp declared a personal but non prejudicial interest in this item in respect of his involvement with the Aldershot and Farnborough Festival of Music and Dance and, in accordance with the Members' Code of Conduct, remained in the meeting.

76. **HART LOCAL PLAN - CONSULTATION ON REVISED OPTIONS FOR STRATEGIC NEW HOMES GROWTH AND SITE ALLOCATIONS –**  
(Environment and Service Delivery)

The Cabinet considered the Head of Planning's Report No. PLN1601, which sought agreement to submit comments on Hart District Council's Refined Options for Strategic New Homes Growth and Site Allocations document, which was open to consultation until 15th January, 2016. Also included in the consultation was Hart's draft Local Plan Vision and Strategic Priorities document. The Cabinet was reminded that the Council had submitted comments on Hart District Council's consultation on its Housing Development Options in October 2014. It was also explained that Hart, Rushmoor and Surrey Heath Councils were, currently, jointly undertaking an update to the evidence base relating to housing and employment needs to inform the preparation of their respective Local Plans.

The Report set out the context of this consultation in terms of National Planning Policy and explained how Hart, Rushmoor and Surrey Heath Councils together formed the Housing Market Area. It was explained that the Council welcomed the opportunity to work with Hart District Council on developing a planning strategy to

meet the housing needs of the Housing Market Area within the area covered by the three councils. Once the joint evidence had been updated, it would be possible for the three authorities to demonstrate positive outcomes through Plan making, as required by the Duty to Co-operate and reflected in the tests of soundness at Examination of Local Plans.

**The Cabinet RESOLVED** that the Council make representations on the Hart Refined Options for Strategic New Homes Growth and Site Allocations and the draft Local Plan Vision and Strategic Priorities documents, based on the comments set out in the Head of Planning's Report No. PLN1601.

77. **ALDERSHOT TOWN CENTRE PROSPECTUS SUPPLEMENTARY PLANNING DOCUMENT –**  
(Environment and Service Delivery)

The Cabinet considered the Head of Planning's Report No. PLN1602, which set out the Aldershot Town Centre Prospectus Supplementary Planning Document for approval. Members were informed that public consultation had taken place for six weeks, commencing on 30th September, 2015. This had been supplemented with a number of consultation events, including staffed exhibition days and a public meeting. The consultation process had attracted 180 representations and the comments received were summarised in the Consultation Report at Annex 2 to the Report. The draft document had been amended to take account of these representations and the key changes were summarised as:

- Executive summary added
- Increased emphasis on accessing the town by a variety of sustainable modes of transport, including additional references to public transport in the town and reference added to improving cycling provision
- Reference to a review of the Council's parking strategy added
- Comment added about the Council investigating the potential to purchase vacant units
- Strengthened statements on the historic environment
- Deleted inaccurate reference to Willow House being of historic significance
- Reference added to the importance of integrating Westgate with the rest of the town centre
- Added explicit reference to refurbishment of the Princes Hall
- Clearer reference to the potential to create a town square as part of the redevelopment of the Union Street and former Marks and Spencer site added

- Information added on potential funding sources

**The Cabinet RESOLVED** that

- (i) to supplement the existing Core Strategy policies, the Aldershot Town Centre Prospectus Supplementary Planning Document be adopted; and
- (ii) the Head of Planning, in consultation with the Cabinet Member for Environment and Service Delivery, be authorised to make any necessary minor amendments to the Supplementary Planning Document, prior to its publication.

The Meeting closed at 5.18 pm.

D.E. CLIFFORD  
LEADER OF THE COUNCIL

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**CABINET  
2 FEBRUARY 2016**

**HEAD OF FINANCIAL SERVICES  
REPORT NO. FIN1603**

## **REVENUE BUDGET, CAPITAL PROGRAMME AND COUNCIL TAX LEVEL**

### **1. INTRODUCTION**

- 1.1 This report contains recommendations for the budget, Council Tax Requirement and proposals for budget savings for 2016/17. The report includes:

Appendix 1: General Fund Revenue Budget Summary

Appendix 2: Detailed base revenue budgets in portfolio order

Appendix 3: List of additional items for inclusion in the budget

Appendix 4: Capital Programme

### **2. BACKGROUND**

- 2.1 Cabinet considered report no.FIN1518, which outlined the Medium Term Financial Strategy for 2015/16 – 2018/19, on 17<sup>th</sup> November 2015.
- 2.2 Ahead of the Chancellor's Autumn Statement and the release of the provisional Local Government Finance Settlement, the report focused on setting the high-level strategic financial direction for the Council after taking account of the Medium-Term Financial Forecast.
- 2.3 The report considered the key financial risks facing the Council over the medium-term, principally;
- The potential for changes to the funding formula in the Local Government Finance Settlement
  - The size and phasing of reductions in central government funding, including Revenue Support Grant and New Homes Bonus
  - Treasury management issues including interest rates, level of capital expenditure, use of internal resources and the potential to move to borrowing, with its associated costs
  - Local and national issues for the Business Rates Retention Scheme – variability, appeals provision, revaluation and moves towards a 100% local retention scheme
  - Local demand pressures (stemming from demographic change, Welfare Reform, local growth)
- 2.4 Cabinet also considered the assumptions used in pulling together the forecast, including Council Tax levels, Business Rates growth, pay awards and inflation.
- 2.5 The report outlined the way in which risks and uncertainties would be mitigated, through use of reserves, such as the Stability & Resilience Reserve, to protect the Council from adverse fluctuations in its financial position and the Service

Improvement Fund, to ensure sufficient resources are available to progress key invest-to-save projects.

- 2.6 This enables the Council to take a strategic, longer-term approach, concentrated on its 8-point plan for financial sustainability, which will contribute towards the savings required to maintain a balanced budget in the short term, while moving the Council towards financial sustainability in the medium to long-term.
- 2.7 The Medium-Term Financial Strategy was approved by Council on 10 December 2015 and sets the framework for the budget proposals for 2016/17. The strategy included an approved range for the General Fund balance of £1m - £2m and a minimum expected level for total working balances of 5% of gross expenditure.

### **3. FINANCE SETTLEMENT FOR 2016/17**

- 3.1 At the time of writing this report, the DCLG's local government finance settlement is still provisional. This report has been prepared on the basis that there are no changes to the finance settlement figures for Rushmoor, once DCLG have confirmed the settlement figures. The final Settlement is due in February 2016.
- 3.2 The provisional figures cover a four-year period to 2019/20, which provides an opportunity to update the Medium Term Forecast and set the 2016/17 budget in light of that wider context and direction of travel. While 2016/17 figures are reasonably close to those already estimated, reductions for 2017/18 and beyond differ in extent and timing to some of the assumptions built into the Council's forecast.
- 3.3 The Council is required to finalise its Business Rates estimates for 2016/17 and its initial estimate of any surplus or deficit for 2015/16<sup>1</sup>, by 31<sup>st</sup> January 2016. The return (NNDR1) is complicated by the necessity to incorporate an estimate of the provision to be held back by the Council to settle appeals from ratepayers against the rateable value set by the Valuation Office. As the Valuation Office is currently undertaking the national revaluation exercise, there is a significant backlog of appeals waiting to be determined. The Council has previously developed a comprehensive modelling tool to assess the size of the required provision and officers are in the process of updating the model with the latest available information from the Valuation Office.
- 3.4 Final agreement of the Business Rates estimates will be made by the Council's Section 151 Officer in consultation with the Leader of the Council, under the delegation agreed by Council on 20 January 2014, and an update will be provided to Cabinet alongside this report.
- 3.5 Should the final settlement figures or the business rates estimates be materially different from those presented in this report, the general fund summary will be updated by the Council's Section 151 Officer in consultation with the Leader of the Council and the Portfolio holder for Corporate Services, prior to consideration of the budget by Council on 25 February 2016.

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<sup>1</sup> The difference between the amount of business rates income originally forecast for collection in 2015/16 and the latest estimate of the outturn position for that year

3.6 The funding settlement offered Councils an option of a four-year funding assessment, which would provide for greater certainty and the ability to plan over the medium-term. The figures are not guaranteed however, and will be subject to modification each year in light of the success or otherwise of the government's overall deficit reduction plans and the state of the national economy. Acceptance of the four-year plan would be dependent on having an efficiency plan in place although initial understanding is that the Council's Medium-Term Financial Strategy (including its 8-point plan for sustainability) would be sufficient for these purposes. At the time of writing this report, no detail of how the four-year offer will work (or any alternative methodology) has been released. It is expected that further information will be available alongside the final confirmation of the Settlement figures. This report therefore proposes that acceptance or otherwise of the four-year offer is delegated to the Council's Section 151 Officer, in consultation with the Leader of the Council and the Portfolio Holder for Corporate Services, once the details of the offer have been released.

#### **4. GENERAL FUND REVENUE BUDGET 2016/17**

4.1 The General Fund Revenue Budget Summary is set out in Appendix 1; the detailed revenue budgets in portfolio order are shown at Appendix 2 and Appendix 3 sets out the lists of additional items for inclusion in the revenue budget.

4.2 The proposed General Fund Revenue Budget will enable the Council, in broad terms, to deliver services at similar levels to the present while identifying reductions in the level of net spend of £900,000 to be delivered during 2016/17. While this level of variation could have a large impact on the Council's general fund balance, it represents less than 1% of the Council's gross annual turnover (combined income and expenditure excluding Business Rates and Council Tax) of around £115 million.

4.3 The General Fund Summary shows that revenue balances are expected to be around £1.5m by the end of 2016/17, which is the mid-point of the approved range of £1m - £2m. This is an acceptable outcome to aim for within the budget year given the levels of risks and uncertainty already referred to in paragraph 2.3 above and provides a reasonable buffer against adverse budgetary movements.

##### Council Tax

4.4 The revenue budget assumes a 1.99% increase in charges for Council Tax, which falls within the permissible level of increase before triggering a local referendum, and equates to an increase of £3.66 per annum for a Band D property. The Local Government Finance Settlement assumes within its calculations of local authority funding assessments, that all authorities will raise their Council Tax towards the maximum allowable percentage, while all Councils with social care responsibilities will also take advantage of an additional 2% precept, ring-fenced for social care, also allowable within new referenda limits.

4.5 DCLG's assumption that all Councils will seek to maximise their Council Tax take, within referenda thresholds, is a significant change in strategy. For the previous 5 years, Council Tax Freeze grants had been offered, which coupled with the referenda thresholds had contributed to keeping Council Tax levels stable in the

past five years, with little growth other than through growth of the tax base itself. That such increases are factored in to the funding assessment, removes flexibility for local authorities to take local decisions about tax levels, and to use increases in local taxation to offset local spending pressures. Councils now need to make these increases just to keep total funding levels at a standstill as they have been factored into the government's 'flat cash' settlement figures.

- 4.6 Year-on-year increases in Council Tax have been built into DCLG's four-year provisional settlement. Increasing Rushmoor's Council Tax by 1.99% for 2016/17 will provide £109,000 additional funding compared to 2015/16 tax levels, and would increase the Band D Council Tax charge by £3.66 per annum (7p per week). On-going increases over the four-year period would see total Council Tax income at £449,000 above current levels by 2019/20, with £15.10 added to the Band D charge (29p per week). The cumulative effect of annual 1.99% increases would realise £1.1 million of additional income to support Council services, over the whole four-year period.
- 4.7 Even factoring in these increases, the Medium-Term forecast shows a potential funding gap by 2018/19 of around £3 million, putting significant pressure on the Council's 8-point plan to deliver the right combination of cost reductions and increased income to meet the gap.
- 4.8 The funding assessment also includes optimistic assumptions of increases in council tax bases<sup>2</sup> of 1.9% annually. The actual tax base increase for Rushmoor for 2016/17, after allowing for reductions due to the Council Tax Support Scheme, is 1.4%, providing a tax base of £30,172.66. In previous years, the average tax-base growth for Rushmoor has been around 0.75% after adjusting for one-off changes to discounts and exemptions. The combination of tax base and tax level provides a total precept (or Council Tax Requirement) of £5,664,404.
- 4.9 Additional income is also provided from the calculation of the surplus on the Council Tax Collection Fund of £90,715 for Rushmoor, due to the continued success in collecting arrears from previous years and the better than expected collection rate for 2014/15, supported by successful management of the Council's localised Council Tax Support Scheme. The Council Tax base and surplus were agreed under delegated powers by the Council's Section 151 Officer, in consultation with the Leader of the Council, on 10 December 2015.
- 4.10 Both the Council Tax base and the surplus figure will be impacted by the decisions made at Council on 27 January 2016 regarding proposed changes to the Council Tax Support Scheme. Assumptions about these changes have not been included in the current budget for 2016/17 but will instead flow through to future tax base and surplus calculations.

#### Business Rates Retention

- 4.11 Both the Business Rates Retention Scheme and the Council Tax Support Scheme transferred significant levels of risk to the Council in 2013/14 that in the past would have been borne by central government. For example, a fall in business rates collected will now directly impact the Council (to safety net level) as will an increase in the number of residents requiring support with their Council Tax. Such

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<sup>2</sup> Tax base – the number of Band D equivalent properties, adjusted for discounts and exemptions and estimated losses on collection

changes, when combined with the slow recovery of the UK economy and the government's continuing deficit reduction plans, support the strategy of using reserves, which have been set aside to manage fluctuations in the Council's income and expenditure.

- 4.12 While business rates income is currently showing a favourable position, we have seen since the inception of the Business Rates Retention Scheme, how volatile this income stream can be. A simple decision to relocate a company headquarters, for example, for any of the large businesses in our area, can have a dramatic consequence on the level of income retained by the Council. While the Council works closely with local business to encourage and facilitate growth in its area, there are many external factors instrumental to such decisions on which the Council may have little influence.
- 4.13 As discussed earlier in this report, one of the significant factors affecting the level of business rates income declared in the Council's budget is the amount the Council deems necessary to hold back for repayment of business rates to ratepayers who appeal their rateable value with the Valuation Office. The extent of mandatory reliefs awarded will also affect the final figures. In recent weeks, we have heard that as many as 100 NHS Trusts have made applications for mandatory charitable relief, the impact of which, if successful, will be considerable. The extent of losses for individual local authorities will depend on where such Trusts are located and whether claims can be backdated. A similar issue has affected purpose-built Doctor's surgeries where a significant appeal has been awarded (on average over 70% of rateable value) for a number of surgeries locally, backdated for the entire 2005 rating list. An allowance for a similar reduction in rateable value for the 2010 list is likely to be factored into the appeal's model and could be as much as £2.4million.
- 4.14 As previously highlighted, final estimates for Business Rates will be completed by 31 January 2016 and updated to Members prior to budget setting. The extent of this volatility however, continues to support the need for sufficient reserves to meet these unforeseen shocks to the system. Should the business rates estimates fall significantly below current estimates, it would be advisable to draw-down on such reserves in the short-term, to support balances at around the level shown in Appendix 1, rather than increase the level of savings currently identified for 2016/17 (around £900,000).

#### New Homes Bonus

- 4.15 Other potential pressures to the revenue budget over the medium-term include future changes to the New Homes Bonus Scheme. The Council will be responding to consultation on changes to the Scheme (responses due early March 2016) and has currently used the Government's forecast figures within its own forecast. This means that for 2016/17 and 2017/18 figures are similar to those originally estimated under the current scheme but reduce by around a third in 2018/19. Until consultation is closed and the final scheme revisions are known, risk remains that these figures could alter from 2017/18 onwards.

#### Impact of invest-to-save and regeneration

- 4.16 Additionally, the pace and extent of the Council's invest-to-save programme and regeneration plans, could increase the speed at which the Council is currently using its own capital resources and will move the Council towards a borrowing

position. The financial strategy allows for funds to be set aside to meet future borrowing costs via the use of the current revenue contributions to capital outlay. The subsequent section on the Capital Programme, and the associated Prudential Indicators for Capital Financing contained within the Annual Treasury Management Report, explore this issue in more detail.

#### Additional items

- 4.17 In view of the on-going financial constraints in which the Council is operating, additional items for inclusion in the budget have once again been kept to a minimum. There are requests for just two one-off items of expenditure (£19,000 in 2015/16 and £13,350 in 2016/17) with three items of on-going expenditure totalling £31,000 as detailed in Appendix 3. It should be noted that one of the items (increase in Hardship Fund) is linked to the Council's localised Council Tax Support Scheme, as considered by Council on 27 January 2016.

## **5. CAPITAL PROGRAMME**

- 5.1 The capital programme, which totals £8.8million in 2016/17, is set out at Appendix 4 of this report.
- 5.2 The programme for 2016/17 includes contributions from the Council's revenue account of £550,000 and shows these contributions remaining at this level over the life of the programme. As stated above however, the financial strategy includes the flexibility of switching this contribution to cover borrowing costs should the need arise. In this way, the contributions continue to support a sustainable capital programme. Such contributions would also be subject to the final outturn position on the revenue fund each year.
- 5.3 The capital programme contributes towards the Council's priorities by concentrating resources in the following areas:

Projects with a clearly defined financial return to the Council or economic benefit to the Borough such as:

- Invest-to-save schemes
- Income generation projects
- Town Centre regeneration

Projects that support the delivery and development of core services;

- Asset maintenance
- ICT strategy

The programme also includes support for the provision of local Housing through social housing grants and the Council's statutory duties in respect of Disabled Facilities Grants.

- 5.4 The most significant projects for the Revised 2015/16 budget and for 2016/17 are completion of the Activation Aldershot project, which brings together a number of projects supporting infrastructure to link the Wellesley development and the town centre alongside other town centre improvements. An additional bid for 2016/17 brings in what was originally termed phase 6 of this project which includes

improvement works to the Aldershot station area. Other large projects include potential purchase and refurbishment of land for the provision of a depot for the Council's Waste, Recycling and Street Cleansing services and the purchase of land for the provision of Suitable Alternative Natural Green Space in order to unlock housing development in the Borough.

- 5.5 Implementation of the core programme in 2016/17 will require the use of £5.4million of capital receipts, together with £2.6million use of developers' S.106 contributions and other grants. In addition, the programme is supported by general revenue contributions of £0.55 million and revenue contributions to Improvement grants of £0.2 million.
- 5.6 The Capital Programme does not include expenditure on projects falling within the 8-point plan, which will come forward for individual consideration as feasibility studies and business cases are developed. The programme also excludes strategic priorities for the Council such as major regeneration schemes for our town centres (Aldershot Prospectus/Farnborough Civic Centre) and potential funding towards schemes for the provision of affordable housing in the borough. Again, while recognising that these schemes will come forward over the medium-term, they are as yet insufficiently detailed to approve specific budget allocations. Each scheme will be individually evaluated and brought forward for consideration at the appropriate time, thus allowing for detailed scrutiny and taking into account the prevailing financial conditions.

## **6. CHIEF FINANCE OFFICER'S REPORT**

- 6.1 Under Section 25 of the Local Government Act 2003, the Council's Chief Finance Officer (Head of Financial Services) is required to report to Council on:
- the robustness of the estimates contained in the budget and
  - the adequacy of the reserves maintained by the Council.
- 6.2 In order to comply with the Act, the Council must have regard to this report when making its decisions on the budget.
- 6.3 The budget has been constructed following a detailed process involving budget holders, Director's Management Board and Cabinet, flowing from the Medium Term Financial Strategy through to detailed budget estimates. Estimates have been carefully considered during the budget process, with an additional budget challenge from Directors being built into recent years.
- 6.4 In preparing the budget, account has been taken of financial issues identified during the current year, new legislative requirements, service pressures and key economic indicators such as RPI, pay inflation etc. Realistic assumptions have been made and key risks identified. Risks are managed through timely and comprehensive in-year budget monitoring and the corporate risk register which leads to prompt identification of problems and management of risks.
- 6.5 The proposed Capital Programme supports the Council's current infrastructure through its asset maintenance and ICT strategy, while focussing on projects that will deliver financial return or economic benefit to the Borough. The Capital Programme only includes those projects with clear business cases, including

identified resources, both financial and in terms of project delivery. In addition, the Council's 8-point plan identifies additional invest to save schemes that will only be brought forward on to the approved programme as robust implementation plans are developed. This also applies to the Council's major regeneration schemes and support for Housing initiatives, which again will be explored and developed on a case-by-case basis. The pace of investment in these additional schemes will determine the speed of reduction in the council's capital resources and the timing of any borrowing requirement. The potential need to absorb borrowing costs in the general fund has therefore been taken into account in the medium-term budget plans.

- 6.6 The general fund is forecast to remain within the £1m - £2m range of balances approved in the financial strategy. The Stability & Resilience Reserve set up during 2012/13 provides sufficient resource to allow the Council to react to the increase in risk and uncertainty it faces over the medium-term and any consequential adverse affect on its financial position. The Service Improvement Fund is also available to support the Council's endeavour to achieve a sustainable financial position over the medium-term, by supporting key projects, which deliver significant financial benefit to the organisation. Consideration should be given over the medium-term to increasing these reserves in order to continue to mitigate risk and deliver improvement.
- 6.7 These proposals, underpinned by the Council's 8-point plan, will enable the Council to meet the challenges of achieving a balanced budget in the current year, to be protected from potential volatility in its finances and to reshape the organisation to be sustainable over the longer-term.
- 6.8 In conclusion, I am satisfied that the budget is robust and is supported by adequate reserves.

## **7. CONCLUSIONS**

- 7.1 In spite of the difficult economic situation, the uncertainties about government funding and the pressures on services, the Council has been able to prepare a sound and balanced budget whilst maintaining services to residents. The budget will also provide a platform for Rushmoor to address future challenges
- 7.2 The budget adheres to all of the elements within the previously approved budget strategy. In particular, this includes the principle of maintaining the Council's revenue balances within a range of £1m - £2m and maintaining other usable reserves to mitigate risk and support improvement.
- 7.3 The budget allows for the implementation of essential on-going additional revenue items totalling £31,000, one-off additional revenue expenditure of £32,350 and a substantial capital programme of approximately £8.8 million in 2016/17.
- 7.4 The budget proposals provide for the current Council Tax level to increase by 1.99% (from £184.07 per annum for a Band D property to £187.73 – an increase of £3.66 or 7p per week) in line with government assumptions within its settlement funding formula.



- 7.5 In order to achieve this, the budget proposals will require the implementation of budget savings of £900,000 in 2016/17, together with further savings over the medium term, totalling approximately £3.0 million over the period 2016/17 to 2018/19. This will require reductions in the Council's service expenditure, and increased income generation, in accordance with the Medium-Term Financial Forecast and the Financial Strategy.
- 7.6 This level of saving for 2016/17 is challenging but achievable, based on past experience and current expectations of the Council's 8-point plan. It will be essential however, to increase the pace of delivery for net reductions (cost savings and income generation) during the forthcoming year in order to achieve the significant increase in savings required for 2017/18.
- 7.7 As part of this process, reserves continue to be held to support the implementation of key projects and to mitigate against the substantial increased risk the Council is facing, which will be monitored and reported to Cabinet throughout 2016/17 and subsequent years.

## **8. RECOMMENDATIONS**

- 8.1 Cabinet are requested to consider and approve for recommendation to Council:
- i) the General Fund Revenue Budget Summary set out in Appendix 1
  - ii) the detailed General Fund Revenue Budget set out in Appendix 2
  - iii) the additional items for inclusion in the budget, set out in Appendix 3
  - iv) the Council Tax Requirement of £5,664,404 for this Council
  - v) the Council Tax level for Rushmoor Borough Council's purposes of £187.73 for a Band D property in 2016/17
  - vi) the Capital Programme, set out in Appendix 4
  - vii) the Head of Financial Services' report under S.25 of the Local Government Act 2003 as set out in section 6
  - viii) the holding of reserves as set out in the report
  - ix) that the consideration and acceptance, or otherwise, of the government's four-year settlement offer be delegated to the Council's Section 151 officer, in consultation with the Leader of the Council and the Portfolio Holder for Corporate Services
- 8.2 Cabinet are recommended to approve delegation to the Council's Section 151 officer, in consultation with the Leader of the Council and the Portfolio Holder for Corporate Services:

- i) for any changes to the General Fund Summary stemming from final confirmation of the Local Government Finance Settlement and the Business Rates Retention Scheme estimates

**AMANDA FAHEY - HEAD OF FINANCIAL SERVICES/SECTION 151 OFFICER**

Background papers: Medium Term Financial Strategy 2016/17 – 2018/19  
[Cabinet meeting - 17 November 2015 - Rushmoor Borough Council](#)  
Provisional Local Government Finance Settlement for 2016/17  
[Provisional local government finance settlement: England, 2016 to 2017 and future years - GOV.UK](#)

## GENERAL FUND REVENUE BUDGET SUMMARY

	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Forecast 2016/17 £000
<b>Net Cost of Services by Portfolio</b>			
1 Corporate Services	986	1,159	1,203
2 Environment and Service Delivery	3,973	3,884	3,245
3 Concessions and Community	1,750	1,898	1,845
4 Health and Housing	1,677	2,170	1,683
5 Business, Safety and Regulation	2,690	2,828	2,921
6 Leisure & Youth	4,509	4,175	4,574
7 <b>PORTFOLIO NET EXPENDITURE</b>	15,585	16,114	15,471
8 Capital Accounting Charges - Reversed	(2,588)	(3,137)	(2,285)
9 Pension Adj/Employee Benefits Reversed	306	225	299
10 <b>NET EXPENDITURE AFTER ADJUSTMENTS</b>	13,303	13,202	13,485
<b>Provisions for Budget Re-structuring:</b>			
11 Reductions in Service Costs/Income Generation	(500)	(387)	(900)
12 Vacancy Monitoring	(315)	-	(315)
13 Variations in Service		5	31
14 Non-recurring Items		19	13
15 <b>Corporate Income and Expenditure</b>	(2,933)	(5,353)	(1,220)
16 <b>Contributions to/(from) Reserve Accounts</b>	2,358	4,748	935
17 <b>Central Government Funding</b>	(6,799)	(6,612)	(6,407)
18 <b>NET TOTAL EXPENDITURE</b>	5,114	5,622	5,622
19 Contribution to/(from) balances	362	(146)	42
20 <b>COUNCIL TAX REQUIREMENT</b>	5,476	5,476	5,664
<b>REVENUE BALANCES</b>			
21 1 April	1,638	1,638	1,492
22 General Fund Transfer	362	(146)	42
23 31 March	2,000	1,492	1,534

Illustrative CT Levels (£)	184.07	184.07	187.73
CT Base	29,751.47	29,751.47	30,172.66
& CT Increase (%)			1.99

<b>15 Corporate Income and Expenditure</b>			
Interest Receivable	(800)	(849)	(850)
Collection Fund (surplus)/deficit - Ctax	(150)	(150)	(91)
- NNDR	(1,983)	(4,354)	(279)
<b>Total</b>	<b>(2,933)</b>	<b>(5,353)</b>	<b>(1,220)</b>

<b>16 Contributions to/(from) Reserve Accounts</b>			
Revenue Contributions to Capital Programme	550	959	550
Revenue Contributions to Improvement Grants	200	200	200
Transfers to CPE Surplus Account	201	162	266
Contributions to/(from) earmarked reserves/prior yr grants	(170)	355	(81)
Contributions to/(from) Service Improvement Fund	-	(307)	-
Contributions to/(from) Stability & Resilience Reserve	1,577	3,379	-
<b>Total</b>	<b>2,358</b>	<b>4,748</b>	<b>935</b>

<b>17 Central Government Funding</b>			
New Burdens and other non-ring-fenced grants	-	(34)	(6)
New Homes Bonus	(1,696)	(1,696)	(1,994)
Council Tax Freeze Grants	(61)	(61)	-
Revenue Support Grant	(1,756)	(1,756)	(1,104)
RBC share of rates collected	(18,620)	(18,620)	(18,992)
Tariff payable	15,178	15,178	15,305
Levy /(Safety net)	848	848	865
s31 grants in relation to business rates	(692)	(471)	(480)
<b>Total</b>	<b>(6,799)</b>	<b>(6,612)</b>	<b>(6,407)</b>

## REVENUE BUDGET 2016/17

CORPORATE SERVICES PORTFOLIO	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>STATUTORY</b>				
Council Tax Collection	281,518	375,050	304,730	345,450
Corporate Finance	21,308	20,290	112,010	131,980
Corporate Policy Support to Members	29,765	30,420	101,680	103,840
Admin Support to Members	94,240	104,650	96,430	97,830
Treasury Management & Bank Charges	50,033	51,400	79,580	73,230
Chief Executive	47,935	48,690	69,910	70,350
External Audit and Inspection Fees	64,263	53,850	60,430	64,120
Attendance at Member Meetings	49,715	49,230	49,580	50,700
Emergency Planning	40,367	40,820	36,380	36,460
Public Performance Reporting	21,481	22,210	22,090	22,620
Land Charges	(54,438)	7,830	(24,360)	(29,060)
Cost of NNDR Collection	(75,271)	(41,470)	(78,210)	(66,500)
Sub Total	570,915	762,970	830,250	901,020
<b>DISCRETIONARY</b>				
Members Expenditure	363,265	378,600	377,090	377,590
Land & Property Management	82,955	41,930	113,432	62,630
Mayoral Costs	51,108	56,130	60,920	60,370
Local Government Association	27,002	34,210	31,420	31,610
Civic Ceremonial	29,424	28,660	27,730	28,970
Corporate Events	4,412	6,310	7,210	5,730
35/39 High Street Offices	(24,864)	(15,490)	(13,330)	(13,270)
Belle Vue Enterprise Centre	(108,480)	(105,758)	(96,630)	(95,450)
Town Centres	(678,053)	(728,260)	(651,670)	(648,530)
Industrial Estates	(895,885)	(905,090)	(889,860)	(888,800)
Sub Total	(1,149,116)	(1,208,758)	(1,033,688)	(1,079,150)
<b>Total</b>	<b>(578,201)</b>	<b>(445,788)</b>	<b>(203,438)</b>	<b>(178,130)</b>
<b>UNAPPORTIONABLE CENTRAL OVERHEADS</b>				
Retirement/Pension Costs	2,595	0	0	0
Departmental Salaries Summary	0	0	0	0
Corporate Management Expenses	67,609	65,940	59,450	62,450
Corporate Support Service	4,738,760	4,863,520	4,766,182	4,738,490
<b>NET DIRECT COSTS</b>	<b>4,230,763</b>	<b>4,483,672</b>	<b>4,622,194</b>	<b>4,622,810</b>
Support Service Recharges	(3,864,287)	(3,833,540)	(3,866,982)	(3,764,690)
Capital Accounting Charges	1,221,900	336,070	404,050	345,330
<b>NET EXPENDITURE</b>	<b>1,588,376</b>	<b>986,202</b>	<b>1,159,262</b>	<b>1,203,450</b>

**Notes:**

A budget increase of £54,764 equates to a council tax increase of 1%, equivalent to an increase of £1.84 per year for a Band D property.

Employee costs vary year on year. Common reasons for fluctuations in employee costs are:-

- 1) Pay inflation - the budget assumes that employees will receive a cost of living pay increase of 1% during 2016/17.
  - 2) Changes to time allocations. Employee costs are allocated to the service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.
  - 3) Incremental progression within individual employee pay band.
  - 4) Vacancies - Actuals and Revised Estimates will reflect any vacancies during the year and are therefore likely to be lower than Original Estimates, which assume that the services are fully staffed.
  - 5) Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs.
  - 6) Increased National Insurance Contributions following the introduction of the single-tier State Pension in April 2016.
- The budget book notes provide details for fluctuation in staffing costs for any reason other than identified above.

Capital Accounting Charges

2014/15 includes impairment losses. These principally arise from a change in valuation assumptions relating to the Council's offices. The impairment does not affect the revenue position of the Council as the loss affects the 'book value'

**STATUTORY SERVICES****COUNCIL TAX COLLECTION****Service Purpose:**

To issue accurate bills and collect money due from local residents for Council Tax.

