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CHESTERFIELD
BOROUGH COUNCIL

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The Chair and Members of Cabinet

Dear Councillor,

AGENDA SUPPLEMENT

Please see attached the documents for the agenda item(s) listed below for the meeting of the CABINET to be held on TUESDAY, 19 DECEMBER 2017, the agenda for which has already been published.

Leader

5. Leader of the Council Revenue Budget 2017/18 - 2022/23 (Pages 5 - 16)

- *Report to follow.*

Deputy Leader

6. Deputy Leader of the Council Revenue Budget 2017/18 - 2022/23 (Pages 17 - 28)

- *Report to follow.*

Cabinet Member for Business Transformation

7. Cabinet Member for Business Transformation Revenue Budget 2017/18 - 2022/23 (Pages 29 - 46)

- *Report to follow.*

Cabinet Member for Economic Growth

8. Cabinet Member for Economic Growth Revenue Budget 2017/18 - 2022/23 (Pages 47 - 68)

- *Report to follow.*

Cabinet Member for Governance

9. Cabinet Member for Governance Revenue Budget 2017/18 - 2022/23 (Pages 69 - 100)

- *Report to follow.*

Cabinet Member for Health and Wellbeing

10. Cabinet Member for Health and Wellbeing Revenue Budget 2017/18 - 2022/23 (Pages 101 - 124)

- *Report to follow.*

Cabinet Member for Homes and Customers

11. Cabinet Member for Homes and Customers Revenue Budget 2017/18 - 2022/23 (Pages 125 - 140)

- *Report to follow.*

Cabinet Member for Town Centres and Visitor Economy

12. Cabinet Member for Town Centres and Visitor Economy Revenue Budget 2017/18 - 2022/23 (Pages 141 - 166)

- *Report to follow.*

Deputy Leader

13. General Fund Revenue Budget Summary (Pages 167 - 180)

- *Report to follow.*

Cabinet Member for Governance

Cabinet Member for Homes and Customers

18. Housing Revenue Account Business Plan 2017/18 Onwards (Pages 181 - 252)

    - *Report to follow.*

19. Annual Report to Tenants 2016/17 (Pages 253 - 286)

    - *Report to follow.*

Yours sincerely,

Local Government and Regulatory Law Manager and Monitoring Officer

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For publication

Leader of the Council Revenue Budgets 2017/18 to 2022/23

Meeting:	Cabinet
Date:	19th December 2017
Cabinet portfolio:	Leader of the Council
Report by:	Director of Finance & Resources

For publication

1.0 Purpose of report

1.1 To consider the probable outturn for the current financial year; and

1.2 To consider the draft budget for 2018/19.

2.0 Recommendations

2.1 That the probable outturn for the current financial year be considered.

2.2 That the draft estimates for 2018/19 and future years be considered.

CHESTERFIELD BOROUGH COUNCIL

3.0 Probable 2017/18

3.1 The Probable Outturn for the current financial year is £47,020 a decrease of £10,110 or 17.7% on the original estimates of £57,130.

3.2 The main reasons for the budget decrease is summarised below:

Table 1 – Significant Variances Original to Probable 2017/18

Description	**Increase / (Decrease) £'000**
Changes to controllable budgets:	
General Salaries	2
Printing & Stationery reduced expenditure	(3)
Changes to controllable budgets	(1)
Change in support service recharges	(9)
Overall Decrease	(10)

A detailed list of variances is shown at **Annexe 4**.

4.0 Draft Estimates 2018/19

4.1 The draft estimates for 2018/19 total £55,850 a decrease of £1,280 or 2.2% on the original estimates £57,130.

4.2 The most significant variances include:

Table 2 – Significant Variances Original 2017/18 to Original 2018/19

Description	**Increase / (Decrease) £'000**
Changes to controllable budgets:	
Employee Costs – Pay Award etc.	6
Changes to controllable budgets	6
Change in support service recharges	(7)
Overall Decrease	(1)

A detailed list of variances is shown at **Annexe 5**.

4.3 The following budget assumptions have been used to produce the draft budgets.

- Pay award of 2% for each of the years 2018/19 to 2022/23
- Inflation rates –
    - Utilities 3.5% in 2018/19 and then 3% 2019/20 onwards
    - General RPI 3.5% in 2018/19 and then 3.0% 2019/20 onwards.
    - General CPI 2.3% in 2018/19 and then 2.0% 2019/20 onwards
    - Rates 3.7% 2018/19, 3.5% 2019/20 and 3.0% onwards
    - Fees & Charges – minimum uplift of 3%

4.4 The budgets in this report are the first draft estimates which may need to be amended and refined before the final budget report is presented to Cabinet in February.

5.0 Growth Requests

5.1 No growth requests have been received at this time.

6.0 Medium Term Budget Issues

6.1 The forecast budgets for 2019/20 to 2022/23 have been included in annexes 1 to 3. Other than a provision for known inflationary pressures (paragraph 4.4), there are no other issues to report.

7.0 Risk management

7.1 There are a number of significant risks inherent in any budget forecasting exercise and the risks increase as the period covered increases.

8.0 Equalities Impact Assessment (EIA)

8.1 The budget process and forecasts produced do not require an EIA but any decisions to vary budgets and service provision may require EIA's specific to those options.

9.0 Recommendations

9.1 That the probable outturn for the current financial year be considered.

9.2 That the draft estimates for 2018/19 and future years be considered.

10.0 Reasons for recommendations

10.1 To enable the Council to set a balanced budget for 2018/19.

Glossary of Terms	
RPI	Retail Price Index
CPI	Consumer Price Index

Decision information

Key decision number	**757**
Wards affected	**All**
Links to Council Plan priorities	**To provide value for money services**

Document information

Report author	**Contact number/email**
Linda Coupe	**Ext. 2008** **Linda.coupe@chesterfield.gov.uk**
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
None.	
Annexes to the report	
Annexe 1	Budget summary by programme area
Annexe 2	Detailed estimates by programme area

Annexe 3	Subjective analysis
Annexe 4	Variances – this year's original estimate to revised
Annexe 5	Variances – this year's original estimate to next year's

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LEADER OF THE COUNCIL

BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22,2022/23

SUMMARY

2016/17 Actual £	Programme Area	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
55,724	Corporate Communications and Publications	57,130	47,020	**55,850**	57,120	58,330	59,620	60,980
55,724	**TOTAL NET EXPENDITURE**	57,130	47,020	**55,850**	57,120	58,330	59,620	60,980
	2016/17 Carry Forward & Funding from Reserves		0					
			47,020					
	Less 2017/18 Original		57,130	57,130				
	Increase/(Decrease)		(10,110)	(1,280)				
	Increase/(Decrease) %		(17.7%)	(2.2%)				

LEADER OF THE COUNCIL

BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22,2022/23

CONTROLLABLE & NON-CONTROLLABLE BUDGETS BY PROGRAMME AREA

2016/17 Actual £	Programme Area	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	CONTROLLABLE BUDGETS							
179,877	Corporate Communications and Publications	**179,950**	**178,490**	**186,230**	**190,960**	**195,850**	**199,670**	**203,560**
179,877	**TOTAL NET EXPENDITURE**	**179,950**	**178,490**	**186,230**	**190,960**	**195,850**	**199,670**	**203,560**
	NON-CONTROLLABLE BUDGETS - INTERNAL RECHARGES							
(124,154)	Corporate Communications and Publications	**(122,820)**	**(131,470)**	**(130,380)**	**(133,840)**	**(137,520)**	**(140,050)**	**(142,580)**
(124,154)	**TOTAL INTERNAL RECHARGES**	**(122,820)**	**(131,470)**	**(130,380)**	**(133,840)**	**(137,520)**	**(140,050)**	**(142,580)**
	NON-CONTROLLABLE BUDGETS - ASSET CHARGES/CAPITAL GRANTS							
0	Corporate Communications and Publications	**0**	**0**	**0**	**0**	**0**	**0**	**0**
0	**TOTAL ASSET CHARGES**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	TOTAL BUDGETS							
55,724	Corporate Communications and Publications	**57,130**	**47,020**	**55,850**	**57,120**	**58,330**	**59,620**	**60,980**
55,724	**TOTAL BUDGETS**	**57,130**	**47,020**	**55,850**	**57,120**	**58,330**	**59,620**	**60,980**

LEADER OF THE COUNCIL
BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22,2022/23

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA							
	CORPORATE COMMUNICATIONS AND PUBLIC RELATIONS							
	Council Newspaper - Cost Centre 0458							
25,538	Supplies and Services	27,050	17,550	**27,580**	28,120	28,670	29,230	29,800
25,538	**Net Controllable**	27,050	17,550	**27,580**	28,120	28,670	29,230	29,800
26,208	Central & Departmental Support	26,100	27,750	**27,750**	28,380	29,070	29,600	30,140
51,746	**Net**	53,150	45,300	**55,330**	56,500	57,740	58,830	59,940
	Publicity - Cost Centre 0461							
150,655	Employee Expenses	149,350	150,890	**155,100**	159,290	163,630	166,890	170,210
0	Transport Related Expenses	350	350	**350**	350	350	350	350
3,684	Supplies and Services	3,200	9,700	**3,200**	3,200	3,200	3,200	3,200
154,339	**Net Controllable**	152,900	160,940	**158,650**	162,840	167,180	170,440	173,760
24,359	Central & Departmental Support	25,090	25,720	**26,760**	26,920	27,300	27,720	28,170
(174,721)	Rechargeable Income	(174,010)	(184,940)	**(184,890)**	(189,140)	(193,890)	(197,370)	(200,890)
3,978	**Net**	3,980	1,720	**520**	620	590	790	1,040
55,724	**TOTAL CORPORATE COMMUNICATIONS & PUBLIC RELATIONS**	**57,130**	**47,020**	**55,850**	**57,120**	**58,330**	**59,620**	**60,980**

LEADER OF THE COUNCIL

SUMMARY SUBJECTIVE ANALYSIS

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	**2019/20 Original £**	**2020/21 Original £**	**2021/22 Original £**	**2022/23 Original £**
	Expenditure:							
150,655	Employee Expenses	149,350	150,890	**155,100**	159,290	163,630	166,890	170,210
0	Transport Expenses	350	350	**350**	350	350	350	350
29,222	Supplies & Services	30,250	27,250	**30,780**	31,320	31,870	32,430	33,000
0	Agency and Contracts	0	0	**0**	0	0	0	0
0	Inter Committee Transfers	0	0	**0**	0	0	0	0
50,567	Central and Dept. Support	51,190	53,470	**54,510**	55,300	56,370	57,320	58,310
0	Asset Charges	0	0	**0**	0	0	0	0
230,444	**Total Expenditure**	231,140	231,960	**240,740**	246,260	252,220	256,990	261,870
	Income:							
0	Government & Other Grants	0	0	**0**	0	0	0	0
0	Other Income	0	0	**0**	0	0	0	0
0	Sales	0	0	**0**	0	0	0	0
0	Fees and Charges	0	0	**0**	0	0	0	0
	Recharges:							
(159,625)	General Fund	(159,110)	(169,110)	**(169,070)**	(172,930)	(177,270)	(180,470)	(183,720)
(9,244)	HRA	(9,230)	(9,810)	**(9,800)**	(10,050)	(10,300)	(10,480)	(10,670)
(5,852)	Other	(5,670)	(6,020)	**(6,020)**	(6,160)	(6,320)	(6,420)	(6,500)
(174,721)	**Total Income**	(174,010)	(184,940)	**(184,890)**	(189,140)	(193,890)	(197,370)	(200,890)
55,724	**NET EXPENDITURE**	57,130	47,020	**55,850**	57,120	58,330	59,620	60,980

ANNEXE 4

LEADER OF THE COUNCIL

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Corporate Communications and Publications		
Underspend £10,110		
Employees		
general salaries	1,540	
Supplies & Services		
printing & stationery		(3,000)
Central Support		
revised allocations		(8,650)
Other minor variations (Net)		
	1,540	(11,650)
Net Spend for Programme Area	(10,110)	
TOTAL FOR PORTFOLIO	**(10,110)**	

ANNEXE 5

LEADER OF THE COUNCIL

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Corporate Communications and Publications		
Underspend £1,280		
Employees		
general salaries - incl pay inflation	6,200	
employee insurance		(450)
Central Support		
revised allocations		(7,560)
Other minor variations (Net)	530	
	6,730	(8,010)
Net Spend for Programme Area	(1,280)	
TOTAL FOR PORTFOLIO	**(1,280)**	

For publication

Deputy Leader of the Council
Revenue Budgets 2017/18 to 2022/23

Meeting:	Cabinet
Date:	19th December 2017
Cabinet portfolio:	Deputy Leader of the Council
Report by:	Director of Finance & Resources

For publication

1.0 Purpose of report

1.1 To consider the probable outturn for the current financial year; and

1.2 To consider the draft budget for 2018/19.

2.0 Recommendations

2.1 That the probable outturn for the current financial year be considered.

2.2 That the draft estimates for 2018/19 and future years be considered.

CHESTERFIELD BOROUGH COUNCIL

3.0 Probable 2017/18

3.1 The Probable Outturn for the current financial year is £1,240,330, a decrease in the expenditure of £19,850 or 1.6% on the original estimate of £1,260,180.

3.2 The main reasons for the decreases are summarised below:

Table 1 – Significant Variances Original to Probable 2017/18

Description	**Increase / (Decrease) £'000**
Changes to controllable budgets:	
General Employee Savings	(25)
Pension shortfalls	38
Energy, Water & NNDR	1
Software Upgrade	10
Contracted Services	9
Bank Charges	(5)
Tenancy Agreement Consultation	(3)
Other Minor Variations	(5)
Changes to controllable budgets	20
Change in support service recharges	(40)
Overall decrease in expenditure	(20)

A more detailed analysis of these changes is provided in **Annexe 4.**

4.0 Draft Estimates 2018/19

4.1 The draft estimates for 2018/19 total £1,223,910 a decrease in expenditure of £36,270 or 2.9% on the original estimate of £1,260,180.

4.2 The most significant variances include:

Table 2 – Significant Variances Original 2017/18 to Original 2018/19

Description	**Increase / (Decrease)**

	£'000
Changes to controllable budgets:	
General Employee incl Pay Inflation	19
Software Upgrade	10
Contracted Services	(3)
Bank Charges	(5)
Net of Minor Variations	1
Changes to controllable budgets	22
Change in support service recharges	(58)
Overall decrease in expenditure	(36)

A detailed list of variances is shown at **Annexe 5**.

4.3 The following budget assumptions have been used to produce the draft Deputy Leader of the Council.

- Pay award of 2% for all years.
- Inflation rates –

  - General RPI 3.5% in 2018/19 & 3.0% for all future years
  - General CPI 2.3% in 2018/19 & 2.0% for all future years
  - Utilities 3.5% in 2018/19 & 3.0% for all future years
  - Rates 3.7% in 2018/19, 3.5% 2019/20 and 3.0% onwards.
  - Fees & Charges – minimum uplift of 3%

4.4 The budgets in this report are the first draft estimates which may need to be amended and refined before the final budget report is presented to Cabinet in February 2018.

5.0 Growth Requests

5.1 No growth requests have been received at this time.

6.0 Medium Term Budget Issues

6.1 Forecast budgets for 2019/20 to 2022/23 have been included in annexes 1 to 3. Other than a provision for known inflationary pressures, there are no other issues to report.

7.0 Risk management

7.1 There are a number of significant risks inherent in any budget forecasting exercise and the risks increase as the period covered increases.

8.0 Equalities Impact Assessment (EIA)

8.1 The budget process and forecasts produced do not require an EIA but any decisions to vary budgets and service provision may require EIA's specific to those options.

9.0 Recommendations

9.1 That the probable outturn for the current financial year be considered.

9.2 That the draft estimates for 2018/19 and future years be considered.

10.0 Reasons for recommendations

10.1 To enable the Council to set a balanced budget for 2018/19.

Glossary of Terms	
RPI	Retail Price Index
CPI	Consumer Price Index

Decision information

Key decision number	**758**
Wards affected	**All**
Links to Council Plan priorities	**To provide value for money services.**

Document information

Report author	**Contact number/email**
Linda Coupe	**Ext 2008** **linda.coupe@chesterfield.gov.uk**
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	

Annexes to the report	
Annexe 1	Budget summary by programme area
Annexe 2	Detailed estimates by programme area
Annexe 3	Subjective analysis
Annexe 4	Variances – this year's original estimate to revised
Annexe 5	Variances – this year's original estimate to next year's

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ANNEXE 1

DEPUTY LEADER OF THE COUNCIL

BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22,2022/23

SUMMARY

2016/17 Actual £	Programme Area	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
1,330,681	Financial Services	1,260,340	1,244,370	1,224,930	1,239,130	1,240,170	1,240,990	1,242,080
2,921	Council Plan	(160)	(4,040)	(1,020)	(1,000)	(910)	(860)	(890)
1,333,602	**TOTAL NET EXPENDITURE**	1,260,180	1,240,330	**1,223,910**	1,238,130	1,239,260	1,240,130	1,241,190
	2016/17 Carry Forward & Funding from Reserves		0					
			1,240,330					
	Less 2017/18 Original		1,260,180	1,260,180				
	Increase/(Decrease)		(19,850)	(36,270)				
	Increase/(Decrease) %		1.6%	2.9%				

ANNEXE 1B

DEPUTY LEADER OF THE COUNCIL

BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22,2022/23

CONTROLLABLE & NON-CONTROLLABLE BUDGETS BY PROGRAMME AREA

2016/17 Actual £	Programme Area	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	CONTROLLABLE BUDGETS							
1,140,119	Financial Services	**1,834,100**	**1,854,170**	**1,841,040**	**1,865,430**	**1,879,870**	**1,889,190**	**1,903,310**
101,818	Council Plan	**115,580**	**115,190**	**130,450**	**135,800**	**139,130**	**141,770**	**144,480**
1,241,937	**TOTAL NET EXPENDITURE**	**1,949,680**	**1,969,360**	**1,971,490**	**2,001,230**	**2,019,000**	**2,030,960**	**2,047,790**
	NON-CONTROLLABLE BUDGETS - INTERNAL RECHARGES							
190,562	Financial Services	**(573,760)**	**(609,800)**	**(616,110)**	**(626,300)**	**(639,700)**	**(648,200)**	**(661,230)**
(98,897)	Council Plan	**(115,740)**	**(119,230)**	**(131,470)**	**(136,800)**	**(140,040)**	**(142,630)**	**(145,370)**
91,665	**TOTAL INTERNAL RECHARGES**	**(689,500)**	**(729,030)**	**(747,580)**	**(763,100)**	**(779,740)**	**(790,830)**	**(806,600)**
	NON-CONTROLLABLE BUDGETS - ASSET CHARGES/CAPITAL GRANTS							
0	Financial Services	**0**	**0**	**0**	**0**	**0**	**0**	**0**
0	Council Plan	**0**	**0**	**0**	**0**	**0**	**0**	**0**
0	**TOTAL ASSET CHARGES**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	TOTAL BUDGETS							
1,330,681	Financial Services	**1,260,340**	**1,244,370**	**1,224,930**	**1,239,130**	**1,240,170**	**1,240,990**	**1,242,080**
2,921	Council Plan	**(160)**	**(4,040)**	**(1,020)**	**(1,000)**	**(910)**	**(860)**	**(890)**
1,333,602	**TOTAL BUDGETS**	**1,260,180**	**1,240,330**	**1,223,910**	**1,238,130**	**1,239,260**	**1,240,130**	**1,241,190**

DEPUTY LEADER OF THE COUNCIL
BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22,2022/23

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA FINANCIAL SERVICES							
	Accounting Services - Cost Centres 0400/0409/0412							
472,864	Employee Expenses	484,910	463,260	**479,810**	491,310	501,860	511,880	522,100
527	Transport Related Expenses	700	700	**700**	700	700	700	700
98,856	Supplies and Services	113,430	118,790	**116,830**	115,000	117,780	115,970	118,770
572,247	**Net Controllable**	**599,040**	**582,750**	**597,340**	**607,010**	**620,340**	**628,550**	**641,570**
92,132	Central and Departmental Support	93,410	97,820	**104,590**	105,270	106,810	108,900	110,430
(641,650)	Recharged Income	(643,370)	(676,120)	**(693,150)**	(703,220)	(717,550)	(727,480)	(741,280)
22,729	**Net**	**49,080**	**4,450**	**8,780**	**9,060**	**9,600**	**9,970**	**10,720**
	Insurance - Cost Centre 0411							
24,477	Employee Expenses	24,320	26,060	**27,000**	27,770	28,320	28,880	29,450
0	Transport Related Expenses	100	100	**100**	100	100	100	100
416	Supplies and Services	1,940	1,940	**1,940**	1,940	1,940	1,940	1,940
0	Inter Committee Transfers	0	0	**0**	0	0	0	0
24,893	**Net Controllable**	**26,360**	**28,100**	**29,040**	**29,810**	**30,360**	**30,920**	**31,490**
23,652	Central and Departmental Support	26,450	21,310	**26,340**	26,620	27,110	27,570	27,950
(50,250)	Recharged Income	(50,250)	(52,810)	**(53,890)**	(54,970)	(56,070)	(57,190)	(58,330)
(1,705)	**Net**	**2,560**	**(3,400)**	**1,490**	**1,460**	**1,400**	**1,300**	**1,110**
	Corporate Financial Expenses & Pensions Backfunding - Cost Centre 0410							
619,496	Employee Expenses	1,246,010	1,297,650	**1,246,710**	1,258,660	1,259,700	1,260,770	1,261,850
500	Supplies and Services	0	600	**600**	600	600	600	600
(98,847)	Inter Committee Transfers	(60,010)	(83,110)	**(58,300)**	(58,300)	(58,300)	(58,300)	(58,300)
521,149	**Net Controllable**	**1,186,000**	**1,215,140**	**1,189,010**	**1,200,960**	**1,202,000**	**1,203,070**	**1,204,150**
766,678	Central and Departmental Support	0	0	**0**	0	0	0	0
1,287,827	**Net**	**1,186,000**	**1,215,140**	**1,189,010**	**1,200,960**	**1,202,000**	**1,203,070**	**1,204,150**
	Transport Pensions - Cost Centre 0472							
21,830	Employee Expenses	22,700	23,680	**25,650**	27,650	27,170	26,650	26,100
0	Supplies & Services	0	4,500	**0**	0	0	0	0
21,830	**Net Controllable**	**22,700**	**28,180**	**25,650**	**27,650**	**27,170**	**26,650**	**26,100**
0	Central and Departmental Support	0	0	**0**	0	0	0	0
21,830	**Net**	**22,700**	**28,180**	**25,650**	**27,650**	**27,170**	**26,650**	**26,100**
1,330,681	**TOTAL FINANCIAL SERVICES**	**1,260,340**	**1,244,370**	**1,224,930**	**1,239,130**	**1,240,170**	**1,240,990**	**1,242,080**

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA COUNCIL PLAN							
	Council Plan - Cost Centre 0439 & 0459							
97,646	Employee Expenses	109,610	112,220	**124,480**	129,830	133,160	135,800	138,510
132	Transport Related Expenses	320	320	**320**	320	320	320	320
7,233	Supplies and Services	8,650	8,650	**8,650**	8,650	8,650	8,650	8,650
(3,193)	Income	(3,000)	(6,000)	**(3,000)**	(3,000)	(3,000)	(3,000)	(3,000)
101,818	**Net Controllable**	**115,580**	**115,190**	**130,450**	**135,800**	**139,130**	**141,770**	**144,480**
14,003	Central and Departmental Support	13,830	19,390	**16,190**	16,150	16,370	16,620	16,880
(112,900)	Recharged Income	(129,570)	(138,620)	**(147,660)**	(152,950)	(156,410)	(159,250)	(162,250)
2,921	**Net**	**(160)**	**(4,040)**	**(1,020)**	**(1,000)**	**(910)**	**(860)**	**(890)**
2,921	**TOTAL COUNCIL PLAN**	**(160)**	**(4,040)**	**(1,020)**	**(1,000)**	**(910)**	**(860)**	**(890)**

DEPUTY LEADER OF THE COUNCIL

SUMMARY SUBJECTIVE ANALYSIS

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	**2019/20 Original £**	**2020/21 Original £**	**2021/22 Original £**	**2022/23 Original £**
	Expenditure:							
1,236,313	Employee Expenses	1,887,550	1,922,870	**1,903,650**	1,935,220	1,950,210	1,963,980	1,978,010
0	Premises Expenses	0	0	**0**	0	0	0	0
659	Transport Expenses	1,120	1,120	**1,120**	1,120	1,120	1,120	1,120
107,005	Supplies & Services	124,020	134,480	**128,020**	126,190	128,970	127,160	129,960
0	Agency and Contracts	0	0	**0**	0	0	0	0
(98,847)	Inter Committee Transfers	(60,010)	(83,110)	**(58,300)**	(58,300)	(58,300)	(58,300)	(58,300)
896,465	Central and Dept. Support	133,690	138,520	**147,120**	148,040	150,290	153,090	155,260
0	Asset Charges	0	0	**0**	0	0	0	0
2,141,596	**Total Expenditure**	2,086,370	2,113,880	**2,121,610**	2,152,270	2,172,290	2,187,050	2,206,050
	Income:							
(3,173)	Government & Other Grants	0	0	**0**	0	0	0	0
(20)	Other Income	(3,000)	(6,000)	**(3,000)**	(3,000)	(3,000)	(3,000)	(3,000)
0	Sales	0	0	**0**	0	0	0	0
0	Fees and Charges	0	0	**0**	0	0	0	0
	Recharges:							
(575,698)	General Fund	(604,040)	(641,570)	**(656,710)**	(668,490)	(682,830)	(692,160)	(705,730)
(76,403)	HRA	(73,310)	(74,930)	**(78,680)**	(80,170)	(81,590)	(82,990)	(84,310)
(43,620)	DLO/DSO	(41,120)	(42,590)	**(45,280)**	(46,190)	(47,060)	(47,940)	(48,750)
(109,080)	Other	(104,720)	(108,460)	**(114,030)**	(116,290)	(118,550)	(120,830)	(123,070)
(807,994)	**Total Income**	(826,190)	(873,550)	**(897,700)**	(914,140)	(933,030)	(946,920)	(964,860)
1,333,602	**NET EXPENDITURE**	1,260,180	1,240,330	**1,223,910**	1,238,130	1,239,260	1,240,130	1,241,190

ANNEXE 4

DEPUTY LEADER OF THE COUNCIL

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Financial Services		
(Underspend £15,970)		
Employees		
- Service re-structure		(26,680)
- General increase in staffing costs e.g. apprenticeship levy, pensions	6,770	
- Pension shortfalls	60,610	
- Reduction in other pension costs		(7,390)
Supplies & Services		
- NNDR pilot scheme	1,000	
- Accounting software upgrade	10,000	
- Pension advice	4,500	
- Review of MRP practices	4,300	
- Reduced bank charges		(5,070)
Inter Committee Transfers		(23,100)
Central Support		
- Revised allocations		(36,040)
Other minor variations (Net)		(4,870)
	87,180	(103,150)
Net Underspend for Programme Area	(15,970)	
Council Plan		
(Underspend £3,880)		
Employees		
- General Salary costs	1,740	
- Employee Insurance	870	
Controllable Income		
- Housing Survey Package (One off Tenancy Agreement Consultation)		(3,000)
Central Support		
- Revised allocations		(3,490)
	2,610	(6,490)
Net Underspend for Programme Area	(3,880)	
TOTAL FOR PORTFOLIO	**(19,850)**	

ANNEXE 5

DEPUTY LEADER OF THE COUNCIL

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Financial Services		
(Underspend £35,410)		
Employees		
- Service re-structure		(29,110)
- General increase in staffing costs e.g. apprenticeship levy, pensions	3,210	
- Pay inflation	11,060	
- Pay increments	12,420	
- Increase in other pension costs	4,250	
Supplies & Services		
- Accounting software upgrade	10,000	
- Reduced bank charges		(4,670)
- NFI initiative	2,300	
- Reduced External Audit fee		(5,240)
Inter Committee Transfers	1,710	
Central Support		
- Revised allocations		(42,350)
Other minor variations (Net)	1,010	
	45,960	(81,370)
Net Underspend for Programme Area	(35,410)	
TOTAL NET EXPENDITURE		
(Underspend £860)		
Employees		
- Salary Costs - includes pay award	14,100	
- Employee Insurance	770	
Central Support		
- Revised allocations		(15,730)
	14,870	(15,730)
Net Underspend for Programme Area	(860)	
TOTAL FOR PORTFOLIO	**(36,270)**	

For publication

Cabinet Member for Business Transformation Revenue Budgets 2017/18 to 2022/23

Meeting:	Cabinet
Date:	19th December 2017
Cabinet portfolio:	Business Transformation
Report by:	Director of Finance & Resources

For publication

1.0 Purpose of report

1.1 To consider the probable outturn for the current financial year; and

1.2 To consider the draft budget for 2018/19.

2.0 Recommendations

2.1 That the probable outturn for the current financial year be considered.

2.2 That the draft estimates for 2018/19 and future years be considered.

3.0 Probable 2017/18

3.1 The Probable Outturn for the current financial year is £451,030 a decrease of £45,690 or 9.2% on the Original Estimate of £496,720.

CHESTERFIELD BOROUGH COUNCIL

3.2 The main reasons for the budget decrease are summarised below:

Table 1 – Significant Variances Original to Probable 2017/18

Description	**Increase / (Decrease) £'000**
Changes to controllable budgets:	
Reduction in business rates	9
Reduction to renewals Contributions	(70)
Virement to Legal Re: Information Assurance Compliance	(5)
Reduced rent for New Square pending sale	16
Increased rents from Town Hall	(12)
Additional resources re: Apprenticeships	6
Energy Tender	4
Other variances (net)	(6)
Changes to controllable budgets	(58)
Change in support service recharges	18
Changes to Asset Charges	(6)
Overall decrease	(46)

A detailed list of variances is shown at **Annexe 4**.

4.0 Draft Estimates 2018/19

4.1 The draft estimates for 2018/19 total £507,190, an increase of £10,470 or 2.1% on the original estimates for 2017/18 of £496,720.

4.2 The most significant variances include:

Table 2 – Significant Variances Original 2017/18 to Original 2018/19

Description	**Increase / (Decrease) £'000**
Changes to controllable budgets:	
Employee costs	107
Increase in Business Rates	12

Reduction in Premises repair fund contribution	(37)
Saving on Insurance premiums	(6)
Revenue Saving Re: Sale of New Square	(25)
Reduced Rental Income from New Square	48
Increased Rental Income from Town Hall	(54)
Removal of additional resource to deliver HR projects	(14)
Increase in Software Licence budget	14
Reduction in charge to HRA	27
PPP Inflationary increase	21
Other variances (net)	3
Changes to controllable budgets	96
Change in support service recharges	(148)
Changes in Asset Charges	62
Overall Increase	10

A detailed list of variances is shown at **Annexe 5**.

4.3 The following budget assumptions have been used to produce the draft budgets.

- Pay award of 2% for each of the years 2018/19 to 2022/23
- Inflation rates –
  - Utilities 3.5% in 2018/19 and then 3% 2019/20 onwards
  - General CPI 2.3% in 2018/19 and then 2% 2019/20 onwards
  - Rates 3.7% 2018/19 , 3.5% in 2019/2020 and then 3% onwards.
  - Fees & Charges – minimum uplift of 3%

4.4 The budgets in this report are the first draft estimates which may need to be amended and refined before the final budget report is presented to Cabinet in February.

5.0 Growth Requests

5.1 No growth request have been received at this time.

6.0 Medium Term Budget Issues

6.1 The forecast budgets for 2019/20 to 2022/23 have been included in annexes 1 to 3. Other than a provision for known inflationary pressures (paragraph 4.4), there are no other issues to report.

7.0 Risk management

7.1 There are a number of significant risks inherent in any budget forecasting exercise and the risks increase as the period covered increases.

8.0 Equalities Impact Assessment (EIA)

8.1 The budget process and forecasts produced do not require an EIA but any decisions to vary budgets and service provision may require EIA's specific to those options.

9.0 Recommendations

9.1 That the probable outturn for the current financial year be considered.

9.2 That the draft estimates for 2018/19 and future years be considered.

10.0 Reasons for recommendations

10.1 To enable the Council to set a balanced budget for 2018/19.

Glossary of Terms	
RPI/CPI	Retail Price Index/Consumer Price Index

Decision information

Key decision number	**759**
Wards affected	**All**
Links to Council Plan priorities	**To provide value for money services.**

Document information

Report author	**Contact number/email**
Richard Staniforth **Sharon Holmes**	**Ext. 5456** **Ext. 5455**

Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.
None.

