

5 FEBRUARY 2019

REVENUE BUDGET, CAPITAL PROGRAMME AND COUNCIL TAX LEVEL

SUMMARY AND RECOMMENDATIONS:

This report contains recommendations for the budget, Council Tax Requirement and proposals for budget savings for 2019/20. 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
- Appendix 5: Strategy for the Flexible Use of Capital Receipts

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 £6,409,171 for this Council
- v) the Council Tax level for Rushmoor Borough Council's purposes of £204.42 for a Band D property in 2019/20
- vi) the Capital Programme, set out in Appendix 4
- vii) the Strategy for the Flexible use of Capital Receipts set out in Appendix 5
- viii) the Executive Head of Finance's report under Section 25 of the Local Government Act 2003 as set out in section 10
- ix) the additional transfers to earmarked reserves in 2019/20 and the holding of reserves as set out in the report

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 and Democratic 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

1. INTRODUCTION

- 1.1 This report sets out the key factors taken into account in preparing the budget plans for Rushmoor Borough Council for 2019/20, with detailed budget proposals for both Revenue and Capital spending contained in Appendices 1 to 4.
- 1.2 The report also incorporates the Strategy for the flexible use of capital receipts in Appendix 5. The budget proposals underpin the delivery of the Council Plan.

2. BACKGROUND

- 2.1 Cabinet approved the budget framework set out in the Medium Term Financial Strategy 2019-22 on 16 October 2018 (Report no: FIN1829). This included a number of assumptions around:
 - The assumed level of Government Funding set out in the final year of the multi-year settlement
 - Forecasts of Council Tax, Business Rates and New Homes Bonus
 - Inflationary cost pressures
- 2.2 The budget proposals for 2019/20 have been put together within the framework set out in the Medium Term Financial Strategy, which outlined the context and strategic direction of the Council's finances. The forecast has been updated, taking into account the current financial position and the uncertainty around the medium-term. It is important the Council considers Capital expenditure plans due to the longer-term impact of borrowing costs in future years.
- 2.3 The MTFs continues to provide a risk-based General Fund balance of around £2m, with a minimum expected level for total working balances of 5% of gross expenditure.

3. PROVISIONAL LOCAL GOVERNMENT FINANCE

- 3.1 The provisional settlement for 2019/20, announced on 13 December 2018, is the final year of the multi-year settlement. The government's consultation on the settlement closed on 10 January 2019. At the time of writing this report, the government had not confirmed when the final settlement will be announced. As such, this report has been prepared based on figures contained within the provisional local government finance settlement, which are therefore subject to change when the final settlement figures are released.
- 3.2 The provisional settlement largely confirmed the funding set out in the multi-year settlement with a notable change to the way in which 'negative' Revenue Support Grant was dealt with. The government confirmed the position set out in the technical consultation in the summer and cancelled negative RSG. Other announcements included a no change position on the New Homes Bonus national baseline for 2019/20, an extension of the additional Rural Services Delivery Grant, and allocations of social care funding.
- 3.3 The Government's decision not to amend the baseline used in the calculation of New Homes Bonus is a significant benefit to Rushmoor. However, as set out in

the consultation over the summer, the government plans to make changes to the incentive scheme going forward. This is a significant risk for Rushmoor, given the expected delivery of new homes in the borough over the next 3 years.

- 3.4 15 new Business Rates Pilots were announced, although Hampshire was not successful with its bid to be a 75% Business Rates Retention Pilot. Therefore, Rushmoor remains a standalone authority under the 50% rates retention scheme.
- 3.5 The Council is required to finalise its Business Rates estimates for 2019/20 and its initial estimate of any surplus or deficit for 2018/19 by 31 January 2019. Forecasting business rates income is complex. Predicting the delivery of new business premises year by year is not straightforward. Likewise the number and value of appeals under the new 'check, challenge, appeal' process operated by the Valuation Office Agency is difficult, although initial numbers from the VOA against the April 2017 rating list are relatively low. There remains a significant number of outstanding appeals against the 2010 rating list that provision is made for.
- 3.6 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 20th January 2014, and an update will be provided to Cabinet alongside this report.
- 3.7 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 Democratic and Corporate Services, prior to consideration of the budget by Council on 21 February 2019.
- 3.8 The table below provides an overview of the overall position in respect of Government funding. Section 4 of this report provides further information on the current consultation around government funding and hence, the inherent risk in forecasting for 2020/21 and 2021/22.

Table 1 – Government Funding forecasts

	2018/19 Revised (£'000)	2019/20 (£'000)	2020/21 Forecast (£'000)	2021/22 Forecast (£'000)
Government Funding				
Business Rates Retention	3,624	3,836	2,739	2,817
Risk - BRR Baseline reset	0	0	(1,174)	(1,174)
Risk - Fair Funding SFA			0	0
Revenue Support Grant (RSG)	190	0	0	0
Subtotal	3,813	3,836	1,565	1,643
New Homes Bonus	1,095	1,011	936	972
Other Grants	201	36	0	0
TOTAL Government Funding	5,109	4,883	2,501	2,615

Note: Business Rates Retention figure includes Baseline funding, Section 31 Grants and calculation of the levy payable on growth above the baseline. The forecast for 2020/21 reduces due to the anticipated baseline reset at 30% (see paragraph 5.11).

4. CONSULTATION DOCUMENTS

- 4.1 The Government, as part of the finance settlement, issued 2 consultation documents that will have a significant impact on the nature and distribution of local government funding from 2020/21.
- 4.2 A consultation paper “A review of local authorities’ relative needs and resources” was published on 13 December 2018 and sets out the Government’s latest proposals on the Fair Funding review (FFR). This deals with the complex calculation of the funding formulae that are used to allocate resources across the different local government sectors (referred to as ‘funding blocks’).
- 4.3 The relative needs of each authority are supported by a number of different datasets, indicators and other formulae that drive the needs analysis, which in turn provides the assessment of funding. Updated datasets and statistical analysis of deprivation, population estimates and population density, for example, will see changes in this assessment of funding. The intention is to focus on cost drivers – indicators that measure the (relative) cost of providing services rather than indicators that measure ‘need’.
- 4.4 In terms of resources, the overall funding formula will also take account of the resources available locally to individual authorities. This principally relates to the ‘council tax base’ – each authority’s capacity to raise revenue locally. The formula will express the resource element as a negative number. In basic terms, this will mean that authorities with higher local resources will lose more funding, and authorities with fewer local resources will lose less.
- 4.5 There is likely to be some form of transitional arrangement (damping) to provide some time-limited mitigation for those authorities who gain or lose the most under the new funding arrangements.
- 4.6 The second consultation paper issued concerns Business Rates Retention Reform and the move to a 75% Business Rates Retention scheme, with change to the business rates system being fiscally neutral.
- 4.7 There are a number of issues raised in the consultation around the balance or risk and reward in the system, the timing, frequency and extent of baseline resets, and how to better manage the volatility in the system (e.g. Appeals).
- 4.8 Whilst these consultations are distinct and separate, they will both have a transformative effect on the distribution of local government funding between tiers and geographic areas. The outcome of these changes will have a significant impact on the MTFs and budget setting process for 2020/21 and beyond.
- 4.9 Both consultations close on 21 February 2019.

5. MEDIUM-TERM FINANCIAL FORECAST 2019/20 – 2021/22

5.1 The Medium-Term forecast has been updated to ensure that budget decisions for 2019/20 are taken in light of relevant information and considers the future financial climate the Council will face.

Table 2 – Medium Term Financial Forecasts

	2018/19	2019/20	2020/21	2021/22
MTFS Item	REV (£'000)	(£'000)	(£'000)	(£'000)
Portfolio Net Expenditure	12,469	11,801	11,506	11,993
Corporate Items	(946)	575	2,995	3,813
Adjusted Budget	11,523	12,376	14,500	15,806
Growth Items				
Revenue - Variations in Service	0	503	508	608
Revenue - Non recurring	75	129	40	50
Risk - Impact of refinancing			500	750
Subtotal Growth Items	75	632	1,048	1,408
Savings Plan items				
Reductions in Service costs/additional income ge	(151)	(151)	(151)	(151)
Organisational Redesign/Rushmoor 2020	0	(300)	(1,300)	(1,300)
Better Procurement/Contract Management	0	(230)	(230)	(230)
Fees and Charges	(24)	(59)	(94)	(129)
Investment Properties - Commercial	(154)	(3,191)	(3,718)	(3,718)
Investment Properties - Residential	0	0	(50)	(50)
Vacancy monitoring	(50)	(325)	(330)	(335)
Subtotal Savings Plan	(379)	(4,256)	(5,873)	(5,913)
Proposed Net Revenue Budget	11,219	8,752	9,676	11,301
Funded by:				
Council Tax	6,148	6,409	6,667	6,935
Business Rates Retention	3,624	3,836	3,913	3,991
Risk - BRR Baseline reset	0	0	(1,174)	(1,174)
Risk - Fair Funding Review	0	0	0	0
Levy Account surplus	201	36	0	0
Revenue Support Grant (RSG)	190	0	0	0
New Homes Bonus (Legacy)	1,095	1,011	710	548
New Homes Bonus (New)	0	0	226	424
Collection Fund - Council Tax	101	97	0	0
Collection Fund - Business Rates	(22)	299	0	0
TOTAL Funding	11,336	11,688	10,342	10,724
Core Surplus / (Deficit)	117	2,936	666	(578)
Additional Transfers				
to Commercial Property Reserve		(2,000)		
to Stability & Resilience Reserve	(117)	(483)		
to Service Improvement Fund		(453)		
Core Surplus / (Deficit) after Transfers	0	0	666	(578)

Note – Table may contain rounding when compared to Appendix 1

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- 5.2 Portfolio budgets have been revised for 2018/19 and 2019/20, along with forecasts of Corporate Items. Inflationary provision has been included as a separate item and assumes:
- Pay inflation of 2% and an assumption of the impact of pay increments
 - Price inflation on major contracts
 - Annual increases in the Council's contribution to the Local Government Pension Scheme
- 5.3 Corporate Items (Corporate income and expenditure) shows a significant increase year-on-year when compared to the revised budget position for 2018/19. This was anticipated in last year's MTFS and is primarily due to the revenue impact of the capital programme, which are funded from borrowing. Forecasts for interest payable and the Minimum Revenue Provision (MRP) take into account the proposed capital expenditure budgets in section 8 of this report.
- 5.4 The MTFS includes an estimate of the additional cost of borrowing as interest rates increase. As set out in the Treasury Management Strategy, external short-term borrowing has been taken to finance commercial property and regeneration site acquisition. This takes advantage of current low interest rates, with a planned move to longer-term external borrowing as interest rate rises are expected over the medium term. Advice will be sought from the Council's Treasury Management advisors Arlingclose, in terms of timing, maturity profile and debt composition.
- 5.5 Estimates of interest receivable on other investments continue to hold up well in spite of drawing down on cash reserves to defer borrowing. The Council continues to hold around £20m in Pooled Funds, which are performing well. Investment income of £1.3m has been forecast across the MTFS from Treasury Management activities. This will be kept under review in terms of the overall cash position of the authority and the impact of forecast interest rate rises.
- 5.6 As part of risk mitigation against fluctuations in the investment income from Commercial Property, it is proposed that £2m of the budgeted surplus in 2019/20 is set-aside in a new earmarked reserve. This will provide a source of funding to mitigate reduced levels of income from commercial property, and to ensure that occupancy rates can be maintained as appropriate.
- 5.7 It is proposed that the remaining budgeted surplus of £936k in 2019/20 is transferred to the Stability and Resilience Reserve and to the Service Improvement Funding. This will ensure further funding is available across the medium-term strategy period to help the Council deal with any reduction in the level of government funding following the Fair Funding Review and BRR system reset. Additional SIF resource will help to facilitate investment in organisational redesign and support the Rushmoor 2020 programme.
- 5.8 Whilst the level of these reserves will increase, the MTFS is showing a potential sizeable deficit in 2021/22. The increased level of reserves provides some mitigation to the potential risk of reduced government funding. The MTFS forecast assumes that the level of funding from business rates and New Homes Bonus will

reduce, but at this stage makes no assessment of the impact of the Fair Funding Review. Table 6 sets out the forecast for Balances and Reserves.

5.9 The Table below illustrates the risk around New Homes Bonus, which has become an increasingly important part of this Council's funding. With the Council facilitating the delivery of additional homes across the Borough over medium term period, the level New Homes Bonus under the current scheme would have generated an additional £1.186m in 2020/21 and 2021/22.

5.10 The table outlines 5 scenarios, with the MTFS including the 4th scenario (Reduced) in the funding estimate. As the table shows, this is a prudent view to take in that it recognises the likely increased delivery of new homes, but at the same time anticipates a reduction in the total funding made available to support NHB.

- Legacy only – the government continues payments against previous years' delivery for 4 years in line with changes introduced in 2017/18. No new reward payments
- Stops – All NHB payments cease, no new reward payments
- No change – Illustrative only. Payments made in line with existing scheme design
- Reduced – Legacy payments continue, new reward payments at a reduced level
- Pessimistic – Legacy payments continue, new reward payments at £100k per annum.

Table 3 – New Homes Bonus scenarios

NHB Scenarios	2018/19 Revised (£'000)	2019/20 (£'000)	2020/21 Forecast (£'000)	2021/22 Forecast (£'000)
New Homes Bonus (Legacy only)	1,095	1,011	710	548
New Homes Bonus (Stops)	1,095	1,011	0	0
New Homes Bonus (No change)	1,095	1,011	1,388	1,819
New Homes Bonus (Reduced)	1,095	1,011	936	972
New Homes Bonus (Pessimistic)	1,095	1,011	810	748

5.11 Table 1 indicated a reduction in the level of retained business rates for Rushmoor from 2020/21. The move to a 75% Business Rates Retention scheme will involve a 'system reset' that is likely to remove a significant part of the business rates growth accumulated since April 2013. The MTFS assumes a 30% reduction as the funding baseline is reset.

6. BALANCED BUDGET REQUIREMENT

6.1 The Council is legally required to set a balanced budget for the following financial year. As can be seen in the MTFS, the Council's core financial position is a balanced budget next year (after transfers to reserves), with a projected deficit of £577k in 2021/22. An important part of the strategy for financial sustainability will be to continue to deliver efficiencies and savings over the coming years.

- 6.2 The Tables below set out the level of savings already achieved (and included within the Portfolio expenditure estimates), and anticipated savings arising from a number of work streams. The savings plan has been updated to take account of the various work streams including estimate in relation to investment returns from commercial property, which forms the key aspect of the Savings Plan.
- 6.3 The Council has a good track record of delivering budget and efficiency savings, and this needs to be sustained over the medium term. There is an inherent risk with savings targets - there is a risk that these will not be achieved in full or in the timeframe required. The savings targets will be subject to regular review over the coming financial year to ensure they can be achieved.
- 6.4 The Council is increasingly reliant on income from Commercial Property, as set out in the Savings Plan tables below. Given the risk with holding commercial property in terms of occupancy rates and fluctuations within the general property market, paragraph 5.6 outlined the proposal that £2m of income is transferred to a new earmarked reserve in 2019/20 to provide some mitigation against this risk.
- 6.5 An ongoing review of the Council property portfolio will be undertaken to ensure income opportunities are maximised and to provide robust risk mitigation.

Table 4 – Achieved Budget and Efficiency Savings

	2018/19 (£'000)	2019/20 (£'000)	2020/21 (£'000)	2021/22 (£'000)
Achieved in budget				
(Customer & Digital/ Service Transformation				
Internet-based music system - Bereavement Services	33	33	33	33
Environmental Services Contract Hub	30	30	30	30
Subtotal	63	63	63	63
Organisational Redesign				
Benefits service (2 FTE released)	16	89	89	89
MARS (2nd round) & restructure	31	31	31	31
Subtotal	47	120	120	120
Better Procurement & major contract renewal				
Better Procurement	25	25	25	25
Changes to software licencing	(34)	30	30	30
Subtotal	(9)	55	55	55
Income Generation				
Commercial Property Investment	529	1,177	1,177	1,177
FIL return	27	97	110	110
Re-investments	99	438	438	438
Planning fees	100	100	100	100
Planning Pre-application fees	11	11	11	11
Subtotal	766	1,823	1,836	1,836
TOTAL Achieved savings	867	2,061	2,074	2,074

Table 5 – Savings Plan

Estimated Savings	2018/19 (£'000)	2019/20 (£'000)	2020/21 (£'000)	2021/22 (£'000)
Organisational Redesign				
MARS (2nd round) & restructure		300	300	300
Rushmoor 2020			1,000	1,000
Subtotal	0	300	1,300	1,300
Better Procurement & major contract renewal				
Major contract renewal - Leisure		230	230	230
Subtotal	0	230	230	230
Income Generation				
Commercial Property Investment	154	3,191	3,718	3,718
Investment in Property - Residential			50	50
Subtotal	154	3,191	3,768	3,768
Reduction in service costs	151	151	151	151
Reviewing fees, charges and concessions	24	59	94	129
TOTAL Estimated savings	329	3,931	5,543	5,578

6.6 The Council's financial position is supported by its balances and reserves as set out below:

Table 6 – Balances and Reserves forecast

Balances and Reserves	2018/19 Revised Estimate (£'000)	2019/20 Forecast (£'000)	2020/21 Forecast (£'000)	2021/22 Forecast (£'000)
General Fund Balance	2,000	2,000	2,000	2,000
Stability & Resilience Reserve	3,925	4,408	4,408	4,408
Service Improvement Fund	585	492	492	492
Commercial Reserve	0	2,000	2,000	2,000
Estimated Balances at 31 March	6,510	8,900	8,900	8,900

6.7 The Financial Strategy sets a target for these reserves to be maintained at a minimum of 5% of gross expenditure. As highlighted in the report, there is an increased level of risk and uncertainty facing the Council over the medium term. Therefore, funds will be above the target level during the forecast period. It is important to review the level of reserves regularly. Whilst the General Fund and the Stability and Resilience Reserve provide mitigation against short-term fluctuations in income and expenditure, they should not be utilised to fund normal, on-going service provision.

6.8 The Service Improvement Fund has been drawn upon over the last 2 years and it is proposed to transfer a further £453k to the fund in 2019/20 to support key projects that underpin the Council's plan for financial sustainability.

7. GENERAL FUND REVENUE BUDGET 2018/19

7.1 All of the above provides the context for setting the Revenue and Capital budgets for 2018/19.

7.2 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.

7.3 The proposed General Fund Revenue Budget will enable the Council, in broad terms, to maintain current service delivery while identifying reductions in the level of net expenditure of £3.931m to be delivered during 2019/20. This reduction is largely due to anticipated levels of income from the Council's commercial property acquisitions. Whilst there is some risk that planned acquisitions may not be completed within the expected timeframes, the Council has been active and agile in its acquisitions during 2018/19.

7.4 The General Fund Summary shows that revenue balances are expected to be maintained at £2.0m by the end of 2019/20, which is at the higher point of the approved range of £1m - £2m. This is an acceptable outcome given the levels of risks and uncertainty faced by the Council and provides mitigation against adverse budgetary movements.

Council Tax

7.5 The referendum threshold for 2019/20 for Shire Districts such as Rushmoor is 3%, or more than 3%, and more than £5 greater than its relevant basic amount of council tax for 2018/19.

7.6 The Spending Power calculation published with the Local Government Finance Settlement assumed that all authorities will raise their Council Tax towards the maximum allowable amounts. Factoring such increases into 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.

7.7 The revenue budget assumes a 2.99% increase in a Band D charge for Council Tax, which falls within the permissible level of increase before triggering a local referendum, and equates to an increase of £5.93 per annum (around 11 pence per week) for a Band D property.

7.8 A council tax rise of 2.99% increases the Band D rate from £198.49 to £204.42 and will generate approximately £251k in additional council tax revenue annually (when taken with estimated changes to the taxbase). Whilst it is unclear whether the ability to increase Council Tax by up to 3% will continue beyond 2019/20, the

MTFS assumes an increase of 2.99% per annum. This would generate an additional £776k over the MTFS.

- 7.9 The taxbase for 2019/20 has been estimated at 31,352.21 and represents an increase of 380.83 (1.23%) over the 2018/19 position.
- 7.10 The Council Tax Collection Fund is estimated to be in surplus by the end of the current financial year by £839k. This is shared across the major precepting authorities (Hampshire County Council, Hampshire Police and Crime Commissioner, Hampshire Fire Authority). Rushmoor's share is £97k
- 7.11 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, during January 2019.
- 7.12 The decision to set Council Tax remains an annual decision for Council to consider when setting the budget one year from the next.
- 7.13 Even factoring in these increases, the Medium-Term forecast shows a potential deficit in 2021/22 of around £577k, putting significant pressure on the Council to deliver the right combination of cost reductions and increased income to bridge the gap.

Business Rates Retention

- 7.14 As discussed earlier in the report, Hampshire was not successful with its bid to become a 75% Business Rates Pilot for 2019/20. As such, Rushmoor will continue to operate as a standalone authority under the 50% rates retention scheme.
- 7.15 Final estimates for Business Rates will be completed by 31 January 2019 and updated to Members prior to budget setting. The extent of volatility in the business rates system continues to support the need for sufficient reserves to meet any unforeseen shocks to the system.

New Homes Bonus

- 7.16 The proposed budget for 2019/20 contains the provisional allocations issued alongside the Settlement of £1.010m.

Additional items

- 7.17 In view of the on-going financial constraints in which the Council is operating, additional items for inclusion in the budget were scrutinised carefully by both the Corporate Leadership Team (CLT) and Cabinet, as described previously in this report. These requests for both one-off items of expenditure in 2018/19 and 2019/20 and on-going expenditure are detailed in Appendix 3. Other items of supplementary expenditure may be agreed during 2019/20 as the Council reacts to changing conditions or levels of demand, for example. Each item will be reviewed individually as part of the normal in-year process through CLT and Cabinet, in line with current financial regulations.

8. CAPITAL PROGRAMME 2018/19 to 2021/22

- 8.1 The Council's capital programme is set out in Appendix 4 of this report, with a total capital expenditure budget of £70.231m in 2019/20
- 8.2 The capital programme focuses on delivering against the Council's key priorities, including Town Centre Regeneration, Income generation schemes, enhancing the delivery of core services through improvement and enhancement of assets. The programme also includes support for the provision of local housing and the Council's statutory duties in respect of Disabled Facilities Grants.
- 8.3 The Council has embarked upon an ambitious programme of regeneration and investment in commercial property. Further investment in commercial property of £43.5m is anticipated, with investment income forming a core element of the Council's Savings Plan. This activity contributes to the strategic aims of regeneration and promoting local economic growth.
- 8.4 The capital programme includes significant capital expenditure for Town Centre Regeneration projects for Aldershot and Farnborough (Aldershot Town Centre and Farnborough Civic Quarter) - £28.3m in 2019/20, with a further £13m and £26.7m forecast for 2020/21 and 2021/22.

Table 7 – Summary Capital Programme

Portfolio	2018/19 Original (£'000)	2018/19 Revised (£'000)	2019/20 (£'000)	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)
Corporate and Democratic Services	485	1,497	1,224	0	0	0
Customer Experience and Improvement	376	330	321	95	75	0
Major Projects and Property	24,109	40,173	65,056	20,643	27,561	1,372
Operational Services	3,748	3,637	3,510	2,405	1,205	1,205
Planning and Economy	0	100	120	50	0	0
TOTAL Capital Programme	28,718	45,737	70,231	23,193	28,841	2,577

- 8.5 Implementation of the core programme in 2019/20 will require the use of £58.958m of Council resources, largely through borrowing, together with £11.272m use of grants and contributions including Better Care Fund and an element of developers' s106 contributions.