**Service Activity:**

Assessing liability for Council Tax. Issuing bills and arranging collection. Taking recovery and enforcement action. Dealing with discounts and exemptions. Handling customer enquiries. Liaison with the Valuation Officer regarding properties to be charged.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Fahey</b>				
<b>EXPENDITURE</b>				
Employees	300,367	365,870	304,430	338,950
Transport Related	1,360	1,700	0	0
Supplies & Services	86,270	102,480	95,300	101,500
	387,996	470,050	399,730	440,450
<b>INCOME</b>				
Customer and Client Receipts	(106,479)	(95,000)	(95,000)	(95,000)
<b>NET EXPENDITURE</b>	<b>281,518</b>	<b>375,050</b>	<b>304,730</b>	<b>345,450</b>

**Notes:**

- 1 The 2015/16 Revised Estimate includes a saving of £6k due to a reduction in costs paid to a new software supplier following implementation issues.
- 2 Costs recovered from local residents were higher than anticipated in 2014/15.

**CORPORATE FINANCE****Service Purpose:**

Provision of financial advice and support to the Council.

**Service Activity:**

Provide for the preparation of budgets, closure of accounts and financial advice at the corporate level.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Fahey</b>				
<b>EXPENDITURE</b>				
Employees	17,286	16,070	102,990	129,560
Supplies & Services	4,022	4,220	9,020	2,420
<b>NET EXPENDITURE</b>	<b>21,308</b>	<b>20,290</b>	<b>112,010</b>	<b>131,980</b>

**Notes:**

- 1 2015/16 Revised Estimate includes £5k legal advice on VAT issues.

## CORPORATE POLICY SUPPORT TO MEMBERS

**Service Purpose:**

To provide support to the Council and Members to ensure their duties are undertaken effectively and within the law.

**Service Activity:**

Provide advice and co-ordination on the policy and procedural aspects of the decision-making process; ensure corporate documents and information (especially the Constitution) are maintained and up to date.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Colver</b>				
<b>EXPENDITURE</b>				
Employees	29,765	30,420	101,680	103,840
<b>NET EXPENDITURE</b>	29,765	30,420	101,680	103,840

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**Notes:**

- 1 The increase in employee costs from 2015/16 Revised Estimate is due to a higher proportion of Chief Executive and Directors' time being allocated to this area.

## ADMIN SUPPORT TO MEMBERS

**Service Purpose:**

To support the Council and Members in undertaking their duties.

**Service Activity:**

Provide administrative support to the Council, including the Cabinet, Committees, Policy and Review Panels and other Member groups.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Colver</b>				
<b>EXPENDITURE</b>				
Employees	86,066	90,890	84,720	86,120
Transport Related	38	260	210	210
Supplies & Services	8,136	13,500	11,500	11,500
<b>NET EXPENDITURE</b>	94,240	104,650	96,430	97,830

## TREASURY MANAGEMENT &amp; BANK CHARGES

**Service Purpose:**

Management of the Council's funds.

**Service Activity:**

The management of the Council's investments and cash flows, its banking and money market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Fahey</b>				
<b>EXPENDITURE</b>				
Employees	5,762	5,350	28,230	35,880
Supplies & Services	13,292	11,050	21,350	12,350
Bank Charges	30,978	35,000	30,000	25,000
<b>NET EXPENDITURE</b>	<b>50,033</b>	<b>51,400</b>	<b>79,580</b>	<b>73,230</b>

**Notes:**

- 1 2015/16 Revised Estimate increase includes £7k for IT software changes following a change to the provision of banking services to the Council.

## CHIEF EXECUTIVE

**Service Purpose:**

Chief Executive's operational budget.

**Service Activity:**

To support the Chief Executive function.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: K Edwards</b>				
<b>EXPENDITURE</b>				
Employees	47,935	48,690	69,910	70,350
<b>NET EXPENDITURE</b>	<b>47,935</b>	<b>48,690</b>	<b>69,910</b>	<b>70,350</b>

## EXTERNAL AUDIT AND INSPECTION FEES

**Service Purpose:**

External approval of the Council's financial management and governance.

**Service Activity:**

Assisting external auditors in review and inspection work; Liaison at the operational and strategic level on the issues arising from the audit and payment of the subsequent fees for the work.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Fahey</b>				
<b>EXPENDITURE</b>				
Employees	4,325	4,010	10,590	14,280
External Audit Fees	59,938	49,840	49,840	49,840
<b>NET EXPENDITURE</b>	<b>64,263</b>	<b>53,850</b>	<b>60,430</b>	<b>64,120</b>

**Notes:**

- 1 The estimated reduction in fees after 2014/15 has resulted from a recent procurement exercise by the Audit Commission.

## ATTENDANCE AT MEMBER MEETINGS

**Service Purpose:**

To provide professional and administrative support to the Council and Members at meetings.

**Service Activity:**

Provide advice and co-ordination on procedural and administrative aspects of the decision making structure and processes at meetings.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Colver</b>				
<b>EXPENDITURE</b>				
Employees	49,715	49,230	49,580	50,700
<b>NET EXPENDITURE</b>	49,715	49,230	49,580	50,700

## EMERGENCY PLANNING

**Service Purpose:**

To meet the statutory requirements of the Civil Contingencies Act 2004.

**Service Activity:**

Preparing the Council's response to a Major Civil Emergency. Including liaising with partners, updating the Emergency Plan, running a programme of training exercises, reviewing the Rushmoor Area Risk Register and participating in the delivery of NI188 Climate Change mitigation.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: K Edwards</b>				
<b>EXPENDITURE</b>				
Employees	17,823	17,920	13,480	13,560
Supplies & Services	22,544	22,900	22,900	22,900
<b>NET EXPENDITURE</b>	40,367	40,820	36,380	36,460

## PUBLIC PERFORMANCE REPORTING

**Service Purpose:**

Publication of the Corporate Plan and other corporate reports.

**Service Activity:**

Production and printing of the Corporate Plan.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: K Edwards</b>				
<b>EXPENDITURE</b>				
Employees	21,239	21,960	22,090	22,620
Supplies & Services	242	250	0	0
<b>NET EXPENDITURE</b>	21,481	22,210	22,090	22,620



## LAND CHARGES

**Service Purpose:**

To provide a land charges service.

**Service Activity:**

The registration of land charges; the collating of information; the compilation of official searches and the answering of Con 29 enquiries.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Greaves</b>				
<b>EXPENDITURE</b>				
Employees	55,736	110,060	60,300	73,530
Supplies & Services	29,784	32,770	32,340	32,410
	85,520	142,830	92,640	105,940
<b>NON RECURRING ITEM</b>				
Service Transformation - Land Charges Restructure (funded by Service Improvement Fund)	0	0	18,000	0
Legal Costs	6,897	0	0	0
	92,417	142,830	110,640	105,940
<b>INCOME</b>				
Customer and Client Receipts	(146,855)	(135,000)	(135,000)	(135,000)
<b>NET EXPENDITURE</b>	<b>(54,438)</b>	<b>7,830</b>	<b>(24,360)</b>	<b>(29,060)</b>

**Notes:**

- 1 Litigation costs relating to Environmental Information Regulations, funded by earmarked reserves.
- 2 A reduction in the volume of local authority search fees.

## COST OF NNDR COLLECTION

**Service Purpose:**

To issue accurate bills and collect money due from local businesses for Non Domestic Rates.

**Service Activity:**

Assessing liability for business rates. Issuing bills and arranging collection. Taking recovery and enforcement action. Dealing with rating reliefs. Liaison with ratepayers about rating matters and customer enquiries and with the Valuation Officer regarding properties to be charged.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Fahey</b>				
<b>EXPENDITURE</b>				
Employees	35,671	71,800	41,630	45,140
Supplies & Services	17,453	17,290	9,220	17,420
	53,123	89,090	50,850	62,560
<b>INCOME</b>				
Customer and Client Receipts	(128,395)	(130,560)	(129,060)	(129,060)
	(128,395)	(130,560)	(129,060)	(129,060)
<b>NET EXPENDITURE</b>	<b>(75,271)</b>	<b>(41,470)</b>	<b>(78,210)</b>	<b>(66,500)</b>

**Notes:**

- 1 The 2015/16 Revised Estimate includes a saving of £6k due to a reduction in costs paid to a new software supplier following implementation issues.

**DISCRETIONARY SERVICES****MEMBERS EXPENDITURE****Service Purpose:**

To support the Council and elected Members in undertaking their duties.

**Service Activity:**

Provide Members with the necessary support and resources within the framework set by the Council.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Colver</b>				
<b>EXPENDITURE</b>				
Employees	52,531	54,690	53,100	53,570
Travel & Subsistence	422	1,200	800	800
Members Allowances	287,668	300,000	300,000	300,000
Transport Related	685	250	110	110
Supplies & Services	21,959	22,460	23,080	23,110
<b>NET EXPENDITURE</b>	<b>363,265</b>	<b>378,600</b>	<b>377,090</b>	<b>377,590</b>

**LAND & PROPERTY MANAGEMENT****Service Purpose:**

To provide strategic advice on property related matters.

**Service Activity:**

To include asset management strategy and asset valuations on former operational properties.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Greaves</b>				
<b>EXPENDITURE</b>				
Employees	65,354	60,430	75,180	80,630
Premises Related	22,273	15,390	15,890	15,890
Supplies & Services	3,060	1,000	1,002	1,000
	90,687	76,820	92,072	97,520
<b>NON RECURRING ITEMS</b>				
Systems Thinking / Process Reviews (funded by Service Improvement Fund)	10,600	0	34,550	0
Service Transformation and Service Review (funded by Service Improvement Fund)	17,500	0	21,700	0
	118,787	76,820	148,322	97,520
<b>INCOME</b>				
Customer and Client Receipts	(35,832)	(34,890)	(34,890)	(34,890)
<b>NET EXPENDITURE</b>	<b>82,955</b>	<b>41,930</b>	<b>113,432</b>	<b>62,630</b>

**Notes:**

- 1 During 2014/15 additional costs were incurred due to general repairs required to Manor Park Cottages. 2015/16 reflects a return to previous levels.

## MAYORAL COSTS

**Service Purpose:**

To support the Mayor and Deputy Mayor in carrying out their duties.

**Service Activity:**

Co-ordinate and make arrangements for all Mayoral engagements, organise certain events and provide support for the Mayor and Deputy Mayor during the Mayoral year.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Colver</b>				
<b>EXPENDITURE</b>				
Employees	39,389	40,930	47,150	47,100
Mayor's Transport Costs	9,469	10,080	10,070	10,070
Supplies & Services	15,256	18,520	16,900	16,400
	64,114	69,530	74,120	73,570
<b>INCOME</b>				
Customer and Client Receipts	(13,005)	(13,400)	(13,200)	(13,200)
<b>NET EXPENDITURE</b>	51,108	56,130	60,920	60,370

## LOCAL GOVERNMENT ASSOCIATION

**Service Purpose:**

To support the Council with its involvement in external organisations working for local government.

**Service Activity:**

Provide Members and Officers with support and resources to work with local and national bodies including the Local Government Association and The Hampshire & Isle Of Wight Local Government Association.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Colver</b>				
<b>EXPENDITURE</b>				
Employees	13,485	14,710	13,420	13,610
Supplies & Services	13,518	19,500	18,000	18,000
<b>NET EXPENDITURE</b>	27,002	34,210	31,420	31,610

**Notes:**

- 1 2014/15 costs were lower than usual due to fluctuations in subscriptions to The Hampshire & Isle Of Wight Local Government Association.

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**CIVIC CEREMONIAL****Service Purpose:**

To carry out civic activities within the community.

**Service Activity:**

Make arrangements for civic events in the Borough; provide civic support to events organised within the local community.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Colver</b>				
<b>EXPENDITURE</b>				
Employees	17,524	18,160	18,180	18,270
Supplies & Services	11,899	10,700	9,550	10,700
	29,424	28,860	27,730	28,970
<b>INCOME</b>				
Customer and Client Receipts	0	(200)	0	0
<b>NET EXPENDITURE</b>	29,424	28,660	27,730	28,970

1 Previous estimates have included an amount for sundry sales, which is no longer relevant.

**CORPORATE EVENTS****Service Purpose:**

To enable the Council to engage with the local community at local events in the Borough.

**Service Activity:**

To enable the Council to engage with the local community and support events in the Borough including Farnborough Donkey Derby, Victoria Day, the Aldershot Military Festival, Christmas lights and the North Camp Summer Fayre.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: K Edwards</b>				
<b>EXPENDITURE</b>				
Employees	2,270	2,310	3,210	1,730
Supplies & Services	2,142	4,000	4,000	4,000
<b>NET EXPENDITURE</b>	4,412	6,310	7,210	5,730

## 35/39 HIGH STREET OFFICES

**Service Purpose:**

To provide a safe, secure and comfortable working environment for users of the premises.

**Service Activity:**

Ensure the building is maintained to the necessary standards, including health and safety, security and cleanliness.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Greaves</b>				
<b>EXPENDITURE</b>				
Employees	17,928	13,830	17,500	17,490
Premises Related	23,337	26,450	26,250	26,250
Supplies & Services	4,353	6,690	5,380	5,450
	45,619	46,970	49,130	49,190
<b>INCOME</b>				
Customer and Client Receipts	(70,483)	(62,460)	(62,460)	(62,460)
<b>NET EXPENDITURE</b>	<b>(24,864)</b>	<b>(15,490)</b>	<b>(13,330)</b>	<b>(13,270)</b>

**Notes:**

- 1 Fluctuations in rental income and service charges to reflect occupancy levels.

## BELLE VUE ENTERPRISE CENTRE

**Service Purpose:**

To provide starter units for small businesses.

**Service Activity:**

To manage the estate, collect income, arrange repairs and lettings.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Greaves</b>				
<b>EXPENDITURE</b>				
Employees	5,813	9,280	14,300	15,430
Premises Related	7,592	7,290	11,400	11,450
Supplies & Services	2,400	2,000	2,000	2,000
	15,805	18,570	27,700	28,880
<b>INCOME</b>				
Customer and Client Receipts	(124,285)	(124,328)	(124,330)	(124,330)
<b>NET EXPENDITURE</b>	<b>(108,480)</b>	<b>(105,758)</b>	<b>(96,630)</b>	<b>(95,450)</b>

## TOWN CENTRES

**Service Purpose:**

To manage the Council's town centre holdings.

**Service Activity:**

Estate management of lettings, repairs, collection of rents etc.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: A Greaves</b>					
<b>EXPENDITURE</b>					
Employees	12,902	7,730	25,760	28,670	
Premises Related	47,046	80,010	80,760	80,830	1
Supplies & Services	54,273	35,030	34,080	34,240	1
	114,221	122,770	140,600	143,740	
<b>INCOME</b>					
Customer and Client Receipts	(792,273)	(851,030)	(792,270)	(792,270)	2
<b>NET EXPENDITURE</b>	<b>(678,053)</b>	<b>(728,260)</b>	<b>(651,670)</b>	<b>(648,530)</b>	

**Notes:**

- 1 Increased Premises costs in 2015/16 include £9k grounds maintenance variation. In addition, in 2014/15 £19k of repairs and maintenance expenditure on light fittings and paved areas was transferred from Premises costs to Supplies & Services, but for 2015/16 reverts to Premises.
- 2 2015/16 Original Estimate assumed rent increases that did not materialise following rent reviews during 2014/15.

## INDUSTRIAL ESTATES

**Service Purpose:**

To manage the industrial estates.

**Service Activity:**

To deal with estate management matters and asset strategy in relation to Farnborough, Black Water Valley and Holder Road Industrial Estates, including variations, covenant issues, renewals, extensions and rent reviews.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Greaves</b>				
<b>EXPENDITURE</b>				
Employees	4,842	7,730	11,850	12,910
Premises Related	1,179	200	200	200
	6,021	7,930	12,050	13,110
<b>INCOME</b>				
Customer and Client Receipts	(901,906)	(913,020)	(901,910)	(901,910)
<b>NET EXPENDITURE</b>	<b>(895,885)</b>	<b>(905,090)</b>	<b>(889,860)</b>	<b>(888,800)</b>

**UNAPPORTIONABLE CENTRAL OVERHEADS****RETIREMENT/PENSION COSTS****Service Purpose:**

To reflect the cost to the Council of early retirement costs, added years and other pension scheme costs.

**Service Activity:**

To record payments to Hampshire Pension Fund.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: K Edwards</b>					
<b>EXPENDITURE</b>					
Former DSO Pension Costs	60,980	39,790	61,000	61,000	1
Other Retirement/Pension Costs	241,615	254,790	240,000	244,800	1
Ers Fixed Super Amount	492,000	623,270	535,300	582,400	1
IAS19 Adjustments	(792,000)	(917,850)	(836,300)	(888,200)	2
<b>NET EXPENDITURE</b>	<b>2,595</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**Notes:**

- 1 Pension costs payable to Hampshire Pension Fund. Values are dependent upon actual pensions in payment and estimated costs of future payments.
- 2 Accounting adjustment for pension costs based on actuarial data - this has no effect on the General Fund balance.

**DEPARTMENTAL SALARIES SUMMARY**

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
Community Services	2,577,848	2,674,009	2,679,437	2,805,379
Financial Services	403,451	450,590	1,419,650	1,513,313
Environmental Health Services	1,154,326	1,218,583	1,194,790	1,250,803
Planning Services	1,206,550	1,279,958	1,212,365	1,233,750
I.C.T. and Facilities	481,315	672,853	828,773	952,656
Democratic and Customer Services	636,174	647,190	725,076	800,010
Strategy, Engagement & Organisational Development	574,349	599,908	774,873	798,075
Housing Services	706,626	680,575	708,855	753,934
Legal & Estates Services	400,247	458,799	587,369	549,235
Directors	234,807	253,377	423,229	434,480
Chief Executive's Office	165,923	168,504	168,165	170,405
Audit Services	94,022	95,233	100,173	101,802
Customer Services	1,423,827	1,769,148	0	0
Personnel & Payroll Services	215,975	225,543	0	0
	10,275,440	11,194,270	10,822,757	11,363,844
Allocated to Services	(10,275,440)	(11,194,270)	(10,822,757)	(11,363,844)
<b>NET UNDER/(OVER) RECOVERY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Notes:**

In 2015/16 a significant organisational restructure came into effect, and is reflected in the 2015/16 Revised and 2016/17 Estimates. The major changes were:

- 1 Customer Services was split between Financial Services and Democratic Services.
- 2 Personnel & Payroll Services were incorporated into Strategy & Communications.
- 3 Facilities moved from Democratic Services to IT Services.

Some of the Services were renamed to reflect these changes.

**CORPORATE MANAGEMENT EXPENSES**

The following cost centres collect the management expenses involved in running the services within the portfolio. They are recharged to other Direct and Support cost centres.

<b>CORPORATE MANAGEMENT EXPENSES SUMMARY</b>	<b>2014/15 Actual £</b>	<b>2015/16 Estimate £</b>	<b>2015/16 Revised Estimate £</b>	<b>2016/17 Estimate £</b>	
<b>NET EXPENDITURE</b>					
Information Technology Management	33,380	17,590	15,110	18,310	1
Strategy & Communications Management	15,254	16,300	16,300	16,000	
Democratic Services Management	5,663	15,140	12,890	12,890	2
Customer Services Management	6,234	9,920	9,920	9,920	
Corporate Director	3,798	4,840	3,080	3,180	
Legal & Estates Management	3,281	2,150	2,150	2,150	
<b>NET EXPENDITURE (excludes Recharges to Services)</b>	<b>67,609</b>	<b>65,940</b>	<b>59,450</b>	<b>62,450</b>	

**Notes:**

- 1 Reduction from 2014/15 driven by £5k lower costs in each of external system support and training, and £3k in consultancy.
- 2 2014/15 actuals included one off reductions in spend on conferences and seminars, training and equipment purchases.

**CORPORATE SUPPORT SERVICES**

<b>CORPORATE SUPPORT SERVICES SUMMARY</b>	<b>2014/15 Actual £</b>	<b>2015/16 Estimate £</b>	<b>2015/16 Revised Estimate £</b>	<b>2016/17 Estimate £</b>
<b>NET EXPENDITURE</b>				
Customer Services	487,175	605,550	632,060	688,150
IT Applications Support	447,796	519,660	501,160	527,120
Council Offices	417,947	431,720	449,880	458,870
IT Technical Services	456,143	452,910	443,780	457,820
Corporate Policy Support	534,658	390,450	482,582	395,860
Financial Services	497,348	513,640	361,010	358,590
Communications Support	294,132	305,380	312,370	302,050
Legal Support Services	290,719	269,760	278,910	285,250
Personnel Services	303,136	294,710	309,730	279,440
IT Service Desk	188,591	191,710	199,150	205,120
Audit Services	136,145	139,230	150,540	146,680
Systems Thinking	108,943	150,920	142,540	115,450
Building Services Support	0	0	110,500	111,980
Print Room	103,419	118,420	108,780	110,230
Facilities	236,020	208,030	98,840	102,510
Payroll Services	35,870	34,360	66,460	72,030
Estates Support Services	44,330	53,720	50,700	52,050
Democratic Support Service	127,569	154,190	36,590	36,620
Debtors Support Services	28,817	29,160	30,600	32,670
<b>NET EXPENDITURE (excludes Recharges to Services)</b>	<b>4,738,760</b>	<b>4,863,520</b>	<b>4,766,182</b>	<b>4,738,490</b>



## CUSTOMER SERVICES

**Service Purpose:**

To answer enquiries from the general public calling at the Council offices in person, by telephone, letter and e-mail.

**Service Activity:**

To run the Council's main reception area, the Council switchboard service and the customer service response team, answer e-mails and respond to enquiries via the Council's website. Process payments made to the Council in person, by phone and by post; and carry out meeting room administration and post services.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: A Colver</b>					
<b>EXPENDITURE</b>					
Employees	431,272	549,350	454,500	509,090	1
Transport Related	203	50	60	30	
Supplies & Services	56,931	58,150	180,500	182,030	2
	488,405	607,550	635,060	691,150	
<b>INCOME</b>					
Customer and Client Receipts	(1,230)	(2,000)	(3,000)	(3,000)	
<b>NET EXPENDITURE</b>	<b>487,175</b>	<b>605,550</b>	<b>632,060</b>	<b>688,150</b>	

**Notes:**

- £45k of the reduction in 2015/16 Revised Estimate is due to the transfer of 2 posts to Rent Allowances.
- The increase in 2015/16 Revised Estimate is caused by the transfer of postage costs (£125k pa) from Facilities to Customer Services.

## IT APPLICATIONS SUPPORT

**Service Purpose:**

- Maintaining, upgrading and developing applications to meet user requirements.
- Liaise with customer departments and suppliers on planning upgrades and implementing new requirements.
- Co-ordinate and project manage upgrade process or installation of new applications.
- Production of statutory and other reports for service departments.
- Maintain databases to ensure efficient running.
- Departmental administration.
- Corporate Gazetteer (LLPG) maintenance and information provision to external bodies.
- Corporate Geographical Information Systems.
- Web Site and Channel Shift development.

**Service Activity:**

Liaise with suppliers on planning upgrades and new requirements; co-ordinate and project manage upgrade process or installation of new applications; maintain databases to ensure efficient running.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: N Harding</b>					
<b>EXPENDITURE</b>					
Employees	257,248	316,660	308,160	322,120	
Transport Related	225	0	0	0	
Supplies & Services	190,597	203,000	193,000	205,000	1
	448,069	519,660	501,160	527,120	
<b>INCOME</b>					
Customer and Client Receipts	(273)	0	0	0	
<b>NET EXPENDITURE</b>	<b>447,796</b>	<b>519,660</b>	<b>501,160</b>	<b>527,120</b>	

**Notes:**

- Fluctuation is due to actual spend on aerial photography being lower than plan.

## COUNCIL OFFICES

**Service Purpose:**

To provide a safe, secure and comfortable environment for all users of the Council Offices.

**Service Activity:**

Ensure the building is maintained to the necessary standards of health and safety and meets the Council's needs. Maximise usage of the offices to provide capacity for use by external organisations where appropriate.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: N Harding</b>				
<b>EXPENDITURE.</b>				
Employees	130,834	139,290	148,530	160,880
Premises Related	434,613	434,450	440,410	439,740
Transport Related	904	990	320	320
Supplies & Services	48,481	63,190	64,320	61,630
	614,832	637,920	653,580	662,570
<b>NON RECURRING ITEMS</b>				
Restructuring Costs (funded by Service Improvement Fund)	7,510	0		0
	622,342	637,920	653,580	662,570
<b>INCOME</b>				
Customer and Client Receipts	(204,395)	(206,200)	(203,700)	(203,700)
	(204,395)	(206,200)	(203,700)	(203,700)
<b>NET EXPENDITURE</b>	<b>417,947</b>	<b>431,720</b>	<b>449,880</b>	<b>458,870</b>

**Notes:**

- 1 Increased costs since 2014/15 include £6k canteen subsidy, and £8k across various cleaning, equipment and maintenance costs.

## IT TECHNICAL SERVICES

**Service Purpose:**

- Maintaining, upgrading and developing ICT infrastructure (data network, telephony and server system environments, key corporate systems, ISO 27001 information security policy, security/ firewalls etc).
- Provision of 3rd line technical support, liaison with suppliers and customer departments on planning upgrades and implementing new requirements.
- Provision and support for Public Services Network (GC) services.
- Research in changes in ICT infrastructure market and the potential benefits to the organisation.
- IT procurement & 3rd line telephony support.
- Data centre operations – back up and recovery.

**Service Activity:**

Research in changes in ICT infrastructure market and the potential benefits to the organisation.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: N Harding</b>				
<b>EXPENDITURE</b>				
Employees	198,974	212,780	205,670	215,450
Premises Related	29,826	26,000	14,440	8,900
Transport Related	223	120	90	90
Supplies & Services	227,120	214,010	223,580	233,380
	456,143	452,910	443,780	457,820
<b>NET EXPENDITURE</b>	<b>456,143</b>	<b>452,910</b>	<b>443,780</b>	<b>457,820</b>

**Notes:**

- 1 Reductions in 2015/16 and 2016/17 reflect the new contract for data centre maintenance.

## CORPORATE POLICY SUPPORT

**Service Purpose:**

Development, implementation and monitoring of the Council's corporate strategies, policies and plans.

**Service Activity:**

Collating, analysing and sharing key data to drive and inform decision making. Performance management and development of corporate strategy and planning, the production of quarterly monitoring reports to Directors' Management Board and Cabinet and corporate programme management. Community cohesion and integration strategy.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: K Edwards</b>				
<b>EXPENDITURE</b>				
Employees	386,901	384,110	372,240	389,800
Transport Related	427	340	530	60
Supplies & Services	2,380	6,000	6,002	6,000
Grants & Contributions	0	0	10,000	0
	389,708	390,450	388,772	395,860
<b>NON RECURRING ITEMS</b>				
Channel Shift (funded by Service Improvement Fund)	90,640	0	46,410	0
Joint Working - Shared Services (funded by Service Improvement Fund)	24,200	0	0	0
Service Transformation & Service Review (funded by Service Improvement Fund)	0	0	1,500	0
Systems Thinking / Process Reviews (funded by Service Improvement Fund)	11,400		18,900	
Organisational Development (funded by Service Improvement Fund)	18,710	0	37,000	0
	534,658	390,450	492,582	395,860
<b>INCOME</b>				
Other Grants & Contributions	0	0	(10,000)	0
<b>NET EXPENDITURE</b>	534,658	390,450	482,582	395,860

**Notes:**

1 Grant received from the Supporting Families fund, provided to Just Wellbeing to fund improving mental health and education attainment in schools.

## FINANCIAL SERVICES

**Service Purpose:**

To provide financial support to all areas of the Council.

**Service Activity:**

Provide a comprehensive budgeting and accounting service including the provision of financial advice, the exercising of financial control, the maintenance of financial systems, insurances and the payment of the Council's creditors.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Fahey</b>				
<b>EXPENDITURE</b>				
Employees	478,248	492,770	328,140	337,760
Transport Related	564	570	250	250
Supplies & Services	22,819	20,800	20,200	21,080
	501,631	514,140	348,590	359,090
<b>NON RECURRING ITEM</b>				
Review of Accounting and budget structure (funded by Service Improvement Fund)	0	0	12,920	0
	501,631	514,140	361,510	359,090
<b>INCOME</b>				
Customer & Client Receipts	(4,283)	(500)	(500)	(500)
<b>NET EXPENDITURE</b>	<b>497,348</b>	<b>513,640</b>	<b>361,010</b>	<b>358,590</b>

1 2014/15 Actual reflects an accounting clear-down of historical balances.

## COMMUNICATIONS

**Service Purpose:**

To communicate, consult and engage with local residents. To maintain and develop the Council's website

**Service Activity:**

To promote Council services, protect its reputation and ensure the Council communicates effectively and professionally through a broad range of communication channels and engages meaningfully with the Rushmoor community, staff, Members and partners using

- Public, social and media relations
- Marketing, campaigns and publications
- Effective consultation, engagement and involvement

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: K Edwards</b>				
<b>EXPENDITURE</b>				
Employees	228,559	228,680	224,170	212,850
Supplies & Services	65,933	76,700	88,200	89,200
	294,492	305,380	312,370	302,050
<b>INCOME</b>				
Other Grants & Contributions	(360)	0	0	0
<b>NET EXPENDITURE</b>	<b>294,132</b>	<b>305,380</b>	<b>312,370</b>	<b>302,050</b>

**Notes:**

- 1 2016/17 reduction reflects completion of a fixed term post employed to cover review and project work.
- 2 2014/15 Actual reduction in spend on citizen consultation and engagement of £11k which was then carried forward to 2015/16 Revised Estimate to cover engagement in 2015/16.

## LEGAL SUPPORT SERVICES

**Service Purpose:**

The provision of legal advice to the Council; the carrying out of the role of Monitoring Officer.

**Service Activity:**

The provision of legal advice to officers, Members and the Council. To include general advice on planning, housing, local government law, environmental health, licensing, contracts and procurement, prosecutions, conveyancing, Freedom of Information requests and Data Protection duties.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Greaves</b>				
<b>EXPENDITURE</b>				
Employees	262,870	242,300	251,450	257,790
Supplies & Services	65,766	65,960	65,960	65,960
	328,635	308,260	317,410	323,750
<b>INCOME</b>				
Customer & Client Receipts	(37,916)	(38,500)	(38,500)	(38,500)
	(37,916)	(38,500)	(38,500)	(38,500)
<b>NET EXPENDITURE</b>	290,719	269,760	278,910	285,250

## PERSONNEL SERVICES

**Service Purpose:**

To assist the Council in its objectives by: - advising, supporting and guiding individuals and the organisation on people management issues, - by achieving and facilitating learning and improvement, and through interpretation and application of employment law and good employment practices.

**Service Activity:**

Provide support to managers and employees through various activities - including employee relations, policy development, recruitment and selection and learning and development.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: K Edwards</b>				
<b>EXPENDITURE</b>				
Employees	236,550	247,250	228,320	233,340
Transport Related	130	60	130	0
Supplies & Services	71,981	58,300	57,800	57,100
	308,661	305,610	286,250	290,440
<b>NON RECURRING ITEMS</b>				
Systems Thinking / Process Review (funded by Service Improvement Fund)	5,530	0	34,480	0
	314,191	305,610	320,730	290,440
<b>INCOME</b>				
Customer & Client Receipts	(11,054)	(10,900)	(11,000)	(11,000)
<b>NET EXPENDITURE</b>	303,136	294,710	309,730	279,440

**Notes:**

1 2014/15 expenditure increased due to the delivery of the Organisational Development corporate training programme.