Annexes to the report	
Annexe 1	Budget summary by programme area
Annexe 2	Detailed estimates by programme area
Annexe 3	Subjective analysis
Annexe 4	Variances – this year's original estimate to revised
Annexe 5	Variances – this year's original estimate to next year's

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ANNEXE 1

CABINET MEMBER FOR BUSINESS TRANSFORMATION

BUDGETS 2017/18,2018/19,2019/20,2020/21, 2021/22, 2022/23

SUMMARY

2016/17 Actual £	Programme Area	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
150,740	Support Services	175,220	140,800	176,970	182,130	187,900	194,050	200,660
13,538	Human Resources and Payroll (	20,120	6,390	8,460	9,060	9,590	10,140	10,880
45,104	ICT (Arvato)	54,180	41,800	50,540	55,660	57,190	41,110	43,710
28,130	Arvato / Kier Partnership Service	40	(360)	(200)	(50)	70	150	390
278,864	Great Place Great Service	243,290	259,820	268,830	273,640	278,640	283,850	289,140
2,164	Lean Foundation	2,500	2,520	2,570	2,620	2,670	2,720	2,770
(41)	Procurement and Contract Mana	1,370	60	20	(50)	(30)	40	(30)
0	Project Academy	0	0	0	0	0	0	0
518,499	**TOTAL NET EXPENDITURE**	496,720	451,030	**507,190**	523,010	536,030	532,060	547,520
	2016/17 Carry Forwards		0					
			451,030					
	Less 2017/18 Original		496,720	496,720				
	Increase/(Decrease)		(45,690)	10,470				
	Increase/(Decrease) %		9.2%	(2.1%)				

ANNEXE 1B

CABINET MEMBER FOR BUSINESS TRANSFORMATION
BUDGETS 2017/18,2018/19,2019/20,2020/21, 2021/22, 2022/23
CONTROLLABLE & NON-CONTROLLABLE BUDGETS BY PROGRAMME AREA

2016/17 Actual £	Programme Area	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	CONTROLLABLE BUDGETS							
728,781	Support Services	719,680	658,530	667,640	683,830	699,960	716,510	733,420
510,810	Human Resources and Payroll (	499,510	510,640	630,450	638,400	647,160	655,930	664,680
1,374,891	ICT (Arvato)	1,392,150	1,407,410	1,416,260	1,417,750	1,431,940	1,455,360	1,479,050
96,460	Arvato / Kier Partnership Service	93,690	74,120	92,870	97,000	98,330	99,660	101,040
254,855	Great Place Great Service	229,700	232,720	222,580	226,950	231,390	235,940	240,590
2,164	Lean Foundation	2,500	2,520	2,570	2,620	2,670	2,720	2,770
39,000	Procurement and Contract Mana	57,780	51,830	59,100	60,790	62,010	63,260	64,520
0	Project Academy	0	0	0	0	0	0	0
3,006,961	**TOTAL NET EXPENDITURE**	2,995,010	2,937,770	3,091,470	3,127,340	3,173,460	3,229,380	3,286,070
	NON-CONTROLLABLE BUDGETS - INTERNAL RECHARGES							
(679,983)	Support Services	(646,390)	(618,080)	(662,100)	(673,110)	(683,470)	(693,870)	(704,170)
(497,272)	Human Resources and Payroll (	(479,390)	(504,250)	(621,990)	(629,340)	(637,570)	(645,790)	(653,800)
(1,380,583)	ICT (Arvato)	(1,388,600)	(1,411,520)	(1,408,750)	(1,383,400)	(1,395,190)	(1,416,220)	(1,436,820)
(68,330)	Arvato / Kier Partnership Service	(93,650)	(74,480)	(93,070)	(97,050)	(98,260)	(99,510)	(100,650)
24,009	Great Place Great Service	13,590	27,100	46,250	46,690	47,250	47,910	48,550
0	Lean Foundation	0	0	0	0	0	0	0
(39,041)	Procurement and Contract Mana	(56,410)	(51,770)	(59,080)	(60,840)	(62,040)	(63,220)	(64,550)
0	Project Academy	0	0	0	0	0	0	0
(2,641,200)	**TOTAL INTERNAL RECHARGI**	(2,650,850)	(2,633,000)	(2,798,740)	(2,797,050)	(2,829,280)	(2,870,700)	(2,911,440)
	NON-CONTROLLABLE BUDGETS - ASSET CHARGES/CAPITAL GRANTS							
101,942	Support Services	101,930	100,350	171,430	171,410	171,410	171,410	171,410
0	Human Resources and Payroll (	0	0	0	0	0	0	0
50,796	ICT (Arvato)	50,630	45,910	43,030	21,310	20,440	1,970	1,480
0	Arvato / Kier Partnership Service	0	0	0	0	0	0	0
0	Great Place Great Service	0	0	0	0	0	0	0
0	Lean Foundation	0	0	0	0	0	0	0
0	Procurement and Contract Mana	0	0	0	0	0	0	0
0	Project Academy	0	0	0	0	0	0	0
152,738	**TOTAL ASSET CHARGES**	152,560	146,260	214,460	192,720	191,850	173,380	172,890
	TOTAL BUDGETS							
150,740	Support Services	175,220	140,800	176,970	182,130	187,900	194,050	200,660
13,538	Human Resources and Payroll (	20,120	6,390	8,460	9,060	9,590	10,140	10,880
45,104	ICT (Arvato)	54,180	41,800	50,540	55,660	57,190	41,110	43,710
28,130	Arvato / Kier Partnership Service	40	(360)	(200)	(50)	70	150	390
278,864	Great Place Great Service	243,290	259,820	268,830	273,640	278,640	283,850	289,140
2,164	Lean Foundation	2,500	2,520	2,570	2,620	2,670	2,720	2,770
(41)	Procurement and Contract Mana	1,370	60	20	(50)	(30)	40	(30)
0	Project Academy	0	0	0	0	0	0	0
518,499	**TOTAL BUDGETS**	496,720	451,030	507,190	523,010	536,030	532,060	547,520

CABINET MEMBER FOR BUSINESS TRANSFORMATION

SUMMARY SUBJECTIVE ANALYSIS

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	**2019/20 Original £**	**2020/21 Original £**	**2021/22 Original £**	**2022/23 Original £**
	Expenditure:							
664,744	Employee Expenses	657,100	656,600	**763,880**	776,830	789,520	802,500	815,750
299,592	Premises Expenses	306,370	239,320	**255,450**	260,910	266,140	271,530	277,080
372	Transport Expenses	2,230	2,230	**2,230**	2,230	2,230	2,230	2,230
1,100,270	Supplies & Services	1,056,470	1,064,130	**1,056,260**	1,051,480	1,056,100	1,069,980	1,084,150
1,102,567	Agency and Contracts	1,134,350	1,133,120	**1,154,690**	1,176,930	1,200,510	1,224,180	1,247,900
119	Inter Committee Transfers	0	0	**0**	0	0	0	0
519,308	Central and Dept. Support	491,060	527,560	**631,060**	639,690	650,270	661,580	672,070
152,739	Asset Charges	152,560	146,260	**214,460**	192,720	191,850	173,380	172,890
3,839,711	**Total Expenditure**	3,800,140	3,769,220	**4,078,030**	4,100,790	4,156,620	4,205,380	4,272,070
	Income:							
(30,028)	Other Income	(26,780)	(26,780)	**0**	0	0	0	0
(196)	Sales	0	0	**0**	0	0	0	0
(70,681)	Fees and Charges	(73,050)	(73,170)	**(84,670)**	(84,670)	(84,670)	(84,670)	(84,670)
(59,799)	Rents & Service Charges	(61,680)	(57,680)	**(56,370)**	(56,370)	(56,370)	(56,370)	(56,370)
	Recharges:							
(2,102,364)	General Fund	(2,119,030)	(2,123,500)	**(2,305,380)**	(2,310,880)	(2,340,020)	(2,375,920)	(2,411,230)
(487,078)	HRA	(498,090)	(498,810)	**(525,500)**	(526,600)	(533,260)	(541,330)	(549,170)
(571,066)	Other	(524,790)	(538,250)	**(598,920)**	(599,260)	(606,270)	(615,030)	(623,110)
(3,321,212)	**Total Income**	(3,303,420)	(3,318,190)	**(3,570,840)**	(3,577,780)	(3,620,590)	(3,673,320)	(3,724,550)
518,499	**NET EXPENDITURE**	496,720	451,030	**507,190**	523,010	536,030	532,060	547,520

ANNEXE 4

CABINET MEMBER FOR BUSINESS TRANSFORMATION

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Support Services		
(underspend £34,420)		
Employees		
- Reduction in staffing		(4,350)
- General increase in staffing costs e.g. apprenticeship levy, pensions	6,400	
Premises		
- Increase in business rates	9,310	
- Saving on utilities		(3,790)
- Saving on insurance premiums		(2,740)
- Reduction in premises repair fund contribution		(70,000)
Supplies & Services		
- destruction of corporate records	2,000	
Agency & Contracted Services		
- Payments to Arvato inflationary increase	70	
- Building cleaning		(2,100)
Asset Charges		(1,580)
Controllable Income		
- Reduced rental income from New Sq pending sale	16,210	
- Increased rental income from Town Hall		(12,330)
Non-contollable Income		
- decrease in rechargeable income	40,470	
Central Support - revised allocations		(12,160)
Other minor variations (Net)	170	
	74,630	(109,050)
Net Spend for Programme Area	(34,420)	
Human Resources and Payroll (Arvato)		
(Underspend £13,730)		
Employees		
- Apprenticeship Levy top-up	5,000	
Supplies & Services		
- additional resource to deliver Apprenticeships	6,250	
Agency & Contracted Services		
- Payments to Arvato inflationary increase	360	
Non-controllable Income		
- increase in rechargeable income		(26,160)
Central Support - revised allocations	1,300	
Other minor variations (Net)		(480)
	12,910	(26,640)
Net Spend for Programme Area	(13,730)	
ICT (Arvato)		
(Underspend £12,380)		
Supplies & Services		
- increased cost of PSN compliance	15,000	
Agency & Contracted Services		
- Payments to Arvato inflationary increase	440	

ANNEXE 4

CABINET MEMBER FOR BUSINESS TRANSFORMATION

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Asset charges		(4,720)
Non-controllable Income - increase in rechargeable income		(14,670)
Central Support - revised allocations		(8,250)
Other minor variations (Net)		(180)
	15,440	(27,820)
Net Spend for Programme Area	(12,380)	

ANNEXE 4

CABINET MEMBER FOR BUSINESS TRANSFORMATION

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Arvato / Kier Partnership Services		
(Underspend £400)		
Employees		
- General increase in staffing costs e.g. apprenticeship levy, pensions	570	
Supplies & Services		
- vire to ensure information assurance compliance (non-recurring)		(5,490)
- vire to ensure PSN compliance (non-recurring)		(15,000)
Non-controllable Income		
- decrease in rechargeable income	21,910	
Central Support - revised allocations		(2,740)
Other minor variations (Net)	350	
	22,830	(23,230)
Net Spend for Programme Area	(400)	

ANNEXE 4

CABINET MEMBER FOR BUSINESS TRANSFORMATION

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Great Place Great Service		
(Overspend £16,530)		
Employees		
- General increase in staffing costs e.g. apprenticeship levy, pensions	1,920	
Supplies & Services		
- professional services TOM system planning and design		
Non-controllable Income		
- increase in rechargeable income		(44,790)
Central Support - revised allocations	58,300	
Other minor variations (Net)	1,100	
	61,320	(44,790)
Net Spend for Programme Area	16,530	
Lean Foundation		
(Overspend £20)		
Other minor variations (Net)	20	
	20	0
Net Spend for Programme Area	20	
Procurement and Contract Management		
(Underspend £1310)		
Employees		
- Staffing saving		(10,040)
Supplies & Services		
- professional advice for energy tender	4,090	
Non-controllable Income		
- decrease in rechargeable income	4,590	
Central Support - revised allocations	50	
	8,730	(10,040)
Net Spend for Programme Area	(1,310)	
TOTAL FOR PORTFOLIO	**(45,690)**	

ANNEXE 5

CABINET MEMBER FOR BUSINESS TRANSFORMATION

BUDGET VARIANCES - ORIGINAL 2016/17 TO ORIGINAL 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Support Services		
(Overspend £1,750)		
Employees		
- Reduction in staffing		(10,740)
- General increase in staffing costs e.g. apprenticeship levy, pensions	5,230	
- Pay inflation	6,140	
- Pay increments	2,440	
Premises		
- Increase inbusiness rates	12,060	
- Reduction in premises repair fund contribution		(36,640)
- Saving on insurance premiums		(6,400)
- Revenue saving from sale of New Sq		(25,150)
Supplies & Services		
- destruction of corporate records	2,000	
Agency & Contracted Services		
- Payments to Arvato inflationary increase	1,790	
- Building cleaning	2,980	
Asset Charges	69,500	
Controllable Income		
- Reduced rental income from New Sq following sale	47,740	
- Increased rental income from Town Hall		(54,050)
Non-controllable Income		
- increase in rechargeable income		(7,790)
Central Support - revised allocations		(7,920)
Other minor variations (Net)	560	
	150,440	(148,690)
Net Spend for Programme Area	1,750	
Human Resources and Payroll (Arvato)		
(Underspend £11660)		
Employees		
- Apprenticeship Levy top-up	10,000	
- Centralisation of training budgets	125,700	
Supplies & Services		
- Removal of additional resource to deliver HR projects		(13,500)
Agency & Contracted Services		
- Payments to Arvato inflationary increase	9,230	
Non-controllable Income		
- increase in rechargeable income		(148,850)
Central Support - revised allocations	6,250	
Other minor variations (Net)		(490)
	151,180	(162,840)
Net Spend for Programme Area	(11,660)	
ICT (Arvato)		
(Underspend £3,640)		
Supplies & Services		
- increase in software licence budget	14,020	

ANNEXE 5

CABINET MEMBER FOR BUSINESS TRANSFORMATION

BUDGET VARIANCES - ORIGINAL 2016/17 TO ORIGINAL 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Agency & Contracted Services		
- payments to Arvato inflationary increase	10,560	
Asset Charges		
		(7,600)
Non-controllable Income		
- increase in rechargeable income		(21,370)
Central Support - revised allocations	1,220	
Other minor variations (Net)		(470)
	25,800	(29,440)
Net Spend for Programme Area	(3,640)	

ANNEXE 5

CABINET MEMBER FOR BUSINESS TRANSFORMATION

BUDGET VARIANCES - ORIGINAL 2016/17 TO ORIGINAL 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Arvato / Kier Partnership Services		
(Underspend £240)		
Employees		
- Pay inflation	1,250	
- General increase in staffing costs e.g. apprenticeship levy, pensions	430	
Supplies & Services		
- vire to ensure information assurance compliance (non-recurring)		(2,850)
Non-controllable Income		
- decrease in rechargeable income	2,490	
Central Support - revised allocations		(1,910)
Other minor variations (Net)	350	
	4,520	(4,760)
Net Spend for Programme Area	(240)	

ANNEXE 5

CABINET MEMBER FOR BUSINESS TRANSFORMATION

BUDGET VARIANCES - ORIGINAL 2016/17 TO ORIGINAL 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Great Place Great Service		
(Overspend £25,540)		
Employees		
- Reduction in staffing		(38,690)
- Pay inflation	4,200	
- Pay increments	1,130	
- General decrease in staffing costs e.g. apprenticeship levy, pensions		(840)
Contollable Income		
- reduction in charge to HRA	26,780	
Non-controllable Income		
-increase in rechargeable income		(109,740)
Central Support - revised allocations	142,400	
Other minor variations (Net)	300	
	174,810	(149,270)
Net Spend for Programme Area	25,540	
Lean Foundation		
(Overspend £70)		
Other minor variations (Net)	70	
	70	0
Net Spend for Programme Area	70	
Procurement and Contract Management		
(Underspend £1,350)		
Employees		
- Pay inflation	370	
- Pay increments	360	
- General decrease in staffing costs e.g. apprenticeship levy, pensions		(200)
Non-controllable Income		
-increase in rechargeable income		(2,630)
Central Support - revised allocations		(40)
Other minor variations (Net)	790	
	1,520	(2,870)
Net Spend for Programme Area	(1,350)	
TOTAL FOR PORTFOLIO	**10,470**	

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For publication

Cabinet Member for Economic Growth
Revenue Budgets 2017/18 to 2022/23

Meeting:	Cabinet
Date:	19th December 2017
Cabinet portfolio:	Economic Growth
Report by:	Director of Finance & Resources

For publication

1.0 Purpose of report

1.1 To consider the probable outturn for the current financial year; and

1.2 To consider the draft budget for 2018/19.

2.0 Recommendations

2.1 That the probable outturn for the current financial year be considered.

2.2 That the draft estimates for 2018/19 and future years be considered.

2.3 That the Growth request be considered.

CHESTERFIELD BOROUGH COUNCIL

3.0 Probable 2017/18

3.1 The Probable Outturn for the current financial year is £19,010, a decrease in the expenditure of £189,870 or 90.9% on the original estimate of £208,880.

3.2 The main reasons for the decreases are summarised below:

Table 1 – Significant Variances Original to Probable 2017/18

Description	**Increase / (Decrease) £'000**
Changes to controllable budgets:	
General Employee Savings	14
Energy, Water & NNDR	29
BCN Consortium charge	23
Contracted Services	(12)
Planning Application fees	(160)
Home Improvement Agency trf to Private Housing	(116)
Government Grants (REFCUS)*	(1,547)
Decrease in Industrial rents	61
Other Minor Variations	(39)
Changes to controllable budgets	(1,747)
Change in support service recharges	14
Change in Asset Charges*	1,543
Overall decrease in expenditure	(190)

A more detailed analysis of these changes is provided in **Annexe 4.**

4.0 Draft Estimates 2018/19

4.1 The draft estimates for 2018/19 total £163,790 a decrease in expenditure of £45,090 or 21.6% on the original estimate for 2017/18 of £208,880.

4.2 The most significant variances include:

Table 2 – Significant Variances Original 2017/18 to Original 2018/19

Description	**Increase / (Decrease) £'000**
Changes to controllable budgets:	
General Employee incl Pay Inflation	82
Planning application fees	(70)
Home Improvement Agency trf to Private Housing	(134)
Government Grants	1,080
Decrease in Industrial rents	57
Net of Minor Variations	3
Changes to controllable budgets	1,018
Change in support service recharges	16
Change in Asset Charges	(1,079)
Overall decrease in expenditure	(45)

A detailed list of variances is shown at **Annexe 5**.

4.3 The following budget assumptions have been used to produce the draft Cabinet Member for Economic Growth.

- Pay award of 2% for all years.
- Inflation rates –
    - General CPI 2.3% in 2018/19 & 2.0% for all future years
    - Utilities 3.5% in 2018/19 & 3.0% for all future years
    - Rates 3.7% in 2018/19, 3.5% 2019/20 and 3.0% onwards.

4.4 The budgets in this report are the first draft estimates which may need to be amended and refined before the final budget report is presented to Cabinet in February 2018.

5.0 Growth Requests

5.1 We have received one growth request for Skills Action Plan which is included at Annexe 6.

6.0 Medium Term Budget Issues

6.1 Forecast budgets for 2019/20 to 2022/23 have been included in annexes 1 to 3. Other than a provision for known inflationary pressures, there are no other issues to report.

7.0 Risk management

7.1 There are a number of significant risks inherent in any budget forecasting exercise and the risks increase as the period covered increases.

8.0 Equalities Impact Assessment (EIA)

8.1 The budget process and forecasts produced do not require an EIA but any decisions to vary budgets and service provision may require EIA's specific to those options.

9.0 Recommendations

9.1 That the probable outturn for the current financial year be considered.

9.2 That the draft estimates for 2018/19 and future years be considered.

9.3 That the Growth request be considered.

10.0 Reasons for recommendations

10.1 To enable the Council to set a balanced budget for 2018/19.

Glossary of Terms	
RPI/CPI	Retail Price Index/Consumer Price Index

Decision information

Key decision number	**760**
Wards affected	**All**
Links to Council Plan priorities	To provide value for money services.

Document information

Report author	Contact number/email
Paula Clayton	**Ext 5597** **Paula.clayton@chesterfield.gov.uk**
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
Annexes to the report	
Annexe 1	Budget summary by programme area
Annexe 2	Detailed estimates by programme area
Annexe 3	Subjective analysis
Annexe 4	Variances – this year's original estimate to revised
Annexe 5	Variances – this year's original estimate to next year's
Annexe 6	Growth Request

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CABINET MEMBER FOR ECONOMIC GROWTH

BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22, 2022/23

SUMMARY

2016/17 Actual £	Programme Area	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
534,657	Regeneration Strategy	554,790	617,440	646,200	605,550	602,000	611,530	620,830
663,943	Planning Services	587,590	436,980	540,570	559,280	610,110	588,350	605,720
(33,541)	Innovation Centres	(48,620)	(47,010)	(56,750)	(84,950)	(42,290)	(43,550)	(47,190)
699,893	Housing Strategy	773,610	611,860	622,040	631,570	641,640	651,760	662,100
3,871,086	Kier Partnership (Asset Management)	(1,658,490)	(1,600,260)	(1,588,270)	(1,582,500)	(1,576,550)	(1,570,950)	(1,566,690)
5,736,038	**TOTAL NET EXPENDITURE**	208,880	19,010	**163,790**	128,950	234,910	237,140	274,770
	2016/17 Carry Forward & Funding from Reserves		19,010					
	Less 2017/18 Original		208,880	208,880				
	Increase/(Decrease)		(189,870)	(45,090)				
	Increase/(Decrease) %		(90.9%)	(21.6%)				

CABINET MEMBER FOR ECONOMIC GROWTH

BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22, 2022/23

CONTROLLABLE & NON-CONTROLLABLE BUDGETS BY PROGRAMME AREA

2016/17 Actual £	Programme Area	2017/18 Original £	2017/18 Probable £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	CONTROLLABLE BUDGETS							
(2,570,470)	Regeneration Strategy	(734,900)	(2,235,870)	396,500	309,400	299,860	303,870	307,910
529,519	Planning Services	455,690	283,170	404,180	423,090	476,560	494,320	511,770
(90,698)	Innovation Centres	(116,190)	(110,080)	(124,590)	(152,540)	(198,240)	(199,620)	(203,380)
682,271	Housing Strategy	755,470	611,860	622,040	631,570	641,640	651,760	662,100
(1,435,564)	Kier Partnership (Asset Management)	(1,471,850)	(1,408,330)	(1,391,720)	(1,381,860)	(1,372,150)	(1,362,600)	(1,354,740)
(2,884,942)	**TOTAL NET EXPENDITURE**	(1,111,780)	(2,859,250)	(93,590)	(170,340)	(152,330)	(112,270)	(76,340)
	NON-CONTROLLABLE BUDGETS - INTERNAL RECHARGES							
226,364	Regeneration Strategy	209,690	226,310	249,700	296,150	302,140	307,660	312,920
67,332	Planning Services	62,900	84,730	67,320	67,110	66,170	65,430	65,350
14,116	Innovation Centres	14,510	14,010	14,190	13,940	14,020	14,140	14,260
17,622	Housing Strategy	18,140	0	0	0	0	0	0
(184,200)	Kier Partnership (Asset Management)	(186,640)	(191,930)	(196,550)	(200,640)	(204,400)	(208,350)	(211,950)
141,234	**TOTAL INTERNAL RECHARGES**	118,600	133,120	134,660	176,560	177,930	178,880	180,580
	NON-CONTROLLABLE BUDGETS - ASSET CHARGES/CAPITAL GRANTS							
2,878,763	Regeneration Strategy	1,080,000	2,627,000	0	0	0	0	0
67,092	Planning Services	69,000	69,080	69,070	69,080	67,380	28,600	28,600
43,041	Innovation Centres	53,060	49,060	53,650	53,650	141,930	141,930	141,930
0	Housing Strategy	0	0	0	0	0	0	0
5,490,850	Kier Partnership (Asset Management)	0	0	0	0	0	0	0
8,479,746	**TOTAL ASSET CHARGES**	1,202,060	2,745,140	122,720	122,730	209,310	170,530	170,530
	TOTAL BUDGETS							
534,657	Regeneration Strategy	554,790	617,440	646,200	605,550	602,000	611,530	620,830
663,943	Planning Services	587,590	436,980	540,570	559,280	610,110	588,350	605,720
(33,541)	Innovation Centres	(48,620)	(47,010)	(56,750)	(84,950)	(42,290)	(43,550)	(47,190)
699,893	Housing Strategy	773,610	611,860	622,040	631,570	641,640	651,760	662,100
3,871,086	Kier Partnership (Asset Management)	(1,658,490)	(1,600,260)	(1,588,270)	(1,582,500)	(1,576,550)	(1,570,950)	(1,566,690)
5,736,038	**TOTAL BUDGETS**	208,880	19,010	163,790	128,950	234,910	237,140	274,770

CABINET MEMBER FOR ECONOMIC GROWTH
BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22, 2022/23

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA REGENERATION STRATEGY							
	Industrial & Commercial Promotion - Cost Centre 0049							
24,701	Supplies and Services	29,000	34,000	**29,000**	29,000	29,000	29,000	29,000
(2,093,431)	Income	(1,080,000)	(2,627,000)	**0**	0	0	0	0
(2,068,730)	**Net Controllable**	**(1,051,000)**	**(2,593,000)**	**29,000**	**29,000**	**29,000**	**29,000**	**29,000**
2,093,431	Asset Charges	1,080,000	2,627,000					
24,701	**Net**	**29,000**	**34,000**	**29,000**	**29,000**	**29,000**	**29,000**	**29,000**
	Economic Development Administration - Cost Centre 0050/0056/0059							
213,555	Employee Expenses	237,980	286,010	**296,880**	209,780	200,240	204,250	208,290
490	Transport Related Expenses	550	550	**550**	550	550	550	550
30,847	Supplies and Services	38,870	31,870	**31,370**	31,370	31,370	31,370	31,370
38,700	Agency & Contracted Services	38,700	38,700	**38,700**	38,700	38,700	38,700	38,700
(785,332)	Income	0	0	**0**	0	0	0	0
(501,740)	**Net Controllable**	**316,100**	**357,130**	**367,500**	**280,400**	**270,860**	**274,870**	**278,910**
242,464	Central and Departmental Support	262,870	280,800	**291,000**	296,150	302,140	307,660	312,920
(16,100)	Rechargeable Income	(53,180)	(54,490)	**(41,300)**	0	0	0	0
785,332	Asset Charges							
509,956	**Net**	**525,790**	**583,440**	**617,200**	**576,550**	**573,000**	**582,530**	**591,830**
534,657	**REGENERATION STRATEGY**	**554,790**	**617,440**	**646,200**	**605,550**	**602,000**	**611,530**	**620,830**

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	2018/19 Original £	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA PLANNING DEVELOPMENT & CONTROL							
	Environmental Enhancements - Cost Centre 0006							
8,371	Supplies and Services	8,520	7,890	**12,890**	13,000	13,110	13,220	13,330
8,371	**Net Controllable**	**8,520**	**7,890**	**12,890**	**13,000**	**13,110**	**13,220**	**13,330**
0	Central and Departmental Support	**0**	**1,090**	**1,110**	**1,130**	**1,150**	**1,170**	**1,210**
62,736	Asset Charges	63,690	63,730	**63,720**	63,730	62,030	28,600	28,600
71,107	**Net**	**72,210**	**72,710**	**77,720**	**77,860**	**76,290**	**42,990**	**43,140**
	Development Control - Cost Centre 0019							
380,372	Employee Expenses	358,210	356,000	**365,720**	373,540	381,490	389,670	397,420
3,000	Transport Related Expenses	2,540	2,540	**2,540**	2,540	2,540	2,540	2,540
35,667	Supplies and Services	32,790	31,790	**32,290**	32,290	32,290	32,290	32,290
17,512	Agency and Contracted Services	17,050	17,600	**17,950**	18,310	18,680	19,050	19,430
(414,374)	Income	(430,120)	(590,120)	**(500,120)**	(500,120)	(500,120)	(500,120)	(500,120)
22,177	**Net Controllable**	**(19,530)**	**(182,190)**	**(81,620)**	**(73,440)**	**(65,120)**	**(56,570)**	**(48,440)**
313,181	Central and Departmental Support	314,600	311,580	**325,630**	333,110	339,160	345,300	351,800
(74,018)	Recharge Income	(65,880)	(41,350)	**(60,650)**	(63,630)	(66,400)	(69,390)	(72,050)
4,356	Asset Charges	5,310	5,350	**5,350**	5,350	5,350	0	0
265,696	**Net**	**234,500**	**93,390**	**188,710**	**201,390**	**212,990**	**219,340**	**231,310**
	Building Control - Cost Centres 0022/0025							
104,170	Supplies and Services	55,000	78,440	**55,000**	55,000	55,000	55,000	55,000
(11,993)	Income	0	0	**0**	0	0	0	0
92,177	**Net Controllable**	**55,000**	**78,440**	**55,000**	**55,000**	**55,000**	**55,000**	**55,000**
160	Central and Departmental Support	0	60	**60**	60	60	60	60
(3,030)	Recharge Income	0	0	**0**	0	0	0	0
89,307	**Net**	**55,000**	**78,500**	**55,060**	**55,060**	**55,060**	**55,060**	**55,060**
	Forward Planning - Cost Centre 0009 & 0011							
172,032	Employee Expenses	215,360	183,860	**221,830**	228,120	233,740	238,370	243,120
120	Transport Related Expenses	450	450	**450**	450	450	450	450
49,816	Supplies and Services	18,390	18,390	**18,390**	18,390	53,390	53,390	53,390
(26,337)	Income	(50,000)	(50,000)	**(50,000)**	(50,000)	(50,000)	(50,000)	(50,000)
(20,000)	Inter Committee Transfers	0	0	**0**	0	0	0	0
175,631	**Net Controllable**	**184,200**	**152,700**	**190,670**	**196,960**	**237,580**	**242,210**	**246,960**
127,011	Central and Departmental Support	126,890	105,190	**111,310**	113,170	115,550	118,110	120,600
(112,890)	Recharge Income	(127,910)	(108,100)	**(122,060)**	(124,920)	(127,760)	(130,380)	(133,000)
189,752	**Net**	**183,180**	**149,790**	**179,920**	**185,210**	**225,370**	**229,940**	**234,560**
	Planning Services - Cost Centre 0007 & 0016							
42,190	Supplies and Services	42,580	47,580	**39,170**	39,770	40,390	41,020	41,660
	Income			**(4,000)**	(4,000)	(4,000)	(4,000)	(4,000)
(175)	Inter Committee Transfers		(5,000)	**4,000**	4,000	4,000	4,000	4,000
42,015	**Net Controllable**	**42,580**	**42,580**	**39,170**	**39,770**	**40,390**	**41,020**	**41,660**
42,015	**Net**	**42,580**	**42,580**	**39,170**	**39,770**	**40,390**	**41,020**	**41,660**
	Management & Planning Administration - Cost Centres 0053/0055							
183,393	Employee Expenses	178,290	178,250	**182,570**	186,300	190,100	193,940	197,760
1,500	Transport Related Expenses	1,630	500	**500**	500	500	500	500
5,621	Supplies and Services	6,200	6,200	**6,200**	6,200	6,200	6,200	6,200
(1,366)	Income	(1,200)	(1,200)	**(1,200)**	(1,200)	(1,200)	(1,200)	(1,200)
189,148	**Net Controllable**	**184,920**	**183,750**	**188,070**	**191,800**	**195,600**	**199,440**	**203,260**
64,732	Central and Departmental Support	64,310	61,360	**63,090**	63,520	64,490	65,550	66,560
(247,814)	Recharge Income	(249,110)	(245,100)	**(251,170)**	(255,330)	(260,080)	(264,990)	(269,830)
6,066	**Net**	**120**	**10**	**(10)**	**(10)**	**10**	**0**	**(10)**
663,943	**TOTAL PLANNING SERVICES**	**587,590**	**436,980**	**540,570**	**559,280**	**610,110**	**588,350**	**605,720**

CABINET MEMBER FOR ECONOMIC GROWTH
BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22, 2022/23

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA							
	INNOVATION CENTRES							
	Tapton Park Innovation Centre - Cost Centre 0493							
(41,152)	Income	(44,670)	(57,470)	**(57,740)**	(61,530)	(65,140)	(69,310)	(74,670)
(41,152)	**Net Controllable**	**(44,670)**	**(57,470)**	**(57,740)**	**(61,530)**	**(65,140)**	**(69,310)**	**(74,670)**
20,555	Asset Charges	26,570	26,570	**26,570**	26,570	26,570	26,570	26,570
(20,597)	**Net**	**(18,100)**	**(30,900)**	**(31,170)**	**(34,960)**	**(38,570)**	**(42,740)**	**(48,100)**
	Dunston Innovation Centre - Cost Centres 0078/0079							
65,470	Employee Expenses	65,970	64,530	**70,310**	71,650	73,000	74,390	75,790
139,847	Premises Related Expenses	128,080	154,960	**130,530**	132,840	135,090	137,410	138,230
100	Transport Related Expenses	230	230	**230**	230	230	230	230
83,264	Supplies and Services	93,320	87,640	**87,640**	87,640	87,640	87,640	87,640
56,284	Agency and Contracted Services	65,480	59,630	**64,560**	64,290	71,470	71,120	71,080
(420,493)	Income	(449,920)	(444,920)	**(445,440)**	(445,980)	(446,530)	(447,100)	(447,680)
25,982	Inter Committee Transfers	25,320	25,320	**25,320**	25,320	0	0	0
(49,546)	**Net Controllable**	**(71,520)**	**(52,610)**	**(66,850)**	**(64,010)**	**(79,100)**	**(76,310)**	**(74,710)**
14,116	Central and Departmental Support	14,510	14,010	**14,190**	13,940	14,020	14,140	14,260
22,486	Asset Charges	26,490	22,490	**27,080**	27,080	27,080	27,080	27,080
(12,944)	**Net**	**(30,520)**	**(16,110)**	**(25,580)**	**(22,990)**	**(38,000)**	**(35,090)**	**(33,370)**
	Holywell Cross Innovation Centre - Cost Centre 0072							
0	Income	0	0	**0**	(27,000)	(54,000)	(54,000)	(54,000)
0	**Net Controllable**	**0**	**0**	**0**	**(27,000)**	**(54,000)**	**(54,000)**	**(54,000)**
0	Asset Charges	0	0	**0**	0	88,280	88,280	88,280
0	**Net**	**0**	**0**	**0**	**(27,000)**	**34,280**	**34,280**	**34,280**
(33,541)	**TOTAL INNOVATION CENTRES**	**(48,620)**	**(47,010)**	**(56,750)**	**(84,950)**	**(42,290)**	**(43,550)**	**(47,190)**

CABINET MEMBER FOR ECONOMIC GROWTH
BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22, 2022/23

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA							
	HOUSING STRATEGY							
	Home Improvement Agency - Cost Centre 0362							
110,765	Employee Expenses	110,380	0	**0**	0	0	0	0
7,448	Premises Expenses	8,200	0	**0**	0	0	0	0
2,965	Transport Related Expenses	3,690	0	**0**	0	0	0	0
12,411	Supplies and Services	8,700	0	**0**	0	0	0	0
(34,617)	Income	(15,000)	0	**0**	0	0	0	0
98,972	**Net Controllable**	**115,970**	**0**	**0**	**0**	**0**	**0**	**0**
17,622	Central and Departmental Support	18,140	0	**0**	0	0	0	0
116,594	**Net**	**134,110**	**0**	**0**	**0**	**0**	**0**	**0**
	Contributions to HRA - Cost Centres 0371/0374/0376							
550,837	Supplies and Services	639,500	611,860	**622,040**	631,570	641,640	651,760	662,100
32,462	Inter Committee Transfers	0	0	**0**	0	0	0	0
583,299	**Net Controllable**	**639,500**	**611,860**	**622,040**	**631,570**	**641,640**	**651,760**	**662,100**
583,299	**Net**	**639,500**	**611,860**	**622,040**	**631,570**	**641,640**	**651,760**	**662,100**
699,893	**TOTAL HOUSING STRATEGY**	**773,610**	**611,860**	**622,040**	**631,570**	**641,640**	**651,760**	**662,100**

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA							
	KIER PARTNERSHIP SERVICES (ASSET MANAGEMENT)							
	Industrial Estates and Workshops - Cost Centres 0029/0030/0031/0033/0034/0035/0037/0038/0039/0040/0041/0042/0061/0064/0065/0070/0071/0073/0076/0077/0080/0081/0082/0083/0084/0086							
466,438	Premises Related Expenses	444,490	456,770	**451,310**	456,440	461,440	466,270	469,060
63,721	Supplies and Services	44,590	43,590	**44,120**	44,670	45,240	45,820	46,400
137,331	Agency and Contracted Services	144,950	138,310	**143,950**	144,110	144,250	144,430	144,970
(2,282,305)	Income	(2,365,380)	(2,305,730)	**(2,309,470)**	(2,311,540)	(2,313,640)	(2,315,780)	(2,317,930)
3,934	Inter Committee Transfers	0	0	**0**	0	0	0	0
(1,610,881)	**Net Controllable**	**(1,731,350)**	**(1,667,060)**	**(1,670,090)**	**(1,666,320)**	**(1,662,710)**	**(1,659,260)**	**(1,657,500)**
60,500	Central and Departmental Support	64,360	56,510	**57,220**	58,090	59,200	60,240	61,320
(431,150)	Asset Charges							
(1,981,531)	**Net**	**(1,666,990)**	**(1,610,550)**	**(1,612,870)**	**(1,608,230)**	**(1,603,510)**	**(1,599,020)**	**(1,596,180)**
	Estates - Cost Centres 0057/0058							
46,206	Premises Related Expenses	49,720	39,630	**39,660**	39,700	39,740	39,780	39,830
37,893	Supplies and Services	7,500	10,000	**10,000**	10,000	10,000	10,000	10,000
296,190	Agency and Contracted Services	302,780	303,040	**309,120**	315,170	321,230	327,290	333,340
(205,100)	Income	(100,500)	(93,940)	**(80,410)**	(80,410)	(80,410)	(80,410)	(80,410)
128	Inter Committee Transfers	0	0	**0**	0	0	0	0
175,317	**Net Controllable**	**259,500**	**258,730**	**278,370**	**284,460**	**290,560**	**296,660**	**302,760**
193,577	Central and Departmental Support	218,710	206,610	**204,290**	207,590	211,880	215,640	219,310
(438,277)	Recharge Income	(469,710)	(455,050)	**(458,060)**	(466,320)	(475,480)	(484,230)	(492,580)
5,922,000	Asset Charges	0	0	**0**	0	0	0	0
5,852,617	**Net**	**8,500**	**10,290**	**24,600**	**25,730**	**26,960**	**28,070**	**29,490**
3,871,086	**TOTAL KIER PARTNERSHIP SERVICES (ASSET MANAGEMENT)**	**(1,658,490)**	**(1,600,260)**	**(1,588,270)**	**(1,582,500)**	**(1,576,550)**	**(1,570,950)**	**(1,566,690)**

CABINET MEMBER FOR ECONOMIC GROWTH

SUMMARY SUBJECTIVE ANALYSIS

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	**2019/20 Original £**	**2020/21 Original £**	**2021/22 Original £**	**2022/23 Original £**
	Expenditure:							
1,125,587	Employee Expenses	1,166,190	1,068,650	**1,137,310**	1,069,390	1,078,570	1,100,620	1,122,380
659,940	Premises:	630,490	651,360	**621,500**	628,980	636,270	643,460	647,120
8,174	Transport Expenses	9,090	4,270	**4,270**	4,270	4,270	4,270	4,270
1,049,510	Supplies & Services	1,024,960	1,009,250	**988,110**	998,900	1,045,270	1,056,710	1,068,380
546,016	Agency and Contracts	568,960	557,280	**574,280**	580,580	594,330	600,590	607,520
42,331	Inter Committee Transfers	25,320	20,320	**29,320**	29,320	4,000	4,000	4,000
1,033,363	Central and Dept. Support	1,084,390	1,037,210	**1,067,900**	1,086,760	1,107,650	1,127,870	1,148,040
8,479,747	Asset Charges	1,202,060	2,745,140	**122,720**	122,730	209,310	170,530	170,530
12,944,668	**Total Expenditure**	5,711,460	7,093,480	**4,545,410**	4,520,930	4,679,670	4,708,050	4,772,240
	Income:							
(2,888,764)	Government & Other Grants	(1,080,000)	(2,627,000)	**(4,000)**	(4,000)	(4,000)	(4,000)	(4,000)
(269,249)	Other Income	(294,680)	(303,880)	**(306,490)**	(312,670)	(318,720)	(325,380)	(333,260)
(1,366)	Sales	(1,200)	(1,200)	**(1,200)**	(1,200)	(1,200)	(1,200)	(1,200)
(571,177)	Fees and Charges	(575,950)	(720,950)	**(631,100)**	(631,250)	(631,400)	(631,550)	(631,690)
(2,585,945)	Rents & Service Charges	(2,584,960)	(2,517,350)	**(2,505,590)**	(2,532,660)	(2,559,720)	(2,559,790)	(2,559,860)
	Recharges:							
(777,367)	General Fund	(806,220)	(772,190)	**(813,130)**	(829,930)	(847,850)	(865,600)	(882,610)
(79,076)	HRA	(85,400)	(62,210)	**(63,500)**	(64,690)	(65,990)	(67,210)	(68,390)
(35,686)	Other	(74,170)	(69,690)	**(56,610)**	(15,580)	(15,880)	(16,180)	(16,460)
(7,208,630)	**Total Income**	(5,502,580)	(7,074,470)	**(4,381,620)**	(4,391,980)	(4,444,760)	(4,470,910)	(4,497,470)
5,736,038	**NET EXPENDITURE**	208,880	19,010	**163,790**	128,950	234,910	237,140	274,770

ANNEXE 4

CABINET MEMBER FOR ECONOMIC GROWTH

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Regeneration Strategy		
Overspend £62,650		
Employees		
- General salary increases	38,570	
- Salary increase northern Gateway	4,630	
- Maternity leave cover	4,830	
Supplies & services		
- Skills Action plan approved by Cabinet 27th June	5,000	
- Decrease in general supplies & Services		(7,000)
Income		
- Government Grants		(1,547,000)
Central Support		
- revised allocations	16,620	
Asset charges	1,547,000	
	1,616,650	(1,554,000)
Net Spend for Programme Area	62,650	
Planning Services		
Underspend (£150,610)		
Employees		
- Senior Planning post not filled		(33,530)
Supplies & Services		
- Increase in BCN Consortium Charge	23,440	
Controllable income		
- Planning Application Fees		(160,000)
Central Support		
- revised allocations	21,830	
Asset Charges	80	
Other minor variations (Net)		(2,430)
	45,350	(195,960)
Net Spend for Programme Area	(150,610)	