9. RISK

- 9.1 There are a number of financial risks that the Council will face over the medium-term. The 2019/20 Budget and the MTFs have been prepared with consideration of these risks, but as with any forecast, an inherent level of risk will remain.
- 9.2 For Local Government, the key risk is around the nature and scope of local government funding from central government from 2020/21. This report has outlined 2 key consultation documents that were released alongside the local government finance settlement. The move to a 75% business rates retention

model and the Fair Funding review will bring significant changes to this Council's finances in future years.

- 9.3 It is very difficult to estimate the impact on Rushmoor. Fundamental changes to the way in which each Council's needs are assessed and funded are difficult to model despite some engagement from Government with local authorities. Therefore, considerable risk and uncertainty remains in the estimates for 2020/21 and 2021/22. No estimate has been made of Fair Funding Review impact within the MTFs, although para 5.11 highlighted the forecast reduction in business rates.
- 9.4 The budget has been prepared in light of key financial risks facing the Council over the medium- term, principally:
- Business Rates Retention Scheme – variability, appeals provision, revaluation, moves towards a 75% local retention scheme with a baseline reset and Fair Funding Review
 - New Homes Bonus scheme design in 2020/21 at a time this Council will be delivering a significant number of new homes.
 - Treasury management issues including interest rates, level of capital expenditure, use of internal resources, borrowing costs.
 - Impact of the UK's decision to leave the European Union

10. STATEMENT OF THE CHIEF FINANCIAL OFFICER

- 10.1 Section 25 of the Local Government Finance Act 2003 places a statutory duty on the Chief Financial Officer to report to the authority, at the time the budget is considered and the council tax is set on the robustness of the budget estimates and the adequacy of the financial reserves. The Act requires councillors to have regard to the report in making decision at the Council's budget and rent setting, and the council tax setting meetings.
- 10.2 The basis on which the budget for 2019/20 and the MTFs have been prepared has been set out clearly in this report. I am satisfied that the budgets for the General Fund and the Capital Programme have been based on sound and reasonable assumptions.
- 10.3 The report does set out the core deficit position the council is facing over the MTFs. Progress has been made during the year to address the deficit with a number of savings already identified and being delivered, and a number of savings targets. The council will still be relying on income from commercial property investments and reserve balances to support expenditure plans over the MTFs. The Savings Plan is core to the delivery of financial sustainability, but it important to note that the deficit continues to increase over the medium term.
- 10.4 It is important that the council is able to balance the budget over the medium term in a sustainable and manageable way through a combination of income, sensible use of reserves and a robust savings plan. Therefore, an ongoing and continuous savings plan, that identifies further budget and efficiency savings over and above those indicated in this report will need to be brought forward into the MTFP.

- 10.5 The current savings plan includes a target level of savings to be achieved over the medium term. These include commercial property income and organisation modernisation and redesign. There is a risk associated with savings targets. Should these savings not materialise at the level or within the timeframe assumed this will increase the pressure on the Council balances and reserves. The Council will need to identify further savings or ways of reducing spend/increasing income to mitigate this risk.
- 10.6 Some risks remain, particularly around the economic and financial impact of Brexit. Whilst the government date that the country will leave the European Union is 29 March 2019, there remains considerable uncertainty over the MTFs period around the impact this will have on both the national and local economy.
- 10.7 Risks around inflation and interest rates also remain, and may be inexorably linked to leaving the EU. Allowance has been made in the MTFs estimates for inflationary pressures in the General Fund. Future interest rate increases are expected over the medium term, and this must be considered when assessing the level of return on commercial property investments.
- 10.8 Changes made in April 2013 to the way in which local government is financed could have a material effect on the council's finances if not managed over the MTFs. The council has adopted a local Council Tax Support (CTS) scheme that provides an affordable level of support to local residents. The Council will need to consider the potential impact in future years of increases to claimant numbers if there is a negative economic impact from exiting the EU in March 2019. The Council would need to review the design of the scheme, or find equivalent savings across the general fund to mitigate any financial impact.
- 10.9 The localisation of business rates through the Business Rates Retention scheme does pose a financial risk to the council on two levels. Firstly, that the level of business rates income budgeted for in the MTFs does not materialise. Secondly, the level of backdated appeals remains a significant area of uncertainty. Whilst allowance is made within the calculation of retained business rates income for backdated appeals, these losses could be higher than projected. The introduction of the new rating list in April 2017 and the 'check, challenge, appeal' process has to date reduced the level of new appeals coming through the system. A review of the provision for appeals will be undertaken when completing the NNDR1 and NNDR3 returns which will help mitigate this risk.
- 10.10 The move to a new local government finance system through 75% Business Rates retention by 2020/21 is difficult to quantify financially. Taken alongside the potential impact of the Fair Funding Review, there is a significant risk to the level of government support to the Council in future years. Pressures faced by authorities with social care responsibilities may see funding shifted from District/Borough authorities to upper-tier authorities.
- 10.11 For Rushmoor, the future of New Homes Bonus is also a significant financial risk, given the anticipated increase in the number of new homes being delivered in the Borough over the next 3 years.

- 10.12 The general fund is forecast to remain within range of balances approved in previous financial strategies. The Stability and 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 effect on its financial position. The Service Improvement Fund and the current freedoms over use of capital receipts, also 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.
- 10.13 These proposals 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.
- 10.14 In conclusion, I am satisfied that the budget is robust and is supported by adequate reserves.

11. CONSULTATION

- 11.1 All Members of the Council were invited to a budget seminar on the 24 January 2019 to discuss the budget proposals and the full budget report is available online. Key issues have been highlighted in presentations to various local interest groups.

12. CONCLUSIONS

- 12.1 In spite of the uncertainties around future levels of Government Funding, and the risks around Brexit and the general economic position, the Council has been able to prepare a sound budget whilst maintaining services to residents. The budget will also provide a platform for Rushmoor to address future challenges.
- 12.2 The budget has been prepared in accordance with the approved budget strategy. In particular, this includes the principle of maintaining the Council's general fund revenue balances within a range of £1m-£2m and maintaining other usable reserves to mitigate risk and support improvement.
- 12.3 The budget allows for the implementation of essential additional revenue items and a substantial capital programme of approximately £70.231m in 2019/20.
- 12.4 The budget proposals provide for the current Council Tax level to increase by £5.93 or 2.99% for a Band D property (from £198.49 per annum to £204.42) – an increase of around 11p per week) in line with government assumptions within its settlement funding formula.
- 12.5 In order to achieve this, the budget proposals will require the implementation of budget savings of £3.931m in 2019/20, together with further savings over the medium term, totalling approximately £11.120m over the period to 2021/22. 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.

12.6 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 2019/20.

Background documents:

Medium Term Financial Strategy 2019– 22

[FIN1829, Cabinet Tuesday 16 October 2018 Item 44](#)

Report Author:

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GENERAL FUND REVENUE BUDGET SUMMARY

	Original Estimate 2018/19 £000	Revised Estimate 2018/19 £000	Forecast 2019/20 £000	Forecast 2020/21 £000	Forecast 2021/22 £000
Net Cost of Services by Portfolio					
1 Customer Experience & Improvement	(6)	43	43	53	66
2 Major Projects & Property	(1,386)	(1,793)	(2,668)	(2,765)	(2,749)
3 Corporate & Democratic Services	5,553	5,568	5,613	5,551	5,736
4 Operational Services	7,819	8,232	8,547	8,525	8,852
5 Planning & Economy	2,666	2,574	2,727	2,655	2,763
6 PORTFOLIO NET EXPENDITURE	14,646	14,624	14,261	14,019	14,668
7 Capital Accounting Charges - Reversed	(1,491)	(1,710)	(1,964)	(1,964)	(1,964)
8 Pension Adj/Employee Benefits Reversed	(613)	(445)	(496)	(549)	(710)
9 NET EXPENDITURE AFTER ADJUSTMENTS	12,542	12,469	11,801	11,506	11,993
Provisions for Budget Re-structuring:					
10 Reductions in Service Costs/Income Generation	(1,550)	(329)	(3,931)	(5,543)	(5,578)
11 Vacancy Monitoring	(325)	(50)	(325)	(330)	(335)
12 Variations in Service	0	0	503	508	608
13 Non-recurring Items	0	75	129	40	50
14 Corporate Income and Expenditure	163	(449)	757	3,448	4,487
15 Contributions to/(from) Reserve Accounts	(34)	(459)	2,358	47	76
16 Central Government Funding	(4,888)	(5,109)	(4,883)	(3,675)	(3,789)
17 NET TOTAL EXPENDITURE	5,907	6,148	6,409	6,001	7,512
18 Contribution to/(from) balances	240	(0)	0	666	(577)
19 COUNCIL TAX REQUIREMENT	6,148	6,148	6,409	6,667	6,935
REVENUE BALANCES					
20 1 April	1,462	2,000	2,000	2,000	2,666
21 General Fund Transfer	240	(0)	0	666	(577)
22 31 March	1,702	2,000	2,000	2,666	2,089

Illustrative CT Levels (£)	198.49	198.49	204.42	210.54	216.83
CT Base	30,971.38	30,971.38	31,352.21	31,665.73	31,982.39
& CT Increase (%)	5.73	-	2.99	2.99	2.99

	Original Estimate 2018/19 £000	Revised Estimate 2018/19 £000	Forecast 2019/20 £000	Forecast 2020/21 £000	Forecast 2021/22 £000
14 Corporate Income and Expenditure					
Interest Receivable	(846)	(977)	(1,358)	(1,372)	(1,372)
Interest payable	296	176	1,056	1,606	1,922
Interest payable - refinancing risk				500	750
Minimum Revenue Provision	807	362	1,410	2,669	3,141
Collection Fund (surplus)/deficit - Ctax	(101)	(101)	(97)	-	-
- NNDR	22	22	(299)	-	-
Other Corporate Income and Expenditure	(16)	69	45	45	45
Total	163	(449)	757	3,448	4,487

15 Contributions to/(from) Reserve Accounts					
Transfers to CPE Surplus Account	212	82	76	69	51
Contributions to/(from) earmarked reserves/prior yr grants	(247)	(351)	(109)	(22)	25
Contributions to/(from) Service Improvement Fund	0	(306)	(93)	0	0
Contributions to/(from) Stability & Resilience Reserve	0	117	483	0	0
Contributions to/(from) Commercial Reserve	0	0	2,000	0	0
Total	(34)	(459)	2,358	47	76

16 Central Government Funding					
New Burdens and other non-ring-fenced grants		(201)	(36)		
New Homes Bonus	(1,095)	(1,095)	(1,010)	(936)	(972)
Revenue Support Grant	(190)	(190)	0	-	-
Business Rates Retention (BRR)					
RBC share of rates collected	(19,790)	(19,790)	(19,988)		
Retained surplus					
Tariff payable	15,710	15,710	16,070		
Levy/(Safety net)	1,257	1,240	1,265		
s31 grants in relation to business rates	(781)	(784)	(1,183)		
Subtotal BRR	(3,604)	(3,624)	(3,836)	(3,913)	(3,991)
Risk - NDR Baseline reset	0	0	0	1,174	1,174
Total	(4,888)	(5,109)	(4,883)	(3,675)	(3,789)

APPENDIX 2

REVENUE BUDGET 2019/20

		Outturn 2017/18	Original 2018/19	Revised 2018/19	Budget 2019/20
		£	£	£	£
Corporate and Democratic Services	2	5,168,140	5,553,350	5,567,710	5,612,580
Customer Experience and Improvement	45	11,213	(6,470)	43,400	42,610
Major Projects and Property	57	4,004	(1,385,540)	(1,792,880)	(2,668,140)
Operational Services	72	6,937,459	7,818,630	8,231,820	8,546,920
Planning and Economy	118	2,288,084	2,665,560	2,573,530	2,727,160
PORTFOLIO NET EXPENDITURE		14,408,900	14,645,530	14,623,580	14,261,130

REVENUE BUDGET 2019/20

Appendix 2

Corporate and Democratic Services		Outturn	Original	Revised	Budget
		2017/18	2018/19	2018/19	2019/20
		£	£	£	£
Statutory	Page No				
Council Tax Collection	4	779,388	872,700	865,700	931,700
Rent Allowances	5	394,108	513,070	532,020	497,830
Finance Corporate Finance	6	315,936	344,170	321,550	324,750
Council Tax Support Scheme	7	277,586	287,170	192,210	213,480
Rev Cost Of Nndr Collection	8	113,182	125,180	180,100	197,860
Dem Serv Electoral Register	9	151,757	168,870	222,610	168,820
Dem Corp Policy Supp To Members	10	156,508	167,620	152,510	151,590
Dem Serv Local Elections	11	57,509	148,160	127,270	138,580
Dem Cttee Admin Supp To Member	12	137,145	150,950	135,130	136,090
Finance Treas Mgmt & Bank Chgs	13	100,429	119,540	101,450	111,770
Strategy & Comms Chief Executive	14	95,651	107,300	107,220	109,250
Dem Attendance At Member Mtgs	15	83,015	87,760	86,380	84,790
Land Charges	16	39,778	35,470	76,820	67,830
External Audit & Inspection	17	59,339	67,620	64,840	51,290
Strategy & Comms Emergency Planning	18	53,984	56,710	48,580	46,460
Strategy & Comms Public Performance Re	19	32,440	33,410	33,910	34,260
Dem Statutory Information	20	1,127	1,200	1,350	1,290
		2,848,882	3,286,900	3,249,650	3,267,640
Discretionary					
Major Grants To Orgs	21	600,437	559,680	573,030	598,870
Community Leisure	22	561,964	495,650	534,760	549,010
Dem Serv Members Expenditure	23	518,595	526,470	530,160	541,000
Grants To Organisations	24	251,902	215,190	242,430	220,710
Corporate Investigation	25	154,357	157,550	166,750	169,530
Dem Serv Mayors Costs	26	62,867	73,320	78,630	79,690
Town Twinning	27	50,142	52,150	60,610	63,680
Community Transport	28	47,974	48,010	49,120	48,400
Dem Serv Civic Ceremonial	29	28,389	40,230	44,680	36,970
Dem Serv Local Gov'T Assoc	30	29,167	32,430	33,170	32,360
Meals On Wheels	31	3,422	5,520	6,310	5,680
		2,309,216	2,206,200	2,319,650	2,345,900
Retirement/Pension Costs	32	10,043	600	670	640

Above items carried forward to next page

REVENUE BUDGET 2019/20

Appendix 2

Corporate and Democratic Services continued		Outturn 2017/18	Original 2018/19	Revised 2018/19	Budget 2019/20
		£	£	£	£
Statutory b/fwd from previous page		2,848,882	3,286,900	3,249,650	3,267,640
Discretionary b/fwd from previous page		2,309,216	2,206,200	2,319,650	2,345,900
Retirement/Pension Costs from prev page		10,043	600	670	640
Other	Page No				
Support Service	33	0	0	(5,000)	(5,000)
Dem Serv Support Service	34	(1)	0	0	0
Dem Serv Management	35	(1)	0	0	0
S & C Corporate Policy	36	0	0	(10)	1,730
Payroll Support Service	37	0	(410)	(10)	0
Hr Support Service	38	0	65,430	0	(10)
Exec Dir Customer, Digital Management	39	0	440	170	480
Exec Director Operations Management	40	0	(4,930)	80	320
Audit Support Service	41	0	10	0	0
Finance Support Service	42	1	0	3,000	980
Debtors Support	43	0	(890)	10	0
Revenues Management	44	0	0	(500)	(100)
		(1)	59,650	(2,260)	(1,600)
Net Expenditure		5,168,140	5,553,350	5,567,710	5,612,580

REVENUE BUDGET 2019/20

Appendix 2

Corporate and Democratic Services	Outturn	Original	Revised	Budget
COUNCIL TAX COLLECTION	2017/18	2018/19	2018/19	2019/20
Cost centre C3805				
Executive Head of Finance	£	£	£	£
Employees	335,107	374,520	330,120	347,850
Premises	-	-	-	-
Transport Related	1,009	-	690	580
Supplies & Services	74,897	93,200	79,410	76,340
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	457,361	480,920	529,160	578,630
Capital Accounting Charges	1,177	4,060	1,320	3,300
Total Expenditure	869,551	952,700	940,700	1,006,700
Income including recharges to other services	(90,163)	(80,000)	(75,000)	(75,000)
NET GENERAL FUND REQUIREMENT	779,388	872,700	865,700	931,700

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Supplies and services

Procurement savings achieved in 2018/19 on annual billing costs

Income

Changes in income due to reduction in the costs charged by the courts.

REVENUE BUDGET 2019/20

Appendix 2

Corporate and Democratic Services	Outturn	Original	Revised	Budget
RENT ALLOWANCES	2017/18	2018/19	2018/19	2019/20
Cost centre C3811#3813				
Executive Head of Finance	£	£	£	£
Employees	429,168	459,130	436,740	454,880
Premises	-	-	-	-
Transport Related	376	-	620	650
Supplies & Services	50,652	47,120	68,410	46,870
Third Party Payments	-	-	-	-
Transfer Payments	35,980,561	34,715,000	33,875,000	27,475,000
Support Services	398,648	417,330	464,360	502,730
Capital Accounting Charges	448	50	50	-
Total Expenditure	36,859,853	35,638,630	34,845,180	28,480,130
Income including recharges to other services	(36,465,745)	(35,125,560)	(34,313,160)	(27,982,300)
NET GENERAL FUND REQUIREMENT	394,108	513,070	532,020	497,830

Type of service: Statutory

Service Purpose: Management and administration of rent allowances.

Service Activity: Provision of rent allowances.

Explanation of significant expenditure/income changes

Supplies and services

2018/19 additional software costs due to benefit changes covered by grant from DWP.

Transfer payments

Reduction in Housing benefit payments due to Universal Credit full service rolling out from October 2018 in this Borough.

Income

Reduction in subsidy income as a consequence of the reduction in payments as detailed above.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
FINANCE CORPORATE FINANCE	2017/18	2018/19	2018/19	2019/20
Cost centre C3402				
Executive Head of Finance	£	£	£	£
Employees	111,625	127,770	78,740	93,770
Premises	-	-	-	-
Transport Related	37	80	10	10
Supplies & Services	2,065	2,520	3,170	2,420
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	202,209	213,800	239,630	228,550
Capital Accounting Charges	-	-	-	-
Total Expenditure	315,936	344,170	321,550	324,750
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	315,936	344,170	321,550	324,750

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

Increase in 1920 due, in part, to change in allocations.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
COUNCIL TAX SUPPORT SCHEME	2017/18	2018/19	2018/19	2019/20
Cost centre C3806				
Executive Head of Finance	£	£	£	£
Employees	199,557	207,950	198,010	210,690
Premises	-	-	-	-
Transport Related	199	10	300	320
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	10,900	10,000	10,000	10,000
Support Services	66,699	69,180	64,170	68,470
Capital Accounting Charges	231	30	30	-
Total Expenditure	277,586	287,170	272,510	289,480
Income including recharges to other services	-	-	(80,300)	(76,000)
NET GENERAL FUND REQUIREMENT	277,586	287,170	192,210	213,480

Type of service: Statutory

Service Purpose: To assess claims for council tax support quickly and accurately.

Service Activity: 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.

Explanation of significant expenditure/income changes

Income

CTS admin support grant previously included in Housing Benefit for Rent Allowance budgets.

REVENUE BUDGET 2019/20

Appendix 2

Corporate and Democratic Services	Outturn	Original	Revised	Budget
REV COST OF NNDR COLLECTION	2017/18	2018/19	2018/19	2019/20
Cost centre C3804				
Executive Head of Finance	£	£	£	£
Employees	97,870	99,040	143,820	149,850
Premises	-	-	-	-
Transport Related	223	-	240	190
Supplies & Services	12,080	16,600	14,220	13,950
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	125,187	133,150	144,830	155,660
Capital Accounting Charges	769	20	100	210
Total Expenditure	236,129	248,810	303,210	319,860
Income including recharges to other services	(122,947)	(123,630)	(123,110)	(122,000)
NET GENERAL FUND REQUIREMENT	113,182	125,180	180,100	197,860

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
DEM SERV ELECTORAL REGISTER	2017/18	2018/19	2018/19	2019/20
Cost centre C1302				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	74,244	68,920	76,910	64,540
Premises	-	-	-	-
Transport Related	150	230	260	290
Supplies & Services	60,448	77,900	121,200	75,200
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	37,676	38,320	41,140	40,390
Capital Accounting Charges	-	-	-	-
Total Expenditure	172,518	185,370	239,510	180,420
Income including recharges to other services	(20,761)	(16,500)	(16,900)	(11,600)
NET GENERAL FUND REQUIREMENT	151,757	168,870	222,610	168,820

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Supplies & Services

2017/18 underspend against budget on transitional costs for Individual Registration(IER), this budget has been carried forward to 2018/19

Corporate and Democratic Services	Outturn	Original	Revised	Budget
DEM CORP POLICY SUPP TO MEMBERS	2017/18	2018/19	2018/19	2019/20
Cost centre C1317				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	106,533	116,840	115,940	118,410
Premises	-	-	-	-
Transport Related	112	320	230	230
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	43,964	50,460	36,340	32,950
Capital Accounting Charges	5,899	-	-	-
Total Expenditure	156,508	167,620	152,510	151,590
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	156,508	167,620	152,510	151,590

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
DEM SERV LOCAL ELECTIONS	2017/18	2018/19	2018/19	2019/20
Cost centre C1303				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	39,657	73,400	67,850	69,150
Premises	415	5,800	5,700	5,800
Transport Related	85	800	150	660
Supplies & Services	16,011	54,890	42,790	44,680
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	24,540	21,390	22,920	18,440
Capital Accounting Charges	-	-	-	-
Total Expenditure	80,708	156,280	139,410	138,730
Income including recharges to other services	(23,199)	(8,120)	(12,140)	(150)
NET GENERAL FUND REQUIREMENT	57,509	148,160	127,270	138,580

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

There were no local elections in 2017/18.

Income

Contributions are dependant upon the Council administering Elections organised on behalf of the Government and Hampshire County Council.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
DEM CTTEE ADMIN SUPP TO MEMBER	2017/18	2018/19	2018/19	2019/20
Cost centre C1316				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	87,914	93,510	77,050	79,170
Premises	-	-	-	-
Transport Related	204	390	430	430
Supplies & Services	16,354	16,700	16,100	16,100
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	43,137	37,350	38,550	37,390
Capital Accounting Charges	3,000	3,000	3,000	3,000
Total Expenditure	150,609	150,950	135,130	136,090
Income including recharges to other services	(13,464)	-	-	-
NET GENERAL FUND REQUIREMENT	137,145	150,950	135,130	136,090

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
FINANCE TREAS MGMT & BANK CHGS	2017/18	2018/19	2018/19	2019/20
Cost centre C3403				
Executive Head of Finance	£	£	£	£
Employees	29,763	34,030	19,390	24,410
Premises	-	-	-	-
Transport Related	32	60	10	-
Supplies & Services	38,071	50,610	44,690	50,700
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	32,563	34,840	37,360	36,660
Capital Accounting Charges	-	-	-	-
Total Expenditure	100,429	119,540	101,450	111,770
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	100,429	119,540	101,450	111,770

Type of service: Statutory

Service Purpose: Management of the Council's funds.