## IT SERVICE DESK

**Service Purpose:**

- Provide an integrated central contact point via central service desk system for users to report service requests or log incidents so that the IT service can resolve them
- To periodically analyse the type and frequency of requests and incidents
- Review with the IT management team, the analysis to enable learning, leading to changes in the ICT service/ infrastructure and training plan
- IT purchasing and 1st line telephony support
- Moves and change management
- Ad-hoc technical implementation support for ICT projects
- IT Project and Programme Management

**Service Activity:**

To periodically analyse the type and frequency of requests and incidents and review with the IT management team, the analysis to enable learning, leading to changes in the ICT service/ infrastructure and training plan.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: N Harding</b>				
<b>EXPENDITURE</b>				
Employees	185,634	187,650	193,760	199,730
Transport Related	218	60	90	90
Supplies & Services	2,739	4,000	5,300	5,300
<b>NET EXPENDITURE</b>	<b>188,591</b>	<b>191,710</b>	<b>199,150</b>	<b>205,120</b>

## AUDIT SERVICES

**Service Purpose:**

The purpose of Internal Audit is to:

- Evaluate and assist in improving the effectiveness of governance, risk management and control processes within the Council.
- Provide the Council with anti-fraud and corruption, and internal investigation expertise.
- Provide assurance to External Audit on the controls within key financial systems.

**Service Activity:**

To meet the above purpose the following activities are carried out by Internal Audit:

- Audit reviews of corporate and service activities.
- Significant financial audits.
- Work with management to address risks and issues identified.
- Provide advice on system controls, legislation and policies.
- Proactive anti-fraud and corruption work as well as investigations when required.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: N Fowler</b>				
<b>EXPENDITURE</b>				
Employees	135,230	137,080	147,790	143,930
Supplies & Services	915	2,150	2,750	2,750
<b>NET EXPENDITURE</b>	<b>136,145</b>	<b>139,230</b>	<b>150,540</b>	<b>146,680</b>

## SYSTEMS THINKING

**Service Purpose:**

To improve services to our customers by enhancing the design and management of our work.

**Service Activity:**

Help improve the delivery of services to our customers; support managers by carrying out interventions in service areas; coaching in system thinking principles and work design; review data and redesign processes; run workshops and presentations.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: I Harrison</b>				
<b>EXPENDITURE</b>				
Employees	104,595	150,400	112,020	114,930
Supplies & Services	1,219	520	520	520
	105,813	150,920	112,540	115,450
<b>NON RECURRING ITEM</b>				
Systems Thinking / Process Reviews (funded by Service Improvement Fund)	3,130	0	30,000	0
<b>NET EXPENDITURE</b>	<b>108,943</b>	<b>150,920</b>	<b>142,540</b>	<b>115,450</b>

## BUILDING SERVICES SUPPORT

**Service Purpose:**

To provide a building support service for the Council's property portfolio.

**Service Activity:**

Provision of administrative and management support, building surveying service, repairs and maintenance, health and safety issues for the Council's estate.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Greaves</b>				
<b>EXPENDITURE</b>				
Employees	0	0	103,500	104,980
Premises Related	0	0	6,000	6,000
Supplies & Services	0	0	1,000	1,000
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>110,500</b>	<b>111,980</b>

**Notes:**

- 1 Following the restructure in 2015/16, this is a new cost centre for Building Services costs, previously included within Democratic Support Services.

## PRINT ROOM

**Service Purpose:**

To provide comprehensive printing, copying and finishing services to Council services and external customers.

**Service Activity:**

Manage photocopier contracts; deal with external printing requirements; provide volume and specialist printing services from within the Print room.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: N Harding</b>					
<b>EXPENDITURE</b>					
Employees	37,286	41,880	31,420	32,060	
Transport Related	233	320	0	0	
Supplies & Services	71,721	85,220	80,360	81,170	1
	109,240	127,420	111,780	113,230	
<b>INCOME</b>					
Customer & Client Receipts	(5,821)	(9,000)	(3,000)	(3,000)	2
<b>NET EXPENDITURE</b>	<b>103,419</b>	<b>118,420</b>	<b>108,780</b>	<b>110,230</b>	

**Notes:**

- 1 Increase in costs over 2014/15 is for paper, photocopiers and operational equipment.
- 2 2015/16 Revised Estimate reflects a fall in sales from external workload, which was overestimated in the Original Budget.

## FACILITIES

**Service Purpose:**

To provide appropriate facilities to maintain effective working arrangements within the Council.

**Service Activity:**

Carry out all work associated with incoming and out-going mail and parcels; deal with all central purchasing of stationery and associated products; maintain the civic suite and provide appropriate meeting facilities.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: N Harding</b>					
<b>EXPENDITURE</b>					
Employees	84,706	83,710	84,010	87,700	
Transport Related	555	750	0	0	
Supplies & Services	147,043	131,570	15,130	15,110	1
	232,304	216,030	99,140	102,810	
<b>NON RECURRING ITEM</b>					
Restructuring Costs (funded by Service Improvement Fund)	4,050	0	0	0	
	236,354	216,030	99,140	102,810	
<b>INCOME</b>					
Customer & Client Receipts	(334)	(8,000)	(300)	(300)	2
<b>NET EXPENDITURE</b>	<b>236,020</b>	<b>208,030</b>	<b>98,840</b>	<b>102,510</b>	

**Notes:**

- 1 Reduction caused by transfer of postage costs (£125k pa) to Customer Services.
- 2 Income in 2015/16 Revised Estimate and 2016/17 is reduced due to the transfer of Room Hire fees to Democratic Services.



**PAYROLL SERVICES****Service Purpose:**

To provide a payroll service to employees and Councillors.

**Service Activity:**

To process 100% of changes to salary, including starters leavers, salary changes on a monthly basis.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: K Edwards</b>				
<b>EXPENDITURE</b>				
Employees	34,620	32,960	65,060	70,630
Supplies & Services	1,055	1,300	1,300	1,300
	35,675	34,260	66,360	71,930
<b>INCOME</b>				
Customer & Client Receipts	195	100	100	100
<b>NET EXPENDITURE</b>	<b>35,870</b>	<b>34,360</b>	<b>66,460</b>	<b>72,030</b>

1

**Notes:**

- 1 Employee costs changed significantly in 2015/16 following restructuring and changes to allocations.

**ESTATES SUPPORT SERVICES****Service Purpose:**

To provide an Estate Management Service for the residual estate within the Communities portfolio.

**Service Activity:**

Provision of admin and management support to the residual estate within the Communities portfolio

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Greaves</b>				
<b>EXPENDITURE</b>				
Employees	34,078	52,620	49,600	50,950
Supplies & Services	11,791	11,100	11,100	11,100
	45,869	63,720	60,700	62,050
<b>INCOME</b>				
Customer & Client Receipts	(1,539)	(10,000)	(10,000)	(10,000)
<b>NET EXPENDITURE</b>	<b>44,330</b>	<b>53,720</b>	<b>50,700</b>	<b>52,050</b>

1

**Notes:**

- 1 Fluctuations in District Valuation fee income.

**DEMOCRATIC SUPPORT SERVICE****Service Purpose:**

To provide support to corporate groups.

**Service Activity:**

To provide administrative support to corporate groups including organising and attending meetings.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Colver</b>				
<b>EXPENDITURE</b>				
Employees	121,443	144,920	36,520	36,560
Premises Related	4,616	7,500	0	0
Transport Related	457	770	70	60
Supplies & Services	1,052	1,000	0	0
<b>NET EXPENDITURE</b>	<b>127,569</b>	<b>154,190</b>	<b>36,590</b>	<b>36,620</b>

1

**Notes:**

- 1 2015/16 Revised Estimate reduction is due to restructuring - Building Services element of costs has transferred to Building Services Support in Legal Services.

**DEBTORS SUPPORT SERVICES****Service Purpose:**

To issue accurate bills and collect money due from individuals and businesses for rents and services.

**Service Activity:**

Issue bills, make collection arrangements and undertake recovery and enforcement for sums due. Liaise with Council Service areas to raise bills and establish liability and payment arrangements for debts from their area. Assist customers with enquiries about bills issued.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Fahey</b>				
<b>EXPENDITURE</b>				
Employees	27,261	26,600	27,660	29,730
Transport Related	254	20	0	0
Supplies & Services	1,303	2,540	2,940	2,940
<b>NET EXPENDITURE</b>	<b>28,817</b>	<b>29,160</b>	<b>30,600</b>	<b>32,670</b>

## REVENUE BUDGET 2016/17

ENVIRONMENT & SERVICE DELIVERY PORTFOLIO	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>STATUTORY</b>				
Domestic Refuse	1,379,166	1,362,860	1,367,938	1,358,640
Street Cleansing	877,816	912,540	881,038	916,940
Recycling	367,864	373,300	354,361	369,020
Planning Policy	339,521	356,560	419,940	329,970
Conservation	60,156	69,730	52,000	49,460
Land Drainage/Sewerage	22,011	21,300	20,400	21,290
Abandoned Vehicles	8,415	10,100	3,980	4,030
Sub Total	3,054,950	3,106,390	3,099,657	3,049,350
<b>DISCRETIONARY</b>				
Public Conveniences	195,239	203,050	200,480	200,840
Economic Development	183,255	194,770	174,810	159,910
Other Highways	273,157	269,080	155,400	156,160
Town Centre Management	88,649	58,180	103,580	101,780
Cemeteries	124,500	86,880	94,280	90,530
Aldershot Regeneration	61,135	45,610	93,670	66,640
Street Furniture	30,943	31,390	31,390	31,390
Farnborough Town Centre Regeneration	9,829	9,440	67,390	28,620
Maintenance Team	(26,264)	(2,670)	23,880	24,460
Street Lighting	14,104	22,860	7,400	7,400
Markets	1,363	(30,160)	0	0
Markets & Car Boot Sales	(10)	0	(165,900)	(180,580)
Parking Management	(334,719)	(342,650)	(311,610)	(392,250)
Crematorium	(1,007,822)	(582,120)	(653,320)	(680,730)
Car Parks	(951,939)	(933,760)	(956,600)	(1,003,490)
Sub Total	(1,338,581)	(970,100)	(1,135,150)	(1,389,320)
<b>Total</b>	<b>1,716,369</b>	<b>2,136,290</b>	<b>1,964,507</b>	<b>1,660,030</b>
Environment & Service Delivery Management Expenses	54,001	58,070	58,620	58,070
Environment & Service Delivery Support Service	10,110	10,690	19,310	20,180
<b>NET DIRECT COSTS</b>	<b>1,780,480</b>	<b>2,205,050</b>	<b>2,042,437</b>	<b>1,738,280</b>
Support Service Recharges	1,212,095	1,186,730	1,229,702	1,123,810
Capital Accounting Charges	486,441	580,860	611,480	382,600
<b>NET EXPENDITURE</b>	<b>3,479,016</b>	<b>3,972,640</b>	<b>3,883,619</b>	<b>3,244,690</b>

**Notes:**

Budgeted uplift for contractor payments for the Waste, Recycling and Grounds Maintenance Contract in 2015/16 was 0%. The Budgeted uplift on the Leisure Contract in 2015/16 Original was 2.5% Revised to 1.1% The inflation uplift for 2016/17 has been estimated at 0% on the Waste, Recycling and Grounds Maintenance Contract and 2.0% on the Leisure Contract.

A budget increase of £54,764 equates to a council tax increase of 1%, equivalent to an increase of £1.84 per year for a Band D property.

Employee costs vary year on year. Common reasons for fluctuations in employee costs are:-

- 1) Pay inflation - the budget assumes that employees will receive a cost of living pay increase of 1% during 2016/17.
  - 2) Changes to time allocations. Employee costs are allocated to the service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.
  - 3) Incremental progression within individual employee pay band.
  - 4) Vacancies - Actuals and Revised Estimates will reflect any vacancies during the year and are therefore likely to be lower than Original Estimates, which assume that the services are fully staffed.
  - 5) Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs.
  - 6) Increased National Insurance Contributions following the introduction of the single-tier State Pension in April 2016.
- The budget book notes provide details for fluctuation in staffing costs for any reason other than identified above.

**Capital Accounting Charges**

These include adjustments for embedded leases in external contracts. Accounting entries do not affect revenue spending or revenue balances. For 2016/17 the embedded lease adjustments are not required.

**STATUTORY SERVICES****DOMESTIC REFUSE****Service Purpose:**

Protecting public health and developing a clean, sustainable and green environment by provision of a regular domestic waste collection.

**Service Activity:**

Weekly collection of household residual waste from 38,750 households; weekly household clinical waste collection service; collection service for bulky/heavy items of household waste.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: J Duggin</b>				
<b>EXPENDITURE</b>				
Employees	60,408	59,550	53,670	56,240
Transport Related	833	610	560	560
Supplies & Services	112,480	111,760	111,358	111,860
Payment to Contractor	1,324,724	1,331,630	1,334,630	1,331,630
	1,498,446	1,503,550	1,500,218	1,500,290
<b>NON RECURRING ITEM</b>				
Service Transformation and Service Review (funded by Service Improvement Fund)	24,520	0	14,410	0
	1,522,966	1,503,550	1,514,628	1,500,290
<b>INCOME</b>				
Other Grants and Contributions	(1,844)	(3,040)	(2,040)	(3,070)
Customer and Client Receipts	(141,956)	(137,650)	(144,650)	(138,580)
	(143,800)	(140,690)	(146,690)	(141,650)
<b>NET EXPENDITURE</b>	<b>1,379,166</b>	<b>1,362,860</b>	<b>1,367,938</b>	<b>1,358,640</b>

**Notes:**

- 1 2014/15 Actual and 2015/16 Revised Estimate include additional bulky waste income offset with additional contractor payments

## STREET CLEANSING

**Service Purpose:**

To maintain and enhance the visual appearance and environmental quality of the Borough, thus protecting and developing a clean, sustainable and green environment, helping to make Rushmoor a place that our communities want to live and work in and reducing the fear of crime.

Adequately ensuring levels of public hygiene and health by regularly removing litter.

**Service Activity:**

Removal of litter, flyposting, flytips, graffiti and shopping trolleys; sweeping of streets; leaf collection; emptying of litter bins, gum removal and street washing. All of these activities take place on the public highway, in town centres, parks, playgrounds, Council land and public open space.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: J Duggin</b>				
<b>EXPENDITURE</b>				
Employees	29,639	28,910	31,260	33,360
Premises Related	5,886	10,000	10,000	10,000
Transport Related	686	550	500	500
Supplies & Services	12,446	15,100	14,598	15,100
Payment to Contractor	1,043,271	1,063,680	1,031,680	1,063,680
	1,091,928	1,118,240	1,088,038	1,122,640
<b>NON RECURRING ITEM</b>				
Service Transformation and Service Review (funded by Service Improvement Fund)	0	0	7,700	0
	1,091,928	1,118,240	1,095,738	1,122,640
<b>INCOME</b>				
Customer and Client Receipts	(9,349)	(500)	(9,500)	(500)
Other Grants & Contributions	(204,763)	(205,200)	(205,200)	(205,200)
	(214,112)	(205,700)	(214,700)	(205,700)
<b>NET EXPENDITURE</b>	877,816	912,540	881,038	916,940

**Notes:**

- 1 2014/15 actuals and 2015/16 Revised Estimate includes additional income as, for a trial period, works were carried out on behalf of a Housing Association.

1

## RECYCLING

**Service Purpose:**

To protect and develop a clean, sustainable and green environment by providing a regular collection service for recyclable materials, which also contributes to conservation of natural resources, energy saving – (CO2 reduction & climate change) and cost avoidance.

**Service Activity:**

Mixed dry recyclables are collected via a blue 240L wheeled bin or equivalent to 38,750 properties;

Compostable garden waste is collected via re-useable green sacks or 240L brown bins;

Glass collection via a basket to all houses or via 240L purple bin to flats;

Provision of circa. 50 bring sites across the Borough for a variety of household recyclables;

Problems and queries associated with both household and commercial recycling are dealt with;

Advice is provided to developers on the provision of recycling and refuse facilities for residential developments.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: J Duggin</b>				
<b>EXPENDITURE</b>				
Employees	73,095	72,250	68,830	71,870
Transport Related	3,254	3,680	2,230	3,630
Supplies & Services	39,793	54,420	54,881	50,570
Payment to Contractor	787,073	796,160	794,160	796,160
	903,214	926,510	920,101	922,230
<b>NON RECURRING ITEM</b>				
Service Transformation and Service Review (funded by Service Improvement Fund)	0	0	4,560	0
	903,214	926,510	924,661	922,230
<b>INCOME</b>				
Other Grants and Contributions	(4,515)	(4,000)	(4,000)	(4,000)
Customer and Client Receipts	(530,835)	(549,210)	(566,300)	(549,210)
	(535,350)	(553,210)	(570,300)	(553,210)
<b>NET EXPENDITURE</b>	367,864	373,300	354,361	369,020

**Notes:**

- 1 2014/15 Actual includes a reduction in Project Integra Fee, recycling publicity & promotion and clear sacks purchase.

## PLANNING POLICY

**Service Purpose:**

Prepare the planning policy framework for the Borough.

**Service Activity:**

Preparation of the Local Plan for Rushmoor. Review policy documents from central government, regional bodies and adjoining local authorities. Prepare detailed planning guidance for important development sites within the Borough.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: K Holland</b>				
<b>EXPENDITURE</b>				
Employees	295,537	310,360	260,010	285,980
Transport Related	452	880	670	670
Supplies & Services	528	3,320	3,320	3,320
PDG Consultancy Fees	18,466	0	43,130	0
PDG LDF Examinations	0	0	65,510	0
Local Plans & Publications	19,839	20,000	10,000	20,000
Public Relations/Consultancy	21,262	22,000	22,000	20,000
	356,083	356,560	404,640	329,970
<b>NON RECURRING ITEM</b>				
LDF Exams	0	0	15,300	0
	356,083	356,560	419,940	329,970
<b>INCOME</b>				
Customer and Client Receipts	(16,562)	0	0	0
<b>NET EXPENDITURE</b>	<b>339,521</b>	<b>356,560</b>	<b>419,940</b>	<b>329,970</b>

**Notes:**

- 1 Housing & Planning Delivery Grant spend in 2014/15 and 2015/16. The funding is transferred from earmarked reserves.
- 2 2015/16 Revised Estimate reflects a £10k reduction in expenditure on consultancy costs as a result of in-house resourcing.
- 3 Delivering Development (DPD) examination costs.

## CONSERVATION

**Service Purpose:**

Preserve and enhance the Borough's Conservation Areas and ensure that its Listed Buildings and preserved trees are adequately protected.

**Service Activity:**

Provision of advice on works to listed buildings and within conservation areas. Determination of applications for works to preserved trees, and provide specialist advice on ecology, biodiversity and landscaping.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: K Holland</b>				
<b>EXPENDITURE</b>				
Employees	111,665	119,250	98,490	95,950
Transport Related	674	(2,450)	580	580
Supplies & Services	5,516	7,450	7,450	7,450
	117,856	124,250	106,520	103,980
<b>INCOME</b>				
Customer and Client Receipts	(57,700)	(54,520)	(54,520)	(54,520)
<b>NET EXPENDITURE</b>	<b>60,156</b>	<b>69,730</b>	<b>52,000</b>	<b>49,460</b>

## LAND DRAINAGE/SEWERAGE

**Service Purpose:**

Inspection of ditches and watercourses to ensure free flow of water. To ensure that the Council carries out its riparian duties and also that others with riparian responsibilities are required to complete necessary works. Inspection of watercourses and removal of obstructions where necessary, working with the Environment Agency and Hampshire County Council as the Lead Local Flood Risk Authority.

**Service Activity:**

Blockages are cleared and obstructions removed; provision of sandbags, inspections carried out; minor works undertaken e.g. digging. Laying of new pipes to assist land drainage.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: H Lolley</b>				
<b>EXPENDITURE</b>				
Employees	10,645	10,470	9,570	10,460
Premises Related	2,136	1,600	1,600	1,600
Supplies & Services	9,230	9,230	9,230	9,230
<b>NET EXPENDITURE</b>	<b>22,011</b>	<b>21,300</b>	<b>20,400</b>	<b>21,290</b>

## ABANDONED VEHICLES

**Service Purpose:**

Protecting and maintaining a clean, sustainable and green environment by removing abandoned vehicles; removal of these helps reduce fear of crime; prevents abuse of unsafe abandoned vehicles (e.g. burnt out vehicles) and maintains local environmental quality.

**Service Activity:**

Collection of abandoned and end of life vehicles; problems and queries associated with nuisance vehicles and implementation of collection and disposal legislation.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: J Duggin</b>				
<b>EXPENDITURE</b>				
Employees	8,165	8,150	2,030	2,080
Transport Related	79	50	50	50
Supplies & Services	172	1,900	1,900	1,900
<b>NET EXPENDITURE</b>	<b>8,415</b>	<b>10,100</b>	<b>3,980</b>	<b>4,030</b>



**DISCRETIONARY SERVICES****OTHER HIGHWAYS****Service Purpose:**

Maintenance of the highway grass verges, shrubs and hedges on behalf of Hampshire County Council.

**Service Activity:**

To maintain highway grass verges, shrub beds and hedges in accordance with grounds maintenance specifications and to facilitate non routine works to maintain a clean, bright and attractive urban environment.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: J Trusler</b>				
<b>EXPENDITURE</b>				
Employees	224,390	243,920	227,780	228,380
Premises Related	5,512	5,050	5,050	5,050
Transport Related	2,401	1,660	3,580	3,580
Supplies & Services	65,082	33,180	32,210	32,370
Payment to Contractors	327,029	321,370	222,880	222,880
	624,413	605,180	491,500	492,260
<b>INCOME</b>				
Customer & Client Receipts	(129,211)	(116,100)	(116,100)	(116,100)
HCC Agency Contributions to Salaries	(222,046)	(220,000)	(220,000)	(220,000)
	(351,257)	(336,100)	(336,100)	(336,100)
<b>NET EXPENDITURE</b>	273,157	269,080	155,400	156,160

**Notes:**

- 2014/15 Actual includes a £24k spend on the Completion of Traffic Regulation Orders audit for Farnborough and £9k additional spend on temporary traffic regulation order adverts.
- 2015/16 Revised Estimate onwards reflects the movement of the Public Open Spaces element of the amenity/highways contractor budget to the Grounds Maintenance Contracts cost centre in the Leisure & Youth portfolio.
- 2014/15 Actual includes additional income from temporary traffic regulation orders.

**PUBLIC CONVENIENCES****Service Purpose:**

Protecting and sustaining a clean, sustainable and green environment and supporting the local economy by providing a network of public conveniences in town centres and parks.

**Service Activity:**

The service provides and maintains a network of 8 public conveniences, they are cleansed twice daily, opened at approximately 8am and closed at 7pm.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: J Duggin</b>				
<b>EXPENDITURE</b>				
Employees	5,156	5,150	6,080	6,120
Premises Related	22,223	29,890	26,420	26,740
Supplies & Services	1,259	1,410	1,380	1,380
Payment to Contractor	166,601	166,600	166,600	166,600
	195,239	203,050	200,480	200,840
<b>NET EXPENDITURE</b>	195,239	203,050	200,480	200,840

**Notes:**

- 2014/15 Actual includes a reduction in spend on repairs and maintenance.

## ECONOMIC DEVELOPMENT

**Service Purpose:**

To work with partners and business to develop and maintain the Borough's economy.

**Service Activity:**

To undertake a wide range of corporate and partnership work supporting and developing the local economy and developing and implementing the Council's economic strategy.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: D Quirk</b>				
<b>EXPENDITURE</b>				
Employees	115,775	116,220	74,050	76,260
Transport Related	390	550	460	450
Supplies & Services	33,214	36,800	59,100	42,000
Enterprise First	34,375	41,200	41,200	41,200
	183,755	194,770	174,810	159,910
<b>INCOME</b>				
Other Grants & Contributions	(500)	0	0	0
<b>NET EXPENDITURE</b>	183,255	194,770	174,810	159,910

**Notes:**

- 1 2015/16 Revised Estimate includes £10k Local Enterprise Partnership contribution which will be an ongoing cost, and a one-off £15k additional spend on the consultation for Business Improvements Districts.

## CEMETERIES

**Service Purpose:**

To provide a dignified and personal bereavement service.

**Service Activity:**

The provision of a cemeteries service to residents and others, which offers individual attention, reverence and respect and which recognises individual cultural requirements. This is achieved through the management of the Borough's three cemeteries.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Sharpe</b>				
<b>EXPENDITURE</b>				
Employees	15,710	15,510	23,270	23,210
Premises Related	6,863	15,990	15,770	15,950
Supplies & Services	13,134	17,630	17,490	17,520
Payment to Contractor	205,492	208,180	208,180	208,180
	241,200	257,310	264,710	264,860
<b>INCOME</b>				
Customer and Client Receipts	(116,700)	(170,430)	(170,430)	(174,330)
<b>NET EXPENDITURE</b>	124,500	86,880	94,280	90,530

**Notes:**

- 1 2014/15 Actual includes an underspend on repairs & maintenance.
- 2 2014/15 Actual income reflects an unusually low level of interment and grave sales. Unit prices also increase each year.

## TOWN CENTRE MANAGEMENT

**Service Purpose:**

Improve and promote Aldershot Town Centre.

**Service Activity:**

Improve the appearance of the town centre, support retailers, organise events, etc.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: D Phillips</b>					
<b>EXPENDITURE</b>					
Employees	71,310	41,330	82,230	84,700	1
Transport Related	867	490	820	820	
Supplies & Services	34,787	16,360	20,530	16,260	2
	106,964	58,180	103,580	101,780	
<b>INCOME</b>					
Other Grants & Contributions	(18,315)	0	0	0	2
	(18,315)	0	0	0	
<b>NET EXPENDITURE</b>	<b>88,649</b>	<b>58,180</b>	<b>103,580</b>	<b>101,780</b>	

**Notes:**

- 1 2014/15 Actual and 2015/16 Revised Estimate onwards included £30k of employee costs which have been transferred from the Princes Hall cost centre in the Leisure & Youth Portfolio.
- 2 2014/15 Actual includes additional costs for various events covered by contributions from companies. 2015/16 Revised includes a carry forward of promotions budget from 2014/15.

## ALDERSHOT REGENERATION

**Service Purpose:**

To work with commercial and other organisations to facilitate the redevelopment and regeneration of the town.

**Service Activity:**

Redevelopment of the town.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: D Quirk</b>					
<b>EXPENDITURE</b>					
Employees	49,449	45,510	53,860	66,580	
Transport Related	221	100	60	60	
Supplies & Services	11,464	0	39,750	0	1
	61,135	45,610	93,670	66,640	
<b>NET EXPENDITURE</b>	<b>61,135</b>	<b>45,610</b>	<b>93,670</b>	<b>66,640</b>	

**Notes:**

- 1 Consultancy fees for town centre regeneration.

## STREET FURNITURE

**Service Purpose:**

To improve the street scene.

**Service Activity:**

Provide items of street furniture such as street name plates and public benches, in accordance within the requirements of the Highways Act 1980.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: J Trusler</b>				
<b>EXPENDITURE</b>				
Premises Related	2,095	2,000	2,000	2,000
Supplies & Services	28,848	29,390	29,390	29,390
<b>NET EXPENDITURE</b>	<b>30,943</b>	<b>31,390</b>	<b>31,390</b>	<b>31,390</b>

## STREET LIGHTING

**Service Purpose:**

To maintain and where appropriate improve street lighting throughout our parks &amp; open spaces.

**Service Activity:**

To provide lighting of footways and public areas.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: J Trusler</b>				
<b>EXPENDITURE</b>				
Premises Related	4,884	18,760	3,300	3,300
Supplies & Services	9,220	4,100	4,100	4,100
<b>NET EXPENDITURE</b>	<b>14,104</b>	<b>22,860</b>	<b>7,400</b>	<b>7,400</b>

1  
2**Notes:**

- 1 2015/16 Estimate included the repair & maintenance of fixed plant budget which has been moved to salary costs within the Traffic Management team.
- 2 2014/15 Actual includes additional one-off cost of materials and annual installation cost for Farnborough Town Centre christmas decorations.

## FARNBOROUGH TOWN CENTRE REGENERATION

**Service Purpose:**

To work with commercial and other organisations to facilitate the redevelopment and regeneration of the town.

**Service Activity:**

Redevelopment of the town.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: D Quirk</b>				
<b>EXPENDITURE</b>				
Employees	9,829	9,440	17,390	28,620
Supplies & Services	0	0	40,000	0
	9,829	9,440	57,390	28,620
<b>NON RECURRING ITEM</b>				
Service Transformation and Service Review (funded by Service Improvement Fund)	0	0	20,000	0
	9,829	9,440	77,390	28,620
<b>INCOME</b>				
Other Grants and Contributions	0	0	(10,000)	0
<b>NET EXPENDITURE</b>	<b>9,829</b>	<b>9,440</b>	<b>67,390</b>	<b>28,620</b>

**Notes:**

- 1 Consultancy fees for town centre regeneration, offset in part by a £10k contribution from Hampshire County Council.

**MAINTENANCE TEAM****Service Purpose:**

To maintain and improve the environment.

**Service Activity:**

To address vandalism, flytipping, graffiti, damage to street furniture and playground equipment; Installation of litter bins and street furniture; assist in emergencies as and when required.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: J Trusler</b>				
<b>EXPENDITURE</b>				
Employees	114,206	67,270	123,040	93,520
Transport Related	16,815	14,500	18,900	15,900
Supplies & Services	115,361	27,690	43,570	27,170
	246,382	109,460	185,510	136,590
<b>INCOME</b>				
Other Grants and Contributions	(272,647)	(112,130)	(161,630)	(112,130)
<b>NET EXPENDITURE</b>	<b>(26,264)</b>	<b>(2,670)</b>	<b>23,880</b>	<b>24,460</b>

**Notes:**

- 1 Fluctuations in 2014/15 Actual and 2015/16 Revised Estimate include costs associated with the skilled up project (funded by grant income) and the additional salary costs of the restructured team funded by the movement of the repairs and maintenance of fixed plant budget from the Street Lighting cost centre.
- 2 Fluctuations in 2014/15 Actual and 2015/16 Revised Estimate include costs and grant funding associated with the skilled up project.

## MARKETS

**Service Purpose:**

To provide markets for Aldershot and Farnborough.

**Service Activity:**

To manage the market lettings agreement.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: J Trusler</b>				
<b>EXPENDITURE</b>				
Employees	2,911	4,640	0	0
Premises Related	30,701	0	0	0
	33,612	4,640	0	0
<b>INCOME</b>				
Customer and Client Receipts	(32,249)	(34,800)	0	0
<b>NET EXPENDITURE</b>	1,363	(30,160)	0	0

1

**Notes:**

1 Markets are now run in-house and all income and expenditure is reported under "Markets & Car Boot Sales".

## MARKETS &amp; CAR BOOT SALES

**Service Purpose:**

To manage markets and car boot sales to enhance the town centre offering.

**Service Activity:**

Manage the set up, safety and inspection of markets and car boot sales, and collect rent and entrance fees.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: J Trusler</b>				
<b>EXPENDITURE</b>				
Employees	3,494	0	68,190	71,280
Premises Related	1,572	0	36,720	37,140
Supplies & Services	7,968	0	6,690	6,000
	13,033	0	111,600	114,420
<b>NON RECURRING ITEM</b>				
Service Transformation and Service Review (funded by Service Improvement Fund)	6,090	0	0	0
	19,123	0	111,600	114,420
<b>INCOME</b>				
Customer and Client Receipts	(19,133)	0	(277,500)	(295,000)
<b>NET EXPENDITURE</b>	(10)	0	(165,900)	(180,580)

1

**Notes:**

1 From March 2015 the operation of the markets and car boot sales changed and is now managed in-house rather than via a market lettings agreement.

## PARKING MANAGEMENT

**Service Purpose:**

Effect strategic traffic management objectives through powers delegated by Hampshire County Council to secure safe and accessible town centres and residential areas .