ANNEXE 4

CABINET MEMBER FOR ECONOMIC GROWTH

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Innovation Centres		
Overspend £1,610		
Premises		
- Electricity Increase	5,890	
- NNDR	20,690	
Agency & Contracted Services		
- Reduction in payment to Blueprint		(5,850)
Controllable income		
- TPIC - Council share		(12,800)
Central Support		
- revised allocations		(500)
Asset Charges		(4,000)
Other minor variations (Net)		(1,820)
	26,580	(24,970)
Net Spend for Programme Area	1,610	
Housing Strategy		
Underspend (161,750)		
-Home Improvement Agency transferred to Private Housing		(115,970)
Supplies & Services		
- Contributions to HRA		(27,640)
Central Support		
- revised allocations		(18,140)
	0	(161,750)
Net Spend for Programme Area	(161,750)	

ANNEXE 4

CABINET MEMBER FOR ECONOMIC GROWTH

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Kier Partnership Services (Asset Management)		
Overspend £58,230		
Premises		
- NNDR & Utlities	9,190	
- Premises Renewals fund		(7,000)
Agency & Contracted Services		(6,640)
Controllable income		
- Decrease in rents	60,780	
- Reduction in substation income	5,430	
Central Support		
- revised allocations		(5,290)
Other minor variations (Net)	1,760	
	77,160	(18,930)
Net Spend for Programme Area	58,230	
TOTAL FOR PORTFOLIO	**(189,870)**	

ANNEXE 5

CABINET MEMBER FOR ECONOMIC GROWTH

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Regeneration Strategy		
Overspend £91,410		
Employees		
- General salary increases	58,900	
Supplies & services		
- Decrease in general supplies & Services		(7,500)
Income		
- Government Grants General	1,080,000	
Central Support		
- revised allocations	40,010	
Asset Charges		(1,080,000)
	1,178,910	(1,087,500)
Net Spend for Programme Area	91,410	
Planning Services		
Underspend (£47,020)		
Employees		
- General salary increases	18,260	
Controllable income		
- Increase in planning fees		(70,000)
Central Support		
-revised allocations	4,450	
Asset Charges	70	
Other minor variations (Net)	200	
	22,980	(70,000)
Net Spend for Programme Area	(47,020)	

ANNEXE 5

CABINET MEMBER FOR ECONOMIC GROWTH

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Innovation Centres		
Underspend (£8,130)		
Employees		
- General salary increases	4,340	
Premises		
- General Premises increase	2,450	
Agency & Contracted Services		
- Reduction in payment to Blueprint		(1,840)
Controllable income		
- TPIC - Council share		(13,070)
Central Support		
-revised allocations		(320)
Other minor variations (Net)	310	
	7,100	(15,230)
Net Spend for Programme Area	(8,130)	
Housing Strategy		
Underspend (£151,570)		
-Home Improvement Agency transferred to Private Housing		(134,110)
Supplies & Services		
- Contributions to HRA		(17,460)
	0	(151,570)
Net Spend for Programme Area	(151,570)	

ANNEXE 5

CABINET MEMBER FOR ECONOMIC GROWTH

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Kier Partnership Services (Asset Management)		
Overspend £70,220)		
Premises		
- Premises Renewals fund		(7,000)
- NNDR & Utlities	3,760	
Agency & Contracted Services		
- Arvato/Kier PPP charges annual uplift	6,340	
Controllable income		
- Reduction in substation income	18,960	
- Decrease in rents	57,040	
Central Support		
-revised allocations		(9,910)
Other minor variations (Net)	1,030	
	87,130	(16,910)
Net Spend for Programme Area	70,220	
TOTAL FOR PORTFOLIO	**(45,090)**	

GROWTH REQUEST FORM (2017) – Skills Action Plan

Growth Block (delete as appropriate)	One-off	Invest-to-save	**Unavoidable Recurring**
Brief Description	The Skills Action Plan, approved by Cabinet on 27th June 2017, provides a platform from which to deliver activity to improve the skills profile of Chesterfield, maximise the impact of skills related programmes in Chesterfield and ensure that local business and residents have the right skills to access opportunities created from significant investment in Chesterfield. The Skills Action Plan sets out 4 key objectives from which to deliver activity: *1.* Work with partners to ensure that local people and businesses have the right skills to access current and future employment opportunities 2. Work with our Local Enterprise Partnerships (LEPs) and Education Partners to ensure that skills provision is aligned to future jobs growth and economic opportunities from emerging sectors 3. Maximise the number of training, employment and supply chain opportunities for local people arising from new development and secured through Local Labour Agreements. 4. Provide clear advice & support to local people and businesses about the range of skills programmes available. To support the activity set out in the skills action plan, including ongoing Apprentice Town Activity and to meet the costs of an annual skills conference an annual budget of £10,000 is requested for the years 2018/19 and 2019/20.		
Mandatory / discretionary	Discretionary		
Links to the Council Plan Priorities	Skills plan Activity sits under our priority: **to make Chesterfield a thriving borough** and the objective **to make sure that local people benefit from growth in Chesterfield Borough** The Key aim set out under this objective within the Council plan is to: *Maximise the impact of skills related programmes for the benefit of Chesterfield businesses and residents to enhance the local economy.*		

	To deliver this aim, the key activities set out in the plan include: • Host an annual skills conference aligned with local and regional growth priorities • Ensure the effectiveness of local labour clauses on 100% of all major planning applications • Creating a skills action plan for Chesterfield which ensures that local people & businesses have clear advice, signposting and support with regards to the range of programmes available and recognises specific 'skills agenda' activity such as Apprentice Town and activity connected to major regeneration projects. We will continue to drive this activity and ensure that progress is continued to be made with the delivery of initiatives that support this including Apprentice Town, Ambition and Talent Match that support young people into employment and that local business and residents continues to benefit from investment into the Borough as a result of local labour clauses.
Consultation undertaken to support the request	In developing the Skills Action plan we consulted with a wide range of key partners including, Chesterfield College, The University of Derby, Apprentice Town Group members, the Scrutiny Committee for Enterprise and Wellbeing considered our own Human Resources and Planning Departments, The Head of Employment and Skills at Derbyshire County Council, and key members of the Health and Wellbeing Board. In delivering the Apprentice Town Activity we have consulted with a number of businesses who have committed to supporting this activity in the capacity of Apprentice Ambassadors. These include but are not limited to, Arvato, Ashgate Hospice and CCS Media. We delivered the first Skills and Employability conference in October 17 which received positive feedback. The conference was attended by more than 80 delegates from our business and education community. 89% of delegates who completed the feedback questionnaire rated the event as good or excellent. There is an expectation from the learning and business community that the conference will be an annual event, especially given the number of positive outcomes resulting from the conference that have

	improved business engagement with schools, seeing a number of businesses offering to get involved with activity including work experience, enterprise advisers, apprentice ambassadors and offer careers talks.			
Equalities outcomes	The Skill Action Plan seeks to ensure that all individuals and businesses in Chesterfield have the right skills to access current and future growth and employment opportunities. The plan seeks to give local people and businesses clear advice and support about the range of programmes available. The plan will help maximise the number of training employment and supply chain opportunities for local people arising from new development and secured through local labour agreements**.**			
Impact on performance targets/indicators	The Skills Action Plan will contributes to a range of CBC performance indicators and targets set out in the Council Plan under the first objective of ensuring that people benefit from the growth within the Borough. Successful delivery of activity will also impact positively on wider economic induces including: • Jobs growth and number of businesses taking on Apprentices • An increase in Apprenticeship participation. • More businesses accessing funding to help them upskill their workforce • An improvement in Chesterfield's Skills Profile with fewer people holding no qualifications and more individuals holding higher and degree level qualifications (L4+) • A reduction in the number of 18-24 years olds seeking work. • A reduction in the number of people claiming out of work benefits.			
Budget Implications:	**2017/18 £**	**2018/19 £**	**2019/20 £**	**Future years (£)**
Growth request amount		10,000	10,000	
Revenue savings (invest to save bids only)				
Risk management considerations if approved	The Skills Action Plan Budget will be used to support the cost of activity set out in the Skills Plan including ongoing Apprentice Town Activity and to meet the cost of an annual skills conference. The risks to the project will be (if approved): • Procurement of activities that provide value for money and positively impact upon			

	performance indicators as set out above. • Significant change to national and/or reginal skills policy that impacts upon direction of activity.
Risk management considerations if <u>not</u> approved	• Failure to fully deliver activity set out in the Skills Action Plan that could negatively impact upon the indicators set out above. • Impact negatively on CBCs ability to support partners. • Likely to be a fragmented response locally to regional and national skills policy. • Individuals will not easily be able to access the range of skills programmes available. • Negative impact upon partner's ability to align provision to local need and future jobs growth. • Negative publicity/ reputational damage should CBC fail to implement the plan.
Other Comments	

For publication

Cabinet Member for Governance Revenue Budgets 2017/18 to 2022/23

Meeting:	Cabinet
Date:	19th December 2017
Cabinet portfolio:	Governance
Report by:	Director of Finance & Resources

For publication

1.0 Purpose of report

1.1 To consider the probable outturn for the current financial year; and

1.2 To consider the draft budget for 2018/19.

2.0 Recommendations

2.1 That the probable outturn for the current financial year be considered.

2.2 That the draft estimates for 2018/19 and future years be considered.

3.0 Probable 2017/18

3.1 The Probable Outturn for the current financial year is £2,715,510 an increase of £33,670 or 1.3% on the original estimate of £2,681,840.

3.2 The main reasons for the increase are summarised below:

Description	**Increase / (Decrease) £'000**
Changes to controllable budgets:	
General Employee Cost increase	23
Increase Mayoral chauffeuring duties	6
Re-structure in Legal Services	(12)
Increase in hours in Information Assurance (IA)	6
IIP accreditation	5
NCSC Project	25
Increased expenditure on IA	5
Reduced Court costs	(2)
Saving on Members telephony	(4)
Member individual DPA registration	1
Increased twinning costs	2
HRA recharge moved to non-controllable	73
Gov cyber security grant	(25)
Holmebrook by-election	5
Court summons/compensation income	6
Reduced internal audit charge	(9)
Other Minor Variations	2
Changes to controllable budgets	107
Changes to Asset Charges	0
Change in support services recharges	(73)
Overall increase	34

A more detailed analysis of these changes is provided in **Annexe 4.**

4.0 Draft Estimates 2018/19

4.1 The draft estimates for 2018/19 total £2,758,190 an increase of £76,350 or 2.8% on the original estimates for 2017/18 of £2,681,840.

4.2 The most significant variances include:

Table 2 – Significant Variances Original 17/18 to Original 18/19

Description	**Increase / (Decrease) £'000**
Changes to controllable budgets:	
Salary increases	45
Increase mayoral chauffeuring duties	6
Legal Service re-structure	(14)
Increase in hrs in Info Ass	6
Termination of FT contract in IA	(35)
Termination of fixed term grant	(5)
Increase in Members Allowances	9
Investors in People accreditation	5
Net decrease in supplies & services	(5)
HRA recharge moved to non-controllable	73
Decrease in Legal income	10
Reduced Internal Audit charge	(6)
Minor Variations	4
Changes to controllable budgets	93
Changes in Asset Charges	0
Change in support service recharges	(17)
Overall increase	76

A detailed list of variances is shown at **Annexe 5**.

4.3 The following budget assumptions have been used to produce the draft budgets.

- Pay award of 2% for each of the years 18/19 to 22/23
- Inflation rates –
  - Utilities 3.5% in 18/19 & 3.0% for all future years
  - General CPI 2.3% in 2018/19 and then 2.0% 2019/20 onwards
  - Rates 3.7% in 2018/19 & 3.0% for all future years
  - Fees & Charges – minimum of 3%

4.4 The budgets in this report are the first draft estimates which may need to be amended and refined before the final budget report is presented to Cabinet in February.

5.0 Growth Requests

5.1 No growth requests have been received at this time.

6.0 Medium Term Budget Issues

6.1 Forecast budgets for 2019/20 to 2022/23 have been included in annexes 1 to 3. Other than a provision for known inflationary pressures, there are no other issues to report.

7.0 Risk management

7.1 There are a number of significant risks inherent in any budget forecasting exercise and the risks increase as the period covered increases.

8.0 Equalities Impact Assessment (EIA)

8.1 The budget process and forecasts produced do not require an EIA but any decisions to vary budgets and service provision may require EIA's specific to those options.

9.0 Recommendations

9.1 That the probable outturn for the current financial year be considered.

9.2 That the draft estimates for 2018/19 and future years be considered.

10.0 Reasons for recommendations

10.1 To enable the Council to set a balanced budget for 2018/19.

Glossary of Terms *(delete table if not relevant)*	
RPI/CPI	Retail/Consumer Price Index

Decision information

Key decision number	**761**
Wards affected	**All**

Links to Council Plan priorities	To provide value for money services

Document information

Report author	**Contact number/email**
David Corker	**Ext 5596** **david.corker@chesterfield.gov.uk**
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
This must be made available to the public for up to 4 years.	
Annexes to the report	
Annexe 1	Budget summary by programme area
Annexe 2	Detailed estimates by programme area
Annexe 3	Subjective analysis
Annexe 4	Variances – this year's original estimate to revised
Annexe 5	Variances – this year's original estimate to next year's

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ANNEXE 1

CABINET MEMBER FOR GOVERNANCE

BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22, 2022/23

SUMMARY

2016/17 Actual £	Programme Area	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
247,194	Grants to Voluntary Organisations	249,540	248,770	244,600	244,610	244,610	244,620	244,630
0	Audit and Standards	(10)	20	10	40	(40)	60	(30)
29,679	Chief Executive	17,070	22,510	21,090	21,050	16,080	16,080	16,080
90,641	Civic Services and Mayoralty	93,250	98,830	98,870	100,980	102,510	103,930	105,350
440	Corporate Health and Safety	60	(1,520)	1,430	1,670	1,890	2,140	2,600
1,255	Democratic Services	(9,930)	7,890	8,050	8,260	8,450	8,620	8,810
202,187	Elections and Electoral Registration	241,980	196,950	196,230	350,310	203,250	206,320	209,390
29,793	Emergency and Continuity Planning	30,170	30,000	30,230	30,270	30,290	30,320	30,370
24,838	Equalities Framework	29,160	26,180	27,820	28,580	29,230	29,630	30,110
66,983	Legal Services	62,330	51,830	53,520	55,590	57,710	50,910	53,300
580,222	Member Support and Development	584,860	593,150	604,050	618,690	625,910	637,380	649,020
1,370,737	Overview & Scrutiny Arrangements	1,383,360	1,438,400	1,469,790	1,501,520	1,535,610	1,562,550	1,593,180
2,052	Twinning	0	2,500	2,500	2,500	2,500	2,500	2,500
2,646,021	**TOTAL NET EXPENDITURE**	2,681,840	2,715,510	**2,758,190**	2,964,070	2,858,000	2,895,060	2,945,310
	2017/18 Carry Forward & Funding from Reserves		0					
			2,715,510					
	Less 2017/18 Original		2,681,840	2,681,840				
	Increase/(Decrease)		33,670	76,350				
	Increase/(Decrease) %		(1.3%)	(2.8%)				

ANNEXE 1B

CABINET MEMBER FOR GOVERNANCE

BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22, 2022/23

CONTROLLABLE & NON-CONTROLLABLE BUDGETS BY PROGRAMME AREA

2016/17 Actual £	Programme Area	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	CONTROLLABLE BUDGETS							
246,854	Grants to Voluntary Organisations	249,220	248,420	244,220	244,220	244,220	244,220	244,220
154,180	Audit and Standards	162,500	152,800	156,800	159,790	162,920	168,080	167,390
434,605	Chief Executive	387,650	398,800	402,870	410,290	412,830	420,540	428,400
52,763	Civic Services and Mayoralty	57,800	62,130	58,950	60,320	61,000	61,710	62,430
107,759	Corporate Health and Safety	85,150	85,890	86,150	87,530	88,940	90,380	91,870
142,413	Democratic Services	88,140	110,350	125,290	131,320	136,380	138,950	141,580
97,795	Elections and Electoral Registration	146,420	157,540	153,800	307,240	159,480	161,770	164,100
15,853	Emergency and Continuity Planning	16,260	16,260	16,260	16,260	16,260	16,260	16,260
7,688	Equalities Framework	9,540	11,870	12,640	12,870	13,160	13,290	13,450
328,419	Legal Services	424,760	508,890	485,750	486,900	502,920	514,210	525,650
501,542	Member Support and Development	502,270	507,870	517,650	532,410	538,310	548,420	558,720
53,969	Overview & Scrutiny Arrangements	42,780	15,810	3,000	3,000	3,000	3,000	3,000
2,052	Twinning	0	2,500	2,500	2,500	2,500	2,500	2,500
2,145,892	**TOTAL NET EXPENDITURE**	2,172,490	2,279,130	2,265,880	2,454,650	2,341,920	2,383,330	2,419,570
	NON-CONTROLLABLE BUDGETS - INTERNAL RECHARGES							
340	Grants to Voluntary Organisations	320	350	380	390	390	400	410
(154,180)	Audit and Standards	(162,510)	(152,780)	(156,790)	(159,750)	(162,960)	(168,020)	(167,420)
(404,926)	Chief Executive	(370,580)	(376,290)	(381,780)	(389,240)	(396,750)	(404,460)	(412,320)
37,878	Civic Services and Mayoralty	35,450	36,700	39,920	40,660	41,510	42,220	42,920
(107,319)	Corporate Health and Safety	(85,090)	(87,410)	(84,720)	(85,860)	(87,050)	(88,240)	(89,270)
(141,158)	Democratic Services	(98,070)	(102,460)	(117,240)	(123,060)	(127,930)	(130,330)	(132,770)
104,392	Elections and Electoral Registration	95,560	39,410	42,430	43,070	43,770	44,550	45,290
13,940	Emergency and Continuity Planning	13,910	13,740	13,970	14,010	14,030	14,060	14,110
17,150	Equalities Framework	19,620	14,310	15,180	15,710	16,070	16,340	16,660
(268,960)	Legal Services	(371,610)	(466,170)	(441,340)	(440,420)	(454,320)	(463,300)	(472,350)
78,680	Member Support and Development	82,590	85,280	86,400	86,280	87,600	88,960	90,300
1,316,768	Overview & Scrutiny Arrangements	1,340,580	1,422,590	1,466,790	1,498,520	1,532,610	1,559,550	1,590,180
0	Twinning	0	0	0	0	0	0	0
492,605	**TOTAL INTERNAL RECHARGES**	500,170	427,270	483,200	500,310	506,970	511,730	525,740
	NON-CONTROLLABLE BUDGETS - ASSET CHARGES/CAPITAL GRANTS							
0	Grants to Voluntary Organisations	0	0	0	0	0	0	0
0	Audit and Standards	0	0	0	0	0	0	0
0	Chief Executive	0	0	0	0	0	0	0
0	Civic Services and Mayoralty	0	0	0	0	0	0	0
0	Corporate Health and Safety	0	0	0	0	0	0	0
0	Democratic Services	0	0	0	0	0	0	0
0	Elections and Electoral Registration	0	0	0	0	0	0	0
0	Emergency and Continuity Planning	0	0	0	0	0	0	0
0	Equalities Framework	0	0	0	0	0	0	0
7,524	Legal Services	9,180	9,110	9,110	9,110	9,110	0	0
0	Member Support and Development	0	0	0	0	0	0	0
0	Overview & Scrutiny Arrangements	0	0	0	0	0	0	0
0	Twinning	0	0	0	0	0	0	0
7,524	**TOTAL ASSET CHARGES**	9,180	9,110	9,110	9,110	9,110	0	0
	TOTAL BUDGETS							
247,194	Grants to Voluntary Organisations	249,540	248,770	244,600	244,610	244,610	244,620	244,630
0	Audit and Standards	(10)	20	10	40	(40)	60	(30)
29,679	Chief Executive	17,070	22,510	21,090	21,050	16,080	16,080	16,080
90,641	Civic Services and Mayoralty	93,250	98,830	98,870	100,980	102,510	103,930	105,350
440	Corporate Health and Safety	60	(1,520)	1,430	1,670	1,890	2,140	2,600
1,255	Democratic Services	(9,930)	7,890	8,050	8,260	8,450	8,620	8,810
202,187	Elections and Electoral Registration	241,980	196,950	196,230	350,310	203,250	206,320	209,390
29,793	Emergency and Continuity Planning	30,170	30,000	30,230	30,270	30,290	30,320	30,370
24,838	Equalities Framework	29,160	26,180	27,820	28,580	29,230	29,630	30,110
66,983	Legal Services	62,330	51,830	53,520	55,590	57,710	50,910	53,300
580,222	Member Support and Development	584,860	593,150	604,050	618,690	625,910	637,380	649,020
1,370,737	Overview & Scrutiny Arrangements	1,383,360	1,438,400	1,469,790	1,501,520	1,535,610	1,562,550	1,593,180
2,052	Twinning	0	2,500	2,500	2,500	2,500	2,500	2,500
2,646,021	**TOTAL BUDGETS**	2,681,840	2,715,510	2,758,190	2,964,070	2,858,000	2,895,060	2,945,310

CABINET MEMBER FOR GOVERNANCE
BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22, 2022/23

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA GRANTS TO VOLUNTARY ORGANISATIONS							
	Grants - Cost Centres 0463/0491							
246,854	Supplies and Services	249,220	248,420	**244,220**	244,220	244,220	244,220	244,220
246,854	**Net Controllable**	**249,220**	**248,420**	**244,220**	**244,220**	**244,220**	**244,220**	**244,220**
340	Central and Departmental Support	320	350	**380**	390	390	400	410
0	Recharged Income	0	0	**0**	0	0	0	0
247,194	**Net**	**249,540**	**248,770**	**244,600**	**244,610**	**244,610**	**244,620**	**244,630**
247,194	**TOTAL GRANTS TO VOLUNTARY ORGANIS**	**249,540**	**248,770**	**244,600**	**244,610**	**244,610**	**244,620**	**244,630**

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA AUDIT AND STANDARDS							
	Audit - Cost Centre 0407							
154,180	Supplies and Services	162,500	152,800	**156,800**	159,790	162,920	168,080	167,390
154,180	**Net Controllable**	**162,500**	**152,800**	**156,800**	**159,790**	**162,920**	**168,080**	**167,390**
(154,180)	Recharge Income	(162,510)	(152,780)	**(156,790)**	(159,750)	(162,960)	(168,020)	(167,420)
0	**Net**	**(10)**	**20**	**10**	**40**	**(40)**	**60**	**(30)**
0	**TOTAL AUDIT AND STANDARDS**	**(10)**	**20**	**10**	**40**	**(40)**	**60**	**(30)**

CABINET MEMBER FOR GOVERNANCE
BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22, 2022/23

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA CHIEF EXECUTIVES							
	Chief Executive - Cost Centre 0420							
399,914	Employee Expenses	360,050	365,900	**369,970**	377,390	384,930	392,640	400,500
2,840	Transport Related Expenses	1,400	2,100	**2,100**	2,100	2,100	2,100	2,100
16,453	Supplies and Services	10,500	15,100	**15,100**	15,100	10,100	10,100	10,100
419,207	**Net Controllable**	**371,950**	**383,100**	**387,170**	**394,590**	**397,130**	**404,840**	**412,700**
23,114	Central and Departmental Support	23,120	22,150	**25,580**	25,660	26,010	26,400	26,780
(428,040)	Recharged Income	(393,700)	(398,440)	**(407,360)**	(414,900)	(422,760)	(430,860)	(439,100)
14,281	**Net**	**1,370**	**6,810**	**5,390**	**5,350**	**380**	**380**	**380**
	Subscriptions - Cost Centre 0469							
15,398	Supplies and Services	15,700	15,700	**15,700**	15,700	15,700	15,700	15,700
15,398	**Net Controllable**	**15,700**	**15,700**	**15,700**	**15,700**	**15,700**	**15,700**	**15,700**
0	Central and Departmental Support	0	0	**0**	0	0	0	0
15,398	**Net**	**15,700**	**15,700**	**15,700**	**15,700**	**15,700**	**15,700**	**15,700**
29,679	**TOTAL CHIEF EXECUTIVE**	**17,070**	**22,510**	**21,090**	**21,050**	**16,080**	**16,080**	**16,080**

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA CIVIC SERVICES AND MAYORALTY							
	Mayoral and Civic - Cost Centre 0421/0422/0428							
34,261	Employee Expenses	28,090	32,710	**32,590**	33,940	34,600	35,290	35,990
3,376	Premises Related Expenses	2,700	2,780	**2,780**	2,780	2,780	2,780	2,780
5,745	Transport Related Expenses	7,240	7,090	**6,960**	6,970	6,980	6,990	7,000
9,450	Supplies and Services	20,390	20,170	**17,240**	17,250	17,260	17,270	17,280
(69)	Income	(620)	(620)	**(620)**	(620)	(620)	(620)	(620)
52,763	**Net Controllable**	**57,800**	**62,130**	**58,950**	**60,320**	**61,000**	**61,710**	**62,430**
37,878	Central and Departmental Support	35,450	36,700	**39,920**	40,660	41,510	42,220	42,920
90,641	**Net**	**93,250**	**98,830**	**98,870**	**100,980**	**102,510**	**103,930**	**105,350**
90,641	**TOTAL CIVIC SERVICES AND MAYORALTY**	**93,250**	**98,830**	**98,870**	**100,980**	**102,510**	**103,930**	**105,350**

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA CORPORATE HEALTH AND SAFETY							
	Corporate Health and Safety - Cost Centre 0430							
69,444	Employee Expenses	68,700	69,440	**69,700**	71,080	72,490	73,930	75,420
555	Transport Related Expenses	2,100	2,100	**2,100**	2,100	2,100	2,100	2,100
37,760	Supplies and Services	14,350	14,350	**14,350**	14,350	14,350	14,350	14,350
107,759	**Net Controllable**	**85,150**	**85,890**	**86,150**	**87,530**	**88,940**	**90,380**	**91,870**
25,335	Central and Departmental Support	24,980	26,710	**27,780**	28,030	28,520	29,020	29,530
(132,654)	Recharged Income	(110,070)	(114,120)	**(112,500)**	(113,890)	(115,570)	(117,260)	(118,800)
440	**Net**	**60**	**(1,520)**	**1,430**	**1,670**	**1,890**	**2,140**	**2,600**
440	**TOTAL CORPORATE HEALTH AND SAFETY**	**60**	**(1,520)**	**1,430**	**1,670**	**1,890**	**2,140**	**2,600**

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA DEMOCRATIC SERVICES							
	Committee Services - Cost Centre 0417							
134,953	Employee Expenses	80,340	102,650	**118,140**	124,170	129,230	131,800	134,430
255	Transports Related Expenses	200	400	**400**	400	400	400	400
7,205	Supplies and Services	7,600	7,300	**6,750**	6,750	6,750	6,750	6,750
142,413	**Net Controllable**	**88,140**	**110,350**	**125,290**	**131,320**	**136,380**	**138,950**	**141,580**
26,592	Central and Departmental Support	27,270	38,330	**39,330**	39,310	39,870	40,490	41,130
(167,750)	Recharged Income	(125,340)	(140,790)	**(156,570)**	(162,370)	(167,800)	(170,820)	(173,900)
1,255	**Net**	**(9,930)**	**7,890**	**8,050**	**8,260**	**8,450**	**8,620**	**8,810**
1,255	**TOTAL DEMOCRATIC SERVICES**	**(9,930)**	**7,890**	**8,050**	**8,260**	**8,450**	**8,620**	**8,810**

CABINET MEMBER FOR GOVERNANCE
BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22, 2022/23

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA ELECTIONS AND ELECTORAL REGISTRATION							
	Electoral Expenses - Cost Centres 0425/0426							
70,429	Employee Expenses	104,370	110,050	**111,750**	115,190	117,430	119,720	122,050
0	Premises Related Expenses	0	410	**0**	7,500	0	0	0
83	Transport Related Expenses	0	0	**0**	0	0	0	0
35,370	Supplies and Services	42,550	47,580	**42,550**	185,050	42,550	42,550	42,550
11,210	Inter Committee Transfers	0	0	**0**	0	0	0	0
(19,297)	Income	(500)	(500)	**(500)**	(500)	(500)	(500)	(500)
97,795	**Net Controllable**	**146,420**	**157,540**	**153,800**	**307,240**	**159,480**	**161,770**	**164,100**
104,392	Central and Departmental Support	95,560	39,410	**42,430**	43,070	43,770	44,550	45,290
202,187	**Net**	**241,980**	**196,950**	**196,230**	**350,310**	**203,250**	**206,320**	**209,390**
202,187	**TOTAL ELECTIONS AND ELECTORAL REGI**	**241,980**	**196,950**	**196,230**	**350,310**	**203,250**	**206,320**	**209,390**

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA EMERGENCY AND CONTINUITY PLANNING							
	Emergency Planning - Cost Centre 0449							
15,853	Supplies and Services	16,260	16,260	**16,260**	16,260	16,260	16,260	16,260
15,853	**Net Controllable**	**16,260**	**16,260**	**16,260**	**16,260**	**16,260**	**16,260**	**16,260**
13,940	Central and Departmental Support	13,910	13,740	**13,970**	14,010	14,030	14,060	14,110
29,793	**Net**	**30,170**	**30,000**	**30,230**	**30,270**	**30,290**	**30,320**	**30,370**
29,793	**TOTAL EMERGENCY AND CONTINUITY PLA**	**30,170**	**30,000**	**30,230**	**30,270**	**30,290**	**30,320**	**30,370**

2016/17 Actual £		0 Original £	0 Probable £	**0 Original £**	0 Original £	0 Original £	0 Original £	0 Original £
	PROGRAMME AREA EQUALITIES FRAMEWORK							
	Equalities - Cost Centre 0468							
4,351	Employee Expenses	3,990	6,320	**7,090**	7,320	7,610	7,740	7,900
14	Transports Related Expenses	50	50	**50**	50	50	50	50
8,050	Supplies and Services	5,500	5,500	**5,500**	5,500	5,500	5,500	5,500
(4,727)	Income	0	0	**0**	0	0	0	0
7,688	**Net Controllable**	**9,540**	**11,870**	**12,640**	**12,870**	**13,160**	**13,290**	**13,450**
17,150	Central and Departmental Support	19,620	14,310	**15,180**	15,710	16,070	16,340	16,660
24,838	**Net**	**29,160**	**26,180**	**27,820**	**28,580**	**29,230**	**29,630**	**30,110**
24,838	**TOTAL EQUALITIES FRAMEWORK**	**29,160**	**26,180**	**27,820**	**28,580**	**29,230**	**29,630**	**30,110**

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA LEGAL SERVICES							
	General Legal Services - Cost Centre 0427/0429/0433/0455							
422,957	Employee Expenses	464,560	465,550	**442,440**	444,340	458,250	467,410	476,740
606	Transports Related Expenses	1,910	1,910	**1,910**	1,910	1,910	1,910	1,910
17,695	Supplies and Services	21,010	48,970	**21,280**	18,430	18,430	18,430	18,430
67,517	Agency and Contracted Services	69,240	69,300	**70,690**	72,080	73,460	74,850	76,230
(11,999)	Inter Committee Transfers	0	0	**0**	0	0	0	0
(153,272)	Income	(118,120)	(61,850)	**(34,600)**	(34,600)	(34,600)	(34,600)	(34,600)
343,504	**Net Controllable**	**438,600**	**523,880**	**501,720**	**502,160**	**517,450**	**528,000**	**538,710**
106,570	Central and Departmental Support	109,150	111,570	**113,160**	114,000	115,700	117,560	119,440
(438,060)	Recharged Income	(543,570)	(643,840)	**(625,380)**	(626,480)	(643,500)	(655,750)	(668,020)
12,014	**Net**	**4,180**	**(8,390)**	**(10,500)**	**(10,320)**	**(10,350)**	**(10,190)**	**(9,870)**
	Land Charges - Cost Centre 0431							
28,275	Employee Expenses	28,510	28,820	**29,210**	29,790	30,380	30,980	31,600

CABINET MEMBER FOR GOVERNANCE
BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22, 2022/23

32,897	Supplies and Services	34,750	33,290	**31,920**	32,050	32,190	32,330	32,440
0	Inter Committee Transfers	0	0	**0**	0	0	0	0
(76,257)	Income	(77,100)	(77,100)	**(77,100)**	(77,100)	(77,100)	(77,100)	(77,100)
(15,085)	**Net Controllable**	**(13,840)**	**(14,990)**	**(15,970)**	**(15,260)**	**(14,530)**	**(13,790)**	**(13,060)**
62,530	Central and Departmental Support	62,810	66,100	**70,880**	72,060	73,480	74,890	76,230
7,524	Asset Charges	9,180	9,110	**9,110**	9,110	9,110	0	0
54,969	**Net**	**58,150**	**60,220**	**64,020**	**65,910**	**68,060**	**61,100**	**63,170**
66,983	**TOTAL LEGAL SERVICES**	**62,330**	**51,830**	**53,520**	**55,590**	**57,710**	**50,910**	**53,300**

CABINET MEMBER FOR GOVERNANCE
BUDGETS 2017/18,2018/19,2019/20,2020/21,2021/22, 2022/23

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA MEMBER SUPPORT AND DEVELOPMENT							
	Members - Cost Centre 0423/0424							
43,719	Employee Expenses	35,680	42,100	**43,130**	44,970	45,770	46,590	47,420
5,081	Transports Related Expenses	5,300	5,300	**5,300**	5,300	5,300	5,300	5,300
462,909	Supplies and Services	472,790	471,970	**480,720**	493,640	498,740	508,030	517,500
(10,167)	Income	(11,500)	(11,500)	**(11,500)**	(11,500)	(11,500)	(11,500)	(11,500)
501,542	**Net Controllable**	**502,270**	**507,870**	**517,650**	**532,410**	**538,310**	**548,420**	**558,720**
94,830	Central and Departmental Support	98,990	101,690	**103,120**	103,280	104,920	106,610	108,280
(16,150)	Recharged Income	(16,400)	(16,410)	**(16,720)**	(17,000)	(17,320)	(17,650)	(17,980)
580,222	**Net**	**584,860**	**593,150**	**604,050**	**618,690**	**625,910**	**637,380**	**649,020**
580,222	**TOTAL MEMBER SUPPORT AND DEVELOPI**	**584,860**	**593,150**	**604,050**	**618,690**	**625,910**	**637,380**	**649,020**

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA OVERVIEW & SCRUTINY ARRANGEMENTS							
	Democratic Representation - Cost Centre 0437							
0	Supplies and Services	0	0	**0**	0	0	0	0
0	**Net Controllable**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
359,832	Central and Departmental Support	341,430	354,410	**384,230**	393,130	402,110	410,130	418,110
359,832	**Net**	**341,430**	**354,410**	**384,230**	**393,130**	**402,110**	**410,130**	**418,110**
	Corporate Support - Cost Centre 0483							
0	Supplies and Services	0	0	**0**	0	0	0	0
0	**Net Controllable**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
889,259	Central and Departmental Support	942,900	991,320	**997,720**	1,017,550	1,039,870	1,057,170	1,078,140
889,259	**Net**	**942,900**	**991,320**	**997,720**	**1,017,550**	**1,039,870**	**1,057,170**	**1,078,140**
	Scutiny - Cost Centre 0432							
52,465	Employee Expenses	39,580	12,810	**0**	0	0	0	0
0	Transports Related Expenses	200	0	**0**	0	0	0	0
1,504	Supplies and Services	3,000	3,000	**3,000**	3,000	3,000	3,000	3,000
53,969	**Net Controllable**	**42,780**	**15,810**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**
67,677	Central and Departmental Support	56,250	76,860	**84,840**	87,840	90,630	92,250	93,930
121,646	**Net**	**99,030**	**92,670**	**87,840**	**90,840**	**93,630**	**95,250**	**96,930**
1,370,737	**TOTAL DEMOCRATIC REPRESENTATION &**	**1,383,360**	**1,438,400**	**1,469,790**	**1,501,520**	**1,535,610**	**1,562,550**	**1,593,180**

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA TWINNING							
	Twinning - Cost Centre 0460							
39	Employee Expenses	0	0	0	0	0	0	0
2,013	Supplies and Services	0	2,500	**2,500**	2,500	2,500	2,500	2,500
2,052	**Net Controllable**	**0**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**
0	Central and Departmental Support	0	0	**0**	0	0	0	0
2,052	**Net**	**0**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**
2,052	**TOTAL TWINNING**	**0**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**

30	30	20
5,440		
5,580	5,580	5,620
(1,580)	(1,580)	1,370
17,820	17,820	17,980
27,290	21,850	24,990

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CABINET MEMBER FOR GOVERNANCE

SUMMARY SUBJECTIVE ANALYSIS

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	**2019/20 Original £**	**2020/21 Original £**	**2021/22 Original £**	**2022/23 Original £**
	Expenditure:							
1,260,807	Employee Expenses	1,213,870	1,236,350	**1,224,020**	1,248,190	1,280,690	1,306,100	1,332,050
3,376	Premises Expenses	2,700	3,190	**2,780**	10,280	2,780	2,780	2,780
15,179	Transport Expenses	18,400	18,950	**18,820**	18,830	18,840	18,850	18,860
1,063,591	Supplies & Services	1,076,120	1,102,910	**1,073,890**	1,229,590	1,090,470	1,105,070	1,113,970
67,517	Agency and Contracts	69,240	69,300	**70,690**	72,080	73,460	74,850	76,230
(789)	Inter Committee Transfers	0	0	**0**	0	0	0	0
1,829,438	Central and Dept. Support	1,851,760	1,893,650	**1,958,520**	1,994,700	2,036,880	2,072,090	2,110,960
7,524	Asset Charges	9,180	9,110	**9,110**	9,110	9,110	0	0
4,246,643	**Total Expenditure**	4,241,270	4,333,460	**4,357,830**	4,582,780	4,512,230	4,579,740	4,654,850
	Income:							
(21,324)	Government & Other Grants	0	(25,000)	**0**	0	0	0	0
(63,963)	Other Income	(85,120)	(5,100)	**(5,100)**	(5,100)	(5,100)	(5,100)	(5,100)
(12,055)	Sales	(12,020)	(12,020)	**(12,020)**	(12,020)	(12,020)	(12,020)	(12,020)
(166,448)	Fees and Charges	(110,700)	(109,450)	**(107,200)**	(107,200)	(107,200)	(107,200)	(107,200)
	Recharges:							
(1,105,920)	General Fund	(1,121,830)	(1,128,080)	**(1,124,420)**	(1,141,110)	(1,168,160)	(1,191,600)	(1,210,820)
(135,014)	HRA	(137,270)	(245,400)	**(252,510)**	(255,800)	(262,180)	(267,270)	(271,730)
(59,841)	DLO/DSO	(56,360)	(62,800)	**(68,340)**	(67,180)	(68,450)	(69,700)	(70,510)
(36,059)	Other	(36,130)	(30,100)	**(30,050)**	(30,300)	(31,120)	(31,790)	(32,160)
(1,600,624)	**Total Income**	(1,559,430)	(1,617,950)	**(1,599,640)**	(1,618,710)	(1,654,230)	(1,684,680)	(1,709,540)
2,646,019	**NET EXPENDITURE**	2,681,840	2,715,510	**2,758,190**	2,964,070	2,858,000	2,895,060	2,945,310

