

# **Kettering** *Borough Council*

## **DRAFT BUDGET BOOKLET - 2018/19**

### **FOR USE WITH REPORT 10 EXECUTIVE MEETING 17th JANUARY 2018**

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# **Kettering** *Borough Council*

## **DRAFT BUDGET BOOKLET - 2018/19**

### **Section 1**

#### **General Fund Estimates 2018/19**

**TABLE 2 - MEDIUM TERM FINANCIAL FORECAST**

		Zone of "Predictability"			Zone of "Unpredictability"		
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
		Forecast £000	Forecast £000	Forecast £000	Forecast £000	Forecast £000	Forecast £000
<b>1</b>	<b>Net Council Budget</b>	<b>10,948</b>	<b>10,893</b>	<b>9,975</b>	<b>9,783</b>	<b>9,894</b>	<b>9,682</b>
<b>2</b>	<b>Forecast Resources:</b>						
	<b>Government Grant</b>						
<b>2a</b>	<b>Revenue Support Grant</b>	(546)	(171)	250	0	0	0
<b>2b</b>	<b>Business Rates</b>	(2,357)	(2,428)	(2,484)	(2,000)	(2,000)	(2,000)
	<b>Total Government Grant</b>	<b>(2,903)</b>	<b>(2,599)</b>	<b>(2,234)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>
	<b>Council Tax / Coll'n Fund</b>	<b>(250)</b>	<b>(300)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>
	<b>Income From Council Tax</b>	<b>(6,415)</b>	<b>(6,521)</b>	<b>(6,620)</b>	<b>(6,718)</b>	<b>(6,819)</b>	<b>(6,922)</b>
	<b>Total Resources</b>	<b>(9,568)</b>	<b>(9,420)</b>	<b>(8,954)</b>	<b>(8,818)</b>	<b>(8,919)</b>	<b>(9,022)</b>
<b>3</b>	<b>Budget (Surplus) / Deficit</b>	<b>1,380</b>	<b>1,473</b>	<b>1,021</b>	<b>965</b>	<b>975</b>	<b>660</b>
<b>4</b>	<b>Efficiencies Identified</b>	<b>(1,380)</b>	<b>(1,473)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>5</b>	<b>Efficiencies - To be Identified</b>	<b>0</b>	<b>0</b>	<b>(1,021)</b>	<b>(965)</b>	<b>(975)</b>	<b>(660)</b>
<b>6</b>	<b>Budget (Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL FUND WORKING BALANCE</b>							
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
		£000	£000	£000	£000	£000	£000
<b>7</b>	<b>Estimated Opening Balance</b>	<b>(1,415)</b>	<b>(1,425)</b>	<b>(1,385)</b>	<b>(1,345)</b>	<b>(1,345)</b>	<b>(1,305)</b>
<b>8a</b>	<b>Town Centre Initiatives</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>0</b>	<b>0</b>
<b>8b</b>	<b>Transitional Grant</b>	<b>(50)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>9</b>	<b>Estimated Closing Balance</b>	<b>(1,425)</b>	<b>(1,385)</b>	<b>(1,345)</b>	<b>(1,305)</b>	<b>(1,345)</b>	<b>(1,305)</b>

**Notes to Medium Term Financial Forecast**

**1 Net Council Budget** – This represents the net expenditure prior to the Budget Framework savings.

**2 Forecast Resources** – These are the Council's main funding streams (excluding fees and charges which are incorporated into Line 1). This illustrates the significant reduction in Central Government funding. To enable the total resources required to balance the budget to be identified, no assumptions have been made regarding future council tax increases. The small increase in revenue each year reflects anticipated housing growth in the borough.

The level of government grant is known for 2017/18.

The future levels of government grant for the period 2018/19 – 2019/20 are based on indicative figures provided as part of the 2017/18 financial settlement which form part of the 'four year settlement' figures

**2a / 2b Revenue Support Grant / Business Rates** - Following the introduction of the Business Rates Retention Scheme the local share of business rates will be uplifted by RPI each year until the system is reset in 2020 this is shown in line 2b. The full reduction in grant is therefore applied to the element that is provided through the Revenue Support Grant, which is detailed in Line 2a. This Council's Revenue Support Grant reduces to nil in 2019/20. The Government made a further adjustment in 2019/20 whereby the Council rather than receiving a grant is making a payment to the Government of £250,000 this is reflected in line 2a.

- 3**      **Budget (Surplus) / Deficit** – This illustrates the gap between the budget and the total resources available before identifying budget framework savings.
- 5**      **Savings to be Identified** – This identifies the total resources that are required to balance the budget in future years after 2017/18.
- 8a**     **Town Centre Initiatives** – This relates to parking incentives and / or other town centre related items. Due to the short term nature this is being funded from the General Fund working balance rather than forming part of the base budget.
- 8b**     **Transitional Grant** – This relates to additional funding that has been made available in the form of a transitional grant from Government to ease the pace of reductions during the first 2 years (2016/17 and 2017/18) of the settlement for councils with the sharpest reductions in Revenue Support Grant.

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Ref.		Original 2017/18 £	Revised 2017/18 £	Draft 2018/19 £
	<b>SERVICE EXPENDITURE</b>			
1.	Public Services	158,660	504,350	760,870
2.	Corporate and Cultural	2,185,600	2,230,660	2,255,670
3.	Environmental Care	5,840,330	6,146,810	5,914,050
4.	Development Services	1,446,980	1,365,490	1,363,820
5.	Housing Services	432,710	733,740	474,900
6.	Customer Services	1,504,340	1,342,370	1,700,100
7.	Legal Services	970,750	933,750	977,300
8.	Resources	74,180	65,080	(604,070)
9.	Central Support Allocations	(2,039,780)	(2,054,690)	(2,072,130)
10.	General Contingencies / Invest to Save / RCCO	140,000	40,000	140,000
11.	<b>NET COST OF SERVICES</b>	<b>10,713,770</b>	<b>11,307,560</b>	<b>10,910,510</b>
12.	Transfers to/from Reserves	756,610	711,950	385,610
13.	Interest On Balances / Investments	(267,200)	(329,200)	(374,200)
14.	Depreciation adjustment	(1,456,200)	(1,490,710)	(1,414,360)
15.	Technical Accounting Adjustments (including MRP)	(178,830)	(631,450)	(87,560)
16.	<b>NET COUNCIL BUDGET</b>	<b>9,568,150</b>	<b>9,568,150</b>	<b>9,420,000</b>

## PUBLIC SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>RECREATION AND SPORT</b>			
	<b>Indoor Sports &amp; Recreation Facilities</b>			
	Employees	37,950	37,950	35,650
	Premises	6,110	6,360	6,580
	Transport	550	550	550
	Supplies and Services	18,150	18,150	18,150
	Third Party Payments	325,700	325,700	327,700
	<b>Total Expenditure</b>	<b>388,460</b>	<b>388,710</b>	<b>388,630</b>
	Fees and Charges	(1,000)	(1,000)	(1,000)
	<b>Total Income</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>(1,000)</b>
	<b>Net Expenditure to Summary</b>	<b>387,460</b>	<b>387,710</b>	<b>387,630</b>
	<b>Community Centres</b>			
	Employees	37,410	37,410	36,940
	Premises	29,650	30,210	30,590
	Transport	900	900	900
	Supplies and Services	2,350	2,350	2,350
	<b>Total Expenditure</b>	<b>70,310</b>	<b>70,870</b>	<b>70,780</b>
	Fees and Charges	(35,000)	(35,000)	(35,000)
	<b>Total Income</b>	<b>(35,000)</b>	<b>(35,000)</b>	<b>(35,000)</b>
	<b>Net Expenditure to Summary</b>	<b>35,310</b>	<b>35,870</b>	<b>35,780</b>
	<b>Sport Development/Community Recreation</b>			
1	Employees	127,100	117,110	130,770
	Premises	320	420	430
	Transport	7,900	5,900	7,900
	Supplies and Services	40,750	34,750	40,750
	<b>Total Expenditure</b>	<b>176,070</b>	<b>158,180</b>	<b>179,850</b>
	Fees and Charges	(10,300)	(10,300)	(10,300)
	<b>Total Income</b>	<b>(10,300)</b>	<b>(10,300)</b>	<b>(10,300)</b>
	<b>Net Expenditure to Summary</b>	<b>165,770</b>	<b>147,880</b>	<b>169,550</b>
	<b>OPEN SPACES</b>			
	<b>Community Parks/Open Spaces</b>			
2	Employees	52,340	52,350	30,420
	Premises	37,590	37,650	38,170
	Transport	1,800	1,800	560
2	Supplies and Services	23,750	23,750	11,250
	Third Party Payments	1,500	1,500	1,500
	<b>Total Expenditure</b>	<b>116,980</b>	<b>117,050</b>	<b>81,900</b>
	Fees and Charges	(33,480)	(33,480)	(33,480)
	<b>Total Income</b>	<b>(33,480)</b>	<b>(33,480)</b>	<b>(33,480)</b>
	<b>Net Expenditure to Summary</b>	<b>83,500</b>	<b>83,570</b>	<b>48,420</b>

### Variance Explanations

- 1 The variance in the revised budget is a result of in year vacancies. The 2018/19 budget reflects changes in the national pay policy.
- 2 The change in the draft 2018/19 budget reflects the redeployment of one post and its associated supplies budget to Environmental Care (see also notes 3 and 29).