**Service Activity:**

On-street enforcement against parking contraventions; on-street charging; on-street residents permit parking facilities.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: K Hosey</b>				
<b>EXPENDITURE</b>				
Employees	304,052	370,480	293,360	337,620
Premises Related	11,021	6,900	7,500	7,500
Transport Related	5,881	6,610	9,620	9,560
Supplies & Services	58,058	67,360	63,410	68,700
	379,012	451,350	373,890	423,380
<b>INCOME</b>				
Customer and Client Receipts	(713,731)	(794,000)	(685,500)	(815,630)
<b>NET EXPENDITURE</b>	<b>(334,719)</b>	<b>(342,650)</b>	<b>(311,610)</b>	<b>(392,250)</b>

**Notes:**

- 2014/15 Actual reduction in expenditure is mainly on costs related to penalty charge notices issued in 2014/15. 2016/17 Estimate reflects the additional costs associated with the increase in penalty charge notices being issued.
- 2015/16 Estimate included £70k additional on-street parking charge income anticipated from a fee increase to the all-day parking charges. However this increase has been reversed in the Revised estimate partially due to the number of all day ticket sales declining. The 2015/16 Revised Estimate also shows a £72k shortfall in CCTV enforcement income following changes to the legislation in April 2015. These reductions are partially offset by £36k additional Penalty Charge Notice fine income from Civil Enforcement Officers as several vacant posts have been filled during 2015/16. 2016/17 Estimate includes a further increase in the Penalty Charge Notice fine income reflecting the full year effect of the additional Civil Enforcement Officers.

## CREMATORIUM

**Service Purpose:**

To provide a dignified and personal bereavement service.

**Service Activity:**

The provision of a bereavement service that offers individual attention, reverence and respect whilst recognising cultural requirements. Provision of memorials that offer a wide variety of opportunities in which to remember loved ones.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Sharpe</b>				
<b>EXPENDITURE</b>				
Employees	246,073	263,850	241,720	242,420
Premises Related	133,306	153,160	146,670	147,760
Transport Related	457	510	490	490
Supplies & Services	202,318	250,710	212,140	212,460
Mercury Abatement Provision	(408,342)	0	0	0
Payment to Contractor	121,475	122,670	122,670	122,670
	295,287	790,900	723,690	725,800
<b>INCOME</b>				
Customer and Client Receipts	(1,303,109)	(1,373,020)	(1,377,010)	(1,406,530)
<b>NET EXPENDITURE</b>	<b>(1,007,822)</b>	<b>(582,120)</b>	<b>(653,320)</b>	<b>(680,730)</b>

**Notes:**

- Accounting adjustment to release Mercury Abatement Provision

## CAR PARKS

## Service Purpose:

Effect strategic traffic management objectives through the provision of structured off-street parking to secure safe and accessible town centres and residential areas. Ensure an adequate financial return on assets employed.

## Service Activity:

Ensure car parks remain available and accessible for use. Ensure the car parks are safe, accessible and of acceptable quality. Protect and account for income received.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: K Hosey</b>					
<b>EXPENDITURE</b>					
Employees	122,702	132,110	119,410	134,180	
Premises Related	664,959	241,620	242,950	243,880	1
Transport Related	3,661	4,030	4,070	4,050	
Supplies & Services	311,590	323,360	288,700	289,180	2
Payment to Contractor	101,454	102,170	102,170	102,170	
	1,204,366	803,290	757,300	773,460	
<b>INCOME</b>					
Other Grants and Contributions	(20,103)	(43,900)	(52,000)	(52,000)	3
Customer and Client Receipts	(2,136,202)	(1,693,150)	(1,661,900)	(1,724,950)	4
	(2,156,305)	(1,737,050)	(1,713,900)	(1,776,950)	
<b>NET EXPENDITURE</b>	<b>(951,939)</b>	<b>(933,760)</b>	<b>(956,600)</b>	<b>(1,003,490)</b>	

## Notes:

- 2014/15 Actuals includes £400k for rental, backdated repair and maintenances and non domestic rates costs for Princes Mead car park and £17k additional spend on car park repairs & maintenance mainly at the Aldershot Multi Storey car park. 2015/16 Original Estimate onwards reflects the full year impact of the exit from the Princes Mead car park.
- 2015/16 Revised Estimates includes a £18.8k reduction following the end of the agreement to manage the PC World car park, £8k transfer of security services costs to the on-street parking cost centre and £8k reduction in all other supplies and services costs. 2016/17 Estimate reflects the full year impact of the end of the PC World managed car park agreement.
- This budget reflects the notional income associated with granting parking permits to various voluntary organisations and charities. The corresponding notional cost is shown in the Grants to Major Voluntary Organisations cost centre. Fluctuations between years occurs due to timing of requests.
- 2015/16 Estimate onwards reflects the full year position following our exit from the Princes Mead car park in March 2015.

**ENVIRONMENT & SERVICE DELIVERY MANAGEMENT EXPENSES**

The following cost centres collect the management expenses involved in running the services within the portfolio. They are recharged to other Direct and Support cost centres.

ENVIRONMENT & SERVICE DELIVERY MANAGEMENT EXPENSES SUMMARY	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>NET EXPENDITURE</b>					
Environmental Health Management	38,883	45,950	45,950	45,950	1
Planning Policy Management	7,481	6,210	6,210	6,210	
Conservation Management	2,597	3,300	3,300	3,300	
Corporate Director	5,040	2,610	3,160	2,610	
<b>NET EXPENDITURE (excludes Recharges to Services)</b>	<b>54,001</b>	<b>58,070</b>	<b>58,620</b>	<b>58,070</b>	

## Notes:

- 2014/15 included an unusually low photocopying charge due to the allocation mechanism between departments.



**ENVIRONMENT & SERVICE DELIVERY SUPPORT SERVICE****ENVIRONMENTAL HEALTH SUPPORT**

	<b>2014/15 Actual £</b>	<b>2015/16 Estimate £</b>	<b>2015/16 Revised Estimate £</b>	<b>2016/17 Estimate £</b>
<b>Budget Officer: Q Yasin</b>				
<b>EXPENDITURE</b>				
Employees	10,110	10,690	19,310	20,180
<b>NET EXPENDITURE (excludes Recharges to Services)</b>	<b>10,110</b>	<b>10,690</b>	<b>19,310</b>	<b>20,180</b>

## REVENUE BUDGET 2016/17

CONCESSIONS & COMMUNITY PORTFOLIO	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>STATUTORY</b>				
Council Tax Support	89,531	206,100	191,410	194,570
Electoral Registration	35,626	106,850	108,430	103,220
Corporate Fraud Investigations	107,575	106,050	98,530	100,900
Elections	81,944	86,730	90,260	86,130
Rent Allowances	(129,878)	(133,750)	(62,530)	(42,940)
Sub Total	184,798	371,980	426,100	441,880
<b>DISCRETIONARY</b>				
Grants to Major Voluntary Organisations	485,021	511,180	514,550	521,780
Grants to Local and National Organisations	154,372	181,410	231,110	193,820
Community Transport	55,314	55,380	53,760	53,700
Sustainability Initiatives	30,421	49,990	37,520	38,280
Meals on Wheels	11,314	12,640	10,930	3,820
Public Health	(20,000)	0	20,000	0
Sub Total	716,442	810,600	867,870	811,400
<b>NET DIRECT COSTS</b>	<b>901,239</b>	<b>1,182,580</b>	<b>1,293,970</b>	<b>1,253,280</b>
Support Service Recharges	567,124	564,130	600,580	589,160
Capital Accounting Charges	12,504	3,380	3,380	2,780
<b>NET EXPENDITURE</b>	<b>1,480,867</b>	<b>1,750,090</b>	<b>1,897,930</b>	<b>1,845,220</b>

**Notes:**

A budget increase of £54,764 equates to a council tax increase of 1%, equivalent to an increase of £1.84 per year for a Band D property.

Employee costs vary year on year. Common reasons for fluctuations in employee costs are:-

- 1) Pay inflation - the budget assumes that employees will receive a cost of living pay increase of 1% during 2016/17.
  - 2) Changes to time allocations. Employee costs are allocated to the service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.
  - 3) Incremental progression within individual employee pay band.
  - 4) Vacancies - Actuals and Revised Estimates will reflect any vacancies during the year and are therefore likely to be lower than Original Estimates, which assume that the services are fully staffed.
  - 5) Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs.
  - 6) Increased National Insurance Contributions following the introduction of the single-tier State Pension in April 2016.
- The budget book notes provide details for fluctuation in staffing costs for any reason other than identified above.

**STATUTORY SERVICES****COUNCIL TAX SUPPORT****Service Purpose from 2013/14:**

To assess claims for council tax support quickly and accurately.

**Service Activity from 2013/14:**

Assist customers with their application for council tax support. Assessing and awarding any support due. Reviewing customer's circumstances as they change. Providing advice about other related welfare benefits.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Fahey</b>				
<b>EXPENDITURE</b>				
Employees	169,112	200,600	186,400	189,560
Transport Related	513	500	10	10
Council Tax Rebates	8,205	5,000	5,000	5,000
	177,830	206,100	191,410	194,570
<b>INCOME</b>				
Government Grants	(88,299)	0	0	0
<b>NET EXPENDITURE</b>	89,531	206,100	191,410	194,570

**Notes:**

- 1 A phased reduction in admin subsidy grant, with grant no longer payable in 2015/16.

**ELECTORAL REGISTRATION****Service Purpose:**

To maintain an up-to-date electoral register and to provide associated registration services.

**Service Activity:**

Compile and maintain the electoral register through the yearly canvass and rolling registration; Maintain the lists of postal and proxy voters and overseas and service voters; promote and develop initiatives to increase the level of registration.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Colver</b>				
<b>EXPENDITURE</b>				
Employees	52,738	48,380	50,010	51,250
Transport Related	179	170	170	170
Supplies & Services	61,620	81,500	89,000	64,000
	114,537	130,050	139,180	115,420
<b>NON RECURRING ITEM</b>				
Transitional cost for Individual Elector Registration	18,550	0	16,450	0
	133,087	130,050	155,630	115,420
<b>INCOME</b>				
Customer and Client Receipts	(1,647)	(3,200)	(2,200)	(2,200)
Government Grant	(95,814)	(20,000)	(45,000)	(10,000)
	(97,461)	(23,200)	(47,200)	(12,200)
<b>NET EXPENDITURE</b>	35,626	106,850	108,430	103,220

**Notes:**

- 1 2015/16 Original Estimate included an additional £15k for canvass fees relating to Individual Electoral Registration, funded by one-off Government grants. 2015/16 Revised Estimate includes carry forwards from 2014/15 to cover additional spend related to IER. 2016/17 budgets have been reduced for canvass fees, stationery and publicity as no additional Government grants are available. Additional item bid requested.
- 2 2014/15 Actual included Government grant for set up of IER with unused funds being transferred to earmarked reserves. 2015/16 Revised Estimate reflects higher funding received.

## CORPORATE FRAUD INVESTIGATIONS

**Service Purpose:**

To investigate internal and external allegations of fraud, corruption and dishonesty in accordance with prevalent legislation and utilising appropriate investigative techniques.

**Service Activity:**

To plan and undertake investigations into allegations of fraud and corruption of varying nature and complexity using the most cost effective and efficient methods. To comply with legislative requirements, Council policies and procedures governing the conduct of investigations. To assist in the identification of control weaknesses and implementing solutions and controls for future improvements. To assist in the development and delivery and to participate in education, training and awareness activities as part of the fraud prevention programme.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Fahey</b>				
<b>EXPENDITURE</b>				
Employees	92,547	92,820	90,130	92,500
Transport Related	1,199	1,230	0	0
Supplies & Services	13,829	12,000	8,400	8,400
<b>NET EXPENDITURE</b>	<b>107,575</b>	<b>106,050</b>	<b>98,530</b>	<b>100,900</b>

## ELECTIONS

**Service Purpose:**

To arrange and manage elections in the Borough.

**Service Activity:**

Organise all parliamentary, European and local elections in the Borough and the Aldershot Constituency; ensure compliance with legislative provisions and guidance relating to all administrative aspects of elections; promote and develop initiatives to increase turnout at elections.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Colver</b>				
<b>EXPENDITURE</b>				
Employees	66,130	57,690	59,710	56,480
Premises Related	4,007	4,100	6,000	5,100
Transport Related	669	770	740	740
Supplies & Services	30,690	36,440	39,110	36,110
	101,497	99,000	105,560	98,430
Customer and Client Receipts	(487)	(270)	(300)	(300)
Other Grants and Contributions	(19,066)	(12,000)	(15,000)	(12,000)
	(19,553)	(12,270)	(15,300)	(12,300)
<b>NET EXPENDITURE</b>	<b>81,944</b>	<b>86,730</b>	<b>90,260</b>	<b>86,130</b>

**Notes:**

- 1 2014/15 Actuals included reduced expenditure on equipment. 2015/16 Revised Estimate has been increased to cover the purchase of new wooden screens for polling stations.
- 2 2014/15 Actuals included additional contributions towards election costs.

## RENT ALLOWANCES

**Service Purpose:**

To assess claims for housing benefit quickly and accurately; to prevent and detect housing & council tax benefit fraud; and to collect amounts of overpaid housing benefit.

**Service Activity:**

Assist customers with their application for housing benefit, assessing and awarding any benefit due. Review customer's circumstances as they change. Provide advice about other related welfare benefits. Make payment arrangements and take enforcement action in respect of customers that have been overpaid housing benefit. Making arrangements with customers who owe the Council debts for both housing benefit and council tax sums.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: A Fahey</b>					
<b>EXPENDITURE</b>					
Employees	410,856	431,720	485,370	414,580	1
Transport Related	855	1,030	0	0	
Supplies & Services	67,026	53,100	51,200	55,640	2
Allowances granted/Transfer Payments	37,311,386	37,860,000	37,460,000	37,720,000	
Bad Debt Provision	484,810	80,000	150,000	150,000	3
Discretionary Housing Payments	143,676	100,000	150,000	100,000	
	38,418,609	38,525,850	38,296,570	38,440,220	
<b>INCOME</b>					
Discretionary Rent Allowances	(143,676)	(100,000)	(150,000)	(100,000)	
Housing Benefit Subsidy	(36,826,764)	(37,750,000)	(36,990,000)	(37,250,000)	3
Housing Benefits Admin Subsidy	(491,406)	(509,600)	(509,600)	(433,160)	
Overpayments Recovered	(1,063,113)	(300,000)	(700,000)	(700,000)	3
Other Income	(358)	0	0	0	
Government Grants	(23,170)	0	(9,500)	0	4
	(38,548,487)	(38,659,600)	(38,359,100)	(38,483,160)	
<b>NET EXPENDITURE</b>	<b>(129,878)</b>	<b>(133,750)</b>	<b>(62,530)</b>	<b>(42,940)</b>	

**Notes:**

- 1 Increased Employee costs in the 15/16 Revised Estimate include £45k relating to 2 posts transferred in from Customer Services.
- 2 2014/15 Actual includes an additional £15k for software changes funded by Government grant.
- 3 2015/16 Estimates for Overpayments Recovered have increased, together with the associated bad debt provision. This is due to Real Time Information matching with HMRC, and the Fraud and Error Reduction Incentive Scheme (FERIS).
- 4 2014/15 Actual includes £15k Government grants towards software costs. 2014/15 Actual and 2015/16 revised Estimate include funding towards FERIS costs.

**DISCRETIONARY SERVICES****GRANTS TO MAJOR VOLUNTARY ORGANISATIONS****Service Purpose:**

To provide assistance to non-profit making organisations through the granting of discretionary rent relief or contribution to rent payments.

**Service Activity:**

Providing financial and advisory support to organisations who provide benefit to the Borough.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: P Amies</b>				
<b>EXPENDITURE</b>				
Employees	8,101	8,140	3,410	3,250
Supplies & Services	20,860	38,670	46,770	46,770
Direct Grants	0	0	0	3,000
Citizens Advice	253,210	257,380	257,380	259,720
Farnborough & Cove War Memorial Hospital Trust	110,360	112,570	112,570	113,810
Rushmoor Voluntary Service	71,960	73,400	73,400	74,210
35-39 High Street Service Charge	20,530	21,020	21,020	21,020
<b>NET EXPENDITURE</b>	<b>485,021</b>	<b>511,180</b>	<b>514,550</b>	<b>521,780</b>

**Notes:**

- 1 This budget reflects the notional costs associated with granting parking permits to various voluntary organisations and charities. The corresponding notional income is shown in the Car Parks cost centre. Fluctuations between years occur due to timing of requests.

**GRANTS TO LOCAL & NATIONAL ORGANISATIONS****Service Purpose:**

To provide small grants to voluntary, community, sports and arts and youth related groups.

**Service Activity:**

The aim of the grant is to support non-profit making groups that require financial support to provide or improve services that will benefit the people of Rushmoor.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: P Amies</b>				
<b>EXPENDITURE</b>				
Employees	4,024	5,610	17,830	18,020
Grants & Contributions	10,917	20,000	57,480	20,000
Farnborough Airport Community Environmental Fund	44,050	0	0	0
Have Your Say Grants	11,915	0	0	0
Service Charge	2,140	2,190	2,190	2,190
Community Matters Partnership	0	5,000	5,000	5,000
Grants for Apprentice Schemes	1,000	0	0	0
Rent Relief	143,463	148,610	148,610	148,610
	217,509	181,410	231,110	193,820
<b>INCOME</b>				
Farnborough Airport Community Environmental Fund	(63,137)	0	0	0
	(63,137)	0	0	0
<b>NET EXPENDITURE</b>	<b>154,372</b>	<b>181,410</b>	<b>231,110</b>	<b>193,820</b>

**Notes:**

- 1 2015/16 Revised Estimate includes £24k one off rent contribution for Source young people's charity.  
2 2014/15 shows the amount of Farnborough Airport Community Environmental Fund received and used in year.

## COMMUNITY TRANSPORT

**Service Purpose:**

To support residents who may become isolated due to lack of transport.

**Service Activity:**

To provide Dial a Ride in liaison with Rushmoor Voluntary Services and Hampshire County Council.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: P Amies</b>				
<b>EXPENDITURE</b>				
Employees	3,004	3,070	1,450	1,390
Payment to Contractor	17,670	17,670	17,670	17,670
Dial A Ride	34,640	34,640	34,640	34,640
<b>NET EXPENDITURE</b>	<b>55,314</b>	<b>55,380</b>	<b>53,760</b>	<b>53,700</b>

## SUSTAINABILITY INITIATIVES

**Service Purpose:**

To plan and deliver the Council's work to promote sustainability in the Borough.

**Service Activity:**

Develop, implement and monitor the Council's Climate Change Strategy and Action Plan; promote sustainability initiatives and implement associated actions with the community and partnership organisations; initiate, manage and support the delivery of projects to improve the Council's and its partners sustainability performance, particularly in relation to resource use.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Greaves</b>				
<b>EXPENDITURE</b>				
Employees	28,828	29,580	24,820	25,580
Transport Related	545	710	0	0
Supplies & Services	8,360	19,700	12,700	12,700
	37,733	49,990	37,520	38,280
<b>INCOME</b>				
Other Grants and Contributions	(7,312)	0	0	0
<b>NET EXPENDITURE</b>	<b>30,421</b>	<b>49,990</b>	<b>37,520</b>	<b>38,280</b>

**Notes:**

- 1 The reduction in the 2015/16 Revised Estimate reflects the discontinuation of the biennial "Go Green in Rushmoor" initiative.

## MEALS ON WHEELS

**Service Purpose:**

To support a luncheon club at the Aldershot and Fleet Rugby Club and the County's Food and Friendship programme.

**Service Activity:**

Provide grants to Age Concern.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Sharpe</b>				
<b>EXPENDITURE</b>				
Employees	4,519	4,660	6,030	1,320
Third Party Payment	6,795	7,980	4,900	2,500
<b>NET EXPENDITURE</b>	<b>11,314</b>	<b>12,640</b>	<b>10,930</b>	<b>3,820</b>

## PUBLIC HEALTH

**Service Purpose:**

To support public health in the Borough.

**Service Activity:**

To reallocate and administer public health grants made to the Rushmore Health & Well Being Partnership.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: Q Yasin</b>				
<b>EXPENDITURE</b>				
Direct Grants	32,500	0	40,000	0
	32,500	0	40,000	0
<b>INCOME</b>				
Public Health Grant	(52,500)	0	(20,000)	0
<b>NET EXPENDITURE</b>	<b>(20,000)</b>	<b>0</b>	<b>20,000</b>	<b>0</b>

- 1 Reallocation of public health grants made by Hampshire County Council. Due to timings £20k surplus in 2014/15 is being spent in 2015/16.



## REVENUE BUDGET 2016/17

HEALTH & HOUSING PORTFOLIO	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>STATUTORY</b>				
Houses in Multiple Occupation	101,551	108,360	104,540	132,950
<b>DISCRETIONARY</b>				
Healthy Rushmoor	7,000	7,000	7,000	7,000
<b>MIXED</b>				
Housing Advice	608,166	507,500	593,880	570,520
Housing Strategy	151,293	141,550	152,150	152,160
Improvement Grants	129,937	127,960	124,910	127,690
	889,397	777,010	870,940	850,370
<b>Total</b>	<b>997,948</b>	<b>892,370</b>	<b>982,480</b>	<b>990,320</b>
Health & Housing Support Service	22,212	22,820	22,860	23,310
<b>NET DIRECT COSTS</b>	<b>1,020,160</b>	<b>915,190</b>	<b>1,005,340</b>	<b>1,013,630</b>
Support Service Recharges	265,004	262,640	251,200	252,810
Capital Accounting Charges	485,443	499,350	913,350	416,350
<b>NET EXPENDITURE</b>	<b>1,770,607</b>	<b>1,677,180</b>	<b>2,169,890</b>	<b>1,682,790</b>

**Notes:**

A budget increase of £54,764 equates to a council tax increase of 1%, equivalent to an increase of £1.84 per year for a Band D property.

Employee costs vary year on year. Common reasons for fluctuations in employee costs are:-

- 1) Pay inflation - the budget assumes that employees will receive a cost of living pay increase of 1% during 2016/17.
  - 2) Changes to time allocations. Employee costs are allocated to the service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.
  - 3) Incremental progression within individual employee pay band.
  - 4) Vacancies - Actuals and Revised Estimates will reflect any vacancies during the year and are therefore likely to be lower than Original Estimates, which assume that the services are fully staffed.
  - 5) Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs.
  - 6) Increased National Insurance Contributions following the introduction of the single-tier State Pension in April 2016.
- The budget book notes provide details for fluctuation in staffing costs for any reason other than identified above.

**Capital Accounting Charges**

2015/16 included an adjustment for grants to support disabled facilities and social housing schemes that had slipped from the previous year. 2016/17 reflects slightly reducing grant claims from registered social landlords.

**STATUTORY SERVICES****HOUSES IN MULTIPLE OCCUPATION****Service Purpose:**

Safeguard the public from poor housing conditions. Licence high-risk houses in multiple occupation.

**Service Activity:**

All high risk houses; 3 storey and above, housing 5 people or more not in the same household. Licensing will ensure properties are maintained to legal requirement minimising risk to residents.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: Q Yasin</b>					
<b>EXPENDITURE</b>					
Employees	112,590	110,850	115,960	137,430	1
Transport related	1,166	1,130	1,080	1,080	
Supplies & Services	0	500	500	500	
	113,756	112,480	117,540	139,010	
<b>INCOME</b>					
Customer and Client Receipts	(12,205)	(4,120)	(13,000)	(6,060)	2
<b>NET EXPENDITURE</b>	<b>101,551</b>	<b>108,360</b>	<b>104,540</b>	<b>132,950</b>	

**Notes:**

- 2015/16 Revised Estimate and 2016/17 Estimate include additional salary costs to cover a one-year contract for a targeted survey of specific areas of private rented accommodation in the Borough.
- Fluctuations in licencing income as a result of variations in the number of HMOs registered each year.

**DISCRETIONARY SERVICES****HEALTHY RUSHMOOR****Service Purpose:**

The promotion of good health and healthy lifestyles across the Borough.

**Service Activity:**

The service is delivered by a charity Rushmoor Healthy Living and covers a wide variety of health-related projects.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: D Quirk</b>					
<b>EXPENDITURE</b>					
Third Party Payments	7,000	7,000	7,000	7,000	
<b>NET EXPENDITURE</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	

**MIXED SERVICES****HOUSING ADVICE****Service Purpose:**

To help people solve their housing problem and to provide a suitable home to those in housing need.

**Service Activity:**

Manage the housing allocation pool and choice based lettings home finder scheme. Provide temporary and permanent accommodation to priority homeless people and those in housing need. Make referrals to other agencies as appropriate.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: Q Yasin</b>					
<b>EXPENDITURE</b>					
Employees	367,188	338,350	369,950	396,320	1
Transport related	1,091	650	1,710	1,710	
Supplies & Services	221,568	134,220	166,120	135,260	2
Step by Step	26,000	27,400	38,010	27,400	3
Rent Deposits	36,988	37,500	37,500	37,500	
HCC Childs Safeguarding Board	2,000	2,500	2,500	2,500	
Mortgage Rescue	1,665	0	890	0	
Housing Advice Direct Grants	7,500	0	9,360	0	4
Housing Advice Domestic Abuse Grant	0	0	9,000	0	
Hants Welfare Assistance	2,393	0	7,480	0	
	666,393	540,620	642,520	600,690	
<b>NON RECURRING ITEMS</b>					
Housing Advice under occupancy scheme	0	0	4,360	0	5
	666,393	540,620	646,880	600,690	
<b>INCOME</b>					
Customer Clients and Receipts	(58,227)	(33,120)	(44,000)	(30,170)	6
Domestic abuse grant income	0	0	(9,000)	0	
	(58,227)	(33,120)	(53,000)	(30,170)	
<b>NET EXPENDITURE</b>	608,166	507,500	593,880	570,520	

**Notes:**

- 1 The fluctuation in employee costs is as a result of an additional Housing Officer to support homelessness requirements, and a part time Housing Allocation Assistant post.
- 2 Expenditure on Bed and Breakfast (B&B) is forecast to fall as the Council is working jointly with a housing association on a 7 year project to deliver temporary accommodation for homeless individuals. However a delay in the opening of this project, together with an increased number of claimants with higher needs has led to an increase in the 2015/16 Revised Estimate compared to the Original.
- 3 Additional funding approved in 2015/16 for Step by Step to provide help for youth homelessness.
- 4 Additional spend approved in 2015/16 for Winter Watch - funded by earmarked reserves.
- 5 Budget carried forward from 2014/15.
- 6 Fluctuations in rents received reflecting numbers of homeless people placed in B&B accommodation.

## HOUSING STRATEGY

**Service Purpose:**

To prepare the Council's Housing Strategy and ensure the delivery of affordable housing.

**Service Activity:**

To prepare and publish a five year Housing and Homelessness Strategy, to keep updated and to monitor delivery of strategy objectives. Work to achieve an average 150 units per year over a rolling 3 year period to deliver affordable housing - including; affordable rented, social rented, market rent, shared ownership and home buy. This will involve providing top up funding to partners to ensure target on delivery of new housing is met.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: Q Yasin</b>				
<b>EXPENDITURE</b>				
Employees	125,522	114,810	124,420	125,310
Transport related	371	340	450	450
Supplies & Services	25,400	26,400	27,280	26,400
<b>NET EXPENDITURE</b>	<b>151,293</b>	<b>141,550</b>	<b>152,150</b>	<b>152,160</b>

## IMPROVEMENT GRANTS

**Service Purpose:**

The provision of funding to vulnerable people who are not able to afford essential repairs and or adaptations to their home.

**Service Activity:**

All cases applying for grants are means tested and funding provided to vulnerable and eligible people. Essential repairs and adaptations (recommended by Social Service Occupational Therapists) are approved where there is a high risk of injury or a person is unable to remain in their home without the necessary work being carried out.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: Q Yasin</b>				
<b>EXPENDITURE</b>				
Employees	123,054	121,940	118,600	121,380
Transport related	1,303	1,270	1,210	1,210
Supplies & Services	5,580	4,750	5,100	5,100
<b>NET EXPENDITURE</b>	<b>129,937</b>	<b>127,960</b>	<b>124,910</b>	<b>127,690</b>

## HOUSING SUPPORT SERVICE COSTS

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: Q Yasin</b>				
<b>EXPENDITURE</b>				
Employees	22,212	22,820	22,860	23,310
<b>NET EXPENDITURE (excludes Recharges to Services)</b>	<b>22,212</b>	<b>22,820</b>	<b>22,860</b>	<b>23,310</b>

## REVENUE BUDGET 2016/17

BUSINESS, SAFETY & REGULATION PORTFOLIO	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>STATUTORY</b>				
Development Management	65,565	160,640	337,570	355,190
Pollution & Environmental Control	266,262	280,580	259,900	270,140
Food Safety	151,485	170,630	170,370	163,960
Health & Safety	124,941	129,860	122,210	128,940
Building Control - non fee earning	94,876	99,350	101,730	112,940
Licensing General	42,913	72,510	82,380	86,390
Hackney Carriages	52,543	63,270	47,460	51,980
Building Control - fee earning	(24,681)	(30,120)	(35,480)	(11,430)
Sub Total	773,905	946,720	1,086,140	1,158,110
<b>DISCRETIONARY</b>				
Integrated CCTV	182,048	205,290	196,770	201,710
Community Patrol Team	166,957	176,300	187,880	198,360
Pest Control	35,376	39,560	32,940	34,000
Emergency Callout	25,277	26,100	28,260	29,200
Dog Warden	20,312	23,070	23,390	23,750
Sub Total	429,968	470,320	469,240	487,020
<b>MIXED</b>				
Community Safety	164,120	144,900	153,120	155,890
<b>Total</b>	<b>1,367,994</b>	<b>1,561,940</b>	<b>1,708,500</b>	<b>1,801,020</b>
Business, Safety & Regulation Management Expenses	20,539	21,210	21,710	21,710
Business, Safety & Regulation Support Service	1,200	1,230	1,220	1,260
<b>NET DIRECT COSTS</b>	<b>1,389,733</b>	<b>1,584,380</b>	<b>1,731,430</b>	<b>1,823,990</b>
Support Service Recharges	1,061,166	1,047,430	1,038,080	1,053,000
Capital Accounting Charges	70,301	58,330	58,320	43,730
<b>NET EXPENDITURE</b>	<b>2,521,200</b>	<b>2,690,140</b>	<b>2,827,830</b>	<b>2,920,720</b>

**Notes:**

A budget increase of £54,764 equates to a council tax increase of 1%, equivalent to an increase of £1.84 per year for a Band D property.

Employee costs vary year on year. Common reasons for fluctuations in employee costs are:-

- 1) Pay inflation - the budget assumes that employees will receive a cost of living pay increase of 1% during 2016/17.
  - 2) Changes to time allocations. Employee costs are allocated to the service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.
  - 3) Incremental progression within individual employee pay band.
  - 4) Vacancies - Actuals and Revised Estimates will reflect any vacancies during the year and are therefore likely to be lower than Original Estimates, which assume that the services are fully staffed.
  - 5) Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs.
  - 6) Increased National Insurance Contributions following the introduction of the single-tier State Pension in April 2016.
- The budget book notes provide details for fluctuation in staffing costs for any reason other than identified above.

**STATUTORY SERVICES****DEVELOPMENT MANAGEMENT****Service Purpose:**

Promote and enable good development in the Borough.

**Service Activity:**

The provision of informal planning advice and the determination of planning applications. The provision of planning enforcement, investigating breaches of planning control and taking appropriate action. Presentation of the Council's submission at appeal.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: K Holland</b>					
<b>EXPENDITURE</b>					
Employees	650,565	682,140	717,480	743,790	1
Transport Related	1,862	2,610	2,510	2,510	
Supplies & Services	31,636	19,770	31,460	22,770	2
	684,064	704,520	751,450	769,070	
<b>INCOME</b>					
Customer and Client Receipts	(542,640)	(432,500)	(302,500)	(302,500)	3
Other Grants & Contributions	(75,859)	(111,380)	(111,380)	(111,380)	1
	(618,499)	(543,880)	(413,880)	(413,880)	
<b>NET EXPENDITURE</b>	<b>65,565</b>	<b>160,640</b>	<b>337,570</b>	<b>355,190</b>	

**Notes:**

- 1 From 2015/16 on, estimates include an additional Wellesley Officer post funded by the developer.
- 2 2014/15 included £13k Consultancy fees. The 2015/16 Revised Estimate includes £9k one-off cost for the Development Control process review, which is being funded from earmarked reserves. The budget returns to normal levels for 2016/17.
- 3 The reduction from 2014/15 to 2015/16 Revised includes (a) £136k less planning application fee income resulting from fewer large fee earning planning applications (based upon 6 months activity to 30/9/15); (b) £64k income in 2014/15 from the S106 Admin charge, which has now ceased following a legal challenge, as agreed by Cabinet in June 2015 and (c) £38k income in 2014/15 for AUE Wellesley implementation.