Service Activity: The management of the Council's investments, borrowing 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.

Explanation of significant expenditure/income changes

Employees

Original 2018/19 increase due to change in allocations and vacant post, returning to full establishment in 2019/20.

Supplies and Services

Increase in one-off use of consultants in 2017/18 followed by increase in brokers fees due to a change in the Council's borrowing requirements.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
STRATEGY & COMMS CHIEF EXECUTIVE	2017/18	2018/19	2018/19	2019/20
Cost centre C1407				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	80,766	91,430	91,300	93,180
Premises	-	-	-	-
Transport Related	50	340	120	120
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	14,835	15,530	15,800	15,950
Capital Accounting Charges	-	-	-	-
Total Expenditure	95,651	107,300	107,220	109,250
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	95,651	107,300	107,220	109,250

Type of service: Statutory

Service Purpose: Chief Executive's operational budget.

Service Activity: To support the Chief Executive function.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
DEM ATTENDANCE AT MEMBER MTGS	2017/18	2018/19	2018/19	2019/20
Cost centre C1318				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	56,459	57,180	58,370	59,800
Premises	-	-	-	-
Transport Related	69	60	160	160
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	26,487	30,520	27,850	24,830
Capital Accounting Charges	-	-	-	-
Total Expenditure	83,015	87,760	86,380	84,790
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	83,015	87,760	86,380	84,790

Type of service: Statutory

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.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
LAND CHARGES	2017/18	2018/19	2018/19	2019/20
Cost centre C1200				
Corporate Manager Legal Services	£	£	£	£
Employees	64,772	68,180	72,030	68,480
Premises	-	-	-	-
Transport Related	1	-	-	-
Supplies & Services	28,040	27,320	19,520	19,520
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	57,312	64,970	85,270	79,830
Capital Accounting Charges	-	-	-	-
Total Expenditure	150,125	160,470	176,820	167,830
Income including recharges to other services	(110,347)	(125,000)	(100,000)	(100,000)
NET GENERAL FUND REQUIREMENT	39,778	35,470	76,820	67,830

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Supplies & Services

A decrease in the budget for Hampshire County searches reflects a reduction in the number of searches requested by the general public and, therefore, the HCC part of the search process.

Income

A decrease in the income budget for the LLC1 and CON29 searches reflects a reduction in the number of searches requested by the general public.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
EXTERNAL AUDIT & INSPECTION	2017/18	2018/19	2018/19	2019/20
Cost centre C3404				
Executive Head of Finance	£	£	£	£
Employees	12,538	14,940	8,310	10,110
Premises	-	-	-	-
Transport Related	7	30	10	10
Supplies & Services	43,673	49,840	53,640	38,380
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	3,121	2,810	2,880	2,790
Capital Accounting Charges	-	-	-	-
Total Expenditure	59,339	67,620	64,840	51,290
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	59,339	67,620	64,840	51,290

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

Increase due to change in allocations.

Supplies and Services

Refund received in 2017/18 followed by a reduction in the external audit fees in future years.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
STRATEGY & COMMS EMERGENCY PLANNING	2017/18	2018/19	2018/19	2019/20
Cost centre C1404				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	20,157	20,170	11,380	11,780
Premises	-	-	-	-
Transport Related	10	20	20	20
Supplies & Services	20,731	23,100	23,100	23,100
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	13,086	13,420	14,080	11,560
Capital Accounting Charges	-	-	-	-
Total Expenditure	53,984	56,710	48,580	46,460
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	53,984	56,710	48,580	46,460

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Corporate and Democratic Services STRATEGY & COMMS PUBLIC PERFORMANCE REP' Cost centre C1408 Head of Democracy, Strategy and Partnerships	Outturn 2017/18 £	Original 2018/19 £	Revised 2018/19 £	Budget 2019/20 £
Employees	24,433	25,030	25,320	26,010
Premises	-	-	-	-
Transport Related	21	70	70	70
Supplies & Services	176	400	400	400
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	7,810	7,910	8,120	7,780
Capital Accounting Charges	-	-	-	-
Total Expenditure	32,440	33,410	33,910	34,260
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	32,440	33,410	33,910	34,260

Type of service: Statutory

Service Purpose: Publication of the Corporate Plan and other corporate reports.

Service Activity: Production and printing of the Corporate Plan.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
DEM STATUTORY INFORMATION	2017/18	2018/19	2018/19	2019/20
Cost centre C1319				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	-	-	-	-
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	1,127	1,200	1,350	1,290
Capital Accounting Charges	-	-	-	-
Total Expenditure	1,127	1,200	1,350	1,290
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	1,127	1,200	1,350	1,290

Type of service: Statutory

Service Purpose: Democratic statutory information.

Service Activity: Management and administration associated with democratic statutory information.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
MAJOR GRANTS TO ORGS	2017/18	2018/19	2018/19	2019/20
Cost centre C2535				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	3,577	3,780	12,080	10,670
Premises	-	-	-	-
Transport Related	1	10	50	50
Supplies & Services	122,003	90,170	94,830	122,510
Third Party Payments	-	-	-	-
Transfer Payments	468,890	459,110	458,000	458,000
Support Services	5,966	6,610	8,070	7,640
Capital Accounting Charges	-	-	-	-
Total Expenditure	600,437	559,680	573,030	598,870
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	600,437	559,680	573,030	598,870

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Supplies & Services

This budget reflects the notional costs associated with granting parking permits to various voluntary organisations and charities. The main increase in the notional cost is due to a change in the way we are issuing the parking permits to these organisations, in previous years these organisations were given smartcards and the credit on the smartcard was consumed as the smartcard was used. The use of smartcards has now stopped and instead the organisations are issued with parking permits, the value of the parking permit is calculated depending on the allocated car park and the hours the permit covers each day. The corresponding notional income is shown in the Car Parks cost centre.

Detail of the Transfer Payments is as follows:

* Citizens Advice Bureau	271,870	259,590	259,590	259,590
Farnborough & Cove War Memorial Hospital Trust	102,570	103,000	102,570	102,570
Rushmoor Voluntary Service	74,950	75,500	75,500	75,500
35-39 High Street Service Charge	19,500	21,020	20,340	20,340
	<u>468,890</u>	<u>459,110</u>	<u>458,000</u>	<u>458,000</u>

* 2017/18 Outturn included additional grant funding agreed in year.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
COMMUNITY LEISURE	2017/18	2018/19	2018/19	2019/20
Cost centre C2508				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	384,014	330,930	340,780	353,880
Premises	-	-	-	-
Transport Related	1,298	1,960	2,320	2,310
Supplies & Services	20,818	15,140	15,130	15,140
Third Party Payments	-	-	-	-
Transfer Payments	16,898	14,610	14,610	14,610
Support Services	135,423	137,510	166,520	167,570
Capital Accounting Charges	13,785	-	-	-
Total Expenditure	572,236	500,150	539,360	553,510
Income including recharges to other services	(10,272)	(4,500)	(4,600)	(4,500)
NET GENERAL FUND REQUIREMENT	561,964	495,650	534,760	549,010

Type of service: Discretionary

Service Purpose: Provision of a community leisure programme.

Service Activity: Provision of health programmes and play activities.

Explanation of significant expenditure/income changes

Employees

2018/19 Original Estimate reflects a reduction in costs following a restructure to staffing and the completion of an externally funded post. 2017/18 Outturn also included vacancy savings on posts which are expected to be filled in 2018/19.

Supplies & Services

Fluctuations in expenditure mainly due to spend on uniting communities and other developing our community activities and projects. This expenditure is funded from grants and external contributions.

Income

Fluctuations in income mainly relating to external funding for developing our community activities and projects.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
DEM SERV MEMBERS EXPENDITURE	2017/18	2018/19	2018/19	2019/20
Cost centre C1310				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	343,822	351,470	353,180	355,570
Premises	-	-	-	-
Transport Related	66	120	160	160
Supplies & Services	15,065	14,130	13,120	13,130
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	159,642	160,750	163,700	172,140
Capital Accounting Charges	-	-	-	-
Total Expenditure	518,595	526,470	530,160	541,000
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	518,595	526,470	530,160	541,000

Type of service: Discretionary

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.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
GRANTS TO ORGANISATIONS	2017/18	2018/19	2018/19	2019/20
Cost centre C2513				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	20,361	21,240	26,180	25,320
Premises	-	-	-	-
Transport Related	47	10	100	100
Supplies & Services	335	1,070	2,070	2,110
Third Party Payments	-	-	-	-
Transfer Payments	278,311	177,700	197,630	177,630
Support Services	13,979	15,170	17,450	16,550
Capital Accounting Charges	(859)	-	-	-
Total Expenditure	312,174	215,190	243,430	221,710
Income including recharges to other services	(60,272)	-	(1,000)	(1,000)
NET GENERAL FUND REQUIREMENT	251,902	215,190	242,430	220,710

Type of service: Discretionary

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.

Transfer Payments contain the following amounts

#1 Grants & Contributions	20,125	20,000	40,000	20,000
#2 Farnborough Airport Community Env Fund	40,334	0	0	0
Service Charge	2,030	2,190	2,120	2,120
Community Matters Partnership	5,000	2,500	2,500	2,500
#3 Community Lottery	5,465	0	0	0
Rent Relief	205,357	153,010	153,010	153,010
Total transfer payments	278,311	177,700	197,630	177,630

Income is as follows:

#4 Farnborough Airport Community Env Fund	(54,152)	0	0	0
#5 Community Lottery Fund	(5,465)	0	0	0
Customer & Client Receipts	(654)	0	(1,000)	(1,000)
	(60,272)	0	(1,000)	(1,000)

#1 2018/19 Revised Estimate includes a one-off grant for Financial Assistance to Aldershot Town Football Club towards external gas main works to the site.

#2 2017/18 Actual shows the amount of Farnborough Airport Community Env Fund used in year.

#3 2017/18 Actual shows the amount of Grants processed in year from the Community Fund element of the Community Lottery .

#4 2017/18 Actual shows the amount of Farnborough Airport Community Env Fund received in year.

#5 2017/18 Actual shows the amount of Community Lottery fund received in year.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
CORPORATE INVESTIGATION	2017/18	2018/19	2018/19	2019/20
Cost centre C3809				
Executive Head of Finance	£	£	£	£
Employees	111,794	112,500	111,280	116,690
Premises	-	-	-	-
Transport Related	1,099	-	1,100	1,100
Supplies & Services	2,244	3,650	3,850	3,850
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	39,570	41,400	51,520	47,890
Capital Accounting Charges	-	-	-	-
Total Expenditure	154,707	157,550	167,750	169,530
Income including recharges to other services	(350)	-	(1,000)	-
NET GENERAL FUND REQUIREMENT	154,357	157,550	166,750	169,530

Type of service: Discretionary

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.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
DEM SERV MAYORS COSTS	2017/18	2018/19	2018/19	2019/20
Cost centre C1304				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	39,523	44,940	49,560	50,740
Premises	-	-	-	-
Transport Related	3,949	7,250	7,250	7,260
Supplies & Services	14,536	15,600	15,900	16,010
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	16,667	16,980	17,520	17,280
Capital Accounting Charges	-	-	-	-
Total Expenditure	74,675	84,770	90,230	91,290
Income including recharges to other services	(11,808)	(11,450)	(11,600)	(11,600)
NET GENERAL FUND REQUIREMENT	62,867	73,320	78,630	79,690

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
TOWN TWINNING	2017/18	2018/19	2018/19	2019/20
Cost centre C2531				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	36,990	38,700	40,140	40,220
Premises	-	-	-	-
Transport Related	605	520	540	540
Supplies & Services	135	-	3,000	6,000
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	12,412	12,930	16,930	16,920
Capital Accounting Charges	-	-	-	-
Total Expenditure	50,142	52,150	60,610	63,680
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	50,142	52,150	60,610	63,680

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Supplies & Services
2018/19 Revised and 2019/20 Budget is for Town Twinning Events.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
COMMUNITY TRANSPORT	2017/18	2018/19	2018/19	2019/20
Cost centre C2534				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	1,493	1,600	2,230	1,620
Premises	-	-	-	-
Transport Related	1	10	10	10
Supplies & Services	-	-	-	-
Third Party Payments	10,570	10,570	10,570	10,570
Transfer Payments	34,094	33,900	33,900	33,900
Support Services	1,816	1,930	2,410	2,300
Capital Accounting Charges	-	-	-	-
Total Expenditure	47,974	48,010	49,120	48,400
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	47,974	48,010	49,120	48,400

Type of service: Discretionary

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.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
DEM SERV CIVIC CEREMONIAL	2017/18	2018/19	2018/19	2019/20
Cost centre C1300				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	15,188	15,570	21,370	21,690
Premises	-	-	-	-
Transport Related	28	70	80	80
Supplies & Services	6,659	17,900	16,090	7,750
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	6,514	6,690	7,140	7,450
Capital Accounting Charges	-	-	-	-
Total Expenditure	28,389	40,230	44,680	36,970
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	28,389	40,230	44,680	36,970

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Supplies & Services

2018/19 includes a budget for Commemorative events in the year (non recurring item).

Corporate and Democratic Services	Outturn	Original	Revised	Budget
DEM SERV LOCAL GOV'T ASSOC	2017/18	2018/19	2018/19	2019/20
Cost centre C1313				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	13,966	15,330	16,330	16,670
Premises	-	-	-	-
Transport Related	9	30	30	30
Supplies & Services	11,728	13,500	13,000	12,000
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	3,464	3,570	3,810	3,660
Capital Accounting Charges	-	-	-	-
Total Expenditure	29,167	32,430	33,170	32,360
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	29,167	32,430	33,170	32,360

Type of service: Discretionary

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.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
MEALS ON WHEELS	2017/18	2018/19	2018/19	2019/20
Cost centre C2536				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	1,493	1,390	1,940	1,420
Premises	-	-	-	-
Transport Related	1	10	10	10
Supplies & Services	-	-	-	-
Third Party Payments	400	-	-	-
Transfer Payments	-	2,500	2,500	2,500
Support Services	1,528	1,620	1,860	1,750
Capital Accounting Charges	-	-	-	-
Total Expenditure	3,422	5,520	6,310	5,680
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	3,422	5,520	6,310	5,680

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Transfer Payments
Lunch Club Annual Fee

Corporate and Democratic Services	Outturn	Original	Revised	Budget
RETIREMENT/PENSION COSTS	2017/18	2018/19	2018/19	2019/20
Cost centre C1416				
Executive Head of People	£	£	£	£
Employees	9,480	-	(93,380)	-
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	563	600	670	640
Capital Accounting Charges	-	-	93,380	-
Total Expenditure	10,043	600	670	640
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	10,043	600	670	640

Type of service: Unapportionable Central Overheads

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.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
SUPPORT SERVICE	2017/18	2018/19	2018/19	2019/20
Cost centre C1202				
Corporate Manager Legal Services	£	£	£	£
Employees	370,159	380,190	384,590	315,120
Premises	-	-	-	-
Transport Related	23	70	-	-
Supplies & Services	88,676	101,390	107,440	104,390
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	73,704	80,620	97,710	94,920
Capital Accounting Charges	-	-	-	-
Total Expenditure	532,562	562,270	589,740	514,430
Income including recharges to other services	(532,562)	(562,270)	(594,740)	(519,430)
NET GENERAL FUND REQUIREMENT	0	0	(5,000)	(5,000)

Type of service: Overheads

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.

Explanation of significant expenditure/income changes

Employees

Reflects virements to temporary staff code to cover solicitors employed on a contract or temporary basis.

Supplies & Services

Additional budget for the Council to become more GDPR compliant. Funded from the Service Improvement Fund.

Income

Increase in the fee charged for section 106 work to £1,000 per body of work. Resulting in a larger income figure.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
DEM SERV SUPPORT SERVICE	2017/18	2018/19	2018/19	2019/20
Cost centre C1312				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	32,084	33,480	53,060	52,890
Premises	-	-	-	-
Transport Related	28	70	130	130
Supplies & Services	13	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	12,704	13,120	14,200	14,610
Capital Accounting Charges	-	-	-	-
Total Expenditure	44,829	46,670	67,390	67,630
Income including recharges to other services	(44,830)	(46,670)	(67,390)	(67,630)
NET GENERAL FUND REQUIREMENT	(1)	0	0	0

Type of service: Overheads

Service Purpose: To provide support to corporate groups.

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

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
DEM SERV MANAGEMENT	2017/18	2018/19	2018/19	2019/20
Cost centre C1314				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	5,128	4,860	4,730	4,750
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	17,244	9,650	9,850	10,050
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	-	-
Capital Accounting Charges	-	-	-	-
Total Expenditure	22,372	14,510	14,580	14,800
Income including recharges to other services	(22,373)	(14,510)	(14,580)	(14,800)
NET GENERAL FUND REQUIREMENT	(1)	0	0	0

Type of service: Overheads

Service Purpose: Democratic Services management.

Service Activity: Provision of Democratic Services management costs recharged to other activities.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
S & C CORPORATE POLICY	2017/18	2018/19	2018/19	2019/20
Cost centre C1409				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	410,303	408,140	419,390	486,250
Premises	-	-	-	-
Transport Related	383	890	990	1,010
Supplies & Services	26,428	6,000	188,260	203,530
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	379,918	481,120	480,520	526,870
Capital Accounting Charges	-	-	163,380	-
Total Expenditure	817,032	896,150	1,252,540	1,217,660
Income including recharges to other services	(817,032)	(896,150)	(1,252,550)	(1,215,930)
NET GENERAL FUND REQUIREMENT	0	0	(10)	1,730

Type of service: Overheads

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 Corporate Leadership Team and Cabinet and corporate programme management. Community cohesion and integration strategy.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Supplies & Services

Revised estimate 2018/19 and Estimates 2019/20 - One off costs re Organisational Restructure and Transitional Arrangements funded by Service Improvement Fund .

Corporate and Democratic Services	Outturn	Original	Revised	Budget
PAYROLL SUPPORT SERVICE	2017/18	2018/19	2018/19	2019/20
Cost centre C1414				
Executive Head of People	£	£	£	£
Employees	52,790	55,820	41,760	42,650
Premises	-	-	-	-
Transport Related	25	-	10	-
Supplies & Services	161	600	500	500
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	12,557	12,930	12,220	13,080
Capital Accounting Charges	400	-	-	-
Total Expenditure	65,933	69,350	54,490	56,230
Income including recharges to other services	(65,933)	(69,760)	(54,500)	(56,230)
NET GENERAL FUND REQUIREMENT	0	(410)	(10)	0

Type of service: Overheads

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
HR SUPPORT SERVICE	2017/18	2018/19	2018/19	2019/20
Cost centre C1415				
Executive Head of People	£	£	£	£
Employees	335,119	314,800	376,580	340,500
Premises	-	-	-	-
Transport Related	118	100	80	-
Supplies & Services	52,396	65,600	69,900	53,400
Third Party Payments	-	-	-	-
Transfer Payments	34,334	37,000	35,500	36,000
Support Services	69,149	50,990	81,340	59,590
Capital Accounting Charges	2,285	2,520	2,520	2,520
Total Expenditure	493,401	471,010	565,920	492,010
Income including recharges to other services	(493,401)	(405,580)	(565,920)	(492,020)
NET GENERAL FUND REQUIREMENT	0	65,430	0	(10)

Type of service: Overheads

Service Purpose: To assist the Council in it's 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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Supplies & Services

2018/19 included a budget request for 2018/19 only towards in house training.

REVENUE BUDGET 2019/20

Appendix 2

Corporate and Democratic Services	Outturn	Original	Revised	Budget
EXEC DIR CUSTOMER, DIGITAL MANAGEMENT	2017/18	2018/19	2018/19	2019/20
Cost centre C2100				
Directors Costs	£	£	£	£
Employees	5,254	2,900	5,900	5,900
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	8,269	5,550	8,450	8,450
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	4,417	4,700	4,970	5,280
Capital Accounting Charges	-	-	-	-
Total Expenditure	17,940	13,150	19,320	19,630
Income including recharges to other services	(17,940)	(12,710)	(19,150)	(19,150)
NET GENERAL FUND REQUIREMENT	0	440	170	480

Type of service: Overheads

Service Purpose: Apportioned cost elements of the Executive Director (Customers, Digital and Rushmoor 2020).

Service Activity: Executive Director (Customers, Digital and Rushmoor 2020).

REVENUE BUDGET 2019/20

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Corporate and Democratic Services	Outturn	Original	Revised	Budget
EXEC DIRECTOR OPERATIONS MANAGEMENT	2017/18	2018/19	2018/19	2019/20
Cost centre C3102				
Directors Costs	£	£	£	£
Employees	967	780	1,000	1,000
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	2,215	2,890	3,010	2,910
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	3,829	4,070	4,280	4,620
Capital Accounting Charges	-	-	-	-
Total Expenditure	7,011	7,740	8,290	8,530
Income including recharges to other services	(7,011)	(12,670)	(8,210)	(8,210)
NET GENERAL FUND REQUIREMENT	0	(4,930)	80	320

Type of service: Overheads

Service Purpose: Apportioned cost elements of the Executive Director (Operations) Deputy CEX and Monitoring Officer.

Service Activity: Executive Director (Operations) Deputy CEX and Monitoring Officer.

Explanation of significant expenditure/income changes

Income

Adjustment to recharges to other services.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
AUDIT SUPPORT SERVICE	2017/18	2018/19	2018/19	2019/20
Cost centre C3106				
Executive Head of Finance	£	£	£	£
Employees	102,960	120,650	85,290	116,770
Premises	-	-	-	-
Transport Related	12	20	30	30
Supplies & Services	387	1,700	1,000	940
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	25,375	26,900	28,440	27,220
Capital Accounting Charges	500	-	-	-
Total Expenditure	129,234	149,270	114,760	144,960
Income including recharges to other services	(129,234)	(149,260)	(114,760)	(144,960)
NET GENERAL FUND REQUIREMENT	0	10	0	0

Type of service: Overheads

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.

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations in expenditure relate to changes in staffing levels with vacancies in 2018/19 returning to full establishment in 2019/20.

Income

Adjustment to recharges to other services.

REVENUE BUDGET 2019/20

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Corporate and Democratic Services	Outturn	Original	Revised	Budget
FINANCE SUPPORT SERVICE	2017/18	2018/19	2018/19	2019/20
Cost centre C3401				
Executive Head of Finance	£	£	£	£
Employees	411,810	451,070	512,780	483,750
Premises	-	-	-	-
Transport Related	146	250	130	70
Supplies & Services	17,765	23,060	19,890	17,760
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	93,976	100,640	114,330	112,420
Capital Accounting Charges	13,359	21,150	23,820	23,820
Total Expenditure	537,056	596,170	670,950	637,820
Income including recharges to other services	(537,055)	(596,170)	(667,950)	(636,840)
NET GENERAL FUND REQUIREMENT	1	0	3,000	980

Type of service: Overheads

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.

Explanation of significant expenditure/income changes

Employees

Addition to establishment in 2018/19 plus change in allocations at revised estimate. Also increased use of temporary staff due to vacancies and then returning to full establishment in 2019/20

Supplies and Services

Reduction in spend in 2017/18 on Consultancy due to lack of requirement

Income

Adjustment to recharges to other services.