## PUBLIC SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>OPEN SPACES</b>			
	<b>Allotments</b>			
	Premises	20	20	20
	<b>Total Expenditure</b>	20	20	20
	Rents	(1,500)	(1,500)	(1,500)
	<b>Total Income</b>	(1,500)	(1,500)	(1,500)
	<b>Net Expenditure to Summary</b>	(1,480)	(1,480)	(1,480)
	<b>ENVIRONMENTAL INITIATIVES</b>			
3	Employees	44,260	36,270	45,840
	Transport	2,300	1,300	2,300
	Supplies and Services	100	100	100
	<b>Total Expenditure</b>	46,660	37,670	48,240
	<b>Net Expenditure to Summary</b>	46,660	37,670	48,240
3	<b>Community Development</b>			
	Employees	117,890	107,900	110,950
	Transport	7,000	7,000	7,000
	Supplies and Services	1,000	2,000	1,000
	<b>Total Expenditure</b>	125,890	116,900	118,950
	<b>Net Expenditure to Summary</b>	125,890	116,900	118,950
	<b>COMMUNITY SAFETY</b>			
	<b>Safety Services</b>			
3	Employees	59,480	55,480	57,360
	Transport	1,000	2,000	1,000
	Supplies and Services	102,600	102,600	102,600
	<b>Total Expenditure</b>	163,080	160,080	160,960
	<b>Net Expenditure to Summary</b>	163,080	160,080	160,960
	<b>Grants</b>			
3	Employees	28,260	25,270	23,000
	Transport	600	600	600
4	Supplies and Services	329,300	329,300	306,800
	<b>Total Expenditure</b>	358,160	355,170	330,400
	<b>Net Expenditure to Summary</b>	358,160	355,170	330,400

### Variance Explanations

- 3 The variance in the revised budget is a result of in year vacancies. The 2018/19 budget reflects changes in the national pay policy and the movement of one post to Environmental Care (see also notes 2 and 29).
- 4 The variance in the 2018/19 draft budget reflects the transfer of the Enterprising Kettering grant to Economic Development. (Note 40)

## PUBLIC SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>Crime Reduction</b>			
5	Premises	0	0	8,420
5	Supplies and Services	0	0	184,750
	<b>Total Expenditure</b>	0	0	193,170
	<b>Net Expenditure to Summary</b>	0	0	193,170
	<b>HIGHWAYS</b>			
	<b>PARKING SERVICES</b>			
6	Employees	262,010	259,030	273,370
7	Premises	86,780	81,930	103,500
	Transport	1,800	1,800	1,800
	Supplies and Services	68,920	68,920	68,920
	<b>Total Expenditure</b>	419,510	411,680	447,590
	Fees and Charges	(824,200)	(833,200)	(824,200)
	<b>Total Income</b>	(824,200)	(833,200)	(824,200)
	<b>Net Income to Summary</b>	(404,690)	(421,520)	(376,610)
	<b>ENVIRONMENTAL HEALTH</b>			
	<b>Licences (Incl. Hackney Carriages)</b>			
6	Employees	135,800	121,810	142,070
	Transport	4,350	4,350	4,350
	Supplies and Services	62,760	62,760	62,760
	<b>Total Expenditure</b>	202,910	188,920	209,180
	Fees and Charges	(165,000)	(165,000)	(165,000)
	<b>Total Income</b>	(165,000)	(165,000)	(165,000)
	<b>Net Expenditure to Summary</b>	37,910	23,920	44,180
	<b>Pest and Dog Control</b>			
	Employees	156,230	154,240	161,210
	Premises	20	20	20
	Transport	1,800	1,800	1,800
	Supplies and Services	13,950	13,950	13,950
	<b>Total Expenditure</b>	172,000	170,010	176,980
	Fees and Charges	(18,000)	(18,000)	(18,000)
	<b>Total Income</b>	(18,000)	(18,000)	(18,000)
	<b>Net Expenditure to Summary</b>	154,000	152,010	158,980

### Variance Explanations

- 5 The variance in 2018/19 reflects the movement of the Crime Reduction/CCTV Service from Environmental Care to Public Services. This is an organisational change that is also reflected in note 26.
- 6 The variance in the revised budget is a result of in year vacancies. The 2018/19 budget reflects changes in the national pay policy.
- 7 The increase in the 2018/19 draft budget is due to an increase in the Rateable Value for Council car parks.



## PUBLIC SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
8	<b>Pollution Reduction</b>			
	Employees	130,030	118,040	136,410
	Transport	7,100	5,100	7,100
	Supplies and Services	7,800	7,800	7,800
	<b>Total Expenditure</b>	144,930	130,940	151,310
	Fees and Charges	(25,000)	(25,000)	(25,000)
	<b>Total Income</b>	(25,000)	(25,000)	(25,000)
	<b>Net Expenditure to Summary</b>	119,930	105,940	126,310
8	<b>Food Safety</b>			
	Employees	97,090	91,100	102,140
	Transport	4,600	3,600	4,600
	Supplies and Services	2,550	3,550	2,550
	<b>Total Expenditure</b>	104,240	98,250	109,290
	Fees and Charges	(20,000)	(20,000)	(20,000)
	<b>Total Income</b>	(20,000)	(20,000)	(20,000)
	<b>Net Expenditure to Summary</b>	84,240	78,250	89,290
8	<b>Public Health</b>			
	Employees	216,770	202,790	222,690
	Premises	720	750	770
	Transport	9,850	7,850	9,850
	Supplies and Services	39,200	37,200	39,200
	<b>Total Expenditure</b>	266,540	248,590	272,510
Fees and Charges	(10,000)	(10,000)	(10,000)	
	<b>Total Income</b>	(10,000)	(10,000)	(10,000)
	<b>Net Expenditure to Summary</b>	256,540	238,590	262,510
	<b>CEMETERY &amp; CREMATION SERVICES</b>			
	<b>Cemeteries</b>			
	Employees	31,180	31,180	32,100
	Premises	19,440	13,840	15,510
	Transport	300	1,300	300
	Supplies and Services	500	500	500
	<b>Total Expenditure</b>	51,420	46,820	48,410
9	Fees and Charges	(148,000)	(170,000)	(163,000)
	<b>Total Income</b>	(148,000)	(170,000)	(163,000)
	<b>Net Expenditure to Summary</b>	(96,580)	(123,180)	(114,590)

### Variance Explanations

- 8 The variance in the revised budget is a result of in year vacancies. The 2018/19 budget reflects changes in the national pay policy.
- 9 The change in the 2017/18 revised budget and the 2018/19 draft budget is largely as a result of mausoleum and other Bereavement Services related sales.

## PUBLIC SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>Crematorium</b>			
10	Employees	230,390	215,410	241,710
11	Premises	152,550	148,540	163,150
	Transport	4,000	5,000	4,000
12	Supplies and Services	163,720	163,720	144,020
	<b>Total Expenditure</b>	<b>550,660</b>	<b>532,670</b>	<b>552,880</b>
13	Fees and Charges	(1,907,700)	(1,405,700)	(1,473,700)
	<b>Total Income</b>	<b>(1,907,700)</b>	<b>(1,405,700)</b>	<b>(1,473,700)</b>
	<b>Net Income to Summary</b>	<b>(1,357,040)</b>	<b>(873,030)</b>	<b>(920,820)</b>

### Variance Explanations

- 10 The variance in the revised budget is a result of in year vacancies. The 2018/19 budget reflects changes in the national pay policy.
- 11 The increase in the 2018/19 draft budget is due to an increase in the Rateable Value of the Crematorium.
- 12 The reduction in the 2018/19 draft budget is due to the reduction in the number of cremations resulting in lower supplies and services expenditure.
- 13 The reduction in the 2017/18 revised budget and 2018/19 draft budget is due to a reduction in the number of cremations as a result of increased local competition.

<b>PUBLIC SERVICES SUMMARY</b>	Original 2017/18	Revised 2017/18	Draft 2018/19
	£	£	£
Indoor Sports & Recreation Facilities	387,460	387,710	387,630
Community Centres	35,310	35,870	35,780
Sport Development/Community Recreation	165,770	147,880	169,550
Community Parks/Open Spaces	83,500	83,570	48,420
Allotments	(1,480)	(1,480)	(1,480)
Environmental Initiatives	46,660	37,670	48,240
Community Development	125,890	116,900	118,950
Safety Services	163,080	160,080	160,960
Grants	358,160	355,170	330,400
Crime Reduction	0	0	193,170
Parking Services	(404,690)	(421,520)	(376,610)
Licences	37,910	23,920	44,180
Pest and Dog Control	154,000	152,010	158,980
Pollution Reduction	119,930	105,940	126,310
Food Safety	84,240	78,250	89,290
Public Health	256,540	238,590	262,510
Cemeteries	(96,580)	(123,180)	(114,590)
Crematorium	(1,357,040)	(873,030)	(920,820)
<b>PUBLIC SERVICES TOTAL</b>			
<i>Equal Global Summary Line 1</i>	<b>158,660</b>	<b>504,350</b>	<b>760,870</b>

