

**04 FEBRUARY 2020**

**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 2020/21. 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 £6,704,629 for this Council
- v) the Council Tax level for Rushmoor Borough Council's purposes of £209.42 for a Band D property in 2020/21 (an increase of £5)
- 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 2020/21 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 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 2020/21, with detailed budget proposals for both Revenue and Capital spending contained in Appendices 2 to 4.

## **2. BACKGROUND**

- 2.1 Cabinet approved the budget framework set out in the Medium-Term Financial Strategy 2020/21 on 15 October 2019 (Report no: FIN1928). This included a number of assumptions around:
- An assumed level of Government Funding based on the outcome of the Spending Round 2019
  - Forecasts of Council Tax, Business Rates and New Homes Bonus
  - Inflationary cost pressures
- 2.2 The budget proposals for 2020/21 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 £2m being the minimum expected level for total working balances.

## **3. STRATEGIC CONTEXT**

- 3.1 As set out in the Medium-Term Financial Strategy 2020/21 to 2023/24 report to Cabinet in October 2019, Rushmoor Borough Council continues to face significant financial challenges over the medium-term. This report provides members with a detailed overview of the financial prospects for 2020/21 based on the local government finance settlement announced in December 2019. The medium-term financial forecast by the authority is less clear, with considerable uncertainty around the scale and impact of the changes to local government funding due to be introduced from April 2021.
- 3.2 With this in mind, the Council is in a good position for the coming financial year and can set a balanced budget with support for key priorities. However, the financial prospects for 2021/22 and beyond are less positive with a core deficit on the MTFS forecast. The Council will need to take this into account and will need to continue to take difficult decisions around resource allocation and prioritisation over the next 12 months.

### Provisional Local Government Finance Settlement 2020/21

- 3.3 The provisional settlement for 2020/21 was announced on 20 December 2019 and should be viewed as a 'roll-over' settlement from 2019/20. It is worth stressing that the provisional settlement only covers the forthcoming financial year. Significant changes are expected to local government finance from 2021/22.

- 3.4 The government's consultation on the settlement closed on 17 January 2020. 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.
- 3.5 The provisional settlement largely confirmed the funding position set out in the Spending Round 2019. This included a continuation of the approach to eliminating negative RSG and an uprating of the Settlement Funding Assessment (SFA). Other announcements included a confirmation of the council tax referendum principle of 2% or £5 (whichever is higher) for shire districts, no change position on the New Homes Bonus national baseline for 2020/21, an extension of the additional Rural Services Delivery Grant, and a new Social Care Grant for 2020/21.

#### Business Rates

- 3.6 The Council is required to finalise its Business Rates estimates for 2020/21 and its initial estimate of any surplus or deficit for 2019/20 by 31 January 2020.
- 3.7 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.
- 3.8 The draft forecast for business rates included in this report is lower than last year. Other things being equal, it would be expected that business rates income would rise in line with the increase in the business rates multiplier (around 1.7%). However, the forecast includes an estimated decline in business rates during the year, in part due to significant redevelopment in Aldershot Town Centre and the demolition and subsequent development around Southwood Crescent in Farnborough.
- 3.9 The Business Rates Collection Fund is forecast to be in a deficit position by the end of the current year. Whilst this is not ideal, it is consistent with the outturn position on the collection fund for 2018/19. Owing to the way in which business rates are accounted for through the budget setting process and the year-end collection fund, any surplus or deficit from the previous year is dealt with in the following year's budget. Therefore, the forecast deficit of £371k represents the timing difference between the 2018/19 outturn forecast from January 2019 and the final outturn declared in April 2019, along with the estimated forecast for 2019/20.
- 3.10 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.
- 3.11 Should the final settlement figures or the business rates estimates be materially different from those presented in this report, the General Fund Summary will be updated by the Council's Section 151 Officer in consultation with the Leader of the

Council and the Portfolio holder for Corporate Services, prior to consideration of the budget by Council on 20 February 2020.

#### New Homes Bonus (NHB)

- 3.12 The allocation of New Homes Bonus (NHB) for 2020/21 was confirmed in the provisional settlement. The Government had indicated in the technical consultation in the autumn that changes to the NHB scheme were likely and had consulted on whether to continue to prioritise the scheme over other potential uses for the funding.
- 3.13 The major change to the NHB allocation is that the 2020/21 element of the reward does not give rise to any future legacy payments. In previous years, each year's allocation was paid for a number of additional years (initially 6 years but subsequently reduced to 4 years).
- 3.14 Whilst the total amount of NHB for 2020/21 is £1.169m, the 2020/21 element of £456k will only be payable in 2020/21. Therefore, future payments of NHB will reduce significantly as the legacy payments taper-out over the next 3 years. This is best illustrated in the table below.
- 3.15 The Government has not provided any details on what will happen to the scheme in future years. Whilst there have been references in previous local government finance consultations that NHB should be more "targeted", the government has yet to provide any detail. A consultation on NHB is due in Spring 2020 and it is unlikely that any replacement scheme will distribute as much funding as the current scheme.

**Table 1a – 2020/21 New Homes Bonus calculation**

#### **New Homes Bonus Calculation**

New Properties (October 2018 to October 2019)

Empty Homes brought into use

**Converted into Band D equivalent**

| <b>TOTAL</b> |
|--------------|
| 407          |
| 53           |
| 426          |

As % of previous year's Band D equivalent stock

National Baseline

Less: Units not rewarded (up to baseline)

**Units rewarded above baseline**

Gross Affordable Units

|       |
|-------|
| 0     |
| 0     |
| (150) |
| 276   |
| 251   |

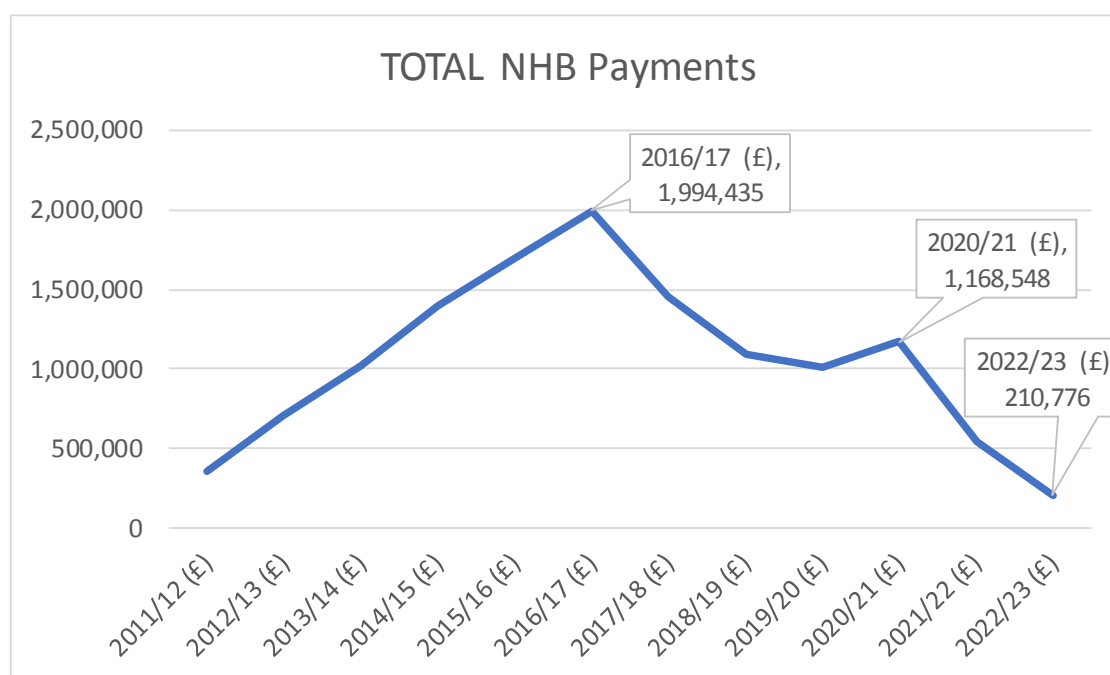
Payment for net additions

Affordable Units Premium (£350)

**TOTAL NHB**

| <b>HCC</b>      | <b>RBC</b>      | <b>TOTAL</b>    |
|-----------------|-----------------|-----------------|
| £96,516         | £386,063        | £482,579        |
| £17,570         | £70,280         | £87,850         |
| <b>£114,086</b> | <b>£456,343</b> | <b>£570,429</b> |

**Chart 1b – Total New Homes Bonus allocations**



#### Other Government Funding

- 3.16 Alongside the finance settlement, the government has confirmed the amount of Homelessness Grant that the Council will receive in 2020/21, with further funding announced in support of Housing Benefit.
- £387k Homelessness Funding (£287k Flexible Homelessness Support Grant, £100k Reducing Homelessness Grant)
  - £318k DWP Funding in support of Housing Benefit (£277k Housing Benefit Administration Subsidy Grant, £41k New Burdens funding)
- 3.17 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 2 – Government Funding forecasts**

|                                 | 2019/20<br>(£'000) | 2020/21<br>Forecast<br>(£'000) | 2021/22<br>Forecast<br>(£'000) | 2022/23<br>Forecast<br>(£'000) | 2023/24<br>Forecast<br>(£'000) |
|---------------------------------|--------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>Government Funding</b>       |                    |                                |                                |                                |                                |
| Business Rates Retention        | 3,836              | 3,625                          | 2,561                          | 2,610                          | 2,662                          |
| Revenue Support Grant           | 0                  | 0                              | 0                              | 0                              | 0                              |
| <b>Subtotal</b>                 | <b>3,836</b>       | <b>3,625</b>                   | <b>2,561</b>                   | <b>2,610</b>                   | <b>2,662</b>                   |
| New Homes Bonus                 | 1,010              | 1,169                          | 550                            | 211                            | 0                              |
| Other Grants                    | 145                | 267                            | 0                              | 0                              | 0                              |
| <b>TOTAL Government Funding</b> | <b>4,991</b>       | <b>5,060</b>                   | <b>3,111</b>                   | <b>2,821</b>                   | <b>2,662</b>                   |

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 2021/22 reduces due to the baseline reset, which for the purposes of budgeting is estimated to

reduce by 30% to 40%. Paragraph 4.11 sets out the assumptions made in the forecast for business rates income and New Homes Bonus.

#### **4. LOCAL GOVERNMENT FINANCE – 2021/22 and beyond**

- 4.1 Members will be aware that the Government announced that significant changes to local government funding had been postponed until April 2021.
- 4.2 The changes were due to come into effect from April 2020, but in part due to a lack of parliamentary time and concern around the transformational impact these changes would have, the changes have been pushed back a year to April 2021.
- 4.3 A consultation paper *“A review of local authorities’ relative needs and resources”* was published in late 2018 and set 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’).
- 4.4 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’.
- 4.5 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.
- 4.6 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.
- 4.7 The second consultation paper covered Business Rates Retention Reform and the move to a 75% Business Rates Retention scheme, with change to the business rates system being fiscally neutral.
- 4.8 There were 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).
- 4.9 Further detailed work has been undertaken during 2019/20 which looked into the design of the 75% system, but also considered whether a more simplified scheme would better serve local government. The simplified scheme would remove large elements of risk from business rates and would provide a more stable and predictable funding source. However, the trade-off is around how growth in each

local authority area is treated. Under a simplified system, the local authority would not have the same growth incentive that exists under the current 50% system.

- 4.10 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 2021/22 and beyond.
- 4.11 In summary, the approach taken in forecasting the level of Government funding over the medium term recognises the redistribution of resources from lower-tier authorities to upper-tier authorities to help fund social care. The Fair Funding Review and introduction of 75% Business Rates Retention will move funding between tiers. The forecast assumes:
- New Homes Bonus does not continue, with only legacy payments being made.
  - Although the Government have signalled their intent to replace NHB with a new reward system, the MTFS does not anticipate any future funding from the new scheme.
  - Business Rates Retention – system will be ‘reset’ from April 2021 as the outcome from FFR and 75% BRR are introduced. For the purposes of the MTFS, a reduction in retained business rates income of 35% is expected.
  - The MTFS does not take into account or attempt to estimate the value of any transitional funding arrangements that may arise from April 2021. The scale of the reduction in funding for Rushmoor and other authorities may require the government to provide some protection through a system of floors and ceilings, as has been provided under previous structural changes to local government funding. However, there is no way of estimating what these arrangements may be – how long they would be in place and at what level the floors and ceiling would operate at.
  - The MTFS also assumes that Business Rates remains in place. There is pressure from business for an alternative to Business Rates given its perceived unfairness to certain sectors.

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

- 5.1 The Medium-Term forecast has been updated to ensure that budget decisions for 2020/21 are taken in light of relevant information and considers the future financial climate the Council will face. The focus is on estimating the future revenue budget position of the Council taking into account a number of factors and issues detailed below. A more detailed MTFS is shown after paragraph 12.6 of this report.

**Table 3 – Medium Term Financial Forecast**

| Item  | 2019/20<br>LAB<br>(£'000) | 2020/21<br>(£'000) | 2021/22<br>(£'000) | 2022/23<br>(£'000) | 2023/24<br>(£'000) |
|---|---------------------------|--------------------|--------------------|--------------------|--------------------|
| Portfolio Net Expenditure                       | 10,179                    | 8,753              | 8,429              | 8,313              | 8,313              |
| Corporate Items                                 | (1,093)                   | 2,688              | 5,113              | 7,144              | 7,786              |
| <b>Adjusted Budget</b>                          | <b>9,085</b>              | <b>11,441</b>      | <b>13,542</b>      | <b>15,458</b>      | <b>16,099</b>      |
| Additional Items                                | 251                       | 909                | 692                | 692                | 692                |
| Budget Proposals                                | 0                         | 376                | 26                 | 26                 | 26                 |
| Risk items                                      | 0                         | 0                  | 750                | 1,350              | 1,600              |
| Savings Plan                                    | (444)                     | (1,436)            | (3,567)            | (5,196)            | (6,201)            |
| <b>Draft Net Revenue Budget</b>                 | <b>8,893</b>              | <b>11,290</b>      | <b>11,444</b>      | <b>12,330</b>      | <b>12,216</b>      |
| <b>Funded by:</b>                               |                           |                    |                    |                    |                    |
| Council Tax                                     | 6,409                     | 6,705              | 6,933              | 7,166              | 7,403              |
| Business Rates                                  | 3,836                     | 3,625              | 2,561              | 2,610              | 2,662              |
| New Homes Bonus                                 | 1,010                     | 1,169              | 550                | 211                | 0                  |
| Other Funding                                   | 541                       | (4)                | 0                  | 0                  | 0                  |
| <b>TOTAL Funding</b>                            | <b>11,797</b>             | <b>11,495</b>      | <b>10,044</b>      | <b>9,987</b>       | <b>10,065</b>      |
| <b>Core Surplus / (Deficit)</b>                 | <b>2,904</b>              | <b>205</b>         | <b>(1,400)</b>     | <b>(2,343)</b>     | <b>(2,152)</b>     |
| <b>Additional transfers</b>                     |                           |                    |                    |                    |                    |
| to Commercial Property Reserve                  | (2,000)                   |                    |                    |                    |                    |
| to Stability & Resilience Reserve               |                           |                    |                    |                    |                    |
| to Service Improvement Fund                     |                           | (205)              |                    |                    |                    |
| to Regeneration                                 | (450)                     |                    |                    |                    |                    |
| to Regeneration/Commercial DD                   | (250)                     |                    |                    |                    |                    |
| to Workforce Planning                           | (200)                     |                    |                    |                    |                    |
| <b>Core Surplus / (Deficit) after Transfers</b> | <b>4</b>                  | <b>0</b>           | <b>(1,400)</b>     | <b>(2,343)</b>     | <b>(2,152)</b>     |

*Note – Table may contain rounding when compared to Appendix 1*

- 5.2 Portfolio budgets have been revised for 2019/20 and 2020/21, 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
  - Changes to the Council's contribution to the Local Government Pension Scheme
- 5.3 Corporate Items covers the non-service revenue expenditure and income that is included in the Council's General Fund.
- 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 It is worth noting that the 1% increase in PWLB borrowing rates from October 2019 has increased the cost of borrowing over a longer-term period. The tables below show the increase in rates for different borrowing periods for maturity loans and the increase in borrowing costs.

**Table 4 – PWLB rates (impact of increase)**

| <b>Period (years)</b>      | <b>Certainty Rate on 08 October 2019 (%)</b> | <b>Certainty Rate 21 January 2020 (%)</b> | <b>Change (%)</b> |
|----------------------------|--|---|-------------------|
| 5 year PWLB Maturity loan  | 1.00   | 2.23                                      | +1.23             |
| 10 year PWLB Maturity loan | 1.19   | 2.46                                      | +1.27             |
| 20 year PWLB Maturity loan | 1.72   | 2.96                                      | +1.24             |
| 30 year PWLB Maturity loan | 1.76   | 3.00                                      | +1.24             |
| 40 year PWLB Maturity loan | 1.65   | 2.90                                      | +1.25             |
| 50 year PWLB Maturity loan | 1.61   | 2.87                                      | +1.26             |

**Interest on £5m (total interest paid over duration of loan term)**

| <b>Period (years)</b>      | <b>Certainty Rate on 08 October 2019 (£'000)</b> | <b>Certainty Rate 21 January 2020 (£'000)</b> | <b>Change (£'000)</b> |
|----------------------------|--|---|-----------------------|
| 5 year PWLB Maturity loan  | 300  | 608   | 308                   |
| 10 year PWLB Maturity loan | 695  | 1,330   | 635                   |
| 20 year PWLB Maturity loan | 1,920  | 3,160   | 1,240                 |
| 30 year PWLB Maturity loan | 2,940  | 4,800   | 1,860                 |
| 40 year PWLB Maturity loan | 3,700  | 6,200   | 2,500                 |
| 50 year PWLB Maturity loan | 4,525  | 7,675   | 3,150                 |

- 5.6 As set out in the Annual Treasury Management Strategy, the Council's borrowing strategy is *"to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required"*.
- 5.7 The MTFS includes estimates of the borrowing costs arising from the financing of the capital programme. Further provision is made within the MTFS to ensure the Council can mitigate the refinancing risk of its current loan portfolio.
- 5.8 Estimates of interest receivable on other investments remain robust. The Council continues to hold up to £25m in Pooled Funds, which are performing well. Investment income of £1.6m 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.

- 5.9 The MTFS includes planned transfers to and from earmarked reserves to support spending commitments included in the revenue budget, to provide adequate mitigation against risks, or to ensure funding is set aside in a ring-fenced reserve (e.g. SANG and s106 contributions). Section 6 of this report covers Balances and Reserves in more detail.
- 5.10 As outlined in paragraphs 3.12 to 3.15 in the report, future NHB allocations will be at a reduced level as the legacy payments taper out. For the purposes of the MTFS forecast, it has been assumed that no further NHB will be received other than the legacy payments. The Council has been reliant upon NHB payments to fund services as Revenue Support Grant reduced.
- 5.11 Table 2 indicated a reduction in the level of retained business rates for Rushmoor from 2021/22. 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% to 40% reduction as the funding baseline is reset.
- 5.12 Further changes to the Business Rates system are likely, with the Government indicating that the level of support for the Retail sector will be provided through an increase in the level of relief being provided.
- 5.13 Other changes that may impact on the level of business rates income in the future concern the introduction of a new rating list from April 2021 and reducing the length of time between rating lists with a more frequent revaluation period of 3 years proposed instead of the current 5-year period.

## **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 £1.4m from 2021/22, increasing to around £2.3m in 2022/23. An important part of the strategy for financial sustainability will be to continue to deliver efficiencies and savings over the coming years.

### Savings Plan

- 6.2 The table below provide members with an update on the Savings Plan. A number of savings targets are included in the Savings Plan which take into account the focus on a number of key projects
- ICE
  - Commercial Property Investment
  - Pipeline savings
- 6.3 The Council has a good track record of delivering budget and efficiency savings, and this must be sustained over the medium term to enable the Council to meet its balanced budget requirement in future years and to be financially resilient.
- 6.4 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 which would put additional financial

pressure on the Council. The Savings Targets have been profiled to some degree to take into account the challenges around delivery.

- 6.5 The Savings Plan will be subject to regular review during the coming financial year to ensure they remain on target and to enable the Council to respond to any potential shortfall against the savings targets.
- 6.6 As stated in the budget report last year, the Council is increasingly reliant on income from Commercial Property to balance the budget. The Savings Plan includes additional income from further acquisitions and has been forecast in line with expectations set out in the Commercial Property Investment Strategy.
- 6.7 In addition to the focus on Commercial Property income, the Savings Plan can be seen as more reliant on income generation and organisational redesign. The Council will need to ensure the Savings Plan remains balanced, with an appropriate mix of cost control, income generation, and service review to mitigate against the risk of becoming over reliant on a narrow savings programme.
- 6.8 It is worth noting that the Savings Plan does not resolve the deficit position forecast over the MTFS period. Whilst the Council may benefit from further Government Funding (e.g. transitional arrangements from 2021/22, NHB replacement), the downward trend in Government funding will frame the Council's revenue budget in future years.
- 6.9 Therefore, it is recommended that the Council continues to review not only the cost of services but considers the nature and scope of services being delivered.

**Table 5 – Savings Plan (February 2020)**

| <b>Estimated Savings</b>                              | <b>2020/21<br/>(£'000)</b> | <b>2021/22<br/>(£'000)</b> | <b>2022/23<br/>(£'000)</b> | <b>2023/24<br/>(£'000)</b> |
|---|----------------------------|----------------------------|----------------------------|----------------------------|
| 2019/20 Savings                                       | (81)                       | (81)                       | (81)                       | (81)                       |
| Reversal of 2019/20 Additional Items                  | (130)                      | (160)                      | (160)                      | (160)                      |
| ICE Programme (Workstreams 1-3)                       | (150)                      | (425)                      | (750)                      | (810)                      |
| ICE Programme (Workstream 4)                          | (50)                       | (225)                      | (500)                      | (750)                      |
| Commercial Property - Rental income expectations *    | (887)                      | (1,698)                    | (2,377)                    | (2,922)                    |
| Pipeline Savings - Enhanced Commercial Property       |                            | (300)                      | (300)                      | (300)                      |
| Pipeline Savings - Major contracts                    |                            | (300)                      | (450)                      | (600)                      |
| Pipeline Savings - Service Loans to Housing Company * | (88)                       | (328)                      | (528)                      | (528)                      |
| Salaries monitoring                                   | (50)                       | (50)                       | (50)                       | (50)                       |
| <b>TOTAL Savings Plan</b>                             | <b>(1,436)</b>             | <b>(3,567)</b>             | <b>(5,196)</b>             | <b>(6,201)</b>             |

**Notes:**

- \* The savings figures included in the table represent the Gross saving. The new commercial property acquisitions and the service loans to the Housing Company will result in a cost to the Council. This has been provided within the Corporate Items section of the MTFS.

**Balances and Reserves**

- 6.10 Members will recall that as part of the 2019/20 budget setting process a Commercial Reserve was established to provide a source of funding to mitigate potential fluctuations commercial property income. The Council has acquired further

commercial property during 2019/20 and plans to undertake a further £60m of acquisitions over the Capital Programme period. The level of the reserve will need to increase in-line with the financial risks associated with the commercial property portfolio. It is proposed that an annual contribution to the Commercial Property reserve of 0.5% of yield (around £550k based on gross rental income of £6m) is included in the MTFS, net of expected annual expenditure.

- 6.11 The Council's financial position is supported by its balances and reserves as set out below:
- 6.12 The Budget Strategy sets a target for the General Fund balance to be maintained at a minimum of £2m, with the Stability and Resilience Reserve balance held at a level that would allow the Council to mitigate short-term fluctuations in income and expenditure (e.g. Business Rates, Government funding changes). However, they should not be utilised to fund normal, on-going service provision. It is important to review the level of reserves regularly.
- 6.13 The Service Improvement Fund has been drawn upon to provide funding for the ICE programme and to support key projects that underpin the Council's plan for financial sustainability. It is not proposed to amend level of the Fund but will be reviewed at the end of the current financial year.
- 6.14 As highlighted earlier in the report, there is an increased level of risk and uncertainty facing the Council over the medium term. Therefore, it is proposed that the following additional reserves are created:
- Pensions
  - Regeneration
  - Regeneration (Professional Advice and Due Diligence)
  - Workforce Strategy
- 6.15 The Medium-Term Financial Strategy 2020/21 to 2023/24 report to Cabinet in October 2019 provided members with an update on the Local Government Pension Scheme (LGPS).
- 6.16 During the Autumn of 2019, the draft funding results from the Local Government Pension Fund actuarial review were provided by Hampshire County Council Pension Team. This indicated that the overall funding position of the Hampshire scheme had improved significantly since 2016. As a result of the improved position and due to structural changes to the way employers are grouped together for funding purposes, the total employer contribution required from Rushmoor is less than over the previous 3-year period. Total contributions from 2020/21 to 2022/23 are estimated at £6.7m and is £2.4m less than the provision made in the October 2019 MTFS.
- 6.17 However, given the short-term nature of the funding window (3 years) but the long-term nature of the pension fund liability, it is recommended that the reduction in budgeted provision is not released to the General Fund but is transferred to a new Pensions Reserve. The next actuarial review will take place during 2022/23 with revised results due in Autumn of 2023. It would then be appropriate to review the level of funding held to cover the cost of employer pension contributions. For the

purposes of the MTFS, it is assumed the pension fund contribution continues to increase in 2023/24 at a similar rate.

- 6.18 Negotiations between Marks and Spencer and the Council concerning the lease surrender of 38-46 Union Street, Aldershot concluded in early January 2020. A revenue payment of £900k was received by the Council and it is proposed that the receipt is allocated to earmarked reserves as set out below:
- 6.19 £450k to provide a revenue and capital funding for the wider Regeneration Programme. The reserve would enable further work to be completed on site assembly and facilitate delivery of the Council Business Plan around the regeneration of Aldershot and Farnborough town centres.
- 6.20 £250k to provide revenue funding associated with the due diligence on regeneration schemes as they come forward. As section 8 of the report sets out, a number of capital schemes will come forward for Cabinet and Council to consider. It is critical that the Council has the right resources and expertise in place so that a comprehensive process of due diligence is undertaken on each potential scheme. This would include legal, property and financial advice including evaluating assumptions made, market analysis and legal structures required to facilitate delivery.
- 6.21 Members will recall that the Peer Review highlighted a need for the Council to develop a Workforce Strategy, which is being currently developed. The ICE Transformation Programme approved by Cabinet in October 2019 forms an integral part of the Council's Savings Plan. It is proposed that £200k of revenue funding is set aside in the new Workforce Strategy reserve to provide funding to support the organisation redesign projects and ensure that staffing service changes can be funded without disturbing the savings plan.
- 6.22 If approved, the impact of these proposed changes to the level of balances and reserves is set out in the table below:

**Table 6 – Balances and Reserves forecast**

|  | 2019/20<br>Opening<br>Balance<br>(£'000) | 2019/20<br>Forecast<br>(£'000) | 2020/21<br>Forecast<br>(£'000) | 2021/22<br>Forecast<br>(£'000) | 2022/23<br>Forecast<br>(£'000) | 2023/24<br>Forecast<br>(£'000) |
|--|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>Balances and Reserves</b>               |  |                                |                                |                                |                                |                                |
| General Fund Balance                       | (2,000)                                  | (2,000)                        | (2,000)                        | (2,000)                        | (2,000)                        | (2,000)                        |
| Stability & Resilience Reserve             | (4,869)                                  | (4,869)                        | (4,869)                        | (4,869)                        | (4,869)                        | (4,869)                        |
| Service Improvement Fund                   | (1,000)                                  | (40)                           | (245)                          | (245)                          | (245)                          | (245)                          |
| ICE Reserve`                               |  | (618)                          | (212)                          | 0                              | 0                              | 0                              |
| Commercial Reserve                         | (475)                                    | (2,000)                        | (2,050)                        | (2,100)                        | (2,150)                        | (2,200)                        |
| Climate Emergency *                        | 0  | 0                              | (250)                          | 0                              | 0                              | 0                              |
| Deprivation Strategy Support *             | 0  | 0                              | (100)                          | 0                              | 0                              | 0                              |
| Regeneration Reserve                       | 0  | (450)                          | (280)                          | (280)                          | (280)                          | (280)                          |
| Regeneration/Commercial Due Dilligence     | 0  | (250)                          | (250)                          | (250)                          | (250)                          | (250)                          |
| Workforce Strategy                         | 0  | (200)                          | (200)                          | (200)                          | (200)                          | (200)                          |
| Pension Fund Equilisation (Para 6.16-6.17) | 0  | 0                              | (669)                          | (1,487)                        | (2,447)                        | (3,549)                        |
| All Other Earmarked Reserves **            | (5,721)                                  | (6,099)                        | (5,657)                        | (5,621)                        | (5,800)                        | (5,800)                        |
| <b>Estimated Balances at 31 March</b>      | <b>(14,064)</b>                          | <b>(16,525)</b>                | <b>(16,781)</b>                | <b>(17,051)</b>                | <b>(18,240)</b>                | <b>(19,392)</b>                |

**Notes:**

- \* It is assumed that expenditure proposals are agreed during 2020/21 with the earmarked reserves fully utilised
- \*\* This includes all other earmarked reserves including s106 and SANG balances. It is likely that the level of these reserves will increase over the next 3-4 years as the charge payable for the Southwood SANG is collected.

6.23 Whilst the level of balances and reserves shown in the table indicates that the Council is in a good financial position, the cumulative core deficit of £5.895m over the MTFS period (as shown in Table 3 and referenced in paragraph 6.1), would reduce the Stability and Resilience Reserve considerably. It is estimated that the Stability and Resilience Reserve would be depleted during 2023/24 if further savings or additional income is not secured.

## **7. GENERAL FUND REVENUE BUDGET 2020/21**

- 7.1 The proposed General Fund Revenue budget for 2020/21 takes into account the issues highlighted earlier in the report.
- 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.
- 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 £1.4m to be delivered during 2020/21. This reduction is largely due to anticipated levels of income from the Council's commercial property acquisitions.
- 7.4 The General Fund Summary shows that the risk-based revenue balance will be maintained at £2.0m by the end of 2020/21.

### Council Tax

- 7.5 The referendum threshold for 2020/21 for Shire Districts such as Rushmoor is 2% or £5 (whichever is the greater). This is a reduced threshold level when compared to previous year when it was set at 3% or £5.
- 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 £5 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 around 10 pence per week for a Band D property.
- 7.8 A council tax rise of £5 increases the Band D rate from £204.42 to £209.42 and will generate approximately £296k 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 2% or £5 will continue beyond 2020/21, the MTFS assumes an increase of £5 per annum. This would generate an additional £994k over the MTFS.
- 7.9 Cabinet considered the report from the Council Tax Support Task and Finish Group at their meeting on 16 December 2019 (Report No: FIN1934). The Group recommended that no changes should be made to the Council Tax Support Scheme for 2020/21. This would mean that the minimum contribution would remain at 12%. Additionally, it was recommended that a fundamental review of the Scheme should be started in 2020, specifically to consider the impact of the roll out of Universal Credit on Rushmoor residents and the Council, to look at improvements to reduce the administrative burdens on the Council and to make the Scheme easier to understand for the customer. Cabinet accepted the proposal from the Group, the impact of which is included within the estimates on the Council Taxbase for 2020/21.
- 7.10 The taxbase for 2020/21 has been estimated at 32,015.23 and represents an increase of 663.02 (2.11%) over the 2019/20 position.
- 7.11 The Council Tax Collection Fund is estimated to be in surplus by the end of the current financial year by £841k. This is shared across the major precepting authorities (Hampshire County Council, Hampshire Police and Crime Commissioner, Hampshire Fire and Rescue Authority). Rushmoor's share is £101k.
- 7.12 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 2020.
- 7.13 The decision to set Council Tax remains an annual decision for Council to consider when setting the budget one year from the next.

- 7.14 Even factoring in these increases, the Medium-Term forecast shows a potential deficit in 2021/22 of around £1.4m, putting significant pressure on the Council to deliver the right combination of cost reductions and increased income to bridge the gap.

#### Business Rates Retention

- 7.15 As highlighted in paragraphs 3.6 to 3.11 of the report, Final estimates for Business Rates will be completed by 31 January 2020 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 2020/21 contains the provisional allocations issued alongside the Settlement of £1.169m.

#### Other Funding

- 7.17 The revenue budget also includes grant funding of £387k in support of homelessness and £318k in relation to the administration of Housing Benefit. This funding is fully committed against the revenue budget.

#### Additional items

- 7.18 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 part of the budget setting process. These requests for both one-off items of expenditure in 2020/21 and on-going expenditure are detailed in Appendix 3, with a summary below of the key priority areas.
- 7.19 The inclusion of these additional items will help the Council deliver the Savings Plan and the priorities around Town Centre Regeneration in particular. Direct funding from SANG/s106 contributions has been identified and applied to the revenue budget.
- 7.20 Other items of supplementary expenditure may be agreed during 2020/21 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

#### Budget Proposals/Growth Items

- 7.21 The proposed budget includes budget proposals and growth items that provide certainty of funding to support key Council priorities.
- Climate Emergency
  - Deprivation Strategy
  - Ward Budgets
- 7.22 At its meeting on 20 June 2019, the Council passed a motion acknowledging a Climate Emergency and agreed to develop a plan to enable a green and sustainable Rushmoor, and a carbon-neutral Council by 2030.



- 7.23 It is proposed that £250k of funding is set aside in a new Climate Change reserve to enable the Council to deliver against the plan as it develops during the coming year.
- 7.24 The Policy and Project Advisory Board have been considering the data published in the 2019 Index of Multiple Deprivation and policy implications of the updated indicators for the Council. A Deprivation Strategy will be completed in 2020/21 and considered by the Cabinet. It is proposed that £100k of funding is set aside in a new Deprivation Strategy reserve to support actions arising from the agreed strategy.
- 7.25 The final proposal is to increase Ward Budgets from £1,000 per ward to £3,000 per ward taking the total amount across the Borough from £13,000 to £39,000 – an increase of £26,000.