Corporate and Democratic Services	Outturn	Original	Revised	Budget
DEBTORS SUPPORT	2017/18	2018/19	2018/19	2019/20
Cost centre C3807				
Executive Head of Finance	£	£	£	£
Employees	22,990	27,080	22,250	23,640
Premises	-	-	-	-
Transport Related	1	-	10	10
Supplies & Services	2,400	2,890	1,700	900
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	10,728	10,750	11,910	13,180
Capital Accounting Charges	-	-	-	-
Total Expenditure	36,119	40,720	35,870	37,730
Income including recharges to other services	(36,119)	(41,610)	(35,860)	(37,730)
NET GENERAL FUND REQUIREMENT	0	(890)	10	0

Type of service: Overheads

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.

REVENUE BUDGET 2019/20

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Corporate and Democratic Services	Outturn	Original	Revised	Budget
REVENUES MANAGEMENT	2017/18	2018/19	2018/19	2019/20
Cost centre C3808				
Executive Head of Finance	£	£	£	£
Employees	4,524	2,720	3,200	3,200
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	2,493	10,150	9,210	8,210
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	-	-
Capital Accounting Charges	-	-	-	-
Total Expenditure	7,017	12,870	12,410	11,410
Income including recharges to other services	(7,017)	(12,870)	(12,910)	(11,510)
NET GENERAL FUND REQUIREMENT	0	0	(500)	(100)

Type of service: Overheads

Service Purpose: Management costs for Revenues income collection.

Service Activity: Revenues income collection.

Explanation of significant expenditure/income changes

Supplies and services

Underspend in 2017/18 on supplies and services costs

REVENUE BUDGET 2019/20

Appendix 2

Customer Experience and Improvement		Outturn 2017/18	Original 2018/19	Revised 2018/19	Budget 2019/20
		£	£	£	£
Discretionary	Page No				
S & C Corporate Events	46	11,215	13,780	11,070	12,620
Other					
Customer Services Unit	47	0	10	10	0
S & C Communications	48	0	0	4,310	6,150
Systems Thinking Support	49	0	(17,600)	0	0
Information Technology Management	50	0	0	0	0
Information Technology Applications Supp	51	(1)	0	0	0
Information Technology Service Desk	52	0	0	0	0
Information Technology Technical Service:	53	(1)	(10)	(10)	0
Council Offices	54	0	(25,390)	6,230	4,750
Printing Unit	55	1	22,750	21,800	19,090
Facilities	56	(1)	(10)	(10)	0
		(2)	(20,250)	32,330	29,990
Net Expenditure		11,213	(6,470)	43,400	42,610

Customer Experience and Improvement S & C CORPORATE EVENTS Cost centre C1412 Head of Customer Experience	Outturn 2017/18 £	Original 2018/19 £	Revised 2018/19 £	Budget 2019/20 £
Employees	6,409	4,950	3,740	3,820
Premises	-	-	-	-
Transport Related	10	10	-	-
Supplies & Services	2,016	6,000	4,400	6,000
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	2,780	2,820	2,930	2,800
Capital Accounting Charges	-	-	-	-
Total Expenditure	11,215	13,780	11,070	12,620
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	11,215	13,780	11,070	12,620

Type of service: Discretionary

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.

REVENUE BUDGET 2019/20

Appendix 2

Customer Experience and Improvement CUSTOMER SERVICES UNIT Cost centre C1327 Head of Customer Experience	Outturn 2017/18 £	Original 2018/19 £	Revised 2018/19 £	Budget 2019/20 £
Employees	466,472	540,410	482,610	524,490
Premises	-	-	-	-
Transport Related	120	350	100	100
Supplies & Services	160,508	178,910	186,960	447,210
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	171,375	180,500	178,680	174,280
Capital Accounting Charges	65,751	12,470	36,820	49,850
Total Expenditure	864,226	912,640	885,170	1,195,930
Income including recharges to other services	(864,226)	(912,630)	(885,160)	(1,195,930)
NET GENERAL FUND REQUIREMENT	0	10	10	0

Type of service: Overheads

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.

Explanation of significant expenditure/income changes

Supplies and Services

2019/20 One off costs for Customer Experience Project funded by Service Improvement Fund

Customer Experience and Improvement S & C COMMUNICATIONS Cost centre C1411 Head of Customer Experience	Outturn 2017/18 £	Original 2018/19 £	Revised 2018/19 £	Budget 2019/20 £
Employees	259,228	249,000	255,370	273,730
Premises	-	-	-	-
Transport Related	185	270	240	240
Supplies & Services	49,023	68,100	65,770	62,770
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	83,590	83,520	87,160	84,630
Capital Accounting Charges	29,545	31,150	34,770	26,810
Total Expenditure	421,571	432,040	443,310	448,180
Income including recharges to other services	(421,571)	(432,040)	(439,000)	(442,030)
NET GENERAL FUND REQUIREMENT	0	0	4,310	6,150

Type of service: Overheads

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

Customer Experience and Improvement SYSTEMS THINKING SUPPORT Cost centre C3103 Head of IT, Projects and Facilities	Outturn 2017/18 £	Original 2018/19 £	Revised 2018/19 £	Budget 2019/20 £
Employees	158,025	126,680	172,730	157,220
Premises	-	-	-	-
Transport Related	198	-	330	330
Supplies & Services	1,208	280	280	280
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	20,353	22,200	30,710	23,680
Capital Accounting Charges	-	-	-	-
Total Expenditure	179,784	149,160	204,050	181,510
Income including recharges to other services	(179,784)	(166,760)	(204,050)	(181,510)
NET GENERAL FUND REQUIREMENT	0	(17,600)	0	0

Type of service: Overheads

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.

Explanation of significant expenditure/income changes

Employees

Increase in staff costs due to additional work carried out on behalf of another Authority, not anticipated in 2019/20 (additional costs met by additional income received).

Income

Increase in income due to additional work carried out on behalf of another Authority, not anticipated in 2019/20 (additional staff costs incurred).

Customer Experience and Improvement INFORMATION TECHNOLOGY MANAGEMENT Cost centre C3300 Head of IT, Projects and Facilities	Outturn 2017/18 £	Original 2018/19 £	Revised 2018/19 £	Budget 2019/20 £
Employees	12,335	5,600	5,600	5,600
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	30,571	11,180	40,140	10,580
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	-	-
Capital Accounting Charges	-	-	-	-
Total Expenditure	42,906	16,780	45,740	16,180
Income including recharges to other services	(42,906)	(16,780)	(45,740)	(16,180)
NET GENERAL FUND REQUIREMENT	0	0	0	0

Type of service: Overheads

Service Purpose: The managerial support for information technology utilised.

Service Activity: Information Technology management.

Explanation of significant expenditure/income changes

Employees

Increase in training expenses in 2017/18 due to additional training course held for a number of Authorities (additional costs met by additional income).

Supplies and Services

Increase in use of external support in 2018/19 (funded from salary savings).

Income

Adjustment to recharges to other services.

Customer Experience and Improvement INFORMATION TECHNOLOGY APPLICATIONS SUPP Cost centre C3302 Head of IT, Projects and Facilities	Outturn 2017/18	Original 2018/19	Revised 2018/19	Budget 2019/20
	£	£	£	£
Employees	233,065	313,580	302,850	337,210
Premises	-	-	-	-
Transport Related	88	-	-	-
Supplies & Services	221,502	224,820	261,770	200,450
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	48,461	35,970	48,060	41,280
Capital Accounting Charges	4,105	4,010	9,150	7,520
Total Expenditure	507,221	578,380	621,830	586,460
Income including recharges to other services	(507,222)	(578,380)	(621,830)	(586,460)
NET GENERAL FUND REQUIREMENT	(1)	0	0	0

Type of service: Overheads

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.

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.

Explanation of significant expenditure/income changes

Employees

Reduction in spend due to staff vacancies in 2017/18, assumed full establishment in 2019/20.

Supplies and Services

New contract with software supplier leading to one-off increase in 2018/19 followed by reduction in spend in future years.

Income

Adjustment to recharges to other services.

Customer Experience and Improvement INFORMATION TECHNOLOGY SERVICE DESK Cost centre C3303 Head of IT, Projects and Facilities	Outturn 2017/18	Original 2018/19	Revised 2018/19	Budget 2019/20
	£	£	£	£
Employees	210,800	238,290	222,310	239,850
Premises	-	-	-	-
Transport Related	94	70	40	70
Supplies & Services	5,332	5,300	5,300	5,300
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	38,926	31,540	41,330	35,480
Capital Accounting Charges	8,370	8,370	8,370	8,370
Total Expenditure	263,522	283,570	277,350	289,070
Income including recharges to other services	(263,522)	(283,570)	(277,350)	(289,070)
NET GENERAL FUND REQUIREMENT	0	0	0	0

Type of service: Overheads

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/

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.

Explanation of significant expenditure/income changes

Employees

Reduction in spend in 2017/18 and at revised budget 2018/19 due mainly to vacant posts, budget in 2019/20 assumes full establishment.

Income

Adjustment to recharges to other services.

Customer Experience and Improvement	Outturn	Original	Revised	Budget
INFORMATION TECHNOLOGY TECHNICAL SERVICE	2017/18	2018/19	2018/19	2019/20
Cost centre C3304				
Head of IT, Projects and Facilities	£	£	£	£
Employees	217,028	250,140	245,140	250,490
Premises	8,914	8,900	11,000	9,500
Transport Related	56	80	50	50
Supplies & Services	221,432	256,450	261,430	252,650
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	38,031	34,300	44,680	37,170
Capital Accounting Charges	197,572	174,090	205,680	178,510
Total Expenditure	683,033	723,960	767,980	728,370
Income including recharges to other services	(683,034)	(723,970)	(767,990)	(728,370)
NET GENERAL FUND REQUIREMENT	(1)	(10)	(10)	0

Type of service: Overheads

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.

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

Explanation of significant expenditure/income changes

Employees

Reduction in spend in 2017/18 due mainly to vacant posts

Supplies and Services

Telecomms refund received in 2017/18. Small increases in budget across a number of expenditure headings due, in part, to an increase in number of employees having the ability to work from home

Income

Adjustment to recharges to other services

Customer Experience and Improvement COUNCIL OFFICES Cost centre C3305 Head of IT, Projects and Facilities	Outturn 2017/18	Original 2018/19	Revised 2018/19	Budget 2019/20
	£	£	£	£
Employees	120,388	131,740	133,890	139,410
Premises	440,711	436,220	471,530	490,510
Transport Related	663	690	720	720
Supplies & Services	61,474	55,260	64,840	60,540
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	46,128	43,350	42,410	39,440
Capital Accounting Charges	135,281	120,070	118,850	103,620
Total Expenditure	804,645	787,330	832,240	834,240
Income including recharges to other services	(804,645)	(812,720)	(826,010)	(829,490)
NET GENERAL FUND REQUIREMENT	0	(25,390)	6,230	4,750

Type of service: Overheads

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.

Explanation of significant expenditure/income changes

Employees

Increase in budget due in part to additional cleaning costs and a change in allocations

Premises

Various increases in budget on various premises costs, the main areas being utilities and trade refuse (as a result of increased shredding following GDPR)

REVENUE BUDGET 2019/20

Appendix 2

Customer Experience and Improvement	Outturn	Original	Revised	Budget
PRINTING UNIT	2017/18	2018/19	2018/19	2019/20
Cost centre C3306				
Head of IT, Projects and Facilities	£	£	£	£
Employees	61,072	63,310	61,920	63,000
Premises	-	-	-	-
Transport Related	240	170	70	70
Supplies & Services	67,663	74,720	71,510	71,510
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	12,295	11,440	15,190	12,510
Capital Accounting Charges	1,113	1,110	1,110	-
Total Expenditure	142,383	150,750	149,800	147,090
Income including recharges to other services	(142,382)	(128,000)	(128,000)	(128,000)
NET GENERAL FUND REQUIREMENT	1	22,750	21,800	19,090

Type of service: Overheads

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.

Explanation of significant expenditure/income changes

Supplies and Services

Reduction in spend in 2017/18 on purchase of paper and photocopiers

Income

Adjustment to recharges to other services

Customer Experience and Improvement FACILITIES Cost centre C1323#3307 Head of IT, Projects and Facilities	Outturn 2017/18 £	Original 2018/19 £	Revised 2018/19 £	Budget 2019/20 £
Employees	80,057	86,280	86,680	86,560
Premises	-	-	-	-
Transport Related	821	790	770	770
Supplies & Services	9,258	10,050	9,900	9,900
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	45,706	47,980	56,250	50,790
Capital Accounting Charges	-	-	-	-
Total Expenditure	135,842	145,100	153,600	148,020
Income including recharges to other services	(135,843)	(145,110)	(153,610)	(148,020)
NET GENERAL FUND REQUIREMENT	(1)	(10)	(10)	0

Type of service: Overheads

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.

Explanation of significant expenditure/income changes

Employees

Increase in 2018/19 original budget due mainly to cost of living increase and increments.

Income

Adjustment to recharges to other services.

REVENUE BUDGET 2019/20

Appendix 2

Major Projects and Property		Outturn 2017/18	Original 2018/19	Revised 2018/19	Budget 2019/20
		£	£	£	£
Discretionary	Page No				
Regeneration	58	510,634	407,710	657,460	558,350
Other Highways	59	294,298	263,000	258,250	219,090
Maintenance Team	60	74,820	75,940	74,280	77,030
Street Furniture	61	27,674	27,980	23,300	28,230
Footpath Lighting	62	6,316	9,790	10,290	10,170
Markets And Car Boot Sales	63	(46,105)	(20,780)	(5,540)	(19,810)
Bellevue Enterprise Cntr	64	(86,386)	(66,560)	(76,400)	(73,540)
Regeneration Properties	65	1,062,983	2,400	(64,340)	(115,030)
Town Centres	66	(623,366)	(596,660)	(584,040)	(608,090)
Investment Properties	67	(254,655)	(583,950)	(1,222,900)	(1,877,350)
Industrial Estates	68	(962,210)	(904,410)	(861,480)	(865,430)
		4,003	(1,385,540)	(1,791,120)	(2,666,380)
Other					
Estates Support Service	69	1	0	0	0
Property & Estates Management	70	0	0	(1,760)	(1,760)
Building Services Support	71	0	0	0	0
		1	0	(1,760)	(1,760)
Net Expenditure		4,004	(1,385,540)	(1,792,880)	(2,668,140)

Major Projects and Property REGENERATION Cost centre C1100#1101#1102#2102 Executive Head of Regeneration and Property	Outturn 2017/18 £	Original 2018/19 £	Revised 2018/19 £	Budget 2019/20 £
Employees	158,743	271,610	228,570	290,570
Premises	-	-	-	-
Transport Related	149	280	1,100	1,130
Supplies & Services	21,111	102,350	329,580	215,350
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	31,356	31,930	49,530	49,760
Capital Accounting Charges	299,275	1,540	48,680	1,540
Total Expenditure	510,634	407,710	657,460	558,350
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	510,634	407,710	657,460	558,350

Type of service: Discretionary

Service Purpose: The regeneration and development of a range of sites within the Borough.

Service Activity: Regeneration activities for sites within the Borough.

Major Projects and Property	Outturn	Original	Revised	Budget
OTHER HIGHWAYS	2017/18	2018/19	2018/19	2019/20
Cost centre C2540				
Executive Head of Regeneration and Property	£	£	£	£
Employees	184,860	128,500	154,170	136,430
Premises	356	5,050	5,050	5,050
Transport Related	1,449	1,330	1,510	1,480
Supplies & Services	20,259	32,550	32,750	29,910
Third Party Payments	196,645	205,670	197,150	159,430
Transfer Payments	-	-	-	-
Support Services	91,121	94,070	79,590	80,960
Capital Accounting Charges	23,027	-	-	-
Total Expenditure	517,717	467,170	470,220	413,260
Income including recharges to other services	(223,419)	(204,170)	(211,970)	(194,170)
NET GENERAL FUND REQUIREMENT	294,298	263,000	258,250	219,090

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

2018/19 Original Estimate reflects a reduction in costs following a restructure to staffing. 2018/19 Revised estimate also includes additional training expenditure and apprenticeship costs.

Supplies & Services

2017/18 Actual reflects a reduction in spend on Brown Traffic signs and repairs and maintenance to On-Street parking signs.

Third Party Payments

2018/19 Revised estimate reflects a reduction in spend on basal growth around highway tree bases as this is not currently in the work plan. 2019/20 Budget reflects a reduction in the contractor payment as a result of a reduction in service specification (and funding) by Hampshire County Council for Highway grass, shrubs and hedges.

Income is analysed as follows:

Customer & Client Receipts	(104,211)	(87,170)	(94,970)	(77,170)
HCC Agency Contributions	(119,208)	(117,000)	(117,000)	(117,000)
	<u>(223,419)</u>	<u>(204,170)</u>	<u>(211,970)</u>	<u>(194,170)</u>

2018/19 Estimate onwards reflects the reduction in fee income which is offset by a reduction in employee costs. 2018/19 Revised Estimate includes additional income from temporary traffic regulation orders. 2019/20 Budget does not include the airshow income which is biennial.

Major Projects and Property	Outturn	Original	Revised	Budget
MAINTENANCE TEAM	2017/18	2018/19	2018/19	2019/20
Cost centre C2549				
Executive Head of Regeneration and Property	£	£	£	£
Employees	116,180	109,670	102,280	106,750
Premises	-	-	-	-
Transport Related	16,510	18,500	15,000	15,000
Supplies & Services	49,211	40,860	39,270	44,370
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	29,802	31,040	34,860	33,040
Capital Accounting Charges	-	-	-	-
Total Expenditure	211,703	200,070	191,410	199,160
Income including recharges to other services	(136,883)	(124,130)	(117,130)	(122,130)
NET GENERAL FUND REQUIREMENT	74,820	75,940	74,280	77,030

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

2017/18 Included additional costs incurred within the Maintenance Team whilst working on internal capital projects, a corresponding credit is shown in the income line for the recharge of salaries to capital projects. 2018/19 Revised Estimate reflects vacancy savings in year.

Supplies & Services

2017/18 Includes additional expenditure on operational equipment. 2018/19 Revised estimate includes a reduction in spend on Skilled Up Project. 2018/19 Revised Estimate and 2019/20 Estimate includes a budget movement from other cost centres to cover the increase in operational equipment.

Income

2017/18 Actual includes a credit for the recharge of salaries to capital projects and additional skilled Up Project funding. The surplus skilled up funding received during 2017/18 has been transferred to the skilled up Earmarked Reserve. 2018/19 Revised Estimate reflects a reduction in Skilled Up Project income anticipated for that year.

Major Projects and Property	Outturn	Original	Revised	Budget
STREET FURNITURE	2017/18	2018/19	2018/19	2019/20
Cost centre C2541				
Executive Head of Regeneration and Property	£	£	£	£
Employees	-	-	-	-
Premises	1,796	2,000	2,000	2,000
Transport Related	-	-	-	-
Supplies & Services	24,389	24,390	19,390	24,390
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	1,489	1,590	1,910	1,840
Capital Accounting Charges	-	-	-	-
Total Expenditure	27,674	27,980	23,300	28,230
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	27,674	27,980	23,300	28,230

Type of service: Discretionary

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.

Major Projects and Property	Outturn	Original	Revised	Budget
FOOTPATH LIGHTING	2017/18	2018/19	2018/19	2019/20
Cost centre C2542				
Executive Head of Regeneration and Property	£	£	£	£
Employees	-	-	-	-
Premises	958	3,300	3,300	3,300
Transport Related	-	-	-	-
Supplies & Services	3,120	4,100	4,120	4,120
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	2,238	2,390	2,870	2,750
Capital Accounting Charges	-	-	-	-
Total Expenditure	6,316	9,790	10,290	10,170
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	6,316	9,790	10,290	10,170

Type of service: Discretionary

Service Purpose: To maintain and where appropriate improve street lighting throughout our parks & open spaces.

Service Activity: To provide lighting of footways and public areas.

Major Projects and Property	Outturn	Original	Revised	Budget
MARKETS AND CAR BOOT SALES	2017/18	2018/19	2018/19	2019/20
Cost centre C2565				
Executive Head of Regeneration and Property	£	£	£	£
Employees	54,929	70,800	70,370	70,700
Premises	38,419	41,100	41,100	41,540
Transport Related	2,488	2,980	2,980	2,980
Supplies & Services	5,222	9,660	9,680	9,680
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	7,171	7,590	8,240	8,200
Capital Accounting Charges	3,229	3,230	3,230	3,230
Total Expenditure	111,458	135,360	135,600	136,330
Income including recharges to other services	(157,563)	(156,140)	(141,140)	(156,140)
NET GENERAL FUND REQUIREMENT	(46,105)	(20,780)	(5,540)	(19,810)

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

2017/18 Actual reflects a reduction in spend on staffing.

Income

2018/19 Revised estimate reflects an anticipated shortfall in Markets income.

Major Projects and Property	Outturn	Original	Revised	Budget
BELLEVUE ENTERPRISE CNTR	2017/18	2018/19	2018/19	2019/20
Cost centre C1206				
Executive Head of Regeneration and Property	£	£	£	£
Employees	18,324	19,580	16,320	20,000
Premises	6,677	11,280	9,080	11,200
Transport Related	31	40	10	20
Supplies & Services	16,438	15,750	15,620	15,660
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	17,444	19,170	28,150	25,160
Capital Accounting Charges	20,799	20,800	20,800	20,800
Total Expenditure	79,713	86,620	89,980	92,840
Income including recharges to other services	(166,099)	(153,180)	(166,380)	(166,380)
NET GENERAL FUND REQUIREMENT	(86,386)	(66,560)	(76,400)	(73,540)

Type of service: Discretionary

Service Purpose: To provide starter units for small businesses.

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

Explanation of significant expenditure/income changes

Income

Increase in rental income due to rent reviews.

Major Projects and Property	Outturn	Original	Revised	Budget
REGENERATION PROPERTIES	2017/18	2018/19	2018/19	2019/20
Cost centre C1212#1235				
Executive Head of Regeneration and Property	£	£	£	£
Employees	24,337	12,680	9,590	8,390
Premises	18,768	36,120	41,920	44,850
Transport Related	1	-	-	-
Supplies & Services	7,218	4,890	9,380	9,570
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	10,914	10,290	11,640	10,690
Capital Accounting Charges	1,096,150	38,560	23,270	151,610
Total Expenditure	1,157,388	102,540	95,800	225,110
Income including recharges to other services	(94,405)	(100,140)	(160,140)	(340,140)
NET GENERAL FUND REQUIREMENT	1,062,983	2,400	(64,340)	(115,030)

Type of service: Discretionary

Service Purpose: Regeneration & development of properties within Rushmoor BC

Service Activity: Costs and income related to Aldershot sites 35/39 High and 36-62 Union Street.

Explanation of significant expenditure/income changes

Employees

Amendments to salary percentage allocation

Premises

2018/19 Revised estimates reflects the changes to utilities' providers and associated bills. Plus increases in NNDR costs incurred by the Council, due to vacant properties.

Income

Steady increases across all years are due to newly acquired properties and associated rental income

Major Projects and Property	Outturn	Original	Revised	Budget
TOWN CENTRES	2017/18	2018/19	2018/19	2019/20
Cost centre C1208				
Executive Head of Regeneration and Property	£	£	£	£
Employees	37,360	38,650	37,060	39,630
Premises	51,477	66,090	71,850	69,960
Transport Related	70	120	20	40
Supplies & Services	38,846	38,330	37,310	37,650
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	75,074	81,440	101,210	91,190
Capital Accounting Charges	15,500	15,500	15,500	12,430
Total Expenditure	218,327	240,130	262,950	250,900
Income including recharges to other services	(841,693)	(836,790)	(846,990)	(858,990)
NET GENERAL FUND REQUIREMENT	(623,366)	(596,660)	(584,040)	(608,090)

Type of service: Discretionary

Service Purpose: To manage the Council's town centre holdings.