## CORPORATE & CULTURAL SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>CULTURE AND HERITAGE</b>			
	<b>Art Gallery</b>			
	Employees	104,690	106,700	108,940
	Premises	17,930	21,850	23,270
	Transport	1,000	1,000	1,000
14	Supplies and Services	18,130	28,800	18,130
	<b>Total Expenditure</b>	<b>141,750</b>	<b>158,350</b>	<b>151,340</b>
14	Grants	0	(10,670)	0
	Fees and Charges	(6,500)	(6,500)	(6,500)
	<b>Total Income</b>	<b>(6,500)</b>	<b>(17,170)</b>	<b>(6,500)</b>
	<b>Net Expenditure to Summary</b>	<b>135,250</b>	<b>141,180</b>	<b>144,840</b>
	<b>Museum</b>			
	Employees	104,690	104,700	108,940
	Premises	28,080	24,600	25,010
	Transport	1,300	1,300	1,300
14	Supplies and Services	23,200	45,960	23,200
	<b>Total Expenditure</b>	<b>157,270</b>	<b>176,560</b>	<b>158,450</b>
14	Grants	0	(22,760)	0
	Fees and Charges	(8,000)	(8,000)	(8,000)
	<b>Total Income</b>	<b>(8,000)</b>	<b>(30,760)</b>	<b>(8,000)</b>
	<b>Net Expenditure to Summary</b>	<b>149,270</b>	<b>145,800</b>	<b>150,450</b>
	<b>Sport Development/Community Recreation</b>			
15	Employees	31,700	21,700	28,800
	Transport	1,400	1,400	1,400
16	Supplies and Services	46,300	86,300	46,300
	<b>Total Expenditure</b>	<b>79,400</b>	<b>109,400</b>	<b>76,500</b>
	Fees and Charges	(3,000)	(5,000)	(3,000)
	<b>Total Income</b>	<b>(3,000)</b>	<b>(5,000)</b>	<b>(3,000)</b>
	<b>Net Expenditure to Summary</b>	<b>76,400</b>	<b>104,400</b>	<b>73,500</b>
	<b>TOURISM</b>			
	Premises	30	40	40
	Supplies and Services	1,300	1,300	1,300
	<b>Total Expenditure</b>	<b>1,330</b>	<b>1,340</b>	<b>1,340</b>
	Fees and Charges	(500)	(500)	(500)
	<b>Total Income</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>
	<b>Net Expenditure to Summary</b>	<b>830</b>	<b>840</b>	<b>840</b>

### Variance Explanations

- 14 The change in the 2017/18 revised budget reflects one off grant income for equipment for the Art Gallery and Museum.
- 15 The variance in the revised budget is a result of in year vacancies. The 2018/19 budget reflects changes in the national pay policy.
- 16 The increase in the 2017/18 revised budget reflects the cost of hosting the final stage of the Women's Cycle Tour event.

## CORPORATE & CULTURAL SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
17	<b>Office Accommodation</b>			
	Employees	153,170	181,180	178,250
	Premises	227,970	237,630	247,160
	Transport	1,990	990	1,990
	Supplies and Services	19,980	19,980	22,980
	<b>Total Expenditure</b>	403,110	439,780	450,380
18	Fees and Charges	(39,760)	(54,760)	(65,570)
	<b>Total Income</b>	(39,760)	(54,760)	(65,570)
	<b>Net Income / Expenditure to Summary</b>	363,350	385,020	384,810
	<b>Printing and Photocopying Services</b>			
	Employees	53,490	53,500	54,520
	Supplies and Services	87,500	87,500	87,500
	<b>Total Expenditure</b>	140,990	141,000	142,020
	Fees and Charges	(4,000)	(4,000)	(4,000)
	<b>Total Income</b>	(4,000)	(4,000)	(4,000)
	<b>Net Income to Summary</b>	136,990	137,000	138,020
19	<b>Performance Improvement</b>			
	Employees	279,820	252,840	294,260
	Transport	3,310	4,310	3,310
	Supplies and Services	23,430	23,430	23,430
	<b>Total Expenditure</b>	306,560	280,580	321,000
	Fees and Charges	(1,000)	(1,000)	(1,000)
	<b>Total Income</b>	(1,000)	(1,000)	(1,000)
	<b>Net Income / Expenditure to Summary</b>	305,560	279,580	320,000
20	<b>IT Team</b>			
	Employees	447,430	458,470	443,550
	Transport	3,400	2,400	3,400
	Supplies and Services	25,520	25,370	25,660
	<b>Total Expenditure</b>	476,350	486,240	472,610
	<b>Net Income to Summary</b>	476,350	486,240	472,610

### Variance Explanations

- 17 The change in the 2017/18 revised budget is due to one off agency costs required to meet operational requirements for the Main Council Offices. The 2018/19 budget reflects changes in the national pay policy.
- 18 The change in the 2017/18 revised budget and the 2018/19 draft budget is due to additional income and expenditure as a result of partners renting space in the Main Council Offices.
- 19 The change in the 2017/18 revised budget reflects vacant posts. The 2018/19 budget reflects changes in the national pay policy.
- 20 The change in the 2017/18 revised budget is due to additional temporary costs as a result of system upgrades. The 2018/19 budget reflect changes in the national pay policy and a change to the establishment.

## CORPORATE & CULTURAL SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
21	<b>Central Telephones / IT / Postages Supplies and Services</b>	541,600	550,600	570,600
	<b>Total Expenditure</b>	541,600	550,600	570,600
	<b>Net Income to Summary</b>	541,600	550,600	570,600

### Variance Explanations

- 21 The change in 2017/18 revised budget and 2018/19 draft budget reflects an increase in postage and IT costs, due to inflationary pressures.

CORPORATE & CULTURAL SERVICES	Original 2017/18	Revised 2017/18	Draft 2018/19
	£	£	£
Art Gallery	135,250	141,180	144,840
Museum	149,270	145,800	150,450
Sport Development/Community Recreation	76,400	104,400	73,500
Tourism	830	840	840
Office Accommodation	363,350	385,020	384,810
Printing and Photocopying Services	136,990	137,000	138,020
Performance Improvement	305,560	279,580	320,000
IT Team	476,350	486,240	472,610
Central Telephones / IT / Postages	541,600	550,600	570,600
<b>CORPORATE &amp; CULTURAL SERVICES TOTAL</b> <i>Equal Global Summary Line 2</i>	<b>2,185,600</b>	<b>2,230,660</b>	<b>2,255,670</b>

## ENVIRONMENTAL CARE

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>WASTE COLLECTION</b>			
	<b>Household Waste Collection</b>			
22	Employees	987,220	1,044,760	1,025,740
	Transport	17,350	19,300	17,350
	Supplies and Services	228,600	233,320	228,600
	Third Party Payments	600	600	600
	<b>Total Expenditure</b>	<b>1,233,770</b>	<b>1,297,980</b>	<b>1,272,290</b>
23	Fees and Charges	(444,700)	(497,000)	(460,700)
	<b>Total Income</b>	<b>(444,700)</b>	<b>(497,000)</b>	<b>(460,700)</b>
	<b>Net Expenditure to Summary</b>	<b>789,070</b>	<b>800,980</b>	<b>811,590</b>
	<b>Recycling</b>			
22	Employees	869,050	907,980	897,360
	Transport	7,900	0	7,900
24	Supplies and Services	463,100	712,830	533,100
	Third Party Payments	0	600	0
	<b>Total Expenditure</b>	<b>1,340,050</b>	<b>1,621,410</b>	<b>1,438,360</b>
	Fees and Charges	(1,030,000)	(1,031,130)	(1,030,000)
	<b>Total Income</b>	<b>(1,030,000)</b>	<b>(1,031,130)</b>	<b>(1,030,000)</b>
	<b>Net Expenditure to Summary</b>	<b>310,050</b>	<b>590,280</b>	<b>408,360</b>
	<b>STREET CLEANSING</b>			
22	Employees	551,090	537,920	579,030
	Transport	7,350	16,000	7,350
	Supplies and Services	70,750	72,580	78,280
25	Third Party Payments	2,700	16,500	12,700
	<b>Total Expenditure</b>	<b>631,890</b>	<b>643,000</b>	<b>677,360</b>
	<b>Net Expenditure to Summary</b>	<b>631,890</b>	<b>643,000</b>	<b>677,360</b>

### Variance Explanations

- 22** The change in the 2017/18 Revised Budget is a result of increased staff costs to provide cover for vacant posts and sickness. The change in the 2018/19 draft budget relates to a combination of statutory and contractual changes.
- 23** The increase in the 2017/18 Revised Budget is due to an increase in the customer base for Commercial Waste. A proportion of this has been included in the 2018/19 draft budget.
- 24** The change in 2017/18 revised budget reflects a one off increase in the cost for the disposal of co-mingled waste arising from a temporary change in gate fees owing to operational changes with the current provider.
- 25** The increase in 2017/18 revised budget and 2018/19 draft budget relates to installation of litter bins.

## ENVIRONMENTAL CARE

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>ENVIRONMENTAL HEALTH</b>			
	<b>Public Conveniences</b>			
	Premises	5,480	2,400	2,700
	Supplies and Services	2,660	0	0
	<b>Total Expenditure</b>	<b>8,140</b>	<b>2,400</b>	<b>2,700</b>
	Fees and Charges	(1,890)	(200)	(190)
	<b>Total Income</b>	<b>(1,890)</b>	<b>(200)</b>	<b>(190)</b>
	<b>Net Expenditure to Summary</b>	<b>6,250</b>	<b>2,200</b>	<b>2,510</b>
	<b>COMMUNITY SAFETY</b>			
	<b>Crime Reduction</b>			
26	Premises	8,310	9,310	0
26	Supplies and Services	184,750	189,480	0
	<b>Total Expenditure</b>	<b>193,060</b>	<b>198,790</b>	<b>0</b>
	<b>Net Expenditure to Summary</b>	<b>193,060</b>	<b>198,790</b>	<b>0</b>
	<b>FLOOD DEFENCE/LAND DRAINAGE</b>			
	Supplies and Services	500	100	500
	Third Party Payments	0	2,400	2,210
	<b>Total Expenditure</b>	<b>500</b>	<b>2,500</b>	<b>2,710</b>
	<b>Net Expenditure to Summary</b>	<b>500</b>	<b>2,500</b>	<b>2,710</b>
	<b>HIGHWAYS AND ROADS</b>			
	Employees	34,610	38,390	38,030
	Premises	21,100	30,300	21,100
	Transport	6,600	2,000	6,600
	Supplies and Services	27,000	29,270	27,000
27	Third Party Payments	36,500	53,000	36,500
	<b>Total Expenditure</b>	<b>125,810</b>	<b>152,960</b>	<b>129,230</b>
	Fees and Charges	(78,500)	(83,570)	(78,500)
	<b>Total Income</b>	<b>(78,500)</b>	<b>(83,570)</b>	<b>(78,500)</b>
	<b>Net Expenditure to Summary</b>	<b>47,310</b>	<b>69,390</b>	<b>50,730</b>

### Variance Explanations

- 26** The variance in the 2018/19 budget reflects the movement of the CCTV service to Public Services. This is an organisational change that is also reflected in note 5.
- 27** The increase in the 2017/18 revised budget relates to one off expenditure.