ANNEXE 4

CABINET MEMBER FOR GOVERNANCE

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Grants to Voluntary Organisations		
(Underspend £770)		
Reduced Grant Payments		(800)
Central Support - Revised allocations	30	
	30	(800)
Net Underspend for Programme Area	(770)	
Audit and Standards		
(Overspend £30)		
Other minor variations (Net)	30	
	30	0
Net Overspend for Programme Area	30	

ANNEXE 4

CABINET MEMBER FOR GOVERNANCE

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Chief Executive		
(Overspend £5,440)		
Employees		
- General increase in staffing costs e.g. apprenticeship levy, pensions	5,850	
Transport		
- Increase in travel costs	700	
Supplies & Services		
- Investors in People	5,000	
- Other minor variations (Net)		(400)
Non-controllable Income		
- increase in rechargeable income		(4,740)
Central Support		
- Revised allocations		(970)
	11,550	(6,110)
Net Overspend for Programme Area	5,440	
Civic Services and Mayoralty		
Overspend £5,580		
Employees		
- General decrease in staffing costs		(1,010)
- Increase in cost of chauffeuring duties	5,630	
Premises		
- Utilities	80	
Transport		
- reduction in insurance costs		(150)
Supplies & Services		
- reduction in cost of Mayors Banquet		(1,000)
- increase cost of Remembrance Day Service	1,000	
- Other minor variations (Net)		(220)
Central Support		
- Revised allocations	1,250	
	7,960	(2,380)
Net Overspend for Programme Area	5,580	

ANNEXE 4

CABINET MEMBER FOR GOVERNANCE

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Corporate Health and Safety (Underspend £1,580)		
Employees		
- General increase in staffing costs e.g. apprenticeship levy, pensions	740	
Controllable Income		
- increase in rechargeable income		(4,050)
Central Support		
- Revised allocations	1,730	
	2,470	(4,050)
Net Underspend for Programme Area	(1,580)	
Democratic Services (Overspend £17,820)		
Employees		
- Service re-structure	21,880	
- General increase in staffing costs e.g. apprenticeship levy, pensions	430	
Transport		
- increase in mileage claims	200	
Supplies & Services		
- Temporary hire of PA system	1,000	
- Other minor variations (Net)		(1,300)
Non-controllable Income		
- increase in rechargeable income		(15,450)
Central Support		
- Revised allocations	11,060	
	34,570	(16,750)
Net Overspend for Programme Area	17,820	
Elections and Electoral Registration (Underspend £45,030)		
Employees		
- General increase in staffing costs e.g. apprenticeship levy, pensions	5,680	
Central Support		
- Revised allocations		(56,150)
Other minor variations (Net)		
- Holmebrook by- election	5,440	
	11,120	(56,150)
Net Underspend for Programme Area	(45,030)	

ANNEXE 4

CABINET MEMBER FOR GOVERNANCE

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Emergency and Continuity Planning		
(Underspend £170)		
Central Support		
- Revised allocations		(170)
	0	(170)
Net Underspend for Programme Area	(170)	
Equalities Framework		
(Underspend £2,980)		
Employees		
- Grading increase	2,040	
- General increase in staffing costs e.g. apprenticeship levy, pensions	290	
Central Support		
- Revised allocations		(5,310)
	2,330	(5,310)
Net Underspend for Programme Area	(2,980)	
Legal Services		
(Underspend £10,500)		
Employees		
- Salary saving - vacant post & re-structure in Legal Services		(12,040)
- Increase in contractual working hours in Information Assurance	5,770	
- General increase in staffing costs e.g. apprenticeship levy, pensions	7,570	
Supplies & Services		
- Reduction in insurance premiums		(1,490)
- NCSC project expenditure	25,000	
- Information Assurance subscriptions & systems	5,490	
- Reduction in Court costs		(2,500)
Controllable Income		
- reduction in Court compensation payments	3,500	
- reduction in income from Court summons'	3,000	
- reduction in general fee income	1,250	
- Government cyber security grant		(25,000)
- HRA charge now inc in non-controllable income	73,520	
Non-controllable Income		
- Increase in rechargeable income		(100,270)
Central Support		
- Revised allocations	5,710	
Other minor variations (Net)		(10)
	130,810	(141,310)
Net Underspend for Programme Area	(10,500)	

ANNEXE 4

CABINET MEMBER FOR GOVERNANCE

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Member Support and Development		
(Overspend £8,290)		
Employees		
- Service re-structure	5,260	
- General increase in staffing costs e.g. apprenticeship levy, pensions	1,160	
Supplies & Services		
- Saving in telephone costs		(3,500)
- Individual Member data protection registration	1,680	
- Printing costs	1,000	
Central Support		
- Revised allocations	2,700	
Other minor variations (Net)		(10)
	11,800	(3,510)
Net Overspend for Programme Area	8,290	
Overview & Scrutiny Arrangements		
(Overspend £55,040)		
Employees		
- Service re-structure		(26,970)
Central Support		
- Revised allocations	82,010	
Other minor variations (Net)		
	82,010	(26,970)
Net Overspend for Programme Area	55,040	
Twinning		
(Overerspend £2,500)		
Supplies & Services		
- Increased Twinning activity	2,500	
	2,500	0
Net Overspend for Programme Area	2,500	
TOTAL FOR PORTFOLIO	**33,670**	

ANNEXE 5

CABINET MEMBER FOR GOVERNANCE

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Grants to Voluntary Organisations		
(Underspend £4,940)		
- Termination of fixed term grant agreement		(5,000)
Central Support		
- Revised allocations	60	
	60	(5,000)
Net Underspend for Programme Area	(4,940)	
Audit and Standards		
(Overspend £20)		
Other minor variations (Net)	20	
	20	0
Net Overspend for Programme Area	20	

ANNEXE 5

CABINET MEMBER FOR GOVERNANCE

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Chief Executive		
(Overspend £4,020)		
Employees		
- Pay inflation	7,180	
- General increase in staffing costs e.g. apprenticeship levy, pensions	2,740	
Transport		
- Increase in travel costs	700	
Supplies & Services		
- Investors in People	5,000	
- Other minor variations (Net)		(400)
Non-controllable Income		
- increase in rechargeable income		(13,660)
Central Support		
- Revised allocations	2,460	
Other minor variations (Net)		
	18,080	(14,060)
Net Overspend for Programme Area	4,020	
Civic Services and Mayoralty		
(Overspend £5,620)		
Employees		
- Pay inflation	620	
- General decrease in staffing costs		(1,750)
- Increase in cost of chauffeuring duties	5,630	
Transport		
- reduction in insurance costs		(280)
Supplies & Services		
- reduction misc expenses		(3,150)
Central Support		
- Revised allocations	4,470	
Other minor variations (Net)	80	
	10,800	(5,180)
Net Overspend for Programme Area	5,620	

ANNEXE 5

CABINET MEMBER FOR GOVERNANCE

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Corporate Health and Safety		
(Overspend £1,370)		
Employees		
- Pay inflation	1,330	
- General decrease in staffing costs		(330)
Non-controllable Income		
- increase in rechargeable income		(2,430)
Central Support		
- Revised allocations	2,800	
Other minor variations (Net)		
	4,130	(2,760)
Net Overspend for Programme Area	1,370	
Democratic Services		
(Overspend £17,980)		
Employees		
- Service re-structure	21,880	
- Pay inflation	2,260	
- Pay increments	13,930	
- General decrease in staffing costs		(270)
Transport		
- increase in mileage claims	200	
Supplies & Services		
- Other minor variations (Net)		(850)
Non-controllable Income		
- increase in rechargeable income		(31,230)
Central Support		
- Revised allocations	12,060	
	50,330	(32,350)
Net Overspend for Programme Area	17,980	
Elections and Electoral Registration		
(Underspend £45,750)		
Employees		
- Pay increments	970	
- Pay inflation	2,090	
- General increase in staffing costs e.g. apprenticeship levy, pensions	4,320	
Central Support		
- Revised allocations		(53,130)
	7,380	(53,130)
Net Underspend for Programme Area	(45,750)	

ANNEXE 5

CABINET MEMBER FOR GOVERNANCE

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Net Underspend for Programme Area	(45,750)	
Emergency and Continuity Planning		
(Overspend £60)		
Central Support		
- Revised allocations	60	
Other minor variations (Net)		
	60	0
Net Overspend for Programme Area	60	
Equalities Framework		
(Underspend £1,340)		
Employees		
- Grading increase	2,040	
- General increase in staffing costs e.g. apprenticeship levy, pensions	290	
- Pay increments	640	
- Pay inflation	130	
Central Support		
- Revised allocations		(4,440)
Other minor variations (Net)		
	3,100	(4,440)
Net Underspend for Programme Area	(1,340)	
Legal Services		
(Underspend £8,810)		
Employees		
- Pay increments	5,930	
- Pay inflation	8,830	
- Salary saving - vacant post & re-structure in Legal Services		(14,030)
- Increase in contractual working hours in Information Assurance	5,600	
- Termination of fixed term contract in Information Assurance		(34,610)
- General increase in staffing costs e.g. apprenticeship levy, pensions	6,860	
Supplies & Services		
- Reduction in insurance premiums		(2,940)
- Information Assurance system	2,850	
- Reduction in Court costs		(2,500)
Agency & Contracted Services		
- Increase in PPP contract costs	1,450	
Controllable income		
- HRA charge now inc in non-controllable income	73,520	
- reduction in Court compensation payments	3,500	
- reduction in income from Court summons'	3,000	
- reduction in general fee income	3,500	
Non-controllable Income		
- Increase in rechargeable income		(81,810)

ANNEXE 5

CABINET MEMBER FOR GOVERNANCE

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Asset Charges		(70)
Central Support		
- Revised allocations	12,080	
Other minor variations (Net)	30	
	127,150	(135,960)
Net Underspend for Programme Area	(8,810)	
Member Support and Development		
(Overspend £19,190)		
Employees		
- Service re-structure	5,260	
- Pay inflation	720	
- Pay increments	310	
- General increase in staffing costs e.g. apprenticeship levy, pensions	1,160	
Supplies & Services		
- Members allowance increase	8,660	
- Saving in telephone costs		(3,500)
- Individual Member data protection registration	1,680	
- Printing costs	1,000	
Non-controllable income		
- increase in rechargeable income		(320)
Central Support		
- Revised allocations	4,130	
Other minor variations (Net)	90	
	23,010	(3,820)
Net Overspend for Programme Area	19,190	
Overview & Scrutiny Arrangements		
(Overspend £86,430)		
Employees		
- Service re-structure		(39,780)
Central Support		
- Revised allocations	126,210	
	126,210	(39,780)
Net Overspend for Programme Area	86,430	
Twinning		
(Overspend £2,500)		
- increased twinning activity	2,500	

ANNEXE 5

CABINET MEMBER FOR GOVERNANCE

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
	2,500	0
Net Overspend for Programme Area	2,500	
TOTAL FOR PORTFOLIO	**76,350**	

For Publication

Cabinet Member for Health & Well-being
Revenue Budgets 2017/18 to 2022/23

Meeting:	Cabinet
Date:	19th December 2017
Cabinet Portfolio:	Health & Well-being
Report by:	Director of Finance & Resources

For Publication

1.0 Purpose of Report

1.1 To consider the Probable Outturn for the current financial year; and

1.2 To consider the Draft Budget for 2018/19.

2.0 Recommendations

2.1 That the Probable Outturn for the current financial year be considered.

2.2 That the Draft Estimates for 2018/19 and future years be considered.

3.0 Probable 2017/18

3.1 The overall Probable Outturn for the current financial year is net expenditure of £7,267,670. This is an increase of £128,970 (including an approved carry forward of £2,000) or 1.8% on the Original Estimate of £7,138,700.

CHESTERFIELD BOROUGH COUNCIL

3.2 The most significant budget changes are summarised below:

Table 1: Variances, Original to Probable 2017/18

Description	**Increase/ (Decrease) £'000s**
Changes to Controllable Budgets:	
Private Sector Housing Employees	112
Parks Employees	(121)
Health & Well-being/Leisure Employees	(56)
Street Scene Employees	(29)
Premises Repairs & Maintenance	(20)
General Grounds Maintenance	(33)
Business Rates	43
Professional Services/Fees	99
Supplies Renewals Fund Contributions	38
Contracted Services	123
Improvement Grants Income	(571)
Leisure Centres Income	(97)
Waste Collection Income	25
Net of other variations	(16)
Changes to Controllable Budgets	(503)
Changes to Internal Recharges	(43)
Changes to Asset Charges	622
Changes in Internal Rechargeable Income	53
Overall Increase	**129**

Some more detailed analyses of these variances are shown at **Annexe 3** and **Annexe 4.**

4.0 Draft Estimates 2018/19

4.1 The overall Draft Estimate for the next financial year is net expenditure of £7,664,310. This is an increase of £525,610 or 7.4% on the 2017/18 Original Estimate of £7,138,700.

4.2 The most significant budget changes are summarised below:

Table 2: Variances, Original 2017/18 to Original 2018/19

Description	**Increase /**

	(Decrease) £'000s
Changes to Controllable Budgets:	
Private Sector Housing Employees	119
Parks Employees	(118)
Health & Well-being/Leisure Employees	47
Premises Repairs & Maintenance	(48)
Business Rates	58
Supplies Renewals Fund Contributions	52
Contracted Services	475
Leisure Centres Income	(180)
Waste Collection Income	(23)
Net of other variations	(12)
Changes to Controllable Budgets	370
Changes to Internal Recharges	77
Changes to Asset Charges	55
Changes in Internal Rechargeable Income	24
Overall Increase	**526**

Some more detailed analyses of these variances are shown at **Annexe 3** and **Annexe 5.**

4.3 The following budget assumptions have been used to produce the draft budgets:

- Pay award of 2% for each of the years 2018/19 to 2022/23
- Inflation rates:
  - Utilities 3.5% in 2018/19; then 3% for 2019/20 onwards
  - General RPI 3.5% in 2018/19; then 3% in future years
  - General CPI 2.3% in 2018/19; then 2% in future years
  - Business Rates: 3.7% in 2018/19, then 3.5%, then 3%.
- Fees & Charges: only the draft Waste Collection increases have been built in.

4.4 The budgets in this report are the first draft estimates which will need to be amended and refined before the final budget report is presented to Cabinet in February 2018.

5.0 Growth Requests

5.1 No growth requests have been received at this time.

6.0 Medium Term Budget Issues

6.1 The forecast Budgets for 2019/20 to 2022/23 have been included in Annexes 1 to 3. Other than provisions for known inflationary pressures (paragraph 4.4), the only change to highlight for this portfolio is an increased provision for Waste Collection from October 2018 when the contract is relet.

7.0 Risk Management

7.1 There are a number of significant risks inherent in any budget forecasting exercise and the risks increase as the period covered increases.

8.0 Equalities Impact Assessment (EIA)

8.1 The budget process and forecasts produced do not require an EIA, but any decisions to vary budgets and service provision may require EIAs specific to those options.

9.0 Recommendations

9.1 That the Probable Outturn for the current financial year be considered.

9.2 That the Draft Estimates for 2018/19 and future years be considered.

10.0 Reason for Recommendations

10.1 To enable the Council to set a balanced budget for 2018/19.

Glossary of Terms	
RPI/CPI	Retail Price Index/Consumer Price Index

Decision information

Key decision number	**762**
Wards affected	**All**
Links to Council Plan priorities	**To provide value for money services.**

Document information

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Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
This must be made available to the public for up to 4 years.	
Annexes to the report	
Annexe 1	Budget Summary by Programme Area
Annexe 2	Detailed Estimates by Programme Area
Annexe 3	Subjective Analysis
Annexe 4	Variances: this year's Original Estimate to the Probable Outturn
Annexe 5	Variances: this year's Original Estimate to next year's Original Estimate

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ANNEXE 1A

HEALTH and WELL-BEING PORTFOLIO

BUDGETS 2017/18, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

SUMMARY

2016/17 Actual £	Programme Area	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
173,941	Bereavement Services	169,760	146,440	**162,850**	169,790	176,540	183,430	190,360
67,687	Community Safety and Licensing	100,330	117,630	**119,530**	124,100	131,330	140,290	146,170
(11,425)	Concessionary Travel	(11,320)	170	**610**	760	960	1,170	1,380
714,615	Environmental Health Services	620,800	571,110	**583,650**	596,870	605,290	616,750	625,530
269,344	Private Sector Housing	342,480	549,280	**554,390**	566,090	569,530	581,100	582,560
102,220	Health and Well-being Strategy	89,750	174,520	**147,460**	171,300	173,990	176,730	179,530
1,117,112	Parks and Open Spaces	2,239,880	2,156,030	**2,158,650**	2,209,680	2,226,120	2,244,380	2,275,300
835,027	Sports Facilities	823,560	758,820	**779,510**	846,830	873,780	944,140	1,011,050
1,163,606	Street Scene and Building Cleaning	1,172,730	1,190,570	**1,246,720**	1,264,190	1,290,060	1,315,440	1,341,580
1,441,481	Waste Collection and Recycling	1,590,730	1,603,100	**1,910,940**	1,983,200	2,021,670	2,061,270	2,113,370
5,873,608	**TOTAL NET EXPENDITURE**	7,138,700	7,267,670	**7,664,310**	7,932,810	8,069,270	8,264,700	8,466,830
	Less 2016/17 Carry Forward (Street Scene)		(2,000)					
	Sub-total		7,265,670					
	Less 2017/18 Original		7,138,700	**7,138,700**	7,138,700	7,138,700	7,138,700	7,138,700
	Increased/(Decreased) Requirements		126,970	**525,610**	794,110	930,570	1,126,000	1,328,130
	Increase/(Decrease) %		1.8%	**7.4%**	11.1%	13.0%	15.8%	18.6%

ANNEXE 1B

HEALTH and WELL-BEING PORTFOLIO
BUDGETS 2017/18, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

CONTROLLABLE & NON-CONTROLLABLE BUDGETS BY PROGRAMME AREA

2016/17	Programme Area	2017/18		**2018/19**	2019/20	2020/21	2021/22	2022/23
Actual		Original	Probable	**Original**	Original	Original	Original	Original
£		£	£	**£**	£	£	£	£
	CONTROLLABLE BUDGETS							
141,421	Bereavement Services	135,060	122,970	**121,000**	127,610	133,660	139,830	146,120
(39,559)	Community Safety and Licensing	(18,430)	(13,940)	**(17,120)**	(13,820)	(8,970)	(2,500)	1,050
(11,425)	Concessionary Travel	(11,320)	(11,320)	**(11,320)**	(11,320)	(11,320)	(11,320)	(11,320)
489,334	Environmental Health Services	420,320	408,070	**415,110**	420,830	426,570	435,450	441,330
(642,735)	Private Sector Housing	(550,840)	(1,006,020)	**(435,540)**	(423,730)	(421,290)	(410,800)	(410,290)
134,437	Health and Well-being Strategy	137,190	178,860	**159,730**	174,080	177,130	180,240	183,390
1,591,649	Parks and Open Spaces	1,627,080	1,606,210	**1,572,650**	1,621,600	1,654,970	1,686,880	1,719,450
82,453	Sports Facilities	73,870	(10,530)	**(880)**	51,220	73,230	134,140	196,570
1,227,322	Street Scene and Building Cleaning	1,216,690	1,227,900	**1,273,830**	1,300,700	1,327,500	1,354,470	1,381,670
1,287,575	Waste Collection and Recycling	1,447,140	1,472,040	**1,769,470**	1,840,310	1,876,680	1,913,790	1,963,700
4,260,472	**TOTAL NET EXPENDITURE**	4,476,760	3,974,240	**4,846,930**	5,087,480	5,228,160	5,420,180	5,611,670
	NON-CONTROLLABLE BUDGETS - INTERNAL RECHARGES							
32,520	Bereavement Services	34,700	23,470	**41,850**	42,180	42,880	43,600	44,240
332,606	Community Safety and Licensing	355,460	369,630	**373,710**	378,730	385,520	392,650	399,630
0	Concessionary Travel	0	11,490	**11,930**	12,080	12,280	12,490	12,700
595,827	Environmental Health Services	569,290	528,250	**543,180**	556,420	566,060	575,950	586,070
57,253	Private Sector Housing	59,740	75,720	**81,680**	81,900	83,240	84,670	86,150
59,525	Health and Well-being Strategy	64,810	70,680	**78,900**	80,080	81,520	83,010	84,560
260,114	Parks and Open Spaces	259,330	204,430	**225,260**	228,980	233,010	237,210	241,340
251,341	Sports Facilities	250,120	277,640	**299,480**	300,330	305,300	310,110	314,640
115,128	Street Scene and Building Cleaning	105,600	108,530	**123,280**	125,320	127,210	128,280	130,140
173,606	Waste Collection and Recycling	160,520	146,280	**157,310**	158,940	161,310	164,100	166,570
1,877,920	**TOTAL INTERNAL RECHARGES**	1,859,570	1,816,120	**1,936,580**	1,964,960	1,998,330	2,032,070	2,066,040
	NON-CONTROLLABLE BUDGETS - ASSET CHARGES							
8,254	Environmental Health Services	16,270	8,020	**8,020**	8,020	8,020	8,020	8,020
871,086	Private Sector Housing	850,000	1,496,000	**925,000**	925,000	925,000	925,000	925,000
0	Health and Well-being Strategy	0	0	**0**	10,000	10,000	10,000	10,000
(734,651)	Parks and Open Spaces	353,470	345,390	**360,740**	359,100	338,140	320,290	314,510
503,446	Sports Facilities	501,810	493,950	**483,190**	497,610	497,620	502,310	502,310
5,476	Street Scene and Building Cleaning	4,110	4,110	**3,080**	0	0	0	0
653,611	**TOTAL ASSET CHARGES**	1,725,660	2,347,470	**1,780,030**	1,799,730	1,778,780	1,765,620	1,759,840
	NON-CONTROLLABLE BUDGETS - INTERNAL RECHARGEABLE INCOME							
(225,360)	Community Safety and Licensing	(236,700)	(238,060)	**(237,060)**	(240,810)	(245,220)	(249,860)	(254,510)
(378,800)	Environmental Health Services	(385,080)	(373,230)	**(382,660)**	(388,400)	(395,360)	(402,670)	(409,890)
(16,260)	Private Sector Housing	(16,420)	(16,420)	**(16,750)**	(17,080)	(17,420)	(17,770)	(18,300)
(91,742)	Health and Well-being Strategy	(112,250)	(75,020)	**(91,170)**	(92,860)	(94,660)	(96,520)	(98,420)
(2,213)	Sports Facilities	(2,240)	(2,240)	**(2,280)**	(2,330)	(2,370)	(2,420)	(2,470)
(184,320)	Street Scene and Building Cleaning	(153,670)	(149,970)	**(153,470)**	(161,830)	(164,650)	(167,310)	(170,230)
(19,700)	Waste Collection and Recycling	(16,930)	(15,220)	**(15,840)**	(16,050)	(16,320)	(16,620)	(16,900)
(918,395)	**TOTAL RECHARGEABLE INCOME**	(923,290)	(870,160)	**(899,230)**	(919,360)	(936,000)	(953,170)	(970,720)
	TOTAL BUDGETS							
173,941	Bereavement Services	169,760	146,440	**162,850**	169,790	176,540	183,430	190,360
67,687	Community Safety and Licensing	100,330	117,630	**119,530**	124,100	131,330	140,290	146,170
(11,425)	Concessionary Travel	(11,320)	170	**610**	760	960	1,170	1,380
714,615	Environmental Health Services	620,800	571,110	**583,650**	596,870	605,290	616,750	625,530
269,344	Private Sector Housing	342,480	549,280	**554,390**	566,090	569,530	581,100	582,560
102,220	Health and Well-being Strategy	89,750	174,520	**147,460**	171,300	173,990	176,730	179,530
1,117,112	Parks and Open Spaces	2,239,880	2,156,030	**2,158,650**	2,209,680	2,226,120	2,244,380	2,275,300
835,027	Sports Facilities	823,560	758,820	**779,510**	846,830	873,780	944,140	1,011,050
1,163,606	Street Scene and Building Cleaning	1,172,730	1,190,570	**1,246,720**	1,264,190	1,290,060	1,315,440	1,341,580
1,441,481	Waste Collection and Recycling	1,590,730	1,603,100	**1,910,940**	1,983,200	2,021,670	2,061,270	2,113,370
5,873,608	**TOTAL BUDGETS**	7,138,700	7,267,670	**7,664,310**	7,932,810	8,069,270	8,264,700	8,466,830

ANNEXE 2

HEALTH and WELL-BEING PORTFOLIO
BUDGETS 2017/18, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

2016/17 Actual £	Service/Description	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - BEREAVEMENT SERVICES							
	Cemeteries - Cost Centre 0559							
61,754	Employee Expenses	65,170	73,790	**63,120**	64,850	66,150	67,480	68,830
57,193	Premises Related Expenses	66,300	68,390	**56,080**	56,760	57,380	58,020	58,670
555	Transport Related Expenses	710	550	**560**	570	580	590	600
5,922	Supplies and Services	9,600	7,800	**7,800**	7,800	7,800	7,800	7,800
155,405	Contracted Services	157,750	159,090	**161,110**	164,330	167,620	170,970	174,390
(209,145)	Income	(237,650)	(253,150)	**(237,600)**	(237,550)	(237,650)	(237,760)	(237,870)
71,684	**Net Controllable**	**61,880**	**56,470**	**51,070**	**56,760**	**61,880**	**67,100**	**72,420**
29,588	Central and Departmental Support	31,620	20,910	**39,050**	39,340	39,990	40,660	41,240
101,272	**NET**	**93,500**	**77,380**	**90,120**	**96,100**	**101,870**	**107,760**	**113,660**
	Closed Churchyards - Cost Centre 0561							
25,352	Premises Related Expenses	28,000	21,000	**24,000**	24,000	24,000	24,000	24,000
0	Supplies and Services	250	250	**250**	250	250	250	250
44,385	Contracted Services	44,930	45,250	**45,680**	46,600	47,530	48,480	49,450
69,737	**Net Controllable**	**73,180**	**66,500**	**69,930**	**70,850**	**71,780**	**72,730**	**73,700**
2,932	Central and Departmental Support	3,080	2,560	**2,800**	2,840	2,890	2,940	3,000
72,669	**NET**	**76,260**	**69,060**	**72,730**	**73,690**	**74,670**	**75,670**	**76,700**
173,941	**TOTAL BEREAVEMENT SERVICES**	**169,760**	**146,440**	**162,850**	**169,790**	**176,540**	**183,430**	**190,360**

2016/17 Actual £	Service/Description	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - COMMUNITY SAFETY AND LICENSING							
	Community Safety - Cost Centres 0361/0365							
63,366	Employee Expenses	68,860	69,710	**70,940**	72,350	73,800	75,270	76,770
144	Transport Related Expenses	500	400	**400**	400	400	400	400
8,084	Supplies and Services	14,230	19,270	**13,870**	13,870	13,870	13,870	13,870
(15,706)	Income	(15,710)	(15,710)	**(15,710)**	(15,710)	(15,710)	(15,710)	(15,710)
55,888	**Net Controllable**	**67,880**	**73,670**	**69,500**	**70,910**	**72,360**	**73,830**	**75,330**
16,173	Central and Departmental Support	16,130	18,370	**18,920**	18,820	19,040	19,340	19,620
72,061	**NET**	**84,010**	**92,040**	**88,420**	**89,730**	**91,400**	**93,170**	**94,950**
	Licensing - Cost Centres 0244/0245/0246/0247/0248/0250							
186,164	Employee Expenses	195,660	197,540	**196,630**	200,020	203,420	206,920	210,470
1,026	Transport Related Expenses	1,890	1,890	**1,890**	1,890	1,890	1,890	1,890
27,189	Supplies and Services	27,560	25,660	**27,560**	26,060	26,060	27,560	26,060
(309,826)	Income	(311,420)	(312,700)	**(312,700)**	(312,700)	(312,700)	(312,700)	(312,700)
(95,447)	**Net Controllable**	**(86,310)**	**(87,610)**	**(86,620)**	**(84,730)**	**(81,330)**	**(76,330)**	**(74,280)**
316,433	Central and Departmental Support	339,330	351,260	**354,790**	359,910	366,480	373,310	380,010
(225,360)	Rechargeable Income	(236,700)	(238,060)	**(237,060)**	(240,810)	(245,220)	(249,860)	(254,510)
(4,374)	**NET**	**16,320**	**25,590**	**31,110**	**34,370**	**39,930**	**47,120**	**51,220**
67,687	**TOTAL COMM SAFETY AND LICENSING**	**100,330**	**117,630**	**119,530**	**124,100**	**131,330**	**140,290**	**146,170**

2016/17 Actual £	Service/Description	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - CONCESSIONARY TRAVEL							
	Concessionary Travel - Cost Centre 0473							
(11,425)	Income	(11,320)	(11,320)	**(11,320)**	(11,320)	(11,320)	(11,320)	(11,320)
(11,425)	**Net Controllable**	**(11,320)**	**(11,320)**	**(11,320)**	**(11,320)**	**(11,320)**	**(11,320)**	**(11,320)**
0	Central and Departmental Support	0	11,490	**11,930**	12,080	12,280	12,490	12,700
(11,425)	**NET**	**(11,320)**	**170**	**610**	**760**	**960**	**1,170**	**1,380**
(11,425)	**TOTAL CONCESSIONARY TRAVEL**	**(11,320)**	**170**	**610**	**760**	**960**	**1,170**	**1,380**

HEALTH and WELL-BEING PORTFOLIO
BUDGETS 2017/18, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

2016/17 Actual £	Service/Description	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - ENVIRONMENTAL HEALTH SERVICES							
	Air, Noise and Environmental Management - Cost Centres 0208/0209/0210/0211/0239							
31,172	Employee Expenses	0	0	**0**	0	0	0	0
12,879	Supplies and Services	15,170	13,270	**15,050**	15,050	15,050	15,050	15,050
(14,980)	Income	(17,000)	(19,850)	**(17,000)**	(17,000)	(17,000)	(17,000)	(17,000)
29,071	**Net Controllable**	**(1,830)**	**(6,580)**	**(1,950)**	**(1,950)**	**(1,950)**	**(1,950)**	**(1,950)**
223,783	Central and Departmental Support	193,770	182,040	**186,630**	195,430	198,800	202,050	205,560
232	Asset Charges	8,250	0	**0**	0	0	0	0
253,086	**NET**	**200,190**	**175,460**	**184,680**	**193,480**	**196,850**	**200,100**	**203,610**
	Public Conveniences - Cost Centre 0213							
40,651	Premises Related Expenses	41,310	41,070	**41,240**	41,580	41,900	42,210	42,490
31,670	Supplies and Services	31,350	32,840	**32,840**	32,840	32,840	32,840	32,840
59,752	Contracted Services	59,790	59,670	**59,730**	59,840	59,940	60,050	60,160
(23)	Income	(400)	(400)	**(400)**	(400)	(400)	(400)	(400)
132,050	**Net Controllable**	**132,050**	**133,180**	**133,410**	**133,860**	**134,280**	**134,700**	**135,090**
6,306	Central and Departmental Support	4,800	2,780	**4,160**	4,220	4,310	4,380	4,450
8,022	Asset Charges	8,020	8,020	**8,020**	8,020	8,020	8,020	8,020
146,378	**NET**	**144,870**	**143,980**	**145,590**	**146,100**	**146,610**	**147,100**	**147,560**
	Environmental Administration - Cost Centre 0258							
61,199	Employee Expenses	61,400	58,520	**59,400**	60,580	61,780	63,000	64,230
158	Transport Related Expenses	600	600	**600**	600	600	600	600
5,328	Supplies and Services	7,520	7,520	**7,520**	7,520	7,520	7,520	7,520
66,685	**Net Controllable**	**69,520**	**66,640**	**67,520**	**68,700**	**69,900**	**71,120**	**72,350**
79,221	Central and Departmental Support	74,220	71,610	**72,760**	73,310	74,470	75,710	76,980
(146,570)	Rechargeable Income	(148,180)	(138,260)	**(143,470)**	(145,250)	(147,680)	(150,240)	(152,750)
(664)	**NET**	**(4,440)**	**(10)**	**(3,190)**	**(3,240)**	**(3,310)**	**(3,410)**	**(3,420)**
	Food Safety - Cost Centres 0200/0202/0204/0259							
203,206	Employee Expenses	199,690	201,940	**203,240**	207,330	211,450	215,690	219,950
2,457	Transport Related Expenses	2,450	2,450	**2,450**	2,450	2,450	2,450	2,450
57,296	Supplies and Services	18,840	16,340	**16,340**	16,340	16,340	16,340	16,340
(1,431)	Income	(400)	(5,900)	**(5,900)**	(5,900)	(5,900)	(2,900)	(2,900)
261,528	**Net Controllable**	**220,580**	**214,830**	**216,130**	**220,220**	**224,340**	**231,580**	**235,840**
286,517	Central and Departmental Support	296,500	271,820	**279,630**	283,460	288,480	293,810	299,080
(232,230)	Rechargeable Income	(236,900)	(234,970)	**(239,190)**	(243,150)	(247,680)	(252,430)	(257,140)
315,815	**NET**	**280,180**	**251,680**	**256,570**	**260,530**	**265,140**	**272,960**	**277,780**
714,615	**TOTAL ENVIRONMENTAL HEALTH SERV.**	**620,800**	**571,110**	**583,650**	**596,870**	**605,290**	**616,750**	**625,530**

2016/17 Actual £	Service/Description	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - PRIVATE SECTOR HOUSING							
	Home Ownership - Cost Centres 0363/0364							
3,276	Supplies and Services	3,490	3,190	**3,230**	3,260	3,290	3,320	3,350
3,276	**Net Controllable**	**3,490**	**3,190**	**3,230**	**3,260**	**3,290**	**3,320**	**3,350**
5,070	Central and Departmental Support	6,080	5,090	**6,000**	6,150	6,300	6,430	6,560
8,346	**NET**	**9,570**	**8,280**	**9,230**	**9,410**	**9,590**	**9,750**	**9,910**
	Improvement Grants / Decent Homes, revenue works in default - Cost Centres 0367/0370							
(760,381)	Income	(660,000)	(1,231,000)	**(660,000)**	(660,000)	(660,000)	(660,000)	(660,000)
(760,381)	**Net Controllable**	**(660,000)**	**(1,231,000)**	**(660,000)**	**(660,000)**	**(660,000)**	**(660,000)**	**(660,000)**
19,350	Central and Departmental Support	19,890	16,420	**16,750**	17,080	17,420	17,770	18,300
871,086	Asset Charges	850,000	1,496,000	**925,000**	925,000	925,000	925,000	925,000
130,055	**NET**	**209,890**	**281,420**	**281,750**	**282,080**	**282,420**	**282,770**	**283,300**
	Private Sector Housing Admin - Cost Centres 0262/0368							
120,685	Employee Expenses	120,790	234,870	**239,400**	245,800	252,830	257,900	263,030
5,081	Premises Related Expenses	5,590	13,660	**13,990**	14,320	14,650	14,990	15,340
1,153	Transport Related Expenses	1,270	4,960	**5,010**	5,060	5,110	5,160	5,160
0	Transfer to/(from) Earmarked Reserves	0	(30,250)	**(30,250)**	(30,250)	(30,250)	(30,250)	(30,250)
6,656	Supplies and Services	10,770	15,580	**10,580**	15,580	10,580	15,580	10,580
(19,205)	Income	(32,750)	(17,030)	**(17,500)**	(17,500)	(17,500)	(17,500)	(17,500)
114,370	**Net Controllable**	**105,670**	**221,790**	**221,230**	**233,010**	**235,420**	**245,880**	**246,360**
32,833	Central and Departmental Support	33,770	54,210	**58,930**	58,670	59,520	60,470	61,290
(16,260)	Rechargeable Income	(16,420)	(16,420)	**(16,750)**	(17,080)	(17,420)	(17,770)	(18,300)
130,943	**NET**	**123,020**	**259,580**	**263,410**	**274,600**	**277,520**	**288,580**	**289,350**
269,344	**TOTAL PRIVATE SECTOR HOUSING**	**342,480**	**549,280**	**554,390**	**566,090**	**569,530**	**581,100**	**582,560**

HEALTH and WELL-BEING PORTFOLIO
BUDGETS 2017/18, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