Service Activity: Estate management of lettings, repairs, collection of rents etc.

Explanation of significant expenditure/income changes

Premises

2018/19 Revised estimates reflects fluctuations in utility costs and NNDR costs due to vacant properties.

Major Projects and Property	Outturn	Original	Revised	Budget
INVESTMENT PROPERTIES	2017/18	2018/19	2018/19	2019/20
Cost centre C1209#1230#1231#1232#1233#1234#1236#1237#1238#1239				
Executive Head of Regeneration and Property	£	£	£	£
Employees	95,359	104,670	82,720	85,920
Premises	70,274	59,730	51,240	40,140
Transport Related	116	200	40	80
Supplies & Services	56,548	62,380	66,280	64,460
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	130,994	142,200	129,160	117,700
Capital Accounting Charges	308,486	3,950	5,020	5,000
Total Expenditure	661,777	373,130	334,460	313,300
Income including recharges to other services	(916,432)	(957,080)	(1,557,360)	(2,190,650)
NET GENERAL FUND REQUIREMENT	(254,655)	(583,950)	(1,222,900)	(1,877,350)

Type of service: Discretionary

Service Purpose: Revenue effect of the Council's investment properties

Service Activity: Investment properties

Explanation of significant expenditure/income changes

Employees

Amendment to salary percentage allocation

Premises

Changes to utilities' providers and associated bills. Fluctuations in NNDR costs due to vacant properties. Fluctuations in repairs, maintenance and legionella costs.

Supplies & Services

New management agent and increase in the associated management costs.

Income

New tenants, rental reviews and fewer vacancies resulted in an increase in the associated rental income. Plus increases in service charge **income**.

Major Projects and Property	Outturn	Original	Revised	Budget
INDUSTRIAL ESTATES	2017/18	2018/19	2018/19	2019/20
Cost centre C1205				
Executive Head of Regeneration and Property	£	£	£	£
Employees	16,899	16,700	16,170	17,090
Premises	112	200	200	200
Transport Related	28	40	10	20
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	49,683	56,590	72,820	64,870
Capital Accounting Charges	-	-	-	-
Total Expenditure	66,722	73,530	89,200	82,180
Income including recharges to other services	(1,028,932)	(977,940)	(950,680)	(947,610)
NET GENERAL FUND REQUIREMENT	(962,210)	(904,410)	(861,480)	(865,430)

Type of service: Discretionary

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.

Major Projects and Property	Outturn	Original	Revised	Budget
ESTATES SUPPORT SERVICE	2017/18	2018/19	2018/19	2019/20
Cost centre C1203				
Executive Head of Regeneration and Property	£	£	£	£
Employees	59,646	59,130	40,270	34,710
Premises	-	-	-	-
Transport Related	262	270	30	30
Supplies & Services	34,023	16,100	26,100	26,100
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	12,797	13,960	14,620	13,670
Capital Accounting Charges	-	-	-	-
Total Expenditure	106,728	89,460	81,020	74,510
Income including recharges to other services	(106,727)	(89,460)	(81,020)	(74,510)
NET GENERAL FUND REQUIREMENT	1	0	0	0

Type of service: Overheads

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.

Explanation of significant expenditure/income changes

Employees

Amendments to salary percentage allocations

Supplies & Services

2018/19 Revised estimates reflects increases in the number of valuations and associated costs.

Income

Adjustments to recharges to other services

Major Projects and Property	Outturn	Original	Revised	Budget
PROPERTY & ESTATES MANAGEMENT	2017/18	2018/19	2018/19	2019/20
Cost centre C1204				
Executive Head of Regeneration and Property	£	£	£	£
Employees	639	1,740	1,740	1,740
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	5,399	8,500	8,500	8,500
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	-	-
Capital Accounting Charges	-	-	-	-
Total Expenditure	6,038	10,240	10,240	10,240
Income including recharges to other services	(6,038)	(10,240)	(12,000)	(12,000)
NET GENERAL FUND REQUIREMENT	0	0	(1,760)	(1,760)

Type of service: Overheads

Service Purpose: The utilisation of resources to management Property and Estates matters.

Service Activity: Property and Estates management.

Major Projects and Property	Outturn	Original	Revised	Budget
BUILDING SERVICES SUPPORT	2017/18	2018/19	2018/19	2019/20
Cost centre C1210				
Executive Head of Regeneration and Property	£	£	£	£
Employees	123,792	113,670	129,130	96,090
Premises	3,100	6,000	6,000	6,000
Transport Related	409	410	10	10
Supplies & Services	270	800	1,580	800
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	10,632	11,140	11,530	10,830
Capital Accounting Charges	-	-	-	-
Total Expenditure	138,203	132,020	148,250	113,730
Income including recharges to other services	(138,203)	(132,020)	(148,250)	(113,730)
NET GENERAL FUND REQUIREMENT	0	0	0	0

Type of service: Overheads

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.

Explanation of significant expenditure/income changes

Employees

Amendments to salary percentage allocations.

Income

Adjustments to recharges to other services.

REVENUE BUDGET 2019/20

Appendix 2

Operational Services		Outturn 2017/18	Original 2018/19	Revised 2018/19	Budget 2019/20
		£	£	£	£
Statutory	Page No				
Domestic Refuse	75	1,517,426	1,459,320	1,577,360	1,561,350
Street Cleansing	76	863,371	973,440	976,170	1,049,240
Recycling	77	302,923	465,800	437,290	520,740
Health Pollution & Env Control	78	406,626	449,120	497,480	473,180
Health Food Safety	79	235,117	229,930	227,940	243,280
Health Licensing General	80	128,765	173,890	166,810	181,350
Health Health & Safety	81	164,004	168,100	173,380	171,400
Health Taxi Licensing	82	78,829	112,120	103,210	126,970
Housing Houses In Multiple Occ	83	128,872	143,550	51,040	101,610
Abandoned Vehicles	84	21,784	24,460	24,670	29,310
Health Land Drainage/Sewerage	85	18,330	24,110	19,950	19,740
		3,866,047	4,223,840	4,255,300	4,478,170

Financial information for Discretionary activities continues on the following page

REVENUE BUDGET 2019/20

Appendix 2

Operational Services continued		Outturn 2017/18	Original 2018/19	Revised 2018/19	Budget 2019/20
		£	£	£	£
Discretionary					
Housing Advice	86	752,558	912,130	924,200	973,840
Parks And Recreation Grds	87	324,161	648,870	722,910	708,260
Farnborough Leisure Centre	88	595,616	402,790	620,770	646,010
Grounds Maint Contracts	89	636,122	620,420	553,420	557,930
Aldershot Indoor Pools	90	403,274	438,140	443,360	458,830
Aldershot Lido	91	328,803	348,870	327,210	357,940
Cctv	92	306,770	328,560	332,320	333,480
Community Patrol Team	93	213,935	228,890	227,860	259,890
Housing Improvement Grants-Rev	94	160,922	212,030	203,190	211,080
Public Conveniences	95	284,287	210,930	192,760	194,020
Southwood Golf Course	96	65,708	74,880	88,280	77,300
Gymnastics Academy	97	71,730	77,330	71,750	70,850
Health Dog Warden	98	61,621	82,970	63,340	63,340
Cemeteries	99	62,377	32,880	68,260	65,960
Public Halls & Community Centres	100	97,699	102,440	89,730	80,930
Health Emergency Callout	101	41,038	39,580	38,400	38,240
Health Pest Control - Client	102	34,590	34,880	34,430	33,600
Blackwater Valley Project	103	24,373	24,640	24,910	24,190
Alderwood Campus Funding	104	19,968	21,320	19,360	20,190
Allotments	105	23,162	23,350	21,560	18,560
Rushmoor Healthy Living	106	7,108	7,120	7,000	7,000
Alpine Snowsports Centre	107	(4,297)	3,040	(6,260)	2,990
Housing Support Service	108	1	0	0	0
Housing Grants To Registered Social Lanc	109	98,500	0	0	0
Operational Services Management	110	(1)	0	0	0
Operational Services Support	111	0	0	0	0
Parking Management	112	(133,879)	(239,410)	(92,390)	(85,890)
Car Parks	113	(696,006)	(563,790)	(573,070)	(616,880)
Crematorium	114	(913,323)	(694,670)	(637,140)	(679,180)
		2,866,817	3,378,190	3,766,160	3,822,480

Financial information for Mixed & Other activities continues on the following page

REVENUE BUDGET 2019/20

Appendix 2

Operational Services continued		Outturn 2017/18	Original 2018/19	Revised 2018/19	Budget 2019/20
		£	£	£	£
Statutory b/fwd from page 72		3,866,047	4,223,840	4,255,300	4,478,170
Discretionary b/fwd from page 73		2,866,817	3,378,190	3,766,160	3,822,480
Mixed					
Community Safety	115	204,594	216,600	210,360	246,270
		204,594	216,600	210,360	246,270
Other					
Health Support Service	116	0	0	0	0
Env Health And Housing	117	1	0	0	0
		1	0	0	0
Net Expenditure		6,937,459	7,818,630	8,231,820	8,546,920

Operational Services	Outturn	Original	Revised	Budget
DOMESTIC REFUSE	2017/18	2018/19	2018/19	2019/20
Cost centre C2553				
Head of Operational Services	£	£	£	£
Employees	74,846	79,010	65,730	64,460
Premises	3,349	-	5,160	5,280
Transport Related	547	700	550	540
Supplies & Services	167,507	76,650	134,090	17,730
Third Party Payments	1,063,628	951,180	981,390	1,023,970
Transfer Payments	-	-	-	-
Support Services	278,716	294,520	298,910	354,490
Capital Accounting Charges	29,854	157,610	170,680	228,000
Total Expenditure	1,618,447	1,559,670	1,656,510	1,694,470
Income including recharges to other services	(101,021)	(100,350)	(79,150)	(133,120)
NET GENERAL FUND REQUIREMENT	1,517,426	1,459,320	1,577,360	1,561,350

Type of service: Statutory

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 39,250 households; weekly household clinical waste collection service; collection service for bulky/heavy items of household waste.

Explanation of significant expenditure/income changes

Employees

2018/19 Revised Estimate & 2019/20 Estimate reflects a saving following a temporary restructure to the staffing arrangements.

Premises

2017/18 onwards includes the Non Domestic Rates costs for The Redan Road bin store area which the Council is now responsible for.

Supplies & Services

2017/18 & 2018/19 include the cost of mobilising the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Convenience contract from the Doman Road depot whilst our new depot is being constructed.

Third Party Payments

2017/18 Actual reflects the fluctuations in the contractor payment following the procurement of the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Convenience contract which commenced on 31st July 2017. 2018/19 Revised Estimate onwards includes an increase in payment for Bulky Waste collections (which is offset by additional income) and any changes to the contractor payment based on the number of properties receiving the service.

Income

2018/19 Revised Estimate reflects the Council's income from the Contractor for commercial activities start date is 2019/20. 2018/19 Revised Estimate onwards also includes additional income from bulky waste collections.

Operational Services	Outturn	Original	Revised	Budget
STREET CLEANSING	2017/18	2018/19	2018/19	2019/20
Cost centre C2556				
Head of Operational Services	£	£	£	£
Employees	46,460	49,350	38,890	38,960
Premises	1,500	8,190	8,190	8,190
Transport Related	471	620	480	470
Supplies & Services	16,204	30,100	26,400	28,350
Third Party Payments	922,201	933,410	934,100	976,740
Transfer Payments	-	-	-	-
Support Services	22,267	24,670	29,670	29,910
Capital Accounting Charges	10,617	80,210	73,580	124,630
Total Expenditure	1,019,720	1,126,550	1,111,310	1,207,250
Income including recharges to other services	(156,349)	(153,110)	(135,140)	(158,010)
NET GENERAL FUND REQUIREMENT	863,371	973,440	976,170	1,049,240

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

2018/19 Revised Estimate & 2019/20 Estimate reflects a saving following a temporary restructure to the staffing arrangements.

Premises

2017/18 Actual includes a reduction in spend on specialist cleaning.

Supplies & Services

2018/19 onwards includes the cost of monitoring the contract performance.

Income

2018/19 Revised Estimate reflects the Council's income from the Contractor for commercial activities start date is 2019/20.

Operational Services	Outturn	Original	Revised	Budget
RECYCLING	2017/18	2018/19	2018/19	2019/20
Cost centre C2554				
Head of Operational Services	£	£	£	£
Employees	95,576	100,050	95,490	105,490
Premises	-	-	-	-
Transport Related	2,812	3,780	2,130	2,410
Supplies & Services	45,365	49,710	52,250	54,690
Third Party Payments	672,434	673,010	649,680	684,080
Transfer Payments	-	-	-	-
Support Services	96,402	103,560	111,720	120,070
Capital Accounting Charges	34,883	154,790	145,470	179,700
Total Expenditure	947,472	1,084,900	1,056,740	1,146,440
Income including recharges to other services	(644,549)	(619,100)	(619,450)	(625,700)
NET GENERAL FUND REQUIREMENT	302,923	465,800	437,290	520,740

Type of service: Statutory

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 apx 39,000 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.

Explanation of significant expenditure/income changes

Employees

2018/19 Revised Estimate & 2019/20 Estimate reflects the temporary restructure to the staffing arrangements.

Third Party Payments

2018/19 Revised and 2019/20 Estimate take into account changes in the contractor payment based on the number of properties receiving the service.

Operational Services	Outturn	Original	Revised	Budget
HEALTH POLLUTION & ENV CONTROL	2017/18	2018/19	2018/19	2019/20
Cost centre C2213				
Head of Operational Services	£	£	£	£
Employees	328,970	335,340	344,820	352,560
Premises	-	400	400	400
Transport Related	1,818	2,700	2,100	1,770
Supplies & Services	38,644	7,740	33,980	7,670
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	119,427	125,030	138,070	133,260
Capital Accounting Charges	4,459	4,460	4,460	4,460
Total Expenditure	493,318	475,670	523,830	500,120
Income including recharges to other services	(86,692)	(26,550)	(26,350)	(26,940)
NET GENERAL FUND REQUIREMENT	406,626	449,120	497,480	473,180

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Supplies & Services

2017/18 Actual & 2018/19 Revised Estimate include the expenditure for the Air Quality Feasibility Study on the A331.

Income

2017/18 Actual includes the grant income from DEFRA for the Air Quality Feasibility Study on the A331.

Operational Services	Outturn	Original	Revised	Budget
HEALTH FOOD SAFETY	2017/18	2018/19	2018/19	2019/20
Cost centre C2208				
Head of Operational Services	£	£	£	£
Employees	175,177	174,810	175,870	174,290
Premises	-	-	-	-
Transport Related	823	670	700	590
Supplies & Services	438	1,500	1,500	1,500
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	68,175	73,320	75,640	72,990
Capital Accounting Charges	-	-	-	-
Total Expenditure	244,613	250,300	253,710	249,370
Income including recharges to other services	(9,496)	(20,370)	(25,770)	(6,090)
NET GENERAL FUND REQUIREMENT	235,117	229,930	227,940	243,280

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Income

Fluctuations due to biennial Air Show food inspections

Operational Services	Outturn	Original	Revised	Budget
HEALTH LICENSING GENERAL	2017/18	2018/19	2018/19	2019/20
Cost centre C2211				
Head of Operational Services	£	£	£	£
Employees	158,196	174,490	162,040	175,010
Premises	-	-	-	-
Transport Related	358	630	580	530
Supplies & Services	1,757	5,070	3,250	3,270
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	81,786	88,190	97,590	93,690
Capital Accounting Charges	-	-	-	-
Total Expenditure	242,097	268,380	263,460	272,500
Income including recharges to other services	(113,332)	(94,490)	(96,650)	(91,150)
NET GENERAL FUND REQUIREMENT	128,765	173,890	166,810	181,350

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

2017/18 Actual includes vacancy savings.

Income

Additional income received in 2017/18 mainly from premises licences.

Operational Services	Outturn	Original	Revised	Budget
HEALTH HEALTH & SAFETY	2017/18	2018/19	2018/19	2019/20
Cost centre C2206				
Head of Operational Services	£	£	£	£
Employees	122,488	126,870	124,050	123,930
Premises	-	-	-	-
Transport Related	507	570	610	540
Supplies & Services	4,296	2,850	2,440	2,440
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	44,533	46,310	47,840	46,290
Capital Accounting Charges	-	-	-	-
Total Expenditure	171,824	176,600	174,940	173,200
Income including recharges to other services	(7,820)	(8,500)	(1,560)	(1,800)
NET GENERAL FUND REQUIREMENT	164,004	168,100	173,380	171,400

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Income

2018/19 Revised Estimate onwards reflects the reduction in Primary Authority Income.

Operational Services	Outturn	Original	Revised	Budget
HEALTH TAXI LICENSING	2017/18	2018/19	2018/19	2019/20
Cost centre C2218				
Head of Operational Services	£	£	£	£
Employees	102,688	125,730	114,860	138,020
Premises	-	-	-	-
Transport Related	110	380	350	340
Supplies & Services	10,109	10,550	10,550	11,150
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	49,040	51,200	54,800	53,810
Capital Accounting Charges	-	-	-	-
Total Expenditure	161,947	187,860	180,560	203,320
Income including recharges to other services	(83,118)	(75,740)	(77,350)	(76,350)
NET GENERAL FUND REQUIREMENT	78,829	112,120	103,210	126,970

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

2017/18 Actual and 2018/19 Revised Estimate include vacancy savings. 2019/20 Original budget reflects a salary allocation change within the service.

Income

2017/18 Includes additional income mainly from driver licence fees, vehicle fees, CRB deposits (offset by additional expenditure), vehicle plate income and knowledge tests.

Operational Services	Outturn	Original	Revised	Budget
HOUSING HOUSES IN MULTIPLE OCC	2017/18	2018/19	2018/19	2019/20
Cost centre C2403				
Head of Operational Services	£	£	£	£
Employees	107,700	120,830	106,060	110,970
Premises	-	-	-	-
Transport Related	1,184	1,120	850	800
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	35,270	36,600	42,130	41,640
Capital Accounting Charges	-	-	-	-
Total Expenditure	144,154	158,550	149,040	153,410
Income including recharges to other services	(15,282)	(15,000)	(98,000)	(51,800)
NET GENERAL FUND REQUIREMENT	128,872	143,550	51,040	101,610

Type of service: Statutory

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. Licencing will ensure properties are maintained to legal requirement minimising risk to residents.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Income

in 2018/19 increase in income due to Licencing changes for Houses in Multiple Occupation rules with effect from 1st October, Renewal is every 5 years.

Operational Services	Outturn	Original	Revised	Budget
ABANDONED VEHICLES	2017/18	2018/19	2018/19	2019/20
Cost centre C2557				
Head of Operational Services	£	£	£	£
Employees	3,865	4,270	4,700	5,380
Premises	-	-	-	-
Transport Related	72	60	70	70
Supplies & Services	704	1,900	820	1,900
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	17,143	18,230	19,080	21,960
Capital Accounting Charges	-	-	-	-
Total Expenditure	21,784	24,460	24,670	29,310
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	21,784	24,460	24,670	29,310

Type of service: Statutory

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.

Operational Services	Outturn	Original	Revised	Budget
HEALTH LAND DRAINAGE/SEWERAGE	2017/18	2018/19	2018/19	2019/20
Cost centre C2227				
Head of Operational Services	£	£	£	£
Employees	3,249	7,710	2,600	2,650
Premises	653	1,600	1,600	1,600
Transport Related	-	10	-	-
Supplies & Services	9,230	9,230	9,230	9,230
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	5,198	5,560	6,520	6,260
Capital Accounting Charges	-	-	-	-
Total Expenditure	18,330	24,110	19,950	19,740
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	18,330	24,110	19,950	19,740

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations in 2018/19 Original Estimate due to salary allocation changes within the service.

Operational Services	Outturn	Original	Revised	Budget
HOUSING ADVICE	2017/18	2018/19	2018/19	2019/20
Cost centre C2402				
Head of Operational Services	£	£	£	£
Employees	486,919	532,060	526,050	579,540
Premises	-	-	-	-
Transport Related	1,290	970	740	680
Supplies & Services	137,591	131,520	132,680	133,480
Third Party Payments	-	-	-	-
Transfer Payments	226,658	364,650	358,310	354,370
Support Services	181,619	185,680	213,170	214,740
Capital Accounting Charges	-	1,000	1,000	1,000
Total Expenditure	1,034,077	1,215,880	1,231,950	1,283,810
Income including recharges to other services	(281,519)	(303,750)	(307,750)	(309,970)
NET GENERAL FUND REQUIREMENT	752,558	912,130	924,200	973,840

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

2018/19 and 2019/20 includes a variation to budget for 2 staff for 2 years in Housing options funded by reserves.

Transfer payments

2017/18 includes underspend on use of flexible housing grant. The underspend element has been transferred to earmarked reserves to be used in future years.

Income

2018/19 increase in flexible Housing grant income received from central government.

REVENUE BUDGET 2019/20

Appendix 2

Operational Services	Outturn	Original	Revised	Budget
PARKS AND RECREATION GRDS	2017/18	2018/19	2018/19	2019/20
Cost centre C2517				
Head of Operational Services	£	£	£	£
Employees	126,361	131,090	107,400	101,790
Premises	130,475	141,370	149,250	147,000
Transport Related	346	790	640	620
Supplies & Services	247,211	225,170	237,330	242,180
Third Party Payments	12,000	12,000	12,000	13,000
Transfer Payments	-	-	-	-
Support Services	143,255	141,000	125,460	119,730
Capital Accounting Charges	200,541	172,460	260,470	257,750
Total Expenditure	860,189	823,880	892,550	882,070
Income including recharges to other services	(536,028)	(175,010)	(169,640)	(173,810)
NET GENERAL FUND REQUIREMENT	324,161	648,870	722,910	708,260

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Premises

2017/18 Actual reflects a reduction in spend on general repairs and maintenance. 2018/19 Revised Estimate onwards includes additional utilities costs.

Supplies & Services

2017/18 Actual includes additional spend on one-off revenue projects funded by developers contributions. 2018/19 Revised Estimate includes a carry forward of budget from 2017/18 for additional tree maintenance works.

Income

2017/18 Actual includes developers contributions, which if not used in year are transferred to an earmarked reserve.

Operational Services	Outturn	Original	Revised	Budget
FARNBOROUGH LEISURE CENTRE	2017/18	2018/19	2018/19	2019/20
Cost centre C2560				
Head of Operational Services	£	£	£	£
Employees	20,913	22,110	19,640	18,670
Premises	34,255	34,630	34,630	34,630
Transport Related	26	30	20	20
Supplies & Services	77,726	81,620	79,300	81,680
Third Party Payments	125,251	128,220	130,640	134,080
Transfer Payments	-	-	-	-
Support Services	28,668	31,430	33,810	31,100
Capital Accounting Charges	308,777	104,750	322,730	345,830
Total Expenditure	595,616	402,790	620,770	646,010
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	595,616	402,790	620,770	646,010

Type of service: Discretionary

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, crèche, soft play area, 10 court sports hall, 6 lane indoor bowls green, meeting rooms, treatment rooms, office accommodation, multi activity rooms and dance studios.