## ENVIRONMENTAL CARE

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>CORPORATE &amp; DEMOCRATIC SERVICES</b>			
	<b>Emergency Planning</b>			
28	Employees	156,870	168,680	172,540
	Transport	7,200	5,000	7,200
	Supplies and Services	500	800	500
	<b>Total Expenditure</b>	<b>164,570</b>	<b>174,480</b>	<b>180,240</b>
28	Fees and Charges	(63,880)	(81,310)	(76,880)
	<b>Total Income</b>	<b>(63,880)</b>	<b>(81,310)</b>	<b>(76,880)</b>
	<b>Net Expenditure to Summary</b>	<b>100,690</b>	<b>93,170</b>	<b>103,360</b>
	<b>PROPERTY MAINTENANCE</b>			
	Employees	143,600	147,870	145,870
	Premises	3,000	3,000	3,000
	Transport	5,310	6,350	5,310
	Supplies and Services	44,110	44,900	44,110
	Third Party Payments	85,060	85,060	85,060
	<b>Total Expenditure</b>	<b>281,080</b>	<b>287,180</b>	<b>283,350</b>
	Fees and Charges	(5,710)	(12,000)	(5,710)
	<b>Total Income</b>	<b>(5,710)</b>	<b>(12,000)</b>	<b>(5,710)</b>
	<b>Net Income / Expenditure to Summary</b>	<b>275,370</b>	<b>275,180</b>	<b>277,640</b>
	<b>GROUNDS MAINTENANCE</b>			
29	Employees	1,205,880	1,201,160	1,268,730
	Premises	3,760	2,770	3,260
	Transport	13,150	15,000	14,390
	Supplies and Services	150,800	155,600	163,300
	Third Party Payments	24,500	24,500	24,500
	<b>Total Expenditure</b>	<b>1,398,090</b>	<b>1,399,030</b>	<b>1,474,180</b>
	Fees and Charges	(93,000)	(89,000)	(93,000)
	<b>Total Income</b>	<b>(93,000)</b>	<b>(89,000)</b>	<b>(93,000)</b>
	<b>Net Income to Summary</b>	<b>1,305,090</b>	<b>1,310,030</b>	<b>1,381,180</b>

### Variance Explanations

- 28** The increase in the 2017/18 revised budget and the 2018/19 draft budget relates to a new Health and Safety post, this post will be partly funded from contributions from partners.
- 29** The 2018/19 draft budget reflects changes in the national pay policy and the movement of a post from Public Services (see also notes 2 and 3).



## ENVIRONMENTAL CARE

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>DEPOT</b>			
	Employees	274,850	271,660	279,070
	Premises	107,000	113,060	114,100
	Transport	2,000	3,610	2,000
	Supplies and Services	85,600	85,600	85,600
	Third Party Payments	21,000	21,000	21,000
	<b>Total Expenditure</b>	490,450	494,930	501,770
	Fees and Charges	(30,000)	(35,240)	(30,000)
	Rent	(65,000)	(65,000)	(65,000)
	<b>Total Income</b>	(95,000)	(100,240)	(95,000)
	<b>Net Income / Expenditure to Summary</b>	395,450	394,690	406,770
	<b>FLEET MANAGEMENT</b>			
30	Transport	1,785,600	1,766,600	1,791,840
	<b>Total Expenditure</b>	1,785,600	1,766,600	1,791,840
	<b>Net Income / Expenditure to Summary</b>	1,785,600	1,766,600	1,791,840

### Variance Explanations

- 30 The reduction in the revised budget is as a result of lower fuel costs. The 2018/19 draft budget reflects an increase in insurance premiums.

ENVIRONMENTAL SERVICES SUMMARY	Original 2017/18	Revised 2017/18	Draft 2018/19
	£	£	£
Household Waste Collection	789,070	800,980	811,590
Recycling	310,050	590,280	408,360
Street Cleansing	631,890	643,000	677,360
Public Conveniences	6,250	2,200	2,510
Crime Reduction	193,060	198,790	0
Flood Defence / Land Drainage	500	2,500	2,710
Highways & Roads	47,310	69,390	50,730
Emergency Planning	100,690	93,170	103,360
Property Maintenance	275,370	275,180	277,640
Grounds Maintenance	1,305,090	1,310,030	1,381,180
Depot	395,450	394,690	406,770
Fleet Management	1,785,600	1,766,600	1,791,840
<b>ENVIRONMENTAL SERVICES TOTAL</b> <i>Equal Global Summary Line 3</i>	<b>5,840,330</b>	<b>6,146,810</b>	<b>5,914,050</b>

## DEVELOPMENT SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>PLANNING POLICY</b>			
31	Employees	486,150	451,350	440,790
	Transport	12,900	12,900	12,900
32	Supplies and Services	77,810	374,590	77,810
	<b>Total Expenditure</b>	<b>576,860</b>	<b>838,840</b>	<b>531,500</b>
32	Grants and Contributions	(92,600)	(356,360)	(92,600)
	<b>Total Income</b>	<b>(92,600)</b>	<b>(356,360)</b>	<b>(92,600)</b>
	<b>Net Expenditure to Summary</b>	<b>484,260</b>	<b>482,480</b>	<b>438,900</b>
	<b>DEVELOPMENT CONTROL</b>			
33	Employees	1,189,240	1,117,050	1,249,010
	Transport	30,400	32,400	30,400
34	Supplies and Services	86,500	1,636,600	89,500
	<b>Total Expenditure</b>	<b>1,306,140</b>	<b>2,786,050</b>	<b>1,368,910</b>
	Fees and Charges	(29,000)	(29,000)	(37,000)
34	Grants and Contributions	0	(1,646,100)	0
35	Planning Fees	(646,000)	(521,000)	(781,000)
	<b>Total Income</b>	<b>(675,000)</b>	<b>(2,196,100)</b>	<b>(818,000)</b>
	<b>Net Expenditure to Summary</b>	<b>631,140</b>	<b>589,950</b>	<b>550,910</b>
	<b>BUILDING CONTROL</b>			
36	Employees	205,660	183,520	222,330
	Transport	8,500	9,500	8,500
37	Supplies and Services	10,350	33,040	10,350
	<b>Total Expenditure</b>	<b>224,510</b>	<b>226,060</b>	<b>241,180</b>
	Fees and Charges	(163,000)	(180,130)	(163,000)
	<b>Total Income</b>	<b>(163,000)</b>	<b>(180,130)</b>	<b>(163,000)</b>
	<b>Net Expenditure to Summary</b>	<b>61,510</b>	<b>45,930</b>	<b>78,180</b>

### Variance Explanations

- 31 The change in the 2017/18 revised budget reflects vacant posts, the change in the 2018/19 draft budget reflects a change in allocation to Development Control. (Note 33)
- 32 The change in the 2017/18 revised budget reflects Kettering Borough Council becoming the lead authority for the Joint Planning Unit. The reduction in 2018/19 draft budget reflects a change in allocation to Development Control Employees. (Note 33)
- 33 The reduction in the 2017/18 revised budget reflects vacant posts. The change in the 2018/19 draft budget reflects the changes in the national pay policy and a change in allocation from Planning Policy. (Note 31,32)
- 34 The change in the 2017/18 revised budget reflects Capacity funding from CLG and associated expenditure.
- 35 The reduction in the 2017/18 revised budget is due to lower planning fee income. The change in the 2018/19 draft budget reflects a Government decision to increase planning application fees by 20% from January 2018.
- 36 The change in the 2017/18 revised budget reflects vacant posts, the change in the 2018/19 draft budget reflects changes in the national pay policy.
- 37 The change in the 2017/18 revised budget is as a result of one off dilapidated building costs.
- 38 The increase in the 2017/18 revised budget is due to a reimbursement of the dilapidation costs.