## POLLUTION &amp; ENVIRONMENTAL CONTROL

**Service Purpose:**

The service responds to complaints from residents regarding potential nuisance including noise, drainage, odour, smoke, rubbish and unauthorised encampments.

**Service Activity:**

- Response to service requests.
- Air quality measurements in accordance with Government guidance.
- Identification of potential contaminated land and control potentially polluting industries.
- Responsible authority under the Licensing Act 2003 for applications for Premises and Club Premises Licences to ensure that the licensing objective ("Prevention of Public Nuisance") is successfully achieved.
- Working with other statutory agencies; responsibility for surface water drainage and land drainage with the aim of preventing potential flooding.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: Q Yasin</b>				
<b>EXPENDITURE</b>				
Employees	284,387	292,400	273,180	282,860
Premises Related	120	400	400	400
Transport Related	2,557	3,720	3,380	3,380
Supplies & Services	4,374	9,340	7,290	8,000
	291,437	305,860	284,250	294,640
<b>INCOME</b>				
Customer and Client Receipts	(7,214)	(7,000)	(6,400)	(6,400)
Other Grants & Contributions	(17,961)	(18,280)	(17,950)	(18,100)
	(25,175)	(25,280)	(24,350)	(24,500)
<b>NET EXPENDITURE</b>	266,262	280,580	259,900	270,140

## FOOD SAFETY

**Service Purpose:**

To ensure that food and drink on sale for human consumption in the Borough is without risks to the health of the consumer.

**Service Activity:**

- Inspection of food premises in accordance with the Food Standards Agency Framework Agreement;
- Maintenance of a 100% level of customer satisfaction with the food safety regulatory service;
- Response to service requests in an appropriate manner, with a same day response to matters of evident concern;
- Support and develop the public health benefits of the National Food Hygiene Rating Scheme.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: Q Yasin</b>				
<b>EXPENDITURE</b>				
Employees	168,613	170,730	170,880	176,260
Transport Related	913	920	1,340	1,340
Supplies & Services	3,711	3,580	3,500	3,510
	173,238	175,230	175,720	181,110
<b>INCOME</b>				
Customer and Client Receipts	(21,753)	(4,600)	(5,350)	(17,150)
	(21,753)	(4,600)	(5,350)	(17,150)
<b>NET EXPENDITURE</b>	151,485	170,630	170,370	163,960

**Notes:**

- 1 Fluctuations due to biennial Air Show food inspections.

**HEALTH & SAFETY****Service Purpose:**

To ensure the Borough's workplaces are healthy and safe.

**Service Activity:**

Inspection of premises to ensure health and safety standards;

Maintenance of 100% level of customer satisfaction with the food safety regulatory service;

Response to service requests (e.g. accidents, notifications, complaints and requests for assistance);

Maximisation of public health benefits arising from the Rushmoor Health and Wellbeing Partnership.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: Q Yasin</b>				
<b>EXPENDITURE</b>				
Employees	124,075	128,200	121,930	127,310
Transport Related	702	630	670	670
Supplies & Services	2,134	1,030	950	960
Third Party Payments	0	0	0	0
	126,911	129,860	123,550	128,940
<b>INCOME</b>				
Customer & Client Receipts	(1,970)	0	(1,340)	0
<b>NET EXPENDITURE</b>	<b>124,941</b>	<b>129,860</b>	<b>122,210</b>	<b>128,940</b>

**BUILDING CONTROL - NON FEE EARNING****Service Purpose:**

Ensure the safe condition of buildings and structures in the Borough.

**Service Activity:**

The provision of advice on building regulations, demolition licences, dangerous structures and street naming and numbering within the Borough.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: K Holland</b>				
<b>EXPENDITURE</b>				
Employees	94,094	98,550	101,370	112,580
Transport Related	432	800	360	360
Supplies & Services	350	1,000	1,000	1,000
	94,876	100,350	102,730	113,940
<b>INCOME</b>				
Customer and Client Receipts	0	(1,000)	(1,000)	(1,000)
<b>NET EXPENDITURE</b>	<b>94,876</b>	<b>99,350</b>	<b>101,730</b>	<b>112,940</b>



## LICENSING GENERAL

**Service Purpose:**

To enable good business through the administration and enforcement of the Council's principal licensing functions concerning regulated entertainments, late night refreshments, liquor, gaming, lotteries, street trading consents, tables and chairs, charitable collections and sex establishments.

**Service Activity:**

Consultation with key agencies, to ensure the fair and efficient determination of relevant licensing applications, including conducting hearings where appropriate. Inspection of licensed premises and resolution of problems arising from and in connection with licensed premises activities.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: Q Yasin</b>				
<b>EXPENDITURE</b>				
Employees	149,373	164,120	172,830	177,130
Transport Related	503	760	820	820
Supplies & Services	1,748	2,040	1,930	2,040
	151,624	166,920	175,580	179,990
<b>INCOME</b>				
Customer and Client Receipts	(108,711)	(94,410)	(93,200)	(93,600)
<b>NET EXPENDITURE</b>	42,913	72,510	82,380	86,390

**Notes:**

- 1 Additional income received in 2014/15 mainly from premises licences.

## HACKNEY CARRIAGES

**Service Purpose:**

To enable good business by providing quality, timely and value for money taxi licensing and regulatory services that reasonably ensure the safety and protection of both the public and other road users and provides for a suitable, good quality and efficient public transportation service for all.

**Service Activity:**

Processing of licence applications and supervision of hackney carriage and private hire drivers, vehicles and operators; inclusive of carrying out Criminal Records, DVLA and medical checks. Other documentation (e.g. insurance) checks. Carrying out Council tests and inspection of licensed vehicles.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: Q Yasin</b>				
<b>EXPENDITURE</b>				
Employees	118,235	123,100	109,140	112,290
Premises Related	0	820	820	820
Transport Related	204	230	210	210
Supplies & Services	9,487	10,200	10,250	10,400
	127,926	134,350	120,420	123,720
<b>INCOME</b>				
Customer and Client Receipts	(75,383)	(71,080)	(72,960)	(71,740)
<b>NET EXPENDITURE</b>	52,543	63,270	47,460	51,980

## BUILDING CONTROL - FEE EARNING

**Service Purpose:**

Ensure the safe construction of buildings and structures in the Borough.

**Service Activity:**

The determination of applications under the building regulations. Inspection and liaison with builders and developers.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: K Holland</b>				
<b>EXPENDITURE</b>				
Employees	152,123	163,970	167,110	191,100
Transport Related	1,139	5,010	910	910
Supplies & Services	13,848	10,900	10,500	10,560
	167,110	179,880	178,520	202,570
<b>INCOME</b>				
Customer and Client Receipts	(191,790)	(210,000)	(214,000)	(214,000)
<b>NET EXPENDITURE</b>	<b>(24,681)</b>	<b>(30,120)</b>	<b>(35,480)</b>	<b>(11,430)</b>

**Notes:**

1 Fee income budgets assume an increase in building applications in 2015/16 onwards.

**DISCRETIONARY SERVICES****INTEGRATED CCTV****Service Purpose:**

To help prevent and deter crime and disorder and reduce the fear of crime.

**Service Activity:**

Provide a joint Hart and Rushmoor CCTV service, consisting of a control room and 115 CCTV cameras, to monitor activity in town centres and parks and open spaces in both local authority areas. The main functions are to reduce the fear of crime, deter crime and anti-social behaviour, assist the police in identifying and prosecuting offenders, help protect Council property, provide a link for both Councils' out of hours service and to assist in civil emergencies.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: H Lolley</b>				
<b>EXPENDITURE</b>				
Employees	132,143	144,830	136,310	141,250
Premises Related	0	4,380	4,380	4,380
Supplies & Services	66,784	69,330	69,330	69,330
	198,928	218,540	210,020	214,960
<b>INCOME</b>				
Other Grants and Contributions	(16,880)	(13,250)	(13,250)	(13,250)
<b>NET EXPENDITURE</b>	<b>182,048</b>	<b>205,290</b>	<b>196,770</b>	<b>201,710</b>

## COMMUNITY PATROL TEAM

**Service Purpose:**

Provides a reassuring presence on the streets and in public places - to ensure a 'Safe and Clean environment'. This is achieved by dealing with issues related to environmental crime. Work closely with residents, local groups, neighbourhood watch, ward Councillors to identify issues in their areas and work to resolve them.

**Service Activity:**

Completion of environmental audits to improve the appearance of wards to help to secure safe and clean streets and public places. Investigation and removal of abandoned vehicles, fly tipping, fly posting, graffiti. Enforcement work through Fixed Penalty Notices, Inspections of Parks and Playgrounds. Dealing with parking contraventions during patrols and in response to complaints.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: Q Yasin</b>				
<b>EXPENDITURE</b>				
Employees	147,521	158,060	166,250	177,760
Transport Related	16,327	17,980	19,140	18,100
Supplies & Services	5,965	5,260	4,990	5,000
	169,813	181,300	190,380	200,860
<b>INCOME</b>				
Customer and Client Receipts	(2,856)	(5,000)	(2,500)	(2,500)
<b>NET EXPENDITURE</b>	166,957	176,300	187,880	198,360

## PEST CONTROL

**Service Purpose:**

A Pest Control Service, covering rats and mice, provided for residents and businesses on request, including both treatment and advice.

**Service Activity:**

This service is currently contracted out; pest infestations and issues are investigated and resolved.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: Q Yasin</b>				
<b>EXPENDITURE</b>				
Employees	18,213	18,460	13,840	14,900
Supplies & Services	111	100	100	100
Third Party Payments	17,052	21,000	19,000	19,000
<b>NET EXPENDITURE</b>	35,376	39,560	32,940	34,000

## EMERGENCY CALLOUT

**Service Purpose:**

Corporate out of hours response service provided to cover all service areas where an emergency response may be required.

**Service Activity:**

Provision of an out of hours service between 17:00hrs (16:30 Friday) and 8:30hrs the following day, all day Saturday and Sunday and Bank Holidays. Response to complaints such as noise, alarms, drainage, flooding and civil emergencies.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: Q Yasin</b>				
<b>EXPENDITURE</b>				
Employees	25,239	25,600	28,110	29,050
Supplies & Services	38	500	150	150
<b>NET EXPENDITURE</b>	<b>25,277</b>	<b>26,100</b>	<b>28,260</b>	<b>29,200</b>

## DOG WARDEN

**Service Purpose:**

To enforce legislation for the control of dogs and dog-related problems and promote responsible dog ownership.

**Service Activity:**

Collection of stray dogs; provision of an out of hours service; response to residents' queries regarding fouling and stray dogs.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: Q Yasin</b>				
<b>EXPENDITURE</b>				
Employees	7,999	8,110	7,570	8,160
Transport Related	2,208	3,670	3,810	3,590
Supplies & Services	11,971	14,010	14,010	14,010
	22,178	25,790	25,390	25,760
<b>INCOME</b>				
Customer and Client Receipts	(1,866)	(2,720)	(2,000)	(2,010)
<b>NET EXPENDITURE</b>	<b>20,312</b>	<b>23,070</b>	<b>23,390</b>	<b>23,750</b>

**MIXED SERVICES****COMMUNITY SAFETY**

On 1st November 2012 Rushmoor Borough Council entered into a jointly controlled operation with the Borough Council of Basingstoke and Deane and Hart District Council to deliver a shared community safety service. Rushmoor Borough Council's element of the shared community safety service costs are shown below.

**Service Purpose:**

Work in partnership to reduce crime, disorder, anti-social behaviour and the fear of crime .

**Service Activity:**

Work with partners including the Police, Hampshire Fire & Rescue Service, Clinical Commissioning Groups, Probation services, HCC Youth Offending Team and Housing Associations to tackle Crime and Disorder and ASB. Take a lead role in the Rushmoor Community Safety Partnership tackling issues of domestic violence, substance misuse (drugs and alcohol), violent crime arising from the night time economy and acquisitive crimes such as burglary and theft.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: C Ryan</b>					
<b>EXPENDITURE</b>					
Employees	157,997	132,710	134,970	137,780	1
Premises Related	6,633	7,500	7,500	7,500	
Transport Related	3,916	1,480	1,940	1,900	
Supplies & Services	5,444	13,980	19,480	19,480	2
	173,990	155,670	163,890	166,660	
<b>INCOME</b>					
Other Grants and Contributions	(9,869)	(10,770)	(10,770)	(10,770)	
<b>NET EXPENDITURE</b>	164,120	144,900	153,120	155,890	

**Notes:**

- 2014/15 included the Domestic Violence co-ordinator post which was funded by Rushmoor for one year only.
- 2014/15 included a reduction in spend on Community Safety Signage and Alcohol Awareness programme. 2015/16 Revised Estimate onwards includes the Junior Citizens Scheme budget which has been transferred from the Special Events cost centre in the Leisure & Youth Portfolio.

**BUSINESS, SAFETY & REGULATION MANAGEMENT EXPENSES**

The following cost centres collect the management expenses involved in running the services within the portfolio. They are recharged to other Direct and Support cost centres.

<b>BUSINESS, SAFETY &amp; REGULATION MANAGEMENT EXPENSES SUMMARY</b>	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>NET EXPENDITURE</b>					
Development Control Management	13,967	11,290	11,790	11,790	
Building Control Management	9,771	9,920	9,920	9,920	
	23,739	21,210	21,710	21,710	
<b>INCOME</b>					
Customer and Client Receipts	(3,200)	0	0	0	1
<b>NET EXPENDITURE (excludes Recharges to Services)</b>	20,539	21,210	21,710	21,710	

**Notes:**

- Costs recovered from other Local Authorities.

**BUSINESS, SAFETY & REGULATION SUPPORT SERVICES****BUILDING CONTROL**

	<b>2014/15 Actual £</b>	<b>2015/16 Estimate £</b>	<b>2015/16 Revised Estimate £</b>	<b>2016/17 Estimate £</b>
<b>Budget Officer: K Holland</b>				
<b>EXPENDITURE</b>				
Employees	1,200	1,230	1,220	1,260
<b>NET EXPENDITURE (excludes Recharges to Services)</b>	1,200	1,230	1,220	1,260

## REVENUE BUDGET 2016/17

LEISURE AND YOUTH PORTFOLIO	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>DISCRETIONARY</b>				
Grounds Maintenance Contracts	625,702	640,580	731,463	727,370
Community Leisure	326,862	378,370	455,230	493,380
Aldershot Indoor Pools	331,768	335,890	331,850	338,450
Farnborough Leisure Centre	288,243	290,110	282,800	283,200
Princes Hall	189,042	316,200	274,970	282,990
Aldershot Lido	177,110	155,210	164,100	155,960
Tourism	79,483	81,220	75,830	75,870
Southwood Golf Course	45,837	53,810	49,910	50,290
Town Twinning	28,582	29,560	34,310	34,180
Blackwater Valley Project	20,517	21,000	21,520	21,510
Public Halls & Community Centres	41,227	26,150	8,210	13,180
Special Events	37,070	25,490	12,400	12,540
Community Schools	12,429	12,850	9,150	8,990
Rushmoor in Bloom	5,497	3,630	(3,180)	(2,970)
Gymnastics Academy	(14,800)	(14,800)	(13,880)	(13,960)
Alpine Snow Sports, Aldershot	(32,753)	(20,730)	(21,670)	(21,570)
Sub Total	2,161,815	2,334,540	2,413,013	2,459,410
<b>MIXED</b>				
Parks & Recreation Grounds	3,972	369,460	(59,370)	345,070
Allotments	9,381	10,780	11,440	10,530
Sub Total	13,352	380,240	(47,930)	355,600
<b>Total</b>	<b>2,175,168</b>	<b>2,714,780</b>	<b>2,365,083</b>	<b>2,815,010</b>
Leisure & Youth Management Expenses	27,125	32,970	32,970	32,970
Leisure & Youth Support Services	25,272	25,790	26,160	27,240
<b>NET DIRECT COSTS</b>	<b>2,227,566</b>	<b>2,773,540</b>	<b>2,424,213</b>	<b>2,875,220</b>
Support Service Recharges	617,661	624,810	604,500	604,640
Capital Accounting Charges	1,228,727	1,110,110	1,146,670	1,093,900
<b>NET EXPENDITURE</b>	<b>4,073,954</b>	<b>4,508,460</b>	<b>4,175,383</b>	<b>4,573,760</b>

**Notes:**

Budgeted uplift for contractor payments for the Waste, Recycling and Grounds Maintenance Contract in 2015/16 was 0%. The Budgeted uplift on the Leisure Contract in 2015/16 Original was 2.5% Revised to 1.1% The inflation uplift for 2016/17 has been estimated at 0% on the Waste, Recycling and Grounds Maintenance Contract and 2.0% on the Leisure Contract.

A budget increase of £54,764 equates to a council tax increase of 1%, equivalent to an increase of £1.84 per year for a Band D property.

Employee costs vary year on year. Common reasons for fluctuations in employee costs are:-

- 1) Pay inflation - the budget assumes that employees will receive a cost of living pay increase of 1% during 2016/17.
  - 2) Changes to time allocations. Employee costs are allocated to the service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.
  - 3) Incremental progression within individual employee pay band.
  - 4) Vacancies - Actuals and Revised Estimates will reflect any vacancies during the year and are therefore likely to be lower than Original Estimates, which assume that the services are fully staffed.
  - 5) Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs.
  - 6) Increased National Insurance Contributions following the introduction of the single-tier State Pension in April 2016.
- The budget book notes provide details for fluctuation in staffing costs for any reason other than identified above.

**DISCRETIONARY SERVICES****GROUNDS MAINTENANCE CONTRACTS****Service Purpose:**

To maintain Council owned property and promote pride of place by provision of quality, value for money services which greatly contribute to making Rushmoor a place our communities want to live and work in.

**Service Activity:**

Provision of quality services to maintain the grounds of the Borough's parks, recreation grounds, gardens, open spaces and sports pitches/facilities by cutting grass, pruning/weeding shrub beds, rose beds, hedges and planting flower beds etc to ensure the Borough appears clean, bright and attractive.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Ford</b>				
<b>EXPENDITURE</b>				
Employees	5,748	6,750	8,910	9,950
Premises Related	44,152	45,310	45,310	45,310
Supplies & Services	0	2,350	2,353	2,350
Payment to Contractor	592,551	604,110	687,700	687,700
	642,451	658,520	744,273	745,310
<b>NON RECURRING ITEMS</b>				
Service Transformation and Service Review (funded by Service Improvement Fund)	0	0	5,130	0
	642,451	658,520	749,403	745,310
<b>INCOME</b>				
Other Grants & Contributions	(16,749)	(17,940)	(17,940)	(17,940)
<b>NET EXPENDITURE</b>	625,702	640,580	731,463	727,370

**Notes:**

- 1 Fluctuation due to saving on operational equipment budget in 2014/15 Actual.
- 2 2015/16 Revised Estimate onwards reflects the movement of the Public Open Spaces element of the amenity/highways contractor budget from Other Highways cost centre in the Environment & Service Delivery portfolio.

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## COMMUNITY LEISURE

**Service Purpose:**

Provision of a community leisure programme.

**Service Activity:**

Provision of health programmes and play activities.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £	
<b>Budget Officer: P Amies</b>					
<b>EXPENDITURE</b>					
Employees	382,619	377,050	450,900	459,880	1
Transport Related	3,789	4,640	3,840	4,260	
Supplies & Services	66,995	17,460	38,810	17,350	2
Transfer Payments	25,385	21,090	21,090	21,090	
	478,788	420,240	514,640	502,580	
<b>NON RECURRING ITEMS</b>					
Replacement of Community Information Notice Boards	927	0	0	0	
	479,715	420,240	514,640	502,580	
<b>INCOME</b>					
Customer and Client Receipts	(9,507)	(4,000)	(9,440)	(8,000)	3
Other Grants & Contributions	(143,346)	(37,870)	(49,970)	(1,200)	4
	(152,853)	(41,870)	(59,410)	(9,200)	
<b>NET EXPENDITURE</b>	<b>326,862</b>	<b>378,370</b>	<b>455,230</b>	<b>493,380</b>	

**Notes:**

- 2015/16 Revised Estimate includes a 6 month extension to an externally funded post and the start of the Rushmoor Employment & Skills Zone temporary 2 year post.
- 2014/15 Actual and 2015/16 Revised Estimate include expenditure on programmes for integrating Gurkhas and their dependants within the wider community and other developing our communities activities and projects, which are either funded from grants received in year (note 4 below) or grants received in a previous year which are held as earmarked reserves.
- 2014/15 Actual includes additional playscheme income which has been included in the 2015/16 Revised Estimate onwards.
- 2014/15 Actual includes grant funding received in year for externally funded posts and project expenditure (£75k of which was not spent in year and has been held as an earmarked reserve). 2015/16 Revised Estimated includes additional project funding against in-year expenditure. 2016/17 Estimate reflects the end of the Big Lottery Grant Funding.

## ALDERSHOT INDOOR POOLS

**Service Purpose:**

To provide and maintain swimming pool and fitness room facilities through a leisure management contract.

**Service Activity:**

25m main pool, 12m teaching pool, 50+ station fitness gym, office accommodation and changing rooms.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Sharpe</b>				
<b>EXPENDITURE</b>				
Employees	9,886	10,140	9,980	10,100
Premises Related	19,040	18,940	18,940	19,320
Supplies & Services	29,702	30,910	29,550	30,180
Payment to Contractor	273,139	275,900	273,380	278,850
<b>NET EXPENDITURE</b>	<b>331,768</b>	<b>335,890</b>	<b>331,850</b>	<b>338,450</b>

## FARNBOROUGH LEISURE CENTRE

**Service Purpose:**

To provide and maintain a multi purpose leisure centre through a leisure management contract.

**Service Activity:**

33.3m main pool, 12.8m teaching pool, 100+ station fitness gym, cafeteria, 4x squash courts, 10 lane ten pin bowling, sauna and steam rooms, creche, soft play area, 10 court sports hall, 6 lane indoor bowls green, meeting rooms, treatment rooms, office accommodation, multi activity rooms and dance studios.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Sharpe</b>				
<b>EXPENDITURE</b>				
Employees	23,787	24,310	18,330	18,830
Premises Related	38,538	33,950	39,500	34,630
Supplies & Services	92,680	96,690	91,180	93,270
Payment to Contractor	133,238	135,160	133,790	136,470
<b>NET EXPENDITURE</b>	<b>288,243</b>	<b>290,110</b>	<b>282,800</b>	<b>283,200</b>

**Notes:**

- 2014/15 Actual included additional expenditure for repairs and maintenance works to the creche floor and 2015/16 Revised Estimate includes additional expenditure for repairs and maintenance works to the shower area both funded by carry forwards of the 2013/14 and 2014/15 budget.
- 2015/16 Revised Estimate includes a £5k reduction in insurance costs.

## PRINCES HALL

**Service Purpose:**

Provide multi-purpose entertainment centre for residents.

**Service Activity:**

595 seat auditorium and three function rooms, hosting professional and amateur shows, meetings, parties, workshops, wedding receptions, etc.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: D Phillips</b>				
<b>EXPENDITURE</b>				
Employees	391,576	447,590	410,210	418,490
Premises Related	119,456	147,240	145,530	145,630
Transport Related	522	840	260	260
Supplies & Services	512,605	475,560	478,500	478,710
	1,024,159	1,071,230	1,034,500	1,043,090
<b>INCOME</b>				
Customer and Client Receipts	(835,117)	(755,030)	(759,530)	(760,100)
<b>NET EXPENDITURE</b>	<b>189,042</b>	<b>316,200</b>	<b>274,970</b>	<b>282,990</b>

**Notes:**

- 2015/16 Estimate included £30k of employee costs which have since been transferred to the Town Centre Management cost centre in Environment & Service Delivery Portfolio.
- 2014/15 actual include underspends on electricity, heating and general repairs and maintenance.
- 2014/15 Actual includes additional spend on payment to artistes, merchandising and licensing/performing rights, offset by additional income (note 4 below).
- 2014/15 Actual includes additional income from refreshments, sales & hire for corporate activities.

## ALDERSHOT LIDO

**Service Purpose:**

To provide and maintain an outdoor Lido through a leisure management contract.

**Service Activity:**

Large outdoor Lido with 3 flumes, changing rooms, catering outlet, extensive open space, 2x all weather floodlit football pitches, coach and car parking for 180 vehicles.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Sharpe</b>				
<b>EXPENDITURE</b>				
Employees	7,065	7,680	7,490	7,400
Premises Related	9,191	9,250	19,250	9,440
Supplies & Services	36,966	13,090	13,350	12,630
Payment to Contractor	123,887	125,190	124,010	126,490
<b>NET EXPENDITURE</b>	<b>177,110</b>	<b>155,210</b>	<b>164,100</b>	<b>155,960</b>

**Notes:**

- 1 2015/16 Revised Estimate includes additional repairs and maintenance works agreed for the 2015 summer season.
- 2 2014/15 Actual includes consultancy fees on review of Lido.

## TOURISM

**Service Purpose:**

Promote tourism in the Borough.

**Service Activity:**

Grants to Military Museum and Basingstoke Canal.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: P Amies</b>				
<b>EXPENDITURE</b>				
Employees	4,886	5,060	4,980	5,020
Aldershot Military Museum Joint Mgmt Agreement	32,351	35,000	28,600	28,600
Basingstoke Canal Management Committee	42,246	41,160	42,250	42,250
<b>NET EXPENDITURE</b>	<b>79,483</b>	<b>81,220</b>	<b>75,830</b>	<b>75,870</b>

**Notes:**

- 1 Hampshire arts and museums are now operated by Hampshire Cultural Trust, an independent charity. The museum can therefore now claim rate relief on national non domestic rates, and as a result the direct grant has been reduced to maintain the overall cost to the Council.

## SOUTHWOOD GOLF COURSE

**Service Purpose:**

To provide and maintain a public golf course through a management contract.

**Service Activity:**

18 hole golf course, putting green, practice hole, spare hole, chipping green, practice area, clubhouse, pro shop, bungalow, maintenance buildings, car park.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Sharpe</b>				
<b>EXPENDITURE</b>				
Employees	11,907	12,960	9,200	9,290
Premises Related	32,594	39,720	39,700	39,970
Supplies & Services	1,336	2,320	2,200	2,220
	45,837	55,000	51,100	51,480
<b>INCOME</b>				
Other Grants & Contributions	0	(1,190)	(1,190)	(1,190)
<b>NET EXPENDITURE</b>	45,837	53,810	49,910	50,290

**Notes:**

- 1 2014/15 Actual includes a reduction in spend on general repairs and maintenance.
- 2 Annual management fees are not received into the Council until after the financial year end. 2014/15 reflects an accounting policy change whereby relatively small value receipts are no longer backdated if received after the financial close.

## TOWN TWINNING

**Service Purpose:**

To encourage and facilitate educational, cultural and leisure links between Rushmoor organisations and their counterpart organisations in Rushmoor twin towns.

**Service Activity:**

To encourage travel and hosting to Rushmoor clubs, societies and organisations (youth and adult) that wish to have links in Rushmoor twin towns. The Twinning Association itself is required to organise and represent the Borough in various annual events, both in Rushmoor and twin towns.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: P Amies</b>				
<b>EXPENDITURE</b>				
Employees	27,959	28,760	31,930	33,360
Transport Related	0	800	2,380	820
Supplies & Services	623	0	0	0
<b>NET EXPENDITURE</b>	28,582	29,560	34,310	34,180

## BLACKWATER VALLEY PROJECT

**Service Purpose:**

To manage, maintain and improve the environment of the Blackwater Valley and enable recreational access for the benefit of the local community.

**Service Activity:**

To provide a local Countryside Service and volunteer worker co-ordination within the Borough. To contribute to the cost of the service along with other sponsor authorities to enable access to the countryside via a long distance footpath (green corridor), maintain/protect the environment of the valley for both Community benefit and nature conservation. To lead with land reclamation projects such as renewal of old gravel pits to nature rich areas (reserves) and Suitable Alternative Natural Green Space (SANGS) management within the Borough.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Ford</b>				
<b>EXPENDITURE</b>				
Employees	3,017	3,080	4,020	4,010
Contribution to Service	17,500	17,920	17,500	17,500
<b>NET EXPENDITURE</b>	<b>20,517</b>	<b>21,000</b>	<b>21,520</b>	<b>21,510</b>

## PUBLIC HALLS &amp; COMMUNITY CENTRES

**Service Purpose:**

To Provide facilities for educational, recreational, arts and social opportunities.

**Service Activity:**

Facilities provided at Farnborough Community Centre, Prospect Centre, Southwood Community Centre, Blunden Hall and Beaumont Guardrooms.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: P Amies/D Phillips/A Sharpe/L Webber</b>				
<b>EXPENDITURE</b>				
Employees	24,970	21,540	12,460	12,940
Premises Related	78,927	79,700	76,620	73,810
Supplies & Services	5,228	6,080	5,400	5,510
Grants & Contributions	28,500	16,500	16,500	16,500
	137,625	123,820	110,980	108,760
<b>INCOME</b>				
Customer and Client Receipts	(96,398)	(97,670)	(102,770)	(95,580)
<b>NET EXPENDITURE</b>	<b>41,227</b>	<b>26,150</b>	<b>8,210</b>	<b>13,180</b>

**Notes:**

- 1 2015/16 Estimate includes a £12k reduction in costs as the annual grant to Oak Farm Community Centres finished in March 2015.
- 2 2015/16 Revised Estimate includes income relating to backdated electricity recharge at Southwood Community Centre.

## SPECIAL EVENTS

**Service Purpose:**

To support and promote various community events within the Borough.

**Service Activity:**

Includes Annual Fireworks display, Victoria Day, Junior Citizen's event and various voluntary events.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: P Amies</b>				
<b>EXPENDITURE</b>				
Employees	22,623	24,970	7,380	7,520
Fireworks	37,375	39,320	39,320	39,320
VE Day 70 Event	0	0	5,000	0
Victoria Day	5,104	0	0	5,000
Junior Citizen Scheme	5,181	5,500	0	0
	70,283	69,790	51,700	51,840
<b>INCOME</b>				
Customer and Client Receipts	(33,213)	(44,300)	(39,300)	(39,300)
<b>NET EXPENDITURE</b>	<b>37,070</b>	<b>25,490</b>	<b>12,400</b>	<b>12,540</b>

**Notes:**

- 1 2015/16 Revised Estimate reflects the one-off VE Day 70 Event.
- 2 Victoria Day is a biennial event.
- 3 2015/16 Revised Estimate onwards the Junior Citizen Scheme budget has moved to the Community Safety cost centre in the Business, Safety & Regulation Portfolio.
- 4 2014/15 Actual has reduced income as the event had to be postponed due to adverse weather conditions. 2015/16 Revised Estimate onwards includes a reduction in income to reflect a breakeven position.

## COMMUNITY SCHOOLS

**Service Purpose:**

Provision of Connaught Leisure Centre.

**Service Activity:**

Provide and maintain the service in partnership with Hampshire County Council for educational, recreational, cultural and social opportunities.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: P Amies</b>				
<b>EXPENDITURE</b>				
Employees	6,349	6,770	3,070	2,910
Supplies & Services	6,080	6,080	6,080	6,080
<b>NET EXPENDITURE</b>	<b>12,429</b>	<b>12,850</b>	<b>9,150</b>	<b>8,990</b>

**RUSHMOOR IN BLOOM****Service Purpose:**

Promote and enable civic pride and encourage participation.