2016/17 Actual £	Service/Description	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - HEALTH AND WELL-BEING STRATEGY							
	Health and Well-being Development / Assistant Director - Cost Centres 0350/0508							
96,199	Employee Expenses	115,720	105,240	**122,900**	126,430	128,960	131,540	134,150
344	Transport Related Expenses	300	300	**300**	300	300	300	300
3,412	Supplies and Services	5,700	1,950	**5,050**	5,050	5,050	5,050	5,050
99,955	**Net Controllable**	**121,720**	**107,490**	**128,250**	**131,780**	**134,310**	**136,890**	**139,500**
27,176	Central and Departmental Support	32,490	31,270	**35,390**	35,840	36,480	37,150	37,880
(62,238)	Rechargeable Income	(82,880)	(75,020)	**(91,170)**	(92,860)	(94,660)	(96,520)	(98,420)
64,893	**NET**	**71,330**	**63,740**	**72,470**	**74,760**	**76,130**	**77,520**	**78,960**
	Community Lifestyles - Cost Centre 0565							
23,739	Employee Expenses	8,280	23,960	**25,080**	25,590	26,100	26,630	27,160
0	Premises Related Expenses	50	0	**0**	0	0	0	0
254	Transport Related Expenses	150	250	**260**	260	270	270	280
50,664	Supplies and Services	27,260	26,950	**15,800**	15,450	15,450	15,450	15,450
(40,175)	Income	(20,270)	(31,040)	**(19,660)**	(9,000)	(9,000)	(9,000)	(9,000)
34,482	**Net Controllable**	**15,470**	**20,120**	**21,480**	**32,300**	**32,820**	**33,350**	**33,890**
2,845	Central and Departmental Support	2,950	2,810	**2,680**	2,610	2,630	2,660	2,720
37,327	**NET**	**18,420**	**22,930**	**24,160**	**34,910**	**35,450**	**36,010**	**36,610**
	Strategic Leisure - Cost Centre 0562							
29,504	Central and Departmental Support	29,370	34,750	**38,730**	39,470	40,210	40,960	41,670
(29,504)	Rechargeable Income	(29,370)	0	**0**	0	0	0	0
0	**NET**	**0**	**34,750**	**38,730**	**39,470**	**40,210**	**40,960**	**41,670**
	Queen's Park, new facility - Cost Centre 0510							
0	Supplies and Services	0	51,250	**10,000**	10,000	10,000	10,000	10,000
0	**Net Controllable**	**0**	**51,250**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**
0	Central and Departmental Support	0	1,850	**2,100**	2,160	2,200	2,240	2,290
0	Asset Charges	0	0	**0**	10,000	10,000	10,000	10,000
0	**NET**	**0**	**53,100**	**12,100**	**22,160**	**22,200**	**22,240**	**22,290**
102,220	**TOTAL HEALTH & WELLBEING STRATEGY**	**89,750**	**174,520**	**147,460**	**171,300**	**173,990**	**176,730**	**179,530**

2016/17 Actual £	Service/Description	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - PARKS AND OPEN SPACES							
	Parks and Recreation Grounds - Cost Centres 0511/0512/0516/0576							
138,366	Employee Expenses	130,960	10,300	**13,540**	13,780	14,030	14,280	14,530
331,474	Premises Related Expenses	355,430	345,830	**344,310**	346,190	348,050	349,960	351,930
(10,510)	Transfer to/(from) Earmarked Reserves	0	0	**0**	0	0	0	0
14,292	Transport Related Expenses	12,600	0	**0**	0	0	0	0
152,558	Supplies and Services	132,200	180,210	**120,820**	121,060	121,310	121,560	121,820
733,126	Contracted Services	744,290	833,910	**846,130**	863,440	881,070	899,100	917,470
(186,557)	Income	(189,790)	(183,850)	**(168,700)**	(168,700)	(168,700)	(168,700)	(168,700)
1,172,749	**Net Controllable**	**1,185,690**	**1,186,400**	**1,156,100**	**1,175,770**	**1,195,760**	**1,216,200**	**1,237,050**
146,663	Central and Departmental Support	152,840	122,140	**132,990**	135,240	137,640	140,130	142,550
(1,090,500)	Revaluation gain, Varley Park	0	0	**0**	0	0	0	0
310,488	Asset Charges	308,110	300,030	**315,380**	315,220	315,220	299,270	299,270
539,400	**NET**	**1,646,640**	**1,608,570**	**1,604,470**	**1,626,230**	**1,648,620**	**1,655,600**	**1,678,870**
	Woodlands and Amenity Areas - Cost Centres 0514/0517/0518							
39,997	Premises Related Expenses	42,100	24,120	**26,140**	26,150	26,160	26,170	26,180
11,075	Supplies and Services	20,000	16,000	**20,000**	20,000	20,000	20,000	20,000
186,562	Contracted Services	188,750	189,950	**191,940**	195,770	199,700	203,690	207,770
(4,531)	Income	(8,510)	(8,510)	**(8,510)**	(8,510)	(8,510)	(8,510)	(8,510)
233,103	**Net Controllable**	**242,340**	**221,560**	**229,570**	**233,410**	**237,350**	**241,350**	**245,440**
38,384	Central and Departmental Support	37,550	30,530	**33,740**	34,260	34,850	35,480	36,100
271,487	**NET**	**279,890**	**252,090**	**263,310**	**267,670**	**272,200**	**276,830**	**281,540**
	Grant Aid, Outdoor Recreation - Cost Centre 0519							
2,690	Supplies and Services	4,500	4,500	**4,500**	4,500	4,500	4,500	4,500
2,690	**NET**	**4,500**	**4,500**	**4,500**	**4,500**	**4,500**	**4,500**	**4,500**
	Allotments - Cost Centre 0558							
4,989	Premises Related Expenses	4,880	2,900	**2,940**	2,980	3,020	3,060	3,100
(4,557)	Income	(4,650)	(4,500)	**(4,500)**	(4,500)	(4,500)	(4,500)	(4,500)
432	**Net Controllable**	**230**	**(1,600)**	**(1,560)**	**(1,520)**	**(1,480)**	**(1,440)**	**(1,400)**
16,508	Central and Departmental Support	16,230	13,650	**14,260**	14,500	14,770	15,030	15,280
16,940	**NET**	**16,460**	**12,050**	**12,700**	**12,980**	**13,290**	**13,590**	**13,880**

HEALTH and WELL-BEING PORTFOLIO
BUDGETS 2017/18, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

2016/17 Actual £	Service/Description	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	Children's Play Areas - Cost Centre 0513							
17,884	Premises Related Expenses	19,320	19,980	**22,820**	23,070	23,330	23,590	23,860
158,252	Contracted Services	160,200	161,330	**163,180**	166,440	169,770	173,170	176,630
(31,406)	Income	(15,920)	(15,940)	**(16,020)**	(15,260)	(13,160)	(13,160)	(13,160)
144,730	**Net Controllable**	**163,600**	**165,370**	**169,980**	**174,250**	**179,940**	**183,600**	**187,330**
21,791	Central and Departmental Support	18,690	11,830	**14,950**	15,180	15,440	15,720	16,000
28,223	Asset Charges	28,220	28,220	**28,220**	26,740	5,780	5,780	0
194,744	**NET**	**210,510**	**205,420**	**213,150**	**216,170**	**201,160**	**205,100**	**203,330**
	Brighter Chesterfield (Roundabouts) - Cost Centre 1443							
2,706	Premises Related Expenses	270	210	**220**	230	240	250	260
1,349	Supplies and Services	1,500	2,000	**2,000**	1,500	1,500	1,500	1,500
15,413	Contracted Services	16,000	16,000	**16,200**	16,520	16,860	17,190	17,540
(4,738)	Income	(10,000)	(6,000)	**(24,000)**	(6,000)	(6,000)	(6,000)	(6,000)
14,730	**Net Controllable**	**7,770**	**12,210**	**(5,580)**	**12,250**	**12,600**	**12,940**	**13,300**
6,999	Central and Departmental Support	8,090	5,570	**6,540**	6,650	6,760	6,870	7,000
21,729	**NET**	**15,860**	**17,780**	**960**	**18,900**	**19,360**	**19,810**	**20,300**
	Chesterfield in Bloom - Cost Centre 0524							
145	Premises Related Expenses	0	3,000	**2,000**	2,000	2,000	2,000	2,000
10,483	Supplies and Services	10,800	12,520	**10,700**	10,700	10,700	10,700	10,700
(3,000)	Income	(3,000)	(4,320)	**(2,500)**	(2,500)	(2,500)	(2,500)	(2,500)
7,628	**Net Controllable**	**7,800**	**11,200**	**10,200**	**10,200**	**10,200**	**10,200**	**10,200**
5,921	Central and Departmental Support	8,050	6,140	**6,800**	6,910	7,020	7,150	7,270
13,549	**NET**	**15,850**	**17,340**	**17,000**	**17,110**	**17,220**	**17,350**	**17,470**
	Golf Course - Cost Centre 0515							
(58,647)	Income	(58,750)	(61,470)	**(62,000)**	(62,000)	(62,000)	(62,000)	(62,000)
(58,647)	**Net Controllable**	**(58,750)**	**(61,470)**	**(62,000)**	**(62,000)**	**(62,000)**	**(62,000)**	**(62,000)**
852	Central and Departmental Support	900	990	**990**	1,010	1,030	1,050	1,070
17,138	Asset Charges	17,140	17,140	**17,140**	17,140	17,140	15,240	15,240
(40,657)	**NET**	**(40,710)**	**(43,340)**	**(43,870)**	**(43,850)**	**(43,830)**	**(45,710)**	**(45,690)**
	Amenity Maintenance (Highways)- Cost Centre 0523							
20,762	Premises Related Expenses	18,000	11,000	**12,500**	12,500	12,500	12,500	12,500
159,455	Contracted Services	161,880	163,020	**164,920**	168,220	171,580	175,010	178,510
(105,983)	Income	(105,980)	(105,980)	**(105,980)**	(105,980)	(105,980)	(105,980)	(105,980)
74,234	**Net Controllable**	**73,900**	**68,040**	**71,440**	**74,740**	**78,100**	**81,530**	**85,030**
22,996	Central and Departmental Support	16,980	13,580	**14,990**	15,230	15,500	15,780	16,070
97,230	**NET**	**90,880**	**81,620**	**86,430**	**89,970**	**93,600**	**97,310**	**101,100**
1,117,112	**TOTAL PARKS AND OPEN SPACES**	**2,239,880**	**2,156,030**	**2,158,650**	**2,209,680**	**2,226,120**	**2,244,380**	**2,275,300**

2016/17 Actual £	Service/Description	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - SPORTS FACILITIES							
	Queen's Park Sports Centre - Cost Centres 0502/0932/0934/0940/0941/0943							
1,115,271	Employee Expenses	1,077,590	1,088,990	**1,150,910**	1,170,650	1,190,790	1,211,320	1,232,250
460,342	Premises Related Expenses	482,620	493,000	**504,470**	517,660	530,140	543,020	556,290
630	Transport Related Expenses	600	600	**610**	620	640	650	660
356,830	Supplies and Services	316,050	328,740	**322,980**	320,270	302,820	302,860	302,910
67,520	Contracted Services	69,080	76,390	**79,000**	81,300	83,670	86,110	88,630
(2,101,883)	Income	(2,059,750)	(2,216,210)	**(2,325,860)**	(2,328,850)	(2,331,920)	(2,335,080)	(2,338,340)
(101,290)	**Net Controllable**	**(113,810)**	**(228,490)**	**(267,890)**	**(238,350)**	**(223,860)**	**(191,120)**	**(157,600)**
132,684	Central and Departmental Support	133,620	150,590	**164,050**	165,240	168,320	170,920	173,570
275,922	Asset Charges	274,290	265,190	**273,580**	273,580	273,590	275,670	275,670
(2,213)	Rechargeable Income	(2,240)	(2,240)	**(2,280)**	(2,330)	(2,370)	(2,420)	(2,470)
305,103	**NET**	**291,860**	**185,050**	**167,460**	**198,140**	**215,680**	**253,050**	**289,170**
	Staveley Healthy Living Centre - Cost Centres 0505/0506/0507/0509/0950							
812,341	Employee Expenses	826,390	758,290	**775,730**	789,820	804,190	818,840	833,810
369,228	Premises Related Expenses	370,460	395,790	**406,230**	417,200	427,780	438,660	449,880
541	Transport Related Expenses	600	500	**510**	520	530	540	550
214,192	Supplies and Services	203,130	216,790	**209,690**	205,500	186,330	187,180	188,060
53,231	Contracted Services	55,100	55,110	**57,020**	58,700	60,430	62,210	64,040
(1,265,790)	Income	(1,268,000)	(1,208,520)	**(1,182,170)**	(1,182,170)	(1,182,170)	(1,182,170)	(1,182,170)
183,743	**Net Controllable**	**187,680**	**217,960**	**267,010**	**289,570**	**297,090**	**325,260**	**354,170**
118,657	Central and Departmental Support	116,500	127,050	**135,430**	135,090	136,980	139,190	141,070
227,524	Asset Charges	227,520	228,760	**209,610**	224,030	224,030	226,640	226,640
529,924	**NET**	**531,700**	**573,770**	**612,050**	**648,690**	**658,100**	**691,090**	**721,880**
835,027	**TOTAL SPORTS FACILITIES**	**823,560**	**758,820**	**779,510**	**846,830**	**873,780**	**944,140**	**1,011,050**

HEALTH and WELL-BEING PORTFOLIO
BUDGETS 2017/18, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

2016/17 Actual £	Service/Description	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - STREET SCENE AND BUILDING CLEANING							
	Environmental Protection - Cost Centre 0278							
316,071	Employee Expenses	287,940	259,000	**287,640**	294,530	300,950	307,130	313,140
17,570	Transport Related Expenses	17,230	14,320	**13,970**	14,000	14,030	14,070	14,110
22,497	Supplies and Services (incl. £2k c/fwd)	31,870	33,570	**32,680**	32,680	32,680	32,680	32,680
(47,992)	Income	(47,700)	(47,700)	**(40,700)**	(40,700)	(40,700)	(40,700)	(40,700)
308,146	**Net Controllable**	**289,340**	**259,190**	**293,590**	**300,510**	**306,960**	**313,180**	**319,230**
60,031	Central and Departmental Support	62,060	63,620	**70,400**	71,280	72,220	72,280	73,160
5,476	Asset Charges	4,110	4,110	**3,080**	0	0	0	0
(184,320)	Rechargeable Income	(153,670)	(149,970)	**(153,470)**	(161,830)	(164,650)	(167,310)	(170,230)
189,333	**NET**	**201,840**	**176,950**	**213,600**	**209,960**	**214,530**	**218,150**	**222,160**
	Street Cleaning - Cost Centres 0270/0287-0289/0292/0294							
17,926	Supplies and Services	18,940	18,940	**19,080**	19,310	19,550	19,790	20,040
925,692	Contracted Services	932,850	974,210	**985,600**	1,005,320	1,025,430	1,045,940	1,066,840
(24,442)	Income	(24,440)	(24,440)	**(24,440)**	(24,440)	(24,440)	(24,440)	(24,440)
919,176	**Net Controllable**	**927,350**	**968,710**	**980,240**	**1,000,190**	**1,020,540**	**1,041,290**	**1,062,440**
37,447	Central and Departmental Support	28,170	25,710	**31,430**	32,110	32,680	33,290	33,870
956,623	**NET**	**955,520**	**994,420**	**1,011,670**	**1,032,300**	**1,053,220**	**1,074,580**	**1,096,310**
	Building Cleaning Client - Cost Centre 0271							
17,650	Central and Departmental Support	15,370	19,200	**21,450**	21,930	22,310	22,710	23,110
17,650	**NET**	**15,370**	**19,200**	**21,450**	**21,930**	**22,310**	**22,710**	**23,110**
1,163,606	**TOTAL STREET SCENE, etc.**	**1,172,730**	**1,190,570**	**1,246,720**	**1,264,190**	**1,290,060**	**1,315,440**	**1,341,580**

2016/17 Actual £	Service/Description	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - WASTE COLLECTION AND RECYCLING							
	Waste Collection and Recycling - Cost Centres 0215/0216/0218/0220/0240/0263							
69,773	Employee Expenses	97,460	102,750	**103,350**	105,420	107,520	109,690	111,860
0	Transport Related Expenses	2,500	2,500	**2,500**	2,500	2,500	2,500	2,500
396,005	Supplies and Services	467,670	482,440	**512,120**	519,990	528,030	536,230	556,680
2,045,624	Contracted Services	2,110,700	2,090,310	**2,406,000**	2,490,000	2,539,790	2,590,570	2,642,370
(1,223,827)	Income	(1,231,190)	(1,205,960)	**(1,254,500)**	(1,277,600)	(1,301,160)	(1,325,200)	(1,349,710)
1,287,575	**Net Controllable**	**1,447,140**	**1,472,040**	**1,769,470**	**1,840,310**	**1,876,680**	**1,913,790**	**1,963,700**
173,606	Central and Departmental Support	160,520	146,280	**157,310**	158,940	161,310	164,100	166,570
(19,700)	Rechargeable Income	(16,930)	(15,220)	**(15,840)**	(16,050)	(16,320)	(16,620)	(16,900)
1,441,481	**NET**	**1,590,730**	**1,603,100**	**1,910,940**	**1,983,200**	**2,021,670**	**2,061,270**	**2,113,370**
1,441,481	**TOTAL WASTE COLLECTION & RECYCLING**	**1,590,730**	**1,603,100**	**1,910,940**	**1,983,200**	**2,021,670**	**2,061,270**	**2,113,370**

HEALTH and WELL-BEING PORTFOLIO

SUMMARY SUBJECTIVE ANALYSIS

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	Expenditure:							
3,299,304	Employee Expenses	3,255,910	3,184,900	**3,311,880**	3,377,150	3,441,970	3,505,690	3,570,180
	Premises Expenses							
502,641	Repairs and Maintenance	507,870	487,350	**459,350**	459,350	459,350	459,350	459,350
85,454	General Grounds Maintenance	105,880	72,750	**108,940**	108,980	109,020	109,060	109,100
372,710	Energy and Water	394,720	395,370	**409,090**	421,360	434,010	447,010	460,400
347,313	Rents, Service Charges and Rates	357,750	400,670	**415,340**	429,710	442,490	455,670	469,230
67,686	Other (incl. Special Project)	68,110	83,810	**64,220**	65,240	66,280	67,340	68,420
(10,510)	Transfers to/(from) Earmarked Reserves	0	(30,250)	**(30,250)**	(30,250)	(30,250)	(30,250)	(30,250)
39,124	Transport Expenses	41,400	29,320	**29,060**	29,170	29,300	29,420	29,500
	Supplies & Services							
360,260	Equipment and Materials	327,000	342,390	**321,870**	322,020	323,000	324,000	325,040
720,362	Professional Services/Fees	654,880	753,920	**658,110**	663,290	628,890	642,140	657,650
28,458	Grants and Subscriptions	36,010	32,060	**32,060**	32,060	32,060	32,060	32,060
157,240	Provisions	213,640	251,890	**265,750**	265,750	265,750	265,750	265,750
131,662	Other	146,870	137,320	**142,670**	141,460	141,820	143,680	142,550
4,604,418	Contracted Services	4,701,320	4,824,240	**5,176,510**	5,316,480	5,423,390	5,532,490	5,643,800
1,877,920	Central and Departmental Support	1,859,570	1,816,120	**1,936,580**	1,964,960	1,998,330	2,032,070	2,066,040
(1,090,500)	Gain in Fair Value on Revaluation	0	0	**0**	0	0	0	0
1,744,111	Asset Charges	1,725,660	2,347,470	**1,780,030**	1,799,730	1,778,780	1,765,620	1,759,840
13,237,653	**Total Expenditure**	14,396,590	15,129,330	**15,081,210**	15,366,460	15,544,190	15,781,100	16,028,660
	Income:							
(773,980)	Government Grants applied	(670,440)	(1,231,000)	**(660,000)**	(660,000)	(660,000)	(660,000)	(660,000)
(130,424)	Agency Reimbursements	(130,420)	(130,420)	**(130,420)**	(130,420)	(130,420)	(130,420)	(130,420)
(124,340)	Contributions, other Local Authorities	(110,830)	(105,300)	**(50,390)**	(39,730)	(39,730)	(39,730)	(39,730)
(202,704)	Sales	(200,650)	(205,230)	**(205,230)**	(205,230)	(205,230)	(205,230)	(205,230)
(4,799,293)	Fees and Charges	(4,819,110)	(4,905,920)	**(5,094,200)**	(5,117,300)	(5,140,860)	(5,164,900)	(5,189,410)
(125,375)	Rents Received	(129,960)	(113,580)	**(105,110)**	(105,060)	(105,160)	(105,270)	(105,380)
(289,534)	Other Income	(273,190)	(300,050)	**(272,320)**	(256,550)	(257,520)	(257,680)	(260,940)
	Recharges:							
(906,603)	General Fund	(911,440)	(857,380)	**(885,970)**	(905,930)	(922,350)	(939,280)	(956,600)
(11,792)	HRA	(11,850)	(12,780)	**(13,260)**	(13,430)	(13,650)	(13,890)	(14,120)
(7,364,045)	**Total Income**	(7,257,890)	(7,861,660)	**(7,416,900)**	(7,433,650)	(7,474,920)	(7,516,400)	(7,561,830)
5,873,608	**NET EXPENDITURE**	7,138,700	7,267,670	**7,664,310**	7,932,810	8,069,270	8,264,700	8,466,830

ANNEXE 4

HEALTH and WELL-BEING PORTFOLIO

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Bereavement Services		
Decrease £23,320		
Employees		
revised base		(3,670)
honorarium / temporary cover	11,960	
Premises		
Baby Garden project	15,500	
general grounds maintenance: tree work		(10,500)
revised Premises Renewals Fund contribution		(10,000)
Income		
SANDS funding for Baby Garden project		(15,500)
Central Support - revised allocations, mainly Bereavement Serv Mgr vacancy		(11,230)
Other minor variations (net)	120	
	27,580	(50,900)
Net Decrease for Programme Area	(23,320)	
Community Safety and Licensing		
Increase £17,300		
Employees		
revised base	2,050	
Supplies & Services		
camera & video, provision vired from Council Newspaper cc0458	3,000	
Domestic Homicide review	1,020	
Income		
miscellaneous licences		(1,670)
Central Support - revised allocations	14,170	
Internal Rechargeable Income		(1,360)
Other minor variations (net)	90	
	20,330	(3,030)
Net Increase for Programme Area	17,300	
Concessionary Travel		
Increase £11,490		
Central Support - revised allocations	11,490	
	11,490	0
Net Increase for Programme Area	11,490	

ANNEXE 4

HEALTH and WELL-BEING PORTFOLIO

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Environmental Health Services		
Decrease £49,690		
Employees		
revised base		(1,490)
Supplies & Services		
EIS site inspection	2,270	
equipment/professional services		(5,180)
Income		
one-off advisory fees		(2,820)
recovery of funeral expenses		(2,500)
H&S legal fees: £12,000 to be recovered over 4 years (year 1)		(3,000)
Central Support - revised allocations		(41,040)
Asset Charges		(8,250)
Internal Rechargeable Income	11,850	
Other minor variations (net)	470	
	14,590	(64,280)
Net Decrease for Programme Area	(49,690)	
Private Sector Housing		
Increase £206,800		
Home Improvement Agency costs (cc0362) transferred to this portfolio	115,970	
Income		
funding for Improvement Grants		(571,000)
Central Support - revised allocations	15,980	
Asset Charges, Improvement Grants	646,000	
Other minor variations (net)		(150)
	777,950	(571,150)
Net Increase for Programme Area	206,800	
Health and Well-being Strategy		
Increase £84,770		
Employees		
Health Development revised base		(3,720)
Health and Well-being Manager revised base	3,850	
Health and Well-being Manager vacancy		(38,140)
agency cover	17,000	
recruitment costs, Assistant Director - Health and Well-being	10,000	
contract extension, Community Lifestyle Officer	15,600	
Supplies & Services		
Health Development new initiatives, reduced activity		(3,100)
security hoarding around old QPSC site	16,250	
Queen's Park new facility, consultant's fee	35,000	
Income		
extra DCC Public Health funding applied		(10,770)
Central Support - revised allocations	5,870	
Strategic Leisure - no longer recharged to services	29,370	
Internal Rechargeable Income (balance)	7,860	
Other minor variations (net)		(300)
	140,800	(56,030)
Net Increase for Programme Area	84,770	

ANNEXE 4

HEALTH and WELL-BEING PORTFOLIO

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Parks and Open Spaces		
Decrease £83,850		
Employees		
delayed recruitment to seasonal posts, Queen's Park		(11,730)
agency cover	9,000	
former Rangers transferred to Greenspaces/Streetscene teams		(117,930)
Premises		
general repairs, mainly Queen's Park play area	23,400	
general grounds m/nance: tree work, new in-house team of 2		(25,050)
maintenance of 'Living Wall'	3,000	
revised Renewals Fund contributions		(33,620)
Transport		
transferred to Greenspaces/Streetscene teams		(12,600)
Supplies & Services		
PPE/tools provision transferred to Greenspaces		(8,000)
Parks equipment funded via grants/contributions	19,550	
Parks extra security provision, locking & unlocking	40,000	
Woodlands maintenance		(4,000)
Engineers' non-core work	3,500	
Cricket Festival, indirect support		(4,500)
Contracted Services		
recalculated grounds maintenance recharges	88,760	
Parks public conveniences extra cleaning	4,260	
Income		
Eastwood Park HLF revenue funding, assumed no longer claimable	10,440	
Parks external contributions towards equipment		(19,550)
Parks fees & charges	16,620	
Parks lettings/café rents		(2,020)
Roundabouts sponsorship shortfall	4,000	
Golf Course lease		(2,720)
Central Support - revised allocations		(54,900)
Asset Charges		(8,080)
Other minor variations (net)		(1,680)
	222,530	(306,380)
Net Decrease for Programme Area	(83,850)	

ANNEXE 4

HEALTH and WELL-BEING PORTFOLIO

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Sports Facilities		
Decrease £64,740		
Employees		
QPSC revised base	8,930	
HLC revised base		(69,820)
Premises		
QPSC electricity/gas/water/sewerage charges		(4,330)
HLC electricity/gas/water/sewerage charges	3,630	
QPSC business rates	17,070	
HLC business rates	18,800	
cleaning materials	2,500	
insurance		(2,550)
Supplies & Services		
resale items		(3,400)
catering equipment/provisions	6,650	
PRS/DD processing/other professional fees	25,090	
extra deep cleans, QPSC	3,400	
coaching fees, external	3,250	
revised Renewals Fund contributions		(4,250)
Contracted Services		
extra cleaning at QPSC gym	4,820	
new provisions for tree work/car park sweeping, QPSC	2,500	
Income		
QPSC swimming		(38,870)
QPSC dry sports		(23,020)
QPSC gym		(85,780)
QPSC catering		(6,260)
QPSC miscellaneous	4,920	
HLC swimming	15,800	
HLC dry sports	15,190	
HLC gym	5,400	
HLC miscellaneous	11,800	
HLC rents: mainly midwifery and crèche leases	18,750	
GP Referrals funding extended for full year		(14,910)
Central Support - revised allocations, including new Catering Operations Mgr	27,520	
Asset Charges		(7,860)
Other minor variations (net)	290	
	196,310	(261,050)
Net Decrease for Programme Area	(64,740)	

ANNEXE 4

HEALTH and WELL-BEING PORTFOLIO

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Street Scene and Building Cleaning		
Increase £17,840		
Employees		
revised base	990	
2 x 0.50 FTEs, vacant posts for 6 months		(29,800)
Transport		
hired vehicle no longer used		(2,560)
insurance		(350)
Supplies & Services		
equipment: approved budget Carry Forward from 2016/17	2,000	
Contracted Services		
recalculated grounds maintenance / street cleaning recharges	41,360	
Central Support - revised allocations	2,930	
Internal Rechargeable Income	3,700	
Other minor variations (net)		(430)
	50,980	(33,140)
Net Increase for Programme Area	17,840	
Waste Collection and Recycling		
Increase £12,370		
Employees		
revised base	4,940	
Supplies & Services		
DCC charge for trade waste disposal		(26,350)
increased Renewals Fund contributions for replacement bins	42,500	
Contracted Services		
waste collection charges		(20,390)
Income		
fees & charges	18,630	
recycling credit	6,580	
Central Support - revised allocations		(14,240)
Internal Rechargeable Income	1,710	
Other minor variations (net)		(1,010)
	74,360	(61,990)
Net Increase for Programme Area	12,370	
TOTAL INCREASE FOR PORTFOLIO	**128,970**	

ANNEXE 5

HEALTH and WELL-BEING PORTFOLIO

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Bereavement Services		
Decrease £6,910		
Employees		
revised base / provision for pay award / increment		(1,710)
Premises		
general grounds maintenance: tree work		(5,000)
revised Premises Renewals Fund contribution		(10,000)
Contracted Services		
grounds maintenance contract indexation	2,450	
Income		
Fees & Charges increase pending		0
Central Support - revised allocations, mainly Bereavement Services Manager	7,150	
Other minor variations (net)	200	
	9,800	(16,710)
Net Decrease for Programme Area	(6,910)	
Community Safety and Licensing		
Increase £19,200		
Employees		
revised base / provision for pay award / increments	5,710	
Income		
miscellaneous licences		(1,670)
Central Support - revised allocations	18,250	
Internal Rechargeable Income		(360)
Other minor variations (net)		(2,730)
	23,960	(4,760)
Net Increase for Programme Area	19,200	
Concessionary Travel		
Increase £11,930		
Central Support - revised allocations	11,930	
	11,930	0
Net Increase for Programme Area	11,930	

ANNEXE 5

HEALTH and WELL-BEING PORTFOLIO

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Environmental Health Services		
Decrease £37,150		
Employees		
revised base / provision for pay award / increments	3,600	
Supplies & Services		
equipment/professional services		(3,380)
reinstatement of Renewals Fund contribution	2,750	
Income		
recovery of funeral expenses		(2,500)
H&S legal fees: £12,000 to be recovered over 4 years (year 2)		(3,000)
Central Support - revised allocations		(26,110)
Asset Charges		(8,250)
Internal Rechargeable Income	2,420	
Other minor variations (net)		(2,680)
	8,770	(45,920)
Net Decrease for Programme Area	(37,150)	
Private Sector Housing		
Increase £211,910		
Home Improvement Agency costs (cc0362) transferred to this portfolio	115,970	
Employees		
provision for pay award / increments	6,200	
Supplies & Services		
DASH subscription: every other year		(5,000)
Central Support - revised allocations	21,940	
Asset Charges, Improvement Grants	75,000	
Internal Rechargeable Income		(330)
Other minor variations (net)		(1,870)
	219,110	(7,200)
Net Increase for Programme Area	211,910	
Health and Well-being Strategy		
Increase £57,710		
Employees		
Health Development revised base / pay award / increment		(2,050)
Assistant Director, Health and Well-being revised base / pay award	8,690	
ongoing provision, Community Lifestyles Officer	16,720	
Supplies & Services		
Five/60 project, assuming this will discontinue		(11,500)
Queen's Park new facility, Renewals Fund contribution	10,000	
Income		
DCC Public Health contributions, based on confirmed figures only	610	
Central Support - revised allocations	14,090	
Strategic Leisure - no longer recharged to services	29,370	
Internal Rechargeable Income (balance)		(8,290)
Other minor variations (net)	70	
	79,550	(21,840)
Net Increase for Programme Area	57,710	

ANNEXE 5

HEALTH and WELL-BEING PORTFOLIO

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Parks and Open Spaces		
Decrease £81,230		
Employees		
former Rangers transferred to Greenspaces/Streetscene teams		(117,930)
Premises		
Parks general repairs		(4,600)
general grounds maintenance: tree work, in-house team of 3	6,000	
maintenance of 'Living Wall'	2,000	
revised Renewals Fund contributions		(33,620)
Transport		
transferred to Greenspaces/Streetscene teams		(12,600)
Supplies & Services		
PPE/tools provision transferred to Greenspaces		(8,000)
Engineers' non-core work	3,500	
Cricket Festival, indirect support		(4,500)
Contracted Services		
recalculated grounds maintenance recharges/contract indexation	104,380	
Parks public conveniences extra cleaning/indexation	6,250	
Income		
Eastwood Park HLF revenue funding, assumed no longer claimable	10,440	
Parks fees & charges, annual increase pending	15,120	
Parks lettings/café rents		(3,600)
Roundabouts sponsorship increase		(14,000)
Golf Course lease		(3,250)
Central Support - revised allocations		(34,070)
Asset Charges	7,270	
Other minor variations (net)		(20)
	154,960	(236,190)
Net Decrease for Programme Area	(81,230)	

ANNEXE 5

HEALTH and WELL-BEING PORTFOLIO

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Sports Facilities		
Decrease £44,050		
Employees		
QPSC revised base / pay award / extra provision	74,130	
HLC revised base / pay award / extra provision		(49,850)
Premises		
QPSC electricity/gas/water/sewerage charges	1,480	
HLC electricity/gas/water/sewerage charges	9,960	
QPSC business rates	24,740	
HLC business rates	24,080	
cleaning materials	2,500	
insurance		(6,290)
Supplies & Services		
resale items		(3,400)
catering equipment/provisions	2,800	
PRS/DD processing/other professional fees	11,940	
extra deep cleans, QPSC	3,400	
coaching fees, external	3,250	
revised Renewals Fund contributions		(4,250)
Contracted Services		
extra cleaning QPSC gym / Living Wage indexation	9,160	
new provisions for tree work/car park sweeping, QPSC	2,580	
Income - Fees & Charges increase pending		
QPSC swimming, including extra junior lessons		(82,870)
QPSC dry sports, including extra Trampolining/Gymnastics		(107,670)
QPSC gym		(85,780)
QPSC catering		(6,260)
QPSC miscellaneous	1,560	
HLC swimming, including extra junior lessons	600	
HLC dry sports	19,370	
HLC gym	5,400	
HLC miscellaneous	16,800	
HLC rents: café, midwifery and crèche leases	28,750	
GP Referrals funding, assuming this will discontinue	29,820	
Central Support - revised allocations (net), including Catering Operations Mgr	49,320	
Asset Charges		(18,620)
Other minor variations (net)		(700)
	321,640	(365,690)
Net Decrease for Programme Area	(44,050)	

ANNEXE 5

HEALTH and WELL-BEING PORTFOLIO

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Street Scene and Building Cleaning		
Increase £73,990		
Employees		
revised base / provision for pay award / increments	3,680	
Transport		
hired vehicle no longer used		(2,560)
insurance		(700)
Supplies & Services		
reinstatement of Renewals Fund contribution	1,110	
Contracted Services		
recalc grounds maintenance / street cleaning recharges + indexation	52,750	
Central Support - revised allocations	17,680	
Asset Charges		(1,030)
Internal Rechargeable Income	200	
Other minor variations (net)	2,860	
	78,280	(4,290)
Net Increase for Programme Area	73,990	
Waste Collection and Recycling		
Increase £320,210		
Employees		
revised base	6,710	
Supplies & Services		
increased Renewals Fund contributions for replacement bins	42,500	
Contracted Services		
waste collection charges, 18 months' extension to contract	295,480	
Income (including provision for Fees & Charges increases)		
trade refuse		(14,580)
recycling credit		(8,430)
Central Support - revised allocations		(3,210)
Internal Rechargeable Income	1,090	
Other minor variations (net)	650	
	346,430	(26,220)
Net Increase for Programme Area	320,210	
TOTAL INCREASE FOR PORTFOLIO	**525,610**	

For publication

Cabinet Member for Homes & Customers
Revenue Budgets 2017/18 to 2022/23

Meeting:	Cabinet
Date:	19th December 2017
Cabinet portfolio:	Homes & Customers
Report by:	Director of Finance & Resources

For publication

1.0 Purpose of report

1.1 To consider the probable outturn for the current financial year; and

1.2 To consider the draft budget for 2018/19.

2.0 Recommendations

2.1 That the probable outturn for the current financial year be considered.

2.2 That the draft estimates for 2018/19 and future years be considered.

3.0 Probable 2017/18

3.1 The Probable Outturn for the current financial year is £1,805,420, a decrease in the expenditure of £46,680 or 2.5% on the original estimate of £1,852,100.

CHESTERFIELD BOROUGH COUNCIL

3.2 The main reasons for the decreases are summarised below:

Table 1 – Significant Variances Original to Probable 2017/18

Description	**Increase / (Decrease) £'000**
Changes to controllable budgets:	
Housing Benefits	(37)
Bank charges	(9)
Justice Clerks fees	(9)
Severn Trent Commission	18
PPP Costs	(12)
Government Grants	(155)
Private Drain clearing	9
Other Minor Variations	(5)
Changes to controllable budgets	(200)
Change in support service recharges	(2)
Change in Asset Charges	155
Overall decrease in expenditure	(47)

A more detailed analysis of these changes is provided in **Annexe 4.**

4.0 Draft Estimates 2018/19

4.1 The draft estimates for 2018/19 total £1,920,230 an increase in expenditure of £68,130 or 3.7% on the original estimate for 2017/18 of £1,852,100.

4.2 The most significant variances include:

Table 2 – Significant Variances Original 2017/18 to Original 2018/19

Description	**Increase / (Decrease) £'000**
Changes to controllable budgets:	
PPP Costs	36
Housing Benefits	(25)

Private Drain clearing	9
NNDR	(7)
Bank Charges	(7)
Justine Clerks fees	(9)
Severn Trent Commission	82
Net of Minor Variations	2
Changes to controllable budgets	81
Change in support service recharges	(18)
Change in Asset Charges	5
Overall decrease in expenditure	68

A detailed list of variances is shown at **Annexe 5**.

4.3 The following budget assumptions have been used to produce the draft Cabinet Member for Homes & Customers.

- Pay award of 2% for all years.
- Inflation rates –
    - General CPI 2.3% in 2018/19 & 2.0% for all future years
    - Utilities 3.5% in 2018/19 & 3.0% for all future years
    - Rates 3.7% in 2018/19, 3.5% 2019/20 and 3.0% onwards.

4.4 The budgets in this report are the first draft estimates which may need to be amended and refined before the final budget report is presented to Cabinet in February 2018.