Operational Services	Outturn	Original	Revised	Budget
GROUPS MAINT CONTRACTS	2017/18	2018/19	2018/19	2019/20
Cost centre C2552				
Head of Operational Services	£	£	£	£
Employees	9,090	9,510	8,280	7,080
Premises	94,031	75,440	76,830	79,490
Transport Related	1	80	80	80
Supplies & Services	-	2,350	2,350	2,350
Third Party Payments	512,460	501,500	475,730	494,350
Transfer Payments	-	-	-	-
Support Services	8,695	10,310	11,890	11,930
Capital Accounting Charges	32,469	55,930	750	750
Total Expenditure	656,746	655,120	575,910	596,030
Income including recharges to other services	(20,624)	(34,700)	(22,490)	(38,100)
NET GENERAL FUND REQUIREMENT	636,122	620,420	553,420	557,930

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Premises

2017/18 onwards includes the Non Domestic Rates costs for The Grove and Manor Park nurse/depot which the Council is now responsible for under the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Convenience contract which commenced on 31st July 2017

Third Party Payments

2017/18 Actual reflects the fluctuations in the contractor payment following the procurement of the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Convenience contract which commenced on 31st July 2017. 2018/19 Revised Estimate includes a reallocation of Grounds Maintenance costs between individual cost centres.

Income

2018/19 Revised Estimate reflects the Council's income from the Contractor for commercial activities start date is 2019/20.

REVENUE BUDGET 2019/20

Appendix 2

Operational Services	Outturn	Original	Revised	Budget
ALDERSHOT INDOOR POOLS	2017/18	2018/19	2018/19	2019/20
Cost centre C2558				
Head of Operational Services	£	£	£	£
Employees	11,341	11,960	11,110	9,980
Premises	15,213	19,320	19,320	19,320
Transport Related	11	20	10	10
Supplies & Services	25,615	26,670	27,140	27,960
Third Party Payments	261,485	281,910	287,370	294,640
Transfer Payments	-	-	-	-
Support Services	11,821	12,170	14,180	13,780
Capital Accounting Charges	77,788	86,090	84,230	93,140
Total Expenditure	403,274	438,140	443,360	458,830
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	403,274	438,140	443,360	458,830

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Third Party Payments
2017/18 Actual reflects a reduction in the contractual energy payment

REVENUE BUDGET 2019/20

Appendix 2

Operational Services	Outturn	Original	Revised	Budget
ALDERSHOT LIDO	2017/18	2018/19	2018/19	2019/20
Cost centre C2559				
Head of Operational Services	£	£	£	£
Employees	8,233	8,680	7,460	5,620
Premises	9,914	9,440	9,440	9,440
Transport Related	6	10	10	10
Supplies & Services	17,321	18,190	17,190	17,710
Third Party Payments	118,825	127,850	130,270	133,580
Transfer Payments	-	-	-	-
Support Services	10,022	10,650	12,370	11,100
Capital Accounting Charges	168,482	174,050	171,170	180,480
Total Expenditure	332,803	348,870	347,910	357,940
Income including recharges to other services	(4,000)	-	(20,700)	-
NET GENERAL FUND REQUIREMENT	328,803	348,870	327,210	357,940

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Third Party Payments

2017/18 Actual reflects a reduction in the contractual energy payment

Income

2017/18 Actual and 2018/19 Revised Estimate include the share of income the Council receive from the profit share/loss agreement with the contractor.

Operational Services	Outturn	Original	Revised	Budget
CCTV	2017/18	2018/19	2018/19	2019/20
Cost centre C2246				
Head of Operational Services	£	£	£	£
Employees	143,099	163,890	156,750	159,110
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	79,149	70,040	70,440	69,680
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	66,920	80,770	91,270	92,860
Capital Accounting Charges	33,148	28,330	28,330	26,730
Total Expenditure	322,316	343,030	346,790	348,380
Income including recharges to other services	(15,546)	(14,470)	(14,470)	(14,900)
NET GENERAL FUND REQUIREMENT	306,770	328,560	332,320	333,480

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations due to vacancy and recruitment savings.

Supplies & Services

2017/18 includes the additional consultancy costs offset with a reduction in equipment maintenance costs.

Operational Services	Outturn	Original	Revised	Budget
COMMUNITY PATROL TEAM	2017/18	2018/19	2018/19	2019/20
Cost centre C2228				
Head of Operational Services	£	£	£	£
Employees	135,019	144,640	138,940	170,160
Premises	-	-	-	-
Transport Related	15,042	18,580	16,240	18,530
Supplies & Services	5,272	5,090	6,420	5,390
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	59,532	62,080	66,260	67,310
Capital Accounting Charges	-	-	-	-
Total Expenditure	214,865	230,390	227,860	261,390
Income including recharges to other services	(930)	(1,500)	-	(1,500)
NET GENERAL FUND REQUIREMENT	213,935	228,890	227,860	259,890

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations due to vacancy savings in 2017/18 Actual and 2018/19 Revised Estimates and salary allocation changes mainly with the Dog Warden cost centre.

Operational Services	Outturn	Original	Revised	Budget
HOUSING IMPROVEMENT GRANTS-REV	2017/18	2018/19	2018/19	2019/20
Cost centre C2404				
Head of Operational Services	£	£	£	£
Employees	143,876	169,610	152,180	160,280
Premises	-	-	-	-
Transport Related	1,538	1,410	1,440	1,390
Supplies & Services	5,092	5,100	5,100	5,100
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	49,146	50,910	59,470	59,310
Capital Accounting Charges	982,465	982,810	1,106,420	982,810
Total Expenditure	1,182,117	1,209,840	1,324,610	1,208,890
Income including recharges to other services	(1,021,195)	(997,810)	(1,121,420)	(997,810)
NET GENERAL FUND REQUIREMENT	160,922	212,030	203,190	211,080

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Operational Services	Outturn	Original	Revised	Budget
PUBLIC CONVENIENCES	2017/18	2018/19	2018/19	2019/20
Cost centre C2555				
Head of Operational Services	£	£	£	£
Employees	8,568	9,110	8,670	8,630
Premises	32,315	30,000	33,940	29,540
Transport Related	72	70	70	70
Supplies & Services	1,586	2,190	60	60
Third Party Payments	135,660	126,790	125,630	132,040
Transfer Payments	-	-	-	-
Support Services	13,171	13,780	11,400	10,690
Capital Accounting Charges	92,915	28,990	12,990	12,990
Total Expenditure	284,287	210,930	192,760	194,020
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	284,287	210,930	192,760	194,020

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Third Party Payments

2017/18 Actual reflects the fluctuations in the contractor payment following the procurement of the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Convenience contract which commenced on 31st July 2017.

Operational Services	Outturn	Original	Revised	Budget
SOUTHWOOD GOLF COURSE	2017/18	2018/19	2018/19	2019/20
Cost centre C2561				
Head of Operational Services	£	£	£	£
Employees	10,084	10,600	14,980	12,220
Premises	28,661	38,170	34,870	36,790
Transport Related	11	10	20	20
Supplies & Services	4,190	2,230	12,450	2,460
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	18,273	19,640	21,470	20,130
Capital Accounting Charges	5,679	5,420	5,680	5,680
Total Expenditure	66,898	76,070	89,470	77,300
Income including recharges to other services	(1,190)	(1,190)	(1,190)	-
NET GENERAL FUND REQUIREMENT	65,708	74,880	88,280	77,300

Type of service: Discretionary

Service Purpose: The land will provide Suitable Alternative Natural Greenspace.

Service Activity: The land will be converted into new natural open parkland which will provide Suitable Alternative Natural Greenspace, to enable new homes to continue to be built in the Borough and town centres to be regenerated.

Explanation of significant expenditure/income changes

In December 2017 the Cabinet agreed that the golf course should close and the land be converted into new natural open parkland which would provide Suitable Alternative Natural Greenspace, to enable new homes to continue to be built in the borough and the town centres to be regenerated.

REVENUE BUDGET 2019/20

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Operational Services	Outturn	Original	Revised	Budget
GYMNASTICS ACADEMY	2017/18	2018/19	2018/19	2019/20
Cost centre C2514				
Head of Operational Services	£	£	£	£
Employees	970	870	550	-
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	2,771	3,010	3,210	2,860
Capital Accounting Charges	82,789	88,250	82,790	82,790
Total Expenditure	86,530	92,130	86,550	85,650
Income including recharges to other services	(14,800)	(14,800)	(14,800)	(14,800)
NET GENERAL FUND REQUIREMENT	71,730	77,330	71,750	70,850

Type of service: Discretionary

Service Purpose: Support the health and fitness of residents and other users.

Service Activity: Leasing of accommodation to the independent gymnastics academy.

Operational Services	Outturn	Original	Revised	Budget
HEALTH DOG WARDEN	2017/18	2018/19	2018/19	2019/20
Cost centre C2204				
Head of Operational Services	£	£	£	£
Employees	34,814	53,560	30,190	30,550
Premises	-	-	-	-
Transport Related	2,646	3,850	3,640	3,720
Supplies & Services	13,002	12,910	13,510	13,710
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	13,686	15,110	18,360	17,720
Capital Accounting Charges	-	-	-	-
Total Expenditure	64,148	85,430	65,700	65,700
Income including recharges to other services	(2,527)	(2,460)	(2,360)	(2,360)
NET GENERAL FUND REQUIREMENT	61,621	82,970	63,340	63,340

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

2018/19 Original Estimate includes a salary allocation change, the corresponding salary allocation change is shown the Community Patrol Team cost centre

Operational Services	Outturn	Original	Revised	Budget
CEMETERIES	2017/18	2018/19	2018/19	2019/20
Cost centre C2550				
Head of Operational Services	£	£	£	£
Employees	26,632	27,780	27,710	28,310
Premises	23,360	17,690	17,730	19,650
Transport Related	66	70	70	70
Supplies & Services	14,542	17,610	20,260	17,380
Third Party Payments	145,377	126,230	134,050	138,650
Transfer Payments	-	-	-	-
Support Services	21,658	22,710	25,160	23,410
Capital Accounting Charges	11,963	5,750	9,290	8,180
Total Expenditure	243,598	217,840	234,270	235,650
Income including recharges to other services	(181,221)	(184,960)	(166,010)	(169,690)
NET GENERAL FUND REQUIREMENT	62,377	32,880	68,260	65,960

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Third Party Payments

2017/18 Actual reflects the fluctuations in the contractor payment following the procurement of the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Convenience contract which commenced on 31st July 2017. 2018/19 Revised Estimate includes a reallocation of Grounds Maintenance costs between individual cost centres.

Income

2018/19 Revised Estimate onwards reflect a reduction in Grave Sales income.

Operational Services	Outturn	Original	Revised	Budget
PUBLIC HALLS & COMMUNITY CENTRES	2017/18	2018/19	2018/19	2019/20
Cost centre C2505#2506#2507#2511#2515#2516#2526#2548				
Head of Operational Services	£	£	£	£
Employees	21,695	13,910	15,620	13,160
Premises	85,249	75,760	77,010	78,030
Transport Related	1	20	30	30
Supplies & Services	3,786	4,340	4,080	4,160
Third Party Payments	-	-	-	-
Transfer Payments	-	16,500	6,000	6,000
Support Services	47,140	55,630	54,490	45,920
Capital Accounting Charges	37,079	38,330	37,190	38,520
Total Expenditure	194,950	204,490	194,420	185,820
Income including recharges to other services	(97,251)	(102,050)	(104,690)	(104,890)
NET GENERAL FUND REQUIREMENT	97,699	102,440	89,730	80,930

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

2017/18 includes additional salary allocations.

Premises

2017/18 Actual and 2018/19 Revised Estimate onwards reflect an increase in cleaning costs (and a reduction in grant expenditure on the Transfer Payments line below) as the Prospect Community Centre is being managed in-house.

Transfer Payments

2017/18 Actual and 2018/19 Revised Estimate onwards reflect a reduction in grant expenditure (and an increase in cleaning costs shown in the premises line above) as the Prospect Community Centre is being managed in-house also in 2017/18 the annual grant to Farnborough Community Centre was not paid.

Income

18/19 Revised Estimate includes a back dated recharge for electricity at the Southwood Community Centre.

Operational Services	Outturn	Original	Revised	Budget
HEALTH EMERGENCY CALLOUT	2017/18	2018/19	2018/19	2019/20
Cost centre C2207				
Head of Operational Services	£	£	£	£
Employees	35,635	33,410	33,350	33,370
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	62	500	500	500
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	5,341	5,670	4,550	4,370
Capital Accounting Charges	-	-	-	-
Total Expenditure	41,038	39,580	38,400	38,240
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	41,038	39,580	38,400	38,240

Type of service: Discretionary

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.

Operational Services	Outturn	Original	Revised	Budget
HEALTH PEST CONTROL - CLIENT	2017/18	2018/19	2018/19	2019/20
Cost centre C2212				
Head of Operational Services	£	£	£	£
Employees	4,089	3,600	3,320	2,650
Premises	-	-	-	-
Transport Related	11	-	10	-
Supplies & Services	-	100	100	100
Third Party Payments	21,326	20,820	20,820	20,820
Transfer Payments	-	-	-	-
Support Services	9,164	10,360	10,180	10,030
Capital Accounting Charges	-	-	-	-
Total Expenditure	34,590	34,880	34,430	33,600
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	34,590	34,880	34,430	33,600

Type of service: Discretionary

Service Purpose: Provision of a pest control service.

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

Operational Services	Outturn	Original	Revised	Budget
BLACKWATER VALLEY PROJECT	2017/18	2018/19	2018/19	2019/20
Cost centre C2525				
Head of Operational Services	£	£	£	£
Employees	4,413	4,560	4,170	3,600
Premises	-	-	-	-
Transport Related	13	20	20	20
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	17,500	17,500	17,500	17,500
Support Services	2,447	2,560	3,220	3,070
Capital Accounting Charges	-	-	-	-
Total Expenditure	24,373	24,640	24,910	24,190
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	24,373	24,640	24,910	24,190

Type of service: Discretionary

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.

Operational Services	Outturn	Original	Revised	Budget
ALDERWOOD CAMPUS FUNDING	2017/18	2018/19	2018/19	2019/20
Cost centre C2528				
Head of Operational Services	£	£	£	£
Employees	3,746	4,070	2,690	1,100
Premises	-	-	-	-
Transport Related	-	10	-	-
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	16,222	17,240	16,670	19,090
Capital Accounting Charges	-	-	-	-
Total Expenditure	19,968	21,320	19,360	20,190
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	19,968	21,320	19,360	20,190

Type of service: Discretionary

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.

REVENUE BUDGET 2019/20

Appendix 2

Operational Services	Outturn	Original	Revised	Budget
ALLOTMENTS	2017/18	2018/19	2018/19	2019/20
Cost centre C2502				
Head of Operational Services	£	£	£	£
Employees	15,950	17,200	14,110	13,770
Premises	8,828	8,770	9,070	9,220
Transport Related	246	500	500	500
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	9,379	10,000	11,520	11,440
Capital Accounting Charges	-	-	-	-
Total Expenditure	34,403	36,470	35,200	34,930
Income including recharges to other services	(11,241)	(13,120)	(13,640)	(16,370)
NET GENERAL FUND REQUIREMENT	23,162	23,350	21,560	18,560

Type of service: Discretionary

Service Purpose: Management and administration of the allotments.

Service Activity: Provision of allotments.

Operational Services	Outturn	Original	Revised	Budget
RUSHMOOR HEALTHY LIVING	2017/18	2018/19	2018/19	2019/20
Cost centre C2248				
Head of Operational Services	£	£	£	£
Employees	-	-	-	-
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	7,000	7,000	7,000	7,000
Support Services	108	120	-	-
Capital Accounting Charges	-	-	-	-
Total Expenditure	7,108	7,120	7,000	7,000
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	7,108	7,120	7,000	7,000

Type of service: Discretionary

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.

REVENUE BUDGET 2019/20

Appendix 2

Operational Services	Outturn	Original	Revised	Budget
ALPINE SNOWSPORTS CENTRE	2017/18	2018/19	2018/19	2019/20
Cost centre C2503				
Head of Operational Services	£	£	£	£
Employees	5,559	5,880	5,320	5,250
Premises	234	1,000	1,000	1,000
Transport Related	7	10	10	10
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	5,334	5,860	6,220	5,740
Capital Accounting Charges	17,603	17,790	19,890	18,490
Total Expenditure	28,737	30,540	32,440	30,490
Income including recharges to other services	(33,034)	(27,500)	(38,700)	(27,500)
NET GENERAL FUND REQUIREMENT	(4,297)	3,040	(6,260)	2,990

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Income

2017/18 Actual and 2018/19 Revised Estimate includes additional profit share income.

Operational Services	Outturn	Original	Revised	Budget
HOUSING SUPPORT SERVICE	2017/18	2018/19	2018/19	2019/20
Cost centre C2405				
Head of Operational Services	£	£	£	£
Employees	26,009	26,500	17,380	5,760
Premises	-	-	-	-
Transport Related	84	70	100	-
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	4,065	4,190	4,030	3,190
Capital Accounting Charges	-	-	-	-
Total Expenditure	30,158	30,760	21,510	8,950
Income including recharges to other services	(30,157)	(30,760)	(21,510)	(8,950)
NET GENERAL FUND REQUIREMENT	1	0	0	0

Type of service: Discretionary

Service Purpose: Provision of a housing support service.

Service Activity: Housing support service

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

REVENUE BUDGET 2019/20

Appendix 2

Operational Services	Outturn	Original	Revised	Budget
HOUSING GRANTS TO REGISTERED SOCIAL LANDL	2017/18	2018/19	2018/19	2019/20
Cost centre C2406				
Head of Operational Services	£	£	£	£
Employees	-	-	-	-
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	-	-
Capital Accounting Charges	98,500	-	-	-
Total Expenditure	98,500	0	0	0
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	98,500	0	0	0

Type of service: Discretionary

Service Purpose: Management and administration for grants made to Registered Social Landlords.

Service Activity: Grants made to Registered Social Landlords.

REVENUE BUDGET 2019/20

Appendix 2

Operational Services	Outturn	Original	Revised	Budget
OPERATIONAL SERVICES MANAGEMENT	2017/18	2018/19	2018/19	2019/20
Cost centre C2510				
Head of Operational Services	£	£	£	£
Employees	7,017	9,100	8,900	8,900
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	20,930	24,080	24,080	24,080
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	-	-
Capital Accounting Charges	-	-	-	-
Total Expenditure	27,947	33,180	32,980	32,980
Income including recharges to other services	(27,948)	(33,180)	(32,980)	(32,980)
NET GENERAL FUND REQUIREMENT	(1)	0	0	0

Type of service: Discretionary

Service Purpose: Provision of a community management service.

Service Activity: Community management.

REVENUE BUDGET 2019/20

Appendix 2

Operational Services	Outturn	Original	Revised	Budget
OPERATIONAL SERVICES SUPPORT	2017/18	2018/19	2018/19	2019/20
Cost centre C2522				
Head of Operational Services	£	£	£	£
Employees	17,474	30,500	30,160	30,940
Premises	-	-	-	-
Transport Related	15	30	30	30
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	2,908	3,460	3,790	3,630
Capital Accounting Charges	-	-	-	-
Total Expenditure	20,397	33,990	33,980	34,600
Income including recharges to other services	(20,397)	(33,990)	(33,980)	(34,600)
NET GENERAL FUND REQUIREMENT	0	0	0	0

Type of service: Discretionary

Service Purpose: Provision of a community support service.

Service Activity: Community support service.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Operational Services	Outturn	Original	Revised	Budget
PARKING MANAGEMENT	2017/18	2018/19	2018/19	2019/20
Cost centre C2538				
Head of Operational Services	£	£	£	£
Employees	396,779	390,030	365,220	414,200
Premises	1,307	9,300	3,150	9,300
Transport Related	6,216	7,410	6,880	6,750
Supplies & Services	75,009	78,410	78,330	76,140
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	100,000
Support Services	149,319	136,520	173,190	150,700
Capital Accounting Charges	17,919	14,470	33,120	34,070
Total Expenditure	646,549	636,140	659,890	791,160
Income including recharges to other services	(780,428)	(875,550)	(752,280)	(877,050)
NET GENERAL FUND REQUIREMENT	(133,879)	(239,410)	(92,390)	(85,890)

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

2017/18 Actual Fluctuations mainly due vacancy savings and a change to one officers time allocations. 2018/19 Revised Estimate reflects in year vacancy savings. 2019/20 Estimate includes the one year temporary parking support officer costs that have slipped from the 2018/19 Original Estimate

Premises

2017/18 Actual and 2018/19 Revised Estimate reflect a reduction in spend on gantry barriers.

Transfer Payments

2019/20 Estimate reflects the payment to Hampshire County Council from the Civil Parking Enforcement surplus being generated in year.

Income

2017/18 Actual and 2018/19 Revised Estimate includes a reduction in Penalty Charge Notice income due to staff vacancies in year. 2017/18 Actual and 2018/19 Revised Estimate also includes a reduction in on-street parking pay and display income.

Operational Services	Outturn	Original	Revised	Budget
CAR PARKS	2017/18	2018/19	2018/19	2019/20
Cost centre C2537				
Head of Operational Services	£	£	£	£
Employees	134,554	156,230	148,180	161,860
Premises	217,822	242,820	265,090	252,870
Transport Related	2,252	3,050	2,940	2,890
Supplies & Services	258,821	332,660	362,410	311,730
Third Party Payments	100,445	106,790	189,910	109,460
Transfer Payments	-	-	-	-
Support Services	182,554	177,610	193,010	175,110
Capital Accounting Charges	17,647	51,160	28,720	27,730
Total Expenditure	914,095	1,070,320	1,190,260	1,041,650
Income including recharges to other services	(1,610,101)	(1,634,110)	(1,763,330)	(1,658,530)
NET GENERAL FUND REQUIREMENT	(696,006)	(563,790)	(573,070)	(616,880)

Type of service: Discretionary

Service Purpose: Car parks

Service Activity: Provision and operation of car parks.

Employees - 2017/18 Actual Fluctuations mainly due vacancy savings and a change to one officers time allocations. 2018/19 Revised Estimate reflects in year vacancy savings.

Premises - 2017/18 Actual reflects reduction in spend on general repairs and maintenance, lighting repairs and lift maintenance. 2018/19 Revised Estimate includes a one-off additional maintenance costs, an increase in the utility costs and a reduction in the lift maintenance cost.

Supplies & Services - 2017/18 Actual includes a reduction in spend on repairs & maintenance of signs, payments made for existing managed car parks and licenses. 2018/19 Original Estimate reflects the cost to the Council of credit & debit surcharges following the installation of new Pay & Display machines that now offer our customers these payment methods and an anticipated increase in leisure centre user rebates. 2018/19 Revised Estimate includes an increase in the managed car parks costs as we are managing an additional car park initially on a trial basis (offset by additional income) and a reduction in leisure centre user rebates and credit & debit card surcharge costs. 2019/20 Estimate does not include the costs of managing the additional car park (or the income).

Third Party Payments - 2018/19 Revised Estimate includes the initial one year cost of the littering & dog fouling pilot project (offset by additional income).