**Service Activity:**

To promote and develop an environmental campaign to include community gardening and planting projects, litter picking events, local gardening competition, allotment competition and school gardening and painting competition. Enable residents and business to be active in improving their communities.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: L Thornett</b>				
<b>EXPENDITURE</b>				
Employees	13,824	12,240	5,380	5,420
Premises Related	4,168	4,050	4,250	4,420
Transport Related	104	170	20	20
Supplies & Services	5,632	5,500	5,500	5,500
	23,728	21,960	15,150	15,360
<b>INCOME</b>				
Other Grants and Contributions	(18,231)	(18,330)	(18,330)	(18,330)
<b>NET EXPENDITURE</b>	5,497	3,630	(3,180)	(2,970)

**GYMNASTICS ACADEMY****Service Purpose:**

Support the health and fitness of residents and other users.

**Service Activity:**

Leasing of accommodation to the independent gymnastics academy.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: P Amies</b>				
<b>EXPENDITURE</b>				
Employees	0	0	920	840
<b>INCOME</b>				
Customer and Client Receipts	(14,800)	(14,800)	(14,800)	(14,800)
<b>NET EXPENDITURE</b>	(14,800)	(14,800)	(13,880)	(13,960)

## ALPINE SNOW SPORTS, ALDERSHOT

**Service Purpose:**

To provide and maintain a ski centre through a management contract.

**Service Activity:**

3 dry ski slopes, mist lubrication system, ski lifts and tows, floodlighting, main building inc. office accommodation, bar and cafeteria, function area, maintenance workshop, chalet building and car park.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Sharpe</b>				
<b>EXPENDITURE</b>				
Employees	5,537	5,830	4,890	4,990
Premises Related	0	1,000	1,000	1,000
	5,537	6,830	5,890	5,990
<b>INCOME</b>				
Customer and Client Receipts	(15,075)	(15,000)	(15,000)	(15,000)
Other Grants and Contributions	(23,215)	(12,560)	(12,560)	(12,560)
	(38,290)	(27,560)	(27,560)	(27,560)
<b>NET EXPENDITURE</b>	(32,753)	(20,730)	(21,670)	(21,570)

**Notes:**

1 2014/15 Actual includes additional profit share.

**MIXED SERVICES****PARKS & RECREATION GROUNDS****Service Purpose:**

To provide parks, open spaces, playgrounds, sports pitches and tree management service.

**Service Activity:**

To manage and maintain green infrastructure to ensure facilities are safe and attractive for all sections of the community. To provide quality inspirational facilities and ensure the legacy of quality provision for future generations.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Ford</b>				
<b>EXPENDITURE</b>				
Employees	122,414	133,740	112,750	114,770
Premises Related	150,689	162,780	161,950	162,340
Transport Related	615	1,150	940	940
Supplies & Services	194,096	215,790	225,600	214,800
Third Party Payment	12,000	12,300	12,000	12,000
	479,813	525,760	513,240	504,850
<b>INCOME</b>				
Customer and Client Receipts	(473,280)	(152,650)	(568,960)	(156,130)
Other Grants & Contributions	(2,562)	(3,650)	(3,650)	(3,650)
	(475,842)	(156,300)	(572,610)	(159,780)
<b>NET EXPENDITURE</b>	3,972	369,460	(59,370)	345,070

**Notes:**

1 2014/15 Actual includes a £12k underspend on maintenance of pavilions/buildings.

2 2014/15 Actual includes £16k underspend on playground apparatus as unable to complete works due to ground conditions. 2015/16 Revised Estimate includes £11k carry forward of the playground apparatus budget from 2014/15.

3 2014/15 Actual and 2015/16 Revised Estimate include developer contributions, which if not used in year are transferred to an earmarked reserve.



## ALLOTMENTS

## Service Purpose:

To provide and ensure the opportunity for the community to grow their own produce by provision of allotment gardens.

## Service Activity:

The management and maintenance of affordable allotment land to provide adequate infrastructure to enable letting of plots and receipt of income.

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: A Ford</b>				
<b>EXPENDITURE</b>				
Employees	10,768	10,840	12,720	13,730
Premises Related	6,796	8,800	7,730	7,810
Transport Related	129	650	500	500
	17,693	20,290	20,950	22,040
<b>INCOME</b>				
Customer and Client Receipts	(8,312)	(9,510)	(9,510)	(11,510)
<b>NET EXPENDITURE</b>	9,381	10,780	11,440	10,530

**LEISURE & YOUTH MANAGEMENT EXPENSES**

The following cost centre collects the management expenses involved in running the services within the portfolio. They are recharged to other Direct and Support cost centres.

## LEISURE MANAGEMENT

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: P Amies</b>				
<b>EXPENDITURE</b>				
Employees	6,863	7,700	7,700	7,700
Supplies & Services	20,839	25,270	25,270	25,270
	27,702	32,970	32,970	32,970
<b>INCOME</b>				
Customer and Client Receipts	(577)	0	0	0
<b>NET EXPENDITURE (excludes Recharges to Services)</b>	27,125	32,970	32,970	32,970

## Notes:

1 Contribution from Safer North Hampshire to the costs of personal safety alarms.

**LEISURE SUPPORT SERVICES**

	2014/15 Actual £	2015/16 Estimate £	2015/16 Revised Estimate £	2016/17 Estimate £
<b>Budget Officer: P Amies</b>				
<b>EXPENDITURE</b>				
Employees	24,626	25,130	25,500	26,580
Transport Related	646	660	660	660
<b>NET EXPENDITURE (excludes Recharges to Services)</b>	25,272	25,790	26,160	27,240

## ADDITIONAL ITEMS

Portfolio	Cost Centre	Description	Revised Estimate 2015/16 £	Forecast 2016/17 £
<b><u>Non-Recurring Items</u></b>				
Environment and Service Delivery	Aldershot and Farnborough Town Centre	Regeneration scheme Regeneration	19,000	
Health and Housing	Housing Advice	Step by Step Grant to Step by Step to provide service for youth homelessness		13,350
<b>Total Non-Recurring Items</b>			<b>19,000</b>	<b>13,350</b>
<b><u>Variations in Service</u></b>				
Concessions and Community	Council Tax Support Scheme	Increase in Hardship Fund to support Council Tax Support Scheme recipients in light of changes to the scheme and expected increases in council tax levels	5,000	5,000
Concessions and Community	Electoral Register	Implementation of new systems for Individual Elector Registration The cost will meet the requirement of the regulations at the end of the transition period. The main areas for expenditure are canvas costs, postage, printing and staff costs for processing		26,000
Leisure and Youth	Parks and Recreation Grounds	S106 Small Projects To carry out small projects, below £10k capital deminimus	10,000	10,000
Leisure and Youth	Parks and Recreation Grounds	S106 Small Projects Funding S106 funding received for dedicated projects from holding account	-10,000	-10,000
<b>Total Variations in Service</b>			<b>5,000</b>	<b>31,000</b>
<b>Grand Total Additional Items</b>			<b>24,000</b>	<b>44,350</b>

## CAPITAL PROGRAMME SUMMARY 2015/2016 TO 2019/2020

	Anticipated Payments					
	Original Estimate 2015/16	Revised Estimate 2015/16	Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20
<b>CAPITAL EXPENDITURE ON PORTFOLIOS</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Corporate Services	642	2,752	2,117	3,153	240	235
Leisure & Youth	868	699	725	457	90	90
Environment & Service Delivery	4,948	4,551	5,139	987	100	100
<b>Sub total (excluding Housing)</b>	<b>6,458</b>	<b>8,002</b>	<b>7,981</b>	<b>4,597</b>	<b>430</b>	<b>425</b>
Health & Housing	924	1,338	841	720	720	720
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>7,382</b>	<b>9,340</b>	<b>8,822</b>	<b>5,317</b>	<b>1,150</b>	<b>1,145</b>
<b>CAPITAL EXPENDITURE RESOURCES</b>						
Revenue Contribution to Capital – General	550	550	550	550	550	550
Revenue Contribution to Capital – General One Off*		409				
Revenue Contribution to Capital – Improvement Grants	200	200	200	200	200	200
<b>Total Revenue Contributions</b>	<b>750</b>	<b>1,159</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>
Grants & Contributions from Other Bodies (see Grants & Conts Summary page)	3,291	1,848	1,730	672	12	12
Grants & Contributions – Improvement Grants	425	425	425	425	425	425
Section 106 Developers Contributions (see s106 Summary page)	364	128	420	0	0	0
<b>Total Grants &amp; Contributions</b>	<b>4,080</b>	<b>2,401</b>	<b>2,575</b>	<b>1,097</b>	<b>437</b>	<b>437</b>
Capital Receipts – General Fund Schemes	2,253	5,067	5,281	3,375	(132)	(137)
Capital Receipts – Housing Schemes	299	713	216	95	95	95
<b>Total Capital Receipts</b>	<b>2,552</b>	<b>5,780</b>	<b>5,497</b>	<b>3,470</b>	<b>(37)</b>	<b>(42)</b>
<b>TOTAL CAPITAL FINANCING</b>	<b>7,382</b>	<b>9,340</b>	<b>8,822</b>	<b>5,317</b>	<b>1,150</b>	<b>1,145</b>

CAPITAL RECEIPTS USAGE	Original Estimate	Revised Estimate	Estimate	Estimate	Estimate	Estimate
	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000	£'000
Capital Receipts – Balance at 1st April	17,746	19,608	13,828	8,331	4,861	4,898
Capital Receipts – Estimated usage during the year – Annual Programme	(2,552)	(5,780)	(5,497)	(3,470)	37	42
Capital Receipts – Estimated balance at 31st March	15,194	13,828	8,331	4,861	4,898	4,940

## GRANTS &amp; CONTRIBUTIONS SUMMARY 2014/2015 TO 2018/2019

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Project Number	PROJECT	Original Estimate 2015/16	Anticipated Receipts				
			Revised Estimate 2015/16	Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20
	<b>General Fund – Grants &amp; Contributions</b>	£'000	£'000	£'000	£'000	£'000	£'000
5335	– Council Offices Co-Location Project Phase 3 (HCC/Police)	100	100				
6510	– Beaumont Park – Emergency Works to Boundary Wall (Property Owners)	81	81	81			
6518	– Wheeled Bin Contributions (Developers & Householders)	10	10	10	12	12	12
6570	– Manor Park – Playground Refurbishment (Landfill Tax)	50		50			
6585	– Municipal Gardens – Playground Refurbishment (Landfill Tax)	50		50			
	<b>Activation Aldershot Projects</b>						
5401	– Project 1 – Integration between AUE and Town Centre (GE Fund)	1,500		1,500			
5402	– Project 2 – Town Centre Improvements (GE Fund)	1,500	1,500				
6522	– Aldershot Park – Drainage Works to Rugby Pitches (R.F.U)		5				
6500	– Ivy Road Playing Fields – Pitch Reconstruction (Football Foundation)		57				
6500	– Ivy Road Playing Fields – Pitch Reconstruction (TAG Fund)		5				
6520	– Cove Brook Cycleway (HCC)		15				
6522	– Aldershot Park – Drainage Works to Rugby Pitches (Other Funds)		10				
6556	– Farnborough Tennis Club – Pavilion Extension (Sport England)		50				
6556	– Farnborough Tennis Club – Pavilion Extension (Tennis Club)		15				
6567	– Replace Cremators – Cameo Crematorium Provision				600		
6564	– Sands Memorial Gardens – Crematorium Charity Fund			9			
6505	– Cheyney Way – DEFRA Contribution for Cheyney Way flooding				60		
6546	– Osborne Road – Recreation Ground Refurbishment (Landfill)			30			
	<b>Total General Fund Grants &amp; Contributions</b>	3,291	1,848	1,730	672	12	12
	<b>Housing Schemes – Government Grants</b>						
6400	– Improvement Grants – Disabled Facilities Grants (Better Care Fund)	425	425	425	425	425	425
	<b>TOTAL GRANTS &amp; CONTRIBUTIONS</b>	<b>3,716</b>	<b>2,273</b>	<b>2,155</b>	<b>1,097</b>	<b>437</b>	<b>437</b>

## SECTION 106 DEVELOPERS CONTRIBUTIONS SUMMARY 2015/2016 TO 2019/2020

Project Number	PROJECT	Original Estimate 2015/16	Anticipated Receipts				
			Revised Estimate 2015/16	Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20
	<u>General Fund Schemes</u>	£'000	£'000	£'000	£'000	£'000	£'000
6528	- Brickfield Country Park - Improvement Works	30	10	20			
6544	- Pyestock Crescent - Playground Refurbishment	80	0	80			
6556	- Farnborough Tennis Club - Pavilion Extension	34	52				
6570	- Manor Park - Playground Refurbishment	110		110			
6585	- Municipal Gardens - Playground Refurbishment	110		110			
6526	- Cove Green - Cricket Pitch Refurbishment		8				
6539	- Cove Green - Park Improvements		11				
6554	- Mayfield Regeneration		19				
6555	- Redan Hill Fortifications		15				
6559	- Manor Park - Memorial Refurbishment		1				
6571	- Manor Park - Lake Improvements		10	10			
6580	- Municipal Gardens - Renovation of Retaining Wall		2				
6546	- Osborne Road - Recreation Ground Refurbishment			90			
	<b>TOTAL SECTION 106 DEVELOPERS CONTRIBUTIONS</b>	<b>364</b>	<b>128</b>	<b>420</b>	<b>0</b>	<b>0</b>	<b>0</b>

## CORPORATE SERVICES PORTFOLIO CAPITAL PROGRAMME 2015/2016 TO 2019/2020

Project Number	Project	Payments To 31.3.15 £'000	Original Estimate 2015/16 £'000	Revised Estimate 2015/16 £'000	Anticipated Payments			
					Estimate 2016/17 £'000	Estimate 2017/18 £'000	Estimate 2018/19 £'000	Estimate 2019/20 £'000
<b>COMPUTER SYSTEMS</b>								
7305	IT Equipment Replacement Programme	11	30	35	30	30	30	25
7310	Channel Shift Implementation & Resourcing		35	35				
7500	ICT Strategy & Customer First Projects		267	183	250	200	150	150
<b>COUNCIL OFFICES</b>								
5315	Replacement of Obsolete Air Conditioning Plant	140		1				
5329	Accommodation & Upgrade Changes	2	45	47	35	30	20	20
5335	Co-Location Project Phase 3 (s)		225	110	115			
<b>COUNCIL PROPERTIES</b>								
5211	Purchase of Land – Ball Hill ( Sang)			1,700				
5213	Purchase of Plot 10A Wellesley House			595				
5313	Energy Efficiency Schemes		40	46	40	40	40	40
5403	Farnborough International Loan				1,647	2,853		
<b>TOTAL</b>		<b>153</b>	<b>642</b>	<b>2,752</b>	<b>2,117</b>	<b>3,153</b>	<b>240</b>	<b>235</b>

Note: (s) denotes projects which include slippage from 2015/2016 into 2016/2017

## ENVIRONMENT &amp; SERVICE DELIVERY PORTFOLIO CAPITAL PROGRAMME 2015/2016 TO 2019/2020

1 of 3 Project Number	Project	Payments To 31.3.15 £'000	Original Estimate 2015/16 £'000	Revised Estimate 2015/16 £'000	Anticipated Payments			
					Estimate 2016/17 £'000	Estimate 2017/18 £'000	Estimate 2018/19 £'000	Estimate 2019/20 £'000
	<b>ALDERSHOT TOWN CENTRE PROJECTS – ACTIVATION ALDERSHOT</b>							
5401	Project 1 – Integration between AUE and Town Centre (100% funded by GE Fund) (s)		1,500		1,500			
5402	Project 2 – Town Centre Improvements (s) (part funded by GE Fund)	88	2,236	1,673	60			
5404	Project 2 phase 6				1,240			
	<b>FARNBOROUGH TOWN CENTRE PROJECTS</b>							
5207	Kingsmead Construction Works			686				
	<b>BEAUMONT PARK</b>							
6510	Emergency Works to Boundary Wall Repairs (s)	4	132	5	127			
6562	Railings, link work with wall renovation				52			
6563	Beaumont Guards Room internal redecoration				13			
	<b>CAR PARKS</b>							
6524	Pay and Display Machines Replacement (s)		500		400			
6578	Parking Management System	69	91	33				
6597	Provision for Enhancement (excluding Payment & Management Systems)	16	265	249				
	<b>CEMETERIES</b>							
6229	Path Improvements			10				
6226	Ship Lane upgrade toilets					17		
6230	Redan Road Boundary Fencing	7		6				
6227	Redan Road Repairs to Boundary Wall				30			

Note: (s) denotes projects which include slippage from 2015/2016 into 2016/2017

ENVIRONMENT & SERVICE DELIVERY PORTFOLIO CAPITAL PROGRAMME 2015/2016 TO 2019/2020

Project Number	Project	Payments To 31.3.15 £'000	Original Estimate 2015/16 £'000	Revised Estimate 2015/16 £'000	Anticipated Payments			
					Estimate 2016/17 £'000	Estimate 2017/18 £'000	Estimate 2018/19 £'000	Estimate 2019/20 £'000
	<b>CREMATORIUM</b>							
6591	Woodland Memorial	4		7				
6565	Waiting room modernisation				10			
6566	Replacement Cremator Equip				56			
6567	Replace Cremators With 2 Wide ones					750		
6564	Sands Memorial Garden				20			
6596	New Doorway to Hall of Remembrance			18				
	<b>CHEYNEY WAY</b>							
6505	Cheyney Way – Farnborough Flood Impact Reduction					120		
	<b>ROWHILL NATURE RESERVE</b>							
6512	Rowhill Nature Reserve – Maintain Timber Structure				11			
	<b>CYCLEWAY LINKS</b>							
6520	Cove Brook Greenway			52				
6577	Hazel Avenue to Arrow Road			23				
	<b>DEPOTS</b>							
6576	Refurbishment of Temporary Depot		75					
6573	New Depot			1,550	1,500			
	<b>MARKETS</b>							
6502	Pop Up Gazebo's	17		8				
	<b>MAYFIELD REGENERATION</b>							
6554	Environmental Improvements	11		19				

Note: (s) denotes projects which include slippage from 2015/2016 into 2016/2017



## ENVIRONMENT &amp; SERVICE DELIVERY PORTFOLIO CAPITAL PROGRAMME 2015/2016 TO 2019/2020

3 of 3 Project Number	Project	Payments To 31.3.15 £'000	Original Estimate £'000	Revised Estimate £'000	Anticipated Payments			
					Estimate 20 £'000	Estimate 0 £'000	Estimate 0 £'000	Estimate 0 £'000
	<b>NOISE MONITORING</b>							
6402	Noise Monitoring Equipment		11	11				
	<b>PARKING SCHEMES</b>							
6550	Residents Parking Schemes			11				
	<b>PUBLIC CONVENIENCES</b>							
6579	Manor Park & Aldershot Park PC's – Replacement of Sanitary Fittings		16	16				
6587	Aldershot Bus Station – Refurbishment of Facilities		12	30				
	<b>REFUSE/ RECYCLING</b>							
6232	Bottle Bank Replacement		10	10				
6518	Wheeled Bins		85	105	85	85	85	85
	<b>SPEED VISORS</b>							
6511	Speed Visors Replacement			14				
	<b>STREET CLEANSING</b>							
6515	Litter/Cigarette Bins		15	15	15	15	15	15
	<b>TOTAL</b>	<b>216</b>	<b>4,948</b>	<b>4,551</b>	<b>5,139</b>	<b>987</b>	<b>100</b>	<b>100</b>

HEALTH & HOUSING PORTFOLIO CAPITAL PROGRAMME 2015/2016 TO 2019/2020

of 1 Project Number	Project	Payments To 31.3.15 £'000	Original Estimate 2015/16 £'000	Revised Estimate 2015/16 £'000	Anticipated Payments			
					Estimate 2016/17 £'000	Estimate 2017/18 £'000	Estimate 2018/19 £'000	Estimate 2019/20 £'000
	<b>IMPROVEMENT GRANTS</b>							
6400 50013	Disabled Facilities Grants (Mandatory)		650	881	650	650	650	650
6400 50022	Housing Renewal Grants (Discretionary)		50	133	50	50	50	50
6400 50050	Home Loan Scheme (Discretionary)		20	120	20	20	20	20
	<b>SOCIAL HOUSING GRANT</b>							
6401	Grants To Support Social Housing		204	204	121			
	<b>TOTAL</b>	<b>0</b>	<b>924</b>	<b>1,338</b>	<b>841</b>	<b>720</b>	<b>720</b>	<b>720</b>

## LEISURE &amp; YOUTH PORTFOLIO CAPITAL PROGRAMME 2015/2016 TO 2019/2020

1 of 3 Project Number	Project	Payments To 31.3.15 £'000	Original Estimate 2015/16 £'000	Revised Estimate 2015/16 £'000	Anticipated Payments				
					Estimate 2016/17 £'000	Estimate 2017/18 £'000	Estimate 2018/19 £'000	Estimate 2019/20 £'000	
	<b>ALDERSHOT PARK</b>								
6522	Drainage Works to Rugby Pitches	23		8					
	<b>ALPINE SNOWSPORTS</b>								
6516	Replacement Toilets & Viewing Area Building	3	62	64					
6501	Repainting & Anti Corrosion					65			
6527	Slope Maintenance		15	15	25	25	25	25	25
	<b>BRICKFIELD COUNTRY PARK</b>								
6528	Improvement Works (s)		30	10	20				
	<b>COVE GREEN</b>								
6526	Cricket Pitch Refurbishment			8					
6539	Park Improvements	6		11					
	<b>FARNBOROUGH TENNIS CLUB</b>								
6556	Pavilion Extension	15	34	117					
	<b>IVY ROAD PLAYING FIELDS</b>								
6500	Pitch Reconstruction	5		57					
	<b>MANOR PARK</b>								
6559	Memorial Refurbishment			1					
6570	Playground Refurbishment (s)		160		160				
6592	Depot new paving & tarmac				13				
6593	Cottage redecorate & Repairs					11			
6591	Lake Improvements (s)			10	10				

Note: (s) denotes projects which include slippage from 2015/2016 into 2016/2017

LEISURE & YOUTH PORTFOLIO CAPITAL PROGRAMME 2015/2016 TO 2019/2020

Project Number	Project	Payments To 31.3.15 £'000	Original Estimate 2015/16 £'000	Revised Estimate 2015/16 £'000	Anticipated Payments			
					Estimate 2016/17 £'000	Estimate 2017/18 £'000	Estimate 2018/19 £'000	Estimate 2019/20 £'000
<b>MUNICIPAL GARDENS</b>								
6580	Renovation of Retaining Wall	20		2				
6585	Playground Refurbishment (s)		160		160			
<b>PARKS &amp; OPEN SPACES</b>								
6504	Houseman Road Footbridge Improvements	3		15				
<b>PRINCES HALL</b>								
6513	Electrical Rewiring	4		1				
6525	Air Handling/ Environmental Control			3				
6529	Essential Maintenance & Redecoration		18	18				
6535	Replacement Flooring	10		5				
6581	Preplace flooring Princes Suite				12			
6537	Wi-Fi installation	8		4				
6582	Replace main auditorium sound system				30			
6583	Boiler room					229		
6584	Coating to roof				15			
6540	Moving Stage Lights		15	15				
<b>PYESTOCK CRESCENT</b>								
6544	Playground Refurbishment (s)		80		80			
<b>QUEENS ROAD</b>								
6553	Weightlifting Pavilion Improvements			25				

Note: (s) denotes projects which include slippage from 2015/2016 into 2016/2017

LEISURE & YOUTH PORTFOLIO CAPITAL PROGRAMME 2015/2016 TO 2019/2020

3 of 3 Project Number	Project	Payments To 31.3.15 £'000	Original Estimate 2015/16 £'000	Revised Estimate 2015/16 £'000	Anticipated Payments			
					Estimate 2016/17 £'000	Estimate 2017/18 £'000	Estimate 2018/19 £'000	Estimate 2019/20 £'000
6555	REDAN HILL Fortifications	5		15				
6552	SOUTHWOOD COMMUNITY CENTRE Boiler Replacement		19	19				
6242	ALDRSHOT POOLS COMPLEX Lido - Concrete Works & Structural Pool Repairs		15	15	15	15	15	15
6543	AIP - Electrical Testing & Rewiring		10	10	10	10	10	10
6551	AIP - Replacement Fans, Pumps & Valves		15	15	15	15	15	15
6557	Roof Insulation & Coating over Pools		120	120				
6558	Replacement Ceiling					62		
6541	FARNBOROUGH LEISURE CENTRE Electrical Testing & Rewiring		10	10	10	10	10	10
6545	Replacement Fans, Pumps & Valves		15	15	15	15	15	15
6549	Part Coating of Roof	62		1				
6561	Roof Coating Over Gym & Changing Rooms		23	23				
6574	Main Pool Filter Refurbishment		32	32				
6548	Teaching Pool filter Refurbishment				15			
6575	Ultra Violet Pool Disinfection Unit		35	35				
6546	OSBORNE ROAD Recreation Ground Refurbishment				120			
<b>TOTAL</b>		<b>164</b>	<b>868</b>	<b>699</b>	<b>725</b>	<b>457</b>	<b>90</b>	<b>90</b>

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**UPDATE TO REPORT NO. FIN1603 - REVENUE BUDGET, CAPITAL PROGRAMME  
AND COUNCIL TAX LEVEL**

**1. INTRODUCTION**

- 1.1 This report provides an updated General Fund Summary at Appendix 1 and an explanation of changes to the proposed Revenue Budget due to finalisation of the Council's estimates for business rates as set out in paragraph 3.4 of FIN1603.

**2. BACKGROUND**

- 2.1 The NNDR1 is a statutory return containing the Council's agreed business rates estimates for 2016/17 and the estimated surplus or deficit on the collection fund for business rates at the close of 2015/16. The return has now been finalised in accordance with the statutory timetable and under the appropriate delegation. As these estimates are materially different to those contained within the original budget report, it is appropriate to amend the General Fund summary to reflect the revised position and this has been carried out in consultation with the Leader of the Council and the Portfolio holder for Corporate services.

**3. PRINCIPAL CHANGES TO THE ESTIMATES**

2016/17 Business Rates Forecast

- 3.1 While positive local economic growth is reflected in an improved estimate for business rates income for the financial year ahead, this has been offset in part by the provision for appeals against rateable value, which might ultimately affect 2016/17. (The Council is obliged to hold back an amount of the rates collected, in order to make refunds to businesses who appeal successfully to the Valuation Office Agency). The resulting minor improvement in the net position for rates income also leads to a small change in the amount of levy that the Council has to pay to central government, as the Council is only able to keep 50% of the growth in rates above a set baseline.
- 3.2 There has also been a reduction in the amount of section 31 grants due from government, as compensation for various reliefs awarded against business rates. The Autumn Statement made no mention of a number of reliefs that had been introduced in previous years. This was the first indication that these reliefs would not be extended into 2016/17.
- 3.3 The revised figures are highlighted on the attached Appendix and marked A, B and C respectively.

## Surplus or Deficit for 2015/16

- 3.4 The NNDR1 also looks at the expected outturn position for 2015/16 and compares it with the initial estimates for that year; giving rise to either a surplus or deficit. Again, this figure has been significantly affected by the increase to the provision for appeals. With the Valuation Office Agency concentrating on the national revaluation exercise for business rates, a growing backlog of unsettled appeals is forming. In addition, a significant issue relating to valuation methodology for purpose built Doctor's surgeries has been settled for the 2005 business rates list but remains unresolved for the 2010 list. This change would not be caught by restrictions to backdating introduced in the Autumn Statement 2014, and the provision allows for 7 years of refunds at a similar percentage as the settled 2005 appeals. Approximately £2.6m is included within the provision for this issue alone.
- 3.5 Another significant factor has been a large increase in the amount of s44a relief for part-occupation awarded as compared to the original estimate for 2015/16 – an additional £0.6m in relief. This is a temporary situation however, which should result in an improved rateable value for the building (which has been undergoing major refurbishment and remodelling) and subsequent improvement in rates income.
- 3.6 These factors have culminated in a deficit of £361,000 for the collection fund for business rate at the close of 2015/16 (from a previously reported surplus of £279,000) - Figure D on Appendix 1.

## **4. IMPACT ON THE GENERAL FUND**

- 4.1 The total impact of the changes set out above is around £800,000. Given the existing level of savings required to balance the budget in 2016/17 (£900,000) it would not be prudent to seek additional savings within the 2016/17 budget. As outlined in paragraph 4.14 of FIN1603, it is recommended that the Stability and Resilience Reserve is used in the short-term to meet this additional pressure. This is in line with the budget strategy of using this reserve to meet short-term pressures whilst seeking to maximise income and make cost reductions over the medium-term. (Figure E)
- 4.2 Given the continued volatility of the business rates scheme (largely due to the operation of the scheme itself and in particular the appeals mechanism), it will be important to replenish reserves over time in order to carry a sufficient buffer against such movements. Again, this is supported by the Financial Strategy approved at Council in November, which set minimum levels for working balances at 5% of gross expenditure. After taking account of the drawdown from the Stability and Resilience Reserve of £800,000, working reserves will stand at approximately £4.7m at the close of 2016/17, which will be around 5.8% of gross expenditure.
- 4.3 The General Fund balance remains unchanged at £1.5m, comfortably within the approved range.



**5. RECOMMENDATIONS**

- 5.1 Cabinet are requested to approve the revised General Fund Revenue Budget Summary set out in Appendix 1, for recommendation to Council:

**AMANDA FAHEY - HEAD OF FINANCIAL SERVICES/SECTION 151 OFFICER**

## GENERAL FUND REVENUE BUDGET SUMMARY

	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Forecast 2016/17 £000
<b><u>Net Cost of Services by Portfolio</u></b>			
1 Corporate Services	986	1,159	1,203
2 Environment and Service Delivery	3,973	3,884	3,245
3 Concessions and Community	1,750	1,898	1,845
4 Health and Housing	1,677	2,170	1,683
5 Business, Safety and Regulation	2,690	2,828	2,921
6 Leisure & Youth	4,509	4,175	4,574
7 <b>PORTFOLIO NET EXPENDITURE</b>	15,585	16,114	15,471
8 Capital Accounting Charges - Reversed	(2,588)	(3,137)	(2,285)
9 Pension Adj/Employee Benefits Reversed	306	225	298
10 <b>NET EXPENDITURE AFTER ADJUSTMENTS</b>	13,303	13,202	13,484
<b><u>Provisions for Budget Re-structuring:</u></b>			
11 Reductions in Service Costs/Income Generation	(500)	(387)	(900)
12 Vacancy Monitoring	(315)	-	(315)
13 Variations in Service		5	31
14 Non-recurring Items		19	13
15 <b>Corporate Income and Expenditure</b>	(2,933)	(5,353)	(580)
16 <b>Contributions to/(from) Reserve Accounts</b>	2,358	4,748	135
17 <b>Central Government Funding</b>	(6,799)	(6,612)	(6,246)
18 <b>NET TOTAL EXPENDITURE</b>	5,114	5,622	5,622
19 Contribution to/(from) balances	362	(146)	42
20 <b>COUNCIL TAX REQUIREMENT</b>	5,476	5,476	5,664
<b>REVENUE BALANCES</b>			
21 1 April	1,638	1,638	1,492
22 General Fund Transfer	362	(146)	42
23 31 March	2,000	1,492	1,534

Illustrative CT Levels (£)	184.07	184.07	187.73
CT Base	29,751.47	29,751.47	30,172.66
& CT Increase (%)			1.99

15 <b><u>Corporate Income and Expenditure</u></b>			
Interest Receivable	(800)	(849)	(850)
Collection Fund (surplus)/deficit - Ctax	(150)	(150)	(91)
- NNDR	(1,983)	(4,354)	361
<b>Total</b>	(2,933)	(5,353)	(580)

16 <b><u>Contributions to/(from) Reserve Accounts</u></b>			
Revenue Contributions to Capital Programme	550	959	550
Revenue Contributions to Improvement Grants	200	200	200
Transfers to CPE Surplus Account	201	162	266
Contributions to/(from) earmarked reserves/prior yr grants	(170)	355	(81)
Contributions to/(from) Service Improvement Fund	-	(307)	-
Contributions to/(from) Stability & Resilience Reserve	1,577	3,379	(800)
<b>Total</b>	2,358	4,748	135

17 <b><u>Central Government Funding</u></b>			
New Burdens and other non-ring-fenced grants	-	(34)	(6)
New Homes Bonus	(1,696)	(1,696)	(1,994)
Council Tax Freeze Grants	(61)	(61)	-
Revenue Support Grant	(1,756)	(1,756)	(1,104)
RBC share of rates collected	(18,620)	(18,620)	(19,018)
Tariff payable	15,178	15,178	15,305
Levy /(Safety net )	848	848	904
s31 grants in relation to business rates	(692)	(471)	(333)
<b>Total</b>	(6,799)	(6,612)	(6,246)

CABINET  
2 FEBRUARY 2016

HEAD OF FINANCIAL SERVICES  
REPORT NO. FIN1602

## ANNUAL TREASURY MANAGEMENT STRATEGY 2016/17 AND PRUDENTIAL INDICATORS FOR CAPITAL FINANCE

### 1. INTRODUCTION

- 1.1 This report sets out the Treasury Management Strategy for the year 2016/17, the Annual Investment Strategy, Prudential Indicators for Capital Finance, Minimum Revenue Provision Statement and revisions to Treasury Management Practices.