## **8. CAPITAL PROGRAMME 2019/20 to 2023/24**

- 8.1 The Council's capital programme is set out in Appendix 4 of this report, with a total capital expenditure budget of £52.226m in 2020/21
- 8.2 The capital programme continues to focus 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 £67m is anticipated over the next 5 years, with investment income forming a core element of the Council's Savings Plan.
- 8.4 The Capital Programme, as set out in this report, does not includes updated estimates for the Town Centre Regeneration schemes, although some provision is already included in the Capital Programme. Detailed proposals for each regeneration scheme will need to be considered by Cabinet and Council and it is likely each scheme will have significant legal and financial implications. The Capital Programme and Treasury Management Strategy will need to be updated to reflect decisions taken by Cabinet and Council.
- 8.5 The Council is committed to bringing forward the schemes as broadly set out below. Indicative estimates are shown to enable members to understand the scale of each scheme. It is important to note that the figures below give a broad indication of the relative scale of each scheme. Scheme may be delivered in phases, with options put forward around certain key sites within the schemes. The figures do not necessarily represent the Council's financial commitment, as there will be a number of financing options to consider that reduce and mitigate financial risks on the schemes.
- Union Street East: £40m to £50m
  - Leisure Centre: £25m to £40m
  - Civic Quarter: £100m to £150m

**Table 7 – Summary Capital Programme**

| <b>Capital Expenditure by Portfolio</b> | <b>2019/20<br/>Original<br/>Estimate<br/>(£'000)</b> | <b>2019/20<br/>Revised<br/>Estimate<br/>(£'000)</b> | <b>2020/21<br/>Estimate<br/>(£'000)</b> | <b>2021/22<br/>Estimate<br/>(£'000)</b> | <b>2022/23<br/>Estimate<br/>(£'000)</b> | <b>2023/24<br/>Estimate<br/>(£'000)</b> |
|---|--|---|---|---|---|---|
| Corporate and Democratic Services       | 1,224  | 1,287   | 0                                       | 0                                       | 0                                       | 0                                       |
| Customer Experience and Improvement     | 321  | 186   | 125                                     | 105                                     | 55                                      | 30                                      |
| Major Projects and Property             | 65,056   | 45,609  | 49,367                                  | 43,761                                  | 12,572                                  | 12,078                                  |
| Operational Services                    | 3,510  | 3,045   | 2,689                                   | 1,211                                   | 1,211                                   | 1,211                                   |
| Planning and Economy                    | 120  | 220   | 0                                       | 50                                      | 0                                       | 0                                       |
| ICE Programme                           | 0  | 281   | 45                                      | 0                                       | 0                                       | 0                                       |
| <b>TOTAL Capital Programme</b>          | <b>70,231</b>  | <b>50,629</b>                                       | <b>52,226</b>                           | <b>45,127</b>                           | <b>13,837</b>                           | <b>13,318</b>                           |

- 8.6 Implementation of the core programme in 2020/21 will require the use of Council resources, largely through borrowing (£44.210m) together with £8.017m 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 2020/21 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 2021/22. This report has outlined the key changes that are due to be introduced from April 2021 – 75% business rates retention model and the Fair Funding review. These 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 2021/22 and beyond.
- 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 2021/22 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. Provision has been made within the MTFS for this risk.
  - Impact of the UK leaving the European Union

- Forecasts have been made concerning the impact of Hampshire County Council's proposals on Waste and Recycling included in their Transformation to 2021 programme. Provision has been made within the MTFS for this risk.
- Financial impact of the Capital Programme on the revenue budget – the affordability of the capital programme and future schemes needs to be carefully considered (see paragraphs 5.5 and 5.6 on PWLB rate increase)

## **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 Council's Revenue Budget, Medium Term Financial Strategy and Capital Programme have been prepared with reference to the Chartered Institute of Public Finance and Accountancy's (CIPFA) guidance on prudential property investment. As Section 151 Officer, I have also had regard to CIPFA's Financial Resilience Index and the CIPFA Financial Management Code.
- 10.3 The basis on which the budget for 2020/21 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.
- 10.4 The report does set out the core deficit position the council is facing over the MTFS. Progress has been made during the year 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.
- 10.5 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 MTFS.
- 10.6 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.

- 10.7 Some risks remain, particularly around the economic and financial impact of Brexit. Whilst the country will leave the European Union on 31 January 2020, there remains considerable uncertainty over the MTFS period around the impact this will have on both the national and local economy as further negotiations take place with the EU around the UK's future relationship and any trade deal.
- 10.8 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.
- 10.9 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 January 2020. The Council would need to review the design of the scheme or find equivalent savings across the general fund to mitigate any financial impact.
- 10.10 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.
- 10.11 The move to a new local government finance system through 75% Business Rates retention in 2021/22 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.
- 10.12 For Rushmoor, the future of New Homes Bonus is a significant financial risk with no indication as to what will replace the current system. This is especially pertinent given the anticipated increase in the number of new homes being delivered in the Borough over the next 3 years.
- 10.13 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 a 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. If further savings or reductions in expenditure are not identified

and delivered over the medium term, it is likely that the Stability and Resilience reserve will be depleted during 2023/24.

- 10.14 The Service Improvement Fund, ICE Reserve 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.
- 10.15 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.
- 10.16 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 20 January 2020 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 Despite 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. This includes the principle of maintaining the Council's general fund revenue risk-based balance at £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 £52.226m in 2020/21.
- 12.4 The budget proposals provide for the current Council Tax level to increase by £5 for a Band D property (from £204.42 per annum to £209.42) – an increase of around 10p 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 £1.436m in 2020/21, together with further savings over the medium term, totalling approximately £16.4m over the period 2020/21 to 2023/24 (cumulative and recurring total). 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 2020/21.

Background documents:

Medium Term Financial Strategy 2020/21 to 2023/24

Report Author:

David Stanley, Executive Head of Finance, [david.stanley@rushmoor.gov.uk](mailto:david.stanley@rushmoor.gov.uk) 01252 398440

## Medium Term Financial Strategy (February 2020)

| Item  | 2019/20<br>LAB<br>(£'000) | 2020/21<br>(£'000) | 2021/22<br>(£'000) | 2022/23<br>(£'000) | 2023/24<br>(£'000) |
|---|---------------------------|--------------------|--------------------|--------------------|--------------------|
| Corporate & Democratic Services                     | 5,422                     | 5,289              | 5,322              | 5,322              | 5,322              |
| Customer Experience & Improvement                   | 41                        | 19                 | 26                 | 26                 | 26                 |
| Major Projects & Property                           | (4,544)                   | (4,928)            | (5,248)            | (5,248)            | (5,248)            |
| Operational Services                                | 7,951                     | 7,847              | 8,061              | 8,061              | 8,061              |
| Planning & Economy                                  | 2,830                     | 2,548              | 2,604              | 2,604              | 2,604              |
| ICE   | 468                       | 496                | 150                | 0                  | 0                  |
| <b>Portfolio Net Expenditure</b>                    | <b>12,168</b>             | <b>11,272</b>      | <b>10,915</b>      | <b>10,765</b>      | <b>10,765</b>      |
| Less: Capital Charges (Rev)                         | (1,802)                   | (1,859)            | (1,859)            | (1,859)            | (1,859)            |
| Less: Pension Adj (Rev)                             | (187)                     | (660)              | (627)              | (592)              | (592)              |
| <b>Net Expenditure</b>                              | <b>10,179</b>             | <b>8,753</b>       | <b>8,429</b>       | <b>8,313</b>       | <b>8,313</b>       |
| <b>Corporate Items (MRP, Interest etc)</b>          |                           |                    |                    |                    |                    |
| Transfers To/From reserves                          | (458)                     | 396                | 1,029              | 1,176              | 1,318              |
| Other CI&E  | (1,325)                   | 342                | 342                | 342                | 342                |
| MRP   | 1,410                     | 2,180              | 3,398              | 4,415              | 4,415              |
| Interest Payable                                    | 880                       | 1,370              | 1,944              | 2,311              | 2,311              |
| Investment Income                                   | (1,600)                   | (1,600)            | (1,600)            | (1,600)            | (1,600)            |
| <b>Subtotal</b>                                     | <b>(1,093)</b>            | <b>2,688</b>       | <b>5,113</b>       | <b>6,644</b>       | <b>6,786</b>       |
| <b>Adjusted Budget</b>                              | <b>9,085</b>              | <b>11,441</b>      | <b>13,542</b>      | <b>14,958</b>      | <b>15,099</b>      |
| <b>Inflationary Provision, Pension costs</b>        |                           |                    |                    |                    |                    |
| Inflation (Pay)                                     |                           |                    |                    | 300                | 600                |
| Inflation (Contracts/Non-Pay)                       |                           |                    |                    | 200                | 400                |
| <b>Subtotal</b>                                     | <b>0</b>                  | <b>0</b>           | <b>0</b>           | <b>500</b>         | <b>1,000</b>       |
| <b>Adjusted MTFP Position</b>                       | <b>9,085</b>              | <b>11,441</b>      | <b>13,542</b>      | <b>15,458</b>      | <b>16,099</b>      |
| <b>Budget Proposals/Growth</b>                      |                           |                    |                    |                    |                    |
| ADDITIONAL ITEMS: Variations in Service             | 201                       | 695                | 692                | 692                | 692                |
| ADDITIONAL ITEMS: Non-recurring                     | 50                        | 214                | 0                  | 0                  | 0                  |
| BUDGET PROPOSAL: Climate Emergency                  |                           | 250                |                    |                    |                    |
| BUDGET PROPOSAL: Deprivation Strategy               |                           | 100                |                    |                    |                    |
| BUDGET PROPOSAL: Ward Budgets                       |                           | 26                 | 26                 | 26                 | 26                 |
| RISK: HCC Waste proposals                           |                           |                    |                    | 350                | 350                |
| RISK: Interest rate risk on borrowing               |                           |                    | 750                | 1,000              | 1,250              |
| <b>Subtotal</b>                                     | <b>251</b>                | <b>1,285</b>       | <b>1,468</b>       | <b>2,068</b>       | <b>2,318</b>       |
| <b>Savings Plan</b>                                 |                           |                    |                    |                    |                    |
| 2019/20 Savings                                     | (250)                     | (81)               | (81)               | (81)               | (81)               |
| Reversal of 2019/20 Additional Items                |                           | (130)              | (160)              | (160)              | (160)              |
| ICE Programme (Workstreams 1-3)                     |                           | (150)              | (425)              | (750)              | (810)              |
| ICE Programme (Workstream 4)                        |                           | (50)               | (225)              | (500)              | (750)              |
| Commercial Property - Rental Income expectations    |                           | (887)              | (1,698)            | (2,377)            | (2,922)            |
| Pipeline Savings - Enhanced Commercial Property     |                           |                    | (300)              | (300)              | (300)              |
| Pipeline Savings - Major contracts                  |                           |                    | (300)              | (450)              | (600)              |
| Pipeline Savings - Service Loans to Housing Company |                           | (88)               | (328)              | (528)              | (528)              |
| Salaries monitoring                                 | (194)                     | (50)               | (50)               | (50)               | (50)               |
| <b>Subtotal</b>                                     | <b>(444)</b>              | <b>(1,436)</b>     | <b>(3,567)</b>     | <b>(5,196)</b>     | <b>(6,201)</b>     |
| <b>Proposed Net Revenue Budget</b>                  | <b>8,893</b>              | <b>11,290</b>      | <b>11,444</b>      | <b>12,330</b>      | <b>12,216</b>      |

| Item  | 2019/20<br>LAB<br>(£'000) | 2020/21<br>(£'000) | 2021/22<br>(£'000) | 2022/23<br>(£'000) | 2023/24<br>(£'000) |
|---|---------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Proposed Net Revenue Budget</b>              | <b>8,893</b>              | <b>11,290</b>      | <b>11,444</b>      | <b>12,330</b>      | <b>12,216</b>      |
| <b>Funded by:</b>                               |                           |                    |                    |                    |                    |
| Council Tax                                     | 6,409                     | 6,705              | 6,933              | 7,166              | 7,403              |
| Business Rates Retention                        | 3,836                     | 3,625              | 2,561              | 2,610              | 2,662              |
| Other Funding                                   | 145                       | 267                |                    |                    |                    |
| New Homes Bonus                                 | 1,010                     | 1,169              | 550                | 211                | 0                  |
| Collection Fund - CT                            | 97                        | 101                | 0                  | 0                  | 0                  |
| Collection Fund - NNDR                          | 299                       | (371)              | 0                  | 0                  | 0                  |
| <b>TOTAL Funding</b>                            | <b>11,797</b>             | <b>11,495</b>      | <b>10,044</b>      | <b>9,987</b>       | <b>10,065</b>      |
| <b>Core Surplus / (Deficit)</b>                 | <b>2,904</b>              | <b>205</b>         | <b>(1,400)</b>     | <b>(2,343)</b>     | <b>(2,152)</b>     |
| <b>Additional Transfers</b>                     |                           |                    |                    |                    |                    |
| to Commercial Property Reserve                  | (2,000)                   |                    |                    |                    |                    |
| to Stability & Resilience Reserve               |                           |                    |                    |                    |                    |
| to Service Improvement Fund                     |                           | (205)              |                    |                    |                    |
| to Regeneration                                 | (450)                     |                    |                    |                    |                    |
| to Regeneration DD                              | (250)                     |                    |                    |                    |                    |
| to Workforce Planning                           | (200)                     |                    |                    |                    |                    |
| <b>Core Surplus / (Deficit) after Transfers</b> | <b>4</b>                  | <b>0</b>           | <b>(1,400)</b>     | <b>(2,343)</b>     | <b>(2,152)</b>     |



## GENERAL FUND REVENUE BUDGET SUMMARY

|   | Original<br>Estimate<br>2019/20<br>£000 | Revised<br>Estimate<br>2019/20<br>£000 | Forecast<br>2020/21<br>£000 |
|---|---|--|-----------------------------|
| <b><u>Net Cost of Services by Portfolio</u></b>     |   |  |                             |
| 1 Corporate & Democratic Services                   | 5,707                                   | 5,422                                  | 5,289                       |
| 2 Customer Experience & Improvement                 | 174                                     | 41                                     | 19                          |
| 3 Major Projects & Property                         | (2,292)                                 | (4,544)                                | (4,928)                     |
| 4 Operational Services                              | 8,661                                   | 7,951                                  | 7,847                       |
| 5 Planning & Economy                                | 2,752                                   | 2,830                                  | 2,548                       |
| 6 ICE   | 0                                       | 468                                    | 496                         |
| <b>7 PORTFOLIO NET EXPENDITURE</b>                  | <b>15,002</b>                           | <b>12,168</b>                          | <b>11,272</b>               |
| 8 Capital Accounting Charges - Reversed             | (1,964)                                 | (1,802)                                | (1,859)                     |
| 9 Pension Adj/Employee Benefits Reversed            | (496)                                   | (187)                                  | (660)                       |
| <b>10 NET EXPENDITURE AFTER ADJUSTMENTS</b>         | <b>12,542</b>                           | <b>10,179</b>                          | <b>8,753</b>                |
| <b><u>Provisions for Budget Re-structuring:</u></b> |   |  |                             |
| 11 Reductions in Service Costs/Income Generation    | (3,931)                                 | (200)                                  | (1,256)                     |
| 12 Vacancy Monitoring                               | (325)                                   | (194)                                  | (50)                        |
| 13 Variations in Service                            | 0                                       | 201                                    | 695                         |
| 14 Non-recurring Items                              | 0                                       | 50                                     | 214                         |
| <b>15 Corporate Income and Expenditure</b>          | <b>757</b>                              | <b>(1,031)</b>                         | <b>2,432</b>                |
| <b>16 Contributions to/(from) Reserve Accounts</b>  | <b>2,248</b>                            | <b>2,442</b>                           | <b>977</b>                  |
| <b>17 Central Government Funding</b>                | <b>(4,883)</b>                          | <b>(5,037)</b>                         | <b>(5,060)</b>              |
| <b>18 NET TOTAL EXPENDITURE</b>                     | <b>6,409</b>                            | <b>6,409</b>                           | <b>6,705</b>                |
| 19 Contribution to/(from) balances                  | 0                                       | 0                                      | (0)                         |
| <b>20 COUNCIL TAX REQUIREMENT</b>                   | <b>6,409</b>                            | <b>6,409</b>                           | <b>6,705</b>                |
| <b>REVENUE BALANCES</b>                             |   |  |                             |
| 21 1 April  | 1,462                                   | 2,000                                  | 2,000                       |
| 22 General Fund Transfer                            | 0                                       | 0                                      | (0)                         |
| 23 31 March   | 1,462                                   | 2,000                                  | 2,000                       |

|                            |           |           |           |
|----------------------------|-----------|-----------|-----------|
| Illustrative CT Levels (£) | 204.42    | 204.42    | 209.42    |
| CT Base                    | 31,352.21 | 31,352.21 | 32,015.23 |
| & CT Increase (%)          | 6.07      | -         | 2.45      |

|  |            |                |              |
|--|------------|----------------|--------------|
| <b>15 Corporate Income and Expenditure</b> |            |                |              |
| Interest Receivable                        | (1,358)    | (1,600)        | (1,600)      |
| Interest payable                           | 1,056      | 880            | 1,370        |
| Minimum Revenue Provision                  | 1,410      | 1,410          | 2,180        |
| Collection Fund (surplus)/deficit - Ctax   | (97)       | (97)           | (101)        |
| - NNDR                                     | (299)      | (299)          | 371          |
| Other Corporate Income and Expenditure     | 45         | (1,325)        | 212          |
| <b>Total</b>                               | <b>757</b> | <b>(1,031)</b> | <b>2,432</b> |

|  |              |              |            |
|--|--------------|--------------|------------|
| <b>16 Contributions to/(from) Reserve Accounts</b>         |              |              |            |
| Transfers to CPE Surplus Account                           | 76           | 82           | 169        |
| Contributions to/(from) earmarked reserves/prior yr grants | (218)        | 209          | (109)      |
| Contributions to/(from) Service Improvement Fund           | (93)         | (342)        | 205        |
| Contributions to/(from) Stability & Resilience Reserve     | 483          | 0            | 0          |
| Contributions to/(from) Commercial Reserve                 | 2,000        | 2,000        | 50         |
| Contributions to/(from) Pension Reserve                    | 0            | 0            | 669        |
| Contributions to/(from) ICE Reserve                        | 0            | (406)        | (212)      |
| Contributions to/(from) Regeneration Reserve               | 0            | 450          | (170)      |
| Contributions to/(from) Climate Emergence Reserve          | 0            | 0            | 250        |
| Contributions to/(from) Deprivation Reserve                | 0            | 0            | 100        |
| Contributions to/(from) Due Diligence Reserve              | 0            | 250          | 0          |
| Contributions to/(from) Workforce Reserve                  | 0            | 200          | 0          |
| Contributions to/(from) Ward Reserve                       | 0            | 0            | 26         |
| <b>Total</b>   | <b>2,248</b> | <b>2,442</b> | <b>977</b> |

|  |                |                |                |
|--|----------------|----------------|----------------|
| <b>17 Central Government Funding</b>         |                |                |                |
| New Burdens and other non-ring-fenced grants | (36)           | (145)          | (267)          |
| New Homes Bonus                              | (1,010)        | (1,010)        | (1,169)        |
| Business Rate Retention (BBR)                | (3,836)        | (3,882)        | (3,625)        |
| RBC share of rates collected                 | (19,988)       | (19,988)       | (20,261)       |
| Retained surplus (NNDR)                      | 0              | 0              | 0              |
| Tariff payable                               | 16,070         | 16,070         | 16,332         |
| Levy /(Safety net )                          | 1,265          | 1,265          | 1,539          |
| s31 grants in relation to business rates     | (1,183)        | (1,229)        | (1,235)        |
| <b>Total</b>                                 | <b>(4,883)</b> | <b>(5,037)</b> | <b>(5,060)</b> |



## REVENUE BUDGET 2020/21

| Portfolio Summary (£'s)             |     | Outturn<br>2018/19 | Original<br>2019/20 | Revised<br>2019/20 | Budget<br>2020/21 |
|-------------------------------------|-----|--------------------|---------------------|--------------------|-------------------|
| Page No                             |     | £                  | £                   | £                  | £                 |
| Corporate and Democratic Services   | 3   | 6,745,154          | 5,707,280           | 5,422,090          | 5,289,230         |
| Customer Experience and Improvement | 47  | 10,447             | 173,610             | 41,230             | 18,830            |
| Major Projects and Property         | 59  | 835,694            | (2,292,340)         | (4,544,260)        | (4,927,960)       |
| Operational Services                | 77  | 15,138,209         | 8,661,470           | 7,951,420          | 7,847,300         |
| Planning and Economy                | 123 | 2,440,082          | 2,752,160           | 2,829,990          | 2,548,290         |
| Ice Programme                       | 143 | 0                  | 0                   | 467,510            | 496,300           |
| <b>PORTFOLIO NET EXPENDITURE</b>    |     | 25,169,586         | 15,002,180          | 12,167,980         | 11,271,990        |

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services        |                | Outturn<br>2018/19 | Original<br>2019/20 | Revised<br>2019/20 | Budget<br>2020/21 |
|--|----------------|--------------------|---------------------|--------------------|-------------------|
|  |                | £                  | £                   | £                  | £                 |
| <b>Statutory</b>                         | <b>Page No</b> |                    |                     |                    |                   |
| Council Tax Collection                   | 5              | 818,017            | 931,700             | 827,380            | 810,270           |
| Rent Allowances                          | 6              | 418,012            | 497,830             | 426,260            | 496,160           |
| Finance Corporate Finance                | 7              | 343,814            | 324,750             | 337,510            | 340,530           |
| Council Tax Support Scheme               | 8              | 185,779            | 213,480             | 182,070            | 187,860           |
| Rev Cost Of Nndr Collection              | 9              | 169,493            | 197,860             | 212,210            | 205,330           |
| Dem Serv Electoral Register              | 10             | 149,641            | 168,820             | 242,620            | 173,860           |
| Dem Corp Policy Supp To Members          | 11             | 149,597            | 151,590             | 122,950            | 126,850           |
| Dem Serv Local Elections                 | 12             | 121,431            | 138,580             | 155,930            | 150,790           |
| Dem Cttee Admin Supp To Member           | 13             | 136,844            | 136,090             | 145,680            | 147,010           |
| Finance Treas Mgmt & Bank Chgs           | 14             | 87,559             | 111,770             | 112,010            | 112,060           |
| Strategy & Comms Chief Executive         | 15             | 105,640            | 109,250             | 127,660            | 133,450           |
| Dem Attendance At Member Mtgs            | 16             | 86,726             | 84,790              | 75,490             | 75,310            |
| Land Charges                             | 17             | 91,175             | 67,830              | 86,240             | 60,490            |
| External Audit & Inspection              | 18             | 56,474             | 51,290              | 49,790             | 49,850            |
| Strategy & Comms Emergency Planning      | 19             | 48,751             | 46,460              | 47,780             | 47,880            |
| Strategy & Comms Public Perf Rept        | 20             | 31,598             | 34,260              | 38,480             | 32,880            |
| Dem Statutory Information                | 21             | 1,437              | 1,290               | 1,300              | 1,310             |
|  |                | <b>3,001,988</b>   | <b>3,267,640</b>    | <b>3,191,360</b>   | <b>3,151,890</b>  |
| <b>Discretionary</b>                     |                |                    |                     |                    |                   |
| Major Grants To Orgs                     | 22             | 574,677            | 598,870             | 609,180            | 591,690           |
| Community Leisure                        | 23             | 511,887            | 563,010             | 473,570            | 401,210           |
| Dem Serv Members Expenditure             | 24             | 537,398            | 541,000             | 514,330            | 520,330           |
| Grants To Organisations                  | 25             | 235,842            | 220,710             | 189,270            | 180,350           |
| Corporate Investigation                  | 26             | 164,462            | 169,530             | 162,230            | 164,780           |
| Dem Serv Mayors Costs                    | 27             | 73,352             | 79,690              | 84,240             | 89,260            |
| Town Twinning                            | 28             | 57,294             | 63,680              | 65,460             | 62,400            |
| Community Transport                      | 29             | 47,019             | 48,400              | 49,700             | 49,680            |
| Dem Serv Civic Ceremonial                | 30             | 40,198             | 43,970              | 45,430             | 39,860            |
| Dem Serv Local Gov'T Assoc               | 31             | 31,917             | 32,360              | 31,740             | 32,630            |
| Meals On Wheels                          | 32             | 6,603              | 5,680               | 5,660              | 5,750             |
|  |                | <b>2,280,649</b>   | <b>2,366,900</b>    | <b>2,230,810</b>   | <b>2,137,940</b>  |
| <b>Retirement/Pension Costs</b>          | 33             | <b>1,462,183</b>   | <b>640</b>          | <b>650</b>         | <b>650</b>        |
| Above items carried forward to next page |                |                    |                     |                    |                   |
| 3  |                |                    |                     |                    |                   |

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services<br>continued |                | Outturn<br>2018/19 | Original<br>2019/20 | Revised<br>2019/20 | Budget<br>2020/21 |
|--|----------------|--------------------|---------------------|--------------------|-------------------|
|  |                | £                  | £                   | £                  | £                 |
| Statutory b/fwd from previous page             |                | 3,001,988          | 3,267,640           | 3,191,360          | 3,151,890         |
| Discretionary b/fwd from previous page         |                | 2,280,649          | 2,366,900           | 2,230,810          | 2,137,940         |
| Retirement/Pension Costs from prev page        |                | 1,462,183          | 640                 | 650                | 650               |
| <b>Other</b>                                   | <b>Page No</b> |                    |                     |                    |                   |
| Support Service                                | 34             | 0                  | 35,000              | 0                  | 0                 |
| Dem Serv Support Service                       | 35             | 1                  | 0                   | 0                  | 0                 |
| Dem Serv Management                            | 36             | (20)               | 0                   | 0                  | 0                 |
| S & C Corporate Policy                         | 37             | (1)                | 1,730               | 0                  | 0                 |
| Payroll Support Service                        | 38             | 1                  | 0                   | 0                  | (10)              |
| Hr Support Service                             | 39             | (60)               | 33,690              | 0                  | (10)              |
| Exec Dir Customer, Digital Management          | 40             | 118                | 480                 | (30)               | (350)             |
| Exec Director Operations Management            | 41             | 295                | 320                 | (690)              | (880)             |
| Audit Support Service                          | 42             | 0                  | 0                   | (10)               | 0                 |
| Finance Support Service                        | 43             | 0                  | 980                 | 0                  | 0                 |
| Debtors Support                                | 44             | 0                  | 0                   | 0                  | 0                 |
| Revenues Management                            | 45             | 0                  | (100)               | 0                  | 0                 |
|  |                | <b>334</b>         | <b>72,100</b>       | <b>(730)</b>       | <b>(1,250)</b>    |
| <b>Net Expenditure</b>                         |                | <b>6,745,154</b>   | <b>5,707,280</b>    | <b>5,422,090</b>   | <b>5,289,230</b>  |

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn        | Original         | Revised        | Budget         |
|--|----------------|------------------|----------------|----------------|
| COUNCIL TAX COLLECTION                       | 2018/19        | 2019/20          | 2019/20        | 2020/21        |
| <b>Cost centre C3805</b>                     |                |                  |                |                |
| <b>Executive Head of Finance</b>             | <b>£</b>       | <b>£</b>         | <b>£</b>       | <b>£</b>       |
| Employees                                    | 326,414        | 347,850          | 307,320        | 317,550        |
| Premises                                     | -              | -                | -              | -              |
| Transport Related                            | 967            | 580              | 820            | 820            |
| Supplies & Services                          | 68,951         | 76,340           | 82,160         | 76,220         |
| Third Party Payments                         | -              | -                | -              | -              |
| Transfer Payments                            | -              | -                | -              | -              |
| Support Services                             | 506,628        | 578,630          | 512,080        | 489,800        |
| Capital Accounting Charges                   | 1,324          | 3,300            | -              | 880            |
| <b>Total Expenditure</b>                     | <b>904,284</b> | <b>1,006,700</b> | <b>902,380</b> | <b>885,270</b> |
| Income including recharges to other services | (86,267)       | (75,000)         | (75,000)       | (75,000)       |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>818,017</b> | <b>931,700</b>   | <b>827,380</b> | <b>810,270</b> |

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 & Services

2018/19 underspend on software costs

Income including recharges to other services

2018/19 additional income for court costs recovered

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn           | Original          | Revised           | Budget            |
|--|-------------------|-------------------|-------------------|-------------------|
| RENT ALLOWANCES                              | 2018/19           | 2019/20           | 2019/20           | 2020/21           |
| <b>Cost centre C3811#3813</b>                |                   |                   |                   |                   |
| <b>Executive Head of Finance</b>             | <b>£</b>          | <b>£</b>          | <b>£</b>          | <b>£</b>          |
| Employees                                    | 422,380           | 454,880           | 430,490           | 461,830           |
| Premises                                     | -                 | -                 | -                 | -                 |
| Transport Related                            | 376               | 650               | 350               | 350               |
| Supplies & Services                          | 62,547            | 46,870            | 52,210            | 40,410            |
| Third Party Payments                         | -                 | -                 | -                 | -                 |
| Transfer Payments                            | 35,221,169        | 27,475,000        | 29,975,000        | 26,676,800        |
| Support Services                             | 442,640           | 502,730           | 463,960           | 445,070           |
| Capital Accounting Charges                   | 52                | -                 | -                 | 440               |
| <b>Total Expenditure</b>                     | <b>36,149,164</b> | <b>28,480,130</b> | <b>30,922,010</b> | <b>27,624,900</b> |
| Income including recharges to other services | (35,731,152)      | (27,982,300)      | (30,495,750)      | (27,128,740)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>418,012</b>    | <b>497,830</b>    | <b>426,260</b>    | <b>496,160</b>    |

Type of service: Statutory

Service Purpose: Management and administration of rent allowances.

Service Activity: Provision of rent allowances.

Explanation of significant expenditure/income changes

Employees

Vacancies in HB staff 2018/19. In 2019/20 only some of those vacancies were covered by contractors with 2020/21 budgeted at full establishment

Supplies & Services

2018/19 additional one off software costs due to benefit changes funded by government grants.

Transfer Payments

Reduction in benefit costs due to claims migrating to Universal Credit

Income including recharges to other services

Reduction in subsidy due to in benefit claims migrating to Universal Credit

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| FINANCE CORPORATE FINANCE                    | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C3402</b>                     |                |                |                |                |
| <b>Executive Head of Finance</b>             | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 84,698         | 93,770         | 103,640        | 105,610        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 15             | 10             | 20             | 20             |
| Supplies & Services                          | 6,236          | 2,420          | 2,420          | 2,420          |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 252,865        | 228,550        | 231,430        | 232,480        |
| Capital Accounting Charges                   | -              | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>343,814</b> | <b>324,750</b> | <b>337,510</b> | <b>340,530</b> |
| Income including recharges to other services | -              | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>343,814</b> | <b>324,750</b> | <b>337,510</b> | <b>340,530</b> |

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

Reduction in spend in 2018/19 due to staff vacancies. Increase in 2019/20 salary costs due to appointment at mid-point of grade



## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| COUNCIL TAX SUPPORT SCHEME                   | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C3806</b>                     |                |                |                |                |
| <b>Executive Head of Finance</b>             | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 193,239        | 210,690        | 171,980        | 185,880        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 188            | 320            | 190            | 190            |
| Supplies & Services                          | 545            | -              | 14,390         | 4,500          |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | 11,371         | 10,000         | 12,000         | 12,000         |
| Support Services                             | 60,677         | 68,470         | 61,510         | 59,390         |
| Capital Accounting Charges                   | 27             | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>266,047</b> | <b>289,480</b> | <b>260,070</b> | <b>261,960</b> |
| Income including recharges to other services | (80,268)       | (76,000)       | (78,000)       | (74,100)       |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>185,779</b> | <b>213,480</b> | <b>182,070</b> | <b>187,860</b> |

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

Employees

Vacancies in HB staff 2018/19. In 2019/20 only some of those vacancies were covered by contractors with 2020/21 budgeted at full establishment

Supplies & Services

2019/20 only consultancy costs vired from other budgets. Revised 2019/20 onwards software costs previously shown in Rent allowances now shown in this cost centre as are attributable to CT support

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| REV COST OF NNDR COLLECTION                  | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C3804</b>                     |                |                |                |                |
| <b>Executive Head of Finance</b>             | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 141,351        | 149,850        | 158,620        | 160,830        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 448            | 190            | 700            | 700            |
| Supplies & Services                          | 13,009         | 13,950         | 17,890         | 14,630         |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 138,107        | 155,660        | 162,990        | 156,080        |
| Capital Accounting Charges                   | 96             | 210            | -              | 1,080          |
| <b>Total Expenditure</b>                     | <b>293,011</b> | <b>319,860</b> | <b>340,200</b> | <b>333,320</b> |
| Income including recharges to other services | (123,518)      | (122,000)      | (127,990)      | (127,990)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>169,493</b> | <b>197,860</b> | <b>212,210</b> | <b>205,330</b> |

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

Vacancies in 2018/19. 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 2020/21

| Corporate and Democratic Services                   | Outturn        | Original       | Revised        | Budget         |
|---|----------------|----------------|----------------|----------------|
| DEM SERV ELECTORAL REGISTER                         | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C1302</b>                            |                |                |                |                |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees   | 75,771         | 64,540         | 91,660         | 70,270         |
| Premises  | -              | -              | -              | -              |
| Transport Related                                   | 293            | 290            | 280            | 280            |
| Supplies & Services                                 | 50,505         | 75,200         | 126,500        | 67,200         |
| Third Party Payments                                | -              | -              | -              | -              |
| Transfer Payments                                   | -              | -              | -              | -              |
| Support Services                                    | 40,201         | 40,390         | 40,530         | 37,910         |
| Capital Accounting Charges                          | -              | -              | -              | -              |
| <b>Total Expenditure</b>                            | <b>166,770</b> | <b>180,420</b> | <b>258,970</b> | <b>175,660</b> |
| Income including recharges to other services        | (17,129)       | (11,600)       | (16,350)       | (1,800)        |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>149,641</b> | <b>168,820</b> | <b>242,620</b> | <b>173,860</b> |

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**

2019/20 includes a budget for transitional costs relating to the Individual registration (IER) and is being used for outcomes of the electoral services review

**Income including recharges to other services**

Fluctuations in grant received from government relating to the transitional costs of IER which ends in 2019/20

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn        | Original       | Revised        | Budget         |
|---|----------------|----------------|----------------|----------------|
| DEM CORP POLICY SUPP TO MEMBERS                     | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C1317</b>                            |                |                |                |                |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees   | 114,079        | 118,410        | 85,780         | 90,590         |
| Premises  | -              | -              | -              | -              |
| Transport Related                                   | 143            | 230            | 110            | 110            |
| Supplies & Services                                 | -              | -              | -              | -              |
| Third Party Payments                                | -              | -              | -              | -              |
| Transfer Payments                                   | -              | -              | -              | -              |
| Support Services                                    | 35,375         | 32,950         | 37,060         | 36,150         |
| Capital Accounting Charges                          | -              | -              | -              | -              |
| <b>Total Expenditure</b>                            | <b>149,597</b> | <b>151,590</b> | <b>122,950</b> | <b>126,850</b> |
| Income including recharges to other services        | -              | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>149,597</b> | <b>151,590</b> | <b>122,950</b> | <b>126,850</b> |

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.

Reallocation of costs to supplies and services

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn        | Original       | Revised        | Budget         |
|---|----------------|----------------|----------------|----------------|
| DEM SERV LOCAL ELECTIONS                            | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C1303</b>                            |                |                |                |                |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees   | 68,084         | 69,150         | 71,400         | 69,770         |
| Premises  | 5,553          | 5,800          | 9,130          | 8,500          |
| Transport Related                                   | 131            | 660            | 780            | 830            |
| Supplies & Services                                 | 46,538         | 44,680         | 52,790         | 51,090         |
| Third Party Payments                                | -              | -              | -              | -              |
| Transfer Payments                                   | -              | -              | -              | -              |
| Support Services                                    | 21,898         | 18,440         | 22,160         | 20,900         |
| Capital Accounting Charges                          | -              | -              | -              | -              |
| <b>Total Expenditure</b>                            | <b>142,204</b> | <b>138,730</b> | <b>156,260</b> | <b>151,090</b> |
| Income including recharges to other services        | (20,773)       | (150)          | (330)          | (300)          |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>121,431</b> | <b>138,580</b> | <b>155,930</b> | <b>150,790</b> |

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

Supplies & Services

Reallocation of budgets previously shown in Employee costs

Income including recharges to other services

Contributions are dependent upon council administering Elections organised on behalf of Government and Hampshire County Council

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn        | Original       | Revised        | Budget         |
|---|----------------|----------------|----------------|----------------|
| DEM CTTEE ADMIN SUPP TO MEMBER                      | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C1316</b>                            |                |                |                |                |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees   | 83,384         | 79,170         | 91,810         | 92,150         |
| Premises  | -              | -              | -              | -              |
| Transport Related                                   | 182            | 430            | 280            | 280            |
| Supplies & Services                                 | 12,026         | 16,100         | 14,100         | 15,350         |
| Third Party Payments                                | -              | -              | -              | -              |
| Transfer Payments                                   | -              | -              | -              | -              |
| Support Services                                    | 38,252         | 37,390         | 36,490         | 36,230         |
| Capital Accounting Charges                          | 3,000          | 3,000          | 3,000          | 3,000          |
| <b>Total Expenditure</b>                            | <b>136,844</b> | <b>136,090</b> | <b>145,680</b> | <b>147,010</b> |
| Income including recharges to other services        | -              | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>136,844</b> | <b>136,090</b> | <b>145,680</b> | <b>147,010</b> |

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.