Income - 2017/18 Actual includes a reduction in Penalty Charge Notice income due to staff vacancies in year. 2018/19 Revised Estimate includes the income from the littering & dog fouling pilot project and the income from managing the additional car park initially on a trial basis. 2019/20 Estimate includes the notional income associated with granting parking permits to various voluntary organisations and charities. The main increase in the notional income is due to a change in the way we are issuing the parking permits to these organisations, in previous years these organisations were given smartcards and the credit on the smartcard was consumed as the smartcard was used. The use of smartcards has now stopped and instead the organisations are issued with parking permits, the value of the parking permit is calculated depending on the allocated car park and the hours the permit covers each day. The corresponding notional cost is shown in the Grants to Major Voluntary Organisations cost centre.

Operational Services	Outturn	Original	Revised	Budget
CREMATORIUM	2017/18	2018/19	2018/19	2019/20
Cost centre C2551				
Head of Operational Services	£	£	£	£
Employees	348,770	397,010	332,310	354,460
Premises	153,429	150,950	223,840	175,170
Transport Related	471	470	480	490
Supplies & Services	155,838	151,700	171,000	170,500
Third Party Payments	68,347	48,810	51,530	53,300
Transfer Payments	-	-	-	-
Support Services	120,481	125,970	158,370	156,040
Capital Accounting Charges	(124,111)	42,040	73,030	76,460
Total Expenditure	723,225	916,950	1,010,560	986,420
Income including recharges to other services	(1,636,548)	(1,611,620)	(1,647,700)	(1,665,600)
NET GENERAL FUND REQUIREMENT	(913,323)	(694,670)	(637,140)	(679,180)

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations due to a change in Service delivery.

Premises

2018/19 Revised Estimate includes the one-off costs for the cremator repairs.

Supplies & Services

Fluctuations due to a change in Service delivery.

Third Party Payments

2017/18 Actual reflects the fluctuations in the contractor payment following the procurement of the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Convenience contract which commenced on 31st July 2017. 2018/19 Revised Estimate includes a reallocation of Grounds Maintenance costs between individual cost centres.

Operational Services	Outturn	Original	Revised	Budget
COMMUNITY SAFETY	2017/18	2018/19	2018/19	2019/20
Cost centre C2547				
Head of Operational Services	£	£	£	£
Employees	132,065	132,090	133,030	157,380
Premises	4,331	7,840	4,340	4,350
Transport Related	1,265	2,180	1,450	1,630
Supplies & Services	22,730	19,470	19,470	21,470
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	61,586	66,380	85,200	84,600
Capital Accounting Charges	216	100	100	-
Total Expenditure	222,193	228,060	243,590	269,430
Income including recharges to other services	(17,599)	(11,460)	(33,230)	(23,160)
NET GENERAL FUND REQUIREMENT	204,594	216,600	210,360	246,270

Type of service: Mixed

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.

Explanation of significant expenditure/income changes

Employees

2018/19 Revised Estimate and 2019/20 Estimate include the cost of an additional post that we are recharging in full to the Basingstoke Improvement District

Income

Fluctuations include additional income from running training courses, contributions to the Think Safe project and the credit for the additional post that we are recharging in full to the Basingstoke Improvement District.

Operational Services	Outturn	Original	Revised	Budget
HEALTH SUPPORT SERVICE	2017/18	2018/19	2018/19	2019/20
Cost centre C2217				
Head of Operational Services	£	£	£	£
Employees	24,879	24,110	25,160	28,100
Premises	-	-	-	-
Transport Related	121	60	60	60
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	5,449	5,570	5,840	5,720
Capital Accounting Charges	-	-	-	-
Total Expenditure	30,449	29,740	31,060	33,880
Income including recharges to other services	(30,449)	(29,740)	(31,060)	(33,880)
NET GENERAL FUND REQUIREMENT	0	0	0	0

Type of service: Overheads

Service Purpose: Provision of a health support service.

Service Activity: Health support service

REVENUE BUDGET 2019/20

Appendix 2

Operational Services	Outturn	Original	Revised	Budget
ENV HEALTH AND HOUSING	2017/18	2018/19	2018/19	2019/20
Cost centre C2203				
Head of Operational Services	£	£	£	£
Employees	20,916	17,100	17,100	17,100
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	25,880	24,700	24,700	24,700
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	-	-
Capital Accounting Charges	-	-	-	-
Total Expenditure	46,796	41,800	41,800	41,800
Income including recharges to other services	(46,797)	(41,800)	(41,800)	(41,800)
NET GENERAL FUND REQUIREMENT	(1)	0	0	0

Type of service: Overheads

Service Purpose: Provision of environmental health and housing costs.

Service Activity: Environmental Health & Housing costs.

Planning and Economy		Outturn	Original	Revised	Budget
		2017/18	2018/19	2018/19	2019/20
		£	£	£	£
Statutory	Page No				
Planning Development Management	119	453,285	728,250	577,160	639,700
Planning Policy	120	523,879	442,600	586,120	583,960
Planning Conservation	121	111,134	127,040	126,290	142,170
Planning Building Control Non Fee	122	130,984	135,850	128,660	120,420
Planning Building Control- Fees	123	83,278	87,760	62,420	57,450
		1,302,560	1,521,500	1,480,650	1,543,700
Discretionary					
Princes Hall	124	342,428	509,330	478,120	512,820
Economic Development	125	169,280	190,850	135,690	226,970
Town Centre Management	126	120,212	141,270	185,430	164,660
Housing Strategy	127	186,477	164,720	151,170	152,140
Tourism	128	81,775	82,320	81,390	80,740
Sustainability Initiatives	129	60,363	31,570	22,130	21,970
Special Events	130	23,193	18,410	35,400	21,150
Rushmoor In Bloom	131	1,793	3,850	3,550	3,010
		985,521	1,142,320	1,092,880	1,183,460
Other					
Plg Dev Control Management	132	0	1,720	0	0
Plg Building Ctrl Management	133	1	0	0	0
Planning Policy Management	134	1	0	0	0
Planning Conservation Management	135	0	20	0	0
Planning Building Control Support	136	1	0	0	0
		3	1,740	0	0
Net Expenditure		2,288,084	2,665,560	2,573,530	2,727,160

Planning and Economy	Outturn	Original	Revised	Budget
PLANNING DEVELOPMENT MANAGEMENT	2017/18	2018/19	2018/19	2019/20
Cost centre C2604				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	763,643	754,860	772,160	809,440
Premises	-	-	-	-
Transport Related	3,114	2,420	2,790	2,650
Supplies & Services	4,152	6,900	8,300	6,830
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	328,998	344,140	394,030	378,260
Capital Accounting Charges	2,190	2,000	2,000	-
Total Expenditure	1,102,097	1,110,320	1,179,280	1,197,180
Income including recharges to other services	(648,812)	(382,070)	(602,120)	(557,480)
NET GENERAL FUND REQUIREMENT	453,285	728,250	577,160	639,700

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Income

The 2017/18 actuals reflect an increase in income due to: Some large planning applications being received; a 20% increase in planning application charges being levied two thirds of the way through 2017/18; and a contribution from HCC to the Transportation Officer position (this role no longer exists), none of these items are reflected in the 2018/19 original budget. The revised 2018/19 budget reflects that an increase in large planning applications is expected to be a trend and accounts for the additional 20% increase which is levied on planning applications. The reduction in the 2019/20 estimate when compared with the 2018/19 revised budget is due to officer time being recharged externally dropping off and no monies being expected from historic S106 admin charges.

Planning and Economy	Outturn	Original	Revised	Budget
PLANNING POLICY	2017/18	2018/19	2018/19	2019/20
Cost centre C2609				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	331,177	306,550	340,290	419,870
Premises	-	-	-	-
Transport Related	465	640	710	1,090
Supplies & Services	79,877	22,500	103,100	22,500
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	115,071	115,650	142,020	140,500
Capital Accounting Charges	-	-	-	-
Total Expenditure	526,590	445,340	586,120	583,960
Income including recharges to other services	(2,711)	(2,740)	-	-
NET GENERAL FUND REQUIREMENT	523,879	442,600	586,120	583,960

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

The 2017/18 actuals include some temporary staffing costs but nothing is included for temporary staffing in the 2018/19 original budget. The increase in the 2019/20 estimate when compared with the 2018/19 revised budget is mainly attributable to a temporary staffing budget being included. The 2019/20 estimate reflects staffing structure amendments.

Supplies & Services

Spend on the Local Plan varies from year to year depending on the delivery cycle.

Planning and Economy	Outturn	Original	Revised	Budget
PLANNING CONSERVATION	2017/18	2018/19	2018/19	2019/20
Cost centre C2610				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	90,223	91,020	74,610	90,700
Premises	-	-	-	-
Transport Related	779	910	880	930
Supplies & Services	3,430	7,450	7,450	7,450
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	43,588	44,990	43,350	43,090
Capital Accounting Charges	-	-	-	-
Total Expenditure	138,020	144,370	126,290	142,170
Income including recharges to other services	(26,886)	(17,330)	-	-
NET GENERAL FUND REQUIREMENT	111,134	127,040	126,290	142,170

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

The 2018/19 revised budget includes vacancy savings on a post which was subsequently filled part way through 2018/19.

Income

Income has ceased as all Planning Service Level Agreements in place with another Local Authority ended by the end of 2017/18.

Planning and Economy	Outturn	Original	Revised	Budget
PLANNING BUILDING CONTROL NON FEE	2017/18	2018/19	2018/19	2019/20
Cost centre C2601				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	92,787	96,040	84,670	77,720
Premises	-	-	-	-
Transport Related	902	1,060	840	830
Supplies & Services	-	1,000	1,000	1,000
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	39,293	40,770	45,170	43,970
Capital Accounting Charges	-	-	-	-
Total Expenditure	132,982	138,870	131,680	123,520
Income including recharges to other services	(1,998)	(3,020)	(3,020)	(3,100)
NET GENERAL FUND REQUIREMENT	130,984	135,850	128,660	120,420

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Planning and Economy	Outturn	Original	Revised	Budget
PLANNING BUILDING CONTROL- FEES	2017/18	2018/19	2018/19	2019/20
Cost centre C2608				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	166,458	172,620	145,570	149,470
Premises	-	-	-	-
Transport Related	2,519	2,770	2,270	2,270
Supplies & Services	3,729	3,460	3,940	3,980
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	124,313	127,620	130,850	134,130
Capital Accounting Charges	-	-	-	-
Total Expenditure	297,019	306,470	282,630	289,850
Income including recharges to other services	(213,741)	(218,710)	(220,210)	(232,400)
NET GENERAL FUND REQUIREMENT	83,278	87,760	62,420	57,450

Type of service: Statutory

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.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to 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.

Income

The increase in the 2019/20 estimate when compared with the revised 2018/19 budget reflects an increase in Building Control fees and charges.

Planning and Economy	Outturn	Original	Revised	Budget
PRINCES HALL	2017/18	2018/19	2018/19	2019/20
Cost centre C2518				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	430,313	481,970	470,310	492,820
Premises	125,338	131,130	139,740	135,240
Transport Related	690	230	220	220
Supplies & Services	488,568	481,560	477,520	483,210
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	164,517	191,560	224,740	228,690
Capital Accounting Charges	99,310	100,680	112,640	99,940
Total Expenditure	1,308,736	1,387,130	1,425,170	1,440,120
Income including recharges to other services	(966,308)	(877,800)	(947,050)	(927,300)
NET GENERAL FUND REQUIREMENT	342,428	509,330	478,120	512,820

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Employees

2017/18 Actual includes vacancy savings. 2018/19 Revised Estimate reflects in year vacancy and recruitment savings.

Premises

2018/19 Original Estimate includes an increase in utility costs. 2018/19 Revised Estimate includes an additional spent for general repairs & maintenance.

Income

2017/18 Actual includes additional income mainly from ticket sales, refreshments and sponsorship income, these increases in income are included in the 2018/19 Revised Estimate and 2019/20 Estimate. 2018/19 Revised Estimate also includes additional lettings income.

Planning and Economy	Outturn	Original	Revised	Budget
ECONOMIC DEVELOPMENT	2017/18	2018/19	2018/19	2019/20
Cost centre C1413				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	83,072	99,190	38,950	45,360
Premises	14,500	14,500	14,500	14,500
Transport Related	377	980	30	30
Supplies & Services	35,753	42,000	41,700	42,000
Third Party Payments	-	-	-	-
Transfer Payments	13,979	12,900	21,220	99,880
Support Services	21,599	21,280	25,990	25,200
Capital Accounting Charges	-	-	-	-
Total Expenditure	169,280	190,850	142,390	226,970
Income including recharges to other services	-	-	(6,700)	-
NET GENERAL FUND REQUIREMENT	169,280	190,850	135,690	226,970

Type of service: Discretionary

Service Purpose: Economic development within the Borough.

Service Activity: Costs related to the support for economic development matters within the Borough.

Planning and Economy	Outturn	Original	Revised	Budget
TOWN CENTRE MANAGEMENT	2017/18	2018/19	2018/19	2019/20
Cost centre C2543				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	61,096	103,110	122,020	120,710
Premises	19,572	-	(1,290)	-
Transport Related	298	130	140	140
Supplies & Services	26,305	15,500	35,200	15,500
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	20,636	22,530	29,360	28,310
Capital Accounting Charges	-	-	-	-
Total Expenditure	127,907	141,270	185,430	164,660
Income including recharges to other services	(7,695)	-	-	-
NET GENERAL FUND REQUIREMENT	120,212	141,270	185,430	164,660

Type of service: Discretionary

Service Purpose: Improve and promote Aldershot Town Centre.

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

Explanation of significant expenditure/income changes

Employees

2017/18 Actual includes vacancy savings. 2018/19 Revised Estimate includes additional recruitment costs and fluctuations due to 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.

Supplies & Services

2017/18 Actual includes additional costs for various events covered by contributions from companies and a budget carry forward from 2016/17. 2018/19 Revised Estimates includes a carry forward of promotions budgets from 2017/18 and a one-off transfer of budget from the Economical Development cost centre for various events.

Income

2017/18 Actual includes contributions received towards TownCentre promotions and the ShopWatch scheme.

Planning and Economy	Outturn	Original	Revised	Budget
HOUSING STRATEGY	2017/18	2018/19	2018/19	2019/20
Cost centre C2401				
Head of Economy, Planning & Strategic Housing	£	£	£	£
Employees	123,697	128,350	108,970	111,610
Premises	-	-	-	-
Transport Related	330	530	560	430
Supplies & Services	84	1,300	1,200	1,200
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	33,287	34,540	40,440	38,900
Capital Accounting Charges	29,079	-	-	-
Total Expenditure	186,477	164,720	151,170	152,140
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	186,477	164,720	151,170	152,140

Type of service: Discretionary

Service Purpose: Formulation of strategic housing issues.

Service Activity: Housing Strategic matters.

Planning and Economy	Outturn	Original	Revised	Budget
TOURISM	2017/18	2018/19	2018/19	2019/20
Cost centre C2523				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	5,446	5,730	5,320	4,760
Premises	-	-	-	-
Transport Related	16	20	20	20
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	71,858	71,880	71,880	71,880
Support Services	4,455	4,690	4,170	4,080
Capital Accounting Charges	-	-	-	-
Total Expenditure	81,775	82,320	81,390	80,740
Income including recharges to other services	-	-	-	-
NET GENERAL FUND REQUIREMENT	81,775	82,320	81,390	80,740

Type of service: Discretionary

Service Purpose: Promote tourism in the Borough.

Service Activity: Grants to Aldershot Military Museum and Basingstoke Canal Management Committee.

Planning and Economy	Outturn	Original	Revised	Budget
SUSTAINABILITY INITIATIVES	2017/18	2018/19	2018/19	2019/20
Cost centre C1211				
Executive Head of Regeneration and Property	£	£	£	£
Employees	27,988	27,540	-	-
Premises	-	-	-	-
Transport Related	522	620	-	-
Supplies & Services	8,148	8,300	8,300	8,300
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	13,835	14,910	13,830	13,670
Capital Accounting Charges	32,547	-	-	-
Total Expenditure	83,040	51,370	22,130	21,970
Income including recharges to other services	(22,677)	(19,800)	-	-
NET GENERAL FUND REQUIREMENT	60,363	31,570	22,130	21,970

Type of service: Discretionary

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.

Planning and Economy	Outturn	Original	Revised	Budget
SPECIAL EVENTS	2017/18	2018/19	2018/19	2019/20
Cost centre C2533				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	8,277	8,720	10,160	9,610
Premises	-	-	-	-
Transport Related	20	30	50	50
Supplies & Services	25,360	41,820	25,270	41,820
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	6,786	7,140	8,670	8,970
Capital Accounting Charges	-	-	-	-
Total Expenditure	40,443	57,710	44,150	60,450
Income including recharges to other services	(17,250)	(39,300)	(8,750)	(39,300)
NET GENERAL FUND REQUIREMENT	23,193	18,410	35,400	21,150

Type of service: Discretionary

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.

Explanation of significant expenditure/income changes

Supplies & Services

2017/18 Actual & 2018/19 Revised Estimates reflects the changes made for the 2017 & 2018 Fireworks event which was scaled back in size, offered free to the public and partially funded through sponsorship and concessions income.

Income

2017/18 Actual & 2018/19 Revised Estimates reflects the changes made for the 2017 & 2018 Fireworks event which was scaled back in size, offered free to the public and partially funded through sponsorship and concessions income.

Planning and Economy	Outturn	Original	Revised	Budget
RUSHMOOR IN BLOOM	2017/18	2018/19	2018/19	2019/20
Cost centre C2529				
Head of Operational Services	£	£	£	£
Employees	8,637	8,950	8,540	8,050
Premises	3,495	2,770	2,540	2,200
Transport Related	16	50	50	50
Supplies & Services	3,852	5,500	5,500	5,500
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	4,685	4,910	5,250	5,540
Capital Accounting Charges	-	-	-	-
Total Expenditure	20,685	22,180	21,880	21,340
Income including recharges to other services	(18,892)	(18,330)	(18,330)	(18,330)
NET GENERAL FUND REQUIREMENT	1,793	3,850	3,550	3,010

Type of service: Discretionary

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.

Planning and Economy	Outturn	Original	Revised	Budget
PLG DEV CONTROL MANAGEMENT	2017/18	2018/19	2018/19	2019/20
Cost centre C2611				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	1,873	2,300	2,300	2,300
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	13,457	10,750	10,760	10,760
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	-	-
Capital Accounting Charges	-	-	-	-
Total Expenditure	15,330	13,050	13,060	13,060
Income including recharges to other services	(15,330)	(11,330)	(13,060)	(13,060)
NET GENERAL FUND REQUIREMENT	0	1,720	0	0

Type of service: Overheads

Service Purpose: Provision of Planning Development Control management.

Service Activity: Planning Development Control management.

Planning and Economy	Outturn	Original	Revised	Budget
PLG BUILDING CTRL MANAGEMENT	2017/18	2018/19	2018/19	2019/20
Cost centre C2612				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	1,831	1,950	1,950	1,950
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	6,110	5,230	5,230	5,230
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	-	-
Capital Accounting Charges	-	-	-	-
Total Expenditure	7,941	7,180	7,180	7,180
Income including recharges to other services	(7,940)	(7,180)	(7,180)	(7,180)
NET GENERAL FUND REQUIREMENT	1	0	0	0

Type of service: Overheads

Service Purpose: Provision of Building Control management.

Service Activity: Building Control management.

Planning and Economy	Outturn	Original	Revised	Budget
PLANNING POLICY MANAGEMENT	2017/18	2018/19	2018/19	2019/20
Cost centre C2613				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	1,766	2,600	6,410	7,830
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	5,354	3,500	3,500	3,500
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	-	-
Capital Accounting Charges	-	-	-	-
Total Expenditure	7,120	6,100	9,910	11,330
Income including recharges to other services	(7,119)	(6,100)	(9,910)	(11,330)
NET GENERAL FUND REQUIREMENT	1	0	0	0

Type of service: Overheads

Service Purpose: Provision of Planning Policy management.

Service Activity: Planning Policy management.

REVENUE BUDGET 2019/20

Appendix 2

Planning and Economy	Outturn	Original	Revised	Budget
PLANNING CONSERVATION MANAGEMENT	2017/18	2018/19	2018/19	2019/20
Cost centre C2614				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	1,281	1,000	1,000	1,000
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	1,976	2,220	2,200	2,200
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	-	-
Capital Accounting Charges	-	-	-	-
Total Expenditure	3,257	3,220	3,200	3,200
Income including recharges to other services	(3,257)	(3,200)	(3,200)	(3,200)
NET GENERAL FUND REQUIREMENT	0	20	0	0

Type of service: Overheads

Service Purpose: Provision of Planning Conservation management.

Service Activity: Planning Conservation management.

Planning and Economy	Outturn	Original	Revised	Budget
PLANNING BUILDING CONTROL SUPPORT	2017/18	2018/19	2018/19	2019/20
Cost centre C2616				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	358	410	400	410
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	-	-	-	-
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	93	100	90	90
Capital Accounting Charges	-	-	-	-
Total Expenditure	451	510	490	500
Income including recharges to other services	(450)	(510)	(490)	(500)
NET GENERAL FUND REQUIREMENT	1	0	0	0

Type of service: Overheads

Service Purpose: Provision of Building Control support.

Service Activity: Building Control support.