5.0 Growth Requests

5.1 No growth requests have been received at this time.

6.0 Medium Term Budget Issues

6.1 Forecast budgets for 2019/20 to 2022/23 have been included in annexes 1 to 3. Other than a provision for known inflationary pressures, there are no other issues to report.

7.0 Risk management

7.1 There are a number of significant risks inherent in any budget forecasting exercise and the risks increase as the period covered increases.

8.0 Equalities Impact Assessment (EIA)

8.1 The budget process and forecasts produced do not require an EIA but any decisions to vary budgets and service provision may require EIA's specific to those options.

9.0 Recommendations

9.1 That the probable outturn for the current financial year be considered.

9.2 That the draft estimates for 2018/19 and future years be considered.

9.3 That the Growth request be considered.

10.0 Reasons for recommendations

10.1 To enable the Council to set a balanced budget for 2018/19.

Glossary of Terms	
RPI/CPI	Retail Price Index/Consumer Price Index

Decision information

Key decision number	**763**
Wards affected	**All**
Links to Council Plan priorities	To provide value for money services

Document information

Report author	**Contact number/email**
Richard Staniforth	**Ext 5456** **Richard.staniforth@chesterfield.gov.uk**
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
Annexes to the report	
Annexe 1	Budget summary by programme area
Annexe 2	Detailed estimates by programme area
Annexe 3	Subjective analysis
Annexe 4	Variances – this year's original estimate to revised

Annexe 5	Variances – this year's original estimate to next year's

ANNEXE 1

CABINET MEMBER FOR HOMES & CUSTOMERS

BUDGETS 2017/18,2018/19,2019/20,2020/21, 2021/22, 2022/23

SUMMARY

2016/17 Actual £	Programme Area	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
280,949	Kier Partnership Services (Facilities Main & Engineers	279,650	272,160	285,440	286,760	285,360	288,450	293,500
(7,504)	Arvato (Customer Services)	10,040	(720)	690	750	830	1,170	1,370
1,465,038	Arvato (Revenues & Benefits)	1,562,410	1,533,980	1,634,100	1,686,900	1,750,990	1,816,810	1,880,890
1,738,483	**TOTAL NET EXPENDITURE**	1,852,100	1,805,420	**1,920,230**	1,974,410	2,037,180	2,106,430	2,175,760
	2016/17 Carry Forwards		0					
			1,805,420					
	Less 2017/18 Original		1,852,100	1,852,100				
	Increase/(Decrease)		(46,680)	68,130				
	Increase/(Decrease) %		2.5%	(3.7%)				

ANNEXE 1B

CABINET MEMBER FOR HOMES & CUSTOMERS
BUDGETS 2017/18,2018/19,2019/20,2020/21, 2021/22, 2022/23
CONTROLLABLE & NON-CONTROLLABLE BUDGETS BY PROGRAMME AREA

2016/17 Actual £	Programme Area	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	CONTROLLABLE BUDGETS							
441,996	Kier Partnership Services (Facilities Main & Engineers	662,940	507,310	675,930	686,370	698,000	709,620	726,270
390,770	Arvato (Customer Services)	402,540	402,280	403,430	408,370	416,230	424,070	431,920
1,200,358	Arvato (Revenues & Benefits)	1,275,900	1,231,900	1,343,620	1,407,490	1,469,800	1,530,670	1,590,220
2,033,124	**TOTAL NET EXPENDITURE**	**2,341,380**	**2,141,490**	**2,422,980**	**2,502,230**	**2,584,030**	**2,664,360**	**2,748,410**
	NON-CONTROLLABLE BUDGETS - INTERNAL RECHARGES							
(404,174)	Kier Partnership Services (Facilities Main & Engineers	(418,640)	(425,500)	(425,840)	(434,960)	(447,990)	(456,520)	(468,120)
(400,525)	Arvato (Customer Services)	(394,750)	(405,250)	(404,990)	(409,870)	(415,400)	(422,900)	(430,550)
237,609	Arvato (Revenues & Benefits)	259,440	275,010	258,810	259,460	261,240	266,190	270,720
(567,090)	**TOTAL INTERNAL RECHARGES**	**(553,950)**	**(555,740)**	**(572,020)**	**(585,370)**	**(602,150)**	**(613,230)**	**(627,950)**
	NON-CONTROLLABLE BUDGETS - ASSET CHARGES/CAPITAL GRANTS							
243,127	Kier Partnership Services (Facilities Main & Engineers	35,350	190,350	35,350	35,350	35,350	35,350	35,350
2,251	Arvato (Customer Services)	2,250	2,250	2,250	2,250	0	0	0
27,071	Arvato (Revenues & Benefits)	27,070	27,070	31,670	19,950	19,950	19,950	19,950
272,449	**TOTAL ASSET CHARGES**	**64,670**	**219,670**	**69,270**	**57,550**	**55,300**	**55,300**	**55,300**
	TOTAL BUDGETS							
280,949	Kier Partnership Services (Facilities Main & Engineers	**279,650**	**272,160**	**285,440**	**286,760**	**285,360**	**288,450**	**293,500**
(7,504)	Arvato (Customer Services)	**10,040**	**(720)**	**690**	**750**	**830**	**1,170**	**1,370**
1,465,038	Arvato (Revenues & Benefits)	**1,562,410**	**1,533,980**	**1,634,100**	**1,686,900**	**1,750,990**	**1,816,810**	**1,880,890**
1,738,483	**TOTAL BUDGETS**	**1,852,100**	**1,805,420**	**1,920,230**	**1,974,410**	**2,037,180**	**2,106,430**	**2,175,760**

CABINET MEMBER FOR HOMES & CUSTOMERS
BUDGETS 2017/18,2018/19,2019/20,2020/21, 2021/22, 2022/23

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA							
	KIER PARTNERSHIP SERVICES (FACILITIES MAINTENANCE & ENGINEERS)							
	Land Drainage - Cost Centre 0154							
27,594	Supplies and Services	18,820	16,820	**18,820**	18,820	18,820	18,820	18,820
(201,928)	Income	0	(155,000)	**0**	0	0	0	0
(11,761)	Inter Committee Transfers	0	0	**0**	0	0	0	0
(186,095)	**Net Controllable**	**18,820**	**(138,180)**	**18,820**	**18,820**	**18,820**	**18,820**	**18,820**
34,788	Central and Departmental Support	39,630	40,360	**41,970**	42,560	43,300	44,060	45,470
	Government Grant - Capital							
207,778	Asset Charges	0	155,000	**0**	0	0	0	0
56,471	**Net**	**58,450**	**57,180**	**60,790**	**61,380**	**62,120**	**62,880**	**64,290**
	Borough Lighting & Street Naming - Cost Centres 0162/0163							
4,060	Premises Related Expenses	4,070	4,140	**4,160**	4,180	4,200	4,220	4,240
12,980	Supplies and Services	10,000	10,000	**10,000**	10,000	10,000	10,000	10,000
17,040	**Net Controllable**	**14,070**	**14,140**	**14,160**	**14,180**	**14,200**	**14,220**	**14,240**
15,468	Central and Departmental Support	17,220	15,060	**16,240**	16,450	16,740	17,030	17,570
32,508	**Net**	**31,290**	**29,200**	**30,400**	**30,630**	**30,940**	**31,250**	**31,810**
	Engineering Services - Cost Centre 0177							
158,836	Supplies and Services	26,060	162,720	**134,180**	129,190	84,200	84,210	84,220
316,821	Agency and Contracted Services	331,940	293,150	**292,350**	297,100	301,850	306,600	316,380
(242,800)	Income	(110,000)	(220,600)	**(183,500)**	(178,500)	(133,500)	(133,500)	(133,500)
232,857	**Net Controllable**	**248,000**	**235,270**	**243,030**	**247,790**	**252,550**	**257,310**	**267,100**
59,018	Central and Departmental Support	62,090	59,730	**62,150**	61,820	62,560	63,480	64,410
(294,489)	Recharge Income	(310,100)	(295,000)	**(305,170)**	(309,620)	(315,110)	(320,790)	(331,510)
(2,614)	**Net**	**(10)**	**0**	**10**	**(10)**	**0**	**0**	**0**
	Drain Cleaning - Cost Centre 2550							
74,805	Supplies and Services	80,290	75,290	**76,790**	78,330	79,900	81,500	83,130
32,043	Agency and Contracted Services	29,140	29,870	**30,730**	31,330	31,930	32,540	33,140
(91,371)	Income	(104,030)	(90,030)	**(91,830)**	(93,670)	(95,540)	(97,450)	(99,400)
15,477	**Net Controllable**	**5,400**	**15,130**	**15,690**	**15,990**	**16,290**	**16,590**	**16,870**
36,616	Central and Departmental Support	40,120	51,490	**49,260**	49,780	50,620	51,500	53,090
(36,945)	Recharge Income	(42,050)	(52,570)	**(49,210)**	(49,720)	(50,540)	(51,360)	(52,950)
15,148	**Net**	**3,470**	**14,050**	**15,740**	**16,050**	**16,370**	**16,730**	**17,010**
	Private Street Works - Cost Centre 0171							
257	Premises Related Expenses	0	2,000	**0**	0	0	0	0
257	**Net Controllable**	**0**	**2,000**	**0**	**0**	**0**	**0**	**0**
244	Central and Departmental Support	510	0	**0**	0	0	0	0
501	**Net**	**510**	**2,000**	**0**	**0**	**0**	**0**	**0**
	Bus Shelters - Cost Centre 0172							
32,917	Premises Related Expenses	36,000	36,000	**36,000**	36,000	36,000	36,000	36,000
9,628	Agency and Contracted Services	9,590	12,280	**10,700**	9,680	9,850	10,020	10,200
42,545	**Net Controllable**	**45,590**	**48,280**	**46,700**	**45,680**	**45,850**	**46,020**	**46,200**
61,195	Central and Departmental Support	57,590	39,590	**49,240**	49,930	46,340	47,170	48,710
35,349	Asset Charges	35,350	35,350	**35,350**	35,350	35,350	35,350	35,350
139,089	**Net**	**138,530**	**123,220**	**131,290**	**130,960**	**127,540**	**128,540**	**130,260**
	Street Scene Amenity Maintenance - Cost Centre 0174							
10,770	Premises Related Expenses	12,000	12,000	**12,000**	12,000	12,000	12,000	12,000
10,770	**Net Controllable**	**12,000**	**12,000**	**12,000**	**12,000**	**12,000**	**12,000**	**12,000**
18,766	Central and Departmental Support	25,160	26,830	**27,150**	27,520	28,000	28,500	29,380
29,536	**Net**	**37,160**	**38,830**	**39,150**	**39,520**	**40,000**	**40,500**	**41,380**
	Engineering Administration - Cost Centre 0168							
12,438	Agency and Contracted Services	12,780	12,790	**13,040**	13,290	13,550	13,800	14,060
12,438	**Net Controllable**	**12,780**	**12,790**	**13,040**	**13,290**	**13,550**	**13,800**	**14,060**
206	Central and Departmental Support	280	220	**270**	290	290	290	300
(12,587)	Recharge Income	(13,060)	(13,010)	**(13,310)**	(13,580)	(13,840)	(14,090)	(14,360)
57	**Net**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Facilities Management - Cost Centres 0165/0447							
(637)	Supplies and Services	0	0	**0**	0	0	0	0
297,344	Agency and Contracted Services	306,280	305,880	**312,490**	318,620	324,740	330,860	336,980
296,707	**Net Controllable**	**306,280**	**305,880**	**312,490**	**318,620**	**324,740**	**330,860**	**336,980**
71,503	Central and Departmental Support	77,300	68,010	**71,020**	71,020	71,910	72,950	73,970
(357,957)	Rechargeable Income	(373,330)	(366,210)	**(375,450)**	(381,410)	(388,260)	(395,260)	(402,200)
10,253	**Net**	**10,250**	**7,680**	**8,060**	**8,230**	**8,390**	**8,550**	**8,750**
280,949	**TOTAL KIER PARTNERSHIP SERVICES (FACILITIES MAINTENCE & ENGINEERS)**	**279,650**	**272,160**	**285,440**	**286,760**	**285,360**	**288,450**	**293,500**

CABINET MEMBER FOR HOMES & CUSTOMERS
BUDGETS 2017/18,2018/19,2019/20,2020/21, 2021/22, 2022/23

	PROGRAMME AREA							
	CUSTOMER SERVICES (ARVATO)							
	Customer Service Centre - Cost Centre 0402							
9,359	Premises Related Expenses	9,320	8,740	**2,390**	0	0	0	0
0	Supplies and Services	0	0	**0**	0	0	0	0
293,137	Agency and Contract Services	302,630	302,880	**308,550**	314,070	320,110	326,140	332,180
302,496	**Net Controllable**	**311,950**	**311,620**	**310,940**	**314,070**	**320,110**	**326,140**	**332,180**
67,242	Central and Departmental Support	70,790	70,840	**71,360**	70,470	71,300	72,420	73,510
(378,230)	Recharged Income	(374,830)	(385,090)	**(383,860)**	(386,060)	(390,620)	(397,430)	(404,360)
2,251	Asset Charges	2,250	2,250	**2,250**	2,250	0	0	0
(6,241)	**Net**	**10,160**	**(380)**	**690**	**730**	**790**	**1,130**	**1,330**
	Head of Customer Services - Cost Centre 0435							
88,274	Agency and Contract Services	90,590	90,660	**92,490**	94,300	96,120	97,930	99,740
88,274	**Net Controllable**	**90,590**	**90,660**	**92,490**	**94,300**	**96,120**	**97,930**	**99,740**
4,453	Central and Departmental Support	4,100	5,400	**5,820**	5,940	6,000	6,100	6,200
(93,990)	Recharged Income	(94,810)	(96,400)	**(98,310)**	(100,220)	(102,080)	(103,990)	(105,900)
(1,263)	**Net**	**(120)**	**(340)**	**0**	**20**	**40**	**40**	**40**
(7,504)	**TOTAL CUSTOMER SERVICES (ARVATO)**	**10,040**	**(720)**	**690**	**750**	**830**	**1,170**	**1,370**

	PROGRAMME AREA							
	REVENUES AND BENEFITS (ARVATO)							
	Cost of Collection - Cost Centres 0403/0404/0405/0406/0416/0485							
141,527	Supplies and Services	160,020	154,090	**146,080**	148,040	150,040	152,090	154,170
952,033	Agency and Contracted Services	976,560	977,370	**997,080**	1,016,610	1,036,150	1,055,670	1,075,230
(451,600)	Income	(502,410)	(481,620)	**(415,000)**	(415,000)	(415,000)	(415,000)	(415,000)
641,960	**Net Controllable**	**634,170**	**649,840**	**728,160**	**749,650**	**771,190**	**792,760**	**814,400**
1,654,912	Central and Departmental Support	1,691,730	1,748,110	**1,760,320**	1,774,380	1,802,650	1,834,560	1,864,730
(1,603,060)	Recharged Income	(1,626,940)	(1,644,010)	**(1,670,550)**	(1,681,940)	(1,709,900)	(1,739,480)	(1,767,690)
11,719	Asset Charges	11,720	11,720	**16,320**	4,600	4,600	4,600	4,600
705,531	**Net**	**710,680**	**765,660**	**834,250**	**846,690**	**868,540**	**892,440**	**916,040**
	Benefits - Cost Centres 0415/0494							
156,525	Supplies and Services	0	125,660	**0**	0	0	0	0
833,256	Agency and Contracted Services	874,060	860,660	**877,490**	894,680	911,880	929,060	946,260
35,660,061	Transfer Payments	35,707,190	33,515,590	**33,497,790**	33,490,200	33,482,500	33,474,640	33,466,590
5,514	Inter Committee Transfers	10,000	0	**0**	0	0	0	0
(36,282,003)	Income	(36,138,220)	(34,109,500)	**(33,953,490)**	(33,924,660)	(33,897,270)	(33,871,250)	(33,846,540)
373,353	**Net Controllable**	**453,030**	**392,410**	**421,790**	**460,220**	**497,110**	**532,450**	**566,310**
387,620	Central and Departmental Support	399,420	377,260	**379,940**	381,620	386,750	393,050	399,220
760,973	**Net**	**852,450**	**769,670**	**801,730**	**841,840**	**883,860**	**925,500**	**965,530**
	Revenues Hall - Cost Centre 0480							
89,470	Premises Related Expenses	90,320	91,210	**92,920**	94,660	96,330	98,040	99,820
520	Supplies and Services	950	950	**950**	950	950	950	950
95,055	Agency and Contracted Services	97,430	97,490	**99,800**	102,010	104,220	106,470	108,740
185,045	**Net Controllable**	**188,700**	**189,650**	**193,670**	**197,620**	**201,500**	**205,460**	**209,510**
25,167	Central and Departmental Support	25,800	23,780	**22,880**	23,310	23,690	24,110	24,490
(227,030)	Recharged Income	(230,570)	(230,130)	**(233,780)**	(237,910)	(241,950)	(246,050)	(250,030)
15,352	Asset Charges	15,350	15,350	**15,350**	15,350	15,350	15,350	15,350
(1,466)	**Net**	**(720)**	**(1,350)**	**(1,880)**	**(1,630)**	**(1,410)**	**(1,130)**	**(680)**
1,465,038	**TOTAL REVENUES AND BENEFITS (ARVATO)**	**1,562,410**	**1,533,980**	**1,634,100**	**1,686,900**	**1,750,990**	**1,816,810**	**1,880,890**

CABINET MEMBER FOR HOMES & CUSTOMERS

SUMMARY SUBJECTIVE ANALYSIS

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	**2019/20 Original £**	**2020/21 Original £**	**2021/22 Original £**	**2022/23 Original £**
	Expenditure:							
0	Employee Expenses	0	0	**0**	0	0	0	0
146,833	Premises Expenses	151,710	154,090	**147,470**	146,840	148,530	150,260	152,060
0	Transport Expenses	0	0	**0**	0	0	0	0
572,150	Supplies & Services	296,140	545,530	**386,820**	385,330	343,910	347,570	351,290
2,930,026	Agency and Contracts	3,031,000	2,983,030	**3,034,720**	3,091,690	3,150,400	3,209,090	3,272,910
(6,247)	Inter Committee Transfers	10,000	0	**0**	0	0	0	0
35,660,061	Transfer Payments	35,707,190	33,515,590	**33,497,790**	33,490,200	33,482,500	33,474,640	33,466,590
2,437,198	Central and Dept. Support	2,511,740	2,526,680	**2,557,620**	2,575,090	2,610,150	2,655,220	2,701,050
272,449	Asset Charges	64,670	219,670	**69,270**	57,550	55,300	55,300	55,300
42,012,470	**Total Expenditure**	41,772,450	39,944,590	**39,693,690**	39,746,700	39,790,790	39,892,080	39,999,200
	Income:							
(36,389,741)	Government & Other Grants	(36,138,220)	(34,138,840)	**(33,953,490)**	(33,924,660)	(33,897,270)	(33,871,250)	(33,846,540)
(720,228)	Other Income	(530,500)	(763,760)	**(598,500)**	(593,500)	(548,500)	(548,500)	(548,500)
(159,730)	Fees and Charges	(185,940)	(154,150)	**(91,830)**	(93,670)	(95,540)	(97,450)	(99,400)
	Recharges:							
(2,310,238)	General Fund	(2,352,480)	(2,436,500)	**(2,440,170)**	(2,447,220)	(2,482,120)	(2,525,580)	(2,571,560)
(353,382)	HRA	(361,380)	(325,340)	**(352,840)**	(361,770)	(373,210)	(379,650)	(386,830)
(340,668)	Other	(351,830)	(320,580)	**(336,630)**	(351,470)	(356,970)	(363,220)	(370,610)
(40,273,987)	**Total Income**	(39,920,350)	(38,139,170)	**(37,773,460)**	(37,772,290)	(37,753,610)	(37,785,650)	(37,823,440)
1,738,483	**NET EXPENDITURE**	1,852,100	1,805,420	**1,920,230**	1,974,410	2,037,180	2,106,430	2,175,760

ANNEXE 4

CABINET MEMBER FOR HOMES & CUSTOMERS

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Kier Partnership Services (Facilities Main & Engineers)		
Underspend (7,490)		
Agency		
- Reduction in PPP costs		(12,200)
- Bus shelter cleaning	2,690	
Income		
- Government grant towards asset charges		(155,000)
- Private Drain clearing - net reduction in income	9,000	
Central Support		
- revised allocations		(6,860)
Asset charges	155,000	
Other minor variations (Net)		(120)
	166,690	(174,180)
Net Spend for Programme Area	(7,490)	
Arvato (Customer Services)		
Underspend (£10,760)		
Central Support		
- revised allocations		(10,500)
Other minor variations (Net)		(260)
	0	(10,760)
Net Spend for Programme Area	(10,760)	

ANNEXE 4

CABINET MEMBER FOR HOMES & CUSTOMERS

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Arvato (Revenues & Benefits)		
Underspend (28,430)		
Supplies & Services		
- Bank charges		(8,890)
- Additional cost of administering Housing Benefits new burdens	125,660	
- Justice Clerk fees		(8,900)
- Additional costs of administrating NNDR	12,000	
Agency & Contracted Services		
- Reduction in PPP costs (tfr of DWP fraud work)		(12,530)
Housing Benefits Transfer payments		(2,191,600)
Bad Debt provision		(10,000)
Controllable income		
- Reduction in Severn Trent commission	17,790	
- Housing Benefits	2,154,380	
- Increase in New Burdens Grant income		(125,660)
Central Support		
- revised allocations	15,570	
Other minor variations (Net)	3,750	
	2,329,150	(2,357,580)
Net Spend for Programme Area	(28,430)	
TOTAL FOR PORTFOLIO	**(46,680)**	

ANNEXE 5

CABINET MEMBER FOR HOMES & CUSTOMERS

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Kier Partnership Services (Facilities Main & Engineers)		
Overspend £5,790		
Agency		
- Increase in PPP costs	3,470	
Income		
- Private Drain clearing - net reduction in income	8,700	
- Bus shelter cleaning	1,110	
Central Support		
- revised allocations		(7,200)
Other minor variations (Net)		(290)
	13,280	(7,490)
Net Spend for Programme Area	5,790	
Arvato (Customer Services)		
Underspend (£9,350)		
Premises		
- NNDR saving due to re-location to Town Hall		(6,930)
Agency		
- Increase in PPP costs	7,840	
Central Support		
- revised allocations		(10,240)
Other minor variations (Net)		(20)
	7,840	(17,190)
Net Spend for Programme Area	(9,350)	

ANNEXE 5

CABINET MEMBER FOR HOMES & CUSTOMERS

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Arvato (Revenues & Benefits)		
Overspend £71,690		
Supplies & Services		
- Bank charges		(6,680)
- Justice Clerk fees		(8,900)
- Additional costs of administrating NNDR	2,000	
Agency & Contracted Services		
- Increase in PPP costs	25,510	
Housing Benefits Transfer payments		(2,209,400)
Bad Debt provision		(10,000)
Controllable income		
- Reduction in Severn Trent commission	81,910	
- Housing Benefits	2,184,730	
- Credit card fee income	5,500	
Central Support		
- revised allocations		(630)
Asset Charges	4,600	
Other minor variations (Net)	3,050	
	2,307,300	(2,235,610)
Net Spend for Programme Area	71,690	
TOTAL FOR PORTFOLIO	**68,130**	

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For Publication

Cabinet Member for Town Centre & Visitor Economy Revenue Budgets 2017/18 to 2022/23

Meeting:	Cabinet
Date:	19th December 2017
Cabinet portfolio:	Town Centre & Visitor Economy
Report by:	Director of Finance & Resources

For publication

1.0 Purpose of report

1.1 To consider the probable outturn for the current financial year; and

1.2 To consider the draft budget for 2018/19.

2.0 Recommendations

2.1 That the probable outturn for the current financial year be considered.

2.2 That the draft estimates for 2018/19 and future years be considered.

3.0 Probable 2017/18

3.1 The Probable Outturn for the current financial year is a surplus of £245,860, a decrease in the surplus of £172,000 or 41.2% on the original estimate of £417,860 .

3.2 The main reasons for the decreases are summarised below:

CHESTERFIELD BOROUGH COUNCIL

Table 1 – Significant Variances Original to Probable 2017/18

Description	Increase / (Decrease) £'000
Changes to controllable budgets:	
General Employee Savings	(59)
Energy,Gas, Water, NNDR & Insurances	100
Refuse Collection Services	(20)
Reduction to Renewals Contributions	(160)
Musuem Store Site Investigation	26
Coach Station – usage charges	7
Underwriting of Half Marathon	10
Town Centre Properties increased rents	(26)
Car Parking Fees & Charges	(47)
Markets reduced income	56
CCTV External Monitoring Fees	16
Markets Hall increased income	(20)
Market Hall Café reduced expenses	(102)
Market Hall Café reduced sales	144
Pavements general premises increases	19
Pavements reduced rents	62
Cultural Venues – Artistes Fees etc	11
Cultural Venues reduced income	23
Vicar Lane decreased rent (head rent)	115
Other Minor Variations	(9)
Changes to controllable budgets	146
Change in support service recharges	49
Changes to Asset Charges	(23)
Overall decrease in surplus	172

A detailed list of variances is shown at **Annexe 4**.

4.0 Draft Estimates 2018/19

4.1 The 2018/19 budget estimate is a surplus of £181,110, this is a decrease in surplus of £236,750 or 56.7% on the original estimates of £417,860.

4.2 The most significant variances include:

Table 2 – Significant Variances Original 2017/18 to Original 2018/19

Description	Increase / (Decrease) £'000
Changes to controllable budgets:	
General Salaries – incl pay award etc	6
Premises Energy, Water & Insurances	(30)
Business rate increases	112
Half Marathon costs	5
Saltergate – closure of multi-storey	(36)
Car Parking reduced fees and charges	16
CCTV External Monitoring Fees	16
Cultural Venues increased supplies and services (new bar & artist fees etc.)	19
Cultural Venues increased income and services (new bar/fees & productions)	(23)
Reduction to Renewals contributions	(26)
Markets refuse collection charges	(7)
Markets reduced rents	56
Market Hall Café reduced expenses	(78)
Market Hall Café reduced sales	99
Markets Hall increased rents & recharges	(10)
Pavements general premises increase	45
Pavements increased rents & recharges	(23)
Town Centre Properties increase rents	(23)
Vicar Lane reduced rent (head rent)	75
Other Minor Variations	(16)
Changes to controllable budgets	177
Change in support service recharges	28
Changes in Asset Charges	32
Overall decrease in surplus	237

A detailed list of variances is shown at **Annexe 5**.

4.3 The following budget assumptions have been used to produce the draft budgets.

- Pay award of 2% for each of the years 2018/19 to 2022/23
- Inflation rates –
    - 3.5% Gas & Electricity 2018/19 & 3% for all future years

- General RPI 3.5% in 2018/19 and then 3.0% 2019/20 onwards.
- General CPI 2.3% in 2018/19 and then 2% 2019/20 onwards
- Rates 3.7% in 2018/19, 3.5% in 2019/20 and 3.0% onwards.
- Fees & Charges – minimum uplift of 3%

4.4 The budgets in this report are the first draft estimates which may need to be amended and refined before the final budget report is presented to Cabinet in February.

5.0 Growth Requests

5.1 No growth requests have been received at this time.

6.0 Medium Term Budget Issues

6.1 Forecast budgets for 2019/20 to 2022/23 have been included in annexes 1 to 3. Other than a provision for known inflationary pressures, there are no other issues to report.

7.0 Risk management

7.1 There are a number of significant risks inherent in any budget forecasting exercise and the risks increase as the period covered increases.

8.0 Equalities Impact Assessment (EIA)

8.1 The budget process and forecasts produced do not require an EIA but any decisions to vary budgets and service provision may require EIAs specific to those options.

9.0 Recommendations

9.1 That the probable outturn for the current financial year be considered.

9.2 That the draft estimates for 2018/19 and future years be considered.

10.0 Reasons for recommendations

10.1 To enable the Council to set a balanced budget for 2018/19.

Glossary of Terms	
RPI	Retail Price Index
CPI	Consumer Price Index

Decision information

Key decision number	**764**
Wards affected	**All**
Links to Council Plan priorities	**To provide value for money services.**

Document information

Report author	**Contact number/email**
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Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
Annexes to the report	
Annexe 1	Budget summary by programme area
Annexe 2	Detailed estimates by programme area
Annexe 3	Subjective analysis
Annexe 4	Variances – this year's original estimate to revised
Annexe 5	Variances – this year's original estimate to next year's

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TOWN CENTRE and VISITOR ECONOMY PORTFOLIO

BUDGETS 2017/18, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

SUMMARY

2016/17 Actual £	Programme Area	2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
(976,686)	Car Parking	(903,130)	(854,250)	(893,750)	(824,180)	(796,030)	(766,680)	(736,640)
66,262	CCTV	56,270	59,360	118,360	46,960	42,270	47,610	42,910
1,194,938	Cultural Venues	1,189,450	1,107,580	1,198,310	1,196,310	1,214,920	1,233,990	1,255,930
75,517	Festivals and Events	140,340	147,360	142,230	62,410	62,610	62,820	63,030
(143,267)	Markets	(227,780)	(143,950)	(136,040)	(141,760)	(132,420)	(133,700)	(134,440)
95,896	Tourism Strategy	85,630	83,810	84,900	85,650	86,420	87,220	88,020
(2,538,148)	Town Centre Management	(952,280)	(848,330)	(899,200)	(897,900)	(847,270)	(841,970)	(836,720)
197,073	Visitor Information Centre	193,640	202,560	204,080	208,880	212,300	217,560	221,180
(2,028,415)	**TOTAL NET EXPENDITURE**	(417,860)	(245,860)	**(181,110)**	(263,630)	(157,200)	(93,150)	(36,730)
	2016/17 Carry Forward & Funding from Reserves		0					
			(245,860)					
	Less 2017/18 Original		(417,860)	**(417,860)**	(417,860)	(417,860)	(417,860)	(417,860)
	Increased/(Decreased) Requirements		172,000	**236,750**	154,230	260,660	324,710	381,130
	Increase/(Decrease) %		41.2%	**56.7%**	36.9%	62.4%	77.7%	91.2%

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO
BUDGETS 2017/18, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23
CONTROLLABLE & NON-CONTROLLABLE BUDGETS BY PROGRAMME AREA

2016/17		2017/18		**2018/19**	2019/20	2020/21	2021/22	2022/23
Actual	Programme Area	Original	Probable	**Original**	Original	Original	Original	Original
£		£	£	**£**	£	£	£	£
	CONTROLLABLE BUDGETS							
(1,358,535)	Car Parking	(1,334,790)	(1,387,930)	**(1,349,080)**	(1,499,540)	(1,479,070)	(1,457,930)	(1,436,290)
198,063	CCTV	177,100	199,110	**171,800**	172,900	173,800	184,810	186,010
682,604	Cultural Venues	656,790	603,060	**696,210**	698,430	715,810	733,380	753,920
71,633	Festivals and Events	136,640	144,200	**139,200**	59,340	59,480	59,640	59,790
(203,455)	Markets	(296,150)	(234,220)	**(222,840)**	(228,630)	(219,880)	(221,520)	(222,650)
92,925	Tourism Strategy	82,390	82,830	**83,980**	84,730	85,490	86,270	87,070
(2,754,928)	Town Centre Management	(2,620,190)	(2,466,840)	**(2,549,750)**	(2,579,250)	(2,519,080)	(2,512,460)	(2,505,650)
153,868	Visitor Information Centre	149,640	157,500	**158,740**	163,650	166,550	171,250	174,310
(3,117,825)	**TOTAL NET EXPENDITURE**	(3,048,570)	(2,902,290)	**(2,871,740)**	(3,128,370)	(3,016,900)	(2,956,560)	(2,903,490)
	NON-CONTROLLABLE BUDGETS - INTERNAL RECHARGES							
296,768	Car Parking	304,110	350,660	**272,310**	323,280	330,960	339,170	347,570
(147,787)	CCTV	(153,140)	(152,770)	**(80,370)**	(152,870)	(158,460)	(164,130)	(170,030)
114,270	Cultural Venues	130,010	105,850	**98,090**	97,570	98,800	100,300	101,700
3,884	Festivals and Events	3,700	3,160	**3,030**	3,070	3,130	3,180	3,240
38,041	Markets	40,700	68,490	**60,860**	62,240	63,820	64,910	65,860
2,971	Tourism Strategy	3,240	980	**920**	920	930	950	950
88,757	Town Centre Management	92,000	91,790	**92,340**	93,690	95,220	96,710	98,040
33,665	Visitor Information Centre	34,460	35,520	**35,800**	35,690	36,210	36,770	37,330
430,568	**TOTAL INTERNAL RECHARGES**	455,080	503,680	**482,980**	463,590	470,610	477,860	484,660
	NON-CONTROLLABLE BUDGETS - ASSET CHARGES/CAPITAL GRANTS							
85,082	Car Parking	127,550	183,020	**183,020**	352,080	352,080	352,080	352,080
15,986	CCTV	32,310	13,020	**26,930**	26,930	26,930	26,930	26,930
398,064	Cultural Venues	402,650	398,670	**404,010**	400,310	400,310	400,310	400,310
0	Festivals and Events	0	0	**0**	0	0	0	0
22,147	Markets	27,670	21,780	**25,940**	24,630	23,640	22,910	22,350
0	Tourism Strategy	0	0	**0**	0	0	0	0
128,023	Town Centre Management	1,575,910	1,526,720	**1,558,210**	1,587,660	1,576,590	1,573,780	1,570,890
9,540	Visitor Information Centre	9,540	9,540	**9,540**	9,540	9,540	9,540	9,540
658,842	**TOTAL ASSET CHARGES**	2,175,630	2,152,750	**2,207,650**	2,401,150	2,389,090	2,385,550	2,382,100
	TOTAL BUDGETS							
(976,686)	Car Parking	(903,130)	(854,250)	**(893,750)**	(824,180)	(796,030)	(766,680)	(736,640)
66,262	CCTV	56,270	59,360	**118,360**	46,960	42,270	47,610	42,910
1,194,938	Cultural Venues	1,189,450	1,107,580	**1,198,310**	1,196,310	1,214,920	1,233,990	1,255,930
75,517	Festivals and Events	140,340	147,360	**142,230**	62,410	62,610	62,820	63,030
(143,267)	Markets	(227,780)	(143,950)	**(136,040)**	(141,760)	(132,420)	(133,700)	(134,440)
95,896	Tourism Strategy	85,630	83,810	**84,900**	85,650	86,420	87,220	88,020
(2,538,148)	Town Centre Management	(952,280)	(848,330)	**(899,200)**	(897,900)	(847,270)	(841,970)	(836,720)
197,073	Visitor Information Centre	193,640	202,560	**204,080**	208,880	212,300	217,560	221,180
(2,028,415)	**TOTAL BUDGETS**	(417,860)	(245,860)	**(181,110)**	(263,630)	(157,200)	(93,150)	(36,730)

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO
BUDGETS 2017/18, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - CAR PARKING							
	Saltergate MSCP - Cost Centre 0150							
151,050	Premises Related Expenses	147,370	115,850	**2,420**	121,300	124,460	127,710	131,060
17,937	Supplies and Services	10,490	13,760	**80**	10,810	10,870	10,930	10,990
3,474	Contracted Services	3,510	3,510	**0**	3,630	3,700	3,780	3,850
(293,883)	Income	(105,640)	(281,520)	**0**	(418,640)	(418,640)	(418,640)	(418,640)
(121,422)	**Net Controllable**	**55,730**	**(148,400)**	**2,500**	**(282,900)**	**(279,610)**	**(276,220)**	**(272,740)**
63,420	Central and Departmental Support	65,750	64,430	**0**	68,350	70,400	72,510	74,690
209,591	Asset Charges	0	0	**0**	169,060	169,060	169,060	169,060
151,589	**NET**	**121,480**	**(83,970)**	**2,500**	**(45,490)**	**(40,150)**	**(34,650)**	**(28,990)**
	New Beetwell Street MSCP - Cost Centre 0151							
149,445	Premises Related Expenses	151,270	147,620	**150,140**	153,580	156,760	160,030	163,410
8,402	Supplies and Services	10,380	10,330	**10,320**	10,370	10,420	10,470	10,520
19	Inter Committee Transfers	1,000	0	**0**	0	0	0	0
(319,603)	Income	(335,260)	(320,260)	**(322,260)**	(322,260)	(322,260)	(322,260)	(322,260)
(161,737)	**Net Controllable**	**(172,610)**	**(162,310)**	**(161,800)**	**(158,310)**	**(155,080)**	**(151,760)**	**(148,330)**
0	Central and Departmental Support	0	0	**0**	0	0	0	0
89,925	Asset Charges	89,930	126,600	**126,600**	126,600	126,600	126,600	126,600
(71,812)	**NET**	**(82,680)**	**(35,710)**	**(35,200)**	**(31,710)**	**(28,480)**	**(25,160)**	**(21,730)**
	Surface Parking - Cost Centre 0152							
334,651	Premises Related Expenses	334,940	381,940	**393,090**	403,960	413,690	423,710	434,040
9,600	Transport Related Expenses	9,600	9,600	**9,600**	9,600	9,600	9,600	9,600
194,410	Supplies and Services	202,360	196,150	**196,300**	196,640	196,980	197,320	197,660
18,159	Contracted Services	21,300	18,330	**18,550**	18,920	19,300	19,680	20,080
(1,907,299)	Income	(2,059,600)	(1,951,230)	**(2,047,200)**	(1,952,730)	(1,953,480)	(1,954,230)	(1,954,980)
(1,350,479)	**Net Controllable**	**(1,491,400)**	**(1,345,210)**	**(1,429,660)**	**(1,323,610)**	**(1,313,910)**	**(1,303,920)**	**(1,293,600)**
126,840	Central and Departmental Support	131,510	180,310	**157,540**	140,310	144,210	148,500	152,960
(214,434)	Asset Charges	37,620	56,420	**56,420**	56,420	56,420	56,420	56,420
(1,438,073)	**NET**	**(1,322,270)**	**(1,108,480)**	**(1,215,700)**	**(1,126,880)**	**(1,113,280)**	**(1,099,000)**	**(1,084,220)**
	Car Parks Administration - Cost Centre 0153							
233,769	Employee Expenses	248,050	232,300	**223,910**	228,250	232,440	236,820	241,170
18,768	Premises Related Expenses	19,230	20,680	**0**	0	0	0	0
4,452	Transport Related Expenses	5,480	4,280	**4,260**	4,320	4,380	4,440	4,500
22,130	Supplies and Services	18,710	18,710	**18,710**	18,710	18,710	18,710	18,710
1,029	Contracted Services	1,020	1,020	**0**	0	0	0	0
(5,046)	Income	(19,000)	(9,000)	**(7,000)**	14,000	14,000	14,000	14,000
275,103	**Net Controllable**	**273,490**	**267,990**	**239,880**	**265,280**	**269,530**	**273,970**	**278,380**
106,508	Central and Departmental Support	106,850	105,920	**114,770**	114,620	116,350	118,160	119,920
381,610	**NET**	**380,340**	**373,910**	**354,650**	**379,900**	**385,880**	**392,130**	**398,300**
(976,686)	**TOTAL CAR PARKING**	**(903,130)**	**(854,250)**	**(893,750)**	**(824,180)**	**(796,030)**	**(766,680)**	**(736,640)**