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn       | Original       | Revised        | Budget         |
|--|---------------|----------------|----------------|----------------|
| FINANCE TREAS MGMT & BANK CHGS               | 2018/19       | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C3403</b>                     |               |                |                |                |
| <b>Executive Head of Finance</b>             | <b>£</b>      | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 21,509        | 24,410         | 26,360         | 26,660         |
| Premises                                     | -             | -              | -              | -              |
| Transport Related                            | 18            | -              | 10             | -              |
| Supplies & Services                          | 27,294        | 50,700         | 49,000         | 49,000         |
| Third Party Payments                         | -             | -              | -              | -              |
| Transfer Payments                            | -             | -              | -              | -              |
| Support Services                             | 38,738        | 36,660         | 36,640         | 36,400         |
| Capital Accounting Charges                   | -             | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>87,559</b> | <b>111,770</b> | <b>112,010</b> | <b>112,060</b> |
| Income including recharges to other services | -             | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>87,559</b> | <b>111,770</b> | <b>112,010</b> | <b>112,060</b> |

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

Supplies & Services

Increase in brokers fees due to a change in the Council's borrowing requirements

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn        | Original       | Revised        | Budget         |
|---|----------------|----------------|----------------|----------------|
| STRATEGY & COMMS CHIEF EXECUTIVE                    | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C1407</b>                            |                |                |                |                |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees   | 89,946         | 93,180         | 102,990        | 108,710        |
| Premises  | -              | -              | -              | -              |
| Transport Related                                   | 71             | 120            | 80             | 80             |
| Supplies & Services                                 | -              | -              | -              | -              |
| Third Party Payments                                | -              | -              | -              | -              |
| Transfer Payments                                   | -              | -              | -              | -              |
| Support Services                                    | 15,623         | 15,950         | 24,590         | 24,660         |
| Capital Accounting Charges                          | -              | -              | -              | -              |
| <b>Total Expenditure</b>                            | <b>105,640</b> | <b>109,250</b> | <b>127,660</b> | <b>133,450</b> |
| Income including recharges to other services        | -              | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>105,640</b> | <b>109,250</b> | <b>127,660</b> | <b>133,450</b> |

Type of service: Statutory

Service Purpose: Chief Executive's operational budget.

Service Activity: To support the Chief Executive function.

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 2020/21

| Corporate and Democratic Services                   | Outturn       | Original      | Revised       | Budget        |
|---|---------------|---------------|---------------|---------------|
| DEM ATTENDANCE AT MEMBER MTGS                       | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C1318</b>                            |               |               |               |               |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees   | 59,535        | 59,800        | 47,110        | 47,680        |
| Premises  | -             | -             | -             | -             |
| Transport Related                                   | 99            | 160           | 120           | 120           |
| Supplies & Services                                 | -             | -             | -             | -             |
| Third Party Payments                                | -             | -             | -             | -             |
| Transfer Payments                                   | -             | -             | -             | -             |
| Support Services                                    | 27,092        | 24,830        | 28,260        | 27,510        |
| Capital Accounting Charges                          | -             | -             | -             | -             |
| <b>Total Expenditure</b>                            | <b>86,726</b> | <b>84,790</b> | <b>75,490</b> | <b>75,310</b> |
| Income including recharges to other services        | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>86,726</b> | <b>84,790</b> | <b>75,490</b> | <b>75,310</b> |

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.

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 2020/21

| Corporate and Democratic Services            | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| LAND CHARGES                                 | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| Cost centre C1200                            |                |                |                |                |
| Corporate Manager Legal Services             | £              | £              | £              | £              |
| Employees                                    | 70,220         | 68,480         | 67,660         | 68,060         |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 1              | -              | -              | -              |
| Supplies & Services                          | 21,743         | 19,520         | 39,670         | 19,170         |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 82,777         | 79,830         | 78,910         | 73,260         |
| Capital Accounting Charges                   | -              | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>174,741</b> | <b>167,830</b> | <b>186,240</b> | <b>160,490</b> |
| Income including recharges to other services | (83,566)       | (100,000)      | (100,000)      | (100,000)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>91,175</b>  | <b>67,830</b>  | <b>86,240</b>  | <b>60,490</b>  |

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

Revised budget was increased to allow for additional searches HCC have done on our behalf as a special circumstance. The budgets reduce down to the usual levels in 20/21.

Income

18/19 outturn showed an unusually low income stream for searches. Expected to revert to the usual levels after this.

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| EXTERNAL AUDIT & INSPECTION                  | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C3404</b>                     |               |               |               |               |
| <b>Executive Head of Finance</b>             | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 8,358         | 10,110        | 8,750         | 8,880         |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | 49            | 10            | -             | -             |
| Supplies & Services                          | 44,040        | 38,380        | 38,380        | 38,380        |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 4,027         | 2,790         | 2,660         | 2,590         |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>56,474</b> | <b>51,290</b> | <b>49,790</b> | <b>49,850</b> |
| Income including recharges to other services | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>56,474</b> | <b>51,290</b> | <b>49,790</b> | <b>49,850</b> |

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

Supplies & Services

Additional audit fee works carried out in 2018/19

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn       | Original      | Revised       | Budget        |
|---|---------------|---------------|---------------|---------------|
| STRATEGY & COMMS EMERGENCY PLANNING                 | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C1404</b>                            |               |               |               |               |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees   | 13,109        | 11,780        | 15,620        | 15,830        |
| Premises  | -             | -             | -             | -             |
| Transport Related                                   | 8             | 20            | 40            | 30            |
| Supplies & Services                                 | 21,886        | 23,100        | 22,630        | 22,900        |
| Third Party Payments                                | -             | -             | -             | -             |
| Transfer Payments                                   | -             | -             | -             | -             |
| Support Services                                    | 13,748        | 11,560        | 9,490         | 9,120         |
| Capital Accounting Charges                          | -             | -             | -             | -             |
| <b>Total Expenditure</b>                            | <b>48,751</b> | <b>46,460</b> | <b>47,780</b> | <b>47,880</b> |
| Income including recharges to other services        | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>48,751</b> | <b>46,460</b> | <b>47,780</b> | <b>47,880</b> |

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.

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn       | Original      | Revised       | Budget        |
|---|---------------|---------------|---------------|---------------|
| STRATEGY & COMMS PUBLIC PERF REPT                   | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C1408</b>                            |               |               |               |               |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees   | 23,409        | 26,010        | 29,800        | 24,410        |
| Premises  | -             | -             | -             | -             |
| Transport Related                                   | 36            | 70            | 30            | 20            |
| Supplies & Services                                 | -             | 400           | 400           | 400           |
| Third Party Payments                                | -             | -             | -             | -             |
| Transfer Payments                                   | -             | -             | -             | -             |
| Support Services                                    | 8,153         | 7,780         | 8,250         | 8,050         |
| Capital Accounting Charges                          | -             | -             | -             | -             |
| <b>Total Expenditure</b>                            | <b>31,598</b> | <b>34,260</b> | <b>38,480</b> | <b>32,880</b> |
| Income including recharges to other services        | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>31,598</b> | <b>34,260</b> | <b>38,480</b> | <b>32,880</b> |

Type of service: Statutory

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

Service Activity: Production and printing of the Corporate Plan.

Explanation of significant expenditure/income changes

Employees

Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn      | Original     | Revised      | Budget       |
|---|--------------|--------------|--------------|--------------|
| DEM STATUTORY INFORMATION                           | 2018/19      | 2019/20      | 2019/20      | 2020/21      |
| <b>Cost centre C1319</b>                            |              |              |              |              |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>     | <b>£</b>     | <b>£</b>     | <b>£</b>     |
| Employees   | -            | -            | -            | -            |
| Premises  | -            | -            | -            | -            |
| Transport Related                                   | -            | -            | -            | -            |
| Supplies & Services                                 | -            | -            | -            | -            |
| Third Party Payments                                | -            | -            | -            | -            |
| Transfer Payments                                   | -            | -            | -            | -            |
| Support Services                                    | 1,437        | 1,290        | 1,300        | 1,310        |
| Capital Accounting Charges                          | -            | -            | -            | -            |
| <b>Total Expenditure</b>                            | <b>1,437</b> | <b>1,290</b> | <b>1,300</b> | <b>1,310</b> |
| Income including recharges to other services        | -            | -            | -            | -            |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>1,437</b> | <b>1,290</b> | <b>1,300</b> | <b>1,310</b> |

Type of service: Statutory

Service Purpose: Democratic statutory information.

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

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn        | Original       | Revised        | Budget         |
|---|----------------|----------------|----------------|----------------|
| MAJOR GRANTS TO ORGS                                | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2535</b>                            |                |                |                |                |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees   | 11,653         | 10,670         | 11,490         | 11,720         |
| Premises  | -              | -              | -              | -              |
| Transport Related                                   | 39             | 50             | 50             | 50             |
| Supplies & Services                                 | 101,595        | 122,510        | 127,510        | 122,510        |
| Third Party Payments                                | -              | -              | -              | -              |
| Transfer Payments                                   | 453,440        | 458,000        | 462,190        | 449,850        |
| Support Services                                    | 7,950          | 7,640          | 7,940          | 7,560          |
| Capital Accounting Charges                          | -              | -              | -              | -              |
| <b>Total Expenditure</b>                            | <b>574,677</b> | <b>598,870</b> | <b>609,180</b> | <b>591,690</b> |
| Income including recharges to other services        | -              | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>574,677</b> | <b>598,870</b> | <b>609,180</b> | <b>591,690</b> |

Type of service: Discretionary

Service Purpose: To provide assistance to non-profit making organisations.

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

Explanation of significant expenditure/income changes

**Supplies & Services**

This budget reflects the notional costs associated with granting parking permits to various voluntary organisations and charities. 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. The 2018/19 Outturn is lower than the Original 2019/20 budget onwards as a 2018/19 permit renewal for one organisation was processed in the 2017/18 financial year instead of the 2018/19 financial year.

**Transfer Payments**

See breakdown below:

Analysis of Transfer Payments

|  |                |                |                |                |
|--|----------------|----------------|----------------|----------------|
| Citizens Advice                                | 259,590        | 259,590        | 274,780        | 272,440        |
| Farnborough & Cove War Memorial Hospital Trust | 102,570        | 102,570        | 92,570         | 82,570         |
| Rushmoor Voluntary Service                     | 75,500         | 75,500         | 75,500         | 75,500         |
| 35-39 High Street Service Charge               | 15,780         | 20,340         | 19,340         | 19,340         |
| <b>Total of all Transfer Payments</b>          | <b>453,440</b> | <b>458,000</b> | <b>462,190</b> | <b>449,850</b> |

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn        | Original       | Revised        | Budget         |
|---|----------------|----------------|----------------|----------------|
| COMMUNITY LEISURE                                   | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2508</b>                            |                |                |                |                |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees   | 330,971        | 353,880        | 263,180        | 240,730        |
| Premises  | -              | -              | -              | -              |
| Transport Related                                   | 1,734          | 2,310          | 1,400          | 1,150          |
| Supplies & Services                                 | 9,171          | 29,140         | 51,450         | 17,140         |
| Third Party Payments                                | -              | -              | -              | -              |
| Transfer Payments                                   | 14,612         | 14,610         | 14,610         | 14,610         |
| Support Services                                    | 160,292        | 167,570        | 148,720        | 141,440        |
| Capital Accounting Charges                          | -              | -              | -              | -              |
| <b>Total Expenditure</b>                            | <b>516,780</b> | <b>567,510</b> | <b>479,360</b> | <b>415,070</b> |
| Income including recharges to other services        | (4,893)        | (4,500)        | (5,790)        | (13,860)       |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>511,887</b> | <b>563,010</b> | <b>473,570</b> | <b>401,210</b> |

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 Outturn, 2019/20 Original Budget and 2019/20 Revised Estimate include the cost of a temporary post funded from Earmarked Reserves. 2019/20 Revised Budget onwards reflects a reduction in budget in this cost centre as 2 posts are now allocating to the Economic Development cost centre.

**Supplies & Services**

2018/19 Outturn reflected a reduction in spend on printing and operational equipment. 2019/20 Original Budget and 2019/20 Revised Budget include the non recurring budgets for initiatives to promote healthy weights and city cycling and re-signing of the Military Covenant. 2019/20 Revised Budget also includes the carry forward of budgets from 2018/19 for the cycle track feasibility study and Fair Trade Activities. Other expenditure in 2019/20 Revised Budget is mainly due to spend on uniting communities and other developing our community activities and projects which is funded from grants and external contributions.

**Income**

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



## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn        | Original       | Revised        | Budget         |
|---|----------------|----------------|----------------|----------------|
| DEM SERV MEMBERS EXPENDITURE                        | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C1310</b>                            |                |                |                |                |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees   | 356,716        | 355,570        | 361,770        | 368,250        |
| Premises  | -              | -              | -              | -              |
| Transport Related                                   | (137)          | 160            | 130            | 130            |
| Supplies & Services                                 | 12,947         | 13,130         | 13,690         | 13,690         |
| Third Party Payments                                | -              | -              | -              | -              |
| Transfer Payments                                   | -              | -              | -              | -              |
| Support Services                                    | 167,872        | 172,140        | 138,740        | 138,260        |
| Capital Accounting Charges                          | -              | -              | -              | -              |
| <b>Total Expenditure</b>                            | <b>537,398</b> | <b>541,000</b> | <b>514,330</b> | <b>520,330</b> |
| Income including recharges to other services        | -              | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>537,398</b> | <b>541,000</b> | <b>514,330</b> | <b>520,330</b> |

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.

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services   | Outturn        | Original       | Revised        | Budget         |
|---|----------------|----------------|----------------|----------------|
| GRANTS TO ORGANISATIONS   | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2513</b>  |                |                |                |                |
| <b>Head of Democracy, Strategy and Partnerships</b>   | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees   | 25,574         | 25,320         | 24,530         | 25,220         |
| Premises  | -              | -              | -              | -              |
| Transport Related   | 88             | 100            | 80             | 80             |
| Supplies & Services   | 1,329          | 2,110          | 2,110          | 2,110          |
| Third Party Payments  | -              | -              | -              | -              |
| Transfer Payments   | 253,252        | 177,630        | 224,540        | 216,610        |
| Support Services  | 17,114         | 16,550         | 16,390         | 15,580         |
| Capital Accounting Charges  | -              | -              | -              | -              |
| <b>Total Expenditure</b>  | <b>297,357</b> | <b>221,710</b> | <b>267,650</b> | <b>259,600</b> |
| Income including recharges to other services  | (61,515)       | (1,000)        | (78,380)       | (79,250)       |
| <b>NET GENERAL FUND REQUIREMENT</b>   | <b>235,842</b> | <b>220,710</b> | <b>189,270</b> | <b>180,350</b> |
| 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.   |                |                |                |                |
| <u>Explanation of significant expenditure/income changes</u>  |                |                |                |                |
| Transfer Payments - See breakdown below:  |                |                |                |                |
| #1 Grants & Contributions   | 37,589         | 20,000         | 20,000         | 20,000         |
| #2 Farnborough Airport Community Environmental Fund   | 56,197         | 0              | 65,000         | 66,000         |
| Service Charge  | 1,640          | 2,120          | 2,100          | 2,100          |
| Community Matters Partnership   | 2,500          | 2,500          | 2,500          | 2,500          |
| #3 Community Lottery Grants   | 0              | 0              | 12,380         | 12,250         |
| #4 Rent Relief  | 155,325        | 153,010        | 122,560        | 113,760        |
| Total of all Transfer Payments  | 253,252        | 177,630        | 224,540        | 216,610        |
| #1 2018/19 Outturn includes a one-off grant for Financial Assistance to Aldershot Town Football Club towards external gas main works to the site.   |                |                |                |                |
| #2 2018/19 Outturn shows the amount of Farnborough Airport Community Environmental Fund used and received in year. From 2019/20 Revised Budget onwards we are showing the anticipated spend in our budgets along with the Income.   |                |                |                |                |
| #3 From 2019/20 Revised Budget onwards we are including in our budgets the anticipated spend of the Community Fund for successful Community Fund Grant applications. In the income section we are including the anticipated income the Council will receive from the Community Lottery for the Community Fund that the Council will then pay out to successful Community Fund Grant applications. |                |                |                |                |
| #4 2019/20 Rev Bud onwards reflects reduction in rent relief re closure of the Farnborough Community Centre   |                |                |                |                |
| Income - See breakdown below:   |                |                |                |                |
| #2 Farnborough Airport Community Environmental Fund   | (61,563)       | 0              | (65,000)       | (66,000)       |
| #3 Community Lottery Fund   | 0              | 0              | (12,380)       | (12,250)       |
| Lottery Management Fee  | 48             | (1,000)        | (1,000)        | (1,000)        |
| Total of all Income   | (61,515)       | (1,000)        | (78,380)       | (79,250)       |

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| CORPORATE INVESTIGATION                      | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C3809</b>                     |                |                |                |                |
| <b>Executive Head of Finance</b>             | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 110,191        | 116,690        | 110,760        | 114,250        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 963            | 1,100          | 860            | 860            |
| Supplies & Services                          | 4,968          | 3,850          | 3,150          | 4,750          |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 49,682         | 47,890         | 47,460         | 44,920         |
| Capital Accounting Charges                   | -              | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>165,804</b> | <b>169,530</b> | <b>162,230</b> | <b>164,780</b> |
| Income including recharges to other services | (1,342)        | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>164,462</b> | <b>169,530</b> | <b>162,230</b> | <b>164,780</b> |

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.

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 2020/21

| Corporate and Democratic Services                   | Outturn       | Original      | Revised       | Budget         |
|---|---------------|---------------|---------------|----------------|
| DEM SERV MAYORS COSTS                               | 2018/19       | 2019/20       | 2019/20       | 2020/21        |
| <b>Cost centre C1304</b>                            |               |               |               |                |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>       |
| Employees   | 50,332        | 50,740        | 54,140        | 59,030         |
| Premises  | -             | -             | -             | -              |
| Transport Related                                   | 3,538         | 7,260         | 6,170         | 6,170          |
| Supplies & Services                                 | 15,888        | 16,010        | 12,670        | 17,890         |
| Third Party Payments                                | -             | -             | -             | -              |
| Transfer Payments                                   | -             | -             | -             | -              |
| Support Services                                    | 17,987        | 17,280        | 19,760        | 19,870         |
| Capital Accounting Charges                          | -             | -             | -             | -              |
| <b>Total Expenditure</b>                            | <b>87,745</b> | <b>91,290</b> | <b>92,740</b> | <b>102,960</b> |
| Income including recharges to other services        | (14,393)      | (11,600)      | (8,500)       | (13,700)       |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>73,352</b> | <b>79,690</b> | <b>84,240</b> | <b>89,260</b>  |

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

Supplies & Services

Expenditure deferred to end of Mayoral year in May 2020.

Income including recharges to other services

Income related to expenditure deferred to end of Mayoral year in May 2020

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn       | Original      | Revised       | Budget        |
|---|---------------|---------------|---------------|---------------|
| TOWN TWINNING                                       | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2531</b>                            |               |               |               |               |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees   | 39,558        | 40,220        | 39,780        | 40,130        |
| Premises  | -             | -             | -             | -             |
| Transport Related                                   | 617           | 540           | 360           | 360           |
| Supplies & Services                                 | 510           | 6,000         | 9,200         | 6,400         |
| Third Party Payments                                | -             | -             | -             | -             |
| Transfer Payments                                   | -             | -             | -             | -             |
| Support Services                                    | 16,609        | 16,920        | 16,120        | 15,510        |
| Capital Accounting Charges                          | -             | -             | -             | -             |
| <b>Total Expenditure</b>                            | <b>57,294</b> | <b>63,680</b> | <b>65,460</b> | <b>62,400</b> |
| Income including recharges to other services        | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>57,294</b> | <b>63,680</b> | <b>65,460</b> | <b>62,400</b> |

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 Outturn reflected an underspend of budget which was carried forward and included in the 2019/20 Revised Budget. 2019/20 Original Budget included a permanent transfer of budget from the Civic Ceremonial cost centre for Twinning Events.

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn       | Original      | Revised       | Budget        |
|---|---------------|---------------|---------------|---------------|
| COMMUNITY TRANSPORT                                 | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2534</b>                            |               |               |               |               |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees   | 2,151         | 1,620         | 2,840         | 2,880         |
| Premises  | -             | -             | -             | -             |
| Transport Related                                   | 4             | 10            | 20            | 20            |
| Supplies & Services                                 | -             | -             | -             | -             |
| Third Party Payments                                | 10,570        | 10,570        | 10,570        | 10,570        |
| Transfer Payments                                   | 31,837        | 33,900        | 33,900        | 33,900        |
| Support Services                                    | 2,457         | 2,300         | 2,370         | 2,310         |
| Capital Accounting Charges                          | -             | -             | -             | -             |
| <b>Total Expenditure</b>                            | <b>47,019</b> | <b>48,400</b> | <b>49,700</b> | <b>49,680</b> |
| Income including recharges to other services        | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>47,019</b> | <b>48,400</b> | <b>49,700</b> | <b>49,680</b> |

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.

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn       | Original      | Revised       | Budget        |
|---|---------------|---------------|---------------|---------------|
| DEM SERV CIVIC CEREMONIAL                           | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C1300</b>                            |               |               |               |               |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees   | 20,912        | 21,690        | 23,590        | 24,340        |
| Premises  | -             | -             | -             | -             |
| Transport Related                                   | 30            | 80            | 60            | 60            |
| Supplies & Services                                 | 12,100        | 14,750        | 14,450        | 7,600         |
| Third Party Payments                                | -             | -             | -             | -             |
| Transfer Payments                                   | -             | -             | -             | -             |
| Support Services                                    | 7,156         | 7,450         | 7,830         | 7,860         |
| Capital Accounting Charges                          | -             | -             | -             | -             |
| <b>Total Expenditure</b>                            | <b>40,198</b> | <b>43,970</b> | <b>45,930</b> | <b>39,860</b> |
| Income including recharges to other services        | -             | -             | (500)         | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>40,198</b> | <b>43,970</b> | <b>45,430</b> | <b>39,860</b> |

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

Supplies & Services

2018/19 and 2019/20 include budgets for Commemorative events (non recurring items)

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn       | Original      | Revised       | Budget        |
|---|---------------|---------------|---------------|---------------|
| DEM SERV LOCAL GOV'T ASSOC                          | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C1313</b>                            |               |               |               |               |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees   | 16,034        | 16,670        | 16,590        | 16,890        |
| Premises  | -             | -             | -             | -             |
| Transport Related                                   | 13            | 30            | 30            | 30            |
| Supplies & Services                                 | 11,963        | 12,000        | 11,200        | 11,800        |
| Third Party Payments                                | -             | -             | -             | -             |
| Transfer Payments                                   | -             | -             | -             | -             |
| Support Services                                    | 3,907         | 3,660         | 3,920         | 3,910         |
| Capital Accounting Charges                          | -             | -             | -             | -             |
| <b>Total Expenditure</b>                            | <b>31,917</b> | <b>32,360</b> | <b>31,740</b> | <b>32,630</b> |
| Income including recharges to other services        | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>31,917</b> | <b>32,360</b> | <b>31,740</b> | <b>32,630</b> |

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.



## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn      | Original     | Revised      | Budget       |
|---|--------------|--------------|--------------|--------------|
| MEALS ON WHEELS                                     | 2018/19      | 2019/20      | 2019/20      | 2020/21      |
| <b>Cost centre C2536</b>                            |              |              |              |              |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>     | <b>£</b>     | <b>£</b>     | <b>£</b>     |
| Employees   | 2,151        | 1,420        | 1,400        | 1,480        |
| Premises  | -            | -            | -            | -            |
| Transport Related                                   | 4            | 10           | 10           | 10           |
| Supplies & Services                                 | -            | -            | -            | -            |
| Third Party Payments                                | -            | -            | -            | -            |
| Transfer Payments                                   | 2,500        | 2,500        | 2,500        | 2,500        |
| Support Services                                    | 1,948        | 1,750        | 1,750        | 1,760        |
| Capital Accounting Charges                          | -            | -            | -            | -            |
| <b>Total Expenditure</b>                            | <b>6,603</b> | <b>5,680</b> | <b>5,660</b> | <b>5,750</b> |
| Income including recharges to other services        | -            | -            | -            | -            |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>6,603</b> | <b>5,680</b> | <b>5,660</b> | <b>5,750</b> |

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.

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn          | Original   | Revised    | Budget     |
|--|------------------|------------|------------|------------|
| RETIREMENT/PENSION COSTS                     | 2018/19          | 2019/20    | 2019/20    | 2020/21    |
| <b>Cost centre C1416</b>                     |                  |            |            |            |
| <b>Executive Head of People</b>              | <b>£</b>         | <b>£</b>   | <b>£</b>   | <b>£</b>   |
| Employees                                    | 1,373,539        | -          | -          | -          |
| Premises                                     | -                | -          | -          | -          |
| Transport Related                            | -                | -          | -          | -          |
| Supplies & Services                          | -                | -          | -          | -          |
| Third Party Payments                         | -                | -          | -          | -          |
| Transfer Payments                            | -                | -          | -          | -          |
| Support Services                             | 719              | 640        | 650        | 650        |
| Capital Accounting Charges                   | 87,925           | -          | -          | -          |
| <b>Total Expenditure</b>                     | <b>1,462,183</b> | <b>640</b> | <b>650</b> | <b>650</b> |
| Income including recharges to other services | -                | -          | -          | -          |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>1,462,183</b> | <b>640</b> | <b>650</b> | <b>650</b> |

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.

Explanation of significant expenditure/income changes

Employees

Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| SUPPORT SERVICE                              | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C1202</b>                     |                |                |                |                |
| <b>Corporate Manager Legal Services</b>      | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 408,343        | 355,120        | 420,390        | 372,770        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 33             | -              | 20             | 20             |
| Supplies & Services                          | 67,297         | 104,390        | 67,570         | 84,390         |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 97,572         | 94,920         | 94,040         | 93,110         |
| Capital Accounting Charges                   | -              | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>573,245</b> | <b>554,430</b> | <b>582,020</b> | <b>550,290</b> |
| Income including recharges to other services | (573,245)      | (519,430)      | (582,020)      | (550,290)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>0</b>       | <b>35,000</b>  | <b>0</b>       | <b>0</b>       |

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

19/20 original reflects virements to temporary staff code to cover solicitors employed on a contract or temporary basis. Revised reflects additional staff budget needed to cover increased legal work for Property. Back to usual levels for 20/21

Supplies & Services

Counsels Fees' budget are historically vired to cover temporary staff costs for higher contractor fees. Original budgets are reverted to real starting points.

Income

Anomalies in the S106 income and subsequent income streams. The actual levels going forward and the amounts to be charged are a 'work-in-process'

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn       | Original      | Revised       | Budget        |
|---|---------------|---------------|---------------|---------------|
| DEM SERV SUPPORT SERVICE                            | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C1312</b>                            |               |               |               |               |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees   | 30,403        | 52,890        | 30,790        | 31,430        |
| Premises  | -             | -             | -             | -             |
| Transport Related                                   | 42            | 130           | 110           | 110           |
| Supplies & Services                                 | -             | -             | -             | -             |
| Third Party Payments                                | -             | -             | -             | -             |
| Transfer Payments                                   | -             | -             | -             | -             |
| Support Services                                    | 14,189        | 14,610        | 12,190        | 12,080        |
| Capital Accounting Charges                          | -             | -             | -             | -             |
| <b>Total Expenditure</b>                            | <b>44,634</b> | <b>67,630</b> | <b>43,090</b> | <b>43,620</b> |
| Income including recharges to other services        | (44,633)      | (67,630)      | (43,090)      | (43,620)      |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>1</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      |

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.

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn       | Original      | Revised       | Budget        |
|---|---------------|---------------|---------------|---------------|
| DEM SERV MANAGEMENT                                 | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C1314</b>                            |               |               |               |               |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees   | 5,303         | 4,750         | 4,820         | 4,820         |
| Premises  | -             | -             | -             | -             |
| Transport Related                                   | -             | -             | -             | -             |
| Supplies & Services                                 | 12,986        | 10,050        | 9,900         | 9,700         |
| Third Party Payments                                | -             | -             | -             | -             |
| Transfer Payments                                   | -             | -             | -             | -             |
| Support Services                                    | -             | -             | -             | -             |
| Capital Accounting Charges                          | -             | -             | -             | -             |
| <b>Total Expenditure</b>                            | <b>18,289</b> | <b>14,800</b> | <b>14,720</b> | <b>14,520</b> |
| Income including recharges to other services        | (18,309)      | (14,800)      | (14,720)      | (14,520)      |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>(20)</b>   | <b>0</b>      | <b>0</b>      | <b>0</b>      |

Type of service: Overheads

Service Purpose: Democratic Services management.

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

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services                   | Outturn          | Original         | Revised          | Budget         |
|---|------------------|------------------|------------------|----------------|
| S & C CORPORATE POLICY                              | 2018/19          | 2019/20          | 2019/20          | 2020/21        |
| <b>Cost centre C1409</b>                            |                  |                  |                  |                |
| <b>Head of Democracy, Strategy and Partnerships</b> | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>       |
| Employees   | 416,667          | 486,250          | 439,820          | 452,080        |
| Premises  | -                | -                | -                | -              |
| Transport Related                                   | 675              | 1,010            | 590              | 520            |
| Supplies & Services                                 | 176,032          | 203,530          | 207,480          | 2,750          |
| Third Party Payments                                | -                | -                | -                | -              |
| Transfer Payments                                   | -                | -                | -                | -              |
| Support Services                                    | 436,342          | 526,870          | 436,190          | 427,810        |
| Capital Accounting Charges                          | 168,836          | -                | -                | -              |
| <b>Total Expenditure</b>                            | <b>1,198,552</b> | <b>1,217,660</b> | <b>1,084,080</b> | <b>883,160</b> |
| Income including recharges to other services        | (1,198,553)      | (1,215,930)      | (1,084,080)      | (883,160)      |
| <b>NET GENERAL FUND REQUIREMENT</b>                 | <b>(1)</b>       | <b>1,730</b>     | <b>0</b>         | <b>0</b>       |

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. Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

**Supplies & Services**

2018/19 and 2019/20 include one off costs re Organisational Restructure and Transitional Arrangements funded by Service Improvement Fund

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| PAYROLL SUPPORT SERVICE                      | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C1414</b>                     |               |               |               |               |
| <b>Executive Head of People</b>              | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 40,861        | 42,650        | 41,690        | 41,910        |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | 3             | -             | -             | -             |
| Supplies & Services                          | 777           | 500           | 300           | 300           |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 11,978        | 13,080        | 13,390        | 12,850        |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>53,619</b> | <b>56,230</b> | <b>55,380</b> | <b>55,060</b> |
| Income including recharges to other services | (53,618)      | (56,230)      | (55,380)      | (55,070)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>1</b>      | <b>0</b>      | <b>0</b>      | <b>(10)</b>   |

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.

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| HR SUPPORT SERVICE                           | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C1415</b>                     |                |                |                |                |
| <b>Executive Head of People</b>              | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 350,486        | 340,500        | 360,320        | 394,320        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 104            | -              | 30             | 10             |
| Supplies & Services                          | 48,075         | 87,100         | 97,770         | 53,050         |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | 33,263         | 36,000         | 34,040         | 34,040         |
| Support Services                             | 77,863         | 59,590         | 74,370         | 72,270         |
| Capital Accounting Charges                   | 2,525          | 2,520          | 2,520          | 2,520          |
| <b>Total Expenditure</b>                     | <b>512,316</b> | <b>525,710</b> | <b>569,050</b> | <b>556,210</b> |
| Income including recharges to other services | (512,376)      | (492,020)      | (569,050)      | (556,220)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>(60)</b>    | <b>33,690</b>  | <b>0</b>       | <b>(10)</b>    |

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 underspend against budget on in house training has been carried forward to 2019/20 . 2019/20 also includes a budget to facilitate the Management Development Programme training ( non recurring item)



## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| EXEC DIR CUSTOMER, DIGITAL MANAGEMENT        | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2100</b>                     |               |               |               |               |
| <b>Directors Costs</b>                       | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 3,728         | 5,900         | 4,850         | 4,850         |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | -             | -             | -             | -             |
| Supplies & Services                          | 9,183         | 8,450         | 6,750         | 7,750         |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 5,018         | 5,280         | 5,270         | 5,250         |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>17,929</b> | <b>19,630</b> | <b>16,870</b> | <b>17,850</b> |
| Income including recharges to other services | (17,811)      | (19,150)      | (16,900)      | (18,200)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>118</b>    | <b>480</b>    | <b>(30)</b>   | <b>(350)</b>  |

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 2020/21

| Corporate and Democratic Services            | Outturn      | Original     | Revised      | Budget       |
|--|--------------|--------------|--------------|--------------|
| EXEC DIRECTOR OPERATIONS MANAGEMENT          | 2018/19      | 2019/20      | 2019/20      | 2020/21      |
| <b>Cost centre C3102</b>                     |              |              |              |              |
| <b>Directors Costs</b>                       | <b>£</b>     | <b>£</b>     | <b>£</b>     | <b>£</b>     |
| Employees                                    | 958          | 1,000        | 900          | 900          |
| Premises                                     | -            | -            | -            | -            |
| Transport Related                            | -            | -            | -            | -            |
| Supplies & Services                          | 1,138        | 2,910        | 2,510        | 2,910        |
| Third Party Payments                         | -            | -            | -            | -            |
| Transfer Payments                            | -            | -            | -            | -            |
| Support Services                             | 4,303        | 4,620        | 4,010        | 4,020        |
| Capital Accounting Charges                   | -            | -            | -            | -            |
| <b>Total Expenditure</b>                     | <b>6,399</b> | <b>8,530</b> | <b>7,420</b> | <b>7,830</b> |
| Income including recharges to other services | (6,104)      | (8,210)      | (8,110)      | (8,710)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>295</b>   | <b>320</b>   | <b>(690)</b> | <b>(880)</b> |

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.

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| AUDIT SUPPORT SERVICE                        | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C3106</b>                     |                |                |                |                |
| <b>Executive Head of Finance</b>             | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 78,908         | 116,770        | 114,360        | 105,610        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 90             | 30             | -              | -              |
| Supplies & Services                          | 884            | 940            | 610            | 610            |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 28,040         | 27,220         | 27,740         | 26,840         |
| Capital Accounting Charges                   | -              | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>107,922</b> | <b>144,960</b> | <b>142,710</b> | <b>133,060</b> |
| Income including recharges to other services | (107,922)      | (144,960)      | (142,720)      | (133,060)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>0</b>       | <b>0</b>       | <b>(10)</b>    | <b>0</b>       |

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.
- Provide assurance to External Audit on the controls within key financial systems.