### 2. PURPOSE

- 2.1 The purpose of the treasury management operation is to ensure that cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in counterparties or instruments commensurate with the Council's low risk approach, pursuing optimum performance while ensuring that security of the investment is considered ahead of investment return. The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure.
- 2.2 The second main function of the treasury management service is the funding of the Council's capital plans i.e. the longer-term cash flow planning to ensure that the Council can meet its capital spending obligations.
- 2.3 The purpose of Prudential Indicators is to set a framework for affordable, prudent and sustainable capital investment.
- 2.4 The attached appendices set out the Treasury Management Strategy and the Council's Prudential Indicators for 2016/17 to 2018/19 and fulfils key legislative requirements:

#### Appendix A

- The **Treasury Management Strategy** which sets out how the Council's treasury service will support capital decisions taken during the period, the day to day treasury management and the limitations on activity through treasury prudential indicators, in accordance with CIPFA's Code of Practice on Treasury Management<sup>1</sup> and Prudential Code<sup>2</sup>;
- The **Annual Borrowing Strategy** which sets out the Council's objectives for borrowing together with the approved sources of long and short-term borrowing and;
- **Annual Investment Strategy** which sets out the Council's criteria for choosing investment counterparties and limiting exposure to the risk of loss, in accordance with CLG Investment Guidance.

## Appendix B

- The setting of **Prudential Indicators** and the expected capital activities for the period as required by CIPFA's Prudential Code for Capital Finance in Local Authorities<sup>2</sup>.

## Appendix C

- The Council's **Minimum Revenue Provision (MRP) Statement**, which sets out how the Council will pay for capital assets through revenue each year, as required by Regulation under the Local Government Act 2007.

2.5 These policies and parameters provide an approved framework within which officers undertake the day-to-day capital and treasury activities.

2.6 At present, the Council's investments are being conducted within the parameters set in this report to minimise risk and exposure. The strategy allows the use of a wider range of financial institutions and investments, after due consideration of security and liquidity, to enable the generation of improved returns. The strategy provides the flexibility to pursue a range of diverse investment avenues within appropriate investment boundaries. This approach fits with the latest advice from the Council's treasury advisor, Arlingclose.

## **3. SCOPE**

3.1 This report covers the Council's treasury management activities as set out in paragraphs 2.1 and 2.2 above. The funds invested consist of short-term cash available due to timing of income and expenditure i.e. from movements in working capital, or from reserves that need to be available in the short term, and potentially longer-term investment funds derived from the Council's capital receipts.

3.2 The Treasury Management Strategy does not cover the potential use of these longer-term, core funds as that is the purpose of the capital programme. For example, the use of capital resources for property investment would be considered under the Capital Programme, along with other invest-to-save schemes, on a case-by-case basis with appropriate information on risk and return.

3.3 The Council's in-house team continues to explore a variety of investment options. These include expanding our portfolio of longer term investments and investing with Housing Associations. The latest advice from Arlingclose indicates that the Council should continue to diversify investment risk (spreading smaller amounts over an increasing number of counterparties).

3.4 The report also explores the potential for borrowing to fund future capital expenditure, dependent on the timing and extent of future investment plans, including setting limits on borrowing and prudential indicators for capital financing.

#### **4. RECOMMENDATIONS**

4.1 Members are requested to recommend to Council:

- (i) approval of the Treasury Management Strategy, Annual Borrowing Strategy and Annual Investment Strategy attached at Appendix A;
- (ii) approval of the Prudential Indicators set out in Appendix B; and
- (iii) approval of the Minimum Revenue Provision (MRP) Statement set out in Appendix C.

**AMANDA FAHEY**

Background papers:

**HEAD OF FINANCIAL SERVICES**

1. *Treasury Management in the Public Services* (CIPFA)
2. *The Prudential Code for Capital Finance* (CIPFA)



### TREASURY MANAGEMENT STRATEGY 2016/17

#### 1. INTRODUCTION

- 1.1 This strategy has been prepared in accordance with CIPFA's Treasury Management in the Public Sector: Code of Practice, which requires the Council to approve a Treasury Management Strategy before the start of each financial year.
- 1.2 In addition, DCLG issued revised Guidance on Local Authority Investments in March 2010 that requires the Council to approve an Investment Strategy before the start of each financial year.
- 1.3 The Council approves an annual strategy to be prepared in advance of the year, a mid-year review and an annual report after its close. The Licensing and General Purposes Committee is the nominated committee responsible for the effective scrutiny of the Treasury Management Strategy and policies.
- 1.4 The Council has invested sums of money and is therefore exposed to financial risks including loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's Treasury Management Strategy.
- 1.5 This strategy covers:
- External context
  - Current investment portfolio position
  - Annual Borrowing Strategy
  - Annual Investment Strategy
  - Specified & Non-specified Investments
  - Performance Indicators

#### 2. EXTERNAL CONTEXT

- 2.1 **Economic background:** Domestic demand has grown robustly, supported by real income growth and a gradual decline in private sector savings. Low oil and commodity prices have contributed to CPI inflation falling to 0.1% in October and GDP growth 2.3% in Q3 2015. Although speeches at the Bank of England signalled that there may be increases in future interest rates, policy rates have been held for 81 consecutive months. Looking forward, uncertainty of the forthcoming EU referendum could put downward pressure on UK GDP and interest rates. In addition, China's growth has slowed, hence reducing global demand and contributing to emerging market weakness. The US Federal reserve did raise its policy rates 0.25% in December 2015, whilst the European Central Bank embarked on Quantitative Easing in 2015.

- 2.2 **Credit outlook:** The varying fortunes of different parts of the global economy are reflected in market indicators of credit risk. UK Banks operating in the Far East and parts of mainland Europe have seen their perceived risk increase, while those with a more domestic focus continue to show improvement.

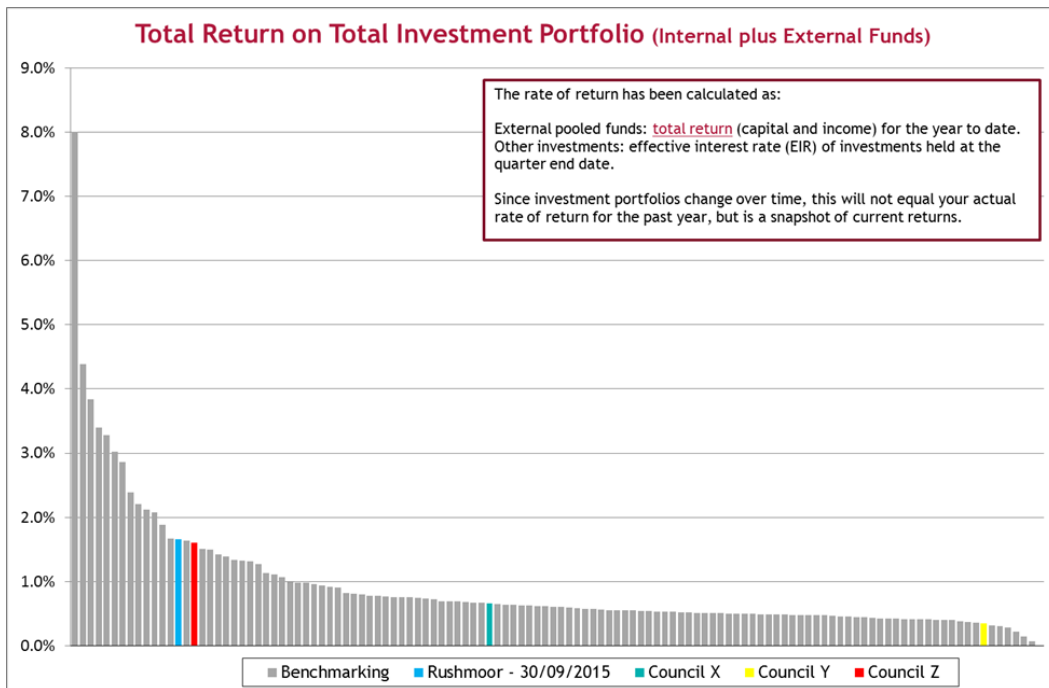
Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the UK, USA and Germany. The rest of the European Union will follow suit in January 2016, while Australia, Canada and Switzerland are well advanced with their own plans. Meanwhile, changes to the UK Financial Services Compensation Scheme and similar European schemes in July 2015 mean that most private sector investors are now partially or fully exempt from contributing to a bail-in. The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Council; returns from cash deposits however remain stubbornly low.

- 2.3 **Interest rate forecast:** Arlingclose project the first 0.25% increase in UK Bank Rate in the third quarter of 2016, rising by 0.5% a year thereafter, finally settling between 2% and 3% in several years' time. Persistently low inflation, subdued global growth and potential concerns over the UK's position in Europe mean that the risks to this forecast are weighted towards the downside.

### 3. CURRENT BORROWING & INVESTMENT PORTFOLIO POSITION

- 3.1 The Guidance on Local Government Investments in England gives priority to security and liquidity, and the Council's aim has been to achieve a yield commensurate with these principles. The latest advice from Arlingclose to counteract the increasing risk of bank bail-ins and to generate enhanced returns as long-term interest rate forecasts remain low is to aim to invest longer term with counterparties other than banks and to invest across a diverse investment portfolio.
- 3.2 During 2015/16 the Council has generated returns from existing long-term pooled fund investments together with diversification within the Council's investment portfolio:
- £20m in pooled funds (providing a balance across a range of 5 different types of fund)
  - £2m with Lancashire County Council
  - £2m with Dumfries and Galloway Council
  - £6.5 with various Banks and Building Societies
- 3.3 The graph - Total Return on Total Investment Portfolio has been produced by Arlingclose and demonstrates that during the six months to 30/9/2015 the Council's returns on total investment portfolio at 1.66% were amongst the highest when benchmarked against their other local authority clients.





Note: Highlighted Councils X, Y and Z, have similar sized investment portfolios.

**Table 1: – Existing Investment & Debt Portfolio Position**

	Actual Portfolio £m	Average Rate %
Total External Borrowing	4.7	-
Total Gross External Debt	4.7	
Investments:		
Managed in-house-		
Short-term investments	12.0	0.6
Long Term Investments	10.6	1.0
Money Market Funds	9.1	0.4
Call accounts	1.0	0.4
Managed externally-		
Pooled Funds *:		
Payden & Rygel's Sterling Reserve	5.0	0.99
CCLA LA's Mutual Investment Trust	5.0	5.23
Aberdeen Absolute Fund	3.0	2.67
UBS Multi Asset Fund	5.0	3.80
Threadneedle Investments	2.0	4.29
<b>Total Investments</b>	<b>52.7</b>	

Table 1 Illustrates the Council's investment and debt portfolio position as at 31<sup>st</sup> December 2015.

### 4. ANNUAL BORROWING STRATEGY 2016/17

4.1 The Council made use of two funds from the Local Enterprise Partnership by borrowing £3 million to progress the Aldershot regeneration schemes in 2015/16, and £1.7million to progress the acquisition of suitable alternative natural green space. Potential future borrowing requirements will be explored as part of the financial appraisal process of any capital investment schemes identified as an outcome of the ongoing 8-Point Plan work and Strategic Projects (e.g. Regeneration Schemes). The Council may borrow to finance investment schemes providing this does not exceed the authorised limit for borrowing of £15 million during 2016/17.

4.2 **Objectives:** The Council's chief objective when borrowing money will be to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required.

**Sources:** The approved sources of long-term and short-term borrowing are detailed within TMP 4 (Approved Instruments, Methods and Techniques), and are summarised below:

- Public Works Loan Board (PWLB)
- Money market loans (long term & temporary)
- any bank or building society authorised to operate in the UK
- UK Local Authorities
- UK public and private sector pension funds (except the Local Government Pension Scheme administered by Hampshire County Council)
- Capital market bond investors
- UK Municipal Bond Agency plc and other special purpose companies created to enable local authority bond issues.
- Lottery monies

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- operating and finance leases
- hire purchase
- Private Finance Initiative

### 5. ANNUAL INVESTMENT STRATEGY 2016/17

5.1 The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investment balance has ranged between £48 million and £52 million however, levels are expected to reduced in the forthcoming year due to the impact of business rates retention scheme on cash flows and as capital expenditure takes place.

## APPENDIX A

- 5.2 **Objectives:** Both the CIPFA Code and the CLG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 5.3 **Strategy:** Given the increasing risk and continued low returns from short-term unsecured bank investments, the Council aims to further diversify into more secure and/or higher yielding asset classes during 2016/17, whilst retaining short term accessibility.
- 5.4 Table 2 outlines the approved investment counterparties with whom the Council may invest its surplus funds, subject to the cash, investment and time limits shown. The schedule of approved counterparties is underpinned by a detailed list of named counterparties. This list is maintained within Financial Services for treasury management operational purposes.

**Table 2: Approved Investment Counterparties**

Counterparty		Cash limit per counterparty	Investment Limit (per type of counterparty)	Time limit †
<b>Banks Unsecured</b> whose lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's is:	AAA	£2m	£20m in total	5 Years*
	AA+	£2m		5 Years*
	AA	£2m		4 years*
	AA-	£2m		3 years*
	A+	£2m		2 years
	A	£2m		13 months
	A-	£2m		6 months
	BBB+	£1m		100 days
<b>Banks Secured</b> whose lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's is:	AAA	£4m	Unlimited	20 years
	AA+	£4m		10 years
	AA	£4m		5 years
	AA-	£4m		4 years
	A+	£4m		3 years
	A	£4m		2 years
	A-	£4m		13 months
	BBB+	£2m		6 months
	BBB or BBB-	£2m		100 days

## APPENDIX A

Counterparty		Cash limit per counterparty	Investment Limit (per type of counterparty)	Time limit †
<b>Government</b> whose lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's is:	AAA	£4m	Unlimited	50 Years
	AA+	£4m		25 Years
	AA	£4m		15 Years
	AA-	£4m		10 Years
	A+	£2m		5 Years
	A	£2m		5 Years
	A-	£2m		5 Years
	BBB+	£1m		2 Years
	None	£4m		25 Years
<b>Corporates</b> whose lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's is:	AAA	£2m	£6m in total	20 Years
	AA+	£2m		10 Years
	AA	£2m		10 Years
	AA-	£2m		10 Years
	A+	£2m		5 Years
	A	£2m		2 Years
	A-	£1m		13 months
	BBB+	£1m		6 months
	none	£0.5m		5 Years
<b>Registered Providers</b> whose lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's is:	AAA	£4m	£10m in total	20 Years
	AA+	£4m		10 Years
	AA	£4m		10 Years
	AA-	£4m		10 Years
	A+	£4m		5 Years
	A	£4m		5 Years
	A-	£4m		5 Years
	BBB+	£4m		5 Years
	None	£4m		5 Years
The Council's current account bank if it fails to meet the above criteria		£2m	£2m	next day
UK Building Societies without credit rating		£1m	£4m	1 Year
Money market funds		£5m	£20m in total	n/a
Collective Investment Schemes (pooled funds)		£5m per fund	£20m in total	These funds do not have a defined maturity date

*\* no longer than 2 years in fixed-term deposits and other illiquid instruments*

- 5.5 Investments may be made with banks or any public or private sector organisations that meet the above credit rating criteria. The Council may also invest with organisations and pooled funds without credit ratings, following an external credit assessment and advice from the Council's

treasury management adviser.

5.6 Further information as to why certain counterparties have been included in table 2 is set out below:

- **Banks Unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

Unsecured investment with banks rated BBB or BBB- are restricted to overnight deposits at the Council's current account bank, which is categorised separately in table 2.

- **Banks Secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.
- **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.
- **Corporates:** Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.

Investments in unrated small businesses may provide considerably higher rates of return. They will however only be made following a favourable external credit assessment and on the specific advice of the Council's treasury management adviser.

- **Registered Providers:** Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain a high likelihood of receiving government support if needed.

- **Money Market Funds:** These funds are pooled investment vehicles consisting of money market deposits and similar instruments. They have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager. We will continue to use funds that offer same-day liquidity as an alternative to instant access bank accounts, while funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.
  - **Other Pooled Funds:** The Council will continue to use pooled bond, equity and property funds that offer enhanced returns over the longer term, but are potentially more volatile in the shorter term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.
- 5.7 **Risk Assessment and Credit Ratings:** The Council uses long-term credit ratings from the three main rating agencies Fitch Ratings, Moody's Investors Service and Standard & Poor's Financial Services to assess the risk of investment default. The lowest available counterparty credit rating will be used to determine credit quality, unless an investment-specific rating is available. Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made with that entity
  - we will recall or sell any existing investments with that entity where we can do so at no cost
  - due consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
- 5.8 **Other Information on the Security of Investments:** The Council will also take account of other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. The Council will not proceed with an investment with an organisation if it has doubts about its credit quality, even though it may meet the credit rating criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not reflected in general credit-ratings. In these circumstances, where the Council feels the whole market has been affected, it will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities.

This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

### 6. SPECIFIED AND NON-SPECIFIED INVESTMENTS

6.1 **Specified Investments:** The CLG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
  - the UK Government
  - a UK local authority, parish council or community council
  - a body or investment scheme of “high credit quality”.

The Council defines “high credit quality” organisations as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

6.2 **Non-specified Investments:** Any investment not meeting the definition of a specified investment is classified as non-specified. The Council does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure e.g. company shares.

Non-specified investments at the Council are limited to longer term investments e.g. pooled funds, or other long-term (12 months +) investments with other LAs, banks or building societies, and investments with bodies and schemes not meeting the definition of high credit quality. Limits on non-specified investments are shown in table 3 below.

**Table 3: Non-Specified Investment Limits**

	Cash limit
Total long-term investments	£40m
Total investments without credit ratings or rated below A-	£30m
Total non-specified investments	£40m

6.3 **Approved Instruments:** The Council may lend or invest money using any of the instruments detailed in Treasury Management Practice (TMP) 4, held within Financial Services. The approved instruments are summarised as follows:

- interest-bearing bank accounts
- fixed term deposits and loans

## APPENDIX A

- callable deposits and loans where the Council may demand repayment at any time (with or without notice)
- callable deposits and loans where the borrower may repay before maturity
- certificates of deposit
- bonds, notes, bills, commercial paper and other marketable instruments
- shares in money market funds and other pooled funds
- reverse repurchase agreements (repos)

Investments may be either made at a fixed rate of interest, or at a variable rate linked to a market interest rate, such as LIBOR, subject to the limits on interest rate exposures below.

- 6.4 **Liquidity management:** The Council produces cash flow forecasts to determine the maximum period for which funds may be committed. Limits on long-term investments are set by reference to the Council's medium term financial plan and cash flow forecast.

### 7. TREASURY MANAGEMENT INDICATORS

- 7.1 The Treasury Management Code requires that local authorities set a number of indicators for treasury management performance, which have been set out below at paragraphs 7.3 to 7.5. The Council has also adopted a voluntary measure for credit risk as set out in paragraph 7.2

- 7.2 **Credit Risk (Credit Score Analysis):** Counterparty credit quality is assessed and monitored by reference to credit ratings. Credit ratings are supplied by rating agencies Fitch, Standard & Poor's and Moody's. Arlingclose assign values between 1 and 26 to credit ratings in the range AAA to D, with AAA being the highest credit quality (1) and D being the lowest (26). Lower scores mean better credit quality and less risk.

The advice from Arlingclose is to aim for an average A-, or higher, average credit rating, with an average score of 7 or lower. The scores are weighted according to the size of our deposits (value-weighted average) and the maturity of the deposits (time-weighted average).

	Target
Portfolio average credit rating	A-
Portfolio average credit score	7.0

- 7.3 **Interest Rate Exposure:** This indicator is set to monitor the Council's exposure to the effects of changes in interest rates. The indicator calculates the relationship between the Council's net principal sum outstanding on its borrowing to the minimum amount it has available to invest. The upper limits on fixed and variable rate interest rate exposures



## APPENDIX A

expressed as the amount of net principal borrowed is:

	2016/17	2017/18	2018/19
Upper limit on fixed interest rate exposure	-£27m	-£23m	-£18m
Upper limit on variable interest rate exposure	-£19m	-£16m	-£13m

It is expected that for most Councils the interest rate exposure calculation would result in a positive figure. As the Council has more funds available to invest than it intends to borrow, the calculation has resulted in a negative figure.

- 7.4 **Maturity Structure of Borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

	Upper	Lower
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

- 7.5 **Principal Sums Invested for Periods Longer than 364 days:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total principal sum invested to final maturities beyond the period end will be:

	2016/17	2017/18	2018/19
Limit on principal invested beyond year end at any one time	£40m	£40m	£40m

## 8. OTHER ITEMS

- 8.1 There are a number of additional items that the Council is obliged by CIPFA or CLG to include in its Treasury Management Strategy.
- 8.2 **Policy on Use of Financial Derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk, and to reduce costs or increase income at

the expense of greater risk. The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Embedded derivatives, including those present in pooled funds, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

- 8.3 **Investment Training:** The needs of the Council's treasury management staff for training in investment management are assessed on a continuous basis, discussed as part of the staff appraisal process and reviewed as the responsibilities of individual members of staff change.

Staff regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA.

- 8.4 **Investment Advisers:** The Council appointed Arlingclose Limited as treasury management advisers in April 2013, and receives specific advice on investment, debt and capital finance issues. The quality of this service will be reviewed on an ongoing basis as part of the process of monitoring the Council's investment portfolio. Arlingclose have been successful in securing the Council's Treasury Advisory contract for a further 3 years from April 2016, following a procurement exercise.

- 8.5 **Investment of Money Borrowed in Advance of Need:** The Council may, from time-to-time, borrow in advance of need, where this is expected to provide the best long-term value for money. Since amounts borrowed will be invested until spent, the Council is aware that it will be exposed to the risk of loss of the borrowed sums, and potential interest rate changes. These risks will be managed as part of the Council's overall management of its treasury risks.

The total amount borrowed will not exceed the authorised borrowing limit of £15 million during 2016/17. The maximum period between borrowing and expenditure is expected to be two years.

- 8.6 **Financial Implications:** The budget for investment income in 2016/17 is £850k, based on an average investment portfolio of £35 million at interest rates ranging from 0.4% liquid MMF and other short-term investments to 5.25% long-term pooled property investment fund. Performance of investments against budget will be reviewed on an ongoing basis and as part of our quarterly budget monitoring process. The investment income will reduce depending on the pace and size of capital expenditure that arises from the 8-Point Plan work and strategic projects as mentioned in section 4.1.

- 8.7 **Other Options Considered:** The CLG Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The Chief Finance Officer believes the above strategy represents an appropriate balance between risk management and cost effectiveness. An alternative strategy might be to invest in a narrower range of counterparties and/or for shorter periods. The likely impact of this alternative would be lower interest income alongside a reduced risk of loss from credit-related defaults. Investing in a wider range of counterparties and/or for longer periods would result in the opposite impact i.e. interest income would be higher but there would be a greater risk of loss.



**PRUDENTIAL INDICATORS**

The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Council has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

1. **Estimates of Capital Expenditure:** The Council's planned core capital expenditure and financing may be summarised as follows:

<b>Capital Expenditure and Financing</b>	<b>2015/16 Revised £m</b>	<b>2016/17 Estimate £m</b>	<b>2017/18 Estimate £m</b>	<b>2018/19 Estimate £m</b>
General Fund	9.340	8.802	5.317	1.150
<b>TOTAL EXPENDITURE</b>	<b>9.340</b>	<b>8.802</b>	<b>5.317</b>	<b>1.150</b>

Capital Receipts	5.780	5.477	3.470	(0.037)
Capital Grants & Contributions	2.401	2.575	1.097	0.437
Revenue	1.159	0.750	0.750	0.750
Borrowing	0	0	0	0
<b>TOTAL FINANCING</b>	<b>9.340</b>	<b>8.802</b>	<b>5.317</b>	<b>1.150</b>

The Council's core capital expenditure programme has been evaluated and comprises of affordable, prudent and sustainable items. In addition to this, the Council can foresee the need to progress expenditure on Invest to Save schemes (as part of the 8-Point Plan) and strategic projects such as regeneration schemes. These schemes will be evaluated and presented to Cabinet individually, before inclusion on the Capital programme.

Indicative values for these future schemes are demonstrated below. Whilst additional grants and capital receipts may fund some of the expenditure, borrowings will be required.

<b>Indicative Capital Expenditure</b>	<b>2015/16 Revised £m</b>	<b>2016/17 Estimate £m</b>	<b>2017/18 Estimate £m</b>	<b>2018/19 Estimate £m</b>
<i>Invest To Save schemes</i>	<i>0</i>	<i>8.200</i>	<i>3.000</i>	<i>8.100</i>
<i>Strategic programme</i>	<i>0</i>	<i>0.300</i>	<i>10.000</i>	<i>9.000</i>
<b>Total expenditure</b>	<b>0</b>	<b>8.500</b>	<b>13.000</b>	<b>17.100</b>

## APPENDIX B

2. **Estimates of Capital Financing Requirement:** The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for capital purposes.

<b>Capital Financing Requirement</b>	<b>31.03.16 Estimate £m</b>	<b>31.03.17 Estimate £m</b>	<b>31.03.18 Estimate £m</b>	<b>31.03.19 Estimate £m</b>
General Fund	4.7	4.1	3.4	2.6
<b>Total CFR</b>	<b>4.7</b>	<b>4.1</b>	<b>3.4</b>	<b>2.6</b>

Based on its core Capital Programme, the Council will be able to finance all of its core capital expenditure without the need to borrow, other than its existing use of Local Enterprise Partnership funding.

Should the indicative projects described above be implemented, the total indicative CFR will be as follows:

<b>Capital Financing Requirement</b>	<b>31.03.16 Estimate £m</b>	<b>31.03.17 Estimate £m</b>	<b>31.03.18 Estimate £m</b>	<b>31.03.19 Estimate £m</b>
<b>Total CFR if Indicative Projects are implemented</b>	<b>4.7</b>	<b>4.3</b>	<b>15.0</b>	<b>29.9</b>

3. **Gross Debt and the Capital Financing Requirement:** In order to ensure that over the medium term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short-term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

<b>Debt</b>	<b>2015/16 Revised £m</b>	<b>2016/17 Estimate £m</b>	<b>2017/18 Estimate £m</b>	<b>2018/19 Estimate £m</b>
Borrowing	4.7	4.1	3.4	2.6
<b>Total Debt</b>	<b>4.7</b>	<b>4.1</b>	<b>3.4</b>	<b>2.6</b>

The Council made use of two Local Enterprise Partnership Infrastructure Funds in 2015/16 of £4.7m. Of which, £3m will be repaid over a seven year period from capital receipts received from the developer. The remaining £1.7m will be repaid over a five-year period.

Should the indicative projects be implemented as well as the core schemes, the total indicative Debt could be as follows:

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<i>Debt</i>	<i>2015/16 Revised £m</i>	<i>2016/17 Estimate £m</i>	<i>2017/18 Estimate £m</i>	<i>2018/19 Estimate £m</i>
<b>Total Indicative Debt</b>	<b>4.7</b>	<b>4.3</b>	<b>15.0</b>	<b>29.9</b>

4. **Operational Boundary for External Debt:** The operational boundary is based on the Council's estimate of most likely ( i.e. prudent, but not worst-case) scenario for external debt. It links directly to the Council's estimates of core capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance leases, Private Finance Initiatives and other liabilities that are not borrowing but form part of the Council's debt.

<b>Operational Boundary</b>	<b>2015/16 Revised £m</b>	<b>2016/17 Estimate £m</b>	<b>2017/18 Estimate £m</b>	<b>2018/19 Estimate £m</b>
Borrowing	5.0	5.0	5.0	5.0
<b>Total Debt</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

5. **Authorised Limit for External Debt:** The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements. The estimate for 2016/17 onwards takes account of the borrowing from the Local Enterprise Partnership, together with any variations in the borrowing requirements to support some of the key Invest to Save schemes (as part of the 8 Point Plan) and other strategic projects, which have yet to be fully developed, and are not reflected within the core capital programme.

<b>Authorised Limit</b>	<b>2015/16 Revised £m</b>	<b>2016/17 Estimate £m</b>	<b>2017/18 Estimate £m</b>	<b>2018/19 Estimate £m</b>
Borrowing	9.0	14.0	18.0	20.0
Other long-term liabilities	1.0	1.0	1.0	1.0
<b>Total Debt</b>	<b>10.0</b>	<b>15.0</b>	<b>19.0</b>	<b>21.0</b>

6. **Ratio of Financing Costs to Net Revenue Stream:** This is an indicator of affordability and highlights the revenue implications of existing and proposed "core" capital expenditure by identifying the

## APPENDIX B

proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2015/16 Revised %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %
General Fund	-7	-5	-5	-5

The ratio is negative as the Council currently has net interest income.

7. **Incremental Impact of Capital Investment Decisions:** This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax levels. The incremental impact is the difference between the total revenue budget requirement of the current approved capital programme and the revenue budget requirement arising from the capital programme proposed.

Incremental Impact of Capital Investment Decisions	2016/17 Estimate £	2017/18 Estimate £	2018/19 Estimate £
General Fund - increase in annual band D Council Tax	4.75	2.67	2.55

**Adoption of the CIPFA Treasury Management Code:** The prudential indicator in respect of treasury management is that the Council adopt CIPFA's Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. The aim is to ensure that treasury management is led by a clear and integrated forward treasury management strategy, with recognition of the existing structure of the Council's borrowing and investment portfolios. The revised edition of the Code (November 2011) was adopted by the Council on 20<sup>th</sup> February 2014.



### MINIMUM REVENUE PROVISION STATEMENT

- 1.1 Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008.
- 1.2 The Local Government Act 2003 requires the Council to have regard to the Department for Communities and Local Government's *Guidance on Minimum Revenue Provision* (the CLG Guidance) most recently issued in 2012.
- 1.3 The broad aim of the CLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 1.4 The CLG Guidance requires the Council to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP. This statement only incorporates options recommended in the Guidance.
- 1.5 For any unsupported capital expenditure incurred after 31<sup>st</sup> March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant assets, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets, but which has been capitalised by regulation or direction, will be charged over 20 years.
- 1.6 For assets acquired by finance lease or private finance initiative, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.
- 1.7 Where loans are made to other bodies for their capital expenditure, no MRP will be charged. However, the capital receipts generated by the annual repayments on those loans will be put aside to repay debt instead.
- 1.8 Rushmoor is currently debt-free and the Council can finance its core capital expenditure without borrowings. However, as indicated in the Medium Term Strategy the Council can foresee the need to progress expenditure on Invest to Save schemes (as part of the 8-Point Plan) and other strategic projects. In which case, borrowings will be required and MRP will arise.