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - CCTV							
	CCTV - Cost Centre 0149							
151,831	Employee Expenses	138,870	146,180	**140,130**	143,180	145,880	148,630	151,450
17,794	Premises Related Expenses	17,550	19,070	**0**	0	0	0	0
30,000	Transport Related Expenses	30,000	30,000	**30,000**	30,000	30,000	30,000	30,000
89,103	Supplies and Services	81,530	78,710	**78,000**	78,020	78,040	78,060	78,080
1,029	Contracted Services	1,020	1,020	**0**	0	0	0	0
(91,694)	Income	(91,870)	(75,870)	**(76,330)**	(78,300)	(80,120)	(71,880)	(73,520)
198,063	**Net Controllable**	**177,100**	**199,110**	**171,800**	**172,900**	**173,800**	**184,810**	**186,010**
39,873	Central and Departmental Support	40,150	40,520	**52,360**	52,190	52,750	53,410	54,040
(187,660)	Recharge Income	(193,290)	(193,290)	**(132,730)**	(205,060)	(211,210)	(217,540)	(224,070)
15,986	Asset Charges	32,310	13,020	**26,930**	26,930	26,930	26,930	26,930
66,262	**NET**	**56,270**	**59,360**	**118,360**	**46,960**	**42,270**	**47,610**	**42,910**
66,262	**TOTAL CCTV**	**56,270**	**59,360**	**118,360**	**46,960**	**42,270**	**47,610**	**42,910**

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO
BUDGETS 2017/18, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

2016/17		2017/18		**2018/19**	2019/20	2020/21	2021/22	2022/23
Actual		Original	Probable	**Original**	Original	Original	Original	Original
£		£	£	**£**	£	£	£	£
	PROGRAMME AREA - CULTURAL VENUES							
	Revolution House/Museum - Cost Centres 0535/0536/0537							
104,113	Employee Expenses	112,340	96,510	**109,230**	111,210	113,280	115,400	117,550
82,698	Premises Related Expenses	79,040	95,890	**95,290**	96,310	97,290	98,290	99,300
217	Transport Related Expenses	320	320	**320**	320	320	320	320
48,293	Supplies and Services	31,560	52,520	**29,070**	29,280	29,490	29,710	29,930
8,017	Contracted Services	7,540	7,540	**7,810**	8,040	8,290	8,530	8,790
(4,770)	Income	(4,500)	(4,500)	**(4,500)**	(4,500)	(4,500)	(4,500)	(4,500)
238,568	**Net Controllable**	**226,300**	**248,280**	**237,220**	**240,660**	**244,170**	**247,750**	**251,390**
22,330	Central and Departmental Support	22,870	18,020	**18,500**	18,550	18,770	19,070	19,330
71,223	Asset Charges	71,220	71,220	**71,220**	67,520	67,520	67,520	67,520
332,121	**NET**	**320,390**	**337,520**	**326,940**	**326,730**	**330,460**	**334,340**	**338,240**
	Winding Wheel - Cost Centres 0539/0540/0947							
347,013	Employee Expenses	340,720	347,240	**370,430**	393,080	403,340	414,110	421,280
132,329	Premises Related Expenses	128,640	71,110	**139,650**	143,620	145,860	148,160	150,530
305	Transport Related Expenses	550	410	**410**	410	410	410	410
476,584	Supplies and Services	470,160	480,080	**485,460**	506,540	510,030	513,880	513,920
31,858	Contracted Services	32,120	32,630	**33,790**	34,800	35,850	36,920	38,030
(10,237)	Inter Committee Transfers	0	0	**0**	0	0	0	0
(759,330)	Income	(761,900)	(746,140)	**(776,610)**	(833,020)	(842,430)	(852,780)	(852,980)
218,521	**Net Controllable**	**210,290**	**185,330**	**253,130**	**245,430**	**253,060**	**260,700**	**271,190**
42,973	Central and Departmental Support	50,660	42,880	**38,960**	38,720	39,210	39,780	40,320
130,527	Asset Charges	135,110	130,530	**135,870**	135,870	135,870	135,870	135,870
392,021	**NET**	**396,060**	**358,740**	**427,960**	**420,020**	**428,140**	**436,350**	**447,380**
	Swanwick Memorial Hall - Cost Centre 0552							
2,485	Premises Related Expenses	2,500	2,440	**2,350**	2,350	2,350	2,350	2,350
5,538	Income	0	0	**0**	0	0	0	0
8,023	**Net Controllable**	**2,500**	**2,440**	**2,350**	**2,350**	**2,350**	**2,350**	**2,350**
1,575	Asset Charges	1,580	1,580	**1,580**	1,580	1,580	1,580	1,580
9,598	**NET**	**4,080**	**4,020**	**3,930**	**3,930**	**3,930**	**3,930**	**3,930**
	Hasland Village Hall - Cost Centre 0553							
27,157	Employee Expenses	39,520	30,090	**30,580**	31,150	31,720	32,310	32,910
24,290	Premises Related Expenses	25,850	25,400	**25,740**	26,110	26,490	26,850	27,230
0	Transport Related Expenses	0	0	**0**	0	0	0	0
1,895	Supplies and Services	2,120	2,720	**2,720**	2,720	2,720	2,720	2,720
2,110	Contracted Services	2,160	2,160	**2,240**	2,310	2,370	2,450	2,520
(28,219)	Income	(35,490)	(27,000)	**(28,620)**	(29,480)	(30,360)	(31,270)	(32,210)
27,233	**Net Controllable**	**34,160**	**33,370**	**32,660**	**32,810**	**32,940**	**33,060**	**33,170**
1,153	Central and Departmental Support	1,120	1,430	**1,430**	1,430	1,450	1,480	1,510
8,761	Asset Charges	8,760	8,760	**8,760**	8,760	8,760	8,760	8,760
37,147	**NET**	**44,040**	**43,560**	**42,850**	**43,000**	**43,150**	**43,300**	**43,440**
	Rest Rooms - Cost Centre 0554							
20,364	Premises Related Expenses	19,950	14,550	**14,420**	14,450	14,480	14,510	14,540
0	Supplies and Services	0	0	**0**	0	0	0	0
20,364	**Net Controllable**	**19,950**	**14,550**	**14,420**	**14,450**	**14,480**	**14,510**	**14,540**
880	Central and Departmental Support	880	0	**0**	0	0	0	0
14,208	Asset Charges	14,210	14,810	**14,810**	14,810	14,810	14,810	14,810
35,452	**NET**	**35,040**	**29,360**	**29,230**	**29,260**	**29,290**	**29,320**	**29,350**
	Market Hall Assembly Rooms - Cost Centre 0582							
14,529	Employee Expenses	14,570	15,380	**15,830**	16,150	16,480	16,810	17,140
0	Transport Related Expenses	0	0	**0**	0	0	0	0
48,389	Supplies and Services	48,670	48,670	**46,890**	48,140	49,180	50,250	51,320
(20,349)	Income	(18,650)	(20,000)	**(21,120)**	(21,750)	(22,410)	(23,080)	(23,770)
42,569	**Net Controllable**	**44,590**	**44,050**	**41,600**	**42,540**	**43,250**	**43,980**	**44,690**
996	Central and Departmental Support	1,000	760	**750**	750	770	790	810
43,565	**NET**	**45,590**	**44,810**	**42,350**	**43,290**	**44,020**	**44,770**	**45,500**
	Pomegranate Theatre - Cost Centres 1200/1210/1230							
374,294	Employee Expenses	365,150	362,350	**371,190**	377,340	383,600	389,990	396,500
96,339	Premises Related Expenses	86,890	46,540	**90,060**	91,480	92,880	94,310	95,780
20	Transport Related Expenses	0	30	**30**	30	30	30	30
643,941	Supplies and Services	602,160	600,620	**600,410**	600,450	600,490	600,540	600,590
18,990	Contracted Services	18,750	19,450	**20,140**	20,750	21,370	22,010	22,670
(11,430)	Inter Committee Transfers	0	0	**0**	0	0	0	0
(994,828)	Income	(953,950)	(953,950)	**(967,000)**	(969,860)	(972,810)	(975,850)	(978,980)
127,326	**Net Controllable**	**119,000**	**75,040**	**114,830**	**120,190**	**125,560**	**131,030**	**136,590**
45,938	Central and Departmental Support	53,480	42,760	**38,450**	38,120	38,600	39,180	39,730
171,770	Asset Charges	171,770	171,770	**171,770**	171,770	171,770	171,770	171,770
345,034	**NET**	**344,250**	**289,570**	**325,050**	**330,080**	**335,930**	**341,980**	**348,090**
1,194,938	**TOTAL CULTURAL VENUES**	**1,189,450**	**1,107,580**	**1,198,310**	**1,196,310**	**1,214,920**	**1,233,990**	**1,255,930**

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO
BUDGETS 2017/18, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - FESTIVALS AND EVENTS							
	Illuminations/Entertainments/Fireworks - Cost Centres 0543/0544/0545/0548							
2,930	Premises Related Expenses	2,960	3,500	**3,620**	3,730	3,840	3,960	4,080
62,012	Supplies and Services	62,360	62,280	**62,140**	62,140	62,140	62,140	62,140
(13,716)	Income	(16,960)	(17,860)	**(17,860)**	(17,860)	(17,860)	(17,860)	(17,860)
51,226	**Net Controllable**	**48,360**	**47,920**	**47,900**	**48,010**	**48,120**	**48,240**	**48,360**
3,454	Central and Departmental Support	3,260	3,160	**3,030**	3,070	3,130	3,180	3,240
54,680	**NET**	**51,620**	**51,080**	**50,930**	**51,080**	**51,250**	**51,420**	**51,600**
	Market Festival/Marathon/Women's Tour - Cost Centres 0527/0528							
18,862	Supplies and Services	86,720	97,220	**92,220**	12,220	12,220	12,220	12,220
1,545	Contracted Services	1,560	1,560	**1,580**	1,610	1,640	1,680	1,710
0	Income	0	(2,500)	**(2,500)**	(2,500)	(2,500)	(2,500)	(2,500)
20,407	**Net Controllable**	**88,280**	**96,280**	**91,300**	**11,330**	**11,360**	**11,400**	**11,430**
430	Central and Departmental Support	440	0	**0**	0	0	0	0
20,837	**NET**	**88,720**	**96,280**	**91,300**	**11,330**	**11,360**	**11,400**	**11,430**
75,517	**TOTAL FESTIVALS AND EVENTS**	**140,340**	**147,360**	**142,230**	**62,410**	**62,610**	**62,820**	**63,030**

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - MARKETS							
	Chesterfield Open Market - Cost Centre 0100							
175,041	Employee Expenses	168,350	162,050	**165,610**	168,620	171,690	174,810	177,990
211,413	Premises Related Expenses	215,500	212,480	**226,020**	231,970	237,550	243,290	249,170
1,955	Transport Related Expenses	2,130	1,860	**1,790**	1,800	1,810	1,820	1,830
32,656	Supplies and Services	35,920	35,840	**35,720**	35,720	35,720	35,720	35,720
9,382	Contracted Services	9,470	9,470	**9,660**	9,850	10,050	10,250	10,450
8	Inter Committee Transfers	0	0	**0**	0	0	0	0
(493,752)	Income	(528,100)	(479,530)	**(479,530)**	(479,530)	(479,530)	(479,530)	(479,530)
(63,298)	**Net Controllable**	**(96,730)**	**(57,830)**	**(40,730)**	**(31,570)**	**(22,710)**	**(13,640)**	**(4,370)**
43,200	Central and Departmental Support	42,920	40,870	**43,240**	43,810	44,580	45,430	46,210
21,253	Asset Charges	25,050	20,890	**25,050**	23,740	22,750	22,020	21,460
1,156	**NET**	**(28,760)**	**3,930**	**27,560**	**35,980**	**44,620**	**53,810**	**63,300**
	Staveley Open Market - Cost Centre 0101							
4,108	Premises Related Expenses	4,320	4,450	**4,530**	4,620	4,710	4,810	4,910
(2,000)	Supplies and Services	0	0	**0**	0	0	0	0
(402)	Income	(400)	(400)	**(400)**	(400)	(400)	(400)	(400)
1,707	**Net Controllable**	**3,920**	**4,050**	**4,130**	**4,220**	**4,310**	**4,410**	**4,510**
894	Asset Charges	890	890	**890**	890	890	890	890
2,601	**NET**	**4,810**	**4,940**	**5,020**	**5,110**	**5,200**	**5,300**	**5,400**
	Car Boot and Medieval Market - Cost Centres 0105/0107							
660	Employee Expenses	810	810	**820**	830	840	850	850
7,490	Supplies and Services	7,430	7,430	**7,430**	7,430	7,430	7,430	7,430
(16,903)	Income	(24,820)	(17,670)	**(17,670)**	(17,670)	(17,670)	(17,670)	(17,670)
(8,753)	**Net Controllable**	**(16,580)**	**(9,430)**	**(9,420)**	**(9,410)**	**(9,400)**	**(9,390)**	**(9,390)**
10,529	Central and Departmental Support	10,460	10,110	**10,600**	10,760	10,960	11,160	11,360
1,776	**NET**	**(6,120)**	**680**	**1,180**	**1,350**	**1,560**	**1,770**	**1,970**
	Market Hall Café - Cost Centre 0108							
479	Employee Expenses	89,490	61,790	**73,850**	76,190	78,620	80,140	81,730
0	Premises Related Expenses	17,680	18,960	**19,630**	20,240	20,860	21,500	22,160
8,112	Supplies and Services	99,020	34,250	**43,900**	48,900	53,900	58,900	63,900
0	Income	(248,640)	(105,140)	**(150,140)**	(175,140)	(200,140)	(225,140)	(250,140)
0	Transfer to Earmarked Reserve	8,800	0	**0**	0	11,000	11,000	11,000
8,591	**Net Controllable**	**(33,650)**	**9,860**	**(12,760)**	**(29,810)**	**(35,760)**	**(53,600)**	**(71,350)**
0	Central and Departmental Support	3,850	38,210	**27,390**	28,600	29,720	30,260	30,830
0	Asset Charges	1,730	0	**0**	0	0	0	0
8,591	**NET**	**(28,070)**	**48,070**	**14,630**	**(1,210)**	**(6,040)**	**(23,340)**	**(40,520)**
	Market Hall - Cost Centre 0102							
81,660	Employee Expenses	81,120	71,230	**72,840**	74,360	75,910	77,240	78,600
171,568	Premises Related Expenses	162,890	166,310	**167,940**	171,450	175,030	178,720	182,510
13,280	Supplies and Services	10,700	10,760	**10,610**	10,610	10,610	10,610	10,610
42,828	Contracted Services	43,750	43,170	**44,670**	45,980	47,330	48,720	50,160
734	Inter Committee Transfers	0	0	**0**	0	0	0	0
(530,452)	Income	(531,270)	(551,690)	**(540,960)**	(546,940)	(549,330)	(550,400)	(551,470)
(220,382)	**Net Controllable**	**(232,810)**	**(260,220)**	**(244,900)**	**(244,540)**	**(240,450)**	**(235,110)**	**(229,590)**
61,265	Central and Departmental Support	63,170	58,600	**60,300**	61,260	62,380	63,520	64,610
(159,117)	**NET**	**(169,640)**	**(201,620)**	**(184,600)**	**(183,280)**	**(178,070)**	**(171,590)**	**(164,980)**
	Market Administration - Cost Centre 0104							
72,896	Employee Expenses	71,860	72,620	**73,940**	75,420	76,930	78,460	80,040
4,162	Premises Related Expenses	4,210	4,460	**4,630**	4,790	4,930	5,080	5,230
1,622	Supplies and Services	3,630	2,270	**2,270**	2,270	2,270	2,270	2,270
78,680	**Net Controllable**	**79,700**	**79,350**	**80,840**	**82,480**	**84,130**	**85,810**	**87,540**
31,964	Central and Departmental Support	28,540	24,940	**28,820**	28,880	29,280	29,800	30,150
(108,917)	Rechargeable Income	(108,240)	(104,240)	**(109,490)**	(111,070)	(113,100)	(115,260)	(117,300)
1,727	**NET**	**0**	**50**	**170**	**290**	**310**	**350**	**390**
(143,267)	**TOTAL MARKETS**	**(227,780)**	**(143,950)**	**(136,040)**	**(141,760)**	**(132,420)**	**(133,700)**	**(134,440)**

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO
BUDGETS 2017/18, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - TOURISM STRATEGY							
	Tourism Publicity - Cost Centre 0520							
36,568	Employee Expenses	36,330	36,520	**37,660**	38,410	39,170	39,940	40,730
33	Transport Related Expenses	0	250	**260**	260	260	270	280
34,951	Supplies and Services	39,060	39,060	**39,060**	39,060	39,060	39,060	39,060
71,552	**Net Controllable**	**75,390**	**75,830**	**76,980**	**77,730**	**78,490**	**79,270**	**80,070**
763	Central and Departmental Support	880	780	**750**	750	760	780	780
72,315	**NET**	**76,270**	**76,610**	**77,730**	**78,480**	**79,250**	**80,050**	**80,850**
	Arts Development - Cost Centre 0542							
17,288	Employee Expenses	0	0	**0**	0	0	0	0
3,948	Supplies and Services	7,000	7,000	**7,000**	7,000	7,000	7,000	7,000
0	Income	0	0	**0**	0	0	0	0
21,236	**Net Controllable**	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**
739	Central and Departmental Support	710	200	**170**	170	170	170	170
21,975	**NET**	**7,710**	**7,200**	**7,170**	**7,170**	**7,170**	**7,170**	**7,170**
	Cultural and Visitor Services Manager - Cost Centre 0530							
0	Employee Expenses	0	0	**0**	0	0	0	0
137	Supplies and Services	0	0	**0**	0	0	0	0
137	**Net Controllable**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
1,469	Central and Departmental Support	1,650	0	**0**	0	0	0	0
0	Rechargeable Income	0	0	**0**	0	0	0	0
1,606	**NET**	**1,650**	**0**	**0**	**0**	**0**	**0**	**0**
95,896	**TOTAL TOURISM STRATEGY**	**85,630**	**83,810**	**84,900**	**85,650**	**86,420**	**87,220**	**88,020**

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	2019/20 Original £	2020/21 Original £	2021/22 Original £	2022/23 Original £
	PROGRAMME AREA - TOWN CENTRE MANAGEMENT							
	Town Centre Pavements - Cost Centre 0043/0044							
129,431	Employee Expenses	148,130	129,160	**149,970**	152,860	155,780	158,810	161,830
279,246	Premises Related Expenses	286,000	313,170	**320,830**	325,720	330,500	335,570	340,780
47,651	Supplies and Services	44,060	52,520	**43,530**	43,530	43,530	43,530	43,530
317,154	Contracted Services	320,990	317,180	**331,350**	338,450	345,710	353,130	360,730
(2,595,425)	Income	(2,625,920)	(2,576,160)	**(2,648,810)**	(2,649,440)	(2,650,240)	(2,661,910)	(2,673,760)
(1,821,943)	**Net Controllable**	**(1,826,740)**	**(1,764,130)**	**(1,803,130)**	**(1,788,880)**	**(1,774,720)**	**(1,770,870)**	**(1,766,890)**
8,144	Central and Departmental Support	8,730	9,210	**9,270**	9,430	9,620	9,800	9,960
(5,522)	Recharged Income	(5,580)	(5,880)	**(6,260)**	(6,650)	(7,050)	(7,470)	(7,900)
1,590,157	Asset Charges	1,462,050	1,412,850	**1,444,340**	1,433,190	1,422,120	1,419,310	1,416,420
(229,164)	**NET**	**(361,540)**	**(347,950)**	**(355,780)**	**(352,910)**	**(350,030)**	**(349,230)**	**(348,410)**
	Town Centre Developments - Cost Centre 0046/0066/0067							
103,918	Premises Related Expenses	104,080	99,950	**96,230**	96,900	97,570	98,260	98,950
844	Supplies and Services	2,940	2,570	**2,570**	2,570	2,570	2,570	2,570
27,230	Contracted Services	27,310	27,230	**27,860**	28,470	29,120	29,770	30,440
1,091	Inter Committee Transfers	0	0	**0**	0	0	0	0
(622,441)	Income	(629,510)	(655,260)	**(652,120)**	(691,590)	(648,300)	(648,300)	(648,300)
(489,358)	**Net Controllable**	**(495,180)**	**(525,510)**	**(525,460)**	**(563,650)**	**(519,040)**	**(517,700)**	**(516,340)**
77,332	Central and Departmental Support	82,540	78,510	**79,250**	80,640	82,200	83,730	85,160
(46,000)	Asset Charges	0	0	**0**	0	0	0	0
(458,026)	**NET**	**(412,640)**	**(447,000)**	**(446,210)**	**(483,010)**	**(436,840)**	**(433,970)**	**(431,180)**
	Coach Station - Cost Centre 0085							
38,331	Premises Related Expenses	38,200	36,890	**37,690**	38,550	39,350	40,160	41,000
6,838	Supplies and Services	7,190	7,290	**7,530**	7,740	7,960	8,190	8,420
18,214	Contracted Services	18,590	18,590	**19,010**	19,380	19,760	20,150	20,550
(39,506)	Income	(34,750)	(27,400)	**(32,750)**	(32,750)	(32,750)	(32,750)	(32,750)
23,877	**Net Controllable**	**29,230**	**35,370**	**31,480**	**32,920**	**34,320**	**35,750**	**37,220**
3,702	Central and Departmental Support	3,970	4,600	**4,630**	4,720	4,810	4,900	4,980
20,932	Asset Charges	20,930	20,930	**20,930**	20,930	20,930	20,930	20,930
48,511	**NET**	**54,130**	**60,900**	**57,040**	**58,570**	**60,060**	**61,580**	**63,130**
	Town Centre - Cost Centres 0045/0047							
32,793	Premises Related Expenses	27,500	27,500	**27,500**	27,500	27,500	27,500	27,500
(500,297)	Income	(355,000)	(240,070)	**(280,140)**	(287,140)	(287,140)	(287,140)	(287,140)
(467,504)	**Net Controllable**	**(327,500)**	**(212,570)**	**(252,640)**	**(259,640)**	**(259,640)**	**(259,640)**	**(259,640)**
5,101	Central and Departmental Support	2,340	5,350	**5,450**	5,550	5,640	5,750	5,840
(1,437,066)	Asset Charges	92,930	92,940	**92,940**	133,540	133,540	133,540	133,540
(1,899,469)	**NET**	**(232,230)**	**(114,280)**	**(154,250)**	**(120,550)**	**(120,460)**	**(120,350)**	**(120,260)**
(2,538,148)	**TOTAL TOWN CENTRE MANAGEMENT**	**(952,280)**	**(848,330)**	**(899,200)**	**(897,900)**	**(847,270)**	**(841,970)**	**(836,720)**

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO
BUDGETS 2017/18, 2018/19, 2019/20, 2020/21, 2021/22 and 2022/23

2016/17		2017/18		**2018/19**	2019/20	2020/21	2021/22	2022/23
Actual		Original	Probable	**Original**	Original	Original	Original	Original
£		£	£	**£**	£	£	£	£
	PROGRAMME AREA - VISITOR INFORMATION CENTRE							
	Visitor Information Centre - Cost Centre 0534							
137,716	Employee Expenses	135,000	141,410	**142,700**	145,690	148,440	151,220	154,060
32,751	Premises Related Expenses	33,310	29,220	**29,910**	30,630	31,300	31,990	32,700
576	Transport Related Expenses	410	510	**510**	510	520	520	520
19,478	Supplies and Services	22,650	25,620	**24,510**	25,390	24,540	25,430	24,580
10,566	Contracted Services	10,820	10,290	**10,660**	10,980	11,300	11,640	12,000
(47,219)	Income	(52,550)	(49,550)	**(49,550)**	(49,550)	(49,550)	(49,550)	(49,550)
153,868	**Net Controllable**	**149,640**	**157,500**	**158,740**	**163,650**	**166,550**	**171,250**	**174,310**
33,665	Central and Departmental Support	34,460	35,520	**35,800**	35,690	36,210	36,770	37,330
9,540	Asset Charges	9,540	9,540	**9,540**	9,540	9,540	9,540	9,540
197,073	**NET**	**193,640**	**202,560**	**204,080**	**208,880**	**212,300**	**217,560**	**221,180**
197,073	**TOTAL VISITOR INFORMATION CENTRE**	**193,640**	**202,560**	**204,080**	**208,880**	**212,300**	**217,560**	**221,180**

ANNEXE 3

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO

SUMMARY SUBJECTIVE ANALYSIS

2016/17 Actual £		2017/18 Original £	2017/18 Probable £	**2018/19 Original £**	**2019/20 Original £**	**2020/21 Original £**	**2021/22 Original £**	**2022/23 Original £**
	Expenditure:							
1,904,447	Employee Expenses	1,990,310	1,905,640	**1,978,690**	2,032,740	2,074,120	2,115,540	2,153,830
1,911,432	Premises Expenses	1,909,880	1,857,980	**1,851,690**	2,009,260	2,047,400	2,086,760	2,127,230
47,157	Transport Expenses	48,490	47,260	**47,180**	47,250	47,330	47,410	47,490
1,806,965	Supplies & Services	1,906,820	1,886,380	**1,846,450**	1,806,260	1,815,880	1,827,660	1,833,890
511,583	Contracted Services	520,910	513,150	**527,320**	543,170	555,790	568,710	581,980
(19,814)	Transfer to Earmarked Reserve	8,800	0	**0**	0	11,000	11,000	11,000
732,667	Central and Dept. Support	762,190	807,090	**731,460**	786,370	801,970	818,130	833,930
658,842	Asset Charges	2,175,630	2,152,750	**2,207,650**	2,401,150	2,389,090	2,385,550	2,382,100
7,553,279	**Total Expenditure**	9,323,030	9,170,250	**9,190,440**	9,626,200	9,742,580	9,860,760	9,971,450
	Income:							
0	Government & Other Grants	(10,440)	0	**0**	0	0	0	0
(384,248)	Other Income	(382,570)	(379,660)	**(370,600)**	(352,820)	(355,890)	(348,900)	(351,790)
(335,468)	Sales	(576,290)	(430,790)	**(511,830)**	(593,050)	(627,270)	(662,420)	(687,420)
(4,583,336)	Fees and Charges	(4,535,160)	(4,592,830)	**(4,443,480)**	(4,776,170)	(4,791,230)	(4,806,710)	(4,822,460)
(3,976,543)	Rents	(3,929,320)	(3,709,420)	**(3,797,160)**	(3,845,010)	(3,794,030)	(3,795,610)	(3,797,240)
	Recharges:							
(296,577)	General Fund	(301,530)	(297,530)	**(242,220)**	(316,130)	(324,310)	(332,800)	(341,370)
(5,522)	HRA	(5,580)	(5,880)	**(6,260)**	(6,650)	(7,050)	(7,470)	(7,900)
0	Other	0	0	**0**	0	0	0	0
(9,581,694)	**Total Income**	(9,740,890)	(9,416,110)	**(9,371,550)**	(9,889,830)	(9,899,780)	(9,953,910)	(10,008,180)
(2,028,415)	**NET EXPENDITURE**	(417,860)	(245,860)	**(181,110)**	(263,630)	(157,200)	(93,150)	(36,730)

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Car Parking		
Overspend £48,880		
Employees		
general salaries & wages		(14,360)
employee insurances		(1,390)
Premises		
rents & NNDR	46,430	
energy costs	3,280	
insurances		(1,430)
contributions to renewals fund		(35,000)
Supplies & Services		
general equipment & materials		
Contracted Services		
grounds maintenance		(4,000)
Controllable income		
Saltergate MSCP - fees & charges - reinstate income for non closure		(60,110)
New Beetwell MSCP - season tickets for Eliott Mather etc	15,000	
Surface Parking - fees & charges Ashgate Road CP		(7,520)
CPE Income from off-street parking	10,000	
residents zone parking		(1,200)
general rents		(2,880)
Central Support		
revised allocations	46,550	
Asset Charges	55,470	
Other minor variations (Net)	40	
	176,770	(127,890)
Net Spend for Programme Area	48,880	
CCTV		
Overspend £3,090		
Employees		
general salaries	7,490	
employee insurances		(180)
Premises		
rents & NNDR	1,140	
Supplies & Services		
general equipment & materials		(2,400)
Controllable Income		
CCTV monitoring - end of Bolsover & Vicar Lane contracts	16,000	
Central Support		
revised allocations	370	
Asset Charges		(19,290)
Other minor variations (Net)		(40)
	25,000	(21,910)
Net Spend for Programme Area	3,090	

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Cultural Venues Underspend £81,870		
Employees		
Museum salaries & oncosts: revised base		(4,300)
Museum salaries: vacant post - offset costs of Store move		(11,690)
Winding Wheel salaries & oncosts: revised base	5,750	
Community Halls salaries & oncosts: revised base		(8,760)
Pomegranate Theatre salaries & oncosts: revised base		(3,690)
Premises		
Museum business rates/insurance		(1,940)
Museum Store rents/business rates of industrial units	22,480	
Winding Wheel business rates - incl. store orig in Museum budget	6,530	
Pomegranate Theatre business rates	1,450	
Winding Wheel insurance		(670)
reduced Renewals Fund contributions, mainly WW and PT		(113,570)
Supplies & Services		
Museum resale items: budget transferred to V.I.C.		(3,000)
Museum collection insurance		(1,240)
Museum Store: removal costs/site investigation fees	25,500	
Winding Wheel artistes' fees	5,770	
Pomegranate Theatre artistes'/programming fees	5,000	
Security/other professional fees		(2,970)
Winding Wheel advertising	2,000	
Contracted Services		
building cleaning, extra provision for dayworks	1,210	
Controllable income		
Winding Wheel promotions		(5,770)
Winding Wheel lettings, including closure period	21,530	
Hasland VH: HLF revenue funding, assumed no longer claimable	10,440	
Community Halls lettings		(3,300)
Central Support		
revised allocations		(24,160)
Asset Charges		
revised allocations		(3,980)
Other minor variations (net)		(490)
	107,660	(189,530)
Net Spend for Programme Area	(81,870)	
Festivals and Events Overspend £7,020		
Premises		
electricity, floodlighting of town centre	540	
Supplies & Services		
publicity	500	
underwriting of Half Marathon costs	10,000	
Controllable income		
Health & Well-being funding		(2,500)
fireworks display		(950)
Central Support		
revised allocations		(540)
Other minor variations (net)		(30)
	11,040	(4,020)
Net Spend for Programme Area	7,020	

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Markets		
Overspend £83,830		
Markets		
Employees		
general salaries & wages		(4,440)
employee insurances		(1,100)
Premises		
energy costs	840	
NNDR - Calow Lane store recalculated payment	21,520	
refuse collection - service no longer shared with Pavements		(20,000)
renewals contribution		(5,000)
Controllable income		
electicity & storage recharges	3,300	
open market	45,270	
christmas market	3,500	
medieval market	1,200	
car boot rents	2,450	
Central Support		
revised allocations		(2,000)
Asset Charges		(4,160)
Other minor variations (Net)		(1,710)
	78,080	(38,410)
Market Hall		
Employees		
general salaries & wages		(9,380)
employee insurances		(510)
Premises		
energy expenses	3,510	
NNDR	1,200	
insurances		(1,490)
Contracted Services		
building & security services		(580)
Controllable income		
electricity recharges		(4,000)
rents & service charges		(16,420)
Central Support		
revised allocations		(4,570)
Other minor variations (Net)	260	
	4,970	(36,950)
Market Hall Café		
Employees		
salaries & wages		(27,650)
employee insurances		(50)
Premises		
energy expenses	1,700	
NNDR		(560)
insurances	140	
Supplies & Services		
general equipment & materials		(64,770)
earmarked reserves		(8,800)
Controllable income		
café sales	143,500	
Central Support		
revised allocations	34,360	
Asset Charges		(1,730)
	179,700	(103,560)
	262,750	(178,920)
Net Spend for Programme Area	83,830	

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Tourism Strategy Underspend £1,820		
Employees		
salaries & oncosts	90	
Transport		
car allowances	250	
Central Support		
revised allocations		(2,260)
Other minor variations (net)	100	
	440	(2,260)
Net Spend for Programme Area	(1,820)	

ANNEXE 4

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Town Centre Management		
Overspend £103,950		
Pavements & Pavements Service Charge		
Employees		
general salaries & wages		(18,570)
employee insurance		(400)
Premises		
NNDR	2,360	
energy expenses	2,840	
general & electrical repairs		(2,000)
refuse collection - service no longer shared with Markets	10,000	
insurances	13,970	
Supplies & Services		
general equipment & materials	6,000	
Contracted Services		
building cleaning		(3,810)
Controllable income		
insurance recharges		(9,670)
water recharges		(1,000)
rents & service charges	62,430	
Central Support		
revised allocations	180	
Asset Charges		(49,200)
Other minor variations (Net)	460	
	98,240	(84,650)
Town Centre Properties		
Premises		
energy expenses	620	
NNDR	1,690	
insurances & renewals		(6,460)
Controllable income		
insurance recharges	1,550	
rents & service charges		(27,300)
Central Support		
revised allocations		(4,030)
Other minor variations (Net)		(430)
	3,860	(38,220)
Coach Station		
Premises		
energy expenses	660	
NNDR		(1,900)
Controllable income		
coach station - coach usage charges (incl 2016/17 refund)	7,350	
Central Support		
revised allocations	630	
Other minor variations (Net)	30	
	8,670	(1,900)
Vicar Lane & TC Maintenance		
Controllable income		
rent of land	114,930	
Central Support		
revised allocations	3,010	
Other minor variations (Net)	10	
	117,950	0
	228,720	(124,770)
Net Spend for Programme Area	103,950	

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO

BUDGET VARIANCES - ORIGINAL TO PROBABLE 2017/18

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Visitor Information Centre Overspend £8,920		
Employees		
salaries & oncosts: revised base	6,070	
Premises Related		
business rates		(4,170)
Supplies & Services		
resale items combined budget: transferred from Museum	3,000	
Contracted Services		
building cleaning		(530)
Controllable Income		
reduced commission / sales	3,000	
Central Support		
revised allocations	1,060	
Other minor variations (net)	490	
	13,620	(4,700)
Net Spend for Programme Area	8,920	
TOTAL FOR PORTFOLIO	**172,000**	

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Car Parking		
Overspend £9,380		
Employees		
general salaries - incl pay inflation		(22,190)
employee insurances		(1,950)
Premises		
energy costs		(3,280)
rents - vired to support costs for Town Hall move		(11,900)
NNDR	59,730	
insurances		(1,760)
renewal contributions		(5,000)
Supplies & Services		
general equipment & materials		(2,170)
Contracted Services		
grounds maintenance		(4,000)
Saltergate Multi Storey Car Park - controllable savings on 2018/19 closure		(35,560)
Controllable income		
New Beetwell MSCP - season tickets for Eliott Mather etc	13,000	
Surface Parking - fees & charges Ashgate CP		(7,520)
CPE Income from off-street parking	12,000	
residents zone parking		(1,200)
Central Support		
revised allocations		(31,800)
Asset Charges	55,470	
Other minor variations (Net)		(2,490)
	140,200	(130,820)
Net Spend for Programme Area	9,380	
CCTV		
Overspend £62,090		
Employees	1,840	
salaries - includes pay inflation		(580)
employee insurances		
Premises		
energy costs		(6,120)
rents - vired to support costs for Town Hall move		(9,760)
NNDR		(1,670)
Supplies & Services		
line rental - new contract		(1,400)
insurances		(1,130)
Controllable income		
CCTV monitoring - end of Bolsover & Vicar Lane contracts	15,540	
Central Support		
revised allocations	72,770	
Asset Charges		(5,380)
Other minor variations (Net)		(2,020)
	90,150	(28,060)
Net Spend for Programme Area	62,090	

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Cultural Venues		
Overspend £8,860		
Employees		
Museum salaries & oncosts: revised base / pay award / increments		(2,640)
Winding Wheel salaries & oncosts: including new café/bar	30,860	
Community Halls salaries & oncosts: revised base / pay award		(7,820)
Pomegranate salaries & oncosts: revised base / pay award / etc.	6,100	
Premises		
Museum business rates/insurance		(2,690)
Museum Store rents/business rates of industrial units	22,430	
Winding Wheel rent/business rates - incl. new café/bar, part year	12,390	
Pomegranate Theatre business rates	2,070	
Winding Wheel insurance		(1,680)
reduced Renewals Fund contributions		(9,120)
Supplies & Services		
Museum resale items: transferred to V.I.C.		(3,000)
Museum collection insurance	710	
Winding Wheel bar & catering provisions, including new café/bar	13,500	
Market Hall Assembly Rooms service charge		(1,780)
Pomegranate Theatre artistes'/programming fees	5,000	
Security/other professional fees		(2,890)
Contracted Services		
building cleaning, dayworks / Living Wage indexation	3,140	
Controllable income (including provision for Fees & Charges increases)		
Winding Wheel lettings, including closure period	21,330	
Winding Wheel bar & catering, including new café/bar		(36,040)
Hasland VH: HLF revenue funding, assumed no longer claimable	10,440	
Community Halls lettings		(6,040)
Pomegranate Theatre booking fees		(10,000)
Pomegranate Theatre productions		(3,050)
Central Support		
revised allocations		(31,920)
Asset Charges		
revised allocations	1,360	
Other minor variations (net)		(1,800)
	129,330	(120,470)
Net Spend for Programme Area	8,860	
Festivals and Events		
Overspend £2,560		
Premises		
electricity, floodlighting of town centre	660	
Supplies & Services		
publicity	500	
underwriting of Half Marathon costs	5,000	
Controllable income		
Health & Well-being funding		(2,500)
fireworks display		(950)
Central Support		
revised allocations		(670)
Other minor variations (net)		(150)
	6,160	(4,270)
Net Spend for Programme Area	1,890	

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Markets		
Overspend £91,740		
Markets		
Employees		
general salaries - incl pay inflation/living wage	960	
employee insurance		(1,610)
Premises		
energy costs	1,150	
NNDR	21,830	
refuse collection - service no longer shared with Pavements		(6,820)
renewals contributions		(5,000)
Supplies & Services		
general equipment & materials		(1,560)
Controllable income		
recharges & storage	3,300	
open/antiques market - rents	45,270	
medieval/christmas market	4,700	
car boot rents	2,450	
Central Support		
revised allocations		(510)
Other minor variations (Net)		(160)
	79,660	(15,660)
Market Hall		
Employees		
general salaries - including pay inflation/living wage		(7,600)
employee insurances		(680)
Premises		
energy expenses	6,280	
NNDR	1,570	
refuse collection costs	1,080	
insurances		(3,680)
Contracted Services		
building & security services	920	
Controllable income		
electricity recharges		(1,000)
rents & service charges		(8,690)
Central Support		
revised allocations		(2,870)
Other minor variations (Net)		(290)
	9,850	(24,810)
Market Hall Café		
Employees		
general salaries - including pay inflation/living wage		(15,380)
employee insurances		(260)
Premises		
energy expenses	1,760	
Supplies & Services		
general equipment & materials		(55,120)
earmarked reserves		(8,800)
Controllable income		
café sales	98,500	
Central Support		
revised allocations	23,540	
Asset Charges		(1,730)
Other minor variations (Net)	190	
	123,990	(81,290)
	213,500	(121,760)
Net Spend for Programme Area	91,740	

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Tourism Strategy Underspend £730		
Employees		
salaries & oncosts / pay award / increment	1,230	
Transport		
car allowances	260	
Central Support		
revised allocations		(2,320)
Other minor variations (net)	100	
	1,590	(2,320)
Net Spend for Programme Area	(730)	

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Town Centre Management		
Overspend £53,080		
Pavements & Pavements Service Charges		
Employees		
general salaries - incl pay inflation	2,560	
employee insurances		(720)
Premises		
energy expenses	5,550	
NNDR	4,160	
refuse collection - service no longer shared with Markets	10,000	
insurances	15,120	
Contracted Services		
building cleaning	4,790	
security services	5,570	
Controllable income		
advertising income		(2,000)
water & insurance recharges		(11,670)
rents & service charges		(9,220)
Central Support		
revised allocations		(140)
Asset Charges		(17,710)
Other minor variations (Net)		(530)
	47,750	(41,990)
Town Centre Properties		
Premises		
energy expenses	970	
NNDR		(2,490)
insurances	630	
renewals contributions		(7,000)
Controllable income		
insurance recharges	1,550	
rents & service charges		(24,160)
Central Support		
revised allocations		(3,290)
Other minor variations (Net)	220	
	3,370	(36,940)
Coach Station		
Controllable income		
coach station - coach usage charges	2,000	
Central Support		
revised allocations	660	
Other minor variations (Net)	250	
	2,910	0
Vicar Lane & TC Maintenance		
Controllable income		
rent of land (decreased head rent)	74,870	
Central Support		
revised allocations	3,110	
	77,980	0
	132,010	(78,930)
Net Spend for Programme Area	53,080	

TOWN CENTRE and VISITOR ECONOMY PORTFOLIO

BUDGET VARIANCES - ORIGINAL 2017/18 TO ORIGINAL 2018/19

Programme Area & Detail	Increase in Net Expenditure £	Reduction in Net Expenditure £
Visitor Information Centre Overspend £10,440		
Employees		
salaries & oncosts / pay award / increments	8,020	
Premises Related		
business rates		(3,670)
Supplies & Services		
resale items combined budget: transferred from Museum	3,000	
visitor survey - every other year		(870)
Contracted Services		
building cleaning / Living Wage indexation		(160)
Controllable Income		
reduced commission / sales	3,000	
Central Support		
revised allocations	1,340	
Other minor variations (net)		(220)
	15,360	(4,920)
Net Spend for Programme Area	10,440	
TOTAL FOR PORTFOLIO	**236,750**	

For publication

General Fund Revenue Budget Summary

Meeting:	Cabinet
Date:	19th December 2017
Cabinet portfolio:	Deputy Leader
Report by:	Director of Finance & Resources

For publication

1.0 Purpose of report

1.1 To provide Cabinet with an update on the development of the General Fund Revenue Budget for 2018/19 and future years.