## DEVELOPMENT SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
39	<b>Local Land Charges</b>			
	Employees	101,490	87,750	106,970
	Premises	6,020	6,000	6,110
	Transport	900	600	900
	Supplies and Services	21,020	21,020	21,020
	<b>Total Expenditure</b>	129,430	115,370	135,000
	Fees and Charges	(100,000)	(102,000)	(100,000)
<b>Total Income</b>	(100,000)	(102,000)	(100,000)	
	<b>Net Expenditure to Summary</b>	29,430	13,370	35,000
	<b>ECONOMIC DEVELOPMENT</b>			
	<b>Support to Business and Enterprise</b>			
39	Employees	216,970	213,990	225,490
	Premises	28,290	30,500	32,850
40	Transport	4,000	4,000	4,000
	Supplies and Services	46,000	51,660	69,960
	<b>Total Expenditure</b>	295,260	300,150	332,300
	Fees and Charges	(50,000)	(50,000)	(55,000)
	<b>Total Income</b>	(50,000)	(50,000)	(55,000)
	<b>Net Expenditure to Summary</b>	245,260	250,150	277,300
	<b>MARKETS</b>			
	Employees	18,620	18,620	19,420
	Premises	15,750	12,640	11,760
	Supplies and Services	10,710	5,050	5,050
	<b>Total Expenditure</b>	45,080	36,310	36,230
	Rents	(49,700)	(52,700)	(52,700)
	<b>Total Income</b>	(49,700)	(52,700)	(52,700)
	<b>Net Expenditure to Summary</b>	(4,620)	(16,390)	(16,470)

### Variance Explanations

- 39 The change in the 2017/18 revised budget reflects vacant posts, the change in the 2018/19 draft budget reflects a change in the national pay policy.
- 40 The variance in the 2018/19 draft budget reflects the transfer of the Enterprising Kettering grant from Public Services. (Note 4)

DEVELOPMENT SERVICES	Original 2017/18	Revised 2017/18	Draft 2018/19
	£	£	£
Planning Policy	484,260	482,480	438,900
Development Control	631,140	589,950	550,910
Building Control	61,510	45,930	78,180
Local Land Charges	29,430	13,370	35,000
Support to Business and Enterprise	245,260	250,150	277,300
Markets	(4,620)	(16,390)	(16,470)
<b>DEVELOPMENT SERVICES TOTAL</b>	<b>1,446,980</b>	<b>1,365,490</b>	<b>1,363,820</b>
<i>Equal Global Summary Line 4</i>			

## HOUSING SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>HOUSING STRATEGY</b>			
	Employees	83,540	76,550	84,800
	Transport	1,250	1,250	1,250
	Supplies and Services	9,340	9,340	9,340
	<b>Total Expenditure</b>	<b>94,130</b>	<b>87,140</b>	<b>95,390</b>
	<b>Net Expenditure to Summary</b>	<b>94,130</b>	<b>87,140</b>	<b>95,390</b>
	<b>HOMELESSNESS &amp; PREVENTION</b>			
41	Employees	200,930	365,940	254,690
	Premises	2,000	2,000	2,000
	Transport	7,500	10,500	7,500
41	Supplies and Services	384,050	849,050	534,050
	<b>Total Expenditure</b>	<b>594,480</b>	<b>1,227,490</b>	<b>798,240</b>
41	Grants and Contributions	(150,200)	(482,200)	(303,200)
	<b>Total Income</b>	<b>(150,200)</b>	<b>(482,200)</b>	<b>(303,200)</b>
	<b>Net Expenditure to Summary</b>	<b>444,280</b>	<b>745,290</b>	<b>495,040</b>
	<b>PASTURE CARAVAN SITE</b>			
	Employees	5,350	5,350	5,460
	Premises	27,700	29,700	27,700
	Transport	100	100	100
	Supplies and Services	57,000	57,000	57,000
	<b>Total Expenditure</b>	<b>90,150</b>	<b>92,150</b>	<b>90,260</b>
	Rents	(74,000)	(76,000)	(74,000)
	Fees and Charges	(12,000)	(12,000)	(12,000)
	<b>Total Income</b>	<b>(86,000)</b>	<b>(88,000)</b>	<b>(86,000)</b>
	<b>Net Expenditure to Summary</b>	<b>4,150</b>	<b>4,150</b>	<b>4,260</b>
	<b>HOUSING ADVICE</b>			
42	Employees	76,990	109,000	78,350
	Transport	1,600	1,600	1,600
	Supplies and Services	13,500	15,500	13,500
	<b>Total Expenditure</b>	<b>92,090</b>	<b>126,100</b>	<b>93,450</b>
	Fees and Charges	(11,000)	(13,000)	(11,000)
	<b>Total Income</b>	<b>(11,000)</b>	<b>(13,000)</b>	<b>(11,000)</b>
	<b>Net Expenditure to Summary</b>	<b>81,090</b>	<b>113,100</b>	<b>82,450</b>
	<b>HOUSING ASSOCIATIONS</b>			
	Employees	23,300	19,300	23,610
	Transport	450	450	450
	<b>Total Expenditure</b>	<b>23,750</b>	<b>19,750</b>	<b>24,060</b>
	<b>Net Expenditure to Summary</b>	<b>23,750</b>	<b>19,750</b>	<b>24,060</b>

### Variance Explanations

- 41 The 2017/18 revised budget reflects increased expenditure on Bed and Breakfast and Homelessness Prevention which is consistent with the national picture. The 2018/19 draft budget anticipates that further preventative work and changes in processes will reduce these costs.
- 42 The change in the 2017/18 revised budget is for additional resources to cover additional workload. The change in the 2018/19 draft budget anticipates that changes in processes will reduce these costs.

## HOUSING SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>PRIVATE SECTOR HOUSING RENEWAL</b>			
	Employees	90,360	90,360	93,750
	Transport	3,200	3,200	3,200
	Supplies and Services	4,450	4,450	4,450
	<b>Total Expenditure</b>	98,010	98,010	101,400
	Fees and Charges	(1,300)	(2,300)	(1,300)
	<b>Total Income</b>	(1,300)	(2,300)	(1,300)
	<b>Net Expenditure to Summary</b>	96,710	95,710	100,100
	<b>INDUSTRIAL/COMMERCIAL PREMISES</b>			
	<b>Garages</b>			
	Premises	5,600	5,600	5,600
	<b>Total Expenditure</b>	5,600	5,600	5,600
43	Rents	(317,000)	(337,000)	(332,000)
	<b>Total Income</b>	(317,000)	(337,000)	(332,000)
	<b>Net Expenditure to Summary</b>	(311,400)	(331,400)	(326,400)

### Variance Explanations

- 43 The change in the 2017/18 revised budget is due to increased rental income as a result of investment in bringing garages back into use.

HOUSING SERVICES	Original 2017/18	Revised 2017/18	Draft 2018/19
	£	£	£
Housing Strategy	94,130	87,140	95,390
Homelessness & Prevention	444,280	745,290	495,040
Pasture Caravan Site	4,150	4,150	4,260
Housing Advice	81,090	113,100	82,450
Housing Associations	23,750	19,750	24,060
Private Sector Housing Renewal	96,710	95,710	100,100
Garages	(311,400)	(331,400)	(326,400)
<b>HOUSING SERVICES TOTAL</b>	<b>432,710</b>	<b>733,740</b>	<b>474,900</b>
<i>Equal Global Summary Line 5</i>			

## CUSTOMER SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>HOUSING BENEFITS</b>			
44	Employees	521,560	563,600	538,050
	Transport	6,000	6,000	6,000
45	Supplies and Services	22,400	57,400	22,400
46	Transfer Payments	23,720,860	21,941,250	22,770,860
	<b>Total Expenditure</b>	24,270,820	22,568,250	23,337,310
46	Grants and Contributions	(24,006,210)	(22,591,600)	(23,046,210)
	<b>Total Income</b>	(24,006,210)	(22,591,600)	(23,046,210)
	<b>Net Expenditure to Summary</b>	264,610	(23,350)	291,100
	<b>Local Tax Collection</b>			
47	Employees	848,370	775,450	861,600
	Transport	11,750	11,750	11,750
	Supplies and Services	120,300	120,300	120,300
	<b>Total Expenditure</b>	980,420	907,500	993,650
48	Fees and Charges	(587,500)	(521,500)	(587,500)
49	Grants and Contributions	(224,950)	(211,950)	(209,950)
	<b>Total Income</b>	(812,450)	(733,450)	(797,450)
	<b>Net Expenditure to Summary</b>	167,970	174,050	196,200

### Variance Explanations

- 44 The increase in the 2017/18 revised budget is due to additional expenditure on agency staff as a result of sickness and vacant posts. The increase in the 2018/19 draft budget reflects changes in the national pay policy.
- 45 The increase in the 2017/18 revised budget is due to additional expenditure as a result of welfare reform changes, additional grants have been provided to fund these changes.
- 46 The change in the 2017/18 revised budget reflects the current housing benefit caseload, for which we receive subsidy. The change in the 2018/19 budget reflects estimated expenditure on housing benefits.
- 47 The reduction in the 2017/18 revised budget is due to vacant posts, the 2018/19 draft budget reflects changes in the national pay policy.
- 48 The change in the 2017/18 revised budget is due to lower court costs being estimated in year.
- 49 The change in the 2017/18 revised budget is a result of reductions in external funding.

## CUSTOMER SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
<b>50</b>	<b>Customer Services</b>			
	Employees	967,480	930,530	1,002,010
	Transport	1,800	1,800	1,800
	Supplies and Services	18,680	18,680	18,680
	<b>Total Expenditure</b>	<b>987,960</b>	<b>951,010</b>	<b>1,022,490</b>
<b>51</b>	<b>Fees and Charges</b>	<b>(38,000)</b>	<b>(28,000)</b>	<b>(28,000)</b>
	<b>Total Income</b>	<b>(38,000)</b>	<b>(28,000)</b>	<b>(28,000)</b>
	<b>Net Income / Expenditure to Summary</b>	<b>949,960</b>	<b>923,010</b>	<b>994,490</b>
	<b>ECONOMIC DEVELOPMENT</b>			
	<b>Kettering Borough Training</b>			
<b>50</b>	Employees	329,890	308,920	368,070
	Premises	26,560	36,390	34,890
	Transport	16,300	15,300	16,300
<b>52</b>	Supplies and Services	202,050	187,050	202,050
	<b>Total Expenditure</b>	<b>574,800</b>	<b>547,660</b>	<b>621,310</b>
<b>53</b>	Grants and Contributions	(453,000)	(279,000)	(403,000)
	<b>Total Income</b>	<b>(453,000)</b>	<b>(279,000)</b>	<b>(403,000)</b>
	<b>Net Expenditure to Summary</b>	<b>121,800</b>	<b>268,660</b>	<b>218,310</b>

### Variance Explanations

- 50** The reduction in the 2017/18 revised budget is due to vacant posts, the 2018/19 draft budget reflects changes in the national pay policy.
- 51** The reduction in the 2017/18 revised and 2018/19 draft budget reflects a decrease in income due to the registrars service no longer being co-located in the main council office.
- 52** The changes in the 2017/18 revised budget is a result of lower external training costs due to a reduction in the number of apprentices.
- 53** The variance in the 2017/18 revised budget is due to the reduction in the number of apprentices. This is a result of the new Apprenticeship Levy and is consistent with the national picture. The 2018/19 draft budget reflects a projected increase in the number of apprentices as a result of reviewed operational plans to promote and deliver the service.