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

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

Explanation of significant expenditure/income changes

Employees

Vacant post in 2018/19 also some audit works unable to be carried out in 2018/19, budget and expenditure incurred in 2019/20. Reduction in agency staff costs in 2020/21, the 2019/20 revised budget included works originally due to be carried out in 2018/19

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| FINANCE SUPPORT SERVICE                      | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C3401</b>                     |                |                |                |                |
| <b>Executive Head of Finance</b>             | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 555,983        | 483,750        | 487,540        | 497,390        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 79             | 70             | 120            | 60             |
| Supplies & Services                          | 21,137         | 17,760         | 20,780         | 21,310         |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 112,398        | 112,420        | 109,590        | 106,620        |
| Capital Accounting Charges                   | 23,824         | 23,820         | 24,220         | 23,400         |
| <b>Total Expenditure</b>                     | <b>713,421</b> | <b>637,820</b> | <b>642,250</b> | <b>648,780</b> |
| Income including recharges to other services | (713,421)      | (636,840)      | (642,250)      | (648,780)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>0</b>       | <b>980</b>     | <b>0</b>       | <b>0</b>       |

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

Increased use of temporary staff due to vacancies in 2018/19 and then returning to full establishment in 2019/20

Income

Adjustment to recharges to other services

## REVENUE BUDGET 2020/21

| Corporate and Democratic Services            | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| DEBTORS SUPPORT                              | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C3807</b>                     |               |               |               |               |
| <b>Executive Head of Finance</b>             | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 22,197        | 23,640        | 28,610        | 28,930        |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | 5             | 10            | -             | -             |
| Supplies & Services                          | 1,471         | 900           | 900           | 900           |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 11,901        | 13,180        | 11,250        | 11,180        |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>35,574</b> | <b>37,730</b> | <b>40,760</b> | <b>41,010</b> |
| Income including recharges to other services | (35,574)      | (37,730)      | (40,760)      | (41,010)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      |

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 2020/21

| Corporate and Democratic Services            | Outturn      | Original      | Revised       | Budget        |
|--|--------------|---------------|---------------|---------------|
| REVENUES MANAGEMENT                          | 2018/19      | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C3808</b>                     |              |               |               |               |
| <b>Executive Head of Finance</b>             | <b>£</b>     | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 2,195        | 3,200         | 3,200         | 3,200         |
| Premises                                     | -            | -             | -             | -             |
| Transport Related                            | -            | -             | -             | -             |
| Supplies & Services                          | 4,870        | 8,210         | 7,370         | 8,100         |
| Third Party Payments                         | -            | -             | -             | -             |
| Transfer Payments                            | -            | -             | -             | -             |
| Support Services                             | -            | -             | -             | -             |
| Capital Accounting Charges                   | -            | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>7,065</b> | <b>11,410</b> | <b>10,570</b> | <b>11,300</b> |
| Income including recharges to other services | (7,065)      | (11,510)      | (10,570)      | (11,300)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>0</b>     | <b>(100)</b>  | <b>0</b>      | <b>0</b>      |

Type of service: Overheads

Service Purpose: Management costs for Revenues income collection.

Service Activity: Revenues income collection.

*This page has been left intentionally blank*

## REVENUE BUDGET 2020/21

| Customer Experience and Improvement  |                | Outturn<br>2018/19 | Original<br>2019/20 | Revised<br>2019/20 | Budget<br>2020/21 |
|--------------------------------------|----------------|--------------------|---------------------|--------------------|-------------------|
|                                      |                | £                  | £                   | £                  | £                 |
| <b>Discretionary</b>                 | <b>Page No</b> |                    |                     |                    |                   |
| S & C Corporate Events               | 48             | 10,203             | 12,620              | 9,420              | 9,430             |
| <b>Other</b>                         |                |                    |                     |                    |                   |
| Customer Services Unit               | 49             | 0                  | 0                   | 0                  | 0                 |
| S & C Communications                 | 50             | 0                  | 31,150              | 0                  | 0                 |
| Project And Improvements             | 51             | 0                  | 0                   | (10)               | 0                 |
| Information Technology Management    | 52             | 1                  | 45,000              | (10)               | 80                |
| Information Technology App Support   | 53             | 1                  | 20,000              | 10                 | 10                |
| Information Technology Serv Desk     | 54             | (62)               | 0                   | 4,940              | 29,030            |
| Information Technology Tech Services | 55             | (1)                | 41,000              | (25,740)           | (49,330)          |
| Council Offices                      | 56             | 0                  | 4,750               | 35,270             | 15,000            |
| Printing Unit                        | 57             | 306                | 19,090              | 2,090              | (490)             |
| Facilities                           | 58             | (1)                | 0                   | 15,260             | 15,100            |
|                                      |                | <b>244</b>         | <b>160,990</b>      | <b>31,810</b>      | <b>9,400</b>      |
| <b>Net Expenditure</b>               |                | <b>10,447</b>      | <b>173,610</b>      | <b>41,230</b>      | <b>18,830</b>     |



## REVENUE BUDGET 2020/21

| Customer Experience and Improvement          | Outturn       | Original      | Revised      | Budget       |
|--|---------------|---------------|--------------|--------------|
| S & C CORPORATE EVENTS                       | 2018/19       | 2019/20       | 2019/20      | 2020/21      |
| <b>Cost centre C1412</b>                     |               |               |              |              |
| <b>Head of Customer Experience</b>           | <b>£</b>      | <b>£</b>      | <b>£</b>     | <b>£</b>     |
| Employees                                    | 4,003         | 3,820         | 3,800        | 3,850        |
| Premises                                     | -             | -             | -            | -            |
| Transport Related                            | 1             | -             | -            | -            |
| Supplies & Services                          | 3,208         | 6,000         | 2,740        | 2,740        |
| Third Party Payments                         | -             | -             | -            | -            |
| Transfer Payments                            | -             | -             | -            | -            |
| Support Services                             | 2,991         | 2,800         | 2,880        | 2,840        |
| Capital Accounting Charges                   | -             | -             | -            | -            |
| <b>Total Expenditure</b>                     | <b>10,203</b> | <b>12,620</b> | <b>9,420</b> | <b>9,430</b> |
| Income including recharges to other services | -             | -             | -            | -            |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>10,203</b> | <b>12,620</b> | <b>9,420</b> | <b>9,430</b> |

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 2020/21

| Customer Experience and Improvement<br>CUSTOMER SERVICES UNIT<br>Cost centre C1327<br>Head of Customer Experience | Outturn<br>2018/19<br>£ | Original<br>2019/20<br>£ | Revised<br>2019/20<br>£ | Budget<br>2020/21<br>£ |
|---|-------------------------|--------------------------|-------------------------|------------------------|
| Employees   | 466,954                 | 524,490                  | 487,090                 | 503,750                |
| Premises  | -                       | -                        | -                       | -                      |
| Transport Related   | -                       | 100                      | -                       | -                      |
| Supplies & Services   | 149,404                 | 447,210                  | 174,130                 | 159,440                |
| Third Party Payments  | -                       | -                        | -                       | -                      |
| Transfer Payments   | -                       | -                        | -                       | -                      |
| Support Services  | 174,592                 | 174,280                  | 173,360                 | 168,710                |
| Capital Accounting Charges  | 26,725                  | 49,850                   | 16,100                  | 25,520                 |
| <b>Total Expenditure</b>  | <b>817,675</b>          | <b>1,195,930</b>         | <b>850,680</b>          | <b>857,420</b>         |
| Income including recharges to other services  | (817,675)               | (1,195,930)              | (850,680)               | (857,420)              |
| <b>NET GENERAL FUND REQUIREMENT</b>   | <b>0</b>                | <b>0</b>                 | <b>0</b>                | <b>0</b>               |

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

Employees

Fluctuations are due to vacancies in 2018/19 and 2019/20 and Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

Supplies & Services

Movement of one-off budgets showing in original budget to the ICE Programme

## REVENUE BUDGET 2020/21

| Customer Experience and Improvement<br>S & C COMMUNICATIONS<br>Cost centre C1411<br>Head of Customer Experience | Outturn<br>2018/19<br>£ | Original<br>2019/20<br>£ | Revised<br>2019/20<br>£ | Budget<br>2020/21<br>£ |
|---|-------------------------|--------------------------|-------------------------|------------------------|
| Employees   | 244,827                 | 298,730                  | 278,680                 | 309,440                |
| Premises  | -                       | -                        | -                       | -                      |
| Transport Related   | 234                     | 240                      | 320                     | 320                    |
| Supplies & Services   | 39,479                  | 62,770                   | 64,970                  | 57,970                 |
| Third Party Payments  | -                       | -                        | -                       | -                      |
| Transfer Payments   | -                       | -                        | -                       | -                      |
| Support Services  | 84,919                  | 84,630                   | 86,460                  | 85,330                 |
| Capital Accounting Charges  | 32,972                  | 26,810                   | 29,150                  | 22,470                 |
| <b>Total Expenditure</b>  | <b>402,431</b>          | <b>473,180</b>           | <b>459,580</b>          | <b>475,530</b>         |
| Income including recharges to other services  | (402,431)               | (442,030)                | (459,580)               | (475,530)              |
| <b>NET GENERAL FUND REQUIREMENT</b>   | <b>0</b>                | <b>31,150</b>            | <b>0</b>                | <b>0</b>               |

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

Explanation of significant expenditure/income changes

Employees

Fluctuations are due to vacancies in 2018/19 and 2019/20 and Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

Supplies & Services

2018/19 underspend against budget on web development carried forward to 2019/20

## REVENUE BUDGET 2020/21

| Customer Experience and Improvement<br>PROJECT AND IMPROVEMENTS<br>Cost centre C3103<br>Head of IT, Projects and Facilities | Outturn<br>2018/19<br>£ | Original<br>2019/20<br>£ | Revised<br>2019/20<br>£ | Budget<br>2020/21<br>£ |
|---|-------------------------|--------------------------|-------------------------|------------------------|
| Employees   | 144,809                 | 157,220                  | 175,650                 | 159,530                |
| Premises  | -                       | -                        | -                       | -                      |
| Transport Related   | 456                     | 330                      | 420                     | -                      |
| Supplies & Services   | 956                     | 280                      | 280                     | 280                    |
| Third Party Payments  | -                       | -                        | -                       | -                      |
| Transfer Payments   | -                       | -                        | -                       | -                      |
| Support Services  | 29,722                  | 23,680                   | 31,340                  | 26,290                 |
| Capital Accounting Charges  | -                       | -                        | -                       | -                      |
| <b>Total Expenditure</b>  | <b>175,943</b>          | <b>181,510</b>           | <b>207,690</b>          | <b>186,100</b>         |
| Income including recharges to other services  | (175,943)               | (181,510)                | (207,700)               | (186,100)              |
| <b>NET GENERAL FUND REQUIREMENT</b>   | <b>0</b>                | <b>0</b>                 | <b>(10)</b>             | <b>0</b>               |

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

Vacant post during 2018/19 resulting in a salary saving. Increase in salaries in 2019/20 due to increase in hours worked (some of which is recharged to another Local Authority). Also a requirement for use of temporary staff to cover additional work. Additional duties no longer required in 2020/21.

## REVENUE BUDGET 2020/21

| Customer Experience and Improvement          | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| INFORMATION TECHNOLOGY MANAGEMENT            | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C3300</b>                     |               |               |               |               |
| <b>Head of IT, Projects and Facilities</b>   | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 3,979         | 5,600         | 6,200         | 6,200         |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | -             | -             | -             | -             |
| Supplies & Services                          | 35,078        | 55,580        | 33,800        | 9,610         |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | -             | -             | -             | -             |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>39,057</b> | <b>61,180</b> | <b>40,000</b> | <b>15,810</b> |
| Income including recharges to other services | (39,056)      | (16,180)      | (40,010)      | (15,730)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>1</b>      | <b>45,000</b> | <b>(10)</b>   | <b>80</b>     |

Type of service: Overheads

Service Purpose: The managerial support for information technology utilised.

Service Activity: Information Technology management.

Explanation of significant expenditure/income changes

**Supplies & Services**

Movement of one-off budgets showing in original budget to the ICE Programme and Technical Services. In 2019/20 there is an increase in the cost of external support for systems due to staff vacancies, have assumed full establishment and therefore a decrease in requirement in 2020/21

## REVENUE BUDGET 2020/21

| Customer Experience and Improvement          | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| INFORMATION TECHNOLOGY APP SUPPORT           | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C3302</b>                     |                |                |                |                |
| <b>Head of IT, Projects and Facilities</b>   | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 322,025        | 337,210        | 396,060        | 367,860        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 74             | -              | -              | -              |
| Supplies & Services                          | 282,650        | 220,450        | 220,450        | 219,850        |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 45,541         | 41,280         | 51,050         | 45,840         |
| Capital Accounting Charges                   | 9,149          | 7,520          | 7,520          | 5,140          |
| <b>Total Expenditure</b>                     | <b>659,439</b> | <b>606,460</b> | <b>675,080</b> | <b>638,690</b> |
| Income including recharges to other services | (659,438)      | (586,460)      | (675,070)      | (638,680)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>1</b>       | <b>20,000</b>  | <b>10</b>      | <b>10</b>      |

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.
- Maintain databases to ensure efficient running.
- Departmental administration.
- Corporate Gazetteer (LLPG) maintenance and information provision to external bodies.
- Corporate Geographical Information Systems.
- Web Site and Channel Shift development.

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

Explanation of significant expenditure/income changes

**Employees**

Increase in budget due to use of temporary staff required to cover staff vacancies and increases in project work. Assumed full staff establishment therefore reduction in temporary staff requirement in 2020/21.

**Supplies & Services**

2018/19 expenditure includes a one-off project carried out.

## REVENUE BUDGET 2020/21

| Customer Experience and Improvement          | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| INFORMATION TECHNOLOGY SERV DESK             | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C3303</b>                     |                |                |                |                |
| <b>Head of IT, Projects and Facilities</b>   | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 217,212        | 239,850        | 236,630        | 221,530        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 53             | 70             | 50             | 40             |
| Supplies & Services                          | 5,538          | 5,300          | 5,300          | 5,300          |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 39,947         | 35,480         | 30,420         | 27,770         |
| Capital Accounting Charges                   | 8,370          | 8,370          | 8,370          | -              |
| <b>Total Expenditure</b>                     | <b>271,120</b> | <b>289,070</b> | <b>280,770</b> | <b>254,640</b> |
| Income including recharges to other services | (271,182)      | (289,070)      | (275,830)      | (225,610)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>(62)</b>    | <b>0</b>       | <b>4,940</b>   | <b>29,030</b>  |

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/ infrastructure and training plan
- IT purchasing and 1st line telephony support
- Moves and change management
- Ad-hoc technical implementation support for ICT projects
- IT Project and Programme Management

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

Explanation of significant expenditure/income changes

Employees

Reduction in spend in 2018/19 due to staff vacancies, at budget setting time had assumed full establishment in 2019/20.  
Reduction in use of temporary staff, assumed return to full establishment

## REVENUE BUDGET 2020/21

| Customer Experience and Improvement          | Outturn        | Original       | Revised         | Budget          |
|--|----------------|----------------|-----------------|-----------------|
| INFORMATION TECHNOLOGY TECH SERVICES         | 2018/19        | 2019/20        | 2019/20         | 2020/21         |
| <b>Cost centre C3304</b>                     |                |                |                 |                 |
| <b>Head of IT, Projects and Facilities</b>   | <b>£</b>       | <b>£</b>       | <b>£</b>        | <b>£</b>        |
| Employees                                    | 246,864        | 250,490        | 232,180         | 256,910         |
| Premises                                     | 10,611         | 9,500          | 13,000          | 9,500           |
| Transport Related                            | 80             | 50             | 140             | 130             |
| Supplies & Services                          | 249,847        | 293,650        | 309,790         | 312,060         |
| Third Party Payments                         | -              | -              | -               | -               |
| Transfer Payments                            | -              | -              | -               | -               |
| Support Services                             | 43,349         | 37,170         | 43,360          | 39,120          |
| Capital Accounting Charges                   | 178,734        | 178,510        | 189,980         | 182,660         |
| <b>Total Expenditure</b>                     | <b>729,485</b> | <b>769,370</b> | <b>788,450</b>  | <b>800,380</b>  |
| Income including recharges to other services | (729,486)      | (728,370)      | (814,190)       | (849,710)       |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>(1)</b>     | <b>41,000</b>  | <b>(25,740)</b> | <b>(49,330)</b> |

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.
- Provision and support for Public Services Network (GC) services.
- Research in changes in ICT infrastructure market and the potential benefits to the organisation.
- IT procurement & 3rd line telephony support.
- Data centre operations – back up and recovery.

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

Explanation of significant expenditure/income changes

**Employees**

Variation due in part to, accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs. Vacant post in 2019/20, return to full establishment in 2020/21

**Supplies & Services**

Increase in budget due, in part, to rededication of costs from capital expenditure to revenue expenditure also increase in Microsoft agreement costs. Movement of one-off budget previously showing in original budget in IT Management .



## REVENUE BUDGET 2020/21

| Customer Experience and Improvement          | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| COUNCIL OFFICES                              | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C3305</b>                     |                |                |                |                |
| <b>Head of IT, Projects and Facilities</b>   | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 145,977        | 139,410        | 168,870        | 153,940        |
| Premises                                     | 479,365        | 490,510        | 488,470        | 495,930        |
| Transport Related                            | 856            | 720            | 720            | 720            |
| Supplies & Services                          | 67,281         | 60,540         | 63,270         | 64,910         |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 41,642         | 39,440         | 46,370         | 41,850         |
| Capital Accounting Charges                   | 118,853        | 103,620        | 104,960        | 107,560        |
| <b>Total Expenditure</b>                     | <b>853,974</b> | <b>834,240</b> | <b>872,660</b> | <b>864,910</b> |
| Income including recharges to other services | (853,974)      | (829,490)      | (837,390)      | (849,910)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>0</b>       | <b>4,750</b>   | <b>35,270</b>  | <b>15,000</b>  |

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 staffing costs due to increase in number of tenants occupying the council offices. Variation also due to accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs. Variation due in part to, accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

**Supplies & Services**

One-off increases in spend across a number of supplies and services including an increase in spend on operational equipment.

## REVENUE BUDGET 2020/21

| Customer Experience and Improvement          | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| PRINTING UNIT                                | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C3306</b>                     |                |                |                |                |
| <b>Head of IT, Projects and Facilities</b>   | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 62,164         | 63,000         | 62,750         | 62,780         |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 167            | 70             | 350            | 350            |
| Supplies & Services                          | 61,019         | 71,510         | 53,210         | 52,510         |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 15,126         | 12,510         | 13,780         | 11,870         |
| Capital Accounting Charges                   | 1,113          | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>139,589</b> | <b>147,090</b> | <b>130,090</b> | <b>127,510</b> |
| Income including recharges to other services | (139,283)      | (128,000)      | (128,000)      | (128,000)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>306</b>     | <b>19,090</b>  | <b>2,090</b>   | <b>(490)</b>   |

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 & Services

Reduction in spend on photocopier due to new photocopier lease contract.

## REVENUE BUDGET 2020/21

| Customer Experience and Improvement<br>FACILITIES | Outturn<br>2018/19 | Original<br>2019/20 | Revised<br>2019/20 | Budget<br>2020/21 |
|---|--------------------|---------------------|--------------------|-------------------|
| Cost centre C1323#3307                            |                    |                     |                    |                   |
| Head of IT, Projects and Facilities               | £                  | £                   | £                  | £                 |
| Employees   | 88,880             | 86,560              | 84,600             | 85,960            |
| Premises  | -                  | -                   | -                  | -                 |
| Transport Related                                 | 939                | 770                 | 950                | 950               |
| Supplies & Services                               | 9,012              | 9,900               | 8,300              | 8,300             |
| Third Party Payments                              | -                  | -                   | -                  | -                 |
| Transfer Payments                                 | -                  | -                   | -                  | -                 |
| Support Services                                  | 54,858             | 50,790              | 56,520             | 52,610            |
| Capital Accounting Charges                        | -                  | -                   | -                  | -                 |
| <b>Total Expenditure</b>                          | <b>153,689</b>     | <b>148,020</b>      | <b>150,370</b>     | <b>147,820</b>    |
| Income including recharges to other services      | (153,690)          | (148,020)           | (135,110)          | (132,720)         |
| <b>NET GENERAL FUND REQUIREMENT</b>               | <b>(1)</b>         | <b>0</b>            | <b>15,260</b>      | <b>15,100</b>     |

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

## REVENUE BUDGET 2020/21

| Major Projects and Property   |                | Outturn<br>2018/19 | Original<br>2019/20 | Revised<br>2019/20 | Budget<br>2020/21  |
|-------------------------------|----------------|--------------------|---------------------|--------------------|--------------------|
|                               |                | £                  | £                   | £                  | £                  |
| <b>Discretionary</b>          | <b>Page No</b> |                    |                     |                    |                    |
| Regeneration                  | 60             | 467,668            | 582,650             | 472,900            | 498,860            |
| Rushmoor Properties           | 61             | 0                  | 300,000             | 374,320            | 351,810            |
| Other Highways                | 62             | 213,247            | 278,590             | 234,490            | 240,240            |
| Maintenance Team              | 63             | 84,300             | 77,030              | 96,240             | 102,980            |
| Plg Southwood Country Park    | 64             | 0                  | 0                   | 39,010             | 34,250             |
| Street Furniture              | 65             | 19,827             | 28,230              | 26,200             | 26,150             |
| Footpath Lighting             | 66             | 8,734              | 10,170              | 9,480              | 9,400              |
| Markets And Car Boot Sales    | 67             | (30,849)           | (19,810)            | (9,160)            | 9,840              |
| Bellevue Enterprise Cntr      | 68             | (71,476)           | (73,540)            | (63,790)           | (31,640)           |
| Regeneration Properties       | 69             | 2,927,827          | (115,030)           | 4,930              | 91,350             |
| Town Centres                  | 70             | (535,397)          | (608,090)           | (630,210)          | (643,920)          |
| Investment Properties         | 71             | (1,356,141)        | (1,877,350)         | (4,225,420)        | (4,725,480)        |
| Industrial Estates            | 72             | (892,039)          | (865,430)           | (874,120)          | (881,480)          |
|                               |                | <b>835,701</b>     | <b>(2,282,580)</b>  | <b>(4,545,130)</b> | <b>(4,917,640)</b> |
| <b>Other</b>                  |                |                    |                     |                    |                    |
| Estates Support Service       | 73             | 0                  | (8,000)             | 690                | 0                  |
| Property & Estates Management | 74             | (7)                | (1,760)             | (3,080)            | (1,760)            |
| Building Services Support     | 75             | 0                  | 0                   | 3,260              | (8,560)            |
|                               |                | <b>(7)</b>         | <b>(9,760)</b>      | <b>870</b>         | <b>(10,320)</b>    |
| <b>Net Expenditure</b>        |                | <b>835,694</b>     | <b>(2,292,340)</b>  | <b>(4,544,260)</b> | <b>(4,927,960)</b> |

## REVENUE BUDGET 2020/21

| Major Projects and Property<br>REGENERATION        | Outturn<br>2018/19 | Original<br>2019/20 | Revised<br>2019/20 | Budget<br>2020/21 |
|--|--------------------|---------------------|--------------------|-------------------|
| <b>Cost centre C1100#1101#1102#1105#2102</b>       |                    |                     |                    |                   |
| <b>Executive Head of Regeneration and Property</b> | <b>£</b>           | <b>£</b>            | <b>£</b>           | <b>£</b>          |
| Employees  | 228,735            | 298,770             | 317,290            | 330,640           |
| Premises   | -                  | -                   | -                  | -                 |
| Transport Related                                  | 842                | 1,130               | 230                | 230               |
| Supplies & Services                                | 153,056            | 231,450             | 206,850            | 163,950           |
| Third Party Payments                               | -                  | -                   | -                  | -                 |
| Transfer Payments                                  | -                  | -                   | -                  | -                 |
| Support Services                                   | 52,256             | 49,760              | 77,580             | 76,550            |
| Capital Accounting Charges                         | 32,779             | 1,540               | 18,750             | 112,090           |
| <b>Total Expenditure</b>                           | <b>467,668</b>     | <b>582,650</b>      | <b>620,700</b>     | <b>683,460</b>    |
| Income including recharges to other services       | -                  | -                   | (147,800)          | (184,600)         |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>467,668</b>     | <b>582,650</b>      | <b>472,900</b>     | <b>498,860</b>    |

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.

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. Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

**Supplies & Services**

2018/19 underspend against budget on consultancy fees and regeneration schemes carried forward to 2019/20.

**Income including recharges to other services**

Additional Recharges 19/20 onwards

## REVENUE BUDGET 2020/21

| Major Projects and Property                        | Outturn  | Original       | Revised        | Budget         |
|--|----------|----------------|----------------|----------------|
| RUSHMOOR PROPERTIES                                | 2018/19  | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C1213</b>                           |          |                |                |                |
| <b>Executive Head of Regeneration and Property</b> | <b>£</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees  | -        | -              | 75,340         | 88,990         |
| Premises   | -        | 300,000        | 247,500        | 250,000        |
| Transport Related                                  | -        | -              | 80             | 10             |
| Supplies & Services                                | -        | -              | 44,000         | 5,000          |
| Third Party Payments                               | -        | -              | -              | -              |
| Transfer Payments                                  | -        | -              | -              | -              |
| Support Services                                   | -        | -              | 7,400          | 7,810          |
| Capital Accounting Charges                         | -        | -              | -              | -              |
| <b>Total Expenditure</b>                           | <b>0</b> | <b>300,000</b> | <b>374,320</b> | <b>351,810</b> |
| Income including recharges to other services       | -        | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>0</b> | <b>300,000</b> | <b>374,320</b> | <b>351,810</b> |

Type of service: Discretionary

Service Purpose: To repair and maintain properties within Rushmoor BC

Service Activity: Ensure the properties are maintained to the necessary standards, including health and safety, security and cleanliness.

Explanation of significant expenditure/income changes

Employees

New budget for salaries relating to surveyor for Rushmoor Properties

Premises

New budget for repsonsive repairs to Rushmoor Properties

Supplies & Services

New consultancy budget for Rushmoor Properties

## REVENUE BUDGET 2020/21

| Major Projects and Property                        | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| OTHER HIGHWAYS                                     | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2540</b>                           |                |                |                |                |
| <b>Executive Head of Regeneration and Property</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees  | 147,747        | 136,430        | 154,280        | 161,350        |
| Premises   | 7,567          | 5,050          | 5,050          | 5,050          |
| Transport Related                                  | 53             | 1,480          | 250            | 230            |
| Supplies & Services                                | 36,071         | 29,910         | 26,760         | 29,520         |
| Third Party Payments                               | 197,635        | 218,930        | 219,680        | 225,600        |
| Transfer Payments                                  | -              | -              | -              | -              |
| Support Services                                   | 75,836         | 80,960         | 73,700         | 70,120         |
| Capital Accounting Charges                         | -              | -              | -              | -              |
| <b>Total Expenditure</b>                           | <b>464,909</b> | <b>472,760</b> | <b>479,720</b> | <b>491,870</b> |
| Income including recharges to other services       | (251,662)      | (194,170)      | (245,230)      | (251,630)      |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>213,247</b> | <b>278,590</b> | <b>234,490</b> | <b>240,240</b> |

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 Outturn included a temporary apprenticeship post funded from Earmarked Reserves. 2019/20 Revised Estimate onwards includes the employee costs of a previously vacant post that has now been recruited to, this cost is offset with additional Engineering Fee Income.

**Supplies & Services**

2018/19 Outturn reflects a reduction in spend on Brown Traffic signs and an increase in spend on Temporary Traffic Regulation Order Adverts (Both offset with income).

**Third Party Payments**

2018/19 Outturn reflected a reduction in spend as the basal growth around highway tree bases is not currently in the work plan.

**Income**

Fluctuations in income from Temporary Traffic Regulation order recharges and Brown Traffic signs recharges as a result of increases and decreases in corresponding expenditure. Biennial air show income was received in 2018/19 and is included in the 2020/21 Budget Estimate. The 2019/20 Revised budget onwards also includes an increase in Engineering Fee Income which is offset by employee costs.

Analysis of income

|                            |           |           |           |           |
|----------------------------|-----------|-----------|-----------|-----------|
| Customer & Client Receipts | (125,631) | (77,170)  | (125,640) | (132,040) |
| HCC Agency Contributions   | (126,031) | (117,000) | (119,590) | (119,590) |
| Total income               | (251,662) | (194,170) | (245,230) | (251,630) |

## REVENUE BUDGET 2020/21

| Major Projects and Property<br>MAINTENANCE TEAM<br>Cost centre C2549<br>Executive Head of Regeneration and Property | Outturn<br>2018/19<br>£ | Original<br>2019/20<br>£ | Revised<br>2019/20<br>£ | Budget<br>2020/21<br>£ |
|---|-------------------------|--------------------------|-------------------------|------------------------|
| Employees   | 112,646                 | 106,750                  | 120,390                 | 123,790                |
| Premises  | -                       | -                        | 2,760                   | 6,790                  |
| Transport Related   | 16,211                  | 15,000                   | 15,500                  | 15,000                 |
| Supplies & Services   | 56,615                  | 44,370                   | 37,700                  | 34,360                 |
| Third Party Payments  | -                       | -                        | -                       | -                      |
| Transfer Payments   | -                       | -                        | -                       | -                      |
| Support Services  | 34,389                  | 33,040                   | 35,520                  | 35,170                 |
| Capital Accounting Charges  | -                       | -                        | -                       | -                      |
| <b>Total Expenditure</b>  | <b>219,861</b>          | <b>199,160</b>           | <b>211,870</b>          | <b>215,110</b>         |
| Income including recharges to other services  | (135,561)               | (122,130)                | (115,630)               | (112,130)              |
| <b>NET GENERAL FUND REQUIREMENT</b>   | <b>84,300</b>           | <b>77,030</b>            | <b>96,240</b>           | <b>102,980</b>         |

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

2018/19 Outturn included additional backfill costs. 2019/20 Revised budget onwards reflects an increase in costs following a review of the service.

Supplies & Services

2018/19 Outturn Includes additional expenditure on handyman materials which is offset by an increase in internal recharges. 2018/19 Outturn and 2019/20 Revised Budget onwards reflects a reduction in spend on Skilled Up Projects as the Council does not have any current skilled up projects running (offset with a reduction in income).

Income

2018/19 Outturn includes additional maintenance team internal recharge income (offset by additional handyman materials expenditure). 2018/19 Outturn and 2019/20 Revised Budget onwards reflects a reduction in income for Skilled Up Projects as the Council does not have any current skilled up projects running.



## REVENUE BUDGET 2020/21

| Planning and Economy                                   | Outturn  | Original | Revised       | Budget        |
|--|----------|----------|---------------|---------------|
| PLG SOUTHWOOD COUNTRY PARK                             | 2018/19  | 2019/20  | 2019/20       | 2020/21       |
| <b>Cost centre C2624</b>                               |          |          |               |               |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b> | <b>£</b> | <b>£</b>      | <b>£</b>      |
| Employees  | -        | -        | 34,850        | 30,590        |
| Premises   | -        | -        | -             | -             |
| Transport Related                                      | -        | -        | 60            | 60            |
| Supplies & Services                                    | -        | -        | 50,000        | -             |
| Third Party Payments                                   | -        | -        | -             | -             |
| Transfer Payments                                      | -        | -        | -             | -             |
| Support Services                                       | -        | -        | 4,100         | 3,600         |
| Capital Accounting Charges                             | -        | -        | -             | -             |
| <b>Total Expenditure</b>                               | <b>0</b> | <b>0</b> | <b>89,010</b> | <b>34,250</b> |
| Income including recharges to other services           | -        | -        | (50,000)      | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>0</b> | <b>0</b> | <b>39,010</b> | <b>34,250</b> |

Type of service: Discretionary

Service Purpose: To establish a new Country Park that will function as a Suitable Alternative Natural Greenspace (SANG) of sufficient size to enable the Council to deliver its regeneration programme and meet the Borough's housing requirements as set out in the Rushmoor Local Plan.

Service Activity: To meet members aspirations to utilise the Golf Course and associated land and buildings to offer residents a new Country Park [and other facilities] through putting in place a SANG of sufficient size to enable the delivery of the Council's regeneration programme and to meet the requirement in the Rushmoor Local Plan.

Explanation of significant expenditure/income changes

**Employees**

2019/20 Revised and 2020/21 Budgets are due to changes to time allocations following the creation of the Southwood Country Park SANG. 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**

2019/20 Original budget in the Parks and Open spaces cost centre included expenditure required for grass cutting and safety related tree maintenance during the initial set up of Southwood Golf Course into the Southwood County Park SANG (Suitable Alternative Natural Greenspace).

**Income**

2019/20 Original budget in the Parks & Open Spaces cost centre included the funding for the expenditure required for grass cutting and safety related tree maintenance during the initial set up of Southwood Golf Course into the Southwood County Park SANG (Suitable Alternative Natural Greenspace).

## REVENUE BUDGET 2020/21

| Major Projects and Property                        | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| STREET FURNITURE                                   | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2541</b>                           |               |               |               |               |
| <b>Executive Head of Regeneration and Property</b> | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees  | -             | -             | -             | -             |
| Premises   | 1,588         | 2,000         | 2,000         | 2,000         |
| Transport Related                                  | -             | -             | -             | -             |
| Supplies & Services                                | 16,272        | 24,390        | 22,390        | 22,390        |
| Third Party Payments                               | -             | -             | -             | -             |
| Transfer Payments                                  | -             | -             | -             | -             |
| Support Services                                   | 1,967         | 1,840         | 1,810         | 1,760         |
| Capital Accounting Charges                         | -             | -             | -             | -             |
| <b>Total Expenditure</b>                           | <b>19,827</b> | <b>28,230</b> | <b>26,200</b> | <b>26,150</b> |
| Income including recharges to other services       | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>19,827</b> | <b>28,230</b> | <b>26,200</b> | <b>26,150</b> |

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.

Explanation of significant expenditure/income changes

Supplies & Services

2018/19 Outturn reflects a reduction in spend on street name plates

## REVENUE BUDGET 2020/21

| Major Projects and Property                        | Outturn      | Original      | Revised      | Budget       |
|--|--------------|---------------|--------------|--------------|
| FOOTPATH LIGHTING                                  | 2018/19      | 2019/20       | 2019/20      | 2020/21      |
| <b>Cost centre C2542</b>                           |              |               |              |              |
| <b>Executive Head of Regeneration and Property</b> | <b>£</b>     | <b>£</b>      | <b>£</b>     | <b>£</b>     |
| Employees  | -            | -             | -            | -            |
| Premises   | 940          | 3,300         | 3,300        | 3,300        |
| Transport Related                                  | -            | -             | -            | -            |
| Supplies & Services                                | 4,834        | 4,120         | 4,120        | 4,120        |
| Third Party Payments                               | -            | -             | -            | -            |
| Transfer Payments                                  | -            | -             | -            | -            |
| Support Services                                   | 2,960        | 2,750         | 2,060        | 1,980        |
| Capital Accounting Charges                         | -            | -             | -            | -            |
| <b>Total Expenditure</b>                           | <b>8,734</b> | <b>10,170</b> | <b>9,480</b> | <b>9,400</b> |
| Income including recharges to other services       | -            | -             | -            | -            |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>8,734</b> | <b>10,170</b> | <b>9,480</b> | <b>9,400</b> |

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.

## REVENUE BUDGET 2020/21

| Major Projects and Property                        | Outturn         | Original        | Revised        | Budget         |
|--|-----------------|-----------------|----------------|----------------|
| MARKETS AND CAR BOOT SALES                         | 2018/19         | 2019/20         | 2019/20        | 2020/21        |
| <b>Cost centre C2565</b>                           |                 |                 |                |                |
| <b>Executive Head of Regeneration and Property</b> | <b>£</b>        | <b>£</b>        | <b>£</b>       | <b>£</b>       |
| Employees  | 40,571          | 70,700          | 62,070         | 67,490         |
| Premises   | 39,636          | 41,540          | 29,040         | 35,110         |
| Transport Related                                  | 2,849           | 2,980           | 2,980          | 2,980          |
| Supplies & Services                                | 8,339           | 9,680           | 7,980          | 9,980          |
| Third Party Payments                               | -               | -               | -              | -              |
| Transfer Payments                                  | -               | -               | -              | -              |
| Support Services                                   | 7,929           | 8,200           | 8,390          | 8,050          |
| Capital Accounting Charges                         | 3,229           | 3,230           | 3,230          | 3,230          |
| <b>Total Expenditure</b>                           | <b>102,553</b>  | <b>136,330</b>  | <b>113,690</b> | <b>126,840</b> |
| Income including recharges to other services       | (133,402)       | (156,140)       | (122,850)      | (117,000)      |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>(30,849)</b> | <b>(19,810)</b> | <b>(9,160)</b> | <b>9,840</b>   |

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

2018/19 Outturn and 2019/20 Revised Budget reflects the effect of a vacant post which has since been filled.