APPENDIX 3

ADDITIONAL ITEMS			Revised	Forecast	Forecast
Portfolio	Cost Centre	Description	Estimate	2019/20	2020/21
			2018/19	2019/20	2020/21
			£	£	£
<u>Non-Recurring Items</u>					
Corporate and Democratic Services	Human Resources	To facilitate the Management Development Programme		15,000	
		New e-learning portal		11,200	
		Trial suite of psychometric tests for use as aid to recruitment		7,500	
	Community Leisure	Feasibility work for the Southwood Closed Circuit Cycle track	15,000		
		Initiatives to promote healthy weights		10,000	
	Grants to Organisations	Contribution to FAST for a study to be undertaken into the condition and reprovision of the centrifuge at Farnborough airport	10,000		
	Civic Ceremonial	Civic Events for 2019/20		7,000	
	Community Leisure	City Cycling - To encourage healthy lifestyles and to promote awareness of environmental damage. Use of an app to promote the benefits of cycling. The costs related to the app and promotions and other activities			2,500
		Re-signing of the Military Covenant			1,500
Customer Experience and Improvement	Communications	Additional staff resources for two years to support the implementation of a new website, intranet and greater digital engagement with our customers and businesses, as part of the delivery of Rushmoor 2020		25,000	25,000
	IT Management	Review of Corporate Financial System	20,000		
		Provision of specialist consultancy services to identify technologies to deliver customer experience solution			15,000
		Rushmoor 2020 - External consultancy requirement for Customer Experience Project Feasibility	30,000	30,000	

ADDITIONAL ITEMS

APPENDIX 3

Portfolio	Cost Centre	Description	Revised Estimate 2018/19 £	Forecast 2019/20 £	Forecast 2020/21 £
<u>Non-Recurring Items continued</u>					
Operational	Housing Advice	Upgrade to existing software associated with the Homelessness Reduction Act 2017		9,000	
		Funded from earmarked reserves		-9,000	
		Extension to Social Inclusion contract with Home Group		30,000	20,000
		Funded from earmarked reserves		-30,000	-20,000
		Extend provision for North Lane Lodge and service level agreement with providers		20,000	
		Funded from earmarked reserves		-20,000	
Parks and Recreation Grounds		Revenue expenditure required for Southwood Golf Course SANG during initial set-up phase. To provide for grass cutting and safety related tree maintenance.	8,000	50,000	
		Funded by future SANG Developer contribution	-8,000	-50,000	
	Crematorium	To establish the requirements for new cremators or to refurbish the existing ones		50,000	
		To be funded by the Mercury Abatement earmarked reserve		-50,000	
	Taxi Licensing	Provision of drugs and alcohol testing kits for drugs testing of taxi drivers		4,250	
Planning and Economy	Conservation	Surveys and management plan development. The work is required to deliver the SANG which is important to enable development in the borough to move forward		8,000	
		Funded by future SANG Developer contribution		-8,000	
Total Non-Recurring Items			75,000	128,950	40,000

ADDITIONAL ITEMS

APPENDIX 3

Portfolio	Cost Centre	Description	Revised Estimate 2018/19 £	Forecast 2019/20 £	Forecast 2020/21 £
	<u>Variations in Service</u>				
Customer Experience and Improvement	IT Technical Services	Replacement of existing office productivity and collaboration systems licence (email, office, document management, intranet etc) due to expiration of current licence		28,000	28,000
		Upgrade and maintenance of a range of departmental software		20,000	20,000
		Public Services Network annual compliance and statutory cyber security health check		13,000	13,000
	Human Resources	Annual ongoing licence costs of the HR e-portal			5,000
Major Projects and Property	Regeneration and Property	Maintenance works to keep Rushmoor Borough Council properties in reasonable condition (Bid includes the £250,000 showing in the Medium Term Financial Strategy)		300,000	300,000
		Various new budgets within supplies and services to cover the new Regeneration service		24,300	24,300
	Legal Estates Support Service	Valuation viability survey costs for land development		10,000	10,000
		Valuation viability survey income from developers		-10,000	-10,000
		New post of Property Management and Investment Acquisitions		52,000	52,000
		Projected increase in income		-60,000	-60,000
	Legal Support Services	New post of Information Governance Officer		40,000	40,000
Operational Services	Other Highways	Additional cost for maintaining current standard for grass, shrubs and hedges following the reduction in funding by Hampshire County Council.		59,500	59,500
	Taxi Licensing	Provision of drugs and alcohol testing kits for drugs testing of taxi drivers		1,300	1,300
Planning and Economy	Town Centre Management	Delivery of a sustainable events programme across both town centres		25,000	25,000
		Total Variations in Service	0	503,100	508,100
		Total Additional Items	75,000	632,050	548,100

CAPITAL PROGRAMME SUMMARY 2018/2019 TO 2022/2023

	Original Estimate 2018/19	Revised Estimate 2018/19	Anticipated Payments			
			Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23
CAPITAL EXPENDITURE ON PORTFOLIOS						
Corporate and Democratic Services	484,850	1,496,910	1,223,580	-	-	-
Customer Experience and Improvement	375,700	329,890	321,000	95,000	75,000	-
Major Projects and Property	24,108,700	40,172,860	65,056,020	20,642,900	27,561,300	1,371,700
Operational Services	3,748,450	3,637,460	3,510,040	2,405,000	1,205,000	1,205,000
Planning and Economy	-	100,000	120,000	50,000	-	-
TOTAL CAPITAL EXPENDITURE	28,717,700	45,737,120	70,230,640	23,192,900	28,841,300	2,576,700
CAPITAL EXPENDITURE RESOURCES						
Revenue Contribution to Capital - General	-	-	-	-	-	-
Revenue Contribution to Capital - Improvement Grants	-	-	-	-	-	-
Total Revenue Contributions	-	-	-	-	-	-
Grants & Contributions from Other Bodies (see Grants & Conds Summary page)	6,015,000	1,669,827	9,478,500	2,265,000	1,515,000	15,000
Grants & Contributions - Improvement Grants	982,809	1,258,628	983,000	983,000	983,000	983,000
Section 106 Developers Contributions (see s106 Summary page)	647,750	131,070	810,170	-	-	-
	7,645,559	3,059,525	11,271,670	3,248,000	2,498,000	998,000
Capital Receipts & Borrowing - General Fund Schemes	21,022,141	42,627,595	58,908,970	19,894,900	26,293,300	1,528,700
Capital Receipts & Borrowing - Housing Schemes	50,000	50,000	50,000	50,000	50,000	50,000
Total Capital Receipts & Borrowing	21,072,141	42,677,595	58,958,970	19,944,900	26,343,300	1,578,700
TOTAL CAPITAL FINANCING	28,717,700	45,737,120	70,230,640	23,192,900	28,841,300	2,576,700

GRANTS & CONTRIBUTIONS SUMMARY 2018/2019 TO 2022/2023

Project Number	PROJECT	Original Estimate 2018/19	Revised Estimate 2018/19	Anticipated Payments			
				Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23
General Fund - Grants & Contributions							
6518	- Wheeled Bin Contributions (Developers & Householders)	15,000	15,000	15,000	15,000	15,000	15,000
5329	- Council Offices Accommodation Contract Cost (Insurance Claim)		15,000				
5337	- Council Offices Parking Bays and External Work (CPE)		2,930				
6404	- Affordable Homes Funding (Developers)		100,000				
6524	- Pay and Display Machine Replacements (CPE)		8,107				
6567	- Replacement Cremator (CAMEO)				600,000		
6597	- Car Park Enhancements (CPE)			120,000			
6601	- Alpine Ski Centre Aldershot - Various internal and external works (Ski Centre Development Fund)	40,000	28,790				
	- Alpine Ski Centre Aldershot - Workshop Ceiling & Lighting and Footpath Repair (Ski Centre Development Fund)			11,500			
6588	- Ivy Road - Sports Pavilion (VIVID, The Football Foundation, Landfill Tax)	230,000		330,000			
6608	- Moor Road - Recreation Ground Development (Sport England, PEBL, Landfill Tax)	300,000		300,000			
6610	- Recreation Ground Playground Renewal (Landfill Tax)	50,000					
Regeneration Projects							
5407	- Union Street East, Aldershot (LEP and Housing Infrastructure Fund)	5,100,000		3,350,000	1,650,000	1,500,000	
	- Games Hub (LEP)			767,000			
	- The Galleries (Housing Infrastructure Fund)			3,400,000			
Activation Aldershot Projects							
5401	- Project 1 - Integration between AUE and Town Centre (LEP loan)		1,500,000				
5404	- Project 2 Phase 6 - Station Forecourt Improvements (Local Growth Fund, HCC, South Western Railway)	280,000		1,185,000			
Total General Fund Grants & Contributions		6,015,000	1,669,827	9,478,500	2,265,000	1,515,000	15,000
Housing Schemes - Government Grants							
640050013	- Improvement Grants - Disabled Facilities Grants (Better Care Fund)	982,809	1,258,628	983,000	983,000	983,000	983,000
TOTAL GRANTS & CONTRIBUTIONS		6,997,809	2,928,455	10,461,500	3,248,000	2,498,000	998,000

SECTION 106 DEVELOPERS CONTRIBUTIONS SUMMARY 2018/2019 TO 2022/2023

Project Number	PROJECT	Original Estimate 2018/19	Revised Estimate 2018/19	Anticipated Payments			
				Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23
	General Fund Schemes						
6528	- Brickfield Country Park - Improvement Works	22,800	40,670				
6571	- Manor Park - Lake Improvements	14,950		49,970			
6588	- Ivy Road - Sports Pavilion	300,000	18,000	280,400			
6603	- Aldershot Park Car Park -Playground Resurface		24,400				
6605	- Aldershot Park Car Park - Installation of LED powered lighting columns	30,000	30,000				
6608	- Moor Road - Recreation Ground Development	250,000	18,000	229,800			
6610	- Recreation Ground Playground Renewal	30,000		150,000			
	- Parks Improvements			100,000			
TOTAL SECTION 106 DEVELOPERS CONTRIBUTIONS		647,750	131,070	810,170	-	-	-

CORPORATE AND DEMOCRATIC SERVICES PORTFOLIO CAPITAL PROGRAMME 2018/2019 TO 2022/2023

1 of 1 Project Number	Project	Payments To 31.3.18	Original Estimate 2018/19	Revised Estimate 2018/19	Anticipated Payments			
					Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23
5403	FARNBOROUGH AIRPORT Farnborough International Ltd Loan (s)	4,435,401		1,100,000	1,100,000			
5299	FLEXIBLE CAPITAL RECEIPTS Schemes funded by unallocated Capital Receipts (s)	297,715	484,850	396,910	123,580			
	TOTAL	4,733,116	484,850	1,496,910	1,223,580	-	-	-

Notes: (bc) denotes projects which are subject to further business case and presentation to Cabinet
(s) denotes projects which include slippage from 2018/19 into 2019/20

CUSTOMER EXPERIENCE AND IMPROVEMENT PORTFOLIO CAPITAL PROGRAMME 2018/2019 TO 2022/2023

1 of 1	Project Number	Project	Payments To 31.3.18	Original Estimate 2018/19	Revised Estimate 2018/19	Anticipated Payments			
						Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23
		COMPUTER SYSTEMS							
	7305	IT Equipment Replacement	36,124	30,000	5,000	25,000	25,000	25,000	
	7306	Idox Onsite Apps	25,700	25,700					
	7500	ICT/Digital Strategy - Various Projects (bc) Rushmoor 2020 (bc)	293,000	180,000	159,960	81,000 145,000	10,000		
		COUNCIL OFFICES							
	5329	Office Accommodation	20,033	35,000	97,000	35,000	35,000	30,000	
	5335	Desks & storage and creation of 'touch down' and flexible meeting spaces	30,724	20,000	20,000	25,000	25,000	20,000	
	5337	New Parking Bays	5,000		2,930				
	5340	Electrical Generator Switch (s)		10,000		10,000			
	5341	Relocation of Voluntary Groups		30,000	45,000				
	5342	Co-Location Joint Reception (bc)		45,000					
		TOTAL	410,580	375,700	329,890	321,000	95,000	75,000	-

Notes: (bc) denotes projects which are subject to further business case and presentation to Cabinet
(s) denotes projects which include slippage from 2018/19 into 2019/20

MAJOR PROJECTS AND PROPERTY PORTFOLIO CAPITAL PROGRAMME 2018/2019 TO 2022/2023

1 of 1 Project Number	Project	Payments To 31.3.18	Original Estimate 2018/19	Revised Estimate 2018/19	Anticipated Payments			
					Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23
	ALDERSHOT TOWN CENTRE PROJECTS							
5401	Town Centre Integration			1,500,000				
5402	Shop front Improvements	239,129		11,310				
	The Galleries Regeneration (bc)				3,400,000			
	The Games Hub				767,000			
5404	Train Station and Surrounding Area Works (s)		896,200	100,000	1,485,000			
	ARTHUR STREET							
5215	12 Arthur Street Conversion	188,914		124,600				
	CIVIC QUARTER FARNBOROUGH							
5405	Civic Quarter Farnborough Development (bc)	58,605	280,000		10,000,000	10,000,000	19,000,000	
	HOUSING MATTERS							
5406	Housing PRS Delivery (bc)		707,200	80,100	661,300	2,719,200	861,300	1,371,700
	INVESTMENT PROPERTIES							
5213	Purchase of 10A Wellesley House	18,812						
5221	Purchase of Land Adjacent Optrex Business Park	928						
5222	Boulters House, 237 High Street Redevelopment	2,960		32,840				
5223	Lease Purchase 2A Windsor Way	125,000						
5224	252 Ash Road, Aldershot purchase and Boundary Wall Enhancement	8,336		1,830,000				
5225	Various Investment Property Purchases (bc) (s)	41,018	15,000,000	29,428,610	43,292,600	4,923,700		
	Redevelopment of new Units at Optrex Business Park (bc)				300,000			
	UNION STREET ALDERSHOT							
5220	36-62 Union Street Enhancement Works	1,899,284	735,300	578,500	150,120			
5407	Union Street East Aldershot Regeneration (bc)		6,450,000	6,450,000	5,000,000	3,000,000	7,700,000	
	WELLINGTON STREET REFURBISHMENT							
5209	9 Wellington Street Refurbishment	3,080						
5227	9A Wellington St Refurb			34,900				
	COUNCIL PROPERTIES							
5313	Energy Management (bc)	41,811	40,000	2,000				
	TOTAL	2,627,878	24,108,700	40,172,860	65,056,020	20,642,900	27,561,300	1,371,700

Notes: (bc) denotes projects which are subject to further business case and presentation to Cabinet
(s) denotes projects which include slippage from 2018/19 into 2019/20

OPERATIONAL SERVICES PORTFOLIO CAPITAL PROGRAMME 2018/2019 TO 2022/2023

1 of 4 Project Number	Project	Payments To 31.3.18	Original Estimate 2018/19	Revised Estimate 2018/19	Anticipated Payments			
					Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23
	ALDERSHOT POOLS COMPLEX							
6242	Lido Concrete Works	14,630	15,000	13,070	15,000	15,000	15,000	15,000
6543	Aldershot Pools Electrical Testing & Rewiring	8,612	10,000	10,000	10,000	10,000	10,000	10,000
6551	Lido Replacment Pumps & Valves	16,471	15,000	15,000	15,000	15,000	15,000	15,000
6557	Aldershot Pools Roof Insulation & Coating	6,819		60,790				
	ALPINE SNOWSPORTS							
6501	Repair & Anti Corrosion	1,015						
6527	Slope Maintenance (s)		75,000	2,850	72,150			
6601	Various Internal & External Works Workshop Ceiling & Lighting and Footpath Repair		40,000	28,790	11,500			
	BEAUMONT COMMUNITY PARK							
6510	Boundary Wall	7,559						
6521	Repairs to Stonework (s)				19,000			
	BLUNDEN HALL COMMUNITY CENTRE							
6602	Kitchen & Hall Works		35,000	37,100				
	BRICKFIELD COUNTRY PARK							
6528	Park Improvement Works	630	22,800	40,670				
	CAR PARKS							
6524	Car Park Ticket Machines	276,566		18,530				
6597	Enhancement Works for Various Car Parks (s)		73,300	73,300	120,000			
6604	Kingsmoat Car Park Resurfacing (s)		80,000		80,000			
6605	Aldershot Park Car Park LED Columns		30,000	30,000				
6609	Pinehurst Car Park Security (bc) (s)		50,000		50,000			

Notes: (bc) denotes projects which are subject to further business case and presentation to Cabinet
(s) denotes projects which include slippage from 2018/19 into 2019/20

OPERATIONAL SERVICES PORTFOLIO CAPITAL PROGRAMME 2018/2019 TO 2022/2023

2 of 4		Payments To 31.3.18	Original Estimate 2018/19	Revised Estimate 2018/19	Anticipated Payments			
Project Number	Project				Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23
	CCTV							
6611	Equipment Refresh (bc)		30,000					
	CEMETERIES							
6226	Ship Lane Toilets Upgrade	19,558		-8,700				
6227	Redan Road Repairs to Boundary Wall			28,360				
6231	Ship Lane Cemetery Drainage			11,000				
6589	Victoria Road Chapel Roof	41,940						
6600	Victoria Road Cemetery Fencing and Redecoration (s)		10,000		10,000			
	CREMATORIUM							
6560	Mobile Elevation Work Platform			10,000				
6565	Waiting Room Modernisation	5,070		4,930				
6566	Replacement Cremator Equipment	54,726						
6567	Replacement Cremators					1,200,000		
6568	Equipment for the Chapel and Waiting Room	18,195						
6591	Crematorium Woodland Memorial	5,600						
6606	Fan and PCME Monitor Upgrade		19,000	19,010				
6607	Cremulator and Transfer Cabinet		21,000	21,000				
	Sanctum 2000 Area 7 (Memorial Vaults)				15,000			
	CYCLEWAY LINKS							
6520	Cove Brook Greenway	15,731	13,600	17,870				
6577	Hazel Avenue to Arrow Road		3,000	23,000				
	DEPOTS							
6517	Hawley Lane Development Works (s)	2,790	50,000	86,990	45,220			
6573	New Depot Lysons Avenue	2,590,118	504,990	1,588,380				

Notes: (bc) denotes projects which are subject to further business case and presentation to Cabinet
(s) denotes projects which include slippage from 2018/19 into 2019/20

OPERATIONAL SERVICES PORTFOLIO CAPITAL PROGRAMME 2018/2019 TO 2022/2023

3 of 4 Project Number	Project	Payments To 31.3.18	Original Estimate 2018/19	Revised Estimate 2018/19	Anticipated Payments			
					Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23
	FARNBOROUGH LEISURE CENTRE							
6541	Electrical Testing & Rewiring	12,072	15,000	15,000	15,000	15,000	15,000	15,000
6545	Replacment Pumps & Valves	14,982	15,000	15,000	15,000	15,000	15,000	15,000
6548	Teaching Pool Filter Refurbishment	14,136						
	FARNBOROUGH SKATE PARK							
6572	Skate Park Refurbishment	17,220						
	IVY ROAD PLAYING FIELDS							
6588	New Sports Pavilion (bc) (s)	1,600	530,000	18,000	610,400			
	MANOR PARK							
6571	Lake Improvements (s)	630	14,950		49,970			
6586	Construction of a property in Manor Park	10,956	191,000					
6590	Manor Park Lodge Renovation	10,027						
6593	Manor Park Cottage Redecoration and Repairs	47,511		-890				
6595	Link Fence Replacement	18,143						
	MOOR ROAD DEVELOPMENT							
6608	Recreation Ground Dvlpmt (bc) (s)	2,195	550,000	18,000	529,800			
	PARKS & OPEN SPACES							
	Unspecified Park Improvements				100,000			
	Southwood Golf Course SANG Setup				422,000			
	PLAYGROUND WORKS							
6585	Municipal Gardens Playground Refurbishment	154,240						
6603	Aldershot Park Playground Resurfacing		30,000	24,440				
6610	Recreation Ground Playground Renewal (bc) (s)		150,000		150,000			

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(s) denotes projects which include slippage from 2018/19 into 2019/20

OPERATIONAL SERVICES PORTFOLIO CAPITAL PROGRAMME 2018/2019 TO 2022/2023

4 of 4		Payments To 31.3.18	Original Estimate 2018/19	Revised Estimate 2018/19	Anticipated Payments			
Project Number	Project				Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23
PUBLIC CONVENIENCES								
6523	King George V Public Conveniences Upgrade	8,648		5,340				
6533	North Camp Public Conveniences Refurbishment	24,030						
REFUSE/RECYCLING								
6518	Domestic Refuse - Wheeled Bins	92,207	90,000	90,000	90,000	90,000	90,000	90,000
SOUTHWOOD COMMUNITY CENTRE								
6532	Internal Decoration (s)		20,000		20,000			
STREET CLEANSING								
6515	Litter/ Cigarette Bins	11,380	12,000	12,000	12,000	12,000	12,000	12,000
IMPROVEMENT GRANTS								
640050013	Disabled Facilities Grants	949,542	982,810	1,258,630	983,000	983,000	983,000	983,000
640050022	Home Improvement Grants	32,923	50,000	50,000	50,000	50,000	50,000	50,000
6401	Grants To Registered Providers of Social Housing	98,500						
NORTH LANE LODGE								
6403	North Lane Lodge - Wellesley Site	1,470						
TOTAL		4,608,440	3,748,450	3,637,460	3,510,040	2,405,000	1,205,000	1,205,000

Notes: (bc) denotes projects which are subject to further business case and presentation to Cabinet
(s) denotes projects which include slippage from 2018/19 into 2019/20

PLANNING AND ECONOMY PORTFOLIO CAPITAL PROGRAMME 2018/2019 TO 2022/2023

1 of 1 Project Number	Project	Payments To 31.3.18	Original Estimate 2018/19	Revised Estimate 2018/19	Anticipated Payments			
					Estimate 2019/20	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23
6404	AFFORDABLE HOMES GRANT Affordable Homes Grant Funding			100,000				
6581	PRINCES HALL Replacement Flooring in the Princes Suite Essential Roof Works Main Hall Floor Works	15,033			120,000	50,000		
	TOTAL	15,033	-	100,000	120,000	50,000	-	-

Notes: (bc) denotes projects which are subject to further business case and presentation to Cabinet
(s) denotes projects which include slippage from 2018/19 into 2019/20

STRATEGY FOR THE FLEXIBLE USE OF CAPITAL RECEIPTS 2019/20

INCOME GENERATION & COMMERCIAL

Project	Original Budget 18/19 (£)	Revised Forecast 2018/19 (£)	Forecast 2019/20 (£)	Projected Savings Identified in the 2018/19 Strategy	Update February 2019
Opening Balance		520,509	123,600		
Additional Capital Receipts					
To support the delivery of the Housing and Regeneration Programme	13,765	47,138			A business case is due to be taken to Cabinet shortly to support a Housing Company being set up. This in turn will support the regeneration of the Council's town centres and provide a revenue stream to the Council. The income to be generated from this project is still dependant on the number of properties sourced and state of the market.
To explore new ways of delivering services while maintaining or improving service standards and reducing costs	45,000	22,500	57,500		The retender of the Ski Centre contract has been completed during 2018/19 with the new contract commencing 01.02.2019, this has resulted in savings of £22k to £23k p/a. This is only a small element of the Leisure Contract procurement. Decisions need to be made about the future of the Farnborough Leisure Centre before procurement on the major element of the Leisure Contract can progress. Until a decision is reached, potential savings cannot be determined.
Making better use of existing assets by utilising land for advertising hoardings in order to maximise revenue return (Phase 2)	33,500				This project will not be proceeding. The plan was to do major motorway advertising but permission would have been required from Highways England and they indicated it was not worth the Council making an application, due to the smart motorways we have in the area making it not a possibility.
To understand sales trends, price demand and ticket buying behaviour		12,700		£5k p/a	A review of the panto pricing was carried out towards the end of 2018. It is hoped that savings in the region of £40k p/a will be achieved from 2019/20 but this will not be confirmed until the 2019 panto tickets have been sold.
SUB TOTAL	92,265	82,338	57,500		

STRATEGY FOR THE FLEXIBLE USE OF CAPITAL RECEIPTS 2018/19

ORGANISATIONAL DEVELOPMENT

Project	Original Budget 18/19 (£)	Revised Forecast 2018/19 (£)	Forecast 2019/20 (£)	Projected Savings Identified in the 2018/19 Strategy	Update February 2019
Review the functional and organisational arrangements of the Council, identifying a range of possible options for the design of the organisation (Phase 2)	289,305	256,758		£250K p/a	Expenditure on the implementation of new organisational design and future ways of working has been incurred but further expenditure is still required and savings will not be realised until future phases are completed.
SUB TOTAL	289,305	256,758	0		

STRATEGY FOR THE FLEXIBLE USE OF CAPITAL RECEIPTS 2018/19

CUSTOMER & DIGITAL

Project	Original Budget 18/19 (£)	Revised Forecast 2018/19 (£)	Forecast 2019/20 (£)	Projected Savings Identified in the 2018/19 Strategy	Update February 2019
A comprehensive IT approach to integrate the client and contractor systems	32,535	36,649		As detailed below, £600k p/a as a result of the procurement of the new Waste Contract	The new waste contract has been successfully implemented. Savings of £600k p/a are being achieved as a result of the new waste contract.
Feasibility and implementation of an expanded customer hub model	67,740	21,164	35,500	£200k - £300k p/a	Work is underway and linked to Rushmoor 2020. As stated under the organisational development phase 2 item above, savings will not be realised until future phases are completed.
To successfully implement the new waste contract	2,980			£600k p/a as a result of the procurement of the new Waste Contract	The new waste contract has been successfully implemented. Savings of £600k p/a are being achieved as a result of the new waste contract.
Unassigned			30,600		Unallocated items
SUB TOTAL	103,255	57,813	66,100		

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