CUSTOMER SERVICES	Original 2017/18	Revised 2017/18	Draft 2018/19
	£	£	£
Housing Benefits	264,610	(23,350)	291,100
Local Tax Collection	167,970	174,050	196,200
Customer Services	949,960	923,010	994,490
Kettering Borough Training	121,800	268,660	218,310
<b>CUSTOMER SERVICES TOTAL</b>	<b>1,504,340</b>	<b>1,342,370</b>	<b>1,700,100</b>
<i>Equal Global Summary Line 6</i>			

## LEGAL SERVICES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>CORPORATE &amp; DEMOCRATIC CORE</b>			
	<b>Democratic Representation</b>			
	Employees	27,150	25,150	27,160
	Transport	15,700	15,700	15,700
	Supplies and Services	364,990	364,990	371,010
	<b>Total Expenditure</b>	407,840	405,840	413,870
	<b>Net Expenditure to Summary</b>	407,840	405,840	413,870
	<b>Elections</b>			
54	Employees	35,000	225,000	35,000
	Transport	900	1,900	900
54	Supplies and Services	8,000	203,000	8,000
	<b>Total Expenditure</b>	43,900	429,900	43,900
54	Fees and Charges	(4,000)	(390,000)	(4,000)
	<b>Total Income</b>	(4,000)	(390,000)	(4,000)
	<b>Net Expenditure to Summary</b>	39,900	39,900	39,900
	<b>Legal and Democratic Services</b>			
55	Employees	876,730	827,730	877,250
	Transport	5,200	5,200	5,200
	Supplies and Services	55,980	55,980	55,980
	<b>Total Expenditure</b>	937,910	888,910	938,430
56	Fees and Charges	(414,900)	(400,900)	(414,900)
	<b>Total Income</b>	(414,900)	(400,900)	(414,900)
	<b>Net Income / Expenditure to Summary</b>	523,010	488,010	523,530

### Variance Explanations

- 54 The change in the 2017/18 revised budget is due to the costs of the General Election in June 2017 for which we receive income from the Electoral Commission.
- 55 The reduction in the 2017/18 revised budget is due to vacant posts, the 2018/19 draft budget reflects changes in the national pay policy.
- 56 The change in the 2017/18 revised budget is due to lower contributions from the District Law Partners as a result of lower costs. (see also note 55).

LEGAL SERVICES	Original 2017/18	Revised 2017/18	Draft 2018/19
	£	£	£
Democratic Representation	407,840	405,840	413,870
Elections	39,900	39,900	39,900
Legal and Democratic Services	523,010	488,010	523,530
<b>LEGAL SERVICES TOTAL</b>	<b>970,750</b>	<b>933,750</b>	<b>977,300</b>
<i>Equal Global Summary Line 7</i>			



## RESOURCES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>CORPORATE &amp; DEMOCRATIC CORE</b>			
	<b>Corporate Management</b>			
57	Employees	(150,000)	0	(150,000)
58	Supplies and Services	756,050	608,190	1,764,390
59	Capital - MRP	0	0	846,000
	<b>Total Expenditure</b>	<b>606,050</b>	<b>608,190</b>	<b>2,460,390</b>
60	Grants and Contributions	(3,637,000)	(3,851,640)	(3,609,000)
	<b>Total Income</b>	<b>(3,637,000)</b>	<b>(3,851,640)</b>	<b>(3,609,000)</b>
	<b>Net Expenditure to Summary</b>	<b>(3,030,950)</b>	<b>(3,243,450)</b>	<b>(1,148,610)</b>
	<b>INDUSTRIAL/COMMERCIAL PREMISES</b>			
61	Employees	149,200	91,140	168,140
62	Premises	102,560	115,980	111,970
63	Supplies and Services	30,050	44,520	101,190
	<b>Total Expenditure</b>	<b>281,810</b>	<b>251,640</b>	<b>381,300</b>
64	Rents	(1,153,910)	(1,491,970)	(3,603,310)
	<b>Total Income</b>	<b>(1,153,910)</b>	<b>(1,491,970)</b>	<b>(3,603,310)</b>
	<b>Net Expenditure to Summary</b>	<b>(872,100)</b>	<b>(1,240,330)</b>	<b>(3,222,010)</b>
	<b>Personnel Services</b>			
65	Employees	166,910	166,280	199,780
	Transport	1,800	1,000	1,000
66	Supplies and Services	67,500	57,200	56,100
	<b>Total Expenditure</b>	<b>236,210</b>	<b>224,480</b>	<b>256,880</b>
	<b>Net Income / Expenditure to Summary</b>	<b>236,210</b>	<b>224,480</b>	<b>256,880</b>
	<b>Training</b>			
	Employees	128,570	128,920	129,710
	Premises	6,600	0	0
	Transport	950	1,600	1,500
	Supplies and Services	2,000	1,100	1,000
	<b>Total Expenditure</b>	<b>138,120</b>	<b>131,620</b>	<b>132,210</b>
	Fees and Charges	0	(1,000)	0
	<b>Total Income</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>
	<b>Net Income to Summary</b>	<b>138,120</b>	<b>130,620</b>	<b>132,210</b>

### Variance Explanations

- 57 The Council has budgeted for a vacancy factor in both 2017/18 and 2018/19. The revised budget shows a nil figure as vacancies are reflected in the individual services.
- 58 The reduction in the 2017/18 revised budget is a result of lower borrowing costs. The change in the 2018/19 draft budget reflects additional borrowing costs to deliver the commercial property strategy.
- 59 Minimum Revenue Provision (MRP) is a statutory amount the Council must provide for future repayment of debt (both internal and external). This reflects the level of MRP required for the Commercial Investment Strategy. (See also note 72)
- 60 The change in the 2017/18 revised budget reflects Business Rates growth. The 2018/19 draft budget reflects a changes to the New Homes Bonus strategy.
- 61 The reduction in the 2017/18 revised budget is due to vacant posts, the change in the 2018/19 draft budget reflects a change in the national pay policy and a change in allocations. (See also notes 65 & 67)
- 62 The variance in the revised budget reflects an increase in repairs and maintenance costs, which have also been recognised in the 2018/19 draft budget.
- 63 The increase in the 2017/18 revised budget reflects operational changes for Rent Reviews and Lease Renewals. The 2018/19 budget has been increased to reflect a planned stock condition survey.
- 64 The increase in the 2018/19 draft budget reflects the Commercial Investment Strategy. The change in the 2017/18 revised budget is due to the early delivery of this strategy.
- 65 The change in the 2018/19 draft budget reflects a change in allocations. (see also notes 61 & 67)
- 66 The reduction in the 2017/18 revised and 2018/19 draft budget is due to lower spend on HR related services.

## RESOURCES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>Payroll</b>			
	Employees	45,580	47,060	47,720
	Supplies and Services	7,100	6,550	6,700
	<b>Total Expenditure</b>	<b>52,680</b>	<b>53,610</b>	<b>54,420</b>
	Fees and Charges	0	(1,030)	0
	<b>Total Income</b>	<b>0</b>	<b>(1,030)</b>	<b>0</b>
	<b>Net Income / Expenditure to Summary</b>	<b>52,680</b>	<b>52,580</b>	<b>54,420</b>
	<b>Finance and SMT</b>			
67	Employees	1,264,650	1,365,160	1,229,560
	Transport	14,580	16,130	15,980
68	Supplies and Services	85,970	172,360	92,820
	<b>Total Expenditure</b>	<b>1,365,200</b>	<b>1,553,650</b>	<b>1,338,360</b>
	Fees and Charges	(65,000)	(66,000)	(68,500)
	<b>Total Income</b>	<b>(65,000)</b>	<b>(66,000)</b>	<b>(68,500)</b>
	<b>Net Income to Summary</b>	<b>1,300,200</b>	<b>1,487,650</b>	<b>1,269,860</b>

### Variance Explanations

- 67** The change in the 2017/18 revised budget is as a result of additional staffing, recruitment costs and other one off staffing costs. The reduction in the 2018/19 draft budget is due to a reallocation of costs. (Note 61 and 65)
- 68** The change in the 2017/18 revised budget reflects one off expenditure.