Premises

2019/20 Revised Budget reflects a reduction in spend on trade refuse.

Income

2018/19 Outturn and 2019/20 Revised budget onwards reflects an anticipated shortfall in Markets income.

## REVENUE BUDGET 2020/21

| Major Projects and Property                        | Outturn         | Original        | Revised         | Budget          |
|--|-----------------|-----------------|-----------------|-----------------|
| BELLEVUE ENTERPRISE CNTR                           | 2018/19         | 2019/20         | 2019/20         | 2020/21         |
| <b>Cost centre C1206</b>                           |                 |                 |                 |                 |
| <b>Executive Head of Regeneration and Property</b> | <b>£</b>        | <b>£</b>        | <b>£</b>        | <b>£</b>        |
| Employees  | 17,779          | 20,000          | 20,380          | 14,360          |
| Premises   | 5,774           | 11,200          | 16,730          | 11,400          |
| Transport Related                                  | 45              | 20              | -               | -               |
| Supplies & Services                                | 17,711          | 15,660          | 17,610          | 17,670          |
| Third Party Payments                               | -               | -               | -               | -               |
| Transfer Payments                                  | -               | -               | -               | -               |
| Support Services                                   | 27,275          | 25,160          | 27,070          | 25,510          |
| Capital Accounting Charges                         | 20,799          | 20,800          | 20,800          | 20,800          |
| <b>Total Expenditure</b>                           | <b>89,383</b>   | <b>92,840</b>   | <b>102,590</b>  | <b>89,740</b>   |
| Income including recharges to other services       | (160,859)       | (166,380)       | (166,380)       | (121,380)       |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>(71,476)</b> | <b>(73,540)</b> | <b>(63,790)</b> | <b>(31,640)</b> |

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

Employees

Amendments to salary percentage allocations

Premises

Fluctuations in general repairs and maintenance issues and associated costs.

Income

Reduction in rental income due to vacant units

## REVENUE BUDGET 2020/21

| Major Projects and Property                        | Outturn          | Original         | Revised        | Budget         |
|--|------------------|------------------|----------------|----------------|
| REGENERATION PROPERTIES                            | 2018/19          | 2019/20          | 2019/20        | 2020/21        |
| <b>Cost centre C1212#1235</b>                      |                  |                  |                |                |
| <b>Executive Head of Regeneration and Property</b> | <b>£</b>         | <b>£</b>         | <b>£</b>       | <b>£</b>       |
| Employees  | 11,298           | 8,390            | 6,010          | 7,640          |
| Premises   | 48,352           | 44,850           | 154,210        | 28,650         |
| Transport Related                                  | -                | -                | -              | -              |
| Supplies & Services                                | 9,393            | 9,570            | 70,670         | 15,260         |
| Third Party Payments                               | -                | -                | -              | -              |
| Transfer Payments                                  | -                | -                | -              | -              |
| Support Services                                   | 11,954           | 10,690           | 10,330         | 8,930          |
| Capital Accounting Charges                         | 3,092,375        | 151,610          | 43,340         | 71,120         |
| <b>Total Expenditure</b>                           | <b>3,173,372</b> | <b>225,110</b>   | <b>284,560</b> | <b>131,600</b> |
| Income including recharges to other services       | (245,545)        | (340,140)        | (279,630)      | (40,250)       |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>2,927,827</b> | <b>(115,030)</b> | <b>4,930</b>   | <b>91,350</b>  |

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 allocations

Premises

Increases in General Repairs & Maintenance and Business Rates for vacant buildings in 19/20. Reduction in costs for 20/21 due to regeneration demolition works

Services & Supplies

Additional costs in 19/20 for goodwill payments and site security

Income

Demolition of buildings for the regeneration project in early 2020 and loss of associated rental income

## REVENUE BUDGET 2020/21

| Major Projects and Property                        | Outturn          | Original         | Revised          | Budget           |
|--|------------------|------------------|------------------|------------------|
| TOWN CENTRES                                       | 2018/19          | 2019/20          | 2019/20          | 2020/21          |
| <b>Cost centre C1208</b>                           |                  |                  |                  |                  |
| <b>Executive Head of Regeneration and Property</b> | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| Employees  | 30,610           | 39,630           | 20,500           | 16,130           |
| Premises   | 69,900           | 69,960           | 72,180           | 73,220           |
| Transport Related                                  | 124              | 40               | 40               | -                |
| Supplies & Services                                | 34,219           | 37,650           | 37,190           | 37,760           |
| Third Party Payments                               | -                | -                | -                | -                |
| Transfer Payments                                  | -                | -                | -                | -                |
| Support Services                                   | 99,467           | 91,190           | 78,030           | 68,970           |
| Capital Accounting Charges                         | 97,115           | 12,430           | 12,430           | 12,430           |
| <b>Total Expenditure</b>                           | <b>331,435</b>   | <b>250,900</b>   | <b>220,370</b>   | <b>208,510</b>   |
| Income including recharges to other services       | (866,832)        | (858,990)        | (850,580)        | (852,430)        |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>(535,397)</b> | <b>(608,090)</b> | <b>(630,210)</b> | <b>(643,920)</b> |

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

Employees

Amendments to salary percentage allocations

## REVENUE BUDGET 2020/21

| Major Projects and Property   | Outturn            | Original           | Revised            | Budget             |
|---|--------------------|--------------------|--------------------|--------------------|
| INVESTMENT PROPERTIES   | 2018/19            | 2019/20            | 2019/20            | 2020/21            |
| Cost centre C1209#1230#1231#1232#1233#1234#1236#1237#1238#1239#1240#1241#1242#1243#1244 |                    |                    |                    |                    |
| Executive Head of Regeneration and Property   | £                  | £                  | £                  | £                  |
| Employees   | 72,347             | 85,920             | 112,330            | 109,280            |
| Premises  | 121,320            | 40,140             | 136,950            | 185,520            |
| Transport Related   | 266                | 80                 | 290                | 70                 |
| Supplies & Services   | 68,309             | 64,460             | 211,650            | 118,200            |
| Third Party Payments  | -                  | -                  | -                  | -                  |
| Transfer Payments   | -                  | -                  | -                  | -                  |
| Support Services  | 125,454            | 117,700            | 119,300            | 110,260            |
| Capital Accounting Charges  | (83,806)           | 5,000              | 5,000              | 5,000              |
| <b>Total Expenditure</b>  | <b>303,890</b>     | <b>313,300</b>     | <b>585,520</b>     | <b>528,330</b>     |
| Income including recharges to other services  | (1,660,031)        | (2,190,650)        | (4,810,940)        | (5,253,810)        |
| <b>NET GENERAL FUND REQUIREMENT</b>   | <b>(1,356,141)</b> | <b>(1,877,350)</b> | <b>(4,225,420)</b> | <b>(4,725,480)</b> |

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

Amendments to salary percentage allocations

Premises

Increases in General Repairs & Maintenance due to acquisition of new properties

Services & Supplies

Additional expenditure associated with the acquisition of new properties

Income

Increase in rental income in line with the acquisition of new properties



## REVENUE BUDGET 2020/21

| Major Projects and Property                        | Outturn          | Original         | Revised          | Budget           |
|--|------------------|------------------|------------------|------------------|
| INDUSTRIAL ESTATES                                 | 2018/19          | 2019/20          | 2019/20          | 2020/21          |
| <b>Cost centre C1205</b>                           |                  |                  |                  |                  |
| <b>Executive Head of Regeneration and Property</b> | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| Employees  | 14,535           | 17,090           | 16,420           | 12,740           |
| Premises   | -                | 200              | 110              | 110              |
| Transport Related                                  | 43               | 20               | 40               | -                |
| Supplies & Services                                | -                | -                | 20               | 30               |
| Third Party Payments                               | -                | -                | -                | -                |
| Transfer Payments                                  | -                | -                | -                | -                |
| Support Services                                   | 71,056           | 64,870           | 62,610           | 56,940           |
| Capital Accounting Charges                         | -                | -                | -                | -                |
| <b>Total Expenditure</b>                           | <b>85,634</b>    | <b>82,180</b>    | <b>79,200</b>    | <b>69,820</b>    |
| Income including recharges to other services       | (977,673)        | (947,610)        | (953,320)        | (951,300)        |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>(892,039)</b> | <b>(865,430)</b> | <b>(874,120)</b> | <b>(881,480)</b> |

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.

## REVENUE BUDGET 2020/21

| Major Projects and Property                        | Outturn       | Original       | Revised       | Budget        |
|--|---------------|----------------|---------------|---------------|
| ESTATES SUPPORT SERVICE                            | 2018/19       | 2019/20        | 2019/20       | 2020/21       |
| <b>Cost centre C1203</b>                           |               |                |               |               |
| <b>Executive Head of Regeneration and Property</b> | <b>£</b>      | <b>£</b>       | <b>£</b>      | <b>£</b>      |
| Employees  | 44,817        | 86,710         | 23,590        | 2,790         |
| Premises   | -             | -              | -             | -             |
| Transport Related                                  | 20            | 30             | 10            | 10            |
| Supplies & Services                                | 24,530        | 36,100         | 36,200        | 36,100        |
| Third Party Payments                               | -             | -              | -             | -             |
| Transfer Payments                                  | -             | -              | -             | -             |
| Support Services                                   | 15,210        | 13,670         | 10,840        | 10,590        |
| Capital Accounting Charges                         | -             | -              | -             | -             |
| <b>Total Expenditure</b>                           | <b>84,577</b> | <b>136,510</b> | <b>70,640</b> | <b>49,490</b> |
| Income including recharges to other services       | (84,577)      | (144,510)      | (69,950)      | (49,490)      |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>0</b>      | <b>(8,000)</b> | <b>690</b>    | <b>0</b>      |

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

Increases in consultancy and valuation costs

Income

Adjustments to recharges to other services

## REVENUE BUDGET 2020/21

| Major Projects and Property                        | Outturn       | Original       | Revised        | Budget         |
|--|---------------|----------------|----------------|----------------|
| PROPERTY & ESTATES MANAGEMENT                      | 2018/19       | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C1204</b>                           |               |                |                |                |
| <b>Executive Head of Regeneration and Property</b> | <b>£</b>      | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees  | 2,581         | 1,740          | 1,720          | 1,740          |
| Premises   | -             | -              | -              | -              |
| Transport Related                                  | -             | -              | -              | -              |
| Supplies & Services                                | 10,020        | 8,500          | 7,200          | 8,500          |
| Third Party Payments                               | -             | -              | -              | -              |
| Transfer Payments                                  | -             | -              | -              | -              |
| Support Services                                   | -             | -              | -              | -              |
| Capital Accounting Charges                         | -             | -              | -              | -              |
| <b>Total Expenditure</b>                           | <b>12,601</b> | <b>10,240</b>  | <b>8,920</b>   | <b>10,240</b>  |
| Income including recharges to other services       | (12,608)      | (12,000)       | (12,000)       | (12,000)       |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>(7)</b>    | <b>(1,760)</b> | <b>(3,080)</b> | <b>(1,760)</b> |

Type of service: Overheads

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

Service Activity: Property and Estates management.

## REVENUE BUDGET 2020/21

| Major Projects and Property                        | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| BUILDING SERVICES SUPPORT                          | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C1210</b>                           |                |                |                |                |
| <b>Executive Head of Regeneration and Property</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees  | 115,441        | 96,090         | 186,580        | 173,610        |
| Premises   | 8,400          | 6,000          | 6,000          | 3,000          |
| Transport Related                                  | 11             | 10             | 90             | 40             |
| Supplies & Services                                | 1,539          | 800            | 800            | 800            |
| Third Party Payments                               | -              | -              | -              | -              |
| Transfer Payments                                  | -              | -              | -              | -              |
| Support Services                                   | 11,798         | 10,830         | 14,440         | 14,720         |
| Capital Accounting Charges                         | -              | -              | -              | -              |
| <b>Total Expenditure</b>                           | <b>137,189</b> | <b>113,730</b> | <b>207,910</b> | <b>192,170</b> |
| Income including recharges to other services       | (137,189)      | (113,730)      | (204,650)      | (200,730)      |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>0</b>       | <b>0</b>       | <b>3,260</b>   | <b>(8,560)</b> |

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

*This page has been left intentionally blank*

## REVENUE BUDGET 2020/21

| Operational Services           |                | Outturn<br>2018/19 | Original<br>2019/20 | Revised<br>2019/20 | Budget<br>2020/21 |
|--------------------------------|----------------|--------------------|---------------------|--------------------|-------------------|
|                                |                | £                  | £                   | £                  | £                 |
| <b>Statutory</b>               | <b>Page No</b> |                    |                     |                    |                   |
| Domestic Refuse                | 80             | 8,894,603          | 1,561,350           | 1,415,750          | 1,424,910         |
| Street Cleansing               | 81             | 971,272            | 1,049,240           | 1,007,990          | 1,036,900         |
| Recycling                      | 82             | 364,265            | 520,740             | 419,340            | 403,490           |
| Health Pollution & Env Control | 83             | 419,526            | 473,180             | 322,090            | 502,760           |
| Health Food Safety             | 84             | 219,097            | 243,280             | 240,560            | 220,950           |
| Health Licensing General       | 85             | 143,253            | 181,350             | 185,960            | 183,380           |
| Health & Safety                | 86             | 169,361            | 171,400             | 167,940            | 165,130           |
| Health Taxi Licensing          | 87             | 89,297             | 132,520             | 130,320            | 126,110           |
| Housing Houses In Multiple Occ | 88             | 46,358             | 101,610             | 112,260            | 125,340           |
| Abandoned Vehicles             | 89             | 23,267             | 29,310              | 25,710             | 25,200            |
| Health Land Drainage/Sewerage  | 90             | 19,228             | 19,740              | 18,760             | 18,560            |
|                                |                | <b>11,359,527</b>  | <b>4,483,720</b>    | <b>4,046,680</b>   | <b>4,232,730</b>  |

Financial information for Discretionary activities continues on the following page

## REVENUE BUDGET 2020/21

| Operational Services continued   |     | Outturn<br>2018/19 | Original<br>2019/20 | Revised<br>2019/20 | Budget<br>2020/21 |
|----------------------------------|-----|--------------------|---------------------|--------------------|-------------------|
|                                  |     | £                  | £                   | £                  | £                 |
| <b>Discretionary</b>             |     |                    |                     |                    |                   |
| Housing Advice                   | 91  | 664,382            | 1,032,840           | 1,051,720          | 966,820           |
| Parks And Recreation Grds        | 92  | (3,941)            | 708,260             | 649,390            | 594,040           |
| Farnborough Leisure Centre       | 93  | 598,221            | 646,010             | 568,780            | 531,710           |
| Grounds Maint Contracts          | 94  | 586,686            | 557,930             | 614,130            | 622,570           |
| Aldershot Indoor Pools           | 95  | 419,520            | 458,830             | 373,470            | 360,450           |
| Aldershot Lido                   | 96  | 316,823            | 357,940             | 270,740            | 284,380           |
| Cctv                             | 97  | 308,226            | 333,480             | 332,750            | 315,410           |
| Community Patrol Team            | 98  | 221,172            | 259,890             | 242,030            | 255,030           |
| Housing Improvement Grants-Rev   | 99  | 190,881            | 211,080             | 191,690            | 198,060           |
| Public Conveniences              | 100 | 194,058            | 194,020             | 194,940            | 198,930           |
| Southwood Golf Course            | 101 | 89,599             | 77,300              | 69,570             | 71,790            |
| Gymnastics Academy               | 102 | 71,879             | 70,850              | 69,290             | 69,110            |
| Health Dog Warden                | 103 | 62,373             | 63,340              | 61,650             | 61,220            |
| Cemeteries                       | 104 | 66,168             | 65,960              | 57,140             | 68,210            |
| Public Halls & Community Centres | 105 | 981,706            | 80,930              | 133,050            | 134,600           |
| Health Emergency Callout         | 106 | 40,695             | 38,240              | 36,670             | 36,540            |
| Health Pest Control - Client     | 107 | 31,719             | 33,600              | 24,780             | 12,860            |
| Blackwater Valley Project        | 108 | 24,826             | 24,190              | 20,950             | 20,860            |
| Alderwood Campus Funding         | 109 | 18,265             | 20,190              | 16,280             | 15,640            |
| Allotments                       | 110 | 20,947             | 18,560              | 23,350             | 20,970            |
| Rushmoor Healthy Living          | 111 | 7,000              | 7,000               | 7,000              | 7,000             |
| Alpine Snowsports Centre         | 112 | (4,905)            | 2,990               | (13,950)           | (12,880)          |
| Housing Support Service          | 113 | 0                  | 0                   | 0                  | 0                 |
| Operational Services Management  | 114 | (2)                | 0                   | 0                  | 0                 |
| Operational Services Support     | 115 | 1                  | 0                   | 0                  | 0                 |
| Parking Management               | 116 | (136,294)          | (85,890)            | (85,810)           | (171,850)         |
| Car Parks                        | 117 | (582,616)          | (616,880)           | (689,280)          | (587,740)         |
| Crematorium                      | 118 | (615,212)          | (629,180)           | (579,450)          | (720,000)         |
|                                  |     | <b>3,572,177</b>   | <b>3,931,480</b>    | <b>3,640,880</b>   | <b>3,353,730</b>  |

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

## REVENUE BUDGET 2020/21

| Operational Services continued          |     | Outturn<br>2018/19 | Original<br>2019/20 | Revised<br>2019/20 | Budget<br>2020/21 |
|---|-----|--------------------|---------------------|--------------------|-------------------|
|   |     | £                  | £                   | £                  | £                 |
| <b>Statutory b/fwd from page 77</b>     |     | <b>11,359,527</b>  | <b>4,483,720</b>    | <b>4,046,680</b>   | <b>4,232,730</b>  |
| <b>Discretionary b/fwd from page 78</b> |     | <b>3,572,177</b>   | <b>3,931,480</b>    | <b>3,640,880</b>   | <b>3,353,730</b>  |
| <b>Mixed</b>                            |     |                    |                     |                    |                   |
| Community Safety                        | 119 | 206,552            | 246,270             | 263,860            | 260,840           |
|   |     | <b>206,552</b>     | <b>246,270</b>      | <b>263,860</b>     | <b>260,840</b>    |
| <b>Other</b>                            |     |                    |                     |                    |                   |
| Health Support Service                  | 120 | 0                  | 0                   | 0                  | 0                 |
| Env Health And Housing                  | 121 | (47)               | 0                   | 0                  | 0                 |
|   |     | <b>(47)</b>        | <b>0</b>            | <b>0</b>           | <b>0</b>          |
| <b>Net Expenditure</b>                  |     | <b>15,138,209</b>  | <b>8,661,470</b>    | <b>7,951,420</b>   | <b>7,847,300</b>  |



## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn          | Original         | Revised          | Budget           |
|--|------------------|------------------|------------------|------------------|
| DOMESTIC REFUSE                              | 2018/19          | 2019/20          | 2019/20          | 2020/21          |
| <b>Cost centre C2553</b>                     |                  |                  |                  |                  |
| <b>Head of Operational Services</b>          | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| Employees                                    | 66,689           | 64,460           | 62,630           | 67,840           |
| Premises                                     | 5,160            | 5,280            | 5,280            | 5,400            |
| Transport Related                            | 745              | 540              | 570              | 540              |
| Supplies & Services                          | 134,167          | 17,730           | 17,730           | 17,970           |
| Third Party Payments                         | 949,890          | 1,023,970        | 994,350          | 1,036,110        |
| Transfer Payments                            | -                | -                | -                | -                |
| Support Services                             | 281,927          | 354,490          | 293,460          | 282,310          |
| Capital Accounting Charges                   | 7,533,102        | 228,000          | 177,640          | 180,650          |
| <b>Total Expenditure</b>                     | <b>8,971,680</b> | <b>1,694,470</b> | <b>1,551,660</b> | <b>1,590,820</b> |
| Income including recharges to other services | (77,077)         | (133,120)        | (135,910)        | (165,910)        |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>8,894,603</b> | <b>1,561,350</b> | <b>1,415,750</b> | <b>1,424,910</b> |

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

Explanation of significant expenditure/income changes

Employees

2019/20 Revised Estimate reflects a saving following a continuation of the initial restructure to the staffing arrangements.

Supplies & Services

2018/19 Outturn includes the additional cost of operating out of the Doman Road depot whilst the Lysons Avenue depot was being constructed.

Third Party Payments

Fluctuations due to changes to the contractor payment based on the number of properties receiving the service.

Income

2019/20 Original Estimate onwards includes the Council's income from the Contractor for commercial activities.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn          | Original         | Revised          | Budget           |
|--|------------------|------------------|------------------|------------------|
| STREET CLEANSING                             | 2018/19          | 2019/20          | 2019/20          | 2020/21          |
| <b>Cost centre C2556</b>                     |                  |                  |                  |                  |
| <b>Head of Operational Services</b>          | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| Employees                                    | 45,315           | 38,960           | 44,060           | 59,060           |
| Premises                                     | -                | 8,190            | 12,690           | 8,410            |
| Transport Related                            | 598              | 470              | 320              | 470              |
| Supplies & Services                          | 25,328           | 28,350           | 25,350           | 26,350           |
| Third Party Payments                         | 932,232          | 976,740          | 979,650          | 1,007,400        |
| Transfer Payments                            | -                | -                | -                | -                |
| Support Services                             | 28,636           | 29,910           | 25,810           | 27,410           |
| Capital Accounting Charges                   | 73,580           | 124,630          | 77,630           | 78,810           |
| <b>Total Expenditure</b>                     | <b>1,105,689</b> | <b>1,207,250</b> | <b>1,165,510</b> | <b>1,207,910</b> |
| Income including recharges to other services | (134,417)        | (158,010)        | (157,520)        | (171,010)        |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>971,272</b>   | <b>1,049,240</b> | <b>1,007,990</b> | <b>1,036,900</b> |

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 Outturn & 2019/20 Revised Estimate reflects the continuation of the initial restructure to the staffing arrangements.

Premises

2018/19 Outturn reflects a reduction in spend on specialist cleaning.

Income

2019/20 Original Estimate onwards includes the Council's income from the Contractor for commercial activities.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn          | Original         | Revised          | Budget           |
|--|------------------|------------------|------------------|------------------|
| RECYCLING                                    | 2018/19          | 2019/20          | 2019/20          | 2020/21          |
| <b>Cost centre C2554</b>                     |                  |                  |                  |                  |
| <b>Head of Operational Services</b>          | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| Employees                                    | 84,502           | 105,490          | 80,890           | 73,400           |
| Premises                                     | -                | -                | -                | -                |
| Transport Related                            | 2,200            | 2,410            | 2,080            | 1,810            |
| Supplies & Services                          | 48,783           | 54,690           | 54,710           | 54,450           |
| Third Party Payments                         | 660,253          | 684,080          | 691,710          | 719,180          |
| Transfer Payments                            | -                | -                | -                | -                |
| Support Services                             | 107,085          | 120,070          | 101,020          | 96,440           |
| Capital Accounting Charges                   | 145,369          | 179,700          | 151,030          | 152,950          |
| <b>Total Expenditure</b>                     | <b>1,048,192</b> | <b>1,146,440</b> | <b>1,081,440</b> | <b>1,098,230</b> |
| Income including recharges to other services | (683,927)        | (625,700)        | (662,100)        | (694,740)        |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>364,265</b>   | <b>520,740</b>   | <b>419,340</b>   | <b>403,490</b>   |

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 Outturn & 2019/20 Revised Estimate reflects the continuation of the initial restructure to the staffing arrangements.

**Supplies & Services**

2018/19 Outturn includes reduction in spend on wheeled bin delivery and assembly costs, sacks, Integra Fee partially offset by an increase in publicity and promotion expenditure

**Income**

2018/19 Outturn and 2019/20 Revised Budget onwards includes additional income from recycling credits and garden waste subscribers. 2019/20 Revised budget onwards also reflects the decrease in income from Materials Recovery Facility (MRF).

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| HEALTH POLLUTION & ENV CONTROL               | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2213</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 333,018        | 352,560        | 343,440        | 347,850        |
| Premises                                     | -              | 400            | 400            | 400            |
| Transport Related                            | 1,355          | 1,770          | 1,750          | 1,750          |
| Supplies & Services                          | 3,017          | 7,670          | 62,530         | 49,270         |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 134,158        | 133,260        | 132,790        | 126,330        |
| Capital Accounting Charges                   | 4,459          | 4,460          | 4,460          | 4,460          |
| <b>Total Expenditure</b>                     | <b>476,007</b> | <b>500,120</b> | <b>545,370</b> | <b>530,060</b> |
| Income including recharges to other services | (56,481)       | (26,940)       | (223,280)      | (27,300)       |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>419,526</b> | <b>473,180</b> | <b>322,090</b> | <b>502,760</b> |

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

##### Employees

2018/19 Outturn includes a reduction in spend on the temporary cover of permanent posts

##### Supplies & Services

2019/20 Revised Estimate and 2020/21 Budget include the expenditure for the Air Quality Feasibility/Implementation & monitoring Project on the A331 (funded by Grant income)

##### Income

2018/19 Outturn includes the recharge credit for internal staff time working on the Air Quality Feasibility Study on the A331. 2019/20 Revised Budget includes the grant income from DEFRA for the Air Quality Implementation Project on the A331. To note, the grant will be received in 2019/20 and the unspent amount at the end of the 2019/20 financial year will be held in the Council's Earmarked Reserves and used to fund the project costs over the next 4 years.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| HEALTH FOOD SAFETY                           | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2208</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 172,493        | 174,290        | 174,010        | 174,090        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 672            | 590            | 580            | 580            |
| Supplies & Services                          | 1,114          | 1,500          | 900            | 900            |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 73,637         | 72,990         | 72,890         | 69,270         |
| Capital Accounting Charges                   | -              | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>247,916</b> | <b>249,370</b> | <b>248,380</b> | <b>244,840</b> |
| Income including recharges to other services | (28,819)       | (6,090)        | (7,820)        | (23,890)       |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>219,097</b> | <b>243,280</b> | <b>240,560</b> | <b>220,950</b> |

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

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| HEALTH LICENSING GENERAL                     | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2211</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 160,044        | 175,010        | 170,520        | 174,000        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 461            | 530            | 520            | 520            |
| Supplies & Services                          | 975            | 3,270          | 8,970          | 2,870          |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 94,634         | 93,690         | 95,420         | 90,310         |
| Capital Accounting Charges                   | -              | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>256,114</b> | <b>272,500</b> | <b>275,430</b> | <b>267,700</b> |
| Income including recharges to other services | (112,861)      | (91,150)       | (89,470)       | (84,320)       |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>143,253</b> | <b>181,350</b> | <b>185,960</b> | <b>183,380</b> |

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**

2018/19 Outturn includes in year vacancy saving. Other fluctuations relate to the Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

**Supplies & Services**

2019/20 Revised Budget includes an additional temporary spend to an external provider on licensing inspections. This expenditure is funded from employee savings.

**Income**

2018/19 Outturn includes additional income mainly from premises licences.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| HEALTH & SAFETY                              | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2206</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 122,285        | 123,930        | 120,440        | 119,790        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 385            | 540            | 530            | 530            |
| Supplies & Services                          | 3,678          | 2,440          | 2,430          | 2,440          |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 46,533         | 46,290         | 46,340         | 44,170         |
| Capital Accounting Charges                   | -              | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>172,881</b> | <b>173,200</b> | <b>169,740</b> | <b>166,930</b> |
| Income including recharges to other services | (3,520)        | (1,800)        | (1,800)        | (1,800)        |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>169,361</b> | <b>171,400</b> | <b>167,940</b> | <b>165,130</b> |

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.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| HEALTH TAXI LICENSING                        | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2218</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 111,154        | 138,020        | 135,360        | 139,060        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 302            | 340            | 330            | 330            |
| Supplies & Services                          | 10,307         | 16,700         | 17,650         | 13,460         |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 53,329         | 53,810         | 54,850         | 52,180         |
| Capital Accounting Charges                   | -              | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>175,092</b> | <b>208,870</b> | <b>208,190</b> | <b>205,030</b> |
| Income including recharges to other services | (85,795)       | (76,350)       | (77,870)       | (78,920)       |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>89,297</b>  | <b>132,520</b> | <b>130,320</b> | <b>126,110</b> |

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

2018/19 Outturn includes in year vacancy saving. Other fluctuations relate to the Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

Supplies & Services

2019/20 Original and 2019/20 Revised Budgets include the initial cost of the drugs and alcohol testing kits.

Income

2018/19 Outturn includes additional income from driver licence fees, vehicle licence fees, CRB deposits (offset by additional expenditure), vehicle plate income and knowledge tests.



## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| HOUSING HOUSES IN MULTIPLE OCC               | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2403</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 101,861        | 110,970        | 104,530        | 106,360        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 947            | 800            | 930            | 930            |
| Supplies & Services                          | -              | -              | -              | -              |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 40,940         | 41,640         | 39,600         | 38,050         |
| Capital Accounting Charges                   | -              | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>143,748</b> | <b>153,410</b> | <b>145,060</b> | <b>145,340</b> |
| Income including recharges to other services | (97,390)       | (51,800)       | (32,800)       | (20,000)       |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>46,358</b>  | <b>101,610</b> | <b>112,260</b> | <b>125,340</b> |

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

Explanation of significant expenditure/income changes

**Employees**

Vacancies in 2018/19, 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 including recharges to other services**

In 2018/19 increase in income due to licencing changes to Houses in multiple occupation rules wef 1st October 2019. These are renewable every 5 years. Revised Estimate 2019/20 reflects more accurately number of likely additional licences due to these changes

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| ABANDONED VEHICLES                           | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2557</b>                     |               |               |               |               |
| <b>Head of Operational Services</b>          | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 4,612         | 5,380         | 5,510         | 5,730         |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | 98            | 70            | 60            | 60            |
| Supplies & Services                          | 417           | 1,900         | 1,000         | 1,000         |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 18,140        | 21,960        | 19,140        | 18,410        |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>23,267</b> | <b>29,310</b> | <b>25,710</b> | <b>25,200</b> |
| Income including recharges to other services | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>23,267</b> | <b>29,310</b> | <b>25,710</b> | <b>25,200</b> |

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.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| HEALTH LAND DRAINAGE/SEWERAGE                | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2227</b>                     |               |               |               |               |
| <b>Head of Operational Services</b>          | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 2,581         | 2,650         | 2,620         | 2,640         |
| Premises                                     | 833           | 1,600         | 1,600         | 1,600         |
| Transport Related                            | -             | -             | -             | -             |
| Supplies & Services                          | 9,230         | 9,230         | 9,230         | 9,230         |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 6,584         | 6,260         | 5,310         | 5,090         |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>19,228</b> | <b>19,740</b> | <b>18,760</b> | <b>18,560</b> |
| Income including recharges to other services | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>19,228</b> | <b>19,740</b> | <b>18,760</b> | <b>18,560</b> |

Type of service: Statutory

Service Purpose: Inspection of ditches and watercourses to ensure free flow of water. To ensure that the Council carries out it's 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.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn          | Original         | Revised          | Budget           |
|--|------------------|------------------|------------------|------------------|
| HOUSING ADVICE                               | 2018/19          | 2019/20          | 2019/20          | 2020/21          |
| <b>Cost centre C2402</b>                     |                  |                  |                  |                  |
| <b>Head of Operational Services</b>          | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| Employees                                    | 517,286          | 579,540          | 573,490          | 532,820          |
| Premises                                     | -                | -                | -                | -                |
| Transport Related                            | 1,935            | 680              | 4,290            | 2,920            |
| Supplies & Services                          | 160,531          | 162,480          | 226,150          | 195,610          |
| Third Party Payments                         | -                | -                | -                | -                |
| Transfer Payments                            | 213,206          | 384,370          | 408,440          | 99,900           |
| Support Services                             | 206,671          | 214,740          | 213,820          | 203,070          |
| Capital Accounting Charges                   | 1,000            | 1,000            | 1,000            | 1,000            |
| <b>Total Expenditure</b>                     | <b>1,100,629</b> | <b>1,342,810</b> | <b>1,427,190</b> | <b>1,035,320</b> |
| Income including recharges to other services | (436,247)        | (309,970)        | (375,470)        | (68,500)         |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>664,382</b>   | <b>1,032,840</b> | <b>1,051,720</b> | <b>966,820</b>   |

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 outturn includes vacancy savings. 2018/19 a budget was approved for 2 year support in housing options team, starting mid year with a full year budget in 2019/20 and a part year budget in 2020/21 funded from reserves

**Supplies & Services**

Revised 2019/20 onwards Increase in bed and breakfast costs

**Transfer Payments**

Actual 2018/19 to Revised Estimates 2019/20 Budget includes expenditure on use of flexible Housing grant. In 2018/19 the underspend element on this has been transferred to earmarked reserves to be used in future years

**Income including recharges to other services**

Actual 2018/19 to Revised Estimates 2019/20 Budget includes grant income for Homelessness Flexible Grant. In 2018/19 additional grant received. This additional grant was transferred to earmarked reserves to be used in future years

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| PARKS AND RECREATION GRDS                    | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2517</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 106,059        | 101,790        | 84,280         | 84,670         |
| Premises                                     | 125,704        | 147,000        | 159,670        | 136,870        |
| Transport Related                            | 343            | 620            | 540            | 540            |
| Supplies & Services                          | 371,142        | 292,180        | 256,010        | 244,110        |
| Third Party Payments                         | (54,660)       | 13,000         | (53,650)       | (53,650)       |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 122,823        | 119,730        | 110,080        | 82,800         |
| Capital Accounting Charges                   | 308,003        | 257,750        | 259,390        | 259,980        |
| <b>Total Expenditure</b>                     | <b>979,414</b> | <b>932,070</b> | <b>816,320</b> | <b>755,320</b> |
| Income including recharges to other services | (983,355)      | (223,810)      | (166,930)      | (161,280)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>(3,941)</b> | <b>708,260</b> | <b>649,390</b> | <b>594,040</b> |

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

2018/19 Outturn included an reduction in spend on general repairs & maintenance and pavilions & buildings. 2019/20 Revised Budget includes additional one-off expenditure to reinstate the accessible footpath at Rowhill Copse following works undertaken by Scottish and Southern Electric to remove electricity pylons (income received from SSE to fund these works). 2019/20 Revised budget also includes additional expenditure on pavilions/buildings and utility bills.

##### Supplies & Services

2018/19 Outturn includes additional spend on one-off revenue projects funded by developers contributions and additional spend on tree maintenance works. 2019/20 Original budget included expenditure required for grass cutting and safety related tree maintenance during the initial set up of Southwood Golf Course into the Southwood County Park SANG (Suitable Alternative Natural Greenspace), this budget has now been moved to the Southwood Country Park SANG cost centre. 2019/20 Revised Estimate includes a carry forward of budget from 2018/19 for additional tree maintenance works.