During 2015/16, the Council made use of two revolving infrastructure funds from the Local Enterprise Partnership (LEP). This did not give rise

to MRP.

- 1.9 The implementation of International Financial Reporting Standards (IFRS) has meant that the accounting treatment for assets used within major contracts may result in embedded finance leases appearing on the Balance Sheet, leading to a requirement for MRP. This is purely an accounting requirement and does not give rise to any requirement to borrow to fund these assets. For 2016/17, no such embedded finance leases are envisaged.

**AGENDA ITEM NO. 4**

**Cabinet**  
**2 February 2016**

**Head of Community & Environmental Services**  
**Report No. COMM1602**

**Waste Regulations 2012 – Recycling System Assessment for Rushmoor**

**1.0 Introduction**

- This paper seeks endorsement of the recycling assessment carried out under the Waste (England and Wales) Regulations 2012 (as amended in 2014).

**2.0 Background to the Assessment**

- Under the above legislation, which enacts the Revised Waste Framework Directive (2008/98/EC), all Local Authorities are required to maximise high quality recycling and apply the waste hierarchy as a priority order for the management of waste materials.
- The legislation also requires authorities to collect a range of materials; paper, metal, plastic and glass and to ensure that these are collected separately. However, the requirement to collect the materials separately only applies where it is necessary to ensure the waste undergoes recovery operations and is “Technically, Environmentally and Economically Practicable” (TEEP) to do so.
- In order to fulfil this requirement, the Council must demonstrate whether the current system is appropriate or whether separate collections are required to ensure high quality recycling.

**3.0 The Assessment**

- The assessment has been carried out in conjunction with our partners in Project Integra and consultants White Young Green. It follows the format suggested by the Waste Regulations Route Map produced by the Waste and Resources Action Programme (WRAP) in December last year. A copy of the final assessment is attached.
- The assessment follows a number of steps that are summarised below:
- **Step 1** describes the current waste collection system in operation and shows that Rushmoor does indeed collect paper, metal, plastic and glass, but does

not collect each of these separately. Glass is collected separately, but the others are co-mingled at the point of collection.

- **Step 2** outlines how each material is treated and recycled and explains that blue bin material is processed by Veolia as part of the Hampshire County Council disposal contract.
- **Step 3** seeks application of the waste hierarchy which has been applied to waste management decisions both locally and Hampshire-wide through the Project Integra partnership for many years. Indeed, Project Integra (PI) has been very successful in diverting waste from landfill, and is top performing in that regard.
- **Step 4** is to undertake two tests, one asks whether separate collections for paper, metal, plastic and glass are necessary to ensure the materials are recycled. The second is to determine whether separate collections are practicable technically, environmentally and economically.
- **The Necessity Test** compares the yield of materials through the Rushmoor system with other similar authorities, some of which have similar collection systems and others are significantly different. This test demonstrates that whilst the yield of recyclate in Rushmoor is relatively low, the co-mingled approach yields more than would be obtained by a separate collection service for each material. Additionally, the focus on high-quality materials in the Hampshire system and keeping glass separate ensures high quality, local recycling and the income received is reflective of this. Therefore, separate collections are not necessary to ensure the materials are recycled.
- **The Practicality Test** addresses whether the separate collection of each material is economically, environmentally or technically impracticable. The report shows the likely additional costs of operating a separate collection service when compared with the market rate for the current service at £150,000 per year. Therefore a separate collection service proves to be impracticable on economic grounds.

#### 4.0 Financial Implications

- There are no financial implications to this report.

#### 5.0 Conclusions

- The collection service in Hampshire is intrinsically linked with the infrastructure that is provided under the County Council waste disposal contract with Veolia. This system has been carefully developed with the aim of minimising reliance on landfill, maximising material quality, sustainability and income. The system has been very successful in that regard.

- The separate collection of glass ensures that there is no degrading of material quality associated with including glass in the co-mingled mix and is a key factor in the suitability of the Rushmoor system.
- Whilst the yield of materials through the system is quite low in Rushmoor, importantly, it could not be increased by switching to separate collections and such a change would be rendered impracticable in financial terms.

## **6.0 Recommendation**

- Cabinet is recommended to endorse the TEEP assessment as outlined and determine that the current collection system is fit for purpose.
- 

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**Head of Community & Environmental Services**

Contact

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**Background papers:** WYG – Note for Rushmoor Borough Council: TEEP Assessment

# NOTE FOR RUSHMOOR BOROUGH COUNCIL: TEEP ASSESSMENT



## INTRODUCTION

Rushmoor Borough Council (RBC) collects its waste, including co-mingled dry recyclables, through a contract with Veolia Environmental Services (VES), which provides these services through an integrated contract, which includes services such as street cleansing, grounds maintenance and toilet cleaning. The collected dry recyclables, which are co-mingled but with glass as a separate stream, are delivered to a conveniently located transfer station at Eelmoor Road, Farnborough, which facility is provided by Hampshire CC (HCC). As part of the Project Integra arrangements, these co-mingled materials then become the property of VES in their role as HCC's contractor; and are subsequently sorted and treated for recycling at the Alton MRF through the contract between HCC and VES, under the terms of which VES markets the recycled materials with RBC then receiving half of the income from the sale.

The glass is collected as a separate stream at the kerbside (i.e. is not part of the co-mingled mix); but it is still subject to the delivery and transfer arrangements described above and subsequently it is delivered for colour-sorting and recycling. By separating the glass into separate colours as part of the treatment process, the amount going to re-melt is optimised; and again RBC receives income as well as, for this material, recycling credits.

RBC is fully cognisant of the requirements of the EU Waste Framework Directive (WFD) 2008 and the Waste England and Wales Regulations 2011 which flow from it. The Regulations (which were the subject of a judicial review) include Regulation 13 regarding the collection of glass, metal, paper and plastic for recycling. It is worth noting at this point that the Project Integra arrangements were well established before the WFD was published: and that the Project Integra arrangements are designed to divert as much waste from landfill as possible, in which it is extremely successful.

RBC is aware that the requirement of Regulation 13 is that these materials (i.e. glass, metal, paper and plastic for recycling) should be collected separately: but may be collected on a different basis in certain circumstances where it can be shown that it is not technically, economically or environmentally practicable (TEEP).

In late April 2014 WRAP published the Waste Regulations Route Map. WYG was asked by RBC to assess its chosen methodology on the basis of this Route Map.

## USING THE ROUTE MAP PUBLISHED BY WRAP

With the benefit of the Route Map published by WRAP to hand, the following commentary works its way through the various stages.

# NOTE FOR RUSHMOOR BOROUGH COUNCIL: TEEP ASSESSMENT



## Step 1

Here RBC should consider the waste collections covered; and the current waste collection system.

The waste collections being covered are household waste. The current waste collection system does collect the four materials (glass, metal, paper and plastic) for recycling; but these are not collected as separate waste streams, except for glass.

The published guidance also refers to the collection of food and garden waste: the system collects garden waste as a separate chargeable stream; but not food waste. There is recovery from food waste (collected as part of the residual waste stream) and residual waste through the Energy from Waste plants.

The published guidance also refers to the collection of bulky waste and the RBC system collects this and applies a waste hierarchy promoting reuse and recycling.

## Step 2

Here RBC should consider how each waste stream is managed and what waste is recycled.

Residual household waste is not currently recycled; but there is recovery through the Energy from Waste plants.

Dry recyclate collected is all recycled, except for fines and contaminants. The contract between HCC and VES sets out detailed processes that are followed to determine the make-up of the recyclate and managing contamination; and the level of contamination is measured for each Waste Collection Authority.

Garden waste is treated through composting and 1,751 tonnes were composted in 2013/14. Bulky waste is also recycled where it can be.

## Step 3

Step 3 relates to the waste hierarchy: which has been applied throughout the decision-making process regarding the selection of recycling methodology and to the waste collection methodology generally. Indeed, in terms of avoidance from landfill and in terms of overall, recovery, Project Integra has applied this hierarchy better and earlier than others.

## Step 4

At this stage a number of questions are asked in relation to the four dry streams of glass, metal, paper and plastic. Working through these questions:

# NOTE FOR RUSHMOOR BOROUGH COUNCIL: TEEP ASSESSMENT



- Does RBC collect glass, metal, paper and plastic for recycling? Yes
- Are separate collections in place? For glass yes; for other streams, no (so necessity and practicability questions to be answered)
- Are separate collections necessary to ensure that waste is recycled? No – waste collected for recycling is (apart from contaminants etc.) recycled
- Is there an approach to separate collection that is technically, environmentally and economically practicable? No – as the following tests show

## Necessity Test:

Here the quality and quantity of recycling is considered. As far as the quality of recycling is concerned, all of the material that is collected and delivered to the MRF (or indeed collected at bring sites) is recycled, with the exception of contaminants. Contamination is reported regularly through Project Integra to RBC and the other Hampshire Waste Collection Authorities, with a good deal of detail as to how contamination is made up. All contaminants are sent to the Energy from Waste plants. By concentrating on high quality recyclables (plastic bottles, colour-separated glass) and by keeping glass and paper apart the materials are very marketable and attract good prices: as well as being recycled within the UK wherever possible.

In terms of quantity, there is a good deal of evidence which shows that the chosen methodology recycles much more than could be achieved with separate collections.

According to WasteDataFlow, in 2012/13 RBC collected 153 kg per household of dry recyclables at the kerbside and in 2013/14 it collected 144 kg per household.

Table 1 and Figure 1 overleaf show the kerbside dry recycling yields in kg/household for Rushmoor and its CIPFA Nearest Neighbours (NN), listed in order of collection system then decreasing yields. Yields are based on tonnages derived from WasteDataFlow data for 2013/14 (the latest year for which audited figures were available on a national basis at the time of analysis). The Nearest Neighbour number is shown in the first column; the lower the number, the more similar it is to Rushmoor. Table 1 also shows the container and frequency of collections for both recycling and residual waste.



# NOTE FOR RUSHMOOR BOROUGH COUNCIL: TEEP ASSESSMENT



**Table 1: Kerbside Recycling Yields of Nearest Neighbours in 2013/14**

NN	Authority	Yield kg/hh	Collection system for dry recyclables	Recycling frequency and container	Residual frequency and container
	<b>Rushmoor</b>	<b>144</b>	Co-mingled + sep. glass	Fortnightly w/bin + box/basket/bin	Weekly w/bin
1	Worcester	207	Co-mingled inc. glass	Fortnightly w/bin	Fortnightly 190l w/bin
2	Rugby	199			Fortnightly w/bin
5	Wellingborough	158			Fortnightly w/bin
9	Cherwell	170	Co-mingled exc. glass	Fortnightly w/bin	Fortnightly w/bin
6	Gravesham	125		Weekly sack	Weekly sack
13	High Peak	192	Co-mingled + sep. glass	Fortnightly w/bin, box, sack	Fortnightly w/bin
12	Dartford	186		Fortnightly w/bin, box	Weekly 180l w/bin
11	Eastleigh	185			Fortnightly 140 or 180l w/bin
8	East Staffordshire	214	Co-mingled + sep. paper/card	Fortnightly w/bin, sack	Fortnightly 180l w/bin
15	North Hertfordshire	208		Fortnightly w/bin, box	
14	South Ribble	202			Fortnightly w/bin
4	Kettering	191			
10	Colchester	167	Separate streams inc. glass	Weekly box, sack	Weekly sacks
3	Gloucester	120		Weekly box	Fortnightly w/bin
7	Broxbourne	110		Fortnightly box	Weekly sacks



**Figure 1: Kerbside Recycling Yields in Nearest Neighbours in 2013/14**

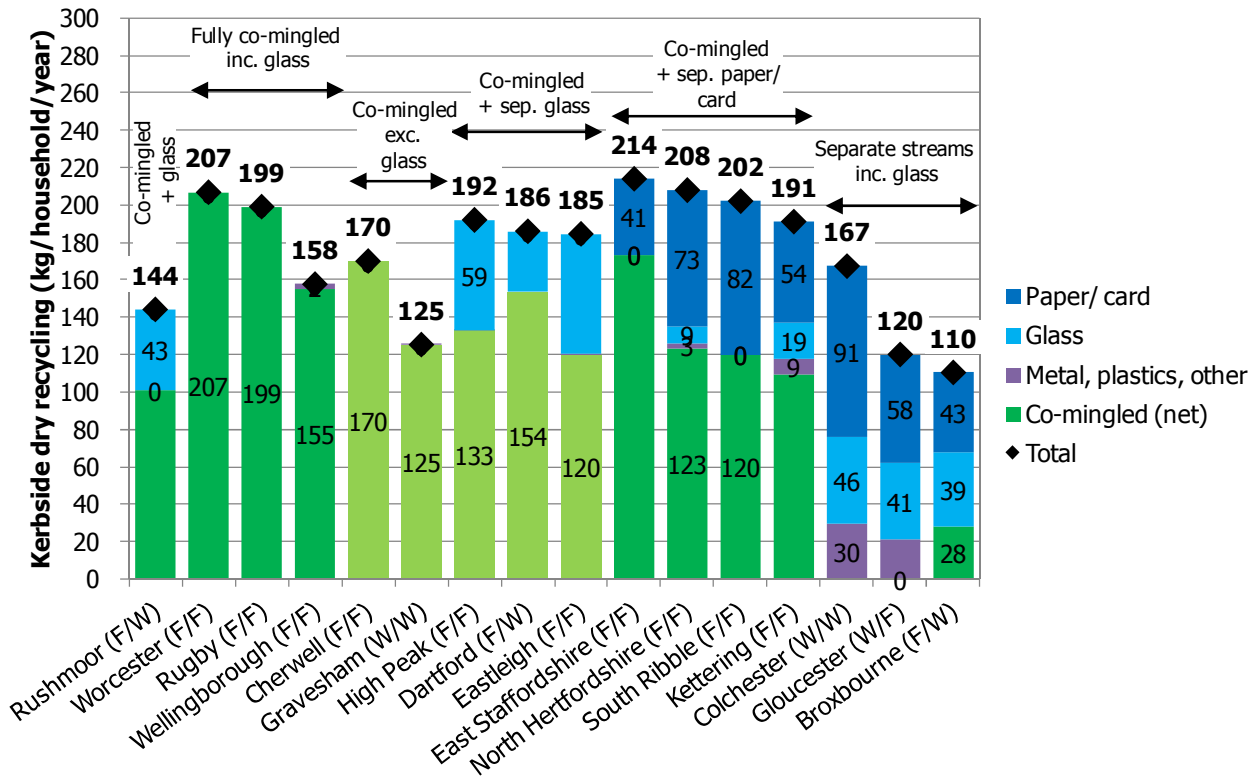


Table 2 and Figure 2 overleaf show the kerbside dry recycling yield in kg/household for Rushmoor in 2013/14 and the estimated yields if it changed to the following recycling collection systems:

- Fully co-mingled including glass;
- Two stream: co-mingled with separate glass;
- Two stream: co-mingled with separate paper/card;
- Separate streams including glass.

The benchmark yields are the average of yields in 2013/14 for authorities in the ONS Supergroup 'Prospering UK' with indices of multiple deprivation (IMD) within +/-5 of that for Rushmoor (12.32), with fortnightly recycling and either fortnightly or weekly collections of residual waste. Additional benchmarks are provided for weekly collections of separate materials, as these tend to require weekly collections to obtain optimum yields. Authorities collecting mainly separate materials may collect some materials co-mingled, e.g. plastics and cans and for each system, textiles and/or batteries may also be collected as additional streams. The number of authorities included in each benchmark group, based on these criteria, is shown in square brackets in the x-axis labels in Figure 2 and in the last column in Table 2.

# NOTE FOR RUSHMOOR BOROUGH COUNCIL: TEEP ASSESSMENT



The tonnes per year shown in Table 2 for Rushmoor and the benchmarks were obtained by multiplying the number of households in Rushmoor, 38,750 in 2013/14, by the benchmark yields in kg/household, and dividing by 1,000. These benchmark amounts are the estimates of what Rushmoor would have collected if it had each of these systems.

It can be seen that:

- Fully co-mingled systems including glass tend to collect the most;
- Two-stream systems with either glass or paper/card separate tend to collect similar amounts;
- Separate collection systems tend to collect less than either fully co-mingled or two-stream collections with the same collection frequencies;
- Authorities with fortnightly residual waste collections tend to collect more than those with weekly residual waste collections;
- Authorities with separate collections of recycling tend to collect more if those collections are made weekly rather than fortnightly.

# NOTE FOR RUSHMOOR BOROUGH COUNCIL: TEEP ASSESSMENT



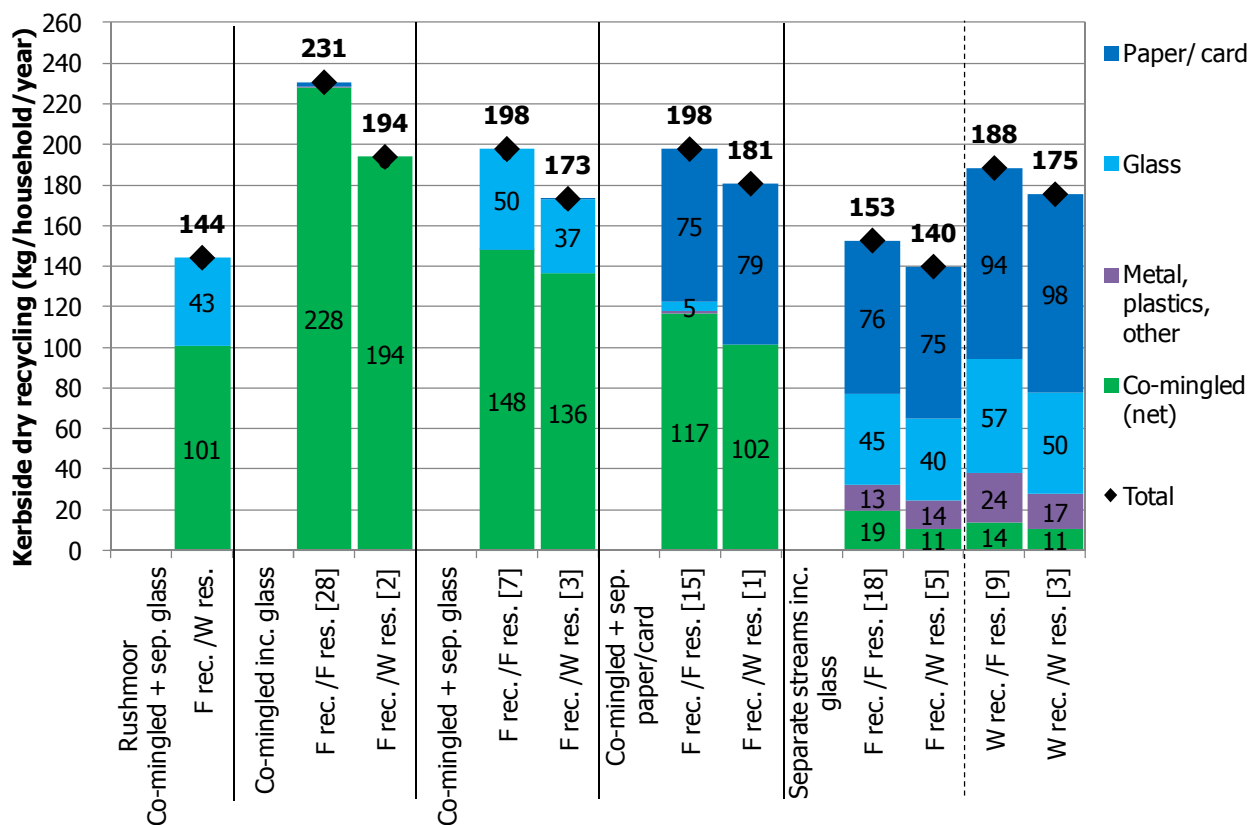
**Table 2: Kerbside Recycling Benchmarks 2013/14**

Benchmark	Recycling frequency	Recycling containers	Residual frequency	Residual containers	Benchmark yield kg/hh	Change from Rushmoor	Benchmark yield tonnes	Change from Rushmoor	Number of authorities in benchmark
<b>Rushmoor* (Co-mingled + sep. glass)</b>	<b>Fortnightly</b>	<b>W/bin, box</b>	<b>Weekly</b>	<b>W/bin</b>	<b>144*</b>	<b>-</b>	<b>5,586*</b>	<b>-</b>	<b>-</b>
Co-mingled inc. glass	Fortnightly	W/bin	Fortnightly	W/bin	231	86	8,936	3,333	28
			Weekly		194	49	7,511	1,908	2
<b>Co-mingled + sep. glass</b>	<b>Fortnightly</b>	<b>W/bin, box</b>	Fortnightly	<b>W/bin</b>	198	53	7,663	2,059	7
			<b>Weekly</b>		<b>173</b>	<b>29</b>	<b>6,711</b>	<b>1,108</b>	<b>3</b>
Co-mingled + sep. paper/card	Fortnightly	W/bin, box/sack	Fortnightly	W/bin	198	53	7,660	2,056	15
			Weekly		181	36	7,001	1,398	1
Separate streams inc. glass	Fortnightly	Box, sack	Fortnightly	W/bin	153	8	5,915	311	18
			Weekly	W/bin/ sack	140	-5	5,418	-185	5
	Weekly	Box, sack	Fortnightly	W/bin	188	44	7,300	1,696	9
			Weekly	Sack	175	31	6,799	1,195	3

\* Actuals for Rushmoor



**Figure 2: Kerbside Recycling Benchmarks**



In terms of environmental performance, RBC's level is below that of any of the benchmark averages, except, crucially, for separate collections with the same frequencies of collection as currently operate at Rushmoor, i.e. fortnightly recycling and weekly residual waste. Separate collections only collect more if the residual waste is collected fortnightly (but other systems would collect more) or recycling is collected weekly (which would be more expensive to collect).

Rushmoor is currently collecting less than its benchmark group, i.e. two-stream recycling with separate glass, with recycling fortnightly and residual waste weekly. This group has an average of 173 kg/household/year without Rushmoor included, which is 29/household/year higher than the amount collected by Rushmoor. The difference is probably due to Rushmoor only accepting plastic bottles rather than containers such as pots, tubs and trays. When plastic containers and drinks cartons are accepted, the items remaining in the residual stream are much more visible so are more likely to be recycled: for example, residents will be more likely to rinse and recycle jars and cans that have contained food. A recent study has examined the possibility of introducing these materials into the co-mingled mix in Hampshire.

# NOTE FOR RUSHMOOR BOROUGH COUNCIL: TEEP ASSESSMENT



The benchmarking shows, therefore, that Rushmoor is currently underachieving in terms of the amount of recycling collected; but, critically in terms of this assessment, it would not collect more if recycling were collected separately at the kerbside, compared with other systems with the same frequencies of collection.

It is worth emphasising here that the decision not to include glass in the co-mingled mix was an early decision for Project Integra: and was done to improve the quality of the dry recyclables. In making this decision, the partners pre-empted the comments of Lord de Mauley in relation to Waste Regulation 13:

*"It is clear that the intention is that these requirements should represent a high hurdle. I am aware that co-mingled metal and plastic are relatively easy to separate at a MRF. However, at present many of our existing MRFs struggle to keep glass shards out of the paper stream. In addition many MRFs produce low quality mixed glass which needs further sorting and can be uneconomic to resmelt."*

It should be clear that RBC has considered the quality and quantity of recycled material arising carefully.

## Practicability Test:

Here the three areas to be addressed are: is the separate collection of each material stream economically, environmentally or technically impracticable?

In terms of economy, RBC's dry recyclate is collected by Veolia, who deliver RBC's integrated contract for waste collections, street cleansing and grounds maintenance. Procurement has just started (Contract Notice published early July 2015) to replace this contract: and the new arrangement may be on the basis of a fully integrated contract or a contract where grounds maintenance is delivered separately.

As part of the decision-making in relation to the new arrangement RBC's Cabinet re-affirmed their preference for a weekly residual waste service, with dry recycling collected fortnightly as present.

We believe that tenderers would deploy split-bodied vehicles to collect the dry recyclate (i.e. collecting glass and dry mixed recyclate in one pass); and with ca. 38,750 households currently (and therefore weekly collections from 19,375 households, or 3,875 households per day, three collection rounds would be required.

Using current market rates we believe a cost for collection of dry recyclables would be ca. £570,000 (assuming all rounds had three loaders and including all overheads). This cost is, of course, offset by the income received from Project Integra, which in 2013/14 was £319,366: thus giving net collection costs of ca. £250,000 per annum.

# NOTE FOR RUSHMOOR BOROUGH COUNCIL: TEEP ASSESSMENT



If RBC were to collect using kerbside-sort methodology, and continued to collect fortnightly, then WYG calculates that at least six recycling rounds would be required, increasing the costs of collection to ca. £720,000 at current market rates (and including overheads): and the income from sale of materials / recycling credits would not reduce this to below the current net collection of costs, a compelling economic argument.

In terms of detail, in 2013/14 the dry recyclables after treatment totalled:

- Paper & Card: 3,368.72 tonnes
- Metals: 216.68 tonnes
- Plastic bottles: 324.69 tonnes
- Sub-total for DMR: 3,910.09 tonnes
- Glass: 1,687.02 (kerbside) + 303.70 tonnes (bring) = 1,990.72 tonnes
- Bring sites: Paper/card: 67.65 tonnes; Textiles: 162.16 tonnes; Books: 14.89 tonnes

The income for these was calculated as:

- Income from DMR: £177,831
- Income from glass: £59,751
- Recycling credits for glass: £79,281
- Recycling credits for bring site materials: £2,503
- Total income: **£319,366**

Further, there are solid technical grounds for not changing the collection methodology given the requirements of the contract between HCC and VES, which pre-date the Waste Regulation; and which have been extended so that they do not expire until after the new RBC contract does.

It should also be noted that RBC collects glass separately from the co-mingled mix: thus fulfilling the requirements of Lord de Mauley's letter of October 2013 as well as addressing the major concerns regarding the quality of material that is recycled.

# NOTE FOR RUSHMOOR BOROUGH COUNCIL: TEEP ASSESSMENT



## **Step 5**

At this stage sign-off is required.

We recommend that this assessment should be formally approved by the appropriate Council Committee, Cabinet or other authority; and retained as a formal record.

In terms of a review (Step 6 in the Route Map), we believe that the results of this TEEP assessment are very clear; and as such are suitable for the current procurement for a replacement contract for collection.

LA/WYG/8.15



**AGENDA ITEM NO. 6**

**CABINET**  
**02 February 2016**

**SOLICITOR TO THE COUNCIL**  
**EXEMPT REPORT NO. LEG1601**

**ACQUISITION OF PLOT NO. 20 BLACKWATER INDUSTRIAL ESTATE,  
ALDERSHOT**

**PURPOSE**

The purpose of this report is seek authority to purchase the leasehold interest in Plot 20 Blackwater Industrial Estate as an investment asset subject to securing a pre let.

**BACKGROUND**

Plot 20 is currently leased to Crystal Finishes Ltd, on a ground rent lease for 99 years at a rent of £12650, with the Lease expiring 24 June 2068. Accordingly, the lease has an unexpired term of 53 years. The council also owns the freehold of this plot. The tenant at the premises has been in historic rent arrears for over three years and the current sum owed, including business rates stands at £6,400.

The tenant's current business, involving the spray painting of commercial objects, has declined substantially over the years, and it seems that there will be no improvement in the near future.

**PROPOSAL**

Discussions have taken place with the leaseholder, who has indicated that they are willing to surrender the lease for an appropriate payment. The council's valuer is of the opinion that the value of the lease is £256,400. Were the council to buy out the leaseholder then the Council, as freehold owner, would be able to seek a tenant for the premises and generate an increased rental value.

The maximum rental that a letting of the premises could achieve is £7.00 psf = £42,700.pa

The Financial Implications part of this report contains the investment appraisal of the property showing the projected rates of return upon the acquisition costs for the purchase of the lease.

**PROPERTY IMPLICATIONS**

In deciding whether to buy out the lease the council needs to be satisfied that there is a realistic prospect of being able to let the then vacant premises for the rental value suggested in the investment appraisal.

A potential tenant has expressed considerable interest in the property. The tenant is currently located at Canna Industrial Estate, and is being displaced by the Council's purchase of the site for its refuse and street cleansing depot. The potential tenant wishes to expand their business by moving to Unit 20 Blackwater Way. The rent and terms have yet to be agreed but is likely to be a stepped rent starting at £6sqft and increasing to £7sqft

The business rates payable for plot 20 are £29,250 per annum but should be paid by the tenant as the occupier.

The EPC rating of plot 20 is unknown but will need to be ascertained once the Unit has been acquired. Future liability for improving the rating may be able to be passed onto the tenant if the tenant takes a repairing lease. Achieving a repairing lease would also remove the need to have a sinking fund at 7% thereby further increasing the yield. If the tenant does not take on liability for repairs then a higher rent per square foot would be negotiated

## FINANCIAL IMPLICATIONS

### Acquire Plot 20, 6100 sq.ft and rent out

<b>Address</b>	20 B/Way
<b>Use</b>	Industrial
<b>NIA</b>	6,100
<b>Current Rental Income</b>	£12,650
<b>Business Rates P.A.</b>	£29,250
<b>Current Rates Multiplier</b>	49.3

<b>Managing Agent Fees</b>	0.00%
<b>Managing Agent Fixed</b>	£0
<b>Interest on Investment</b>	2.75%
<b>Sinking Fund</b>	7.00%
<b>Vacant Period (Years)</b>	0.0

<b>Purchase Price</b>	£256,400
<b>Stamp Duty</b>	£8,547
<b>Demolition Cost</b>	N/A
<b>Construction Cost</b>	£0
<b>Total</b>	<b>£264,947</b>

	£6.75
<b>Rent Income Assuming Full Let of Space</b>	£41,175
<b>Less: Current Interest on Investment @2.75%</b>	£7286
<b>Less: Sinking Fund @7%</b>	£2372
<b>Less: Current Rental Income</b>	£12650
<b>Net Return on Investment</b>	<b>£18,867</b>

<b>Years</b>	3.56%
<b>1</b>	
<b>Years</b>	6.88%
<b>15</b>	
<b>Years</b>	7.11%
<b>25</b>	

NB There are no managing agents fees, as the maintenance and repair of the building will come under the direct management of the Council or be passed onto the Tenant . The fixed agent fee is excluded as a potential tenant has been found that will occupy the premises.

The final rental figure for Plot 20 at the current time is uncertain; therefore the appraisal is based on an average value we have estimated over a 15/25 year period.

#### VAT

If RBC does not opt to tax the property then all the income received in respect of the property will be exempt income for VAT purposes. This would mean that all of the expenditure incurred relating to this exempt income would contribute wholly to the Council's partial exemption calculation. For information, if the de-minimus limit of 5% is exceeded it could cost the Council in the region of £100,000.

By opting to tax the land, the Council protects its partial exemption position (meaning that all VAT on expenditure relating to the property is recoverable). It also means that vat becomes due on all rental income.

In this instance we would charge VAT because of the de-minimus cost.

#### **LEGAL IMPLICATIONS**

The Council has power to acquire land under section 120 of the Local Government Act 1972 for the benefit, improvement or development of the borough. Acquiring the

lease will increase the level of control that the council has over lettings of this unit on the estate and improve the estate.

## **RECOMMENDATION**

Subject to the Council obtaining a pre let agreement with the prospective tenant Cabinet is recommended to:

- approve a variation to the 2015/16 Capital Programme of £265,000 for the purchase of the leasehold interest in Plot 20, Blackwater Way Industrial Estate
- if required approve the establishment of a sinking fund towards future repairs and maintenance of the unit