## RESOURCES

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>Internal Audit</b>			
	Supplies and Services	66,820	63,820	66,820
	<b>Total Expenditure</b>	66,820	63,820	66,820
	<b>Net Income / Expenditure to Summary</b>	66,820	63,820	66,820
	<b>TECHNICAL ACCOUNTING ADJUSTMENTS</b>			
69	Depreciation Charge	1,456,200	1,490,710	1,414,360
70	REFCUS	727,000	1,099,000	572,000
	<b>Total Expenditure</b>	2,183,200	2,589,710	1,986,360
	<b>Net Income / Expenditure to Summary</b>	2,183,200	2,589,710	1,986,360

### Variance Explanations

- 69** The change in the 2017/18 revised budget and the 2018/19 draft budget reflects changes to the depreciation charges taking account of the 2017/18 estimated capital expenditure and asset values. (This has no impact on the Council's overall revenue budget).
- 70** The change in the 2017/18 revised budget reflects additional funding for Disabled Facilities Grants, the reduction in the 2018/19 draft budget reflects lower capital grant income. (This has no impact on the Council's overall revenue budget). (Note 73)

RESOURCES	Original 2017/18	Revised 2017/18	Draft 2018/19
	£	£	£
Corporate Management	(3,030,950)	(3,243,450)	(1,148,610)
Industrial & Commercial Premises	(872,100)	(1,240,330)	(3,222,010)
Personnel Services	236,210	224,480	256,880
Training	138,120	130,620	132,210
Payroll	52,680	52,580	54,420
Finance and SMT	1,300,200	1,487,650	1,269,860
Internal Audit	66,820	63,820	66,820
Technical Accounting Adjustments	2,183,200	2,589,710	1,986,360
<b>RESOURCES TOTAL</b>	<b>74,180</b>	<b>65,080</b>	<b>(604,070)</b>
<i>Equal Global Summary Line 8</i>			

## CAPITAL FINANCING AND TECHNICAL ACCOUNTING ADJUSTMENTS

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
<b>71</b>	<b>CAPITAL CHARGES</b>			
	Surplus on Depreciation Charges	(1,456,200)	(1,490,710)	(1,414,360)
	<b>Total Surplus on Depreciation Charges</b>	(1,456,200)	(1,490,710)	(1,414,360)
	<b>Net Income to Summary</b>	(1,456,200)	(1,490,710)	(1,414,360)
	<b>TECHNICAL ACCOUNTING ADJUSTMENTS</b>			
	Non Distributed Costs	116,000	116,000	116,000
	HRA Support Services Adjustment	52,300	52,300	52,300
<b>72</b>	MRP	379,870	299,250	316,140
<b>73</b>	Surplus from REFCUS Account	(727,000)	(1,099,000)	(572,000)
	<b>Total Movement to Summary</b>	(178,830)	(631,450)	(87,560)
	<b>INTEREST &amp; INVESTMENT INCOME</b>			
	Interest Payable to HRA	6,150	6,150	6,150
	Interest Receivable from HRA	(190,350)	(190,350)	(197,350)
	Interest - Car Purchase Account	(8,000)	(8,000)	(8,000)
<b>74</b>	Interest - General Fund	(75,000)	(137,000)	(175,000)
	<b>Total Income to Summary</b>	(267,200)	(329,200)	(374,200)

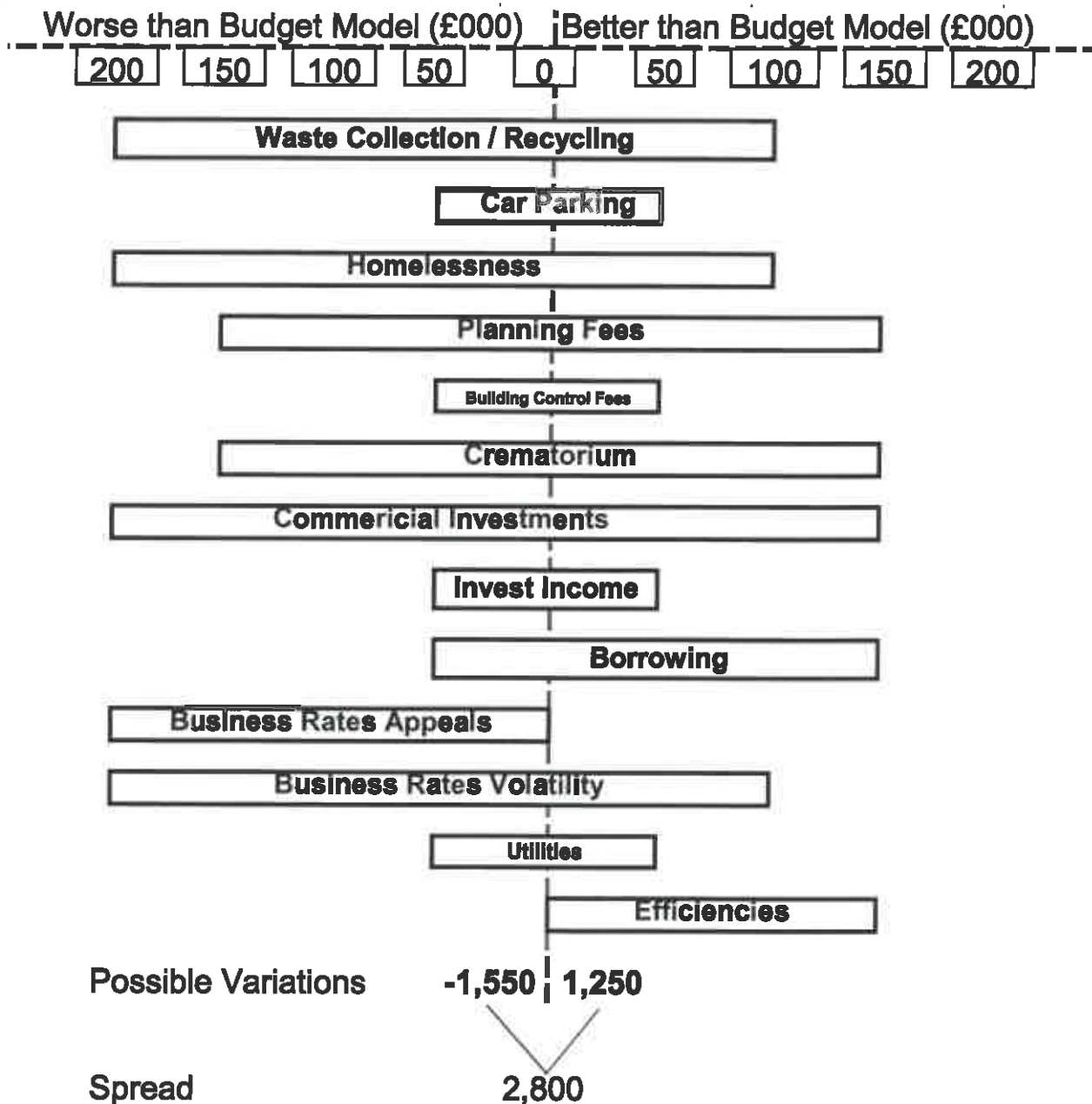
### Variance Explanations

- 71** The change in the 2017/18 revised budget and the 2018/19 draft budget reflects changes to the depreciation charges taking account of the 2017/18 estimated Capital expenditure and asset values. (This has no impact on the Council's overall revenue budget).
- 72** Minimum Revenue Provision (MRP) is a statutory amount the Council must provide for future repayment of debt (both internal and external). This has a "real" impact on the overall budget. The change in the 2017/18 revised budget reflects a lower capital outturn in 2016/17 than anticipated due to the timing of schemes.
- 73** REFCUS relates to capital expenditure for which no capital asset is created, it reverses out costs in the Service Revenue Accounts and has no impact on the Council's overall budget. The main change for the 2017/18 Revised Budget relates to additional capital investment on Housing Services (DFG's). (see also
- 74** The change in the 2017/18 revised and 2018/19 draft budget reflects an increase in investment income, including Property Funds.

	Original	Revised	Draft
<b>CAPITAL FINANCING AND TECHNICAL ACCOUNTING ADJUSTMENTS</b>	2017/18	2017/18	2018/19
	£	£	£
Capital Charges	(1,456,200)	(1,490,710)	(1,414,360)
Technical Accounting Adjustments	(178,830)	(631,450)	(87,560)
Interest & Investment Income	(267,200)	(329,200)	(374,200)
<b>CAPITAL FINANCING TOTAL</b>	<b>(1,902,230)</b>	<b>(2,451,360)</b>	<b>(1,876,120)</b>
<i>Equal Global Summary Line 13 - 15</i>			

## POSSIBLE VARIATIONS TO THE BUDGET MODEL FOR 2018/19

### MAJOR BUSINESS RISKS 'SWING-O-METER'



The Council has sufficient resources in balances to cover the additional costs even in the worst case scenario.

\* Based upon current approved Council policies

# **Kettering** *Borough Council*

## **DRAFT BUDGET BOOKLET - 2018/19**

### **Section 2**

#### **Housing Revenue Account Estimates 2018/19**

## HOUSING REVENUE ACCOUNT ESTIMATES 2018/19

Ref		Original 2017/18	Revised 2017/18	Draft 2018/19
		£	£	£
	<b>INCOME</b>			
1	Rents - Dwellings Only	15,159,500	14,963,500	14,932,000
	Service Charges	420,000	420,000	420,000
	HRA Investment Income	6,600	6,600	6,600
	<b>Total Income</b>	<b>15,586,100</b>	<b>15,390,100</b>	<b>15,358,600</b>
	<b>EXPENDITURE</b>			
2	Repairs and Maintenance	3,831,060	3,857,870	3,909,040
3	General Management	2,413,450	2,445,250	2,466,850
4	Special Services	1,049,570	1,004,520	1,066,530
5	Rents, Rates, Taxes & Other Charges	110,000	165,000	110,000
6	Contribution to Bad Debt Provision	150,000	100,000	150,000
7	Revenue Contribution to Capital	3,023,000	2,908,440	2,634,160
8	HRA Self Financing	4,718,670	4,718,670	4,724,670
9	Interest Payable	190,350	190,350	197,350
10	Contingency	100,000	0	100,000
	<b>Total Expenditure</b>	<b>15,586,100</b>	<b>15,390,100</b>	<b>15,358,600</b>
	<b>Net Operating Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Change in Balances</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Balance Carried Forward</b>	<b>(850,000)</b>	<b>(850,000)</b>	<b>(850,000)</b>