##### Third Party Payments

2018/19 Outturn and 2019/20 Revised Budget onwards includes the accounting treatment for an embedded lease liability

##### Income

2018/19 Outturn includes developers contributions, which if not used in year are transferred to an earmarked reserve. 2019/20 Original budget included the funding for the expenditure required for grass cutting and safety related tree maintenance during the initial set up of Southwood Golf Course into the Southwood County Park SANG (Suitable Alternative Natural Greenspace), this budget has now been moved to the Southwood Country Park SANG cost centre.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| FARNBOROUGH LEISURE CENTRE                   | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2560</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 19,284         | 18,670         | 26,690         | 26,900         |
| Premises                                     | 31,744         | 34,630         | 34,250         | 34,250         |
| Transport Related                            | 12             | 20             | 30             | 30             |
| Supplies & Services                          | 79,199         | 81,680         | 47,080         | 48,780         |
| Third Party Payments                         | 119,347        | 134,080        | 76,470         | 78,190         |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 32,041         | 31,100         | 32,280         | 31,130         |
| Capital Accounting Charges                   | 316,594        | 345,830        | 351,980        | 312,430        |
| <b>Total Expenditure</b>                     | <b>598,221</b> | <b>646,010</b> | <b>568,780</b> | <b>531,710</b> |
| Income including recharges to other services | -              | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>598,221</b> | <b>646,010</b> | <b>568,780</b> | <b>531,710</b> |

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.

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

Reduction in services costs for 2019/20 Revised Budget and 2020/21 Budget following the 2 year extension of the existing Leisure contract

Third Party Payments

Reduction in services costs for 2019/20 Revised Budget and 2020/21 Budget following the 2 year extension of the existing Leisure contract

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| GROUPS MAINT CONTRACTS                       | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2552</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 8,048          | 7,080          | 17,720         | 17,890         |
| Premises                                     | 76,550         | 79,490         | 74,450         | 76,400         |
| Transport Related                            | 12             | 80             | 160            | 160            |
| Supplies & Services                          | 308            | 2,350          | 1,420          | 500            |
| Third Party Payments                         | 511,485        | 494,350        | 546,200        | 560,910        |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 11,643         | 11,930         | 9,480          | 10,580         |
| Capital Accounting Charges                   | 751            | 750            | 750            | 750            |
| <b>Total Expenditure</b>                     | <b>608,797</b> | <b>596,030</b> | <b>650,180</b> | <b>667,190</b> |
| Income including recharges to other services | (22,111)       | (38,100)       | (36,050)       | (44,620)       |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>586,686</b> | <b>557,930</b> | <b>614,130</b> | <b>622,570</b> |

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

**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**

2019/20 Revised onwards reflects the reduction in spend on Grounds Maintenance due to inventory changes

**Third Party Payments**

2018/19 Outturn included a reduction in spend on grounds maintenance non routine works. 2019/20 Budget included the accounting treatment for an embedded lease liability which is now being shown against the other cost centres relating to this contract. 2019/20 Revised onwards reflects the reduction in spend on Grounds Maintenance due to inventory changes

**Income**

2019/20 Original Estimate onwards includes the Council's income from the Contractor for commercial activities.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| ALDERSHOT INDOOR POOLS                       | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2558</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 10,836         | 9,980          | 9,660          | 9,780          |
| Premises                                     | 17,840         | 19,320         | 18,000         | 18,000         |
| Transport Related                            | 6              | 10             | 10             | 10             |
| Supplies & Services                          | 27,074         | 27,960         | 5,120          | 5,380          |
| Third Party Payments                         | 268,817        | 294,640        | 230,260        | 235,490        |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 13,444         | 13,780         | 14,560         | 14,000         |
| Capital Accounting Charges                   | 81,503         | 93,140         | 95,860         | 77,790         |
| <b>Total Expenditure</b>                     | <b>419,520</b> | <b>458,830</b> | <b>373,470</b> | <b>360,450</b> |
| Income including recharges to other services | -              | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>419,520</b> | <b>458,830</b> | <b>373,470</b> | <b>360,450</b> |

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

Supplies & Services

Reduction in services costs for 2019/20 Revised Budget and 2020/21 Budget following the 2 year extension of the existing Leisure contract

Third Party Payments

Reduction in services costs for 2019/20 Revised Budget and 2020/21 Budget following the 2 year extension of the existing Leisure contract



## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| ALDERSHOT LIDO                               | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2559</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 7,214          | 5,620          | 5,410          | 5,520          |
| Premises                                     | 9,663          | 9,440          | 9,440          | 9,440          |
| Transport Related                            | 3              | 10             | 10             | 10             |
| Supplies & Services                          | 17,012         | 17,710         | 6,970          | 7,320          |
| Third Party Payments                         | 122,080        | 133,580        | 75,220         | 76,820         |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 11,825         | 11,100         | 12,090         | 11,490         |
| Capital Accounting Charges                   | 169,812        | 180,480        | 181,600        | 173,780        |
| <b>Total Expenditure</b>                     | <b>337,609</b> | <b>357,940</b> | <b>290,740</b> | <b>284,380</b> |
| Income including recharges to other services | (20,786)       | -              | (20,000)       | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>316,823</b> | <b>357,940</b> | <b>270,740</b> | <b>284,380</b> |

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

Supplies & Services

Reduction in services costs for 2019/20 Revised Budget and 2020/21 Budget following the 2 year extension of the existing Leisure contract

Third Party Payments

Reduction in services costs for 2019/20 Revised Budget and 2020/21 Budget following the 2 year extension of the existing Leisure contract

Income

2018/19 Outturn and 2019/20 Revised Budget include the share of income the Council received from the profit share/loss agreement with the contractor.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| CCTV   | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2246</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 147,520        | 159,110        | 155,580        | 158,700        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 221            | -              | -              | -              |
| Supplies & Services                          | 59,572         | 69,680         | 79,720         | 69,730         |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 88,974         | 92,860         | 85,670         | 81,800         |
| Capital Accounting Charges                   | 28,329         | 26,730         | 26,730         | 20,490         |
| <b>Total Expenditure</b>                     | <b>324,616</b> | <b>348,380</b> | <b>347,700</b> | <b>330,720</b> |
| Income including recharges to other services | (16,390)       | (14,900)       | (14,950)       | (15,310)       |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>308,226</b> | <b>333,480</b> | <b>332,750</b> | <b>315,410</b> |

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

2018/19 Outturn includes vacancy savings.

Supplies & Services

2018/19 Outturn includes a reduction in spend on equipment maintenance costs. 2019/20 Revised includes the budget for the feasibility work in order to bring forward a capital scheme for CCTV

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| COMMUNITY PATROL TEAM                        | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| Cost centre C2228                            |                |                |                |                |
| Head of Operational Services                 | £              | £              | £              | £              |
| Employees                                    | 137,729        | 170,160        | 154,230        | 169,640        |
| Premises                                     | -              | -              | -              | -              |
| Transport Related                            | 14,312         | 18,530         | 16,630         | 16,630         |
| Supplies & Services                          | 5,398          | 5,390          | 5,370          | 5,460          |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 64,373         | 67,310         | 66,300         | 63,800         |
| Capital Accounting Charges                   | -              | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>221,812</b> | <b>261,390</b> | <b>242,530</b> | <b>255,530</b> |
| Income including recharges to other services | (640)          | (1,500)        | (500)          | (500)          |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>221,172</b> | <b>259,890</b> | <b>242,030</b> | <b>255,030</b> |

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. Dealing with parking contraventions during patrols and in response to complaints.

Explanation of significant expenditure/income changes

Employees

2018/19 Outturn and 2019/20 Revised Budget includes in year vacancy saving. Other fluctuations relate to the Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn          | Original         | Revised          | Budget           |
|--|------------------|------------------|------------------|------------------|
| HOUSING IMPROVEMENT GRANTS-REV               | 2018/19          | 2019/20          | 2019/20          | 2020/21          |
| <b>Cost centre C2404</b>                     |                  |                  |                  |                  |
| <b>Head of Operational Services</b>          | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| Employees                                    | 147,283          | 160,280          | 153,150          | 156,810          |
| Premises                                     | -                | -                | -                | -                |
| Transport Related                            | 1,537            | 1,390            | 1,690            | 1,690            |
| Supplies & Services                          | 342              | 5,100            | -                | 5,100            |
| Third Party Payments                         | -                | -                | -                | -                |
| Transfer Payments                            | -                | -                | -                | -                |
| Support Services                             | 57,577           | 59,310           | 56,850           | 54,460           |
| Capital Accounting Charges                   | 1,125,169        | 982,810          | 1,060,510        | 1,060,510        |
| <b>Total Expenditure</b>                     | <b>1,331,908</b> | <b>1,208,890</b> | <b>1,272,200</b> | <b>1,278,570</b> |
| Income including recharges to other services | (1,141,027)      | (997,810)        | (1,080,510)      | (1,080,510)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>190,881</b>   | <b>211,080</b>   | <b>191,690</b>   | <b>198,060</b>   |

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

Underspend due to vacancies in 2018/19

Supplies & Services

2018/19 and 2019/20 costs funded from reserves

Income including recharges to other services

2018/19 additional government funding for improvement grants

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| PUBLIC CONVENIENCES                          | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2555</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 7,075          | 8,630          | 5,510          | 5,730          |
| Premises                                     | 33,112         | 29,540         | 29,780         | 30,310         |
| Transport Related                            | 98             | 70             | 60             | 60             |
| Supplies & Services                          | 61             | 60             | 60             | 60             |
| Third Party Payments                         | 129,508        | 132,040        | 135,400        | 139,010        |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 11,218         | 10,690         | 11,140         | 10,770         |
| Capital Accounting Charges                   | 12,986         | 12,990         | 12,990         | 12,990         |
| <b>Total Expenditure</b>                     | <b>194,058</b> | <b>194,020</b> | <b>194,940</b> | <b>198,930</b> |
| Income including recharges to other services | -              | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>194,058</b> | <b>194,020</b> | <b>194,940</b> | <b>198,930</b> |

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.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| SOUTHWOOD GOLF COURSE                        | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| Cost centre C2561                            |               |               |               |               |
| Head of Operational Services                 | £             | £             | £             | £             |
| Employees                                    | 15,279        | 12,220        | 6,060         | -             |
| Premises                                     | 36,981        | 36,790        | 36,020        | 33,300        |
| Transport Related                            | 8             | 20            | -             | -             |
| Supplies & Services                          | 10,906        | 2,460         | 3,080         | 1,150         |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 20,746        | 20,130        | 18,730        | 16,730        |
| Capital Accounting Charges                   | 5,679         | 5,680         | 5,680         | 20,610        |
| <b>Total Expenditure</b>                     | <b>89,599</b> | <b>77,300</b> | <b>69,570</b> | <b>71,790</b> |
| Income including recharges to other services | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>89,599</b> | <b>77,300</b> | <b>69,570</b> | <b>71,790</b> |

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

Employees

2018/19 Outturn included additional expenditure for on site security following the closure of the Golf Course. 2019/20 Revised and 2020/21 Fluctuations are 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

Reductions in expenditure following the closure of the Golf Course

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| GYMNASTICS ACADEMY                           | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2514</b>                     |               |               |               |               |
| <b>Head of Operational Services</b>          | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 610           | -             | -             | -             |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | -             | -             | -             | -             |
| Supplies & Services                          | -             | -             | -             | -             |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 3,280         | 2,860         | 1,300         | 1,120         |
| Capital Accounting Charges                   | 82,789        | 82,790        | 82,790        | 82,790        |
| <b>Total Expenditure</b>                     | <b>86,679</b> | <b>85,650</b> | <b>84,090</b> | <b>83,910</b> |
| Income including recharges to other services | (14,800)      | (14,800)      | (14,800)      | (14,800)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>71,879</b> | <b>70,850</b> | <b>69,290</b> | <b>69,110</b> |

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.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| HEALTH DOG WARDEN                            | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2204</b>                     |               |               |               |               |
| <b>Head of Operational Services</b>          | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 30,846        | 30,550        | 30,770        | 31,350        |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | 2,959         | 3,720         | 3,720         | 3,720         |
| Supplies & Services                          | 12,389        | 13,710        | 13,600        | 13,410        |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 18,062        | 17,720        | 15,720        | 14,960        |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>64,256</b> | <b>65,700</b> | <b>63,810</b> | <b>63,440</b> |
| Income including recharges to other services | (1,883)       | (2,360)       | (2,160)       | (2,220)       |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>62,373</b> | <b>63,340</b> | <b>61,650</b> | <b>61,220</b> |

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.



## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| CEMETERIES                                   | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2550</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 27,223         | 28,310         | 28,010         | 28,500         |
| Premises                                     | 13,513         | 19,650         | 24,230         | 22,080         |
| Transport Related                            | 58             | 70             | 70             | 70             |
| Supplies & Services                          | 18,071         | 17,380         | 17,100         | 17,290         |
| Third Party Payments                         | 117,168        | 138,650        | 138,120        | 141,850        |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 23,951         | 23,410         | 25,130         | 23,950         |
| Capital Accounting Charges                   | 9,275          | 8,180          | 8,170          | 8,200          |
| <b>Total Expenditure</b>                     | <b>209,259</b> | <b>235,650</b> | <b>240,830</b> | <b>241,940</b> |
| Income including recharges to other services | (143,091)      | (169,690)      | (183,690)      | (173,730)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>66,168</b>  | <b>65,960</b>  | <b>57,140</b>  | <b>68,210</b>  |

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

Premises

2018/19 Outturn includes a reduction in spend on repairs and maintenance and 2019/20 Revised Budget includes an increase in spend on repairs & maintenance.

Third Party Payments

2018/19 Outturn reflected a reduction in spend on grave digging expenditure.

Income

2018/19 Outturn reflected a reduction in income from Grave Sales, Interment Fees and Monument Rights. 2019/20 Revised Budget includes an increase in income from Grave Sales.

## REVENUE BUDGET 2020/21

| Operational Services  | Outturn          | Original       | Revised        | Budget         |
|---|------------------|----------------|----------------|----------------|
| PUBLIC HALLS & COMMUNITY CENTRES                            | 2018/19          | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2505#2506#2507#2511#2515#2516#2526#2548</b> |                  |                |                |                |
| <b>Head of Operational Services</b>                         | <b>£</b>         | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees   | 15,738           | 13,160         | 14,990         | 15,280         |
| Premises  | 81,623           | 78,030         | 89,300         | 83,360         |
| Transport Related   | 17               | 30             | 20             | 20             |
| Supplies & Services   | 3,340            | 4,160          | 3,940          | 4,060          |
| Third Party Payments  | -                | -              | -              | -              |
| Transfer Payments   | -                | 6,000          | -              | -              |
| Support Services  | 51,707           | 45,920         | 59,090         | 57,280         |
| Capital Accounting Charges                                  | 933,719          | 38,520         | 11,370         | 12,100         |
| <b>Total Expenditure</b>                                    | <b>1,086,144</b> | <b>185,820</b> | <b>178,710</b> | <b>172,100</b> |
| Income including recharges to other services                | (104,438)        | (104,890)      | (45,660)       | (37,500)       |
| <b>NET GENERAL FUND REQUIREMENT</b>                         | <b>981,706</b>   | <b>80,930</b>  | <b>133,050</b> | <b>134,600</b> |

Type of service: Discretionary

Service Purpose: To provide facilities for educational, recreational, arts and social opportunities.

Service Activity: Facilities provided at Farnborough Community Centre (now closed from 2019/20), Prospect Centre, Southwood Community Centre, Blunden Hall and Beaumont Guardrooms.

Explanation of significant expenditure/income changes

Premises

2018/19 Outturn and 2019/20 Revised Budget include additional spend on repairs & maintenance. 2020/21 Budget includes increased expenditure on utility costs.

Transfer Payments

Reduction in grant expenditure following the closure of Farnborough Community Centre

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| HEALTH EMERGENCY CALLOUT                     | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2207</b>                     |               |               |               |               |
| <b>Head of Operational Services</b>          | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 35,999        | 33,370        | 32,600        | 32,600        |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | -             | -             | -             | -             |
| Supplies & Services                          | 33            | 500           | 500           | 500           |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 4,663         | 4,370         | 3,570         | 3,440         |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>40,695</b> | <b>38,240</b> | <b>36,670</b> | <b>36,540</b> |
| Income including recharges to other services | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>40,695</b> | <b>38,240</b> | <b>36,670</b> | <b>36,540</b> |

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.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| HEALTH PEST CONTROL - CLIENT                 | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| Cost centre C2212                            |               |               |               |               |
| Head of Operational Services                 | £             | £             | £             | £             |
| Employees                                    | 3,233         | 2,650         | 2,620         | 2,640         |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | 14            | -             | -             | -             |
| Supplies & Services                          | -             | 100           | 100           | 100           |
| Third Party Payments                         | 18,333        | 20,820        | 13,500        | 3,000         |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 10,139        | 10,030        | 9,560         | 9,120         |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>31,719</b> | <b>33,600</b> | <b>25,780</b> | <b>14,860</b> |
| Income including recharges to other services | -             | -             | (1,000)       | (2,000)       |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>31,719</b> | <b>33,600</b> | <b>24,780</b> | <b>12,860</b> |

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.

Explanation of significant expenditure/income changes

Third Party Payments

2019/20 Revised Budget onwards reflects the reduction in spend on contractor payment as we now have a new pest control contract that is a chargeable service.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| BLACKWATER VALLEY PROJECT                    | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2525</b>                     |               |               |               |               |
| <b>Head of Operational Services</b>          | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 4,111         | 3,600         | 700           | 710           |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | 16            | 20            | -             | -             |
| Supplies & Services                          | -             | -             | -             | -             |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | 17,500        | 17,500        | 17,500        | 17,500        |
| Support Services                             | 3,199         | 3,070         | 2,750         | 2,650         |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>24,826</b> | <b>24,190</b> | <b>20,950</b> | <b>20,860</b> |
| Income including recharges to other services | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>24,826</b> | <b>24,190</b> | <b>20,950</b> | <b>20,860</b> |

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.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| ALDERWOOD CAMPUS FUNDING                     | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2528</b>                     |               |               |               |               |
| <b>Head of Operational Services</b>          | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 2,288         | 1,100         | -             | -             |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | -             | -             | -             | -             |
| Supplies & Services                          | -             | -             | -             | -             |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 15,977        | 19,090        | 16,280        | 15,640        |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>18,265</b> | <b>20,190</b> | <b>16,280</b> | <b>15,640</b> |
| Income including recharges to other services | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>18,265</b> | <b>20,190</b> | <b>16,280</b> | <b>15,640</b> |

Type of service: Discretionary

Service Purpose: Provision of Alderwood Leisure Centre.

Service Activity: Provide and maintain the service for educational, recreational, cultural and social opportunities.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| ALLOTMENTS                                   | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2502</b>                     |               |               |               |               |
| <b>Head of Operational Services</b>          | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 13,925        | 13,770        | 14,960        | 15,320        |
| Premises                                     | 9,021         | 9,220         | 12,260        | 12,620        |
| Transport Related                            | 327           | 500           | 510           | 510           |
| Supplies & Services                          | -             | -             | -             | -             |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 11,201        | 11,440        | 12,010        | 11,570        |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>34,474</b> | <b>34,930</b> | <b>39,740</b> | <b>40,020</b> |
| Income including recharges to other services | (13,527)      | (16,370)      | (16,390)      | (19,050)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>20,947</b> | <b>18,560</b> | <b>23,350</b> | <b>20,970</b> |

Type of service: Discretionary

Service Purpose: Management and administration of the allotments.

Service Activity: Provision of allotments.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn      | Original     | Revised      | Budget       |
|--|--------------|--------------|--------------|--------------|
| RUSHMOOR HEALTHY LIVING                      | 2018/19      | 2019/20      | 2019/20      | 2020/21      |
| <b>Cost centre C2248</b>                     |              |              |              |              |
| <b>Head of Operational Services</b>          | <b>£</b>     | <b>£</b>     | <b>£</b>     | <b>£</b>     |
| Employees                                    | -            | -            | -            | -            |
| Premises                                     | -            | -            | -            | -            |
| Transport Related                            | -            | -            | -            | -            |
| Supplies & Services                          | -            | -            | -            | -            |
| Third Party Payments                         | -            | -            | -            | -            |
| Transfer Payments                            | 7,000        | 7,000        | 7,000        | 7,000        |
| Support Services                             | -            | -            | -            | -            |
| Capital Accounting Charges                   | -            | -            | -            | -            |
| <b>Total Expenditure</b>                     | <b>7,000</b> | <b>7,000</b> | <b>7,000</b> | <b>7,000</b> |
| Income including recharges to other services | -            | -            | -            | -            |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>7,000</b> | <b>7,000</b> | <b>7,000</b> | <b>7,000</b> |

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 2020/21

| Operational Services                         | Outturn        | Original      | Revised         | Budget          |
|--|----------------|---------------|-----------------|-----------------|
| ALPINE SNOWSPORTS CENTRE                     | 2018/19        | 2019/20       | 2019/20         | 2020/21         |
| <b>Cost centre C2503</b>                     |                |               |                 |                 |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>      | <b>£</b>        | <b>£</b>        |
| Employees                                    | 5,238          | 5,250         | 9,660           | 9,780           |
| Premises                                     | -              | 1,000         | 1,000           | 1,000           |
| Transport Related                            | 3              | 10            | 10              | 10              |
| Supplies & Services                          | -              | -             | -               | -               |
| Third Party Payments                         | -              | -             | -               | -               |
| Transfer Payments                            | -              | -             | -               | -               |
| Support Services                             | 6,010          | 5,740         | 7,050           | 6,800           |
| Capital Accounting Charges                   | 19,893         | 18,490        | 18,500          | 20,600          |
| <b>Total Expenditure</b>                     | <b>31,144</b>  | <b>30,490</b> | <b>36,220</b>   | <b>38,190</b>   |
| Income including recharges to other services | (36,049)       | (27,500)      | (50,170)        | (51,070)        |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>(4,905)</b> | <b>2,990</b>  | <b>(13,950)</b> | <b>(12,880)</b> |

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

2019/20 Revised Budget onwards reflects an increase in income the Council receive from the contractor following the procurement of a new management contract.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn       | Original     | Revised      | Budget       |
|--|---------------|--------------|--------------|--------------|
| HOUSING SUPPORT SERVICE                      | 2018/19       | 2019/20      | 2019/20      | 2020/21      |
| <b>Cost centre C2405</b>                     |               |              |              |              |
| <b>Head of Operational Services</b>          | <b>£</b>      | <b>£</b>     | <b>£</b>     | <b>£</b>     |
| Employees                                    | 17,114        | 5,760        | 5,890        | 5,850        |
| Premises                                     | -             | -            | -            | -            |
| Transport Related                            | 69            | -            | -            | -            |
| Supplies & Services                          | -             | -            | -            | -            |
| Third Party Payments                         | -             | -            | -            | -            |
| Transfer Payments                            | -             | -            | -            | -            |
| Support Services                             | 3,925         | 3,190        | 2,850        | 2,770        |
| Capital Accounting Charges                   | -             | -            | -            | -            |
| <b>Total Expenditure</b>                     | <b>21,108</b> | <b>8,950</b> | <b>8,740</b> | <b>8,620</b> |
| Income including recharges to other services | (21,108)      | (8,950)      | (8,740)      | (8,620)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>0</b>      | <b>0</b>     | <b>0</b>     | <b>0</b>     |

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. Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

**Income including recharges to other services**

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 2020/21

| Operational Services                         | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| OPERATIONAL SERVICES MANAGEMENT              | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2510</b>                     |               |               |               |               |
| <b>Head of Operational Services</b>          | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 5,905         | 8,900         | 8,900         | 8,900         |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | -             | -             | -             | -             |
| Supplies & Services                          | 11,740        | 24,080        | 24,080        | 24,080        |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | -             | -             | -             | -             |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>17,645</b> | <b>32,980</b> | <b>32,980</b> | <b>32,980</b> |
| Income including recharges to other services | (17,647)      | (32,980)      | (32,980)      | (32,980)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>(2)</b>    | <b>0</b>      | <b>0</b>      | <b>0</b>      |

Type of service: Discretionary

Service Purpose: Provision of a operational services management service.

Service Activity: Operational services management.

Explanation of significant expenditure/income changes

Supplies & Services

2018/19 Outturn reflects a reduction in spend mainly on internal charges for photocopying and printing

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| OPERATIONAL SERVICES SUPPORT                 | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2522</b>                     |               |               |               |               |
| <b>Head of Operational Services</b>          | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 30,002        | 30,940        | 15,020        | 13,640        |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | -             | 30            | 30            | 30            |
| Supplies & Services                          | -             | -             | -             | -             |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 3,519         | 3,630         | 2,960         | 2,830         |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>33,521</b> | <b>34,600</b> | <b>18,010</b> | <b>16,500</b> |
| Income including recharges to other services | (33,520)      | (34,600)      | (18,010)      | (16,500)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>1</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      |

Type of service: Discretionary

Service Purpose: Provision of a operational services support service.

Service Activity: Operational services support service.

Explanation of significant expenditure/income changes

Employees

2019/20 Revised Budget onwards reflects a reduction in costs following a restructure to staffing

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn          | Original        | Revised         | Budget           |
|--|------------------|-----------------|-----------------|------------------|
| PARKING MANAGEMENT                           | 2018/19          | 2019/20         | 2019/20         | 2020/21          |
| <b>Cost centre C2538</b>                     |                  |                 |                 |                  |
| <b>Head of Operational Services</b>          | <b>£</b>         | <b>£</b>        | <b>£</b>        | <b>£</b>         |
| Employees                                    | 331,368          | 414,200         | 331,890         | 276,830          |
| Premises                                     | 1,413            | 9,300           | 9,300           | 9,300            |
| Transport Related                            | 5,981            | 6,750           | 6,740           | 5,370            |
| Supplies & Services                          | 70,494           | 76,140          | 80,310          | 82,160           |
| Third Party Payments                         | -                | -               | -               | -                |
| Transfer Payments                            | -                | 100,000         | 100,000         | 171,860          |
| Support Services                             | 162,819          | 150,700         | 160,650         | 148,850          |
| Capital Accounting Charges                   | 33,116           | 34,070          | 34,050          | 20,490           |
| <b>Total Expenditure</b>                     | <b>605,191</b>   | <b>791,160</b>  | <b>722,940</b>  | <b>714,860</b>   |
| Income including recharges to other services | (741,485)        | (877,050)       | (808,750)       | (886,710)        |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>(136,294)</b> | <b>(85,890)</b> | <b>(85,810)</b> | <b>(171,850)</b> |

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**

2018/19 Outturn includes a reduction in spend due to vacancy savings. 2019/20 Revised Estimate reflects in year vacancy savings and a reduction in costs following a restructure to staffing. 2020/21 Budget includes the full year reduction in costs following a restructure to staffing and a change to the time allocations for the team between On Street parking and Off Street parking (car Parks).

**Premises**

2018/19 Outturn reflects a reduction in spend on gantry barriers.

**Supplies & Services**

2018/19 Outturn reflects a reduction in spend on operational equipment, telecoms and penalty charge notice related expenditure.

**Transfer Payments**

2019/20 Budget and 2019/20 Revised Budget reflects the payment to Hampshire County Council from the Civil Parking Enforcement surplus being generated in year. 2020/21 Budget reflects the effect of the new agency agreement from 1st April 2020.

**Income**

2018/19 Outturn and 2019/20 Revised Budget includes a reduction in Penalty Charge Notice income due to staff vacancies in year. 2018/19 Outturn and 2019/20 Revised Budget also includes a reduction in on-street parking pay and display income.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn          | Original         | Revised          | Budget           |
|--|------------------|------------------|------------------|------------------|
| CAR PARKS                                    | 2018/19          | 2019/20          | 2019/20          | 2020/21          |
| <b>Cost centre C2537</b>                     |                  |                  |                  |                  |
| <b>Head of Operational Services</b>          | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| Employees                                    | 138,143          | 161,860          | 114,350          | 195,400          |
| Premises                                     | 275,506          | 252,870          | 250,980          | 256,020          |
| Transport Related                            | 2,060            | 2,890            | 2,660            | 4,040            |
| Supplies & Services                          | 393,822          | 311,730          | 304,190          | 253,050          |
| Third Party Payments                         | 205,072          | 109,460          | 156,940          | 111,980          |
| Transfer Payments                            | -                | -                | -                | -                |
| Support Services                             | 183,831          | 175,110          | 169,190          | 162,180          |
| Capital Accounting Charges                   | 28,714           | 27,730           | 27,710           | 29,370           |
| <b>Total Expenditure</b>                     | <b>1,227,148</b> | <b>1,041,650</b> | <b>1,026,020</b> | <b>1,012,040</b> |
| Income including recharges to other services | (1,809,764)      | (1,658,530)      | (1,715,300)      | (1,599,780)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>(582,616)</b> | <b>(616,880)</b> | <b>(689,280)</b> | <b>(587,740)</b> |

Type of service: Discretionary

Service Purpose: Car parks

Service Activity: Provision and operation of car parks.

Explanation of significant expenditure/income changes

**Employees**

2018/19 Outturn includes a reduction in spend due to vacancy savings. 2019/20 Revised Estimate reflects in year vacancy savings and a reduction in costs following a restructure to staffing. 2020/21 Budget includes the full year reduction in costs following a restructure to staffing and a change to the time allocations for the team between On Street parking and Off Street parking (car Parks).

**Premises**

2018/19 Outturn includes the reversal of an accounting accrual.

**Supplies & Services**

2018/19 Outturn includes an increase in the managed car parks costs as we temporarily managed the Aldershot Centre for Health car park (offset by additional income). 2018/19 Outturn and 2019/20 Revised Budget onwards reflects an increase in leisure centre user rebates and a reduction in credit & debit card surcharge costs. 2020/21 Budget reflects a further reduction in costs following the end of the contract to manage the CO-OP car park (this is also reflected in a reduction of income).

**Third Party Payments**

2018/19 Outturn includes the initial one year cost of the littering & dog fouling pilot project. 2019/20 Revised Budget includes a further 6 month extension to the pilot project. (Expenditure is offset by additional income),

**Income**

2018/19 Outturn includes the income from the littering & dog fouling pilot project and the income from managing the Aldershot Centre for Health car park on a temporary basis. 2018/19 Outturn also includes a reduction in Penalty Charge Notice income due to staff vacancies in year. 2019/20 Revised Estimate includes the income from the 6 month extension to the littering & dog fouling pilot project and additional season ticket income from businesses who have requested either new or additional permits in year plus a reduction in Penalty Charge Notice income due to staff vacancies in year. 2020/21 Budget reflects a further reduction in income following the end of the contract to manage the CO-OP car park (this is also reflected in a reduction in expenditure).

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn          | Original         | Revised          | Budget           |
|--|------------------|------------------|------------------|------------------|
| CREMATORIUM                                  | 2018/19          | 2019/20          | 2019/20          | 2020/21          |
| <b>Cost centre C2551</b>                     |                  |                  |                  |                  |
| <b>Head of Operational Services</b>          | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| Employees                                    | 328,626          | 354,460          | 346,310          | 354,730          |
| Premises                                     | 235,569          | 175,170          | 170,650          | 175,870          |
| Transport Related                            | 387              | 490              | 470              | 470              |
| Supplies & Services                          | 161,560          | 220,500          | 218,000          | 161,740          |
| Third Party Payments                         | 51,374           | 53,300           | 53,050           | 54,480           |
| Transfer Payments                            | -                | -                | -                | -                |
| Support Services                             | 149,826          | 156,040          | 160,200          | 153,120          |
| Capital Accounting Charges                   | 73,033           | 76,460           | 74,670           | 77,570           |
| <b>Total Expenditure</b>                     | <b>1,000,375</b> | <b>1,036,420</b> | <b>1,023,350</b> | <b>977,980</b>   |
| Income including recharges to other services | (1,615,587)      | (1,665,600)      | (1,602,800)      | (1,697,980)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>(615,212)</b> | <b>(629,180)</b> | <b>(579,450)</b> | <b>(720,000)</b> |

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

2018/19 Outturn included a reduction in costs due to in year vacancy savings.

Premises

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

Supplies & Services

2019/20 Original Budget and 2019/20 Revised budget includes the cremators feasibility study to establish the requirements for new cremators or to refurbish the existing ones.

Income

2019/20 Revised Budget reflects a reduction in cremation numbers.

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| COMMUNITY SAFETY                             | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2547</b>                     |                |                |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees                                    | 147,811        | 157,380        | 196,010        | 173,240        |
| Premises                                     | 4,341          | 4,350          | 4,350          | 4,360          |
| Transport Related                            | 1,724          | 1,630          | 1,760          | 1,760          |
| Supplies & Services                          | 12,123         | 21,470         | 18,270         | 21,470         |
| Third Party Payments                         | -              | -              | -              | -              |
| Transfer Payments                            | -              | -              | -              | -              |
| Support Services                             | 81,161         | 84,600         | 92,350         | 86,380         |
| Capital Accounting Charges                   | 99             | -              | -              | -              |
| <b>Total Expenditure</b>                     | <b>247,259</b> | <b>269,430</b> | <b>312,740</b> | <b>287,210</b> |
| Income including recharges to other services | (40,707)       | (23,160)       | (48,880)       | (26,370)       |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>206,552</b> | <b>246,270</b> | <b>263,860</b> | <b>260,840</b> |

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 Outturn included in year vacancy saving. Additional fluctuations are showing as the employee costs in 2018/19 Outturn, 2019/20 Original Budget, 2019/20 Revised Budget and 2020/21 Budget include the varying cost of an additional post that we are recharging in full to the Basingstoke Improvement District.

**Supplies & Services**

2018/19 Outturn includes reduction in spend on signage and projects.

**Income**

2018/19 Outturn includes additional income from running training courses and contributions towards the Think Safe Project. Additional fluctuations are showing as the employee costs in 2018/19 Outturn, 2019/20 Original Budget, 2019/20 Revised Budget and 2020/21 Budget include the varying cost of an additional post that we are recharging in full to the Basingstoke Improvement District.



## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| HEALTH SUPPORT SERVICE                       | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2217</b>                     |               |               |               |               |
| <b>Head of Operational Services</b>          | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 27,297        | 28,100        | 27,500        | 28,080        |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | 83            | 60            | 60            | 60            |
| Supplies & Services                          | -             | -             | -             | -             |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | 5,732         | 5,720         | 6,230         | 6,090         |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>33,112</b> | <b>33,880</b> | <b>33,790</b> | <b>34,230</b> |
| Income including recharges to other services | (33,112)      | (33,880)      | (33,790)      | (34,230)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      |

Type of service: Overheads

Service Purpose: Provision of a health support service.

Service Activity: Health support service

## REVENUE BUDGET 2020/21

| Operational Services                         | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| ENV HEALTH AND HOUSING                       | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2203</b>                     |               |               |               |               |
| <b>Head of Operational Services</b>          | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees                                    | 15,656        | 17,100        | 17,100        | 17,100        |
| Premises                                     | -             | -             | -             | -             |
| Transport Related                            | 17            | -             | -             | -             |
| Supplies & Services                          | 24,779        | 24,700        | 23,000        | 23,000        |
| Third Party Payments                         | -             | -             | -             | -             |
| Transfer Payments                            | -             | -             | -             | -             |
| Support Services                             | -             | -             | -             | -             |
| Capital Accounting Charges                   | -             | -             | -             | -             |
| <b>Total Expenditure</b>                     | <b>40,452</b> | <b>41,800</b> | <b>40,100</b> | <b>40,100</b> |
| Income including recharges to other services | (40,499)      | (41,800)      | (40,100)      | (40,100)      |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>(47)</b>   | <b>0</b>      | <b>0</b>      | <b>0</b>      |

Type of service: Overheads

Service Purpose: Provision of environmental health and housing costs.

Service Activity: Environmental Health & Housing costs.

*This page has been left intentionally blank*

## REVENUE BUDGET 2020/21

| Planning and Economy              |                | Outturn<br>2018/19 | Original<br>2019/20 | Revised<br>2019/20 | Budget<br>2020/21 |
|-----------------------------------|----------------|--------------------|---------------------|--------------------|-------------------|
|                                   |                | £                  | £                   | £                  | £                 |
| <b>Statutory</b>                  | <b>Page No</b> |                    |                     |                    |                   |
| Planning Development Management   | 124            | 596,324            | 639,700             | 652,280            | 559,840           |
| Planning Policy                   | 125            | 542,106            | 583,960             | 524,650            | 582,250           |
| Planning Conservation             | 126            | 122,127            | 142,170             | 188,140            | 116,550           |
| Planning Building Control Non Fee | 127            | 125,716            | 120,420             | 124,650            | 123,430           |
| Planning Building Control- Fees   | 128            | 73,589             | 57,450              | 72,280             | 53,560            |
|                                   |                | <b>1,459,862</b>   | <b>1,543,700</b>    | <b>1,562,000</b>   | <b>1,435,630</b>  |
| <b>Discretionary</b>              |                |                    |                     |                    |                   |
| Princes Hall                      | 129            | 387,436            | 512,820             | 452,590            | 447,920           |
| Economic Development              | 130            | 131,411            | 226,970             | 325,590            | 225,810           |
| Town Centre Management            | 131            | 180,269            | 189,660             | 213,290            | 183,230           |
| Housing Strategy                  | 132            | 144,891            | 152,140             | 160,880            | 144,420           |
| Tourism                           | 133            | 81,192             | 80,740              | 75,490             | 75,360            |
| Sustainability Initiatives        | 134            | 20,543             | 21,970              | 22,590             | 18,660            |
| Special Events                    | 135            | 33,781             | 21,150              | 20,040             | 19,910            |
| Rushmoor In Bloom                 | 136            | 696                | 3,010               | (2,480)            | (2,650)           |
|                                   |                | <b>980,219</b>     | <b>1,208,460</b>    | <b>1,267,990</b>   | <b>1,112,660</b>  |
| <b>Other</b>                      |                |                    |                     |                    |                   |
| Plg Dev Control Management        | 137            | 0                  | 0                   | 0                  | 0                 |
| Plg Building Ctrl Management      | 138            | 0                  | 0                   | 0                  | 0                 |
| Planning Policy Management        | 139            | 1                  | 0                   | 0                  | 0                 |
| Planning Conservation Management  | 140            | 0                  | 0                   | 0                  | 0                 |
| Planning Building Control Support | 141            | 0                  | 0                   | 0                  | 0                 |
|                                   |                | <b>1</b>           | <b>0</b>            | <b>0</b>           | <b>0</b>          |
| <b>Net Expenditure</b>            |                | <b>2,440,082</b>   | <b>2,752,160</b>    | <b>2,829,990</b>   | <b>2,548,290</b>  |

## REVENUE BUDGET 2020/21

| Planning and Economy                                   | Outturn          | Original         | Revised          | Budget           |
|--|------------------|------------------|------------------|------------------|
| PLANNING DEVELOPMENT MANAGEMENT                        | 2018/19          | 2019/20          | 2019/20          | 2020/21          |
| <b>Cost centre C2604</b>                               |                  |                  |                  |                  |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| Employees  | 761,492          | 809,440          | 708,870          | 749,270          |
| Premises   | -                | -                | -                | -                |
| Transport Related                                      | 1,669            | 2,650            | 1,870            | 1,880            |
| Supplies & Services                                    | 3,179            | 6,830            | 6,830            | 5,330            |
| Third Party Payments                                   | -                | -                | -                | -                |
| Transfer Payments                                      | -                | -                | -                | -                |
| Support Services                                       | 379,595          | 378,260          | 383,500          | 361,970          |
| Capital Accounting Charges                             | 2,000            | -                | -                | -                |
| <b>Total Expenditure</b>                               | <b>1,147,935</b> | <b>1,197,180</b> | <b>1,101,070</b> | <b>1,118,450</b> |
| Income including recharges to other services           | (551,611)        | (557,480)        | (448,790)        | (558,610)        |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>596,324</b>   | <b>639,700</b>   | <b>652,280</b>   | <b>559,840</b>   |

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

**Employees**

Part of the difference between the Outturn 2018/19 and the 2019/20 Original Budget is Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs. The remainder of the difference is 2019/20 being budgeted to bear the full years cost of vacancies which were filled part way through 2018/19. The difference between the 2019/20 Original Budget and the 2019/20 Revised Budget is partly due Accounting regulations for pension costs and partly mainly due to staff vacancies during 2019/20 and 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. The 2020/21 Budget allows for vacancies being filled and increases for cost of living and increments.

**Income**

The Revised 2019/20 reflects a downturn in Planning Application Income but it is hoped that the level of income achieved in previous years will be re-established in 2020/21.

## REVENUE BUDGET 2020/21

| Planning and Economy                                   | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| PLANNING POLICY  | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2609</b>                               |                |                |                |                |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees  | 320,200        | 419,870        | 330,560        | 417,360        |
| Premises   | -              | -              | -              | -              |
| Transport Related                                      | 152            | 1,090          | 550            | 940            |
| Supplies & Services                                    | 84,755         | 22,500         | 48,300         | 22,300         |
| Third Party Payments                                   | -              | -              | -              | -              |
| Transfer Payments                                      | -              | -              | -              | -              |
| Support Services                                       | 136,999        | 140,500        | 145,240        | 141,650        |
| Capital Accounting Charges                             | -              | -              | -              | -              |
| <b>Total Expenditure</b>                               | <b>542,106</b> | <b>583,960</b> | <b>524,650</b> | <b>582,250</b> |
| Income including recharges to other services           | -              | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>542,106</b> | <b>583,960</b> | <b>524,650</b> | <b>582,250</b> |

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**

Part of the difference between the Outturn 2018/19 and the 2019/20 Original Budget is Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs. The remainder of the difference is 2019/20 Original Budget allows for vacancies outstanding in 2018/19 to be filled in 2019/20. The difference between the 2019/20 Original Budget and the 2019/20 Revised Budget is partly due Accounting regulations for pension costs and partly due to vacancies not being filled during 2019/20. The 2020/21 Budget allows for vacancies being filled.

**Supplies & Services**

Spend on the Local Plan varies from year to year depending on the delivery cycle, during 2018/19 a Local Plan was approved and therefore an examination fee was due. The Revised 2019/20 Budget has been increased due to a one-off project taking place on Special Protection Areas (SPA).

## REVENUE BUDGET 2020/21

| Planning and Economy                                   | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| PLANNING CONSERVATION                                  | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2610</b>                               |                |                |                |                |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees  | 75,732         | 90,700         | 76,610         | 68,730         |
| Premises   | -              | -              | -              | -              |
| Transport Related                                      | 231            | 930            | 260            | 260            |
| Supplies & Services                                    | 7,676          | 15,450         | 76,100         | 7,450          |
| Third Party Payments                                   | -              | -              | -              | -              |
| Transfer Payments                                      | -              | -              | -              | -              |
| Support Services                                       | 42,288         | 43,090         | 43,170         | 40,110         |
| Capital Accounting Charges                             | -              | -              | -              | -              |
| <b>Total Expenditure</b>                               | <b>125,927</b> | <b>150,170</b> | <b>196,140</b> | <b>116,550</b> |
| Income including recharges to other services           | (3,800)        | (8,000)        | (8,000)        | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>122,127</b> | <b>142,170</b> | <b>188,140</b> | <b>116,550</b> |

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 difference between the Outturn 2018/19 and the 2019/20 Original Budget is partly due to 2019/20 being budgeted to bear the full years cost of vacancies which were filled part way through 2018/19 and partly 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. The difference between the 2019/20 Original Budget and the 2019/20 Revised Budget is partly due to vacancies in 2019/20 and partly due to changes to time allocations. There has been a further reduction in the 2020/21 Budget due to temporary post(s) coming to an end.

**Supplies & Services**

The 2019/20 Original Budget incorporates an additional item which was approved in respect of the new Southwood Country Park Suitable Alternative Natural Green Space (SANGS). The 2019/20 Revised Budget incorporates supplementary estimates which were approved in year in respect of two existing SANGS. The 2020/21 Budget restores the budget back to business as usual.

**Income**

The one-off additional item approved for 2019/20 in respect of the new Southwood Country Park SANG is fully funded from Developers Contributions.

## REVENUE BUDGET 2020/21

| Planning and Economy                                   | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| PLANNING BUILDING CONTROL NON FEE                      | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2601</b>                               |                |                |                |                |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees  | 85,645         | 77,720         | 76,910         | 78,450         |
| Premises   | -              | -              | -              | -              |
| Transport Related                                      | 688            | 830            | 850            | 850            |
| Supplies & Services                                    | -              | 1,000          | 1,000          | 1,000          |
| Third Party Payments                                   | -              | -              | -              | -              |
| Transfer Payments                                      | -              | -              | -              | -              |
| Support Services                                       | 44,254         | 43,970         | 48,990         | 46,270         |
| Capital Accounting Charges                             | -              | -              | -              | -              |
| <b>Total Expenditure</b>                               | <b>130,587</b> | <b>123,520</b> | <b>127,750</b> | <b>126,570</b> |
| Income including recharges to other services           | (4,871)        | (3,100)        | (3,100)        | (3,140)        |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>125,716</b> | <b>120,420</b> | <b>124,650</b> | <b>123,430</b> |

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

The difference between the Outturn 2018/19 and the 2019/20 Original Budget is 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 2020/21

| Planning and Economy                                   | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| PLANNING BUILDING CONTROL- FEES                        | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2608</b>                               |                |                |                |                |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees  | 145,201        | 149,470        | 148,040        | 151,230        |
| Premises   | -              | -              | -              | -              |
| Transport Related                                      | 2,015          | 2,270          | 2,280          | 2,280          |
| Supplies & Services                                    | 2,899          | 3,980          | 3,910          | 3,980          |
| Third Party Payments                                   | -              | -              | -              | -              |
| Transfer Payments                                      | -              | -              | -              | -              |
| Support Services                                       | 130,733        | 134,130        | 144,640        | 138,260        |
| Capital Accounting Charges                             | -              | -              | 810            | 810            |
| <b>Total Expenditure</b>                               | <b>280,848</b> | <b>289,850</b> | <b>299,680</b> | <b>296,560</b> |
| Income including recharges to other services           | (207,259)      | (232,400)      | (227,400)      | (243,000)      |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>73,589</b>  | <b>57,450</b>  | <b>72,280</b>  | <b>53,560</b>  |

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

Income

The Outturn 2018/19 reflects a slight downturn in fees and charges income but this is expected to recover in 2019/20. A further increase in income is forecast for 2020/21 due to a fees and charges increase taking effect 1 April 2020.

## REVENUE BUDGET 2020/21

| Planning and Economy                                   | Outturn          | Original         | Revised          | Budget           |
|--|------------------|------------------|------------------|------------------|
| PRINCES HALL   | 2018/19          | 2019/20          | 2019/20          | 2020/21          |
| <b>Cost centre C2518</b>                               |                  |                  |                  |                  |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| Employees  | 452,031          | 492,820          | 478,430          | 482,030          |
| Premises   | 139,752          | 135,240          | 139,190          | 142,760          |
| Transport Related                                      | 480              | 220              | 250              | 250              |
| Supplies & Services                                    | 530,000          | 483,210          | 497,570          | 502,870          |
| Third Party Payments                                   | -                | -                | -                | -                |
| Transfer Payments                                      | -                | -                | -                | -                |
| Support Services                                       | 212,361          | 228,690          | 221,510          | 211,940          |
| Capital Accounting Charges                             | 112,635          | 99,940           | 99,940           | 103,370          |
| <b>Total Expenditure</b>                               | <b>1,447,259</b> | <b>1,440,120</b> | <b>1,436,890</b> | <b>1,443,220</b> |
| Income including recharges to other services           | (1,059,823)      | (927,300)        | (984,300)        | (995,300)        |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>387,436</b>   | <b>512,820</b>   | <b>452,590</b>   | <b>447,920</b>   |

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

2018/19 Outturn includes in year vacancy saving. Other fluctuations relate to the Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

Supplies & Services

2018/19 Outturn includes additional expenditure on payments to artistes and panto expenditure.

Income

2018/19 Outturn includes additional income mainly from ticket sales (including Panto), refreshments and lettings. 2019/20 Revised budget onwards includes an increase in budget for panto ticket sales.

## REVENUE BUDGET 2020/21

| Planning and Economy                                   | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| ECONOMIC DEVELOPMENT                                   | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C1413</b>                               |                |                |                |                |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees  | 36,812         | 45,360         | 130,090        | 131,720        |
| Premises   | 14,500         | 14,500         | 14,500         | 14,500         |
| Transport Related                                      | 269            | 30             | 450            | 450            |
| Supplies & Services                                    | 48,471         | 42,000         | 42,000         | 42,000         |
| Third Party Payments                                   | -              | -              | -              | -              |
| Transfer Payments                                      | 12,800         | 99,880         | 109,880        | 9,880          |
| Support Services                                       | 25,226         | 25,200         | 28,670         | 27,260         |
| Capital Accounting Charges                             | -              | -              | -              | -              |
| <b>Total Expenditure</b>                               | <b>138,078</b> | <b>226,970</b> | <b>325,590</b> | <b>225,810</b> |
| Income including recharges to other services           | (6,667)        | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>131,411</b> | <b>226,970</b> | <b>325,590</b> | <b>225,810</b> |

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.

Explanation of significant expenditure/income changes

Employees

2019/20 Revised Budget onwards reflects a change in allocations of 2 Community Development posts previously allocated to Community Services

Supplies & Services

2018/19 includes additional spend on promoting Economic development

Transfer Payments

2018/19 underspend on grants carried forward to 2019/20. 2019/20 also includes additional grants budget (non recurring item)

Income including recharges to other services

2018/19 contribution towards additional expenditure promoting Economic Development

## REVENUE BUDGET 2020/21

| Planning and Economy                                   | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| TOWN CENTRE MANAGEMENT                                 | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2543</b>                               |                |                |                |                |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees  | 121,948        | 120,710        | 136,540        | 115,530        |
| Premises   | (1,287)        | -              | -              | -              |
| Transport Related                                      | 147            | 140            | 190            | 190            |
| Supplies & Services                                    | 41,532         | 40,500         | 48,180         | 40,500         |
| Third Party Payments                                   | -              | -              | -              | -              |
| Transfer Payments                                      | -              | -              | -              | -              |
| Support Services                                       | 28,030         | 28,310         | 28,380         | 27,010         |
| Capital Accounting Charges                             | -              | -              | -              | -              |
| <b>Total Expenditure</b>                               | <b>190,370</b> | <b>189,660</b> | <b>213,290</b> | <b>183,230</b> |
| Income including recharges to other services           | (10,101)       | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>180,269</b> | <b>189,660</b> | <b>213,290</b> | <b>183,230</b> |

Type of service: Discretionary

Service Purpose: Improve and promote Town Centres.

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

Explanation of significant expenditure/income changes

**Employees**

2019/20 Revised Budget onwards includes 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. 2020/21 Budget reflects a reduction in costs following a restructure to staffing.

**Supplies & Services**

2019/20 Revised Budget includes a carry forward of promotions budgets from 2018/19 and a one-off additional budget for marketing/promotions funded from a grant received in 2018/19 and held in earmarked reserves.

**Income**

2018/19 Outturn includes contributions received towards Town Centre promotions, sponsorship and the Shop Watch scheme

## REVENUE BUDGET 2020/21

| Planning and Economy                                     | Outturn        | Original       | Revised        | Budget         |
|--|----------------|----------------|----------------|----------------|
| HOUSING STRATEGY   | 2018/19        | 2019/20        | 2019/20        | 2020/21        |
| <b>Cost centre C2401</b>                                 |                |                |                |                |
| <b>Head of Economy, Planning &amp; Strategic Housing</b> | <b>£</b>       | <b>£</b>       | <b>£</b>       | <b>£</b>       |
| Employees  | 104,837        | 111,610        | 117,690        | 104,580        |
| Premises   | -              | -              | -              | -              |
| Transport Related  | 268            | 430            | 340            | 340            |
| Supplies & Services                                      | 95             | 1,200          | 700            | 700            |
| Third Party Payments                                     | -              | -              | -              | -              |
| Transfer Payments  | -              | -              | -              | -              |
| Support Services   | 39,691         | 38,900         | 42,150         | 38,800         |
| Capital Accounting Charges                               | -              | -              | -              | -              |
| <b>Total Expenditure</b>                                 | <b>144,891</b> | <b>152,140</b> | <b>160,880</b> | <b>144,420</b> |
| Income including recharges to other services             | -              | -              | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>                      | <b>144,891</b> | <b>152,140</b> | <b>160,880</b> | <b>144,420</b> |

Type of service: Discretionary

Service Purpose: Formulation of strategic housing issues.

Service Activity: Housing Strategic matters.

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. Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

## REVENUE BUDGET 2020/21

| Planning and Economy                                   | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| TOURISM  | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2523</b>                               |               |               |               |               |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees  | 5,193         | 4,760         | 700           | 710           |
| Premises   | -             | -             | -             | -             |
| Transport Related                                      | 18            | 20            | -             | -             |
| Supplies & Services                                    | -             | -             | -             | -             |
| Third Party Payments                                   | -             | -             | -             | -             |
| Transfer Payments                                      | 71,858        | 71,880        | 71,880        | 71,880        |
| Support Services                                       | 4,123         | 4,080         | 2,910         | 2,770         |
| Capital Accounting Charges                             | -             | -             | -             | -             |
| <b>Total Expenditure</b>                               | <b>81,192</b> | <b>80,740</b> | <b>75,490</b> | <b>75,360</b> |
| Income including recharges to other services           | -             | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>81,192</b> | <b>80,740</b> | <b>75,490</b> | <b>75,360</b> |

Type of service: Discretionary

Service Purpose: Promote tourism in the Borough.

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

## REVENUE BUDGET 2020/21

| Planning and Economy                               | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| SUSTAINABILITY INITIATIVES                         | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C1211</b>                           |               |               |               |               |
| <b>Executive Head of Regeneration and Property</b> | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees  | -             | -             | -             | -             |
| Premises   | -             | -             | -             | -             |
| Transport Related                                  | 8             | -             | -             | -             |
| Supplies & Services                                | 2,497         | 8,300         | 10,600        | 7,300         |
| Third Party Payments                               | -             | -             | -             | -             |
| Transfer Payments                                  | -             | -             | -             | -             |
| Support Services                                   | 13,490        | 13,670        | 11,990        | 11,360        |
| Capital Accounting Charges                         | -             | -             | -             | -             |
| <b>Total Expenditure</b>                           | <b>15,995</b> | <b>21,970</b> | <b>22,590</b> | <b>18,660</b> |
| Income including recharges to other services       | 4,548         | -             | -             | -             |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>20,543</b> | <b>21,970</b> | <b>22,590</b> | <b>18,660</b> |

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.

Explanation of significant expenditure/income changes

Supplies & Services

1819 budget was underspent due to weather constraints

## REVENUE BUDGET 2020/21

| Planning and Economy                            | Outturn       | Original      | Revised       | Budget        |
|---|---------------|---------------|---------------|---------------|
| SPECIAL EVENTS                                  | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| Cost centre C2533                               |               |               |               |               |
| Head of Economy, Planning and Strategic Housing | £             | £             | £             | £             |
| Employees                                       | 9,920         | 9,610         | 9,680         | 9,830         |
| Premises  | -             | -             | -             | -             |
| Transport Related                               | 25            | 50            | 40            | 40            |
| Supplies & Services                             | 27,255        | 41,820        | 23,600        | 24,600        |
| Third Party Payments                            | -             | -             | -             | -             |
| Transfer Payments                               | -             | -             | -             | -             |
| Support Services                                | 8,581         | 8,970         | 7,720         | 7,440         |
| Capital Accounting Charges                      | -             | -             | -             | -             |
| <b>Total Expenditure</b>                        | <b>45,781</b> | <b>60,450</b> | <b>41,040</b> | <b>41,910</b> |
| Income including recharges to other services    | (12,000)      | (39,300)      | (21,000)      | (22,000)      |
| <b>NET GENERAL FUND REQUIREMENT</b>             | <b>33,781</b> | <b>21,150</b> | <b>20,040</b> | <b>19,910</b> |

Type of service: Discretionary

Service Purpose: To support and promote various community events within the Borough.

Service Activity: Includes Annual Fireworks display, Victoria Day and various voluntary events.

Explanation of significant expenditure/income changes

**Supplies & Services**

2018/19 Outturn & 2019/20 Revised Budget reflects the changes made for the 2018 & 2019 Fireworks event which was scaled back in size, offered free to the public and funded through sponsorship and concessions income (partially funded in 2018). 2020/21 Budget reflects a continued provision for the Firework event at no cost to the council with income from either corporate sponsorship or the re-introduction of an admission charge.

**Income**

2018/19 Outturn & 2019/20 Revised Budget reflects the changes made for the 2018 & 2019 Fireworks event which was scaled back in size, offered free to the public and funded through sponsorship and concessions income (partially funded in 2018). 2020/21 Budget reflects a continued provision for the Firework event at no cost to the council with income from either corporate sponsorship or the re-introduction of an admission charge.



## REVENUE BUDGET 2020/21

| Planning and Economy                         | Outturn       | Original      | Revised        | Budget         |
|--|---------------|---------------|----------------|----------------|
| RUSHMOOR IN BLOOM                            | 2018/19       | 2019/20       | 2019/20        | 2020/21        |
| <b>Cost centre C2529</b>                     |               |               |                |                |
| <b>Head of Operational Services</b>          | <b>£</b>      | <b>£</b>      | <b>£</b>       | <b>£</b>       |
| Employees                                    | 8,448         | 8,050         | 4,080          | 4,090          |
| Premises                                     | 2,941         | 2,200         | 2,040          | 1,870          |
| Transport Related                            | 23            | 50            | 40             | 40             |
| Supplies & Services                          | 4,675         | 5,500         | 5,500          | 5,500          |
| Third Party Payments                         | -             | -             | -              | -              |
| Transfer Payments                            | -             | -             | -              | -              |
| Support Services                             | 5,182         | 5,540         | 4,190          | 4,180          |
| Capital Accounting Charges                   | -             | -             | -              | -              |
| <b>Total Expenditure</b>                     | <b>21,269</b> | <b>21,340</b> | <b>15,850</b>  | <b>15,680</b>  |
| Income including recharges to other services | (20,573)      | (18,330)      | (18,330)       | (18,330)       |
| <b>NET GENERAL FUND REQUIREMENT</b>          | <b>696</b>    | <b>3,010</b>  | <b>(2,480)</b> | <b>(2,650)</b> |

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.

## REVENUE BUDGET 2020/21

| Planning and Economy                                   | Outturn       | Original      | Revised       | Budget        |
|--|---------------|---------------|---------------|---------------|
| PLG DEV CONTROL MANAGEMENT                             | 2018/19       | 2019/20       | 2019/20       | 2020/21       |
| <b>Cost centre C2611</b>                               |               |               |               |               |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b>      | <b>£</b>      | <b>£</b>      | <b>£</b>      |
| Employees  | 2,027         | 2,300         | 2,300         | 2,300         |
| Premises   | -             | -             | -             | -             |
| Transport Related                                      | -             | -             | -             | -             |
| Supplies & Services                                    | 14,941        | 10,760        | 16,810        | 11,910        |
| Third Party Payments                                   | -             | -             | -             | -             |
| Transfer Payments                                      | -             | -             | -             | -             |
| Support Services                                       | -             | -             | -             | -             |
| Capital Accounting Charges                             | -             | -             | -             | -             |
| <b>Total Expenditure</b>                               | <b>16,968</b> | <b>13,060</b> | <b>19,110</b> | <b>14,210</b> |
| Income including recharges to other services           | (16,968)      | (13,060)      | (19,110)      | (14,210)      |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      |

Type of service: Overheads

Service Purpose: Provision of Planning Development Control management.

Service Activity: Planning Development Control management.

Explanation of significant expenditure/income changes

**Supplies & Services**

An overspend was reported during Q2 2019/20 Budget Monitoring to enlist the advice of specialists, this was incorporated into the 2019/20 Revised Budget.

## REVENUE BUDGET 2020/21

| Planning and Economy                                   | Outturn      | Original     | Revised      | Budget       |
|--|--------------|--------------|--------------|--------------|
| PLG BUILDING CTRL MANAGEMENT                           | 2018/19      | 2019/20      | 2019/20      | 2020/21      |
| <b>Cost centre C2612</b>                               |              |              |              |              |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b>     | <b>£</b>     | <b>£</b>     | <b>£</b>     |
| Employees  | 1,404        | 1,950        | 1,950        | 1,950        |
| Premises   | -            | -            | -            | -            |
| Transport Related                                      | -            | -            | -            | -            |
| Supplies & Services                                    | 4,898        | 5,230        | 4,230        | 4,230        |
| Third Party Payments                                   | -            | -            | -            | -            |
| Transfer Payments                                      | -            | -            | -            | -            |
| Support Services                                       | -            | -            | -            | -            |
| Capital Accounting Charges                             | -            | -            | -            | -            |
| <b>Total Expenditure</b>                               | <b>6,302</b> | <b>7,180</b> | <b>6,180</b> | <b>6,180</b> |
| Income including recharges to other services           | (6,302)      | (7,180)      | (6,180)      | (6,180)      |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     |

Type of service: Overheads

Service Purpose: Provision of Building Control management.

Service Activity: Building Control management.

## REVENUE BUDGET 2020/21

| Planning and Economy                                   | Outturn      | Original      | Revised      | Budget       |
|--|--------------|---------------|--------------|--------------|
| PLANNING POLICY MANAGEMENT                             | 2018/19      | 2019/20       | 2019/20      | 2020/21      |
| <b>Cost centre C2613</b>                               |              |               |              |              |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b>     | <b>£</b>      | <b>£</b>     | <b>£</b>     |
| Employees  | 846          | 7,830         | 2,500        | 2,500        |
| Premises   | -            | -             | -            | -            |
| Transport Related                                      | -            | -             | -            | -            |
| Supplies & Services                                    | 6,079        | 3,500         | 4,950        | 3,500        |
| Third Party Payments                                   | -            | -             | -            | -            |
| Transfer Payments                                      | -            | -             | -            | -            |
| Support Services                                       | -            | -             | -            | -            |
| Capital Accounting Charges                             | -            | -             | -            | -            |
| <b>Total Expenditure</b>                               | <b>6,925</b> | <b>11,330</b> | <b>7,450</b> | <b>6,000</b> |
| Income including recharges to other services           | (6,924)      | (11,330)      | (7,450)      | (6,000)      |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>1</b>     | <b>0</b>      | <b>0</b>     | <b>0</b>     |

Type of service: Overheads

Service Purpose: Provision of Planning Policy management.

Service Activity: Planning Policy management.

Explanation of significant expenditure/income changes

Employees

A one-off training budget was included in the 2019/20 Original Budget but the training has not been proceeded with and has therefore been removed from the 2019/20 Revised Budget.

## REVENUE BUDGET 2020/21

| Planning and Economy                                   | Outturn      | Original     | Revised      | Budget       |
|--|--------------|--------------|--------------|--------------|
| PLANNING CONSERVATION MANAGEMENT                       | 2018/19      | 2019/20      | 2019/20      | 2020/21      |
| <b>Cost centre C2614</b>                               |              |              |              |              |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b>     | <b>£</b>     | <b>£</b>     | <b>£</b>     |
| Employees  | 732          | 1,000        | 900          | 900          |
| Premises   | -            | -            | -            | -            |
| Transport Related                                      | -            | -            | -            | -            |
| Supplies & Services                                    | 1,617        | 2,200        | 2,200        | 2,200        |
| Third Party Payments                                   | -            | -            | -            | -            |
| Transfer Payments                                      | -            | -            | -            | -            |
| Support Services                                       | -            | -            | -            | -            |
| Capital Accounting Charges                             | -            | -            | -            | -            |
| <b>Total Expenditure</b>                               | <b>2,349</b> | <b>3,200</b> | <b>3,100</b> | <b>3,100</b> |
| Income including recharges to other services           | (2,349)      | (3,200)      | (3,100)      | (3,100)      |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     |

Type of service: Overheads

Service Purpose: Provision of Planning Conservation management.

Service Activity: Planning Conservation management.

## REVENUE BUDGET 2020/21

| Planning and Economy                                   | Outturn    | Original   | Revised    | Budget     |
|--|------------|------------|------------|------------|
| PLANNING BUILDING CONTROL SUPPORT                      | 2018/19    | 2019/20    | 2019/20    | 2020/21    |
| <b>Cost centre C2616</b>                               |            |            |            |            |
| <b>Head of Economy, Planning and Strategic Housing</b> | <b>£</b>   | <b>£</b>   | <b>£</b>   | <b>£</b>   |
| Employees  | 398        | 410        | 410        | 410        |
| Premises   | -          | -          | -          | -          |
| Transport Related                                      | -          | -          | -          | -          |
| Supplies & Services                                    | -          | -          | -          | -          |
| Third Party Payments                                   | -          | -          | -          | -          |
| Transfer Payments                                      | -          | -          | -          | -          |
| Support Services                                       | 90         | 90         | 110        | 110        |
| Capital Accounting Charges                             | -          | -          | -          | -          |
| <b>Total Expenditure</b>                               | <b>488</b> | <b>500</b> | <b>520</b> | <b>520</b> |
| Income including recharges to other services           | (488)      | (500)      | (520)      | (520)      |
| <b>NET GENERAL FUND REQUIREMENT</b>                    | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>   |

Type of service: Overheads

Service Purpose: Provision of Building Control support.

Service Activity: Building Control support.

*This page has been left intentionally blank*

## REVENUE BUDGET 2020/21

| Ice Programme   |         | Outturn<br>2018/19 | Original<br>2019/20 | Revised<br>2019/20 | Budget<br>2020/21 |
|-----------------|---------|--------------------|---------------------|--------------------|-------------------|
|                 |         | £                  | £                   | £                  | £                 |
| Discretionary   | Page No |                    |                     |                    |                   |
| Ice Programme   |         | 0                  | 0                   | 467,510            | 496,300           |
| Net Expenditure |         | 0                  | 0                   | 467,510            | 496,300           |



## REVENUE BUDGET 2020/21

| Ice Programme                                      | Outturn  | Original | Revised        | Budget         |
|--|----------|----------|----------------|----------------|
| ICE PROGRAMME                                      | 2018/19  | 2019/20  | 2019/20        | 2020/21        |
| <b>Cost centre C2110</b>                           |          |          |                |                |
| <b>Corporate Director - Senior Management Team</b> | <b>£</b> | <b>£</b> | <b>£</b>       | <b>£</b>       |
| Employees  | -        | -        | 71,000         | 120,000        |
| Premises   | -        | -        | -              | -              |
| Transport Related                                  | -        | -        | -              | -              |
| Supplies & Services                                | -        | -        | 335,000        | 320,000        |
| Third Party Payments                               | -        | -        | -              | -              |
| Transfer Payments                                  | -        | -        | -              | -              |
| Support Services                                   | -        | -        | 61,510         | 56,300         |
| Capital Accounting Charges                         | -        | -        | -              | -              |
| <b>Total Expenditure</b>                           | <b>0</b> | <b>0</b> | <b>467,510</b> | <b>496,300</b> |
| Income including recharges to other services       | -        | -        | -              | -              |
| <b>NET GENERAL FUND REQUIREMENT</b>                | <b>0</b> | <b>0</b> | <b>467,510</b> | <b>496,300</b> |

Type of service: Discretionary

Service Purpose: Improve and modernise the Council's core business; Create consistently excellent customer service; Enable efficiencies, savings and generate more income

Service Activity: The Ice Programme assists to modernise Council services



## ADDITIONAL ITEMS

| Portfolio                           | Cost Centre   | Description   | Revised<br>Estimate<br>2019/20<br>£ | Forecast<br>2020/21<br>£ | Forecast<br>2021/22<br>£ |
|-------------------------------------|---|---|-------------------------------------|--------------------------|--------------------------|
| <b><u>Non-Recurring Items</u></b>   |   |   |                                     |                          |                          |
| Corporate and Democratic Services   | Human Resources   | To fund second cohort for Leadership Programme (already commissioned)   |                                     | 14,000                   |                          |
| Customer Experience and Improvement | ICE Programme   | ICE/ Regeneration Programme (Joint Bid): Improving the Council's Assets (Princes Hall) <b>(BC)</b><br>As part of this project we will also undertake feasibility work at Princes Hall to identify whether some Council services could be delivered from this location and also how the Princes Hall building could be improved to operate more efficiently/ generate more income  |                                     | 50,000                   |                          |
|                                     |   | ICE/ Regeneration Programme (Joint Bid): Improving the Council's Assets (Council Offices) <b>(BC)</b><br>Linked to an initial baseline review of the Council Offices (to be completed by the first quarter of 2020), the purpose of this bid is to request funding to undertake an initial Options Appraisal to start to identify the best location to deliver the council's services from, taking into account service and partner needs, investment / regeneration opportunities, cost, condition of the existing buildings and more modern ways of working |                                     | 70,000                   |                          |
| Major Projects and Property         | Belle Vue Enterprise Centre   | Feasibility Studies on Belle Vue Enterprise Centre/ Farnborough North/Hawley Lane/Southwood SANG Premises/Southwood Comm Centre -Dilapidations Claim <b>(BC)</b>  |                                     | 50,000                   |                          |
| Operational Services                | Farnborough Leisure Centre/<br>Aldershot Indoor Pools/ Aldershot LIDO | Leisure Contract procurement  | 50,000                              |                          |                          |
|                                     | Farnborough Leisure Centre  | Additional budget to work with Indoor Bowling Club alternative provision  |                                     | 10,000                   |                          |
|                                     | Housing Advice  | IT software implication/upgrade for Housing Services  |                                     | 20,000                   |                          |
| <b>Total Non-Recurring Items</b>    |   |   | <b>50,000</b>                       | <b>214,000</b>           | <b>0</b>                 |

| Portfolio                           | Cost Centre                   | Description  | Revised<br>Estimate<br>2019/20<br>£ | Forecast<br>2020/21<br>£ | Forecast<br>2021/22<br>£ |
|-------------------------------------|-------------------------------|--|-------------------------------------|--------------------------|--------------------------|
|                                     |                               | <b><u>Variations in Service</u></b>  |                                     |                          |                          |
| Corporate and Democratic Services   | Legal Support                 | Property Solicitor role needed to cover increased workload with the extra regeneration, commerical property and other legal work highlighted by the Property and Regeneration Head of Service                                      |                                     | 45,600                   | 46,500                   |
| Customer Experience and Improvement | IT Technical Services         | Support warranty for core network Storage Area Network (SAN) and associated hardware. Current manufacturer warranty expires in September 2020  |                                     | 9,630                    | 16,500                   |
| Major Projects and Property         | Rushmoor Properties           | LSH Investment Management Asset Management Services  | 43,000                              | 104,000                  | 104,000                  |
|                                     |                               | Additional Surveys required outside of Purchases   | 10,000                              | 20,000                   | 20,000                   |
|                                     |                               | Agents Fees - Rushmoor Properties  | 10,000                              | 20,000                   | 20,000                   |
|                                     |                               | External Valuation on Lease Re-gears across the Industrial Estates   | 10,000                              | 25,000                   | 25,000                   |
|                                     | Frimley 4 Business Park       | Frimley Business Park Management Co - Subsidy for café and gym   | 48,000                              | 48,000                   | 48,000                   |
|                                     |                               | Frimley Business Park Management Co - Service charges for Café/Gym and any vacant units  | 45,000                              | 45,000                   | 45,000                   |
|                                     |                               | General Building works - Frimley   | 15,000                              | 30,000                   | 30,000                   |
|                                     |                               | Agents Fees - Frimley  | 10,000                              | 27,000                   | 27,000                   |
|                                     | Property                      | Regeneration team - additional staff resources to deliver programme  |                                     | 100,000                  | 100,000                  |
|                                     | Town Centre Management        | Demolition and construction work at key regeneration sites in Aldershot Town Centre. Budget required to deliver a suite of activities designed to keep the town centre as vibrant as possible throughout this period of disruption |                                     | 90,000                   | 80,000                   |
| Operational Services                | Grounds Maintenance Contracts | Revenue expenditure required for Wellesley Sports pitches. Tree maintenance adoption from Grainger (Aldershot Urban Extension (AUE))   |                                     | 2,600                    | 2,600                    |
|                                     |                               | Funded from S106   |                                     | -2,600                   | -2,600                   |
|                                     |                               | Revenue expenditure required for Wellesley Sports pitches. Public open spaces and sports facilities adoption from Grainger (AUE)   |                                     | 35,500                   | 35,500                   |
|                                     |                               | Funded from S106   |                                     | -35,000                  | -35,000                  |
|                                     | Parking Management            | Metric Machine Maintenance Contract - On-Street  | 5,870                               | 15,570                   | 15,570                   |

| Portfolio                          | Cost Centre                  | Description   | Revised<br>Estimate<br>2019/20<br>£ | Forecast<br>2020/21<br>£ | Forecast<br>2021/22<br>£ |
|------------------------------------|------------------------------|---|-------------------------------------|--------------------------|--------------------------|
|                                    |                              | <b><u>Variations in Service</u></b>   |                                     |                          |                          |
|                                    | Car Parks                    | Metric Machine Maintenance Contract - Car Parks   | 4,270                               | 11,320                   | 11,320                   |
|                                    | Dog Warden                   | Microchipping and re-homing services following potential closure of current dog (re)homing service  |                                     | 3,000                    | 3,000                    |
|                                    | Community Safety             | Revenue expenditure for additional resource to tackle antisocial behaviour issues in Town Centres   |                                     | 85,000                   | 85,000                   |
|                                    | Parks and Recreation Grounds | Oak Processionary Moth (OPM); requirement to undertake additional works for the Council's tree population   |                                     | 10,000                   | 10,000                   |
|                                    |                              | Ash Die-back disease; requirement to undertake additional works for the Council's tree population   |                                     | 5,000                    | 5,000                    |
|                                    |                              | Revenue expenditure required for Southwood Golf Course SANG during continued set-up phase. To provide for grass cutting of footpaths and safety related tree maintenance    |                                     | 20,000                   | 20,000                   |
|                                    |                              | Funded from Developers Contributions SANG   |                                     | -20,000                  | -20,000                  |
|                                    | Domestic Refuse/Recycling    | Replacement of damaged wheeled bins for both refuse, recycling and garden waste and the provision of bins and glass boxes for new properties to facilitate waste collection |                                     | 12,000                   | 12,000                   |
|                                    |                              | Income from wheeled bins for any new developments and the sale of garden waste bins   |                                     | -12,000                  | -12,000                  |
| <b>Total Variations in Service</b> |                              |   | <b>201,140</b>                      | <b>694,620</b>           | <b>692,390</b>           |
| <b>Total Additional Items</b>      |                              |   | <b>251,140</b>                      | <b>908,620</b>           | <b>692,390</b>           |