## **Variance Explanations**

- 1** The Council continues to follow Government guidelines for rent increases. In 2018/19, KBC tenants face average decreases of 1% per week equivalent to £0.81, the average rent per week in 2018/19 being £79.43 on a 52 week basis. The reduction in the 2017/18 Revised budget is due to the Council having more void properties than anticipated, this is not expected to continue in 2018/19.
- 2** This represents the cost of maintaining the council's housing stock to the expected Housing Standard and includes general maintenance, gas servicing and repair costs. The change in the 2017/18 Revised budget reflects an increase in Agency costs due to increased activity on standard voids. The change in the 2018/19 Original Budget reflects changes in National Pay Policy.
- 3** General Management represents the cost of managing the Housing services provided by the Council and includes the cost of running the department efficiently and effectively. The change in the 2017/18 Revised Budget reflects the implementation of a cleaning contract for communal areas, the increase in the 2018/19 Original Budget mainly reflects changes in National Pay Policy.
- 4** This represents the cost of running the Councils Sheltered Housing Scheme for vulnerable residents and includes expenditure on maintaining the Scheme properties. The 2017/18 Revised Budget reflects a one off reduction in premises costs and a reduction in staffing costs due to vacant posts.
- 5** This reflects charges for Council Tax on void properties following the introduction of Council Tax Support, increased costs in the 2017/18 revised budget is reflective of the temporary increase in void levels.
- 6** This represents the cost of Bad Debts to the Housing Revenue Account. The reduction in 2017/18 revised budget reflects the current collection rate. The draft budget for 2018/19 has been kept at the same level as 2017/18 due to the uncertainty of the impact of welfare reform.
- 7** This reflects the level of Investment into the Capital Programme that is funded by rents. The reduction in Capital Funding reflects the increased revenue pressures from rent reductions.
- 8** The Government's new self-financing regime, which replaced the old subsidy system, came into effect on 1st April 2012 with the Council's share of the national housing debt being £72.9m. This represents the interest on the loans together with the annual repayments. This line also includes interest associated with the Scott Road Capital scheme.
- 9** This relates to technical recharges between the General Fund and the HRA. The increase in the 2018/19 original budget reflects the annual charge for the appropriation of land between General Fund and HRA required for the new build project at Scott Road, Kettering.
- 10** It is good practice to have a contingency budget, particularly with the welfare changes. The reduction in the 2017/18 Revised budget reflects the use of the Contingency Budget in year.



# **Kettering** *Borough Council*

## **DRAFT BUDGET BOOKLET - 2018/19**

### **Section 3**

#### **Capital Programme 2017/18 - 2022/23**

## CAPITAL PROGRAMME 2017/18 - 2022/23

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Latest Estimate	Draft Budget	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate
	£000	£000	£000	£000	£000	£000
<b>1. EXPENDITURE SUMMARY:</b>						
<b>A. HOUSING SCHEMES (HRA)</b>	4,083	6,156	3,229	3,451	3,445	3,518
<b>B. GENERAL FUND SCHEMES:</b>						
Private Sector Housing Improvement	619	614	500	500	500	500
Investment & Repair Programme	690	198	180	180	180	180
Community Project Schemes	188	32	32	32	32	32
E-government investment programme	220	220	220	220	220	220
Commercial Investments	42,351	5,000	20,000	20,000	20,000	20,000
Invest To Save Projects	317	2,630	2,630	380	380	380
<b>Total</b>	<b>48,468</b>	<b>14,850</b>	<b>26,791</b>	<b>24,763</b>	<b>24,757</b>	<b>24,830</b>
<b>2. FINANCING ANALYSIS:</b>						
Capital Receipts	1,273	969	857	808	517	303
Prudential Borrowing	43,613	10,059	22,922	20,672	20,672	20,672
Revenue Contribution	2,948	2,674	2,512	2,783	3,068	3,355
Grants and Contributions	634	1,148	500	500	500	500
<b>Total</b>	<b>48,468</b>	<b>14,850</b>	<b>26,791</b>	<b>24,763</b>	<b>24,757</b>	<b>24,830</b>

## CAPITAL PROGRAMME 2017/18 - 2022/23

Scheme	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Latest Estimate	Draft Budget	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate
	£000	£000	£000	£000	£000	£000
<b>HOUSING REVENUE ACCOUNT</b>						
<b>Kitchen &amp; Bathroom Renewal</b>						
Decent Homes - Kitchen & Bathroom Renewal	410	400	300	525	620	620
<b>Sheltered Accommodation Upgrading</b>						
Door Entry Systems	100	100	0	0	0	0
<b>Window Renewal Programme</b>						
Window Renewal	65	40	0	200	175	175
<b>Central Heating</b>						
Central Heating Renewal	225	350	300	500	500	500
<b>Other Schemes</b>						
Roof Renewals	107	249	224	248	250	253
Brickwork Repairs	5	0	70	70	70	70
Improving access for disabled people	270	250	150	150	150	150
Decent Homes - Electrical Upgrades	70	200	200	350	400	400
Decent Homes - Fire Precautions (Fire Doors)	35	50	20	20	20	20
Decent Homes - Fire Precautions	84	50	0	0	0	0
External Door Replacements	51	150	100	135	150	150
Structural Improvements	23	30	50	50	50	50
Voids Repairs and Improvements	586	250	250	250	250	320
External Insulation	0	0	0	250	250	250
Environmental Improvements	100	125	100	100	100	100
Homes for the Future : Hampden Crescent A	1,020	454	0	0	0	0
Homes for the Future : Hampden Crescent B	0	700	1,000	0	0	0
Homes for the future	450	0	0	175	340	340
Sheltered Housing - "Sparkle" Programme	104	50	50	50	50	50
1-4-1 Homes	162	0	0	0	0	0
Lift Renewals	0	0	80	70	70	70
Scott Road New Build	100	2,653	0	0	0	0
Housing association Grant	116	55	335	310	0	0
<b>Sub Total</b>	<b>4,083</b>	<b>6,156</b>	<b>3,229</b>	<b>3,451</b>	<b>3,445</b>	<b>3,518</b>

## CAPITAL PROGRAMME 2017/18 - 2022/23

Scheme	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Latest Estimate	Draft Budget	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate
	£000	£000	£000	£000	£000	£000
<b>GENERAL FUND</b>						
<b><u>Private Sector Housing Improvement</u></b>						
<b>Rolling Programme:</b>						
Minor Works Grants	619	500	500	500	500	500
Private Sector Decent Homes Project	0	98	0	0	0	0
Social Housing Grant	0	16	0	0	0	0
<b>Sub Total</b>	<b>619</b>	<b>614</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b><u>Investment &amp; Repair Programme</u></b>						
<b>Rolling Programme:</b>						
Parkwood Leisure Renewal	170	30	30	30	30	30
Swimming Pool Roof Renewal	80	0	0	0	0	0
SCW - Small Capital Works	50	50	50	50	50	50
Community Fund	40	40	40	40	40	40
Car Parking	28	20	20	20	20	20
Health and Safety Improvements	59	40	40	40	40	40
Northampton Road Track	17	0	0	0	0	0
Mawsley Footpath	13	0	0	0	0	0
<b>Enhancements / Improvements:</b>						
Superfast Broadband	185	0	0	0	0	0
Customer Service Structural Works	10	0	0	0	0	0
Changes to Canteen Block (Police)	8	0	0	0	0	0
Public Realm 5	25	18	0	0	0	0
Town Centre Pedestrianisation	5	0	0	0	0	0
<b>Sub Total</b>	<b>690</b>	<b>198</b>	<b>180</b>	<b>180</b>	<b>180</b>	<b>180</b>
<b><u>Community Project Schemes</u></b>						
<b>Rolling Programme:</b>						
Grants - Village Halls	32	32	32	32	32	32
<b>Enhancements / Improvements:</b>						
Conservation Area Enhancement Schemes	4	0	0	0	0	0
Shopfront Improvements	7	0	0	0	0	0
Crescents Project	8	0	0	0	0	0
Improving access to FE/HE	98	0	0	0	0	0
Museum / Gallery Enhancements	27	0	0	0	0	0
Play Area Enhancements	12	0	0	0	0	0
<b>Sub Total</b>	<b>188</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>
<b><u>E-government investment programme</u></b>						
<b>Rolling Programme:</b>						
Infrastructure / Flexi & Remote Working	220	220	220	220	220	220
<b>Sub Total</b>	<b>220</b>	<b>220</b>	<b>220</b>	<b>220</b>	<b>220</b>	<b>220</b>

## CAPITAL PROGRAMME 2017/18 - 2022/23

Scheme	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Latest Estimate	Draft Budget	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate
	£000	£000	£000	£000	£000	£000
<b><u>Invest To Save Projects</u></b>						
Borough Wide - Recycling Project	79	80	80	80	80	80
Weighbridge	7	0	0	0	0	0
Chesham House - Major Works	180	0	0	0	0	0
Commercial Properties	42,351	5,000	20,000	20,000	20,000	20,000
Canteen Block	11	0	0	0	0	0
Housing and Homelessness Prevention	0	2,250	2,250	0	0	0
Invest to Save Projects - Other	40	300	300	300	300	300
<b>Sub Total</b>	<b>42,668</b>	<b>7,630</b>	<b>22,630</b>	<b>20,380</b>	<b>20,380</b>	<b>20,380</b>
<b>CAPITAL PROGRAMME TOTAL</b>	<b>48,468</b>	<b>14,850</b>	<b>26,791</b>	<b>24,763</b>	<b>24,757</b>	<b>24,830</b>