(BC) denotes projects which are subject to further business case and presentation to Cabinet



## CAPITAL PROGRAMME SUMMARY 2019/2020 TO 2023/2024

|  | Original<br>Estimate<br>2019/20 | Revised<br>Estimate<br>2019/20 | Anticipated Payments |                     |                     |                     |
|--|---------------------------------|--------------------------------|----------------------|---------------------|---------------------|---------------------|
|  |                                 |                                | Estimate<br>2020/21  | Estimate<br>2021/22 | Estimate<br>2022/23 | Estimate<br>2023/24 |
| <b>CAPITAL EXPENDITURE ON PORTFOLIOS</b>                                   |                                 |                                |                      |                     |                     |                     |
| Corporate and Democratic Services  | 1,223,580                       | 1,287,400                      | -                    | -                   | -                   | -                   |
| Customer Experience and Improvement  | 321,000                         | 186,260                        | 125,000              | 105,000             | 55,000              | 30,000              |
| Major Projects and Property  | 65,056,020                      | 45,609,450                     | 49,367,400           | 43,761,300          | 12,571,700          | 12,077,900          |
| Operational Services   | 3,510,040                       | 3,044,700                      | 2,688,680            | 1,210,510           | 1,210,510           | 1,210,510           |
| Planning and Economy   | 120,000                         | 220,220                        | -                    | 50,000              | -                   | -                   |
| Ice Programme  | -                               | 281,000                        | 45,000               | -                   | -                   | -                   |
| <b>TOTAL CAPITAL EXPENDITURE</b>   | <b>70,230,640</b>               | <b>50,629,030</b>              | <b>52,226,080</b>    | <b>45,126,810</b>   | <b>13,837,210</b>   | <b>13,318,410</b>   |
| <b>CAPITAL EXPENDITURE RESOURCES</b>                                       |                                 |                                |                      |                     |                     |                     |
| Revenue Contribution to Capital (rcco) - General*                          | -                               | 19,880                         | -                    | -                   | -                   | -                   |
| Revenue Contribution to Capital - Improvement Grants                       | -                               | -                              | -                    | -                   | -                   | -                   |
| <b>Total Revenue Contributions</b>   | -                               | 19,880                         | -                    | -                   | -                   | -                   |
| Grants & Contributions from Other Bodies (see Grants & Conts Summary page) | 9,478,500                       | 3,072,600                      | 6,773,480            | 3,920,000           | 1,220,000           | 20,000              |
| Grants & Contributions - Improvement Grants                                | 983,000                         | 1,213,990                      | 1,060,510            | 1,060,510           | 1,060,510           | 1,060,510           |
| Section 106 Developers Contributions (see s106 Summary page)               | 810,170                         | 419,660                        | 183,170              | -                   | -                   | -                   |
|  | 11,271,670                      | 4,706,250                      | 8,017,160            | 4,980,510           | 2,280,510           | 1,080,510           |
| Borrowing  | 58,835,390                      | 45,715,500                     | 44,208,920           | 40,146,300          | 11,556,700          | 12,237,900          |
| Flexible Capital Receipts  | 123,580                         | 187,400                        | -                    | -                   | -                   | -                   |
| <b>Total Capital Receipts &amp; Borrowing</b>                              | <b>58,958,970</b>               | <b>45,902,900</b>              | <b>44,208,920</b>    | <b>40,146,300</b>   | <b>11,556,700</b>   | <b>12,237,900</b>   |
| <b>TOTAL CAPITAL FINANCING</b>   | <b>70,230,640</b>               | <b>50,629,030</b>              | <b>52,226,080</b>    | <b>45,126,810</b>   | <b>13,837,210</b>   | <b>13,318,410</b>   |

\* The rcco detailed in the table above relates to an Insurance Claim which has credited the general fund. The other items listed within the Grants and Contributions Summary which have rcco noted by them relate to monies which are already included within earmarked reserves or are currently detailed on the balance sheet

## GRANTS & CONTRIBUTIONS SUMMARY 2019/2020 TO 2023/2024

| Project Number | PROJECT  | Original Estimate<br>2019/20 | Revised Estimate<br>2019/20 | Anticipated Payments |                     |                     |                     |
|----------------|--|------------------------------|-----------------------------|----------------------|---------------------|---------------------|---------------------|
|                |  |                              |                             | Estimate<br>2020/21  | Estimate<br>2021/22 | Estimate<br>2022/23 | Estimate<br>2023/24 |
|                | <b><u>General Fund - Grants &amp; Contributions</u></b>  |                              |                             |                      |                     |                     |                     |
| 6518           | - Wheeled Bin Contributions (Developers & Householders)  | 15,000                       | 28,990                      | 20,000               | 20,000              | 20,000              | 20,000              |
| 6404           | - Affordable Homes Funding (Developers rcco)   |                              | 100,000                     |                      |                     |                     |                     |
| 6524           | - Pay and Display Machine Replacements (CPE rcco)  |                              | 170                         |                      |                     |                     |                     |
| 6567           | - Replacement Cremator (CAMEO rcco)  |                              |                             | 600,000              |                     |                     |                     |
| 6597           | - Car Park Enhancements (CPE rcco)   | 120,000                      | 120,000                     |                      |                     |                     |                     |
| 6601           | - Alpine Ski Centre Aldershot - Internal & External work (Ski Centre Development Fund)   | 11,500                       |                             |                      |                     |                     |                     |
| 6615           | - Alpine Ski Centre - Workshop Ceiling & Lighting and Repair of Footpath (Ski Centre Development Fund rcco)                              |                              | 17,360                      |                      |                     |                     |                     |
| 6588           | - Ivy Road - Sports Pavilion (VIVID, The Football Foundation, Landfill Tax)  | 330,000                      |                             |                      |                     |                     |                     |
| 6608           | - Moor Road - Recreation Ground Development (Sport England, PEBL, Landfill Tax, CPE rcco)  | 300,000                      | 167,000                     |                      |                     |                     |                     |
| 6617           | - Parks and Open Spaces - Southwood Golf Course SANG Wetland (The Environment Agency)  |                              | 23,910                      |                      |                     |                     |                     |
| 6613           | - Parks and Open Spaces - Southwood Golf Course SANG Initial Setup (Developers Contributions)  |                              |                             | 422,000              |                     |                     |                     |
|                | - Parks and Open Spaces - Heritage Trails (TAG rcco)   |                              |                             | 15,000               |                     |                     |                     |
| 5216           | - 168 High Street Guildford Various Works (The Commercial Reserve rcco)  |                              | 67,000                      |                      |                     |                     |                     |
| 5225           | - Commercial Property (CCG)  |                              | 822,120                     |                      |                     |                     |                     |
|                | <b><u>Regeneration Projects</u></b>  |                              |                             |                      |                     |                     |                     |
| 5407           | - Union Street East, Aldershot (LEP grant and Housing Infrastructure Fund)   | 3,350,000                    |                             | 3,800,000            | 1,500,000           | 1,200,000           |                     |
| 5408           | - Games Hub (LEP grant)  | 767,000                      | 328,000                     | 529,480              |                     |                     |                     |
| 5409           | - The Galleries (Housing Infrastructure Fund)  | 3,400,000                    |                             | 1,000,000            | 2,400,000           |                     |                     |
|                | <b><u>Activation Aldershot Projects</u></b>  |                              |                             |                      |                     |                     |                     |
| 5401           | - Project 1 - Integration between AUE and Town Centre (LEP loan)   |                              | 1,285,050                   |                      |                     |                     |                     |
| 5404           | - Project 2 Phase 6 - Station Forecourt Improvements (Local Growth Fund, HCC, South Western Railway, Local Enterprise Partnership Grant) | 1,185,000                    | 113,000                     | 387,000              |                     |                     |                     |
|                | <b>Total General Fund Grants &amp; Contributions</b>   | <b>9,478,500</b>             | <b>3,072,600</b>            | <b>6,773,480</b>     | <b>3,920,000</b>    | <b>1,220,000</b>    | <b>20,000</b>       |
|                | <b><u>Housing Schemes - Government Grants</u></b>  |                              |                             |                      |                     |                     |                     |
| 640050013      | - Improvement Grants - Disabled Facilities Grants (Better Care Fund)   | 983,000                      | 1,213,990                   | 1,060,510            | 1,060,510           | 1,060,510           | 1,060,510           |
|                | <b>TOTAL GRANTS &amp; CONTRIBUTIONS</b>  | <b>10,461,500</b>            | <b>4,286,590</b>            | <b>7,833,990</b>     | <b>4,980,510</b>    | <b>2,280,510</b>    | <b>1,080,510</b>    |



## SECTION 106 DEVELOPERS CONTRIBUTIONS SUMMARY 2019/2020 TO 2023/2024

| Project<br>Number | PROJECT  | Original<br>Estimate<br>2019/20 | Revised<br>Estimate<br>2019/20 | Anticipated Payments |                     |                     |                     |
|-------------------|--|---------------------------------|--------------------------------|----------------------|---------------------|---------------------|---------------------|
|                   |  |                                 |                                | Estimate<br>2020/21  | Estimate<br>2021/22 | Estimate<br>2022/23 | Estimate<br>2023/24 |
|                   | <b>General Fund Schemes</b>  |                                 |                                |                      |                     |                     |                     |
| 6571              | - Manor Park - Lake Improvements   | 49,970                          |                                | 49,170               |                     |                     |                     |
| 6588              | - Ivy Road - Sports Pavilion   | 280,400                         |                                |                      |                     |                     |                     |
| 6605              | - Aldershot Park Car Park - Installation of LED powered lighting columns |                                 | 16,660                         |                      |                     |                     |                     |
| 6608              | - Moor Road - Recreation Ground Development                              | 229,800                         | 303,000                        |                      |                     |                     |                     |
| 6610              | - Recreation Ground Playground Renewal                                   | 150,000                         |                                | 104,000              |                     |                     |                     |
| 6612              | - Parks Improvements   | 100,000                         | 100,000                        |                      |                     |                     |                     |
|                   | - Parks and Open Spaces - Heritage Trails                                |                                 |                                | 30,000               |                     |                     |                     |
|                   | <b>TOTAL SECTION 106 DEVELOPERS CONTRIBUTIONS</b>                        | <b>810,170</b>                  | <b>419,660</b>                 | <b>183,170</b>       | <b>-</b>            | <b>-</b>            | <b>-</b>            |

## CORPORATE & DEMOCRATIC SERVICES PORTFOLIO CAPITAL PROGRAMME 2019/2020 TO 2023/2024

| 1 of 1         |  |                            |                              |                             | Anticipated Payments |                     |                     |                     |
|----------------|--|----------------------------|------------------------------|-----------------------------|----------------------|---------------------|---------------------|---------------------|
| Project Number | Project  | Actual payments<br>2018/19 | Original Estimate<br>2019/20 | Revised Estimate<br>2019/20 | Estimate<br>2020/21  | Estimate<br>2021/22 | Estimate<br>2022/23 | Estimate<br>2023/24 |
| 5403           | <b>FARNBOROUGH AIRPORT</b><br>Farnborough International Ltd Loan                   | 1,100,000                  | 1,100,000                    | 1,100,000                   |                      |                     |                     |                     |
| 5299           | <b>FLEXIBLE CAPITAL RECEIPTS</b><br>Schemes funded by unallocated Capital Receipts | 333,093                    | 123,580                      | 187,400                     |                      |                     |                     |                     |
|                | <b>TOTAL</b>   | <b>1,433,093</b>           | <b>1,223,580</b>             | <b>1,287,400</b>            | -                    | -                   | -                   | -                   |

**Notes:** (bc) denotes projects which are subject to further business case and presentation to Cabinet  
(s) denotes projects which include slippage from 2019/20 into 2020/21

## CUSTOMER EXPERIENCE & IMPROVEMENT PORTFOLIO CAPITAL PROGRAMME 2019/2020 TO 2023/2024

| 1 of 1 | Project Number | Project                                 | Actual payments<br>2018/19 | Original Estimate<br>2019/20 | Revised Estimate<br>2019/20 | Anticipated Payments |                     |                     |                     |
|--------|----------------|---|----------------------------|------------------------------|-----------------------------|----------------------|---------------------|---------------------|---------------------|
|        |                |   |                            |                              |                             | Estimate<br>2020/21  | Estimate<br>2021/22 | Estimate<br>2022/23 | Estimate<br>2023/24 |
|        |                | <b>COMPUTER SYSTEMS</b>                 |                            |                              |                             |                      |                     |                     |                     |
|        | 730540012      | IT Equipment Replacement                | 3,590                      | 25,000                       | 25,000                      | 70,000               | 75,000              | 25,000              |                     |
|        | 750040012      | ICT/Digital Strategy - Various Projects |                            | 81,000                       |                             |                      |                     |                     |                     |
|        | 760040012      | Rushmoor 2020                           |                            | 145,000                      |                             |                      |                     |                     |                     |
|        | 750040208      | Revenues Citizen Account                | 10,141                     |                              | 720                         |                      |                     |                     |                     |
|        | 750040212      | Digital by Design/Communities           | 50,016                     |                              | 20,930                      |                      |                     |                     |                     |
|        | 750040220      | CSU Queueing Solution                   | 8,760                      |                              | 12,930                      |                      |                     |                     |                     |
|        | 750040222      | IWorld 2016 Server Upgrade              |                            |                              | 11,000                      |                      |                     |                     |                     |
|        | 750040224      | PCI Compliance (s)                      |                            |                              |                             | 10,000               |                     |                     |                     |
|        | 750040225      | Making Tax Digital - Integra Module     |                            |                              | 6,960                       |                      |                     |                     |                     |
|        | 760040223      | Telephony Call Centre Upgrade           |                            |                              | 15,000                      |                      |                     |                     |                     |
|        |                | <b>COUNCIL OFFICES</b>                  |                            |                              |                             |                      |                     |                     |                     |
|        | 5329           | Office Accommodation                    | 84,405                     | 35,000                       | 58,380                      | 35,000               | 30,000              | 30,000              | 30,000              |
|        | 5335           | Council Offices Co-Location Project     | 17,266                     | 25,000                       | 25,000                      |                      |                     |                     |                     |
|        | 5340           | Electrical Generator Switch (s)         |                            | 10,000                       |                             | 10,000               |                     |                     |                     |
|        | 5341           | Relocation of Voluntary Groups          | 64,288                     |                              | 10,340                      |                      |                     |                     |                     |
|        |                | <b>TOTAL</b>                            | <b>238,467</b>             | <b>321,000</b>               | <b>186,260</b>              | <b>125,000</b>       | <b>105,000</b>      | <b>55,000</b>       | <b>30,000</b>       |

**Notes:** (bc) denotes projects which are subject to further business case and presentation to Cabinet  
(s) denotes projects which include slippage from 2019/20 into 2020/21

# MAJOR PROJECTS AND PROPERTY PORTFOLIO CAPITAL PROGRAMME 2019/2020 TO 2023/2024

| 1 of 1         |  |                            |                              |                             | Anticipated Payments |                     |                     |                     |
|----------------|--|----------------------------|------------------------------|-----------------------------|----------------------|---------------------|---------------------|---------------------|
| Project Number | Project  | Actual payments<br>2018/19 | Original Estimate<br>2019/20 | Revised Estimate<br>2019/20 | Estimate<br>2020/21  | Estimate<br>2021/22 | Estimate<br>2022/23 | Estimate<br>2023/24 |
|                | <b>ALDERSHOT TOWN CENTRE PROJECTS</b>                                |                            |                              |                             |                      |                     |                     |                     |
| 5401           | Town Centre Integration  |                            |                              | 1,500,000                   |                      |                     |                     |                     |
| 5402           | Shop front Improvements  | 1,313                      |                              |                             |                      |                     |                     |                     |
| 5409           | The Galleries Regeneration (s)                                       |                            | 3,400,000                    |                             | 1,000,000            | 2,400,000           |                     |                     |
| 5408           | The Games Hub (s)  | 9,520                      | 767,000                      | 328,000                     | 529,480              |                     |                     |                     |
| 5404           | Train Station and Surrounding Area Works (s)                         |                            | 1,485,000                    | 113,000                     | 562,000              |                     |                     |                     |
|                | <b>CIVIC QUARTER FARNBOROUGH</b>                                     |                            |                              |                             |                      |                     |                     |                     |
| 5405           | Civic Quarter Farnborough Development (bc) (s)                       | 15,000                     | 10,000,000                   | 5,459,740                   | 14,525,260           | 19,000,000          |                     |                     |
|                | <b>HOUSING MATTERS</b>   |                            |                              |                             |                      |                     |                     |                     |
| 5406           | Housing PRS Delivery (bc) (s)  | 113                        | 661,300                      | 729,990                     | 2,730,500            | 861,300             | 1,371,700           | 2,077,900           |
|                | <b>COMMERCIAL PROPERTIES</b>   |                            |                              |                             |                      |                     |                     |                     |
| 5216           | 168 High Street Guildford Various Enhancements                       |                            |                              | 67,000                      |                      |                     |                     |                     |
| 5222           | Boulters House, 237 High Street Redevelopment                        | 37,829                     |                              | 230                         |                      |                     |                     |                     |
| 5224           | 252 Ash Road, Aldershot purchase and Boundary Wall Enhancement       | 1,833,867                  |                              |                             |                      |                     |                     |                     |
| 5225 various   | Various Commercial Property Purchases/Enhancements (bc) (s)          |                            | 43,292,600                   | 35,962,880                  | 22,125,100           | 15,000,000          | 10,000,000          | 10,000,000          |
| 522840012      | Redevelopment/Construction of Units at Optrex Business Park (bc) (s) |                            | 300,000                      |                             | 300,000              |                     |                     |                     |
|                | <b>PROPERTY ENHANCEMENTS</b>   |                            |                              |                             |                      |                     |                     |                     |
|                | Queens Road Weightlifting Club - Enhancement Works (bc)              |                            |                              |                             | 30,000               |                     |                     |                     |
|                | Aldershot Park Angling Club - Enhancement Works (bc)                 |                            |                              |                             | 20,000               |                     |                     |                     |
| 5230           | Frimley 4 Business Park Enhancement Works                            |                            |                              | 72,000                      | 152,000              |                     |                     |                     |
|                | <b>UNION STREET ALDERSHOT</b>  |                            |                              |                             |                      |                     |                     |                     |
| 5220           | 36-62 Union Street Enhancement Works (s)                             | 49,600                     | 150,120                      | 342,260                     | 336,760              |                     |                     |                     |
| 5407           | Union Street East Aldershot Regeneration (bc) (s)                    | 6,359,348                  | 5,000,000                    | 1,034,350                   | 7,056,300            | 6,500,000           | 1,200,000           |                     |
|                | <b>TOTAL</b>   | <b>8,306,589</b>           | <b>65,056,020</b>            | <b>45,609,450</b>           | <b>49,367,400</b>    | <b>43,761,300</b>   | <b>12,571,700</b>   | <b>12,077,900</b>   |

Notes: (bc) denotes projects which are subject to further business case and presentation to Cabinet  
(s) denotes projects which include slippage from 2019/20 into 2020/21

# OPERATIONAL SERVICES PORTFOLIO CAPITAL PROGRAMME 2019/2020 TO 2023/2024

| 1 of 3         |   |                            |                              |                             | Anticipated Payments |                     |                     |                     |
|----------------|---|----------------------------|------------------------------|-----------------------------|----------------------|---------------------|---------------------|---------------------|
| Project Number | Project   | Actual payments<br>2018/19 | Original Estimate<br>2019/20 | Revised Estimate<br>2019/20 | Estimate<br>2020/21  | Estimate<br>2021/22 | Estimate<br>2022/23 | Estimate<br>2023/24 |
|                | <b>ALDERSHOT POOLS COMPLEX</b>                  |                            |                              |                             |                      |                     |                     |                     |
| 6242           | Lido Concrete Works                             | 13,070                     | 15,000                       | 15,000                      |                      |                     |                     |                     |
| 6543           | Aldershot Pools Electrical Testing & Rewiring   | 9,937                      | 10,000                       | 10,000                      |                      |                     |                     |                     |
| 6551           | Lido Replacment Pumps & Valves                  | 8,888                      | 15,000                       | 15,000                      |                      |                     |                     |                     |
|                | <b>ALPINE SNOWSPORTS</b>                        |                            |                              |                             |                      |                     |                     |                     |
| 6527           | Slope Maintenance                               | 3,350                      | 72,150                       | 58,110                      |                      |                     |                     |                     |
| 6601           | Various Internal & External Works               | 28,791                     |                              |                             |                      |                     |                     |                     |
| 6615           | Workshop Ceiling & Lighting and Footpath Repair |                            | 11,500                       | 17,360                      |                      |                     |                     |                     |
|                | <b>BEAUMONT COMMUNITY PARK</b>                  |                            |                              |                             |                      |                     |                     |                     |
| 6521           | Repairs to Stonework                            |                            | 19,000                       | 15,810                      |                      |                     |                     |                     |
|                | <b>BLUNDEN HALL COMMUNITY CENTRE</b>            |                            |                              |                             |                      |                     |                     |                     |
| 6602           | Kitchen & Hall Works                            | 37,037                     |                              |                             |                      |                     |                     |                     |
|                | <b>CAR PARKS</b>                                |                            |                              |                             |                      |                     |                     |                     |
| 6524           | Car Park Ticket Machines                        | 18,150                     |                              | 5,190                       |                      |                     |                     |                     |
| 6597           | Enhancement Works for Various Car Parks         | 53,722                     | 120,000                      | 120,000                     |                      |                     |                     |                     |
| 6604           | Kingsmoat Car Park Resurfacing                  |                            | 80,000                       | 80,000                      |                      |                     |                     |                     |
| 6605           | Aldershot Park Car Park LED Columns             | 3,977                      |                              | 16,660                      |                      |                     |                     |                     |
| 6609           | Pinehurst Car Park Security (bc)                |                            | 50,000                       | 50,000                      |                      |                     |                     |                     |
|                | <b>CEMETERIES</b>                               |                            |                              |                             |                      |                     |                     |                     |
| 6231           | Ship Lane Cemetery Drainage                     |                            |                              | 11,000                      |                      |                     |                     |                     |
| 6600           | Victoria Road Cemetery Fencing and Redecoration |                            | 10,000                       | 10,450                      |                      |                     |                     |                     |

Notes: (bc) denotes projects which are subject to further business case and presentation to Cabinet  
(s) denotes projects which include slippage from 2019/20 into 2020/21

# OPERATIONAL SERVICES PORTFOLIO CAPITAL PROGRAMME 2019/2020 TO 2023/2024

| Project Number | Project                                      | Actual payments<br>2018/19 | Original Estimate<br>2019/20 | Revised Estimate<br>2019/20 | Anticipated Payments |                     |                     |                     |
|----------------|--|----------------------------|------------------------------|-----------------------------|----------------------|---------------------|---------------------|---------------------|
|                |  |                            |                              |                             | Estimate<br>2020/21  | Estimate<br>2021/22 | Estimate<br>2022/23 | Estimate<br>2023/24 |
|                | <b>CREMATORIUM</b>                           |                            |                              |                             |                      |                     |                     |                     |
| 6565           | Waiting Room Modernisation                   | 1,360                      |                              | 3,870                       |                      |                     |                     |                     |
| 6567           | Replacement Cremators                        |                            |                              |                             | 1,200,000            |                     |                     |                     |
| 6606           | Fan and PCME Monitor Upgrade                 | 19,011                     |                              |                             |                      |                     |                     |                     |
| 6607           | Cremulator and Transfer Cabinet              |                            |                              | 21,750                      |                      |                     |                     |                     |
| 6616           | Sanctum 2000 Area 7 (Memorial Vaults)        |                            | 15,000                       | 14,340                      |                      |                     |                     |                     |
|                | <b>CYCLEWAY LINKS</b>                        |                            |                              |                             |                      |                     |                     |                     |
| 6577           | Hazel Avenue to Arrow Road                   |                            |                              | 23,000                      |                      |                     |                     |                     |
|                | <b>DEPOTS</b>                                |                            |                              |                             |                      |                     |                     |                     |
| 6517           | Hawley Lane Development Works                | 90,814                     | 45,220                       | 41,400                      |                      |                     |                     |                     |
| 6573           | New Depot Lysons Avenue                      | 1,554,094                  |                              | 34,290                      |                      |                     |                     |                     |
| 5229           | Creation of a depot at Southwood             |                            |                              | 31,000                      |                      |                     |                     |                     |
|                | <b>FARNBOROUGH LEISURE CENTRE</b>            |                            |                              |                             |                      |                     |                     |                     |
| 6541           | Electrical Testing & Rewiring                | 14,987                     | 15,000                       | 15,000                      |                      |                     |                     |                     |
| 6545           | Replacment Pumps & Valves                    | 15,191                     | 15,000                       | 15,000                      |                      |                     |                     |                     |
|                | <b>IVY ROAD PLAYING FIELDS</b>               |                            |                              |                             |                      |                     |                     |                     |
| 6588           | New Sports Pavilion                          |                            | 610,400                      |                             |                      |                     |                     |                     |
|                | <b>MANOR PARK</b>                            |                            |                              |                             |                      |                     |                     |                     |
| 6571           | Lake Improvements (s)                        | 800                        | 49,970                       |                             | 49,170               |                     |                     |                     |
|                | <b>MOOR ROAD DEVELOPMENT</b>                 |                            |                              |                             |                      |                     |                     |                     |
| 6608           | Recreation Ground Development                | 5,474                      | 529,800                      | 470,000                     |                      |                     |                     |                     |
|                | <b>PARKS &amp; OPEN SPACES</b>               |                            |                              |                             |                      |                     |                     |                     |
| 6612           | Unspecified Park Improvements                |                            | 100,000                      | 100,000                     |                      |                     |                     |                     |
| 6613           | Southwood Golf Course SANG Setup             |                            | 422,000                      | 422,000                     |                      |                     |                     |                     |
| 6617           | Southwood Golf Course SANG Wetland           |                            |                              | 47,810                      |                      |                     |                     |                     |
|                | KGV café conversion within the pavilion (bc) |                            |                              |                             | 50,000               |                     |                     |                     |
|                | Heritage Trails (bc)                         |                            |                              |                             | 75,000               |                     |                     |                     |

Notes: (bc) denotes projects which are subject to further business case and presentation to Cabinet  
(s) denotes projects which include slippage from 2019/20 into 2020/21

## OPERATIONAL SERVICES PORTFOLIO CAPITAL PROGRAMME 2019/2020 TO 2023/2024

| 3 of 3            |   | Actual<br>payments<br>2018/19 | Original<br>Estimate<br>2019/20 | Revised<br>Estimate<br>2019/20 | Anticipated Payments |                     |                     |                     |
|-------------------|---|-------------------------------|---------------------------------|--------------------------------|----------------------|---------------------|---------------------|---------------------|
| Project<br>Number | Project   |                               |                                 |                                | Estimate<br>2020/21  | Estimate<br>2021/22 | Estimate<br>2022/23 | Estimate<br>2023/24 |
| 6610              | <b>PLAYGROUND WORKS</b><br>Recreation Ground Playground Renewal (s) |                               | 150,000                         |                                | 104,000              |                     |                     |                     |
| 6518              | <b>REFUSE/RECYCLING</b><br>Domestic Refuse - Wheeled Bins           | 112,789                       | 90,000                          | 82,630                         | 100,000              | 100,000             | 100,000             | 100,000             |
| 6532              | <b>SOUTHWOOD COMMUNITY CENTRE</b><br>Internal Decoration            |                               | 20,000                          | 20,000                         |                      |                     |                     |                     |
| 6515              | <b>STREET CLEANSING</b><br>Litter/ Cigarette Bins                   | 9,960                         | 12,000                          | 14,040                         |                      |                     |                     |                     |
| 640050013         | <b>IMPROVEMENT GRANTS</b><br>Disabled Facilities Grants             | 1,105,155                     | 983,000                         | 1,213,990                      | 1,060,510            | 1,060,510           | 1,060,510           | 1,060,510           |
| 640050022         | Home Improvement Grants   | 20,014                        | 50,000                          | 50,000                         | 50,000               | 50,000              | 50,000              | 50,000              |
| <b>TOTAL</b>      |   | <b>3,126,572</b>              | <b>3,510,040</b>                | <b>3,044,700</b>               | <b>2,688,680</b>     | <b>1,210,510</b>    | <b>1,210,510</b>    | <b>1,210,510</b>    |

**Notes:** (bc) denotes projects which are subject to further business case and presentation to Cabinet  
(s) denotes projects which include slippage from 2019/20 into 2020/21

## PLANNING AND ECONOMY PORTFOLIO CAPITAL PROGRAMME 2019/2020 TO 2023/2024

| 1 of 1         |  |                            |                              |                             | Anticipated Payments |                     |                     |                     |
|----------------|--|----------------------------|------------------------------|-----------------------------|----------------------|---------------------|---------------------|---------------------|
| Project Number | Project  | Actual payments<br>2018/19 | Original Estimate<br>2019/20 | Revised Estimate<br>2019/20 | Estimate<br>2020/21  | Estimate<br>2021/22 | Estimate<br>2022/23 | Estimate<br>2023/24 |
| 6404           | <b>AFFORDABLE HOMES GRANT</b><br>Affordable Homes Grant Funding      |                            |                              | 100,000                     |                      |                     |                     |                     |
| 6614           | <b>PRINCES HALL</b><br>Essential Roof Works<br>Main Hall Floor Works |                            | 120,000                      | 120,220                     |                      | 50,000              |                     |                     |
|                | <b>TOTAL</b>   |                            | <b>120,000</b>               | <b>220,220</b>              | -                    | <b>50,000</b>       | -                   | -                   |

**Notes:** (bc) denotes projects which are subject to further business case and presentation to Cabinet  
 (s) denotes projects which include slippage from 2019/20 into 2020/21



## ICE PROGRAMME CAPITAL PROGRAMME 2019/2020 TO 2023/2024

| 1 of 1<br>Project<br>Number | Project                                 | Actual<br>payments<br>2018/19 | Original<br>Estimate<br>2019/20 | Revised<br>Estimate<br>2019/20 | Anticipated Payments |                     |                     |                     |
|-----------------------------|---|-------------------------------|---------------------------------|--------------------------------|----------------------|---------------------|---------------------|---------------------|
|                             |   |                               |                                 |                                | Estimate<br>2020/21  | Estimate<br>2021/22 | Estimate<br>2022/23 | Estimate<br>2023/24 |
|                             | <b>ICE PROGRAMME</b>                    |                               |                                 |                                |                      |                     |                     |                     |
| 760141810                   | Procure & Implement CRM                 |                               |                                 | 70,000                         | 10,000               |                     |                     |                     |
| 760141811                   | App Development                         |                               |                                 | 20,000                         | 20,000               |                     |                     |                     |
| 760142814                   | Flexible & Mobile Working               |                               |                                 | 60,000                         | 15,000               |                     |                     |                     |
| 760142817                   | Modernising Corporate & Service Systems |                               |                                 | 91,000                         |                      |                     |                     |                     |
| 760142818                   | Infrastructure & Security               |                               |                                 | 40,000                         |                      |                     |                     |                     |
|                             | <b>TOTAL</b>                            | -                             | -                               | <b>281,000</b>                 | <b>45,000</b>        | -                   | -                   | -                   |

**Notes:** (bc) denotes projects which are subject to further business case and presentation to Cabinet  
(s) denotes projects which include slippage from 2019/20 into 2020/21



**STRATEGY FOR THE FLEXIBLE USE OF CAPITAL RECEIPTS 2020/21**

The strategy has regard to the Guidance on the Flexible Use of Capital Receipts issued by the Secretary of State under section 15 (1)(a) of the Local Government Act 2003 during March 2016, including only those projects which are designed to generate ongoing revenue savings in the delivery of services and/or transform service delivery in a way that reduces costs or demand for services.

Projects included in the strategy support the Council's Transformation Programme and progress will be monitored regularly as part of the Council's review of performance against top line priorities and budget monitoring.

The Guidance on the Flexible Use of Capital Receipts allows set-up and implementation costs to be counted as qualifying costs, however the on-going revenue costs of new processes or arrangements cannot.

Only receipts from the disposal of capital assets received between 1 April 2016 and 31 March 2019 are eligible for use to fund qualifying costs of service reform. During 2016/17, a receipt of £500,000 was received to be fully utilised by the Flexible Use of Capital Receipts. A further capital receipt of £480,000 was received in 2017/18. There have been no capital receipts received in 2018/19 and 2019/20

As part of the Local Government Settlement, the Communities Secretary for Ministry of Housing, Communities and Local Government announced on 13 December 2018 that there would be a continuation of the capital receipts flexibility programme. Should future projects be identified alongside suitable asset sales, this will be presented in a revised strategy.

Service reform projects can still be financed in whole or in part from other sources e.g. the Service Improvement Fund. The Council is not obliged to fund these projects from capital receipts, however, on the adoption of this strategy, will have the option to do so.