2.0 Recommendations

2.1 To note the updated budget projections for 2017/18 and future years (**Appendix A**).

2.2 That work continues to refine the draft estimates and to develop budget saving proposals.

2.3 That the use of earmarked reserves set out in Appendix B is approved.

2.4 To note the amendment to the Minimum Revenue Provision (MRP) policy subject to external audit approval (Section 8).

3.0 Background

CHESTERFIELD BOROUGH COUNCIL

3.1 The Council's Budget Strategy is to set a sustainable and affordable budget over the medium term. The budget forecasts included in this report cover the current and five future financial years.

3.2 The portfolio budget reports are included elsewhere on the agenda. This report brings them together with the non-portfolio items to produce an overall summary (**Appendix A**) which shows the latest surplus/deficit forecast for each financial year. The budgets are a first draft as the Local Government Provisional Finance Settlement has not yet been announced and the Business Rates income assessment cannot be completed until January 2017.

3.3 The Chancellor's **Autumn Statement** on 22nd November made very few changes that would impact on lower tier authorities with spending plans almost entirely unchanged. No further cuts to Local Government funding for 2018/19 were announced and no changes to the 4 year RSG settlement figures advised last year are expected.

3.4 There was no mention made about the referendum limit for council tax increases in 2018/19. It seems likely that the regime for 2017/18 will be continued, which for district councils means a referendum will be required for increases of 2% or more. Chesterfield Council has the option to increase the Council Tax by £5 per annum (equivalent to an increase of 3.23%) or 2%.

4.0 Budget Assumptions and Forecasts

4.1 The following assumptions have been made in preparing the draft budgets:

Budget Assumptions				
	2018/19	**2019/20**	**2020/21**	**2021/22>**
Pay inflation	2%	2%	2%	2%
Energy inflation	3.5%	3%	3%	3%
Business rates increase	3.7%	3.5%	3.0%	3.0%
Vacant posts allowance	£150k	£150k	£150k	£150k
Council tax increase	£5	£5	1.99%	1.99%
Fees & Charges Increase Av	+3%	+3%	+3%	+3%
Investment returns	0.58%	0.85%	0.85%	0.85%

4.2 The updated Medium Term Budget Forecast is shown in **Appendix A**. It must be pointed out that many of the figures in

the Financing section (the second page of the appendix) are provisional estimates. Unfortunately, some of these figures (e.g. Retained Business Rates Growth and Pooling) are **significant sums which could be subject to wide variations**. At this stage it has not been possible to provide accurate forecasts for these due to:

a) The Provisional Grant Settlement not being announced and completion of the NNDR1 in January; and

b) The ongoing uncertainties caused by outstanding Business Rates appeals.

The forecasts at this stage, therefore, come with a very significant health warning. The forecasts will be updated over the next few weeks as further information becomes available and any significant changes reported to the Cabinet at the earliest opportunity so that any corrective action can be considered before the final budget report is submitted to the full Council in February 2018.

5.0 2017/18 Revised Budget

5.1 At the start of the year, the forecast deficit was £209k which was to be met either from generating savings or reserves. During the year savings have been achieved and have been reported to Cabinet on a quarterly basis. At the end of Quarter 2 the forecast for 2017/18 was a surplus of £90k.

5.2 The latest revised budget for 2017/18 (**Appendix A**) shows a projected surplus of £776k. The detailed Portfolio budget figures are included elsewhere on this agenda.

5.3 The surplus has increased as follows:

	(£000's)
Quarter 2 Forecast Surplus	**90**
Vicar Lane Principal Rent	(115)
MRP Policy Change (Pending Approval)	243
NNDR Pooling	216
Crematorium Increased Surplus	32
Spirepride Increased Surplus	303
Other Movements	7

Revised Budget Surplus	776

5.4 The "financing section" of the budget, showing income from Council Tax and Government grants, generally remains fixed at the original budget estimate. However, elements of the retained business rates income are subject to in-year changes, namely the Business Rates Pooling gain and the Levy payable to the Government. At this stage the Council's pooling gain is based on Quarter 2 estimates but this revised estimate is subject to confirmation once all authorities have completed their business rates forecasts which they must do by the end of January 2018.

5.5 In the remaining few months of the financial year we will continue to monitor budgets and report any changes so that they can be included in the final budget report which will go to the Council in February 2018.

6.0 Budget Forecast 2018/19

6.1 The forecast for 2018/19 in **Appendix A** shows a surplus of **£166k**. The budget assumes that the full amount of the estimated New Homes Bonus allocation (£462k) will be used to support the budget and that the Derbyshire Pooling gain remains at the £300k level. The Business Rates income forecast will require revision before the final budget is brought to Council in February 2018.

6.2 The Living Wage Foundation proposals to increase the living wage are included on an ongoing basis in the budget.

6.3 The Spirepride business model predicts savings of £610k reflecting the full roll out of the restructuring activities introduced during 2016/17 and future income generation.

6.4 We have budgeted pay inflation of 2% in 2018/19. We have also budgeted for ongoing staff vacancy savings.

6.5 The Government RSG Funding Settlement has not yet been confirmed but the expectation is that it will not change significantly from figures announced last year. The Business Rates Pooling Gain figure (£300k) is also provisional at this stage and could be

subject to considerable variance depending on the final business rate income forecasts for each of the Derbyshire districts.

6.6 We have yet to incorporate the Cabinet approved Car Parking and Sports Venues fees and charges increases due in early 2018. These are estimated in Appendix A under 'Fees & Charges (car parking/sports and leisure estimate)'. Once approved they will be included in Portfolio budgets.

7.0 Medium Term Forecasts

7.1 The draft estimates in **Appendix A** include the four year funding settlement figures published last year. Retained business rate income is forecast to grow steadily in future years. The assumption on council tax increases in future years is for £5 per annum (an increase of 3.2%) until 2019/20 and to rise by 1.99% per annum each year thereafter.

7.2 Business Rates Pooling - It has been assumed that the £300k Derbyshire Pooling gain will continue in all years. The outcome of the Derbyshire wide application to be a pilot authority for 100% business rates retention in 2018/19 is not yet known and has not been included in the budget figures.

7.3 The latest forecast deficits are £466k in 2019/20 increasing to £1,418k by 2022/23. This is before the impact of any recurring savings proposals which are yet to be agreed.

7.4 The forecasts will be updated when the settlement figures are finalised and as other variances are identified. Growth from business rate income will be reviewed in January 2018. The scale of the forecast deficits is such that further significant savings will have to be found in future years. We need to formulate plans over the coming months to enable savings to be delivered in 2019/20.

7.5 Our future forecasts are also dependant on our core trading income streams holding up (car parks, leisure, business rents, winding wheel etc.). These income lines are sensitive to changes in the market.

8.0 Minimum Revenue Provision

8.1 There is a requirement to set money aside each year in the General Fund to repay debt as it becomes due. This is known as the Minimum Revenue Provision. Prior to 2008, the method of calculating this provision was prescribed by Regulation, however since then authorities have had more flexibility in the method of calculation. The over- riding requirement is that the calculation is prudent.

8.2 We have recently asked our Treasury Management advisors to review our method of calculation. Their recommendation is to move from our current method of taking 4% of the Capital Financing Requirement to using a 2% annuity rate method over a period of 40 years. This is considered to be more prudent than the current method as over a 40 year period we will have put aside sufficient resources to meet existing borrowing commitments. The 2% figure would correspond with the Monetary Policy Committee's inflation target set by Government.

8.3 The effect of this change would generate savings over the life of the medium term forecast before they are recouped in the later years and have been built into the figures in Appendix A.

8.4 The suggested change to the MRP policy will be included in the Treasury Management Strategy Statement considered by Council in February 2018.

9.0 Reserves

9.1 The **General Working Balance** was £1.5m at the start of this financial year. The on-going financial risks associated with the business rates retention scheme and other funding sources would suggest that it would be imprudent to consider reducing the level any further until a more stable financial footing is established.

9.2 In addition to the General Working Balance the Council maintains a number of other reserves. Many of the reserves are earmarked and committed for specific purposes, such as property repairs and vehicle & plant replacements. The adequacy and use of these reserves has been systematically reviewed and a number of transfers have been identified to create an ICT Digital Innovation Reserve. This reserve will be used as a one off to support additional ICT investment in 2018/19. The revised reserve position is shown in Appendix B.

9.3 Given the size of the budget deficit forecast for 2020/21 and the lead-in time inherent in many savings initiatives, the Council needs to press ahead with budget savings.

10.0 Conclusion & Next Steps

10.1 This report presents the first draft of the budget for 2018/19 but there are some elements of the budget that are still to be confirmed and other budget variances could be identified during the coming weeks. The latest forecast shows deficits in each financial year from 2019/20 which are increasing as reductions in government funding continue.

10.2 The Council is also developing plans for significant investment in it's ICT from 2018/19 under a 10 year plan to ensure it remains robust and future proofed. This expenditure will increase the deficits and put further pressure on the need to balance the budgets. Once the expenditure, both capital and revenue, is approved by Cabinet it will need to be included in the Medium Term Financial Forecast. The Council is also developing a 10 year asset management plan. Many assets will require investment and these costs will add to future borrowing and the deficit positions.

10.3 The full Council will approve the final budget and the Council Tax for 2018/19 at its meeting on 22nd February. The Cabinet will have to agree its final budget proposals ahead of the Council meeting. In the meantime, the budget forecasts will continue to be updated as the Provisional Local Government Finance Settlement proposals and other budget savings/variances are confirmed. The Budget Workshop sessions for Cabinet Members and the Corporate Management Team will continue to meet in the run-up to setting the budget in order to consider the updated forecasts and agree further savings proposals for inclusion in the final budget.

11.0 Risk Management

11.1 There are a number of significant risks inherent in any budget forecasting exercise and the risks increase as the period covered increases. The most significant budget risks at the moment include:

- Business rate pooling opportunities and threats.
- Business Rate appeals, valuation changes, etc.
- New Homes Bonus allocations.
- Escalating energy prices and general cost inflation.
- Achieving income targets for rents, fees, charges and interest.
- Delivering the required budget savings on time and to the value required. It is important that a rigorous risk assessment is undertaken for each saving proposals before they are included in the final budget report.
- The outcome of Brexit and the impact on the Chesterfield economy.
- The introduction of Universal Credit – full implementation. There are unknowns in terms of the extent, timing and funding of these changes.

These and other financial risks will be evaluated more fully in the Budget Risk & Sensitivity Analysis, which will be included in the final budget report in February 2018.

12.0 Legal and data protection implications

12.1 It would be unlawful for the Council to set a deficit budget. Section 33 of the Local Government Finance Act 1992 requires the Council to set a balanced budget.

13.0 Equalities Impact Assessment (EIA)

13.1 The budget process and forecasts produced do not require an EIA but any decisions to vary budgets and service provision later in the process might well require EIA's specific to those options.

14.0 Recommendations

14.1 To note the updated budget projections for 2017/18 and future years (**Appendix A**).

14.2 That work continues to refine the draft estimates and to develop budget saving proposals.

14.3 That the use of earmarked reserves set out in Appendix B is approved.

14.4 To note the amendment to the Minimum Revenue Provision (MRP) policy subject to external audit approval (Section 8).

15.0 Reasons for Recommendations

15.1 To keep Members informed on the development of the budget proposals for 2018/19 and to provide an update on the medium term financial forecasts.

Decision information

Key decision number	**767**
Wards affected	**All**
Links to Council Plan priorities	To provide value for money services

Document information

Report author	**Contact number/email**
Helen Fox	01246 345452 helen.fox@chesterfield.gov.uk
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
This must be made available to the public for up to 4 years.	
Appendices to the report	
Appendix A	General Fund Revenue Estimates Summary
Appendix B	Movements on Reserves & Provisions

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GENERAL FUND REVENUE ESTIMATES SUMMARY

	2017/18		2018/19	2019/20	2020/21	2021/22	2022/23
	Original	Revised	Estimate	Estimate	Estimate	Estimate	Estimate
	£	£	£	£	£	£	£
Per Lead Member reports:							
Leader of the Council	57,130	47,020	**55,850**	57,120	58,330	59,620	60,980
Deputy Leader of the Council	1,260,180	1,240,330	**1,223,910**	1,238,130	1,239,260	1,240,130	1,241,190
Cabinet Member for Economic Growth	208,880	19,010	**163,790**	128,950	234,910	237,140	274,770
Cabinet Member for Town Centre and Visitor Economy	(417,860)	(245,860)	**(181,110)**	(263,630)	(157,200)	(93,150)	(36,730)
Cabinet Member for Health and Well Being	7,138,700	7,267,670	**7,664,310**	7,932,810	8,069,270	8,264,700	8,466,830
Cabinet Member for Homes and Customers (GF)	1,852,100	1,805,420	**1,920,230**	1,974,410	2,037,180	2,106,430	2,175,760
Cabinet Member for Governance	2,681,840	2,715,510	**2,758,190**	2,964,070	2,858,000	2,895,060	2,945,610
Cabinet Member for Business Transformation	496,720	451,030	**507,190**	523,010	536,030	532,060	547,520
Portfolios Total	**13,277,690**	**13,300,130**	**14,112,360**	**14,554,870**	**14,875,780**	**15,241,990**	**15,675,930**
Spirepride surplus	(258,000)	(560,960)	**(609,910)**	(631,670)	(652,860)	(663,410)	(692,490)
OSD surplus	(47,000)	(298,520)	**(255,240)**	**(255,240)**	**(255,240)**	**(255,240)**	**(255,240)**
Apprentice Levy	30,500	0	**0**	0	0	0	0
Crematorium surplus	(250,000)	(281,460)	**(250,000)**	(250,000)	(250,000)	(250,000)	(250,000)
GP:GS	46,610	0	**(25,000)**	(100,000)	(100,000)	(100,000)	(100,000)
Savings - "Stop or Reduce" Programme	(75,713)	0	**(25,000)**	(53,000)	(53,000)	(53,000)	(53,000)
Pension Costs - 2017 Revaluation	140,000	0	**0**	0	0	0	0
Electricity Tender	0	0	**50,000**	50,000	50,000	50,000	50,000
Fees and Charges	0	0	**(160,830)**	(172,700)	(252,970)	(255,980)	(338,749)
Business Rates Appeal	0	0	**0**	0	(78,120)	(80,070)	(82,070)
Staff vacancies allowance	(240,000)	0	**(150,000)**	**(150,000)**	**(150,000)**	**(150,000)**	**(150,000)**
Total Service Expenditure	**12,624,087**	**12,159,190**	**12,686,380**	**12,992,260**	**13,133,590**	**13,484,290**	**13,804,381**
Interest & capital charges	(1,918,440)	(1,863,154)	**(2,073,589)**	(2,314,032)	(2,450,326)	(2,347,891)	(2,375,280)
MRP Policy Amendment	0	(243,082)	**(230,278)**	(217,714)	(205,396)	(193,301)	(181,416)
Contrib to/(from) Invest to Save	0	**(4,490)**	**0**	0	0	0	0
Contrib to/(from) Service Improve't Reserve	**(14,000)**	**(91,760)**	**(57,610)**	(14,630)	0	0	0
Contrib to/(from) Revenue Risk Reserve		(8,020)	**0**	0	0	0	0
Contrib to/(from) Earmarked Reserves	**(150,000)**	(150,000)	**(150,000)**	(107,000)	0	0	0
Contribution to R&R Fund	146,000	146,000	**146,000**	146,000	146,000	146,000	146,000
Bad debt provision	50,000	50,000	**50,000**	50,000	50,000	50,000	50,000
New burden grants/other income	0	(12,000)	**0**	0	0	0	0
Surplus/(deficit) - savings target	**(208,899)**	**775,667**	**166,130**	**(466,223)**	**(1,108,279)**	**(1,349,014)**	**(1,418,337)**
NET EXPENDITURE	10,528,748	10,758,351	**10,537,033**	10,068,661	9,565,589	9,790,084	10,025,348

Total Savings Target	**(238,002)**		**116,130**	**(619,223)**	**(1,261,279)**	**(1,502,014)**	**(1,571,337)**

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GENERAL FUND REVENUE ESTIMATES SUMMARY

	2017/18		2018/19	2019/20	2020/21	2021/22	2022/23
	Original	Revised	Estimate	Estimate	Estimate	Estimate	Estimate
	£	£	£	£	£	£	£
Financed By:							
RSG	1,239,465	1,239,465	**859,193**	434,451	0	0	0
Business Rates Baseline	3,150,422	3,150,422	**3,251,779**	3,367,446	3,451,632	3,537,923	3,626,371
Settlement Funding	4,389,887	4,389,887	**4,110,972**	3,801,897	3,451,632	3,537,923	3,626,371
Retained Business Rates Growth	854,445	854,445	**897,313**	918,425	935,717	953,443	971,601
Business rate pooling	300,000	516,000	**300,000**	300,000	300,000	300,000	300,000
NNDR Fund Surplus/(Deficit)	(106,426)	(106,426)	**(106,426)**	0	0	0	0
Contrib (to)/from Business Rate Reserve	**0**	0	**252,391**	0	0	0	0
Council tax support grants to parishes	**(39,686)**	(39,686)	**(33,071)**	(26,456)	(19,841)	(13,226)	(6,611)
Council Tax Fund Surplus/(Deficit)	38,296	38,296	**54,318**	0	0	0	0
New Homes Bonus	**676,640**	690,243	**461,645**	307,339	11,480	3,080	0
Council Tax (taxbase x tax below)	4,415,592	4,415,592	**4,599,891**	4,767,456	4,886,601	5,008,864	5,133,987
TOTAL FINANCING	**10,528,748**	**10,758,351**	**10,537,033**	**10,068,661**	**9,565,589**	**9,790,084**	**10,025,348**

Council Tax Income:							
Taxbase Growth				0.5%	0.5%	0.5%	0.5%
Taxbase Estimate	28,507.92	28,507.92	**28,769.10**	28,912.95	29,057.51	29,202.80	29,348.81
Tax increase			**3.23%**	3.13%	1.99%	1.99%	1.99%
Band 'D' Tax	154.89	154.89	**159.89**	164.89	168.17	171.52	174.93
Yield =- taxbase x Band 'D'	**4,415,592**	**4,415,592**	**4,599,891**	**4,767,456**	**4,886,601**	**5,008,864**	**5,133,987**

BR Growth Retention:							
Growth rate							
CBC 40% share of income	**14,770,300**	14,770,300	**15,289,000**	15,827,000	16,222,675	16,628,242	17,043,948
Less tariff	**(10,887,543)**	(10,887,543)	**(11,237,824)**	(11,637,555)	(11,928,494)	(12,226,706)	(12,532,374)
Add s31 grant re SBRR	**751,752**	751,752	**779,000**	808,000	828,200	848,905	870,128
Add s31 grant re other refiefs	**1,461**	1,461	**0**	0	0	0	0
Gross income before levy	4,635,970	4,635,970	**4,830,176**	4,997,445	5,122,381	5,250,441	5,381,702
Less Baseline Funding	(3,150,422)	(3,150,422)	**(3,251,779)**	(3,367,446)	(3,451,632)	(3,537,923)	(3,626,371)
Growth	1,485,548	1,485,548	**1,578,397**	1,629,999	1,670,749	1,712,518	1,755,331
Levy (NB 50% on nndr3 not nndr 1)	(742,774)	(742,774)	**(789,199)**	(815,000)	(835,375)	(856,259)	(877,666)
Adjs to Levy & Tariff	(173,777)	(173,777)	(178,885)	(184,714)	(188,957)	(193,306)	(197,764)
Retained BR re renewable energy	55,900	55,900	**57,000**	58,140	59,300	60,490	61,700
Grant re Multiplier Cap	229,548	229,548	**230,000**	230,000	230,000	230,000	230,000
BR Growth Retained above Baseline	**854,445**	**854,445**	**897,313**	**918,425**	**935,717**	**953,443**	**971,601**
Add Baseline Funding	3,150,422	3,150,422	**3,251,779**	**3,367,446**	**3,451,632**	**3,537,923**	**3,626,371**
Total BR Income Retained	4,004,867	4,004,867	**4,149,092**	**4,285,871**	**4,387,349**	**4,491,366**	**4,597,972**

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Appendix H

MOVEMENTS ON RESERVES & PROVISIONS

Tiltle	Purpose	B/Fwd 1st Apr 17 £'000	2017/18 In /(out) £'000	B/Fwd 1st Apr 18 £'000	2018/19 In /(out) £'000	B/Fwd 1st Apr 19 £'000	2019/20 In /(out) £'000	B/Fwd 1st Apr 20 £'000	2020/21 In /(out) £'000	B/Fwd 1st Apr 21 £'000	2021/22 In /(out) £'000	B/Fwd 1st Apr 22 £'000	2022/23 In /(out) £'000	B/Fwd 1st Apr 23 £'000
Vehicles & Plant	Replacement fund	875	369 (994)	250	373 (380)	243	372 (210)	405	372 (721)	56	373 (271)	158	372 (304)	226
Wheeled Bins Replacement Fund	Replacement fund	32	104 (100)	36	103 (100)	39	104 (100)	43	104 (100)	47	103 (100)	50	104 (100)	54
Property Repairs	Even-out 10 year repairs programme	553	1,066 (1,282)	337	1,176 (1,170)	343	1,191 (1,169)	365	1,191 (1,169)	387	1,191 (1,169)	409	1,191 (1,169)	431
ICT Reserve	Replacement fund	375	146 (521)	0	146 (146)	0	146 (146)	0	146 (146)	0	146 (146)	0	146 (146)	0
DLO/DSO Reserve	Provision for improvements	405	- (150)	255	-	255	- -	255	- -	255	- -	255	- -	255
Museum Exhibits	Opportunity purchases fund	25	- -	25	- -	25	- -	25	- -	25	- -	25	- -	25
Theatre Restoration	Improvements to theatre/WW from levy on ticket sales	269	90	359	90 (449)	0	90	90	90	180	90	270	90	360
Insurance Reserve - caims not yet reported	Self insurance element claims not yet reported	597	- -	597	- -	597	- -	597	- 0	597	- 0	597	- 0	597
Insurance Provision - current claims	Self insurance element of reported claims	667	226 (226)	667	226 (226)	667	226 (226)	667	226 (226)	667	226 (226)	667	226 (226)	667
MMI - Insurance Provision	To fund liability of claims unpaid due to MMI insolvency	20	- (10)	10	- (10)	0	-	0	- -	0	- -	0	- -	0
MMI - Insurance Reserve	To fund liability of claims unpaid due to MMI insolvency	365	(30)	335	- (30)	305	- (30)	275	- (30)	245	- (30)	215	- (30)	185
Severn Trent Water	Tenant consultation	30	- (30)	0	- -	0	- -	0	- -	0	- -	0	- -	0
Repaid Improvement Grants	Private sector grants clawed back from recipients	234	50 (30)	254	50 (105)	199	50 (105)	144	50 (105)	89	50 (105)	34	50 (50)	34
Planning LDF Review Provision	Provision for cost of LDF review	240	- (130)	110	- (110)	0	- -	0	35 -	35	35 -	70	35 -	105
Transport Co Pensions	Provsion for the pension cost of former employees.	991	62 (45)	1,008	62 (50)	1,020	62 (50)	1,032	62 (50)	1,044	62 (50)	1,056	22 (50)	1,028
Flood Restoration	Flood defence/prevention	74	- (74)	0	- -	0	- -	0	- -	0	- -	0	- -	0
New Home Bonus		0	677 (677)	0	452 (452)	0	298 (298)	0	2 (2)	0	- -	0	- -	0
Asset Management		16	- (16)	0	- -	0	- -	0	- -	0	- -	0	- -	0
Business Rate Reserve		502	375 -	877	- (252)	625	- -	625	- -	625	- -	625	- -	625
Budget Risks Reserve	To cover future budget risks	446	634 (461)	619	30 (100)	549	9	558	80 -	638	- -	638	120 -	758
Service Improvement		614	34 (383)	265	34 (87)	212	34 (5)	241	9 -	250	-	250	- -	250
Invest to Save Fund	Pump priming for schemes with a pay-back	252	- (252)	0	- 0	0	- -	0	- -	0	- -	0	- -	0
GF Deficit Reduction Reserve		407	- (150)	257	- (150)	107	- (107)	0	- -	0	- -	0	- -	0
Northern Gateway Reserve		200	- -	200	- 0	200	- -	200	- (80)	120	- -	120	- (120)	0
S106 Contributions		272	- -	272	- 0	272	- -	272	-	272	- -	272	-	272
Community Infrastructure Levy		500	50 -	550	50 0	600	50 -	650	50 -	700	50 -	750	50 -	800
ICT Digital Innovation		0	628	628	110	738	10	748	10	758	10	768	50	818
General Fund Working Balance	Required to prevent supplementary in year council tax increase	1,500	-	1,500	-	1,500	- -	1,500	- -	1,500	- -	1,500	- -	1,500
TOTALS		10,461	(1,050)	9,411	(915)	8,496	196	8,692	(202)	8,490	239	8,729	261	8,990

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For publication

Housing Revenue Account Business Plan 2017/18 onwards (HC000)

Meeting:	Cabinet
Date:	19 December 2017
Cabinet portfolio:	Cabinet Member for Homes and Customers
Report by:	Assistant Director – Housing

For publication

1.0 Purpose of report

1.1 To advise Members of the current financial position within the Housing Revenue Account, following a series of strategy, financial and policy changes aimed at improving its long term viability.

1.2 To advise Members of the content of the recent council Housing Stock Condition Survey Report and the impact that this has had on the Housing Revenue Account Business Plan.

1.3 To propose a financial strategy for the Housing Revenue Account subject to further discussion during spring 2018 as part of the production of the 2018/19 onwards HRA Business Plan.

2.0 Recommendations

2.1 That Members note the current financial position of the Housing Revenue Account.

2.2 That the Stock Condition Survey report be received.

CHESTERFIELD BOROUGH COUNCIL

2.3 That Members note the potential changes to investment arising from the stock condition survey and the emerging areas of work to reshape the financial strategy, outlined at section 3.5, and agree to further work being done on the strategy ahead of further Cabinet decisions in February 2018.

2.4 That the Housing Revenue Account Steering Group continue to monitor the Housing Revenue Account and that further reports are brought to Members on an annual basis or as a result of changes in national housing policy.

3.0 **Report details**

3.1 Background

3.1.1 On 3 May 2016, Cabinet approved a series of strategy and policy changes to mitigate the impact of national housing policy on the long term viability of the Housing Revenue Account Business Plan, including the 1% rent reduction for 4 years from April 2016 to 2020.

3.1.2 These changes included;

- Taking any additional borrowing required to deliver the housing capital budgets
- Assuming inflation to contracts at CPI instead of RPI
- Reducing the new build housing programme within the overall Housing Capital Programme
- Undertaking a review of the way in which future maintenance programmes to the housing stock are carried out, including undertaking a new stock condition survey of the council housing stock; reviewing the asset performance of land and stock to ascertain whether it is income generating or running at a loss
- Reducing the annual responsive repairs budget
- Passing the true costs of delivering services on to tenants and increasing service charges to ensure that services are breakeven
- Disposing of HRA land at Linacre
- Stopping setting aside to repay debt

- Establishing a Steering group of Officers, Members and Tenants to oversee these reviews and to make recommendations on further efficiencies and other changes to policy.

3.1.3 A Steering Group was established in July 2016 and comprised of cross party elected members, officers and tenants.

3.1.4 In December 2016, they recommended to the Corporate Cabinet and Corporate Management Team a series of recommendations to mitigate the worsening financial position within the HRA which included;

- A £500,000 reduction in the annual responsive repairs budget in 2017/18 and each of the following two financial years, after which the reduced budget will be increased thereafter annually by inflation (CPI). This was approved by Cabinet on 21 February 2017.
- A reduced and re-phased capital programme. This was approved by Cabinet on 21 February 2017.
- Moving from collecting rent on a 48 week basis to a 52 week basis and that consultation on this and other changes to the tenancy agreement takes place during 2017/18. This was approved by Cabinet on 24 January 2017.
- Mitigating income loss through bad debts (rent arrears) and having properties stood empty (voids).

3.2 <u>Current Position</u>

3.2.1 In order to deliver the recommendations outlined above at 3.1.4, a series of tenant, officer and elected member working groups were established in April 2017 to consider how these savings could be achieved in more detail, including:

- Reviewing tenant repairing obligations e.g. tenants taking more responsibility for their own repairs and damage;
- Reviewing repair response times;
- Reviewing void standards and undertaking some work after a property has been re-let as part of the Housing Capital Programme;
- Adopting a standard approach to the removal of the previous tenants' fixtures and fittings.

3.2.2 As any material change to services to tenants and / or the tenancy agreement requires consultation with all secure and introductory tenants, in accordance with the 1985 Housing Act, the working groups also took the opportunity to consider whether there were any other changes that are required to the Tenancy Agreement to ensure that it remains current and fit for purpose.

3.2.3 Cabinet approved a series of proposed changes to the Tenancy Agreement and the repairing obligations of tenants on 12 September 2017. This included approval to carry out a consultation programme with tenants on these proposals which commenced on 16 October 2017 and ended on 3 December 2017. A report setting out the results of this consultation will be presented to Cabinet on 30 January 2018.

3.3 Stock Condition Survey

3.3.1 The Stock Condition Survey was procured through the Professional Services Hub (a Public Sector Procurement Framework), of which Chesterfield Borough Council are members, in February 2017 and the survey of 960 properties (10% of the Council's Housing Stock) was carried out during the spring of 2017.

3.3.2 The Survey was carried out by Savills, a well-respected expert company in this field. There was no requirement for Savills to produce a sample framework as the Council already has 100% data in respect of its stock condition and therefore the dwellings selected were amongst those that had not received a survey in excess of 4 years.

3.3.3 Whenever possible the unit costs used in the Stock Condition Survey are based on our actual costs in 2017 and others used are industry norms. No allowance has been made for inflation or professional fees in the survey, but is included in the business plan assumptions.

3.3.4 The summary 'repair' categories contained in the Stock Condition Survey are those required by Government and match those used in the HRA Business Plan.

3.3.5 Savills' report is attached at **Appendix 1**. It includes an assessment of all the works required to maintain the housing stock to a good condition, in accordance with our legal responsibilities as a Landlord and also an assessment of the properties against the Decent Homes Standard.

3.3.6 The primary purpose of the survey was to assess the cost of work to repair and maintain the stock for the next 30 years, assess the requirements to bring all properties to a decent standard and to maintain them at that standard thereafter. The survey provides an annual profile of the estimated cost of works required over 30 years taking into account replacement lifecycles of elements, rather than an average annual sum. This ensures that the resources are available at the right time in the business plan. The survey confirms that 100% of the stock fully complies with the Decent Homes Standard, which compares against a national average of approximately 14% failure.

3.3.7 For the second time since 2007, when Savills undertook Chesterfield's first independent stock condition survey, the report has not identified any 'catch up or backlog repairs'. This puts Chesterfield in an enviable position. Many other social landlords, despite having met the Decent Homes Standard still have a backlog of works to elements not required under the Decent Homes Standard.

3.3.8 The spread of costs for 'future major works' or those which will keep the property in a lettable condition is split over the 30 year forecast period with £158,759million (61%) at 2017/18 prices required for internal works and £102,154milllion (39%) for external / communal works. However within the next ten years over 53% of predicted expenditure is for external works. This is reflective of the type of work that has already been carried out to the stock and the general age profile of the stock.

3.3.9 In overall terms the profile compares favourably to many local authorities, with the capacity to smooth out peaks and troughs in spend over the next five years. This will enable the council to plan and procure works over a longer period and develop a proactive approach to elemental renewals.

3.3.10 The 30 year cost of the required investment to maintain the stock to the Decent Homes Standard, alone is £580,419,283 (at 2017/18 prices) or an average of £19,347,309 per annum (including responsive repairs, voids and cyclical works which are funded from revenue). These costs also include the works to the remaining non-traditional housing stock that have not yet received work following the 2014 Non Traditional Housing Stock Condition Survey. This work is included in the first five years of the Stock Condition Survey.

3.3.11 The survey has identified that less work is required to the Wimpey No-Fines within the Non Traditional Housing Stock than previously identified, and as such over £20million less expenditure is required in the short term, as there has been less deterioration than had previously been assumed. It is proposed that consideration is given to undertaking a further detailed survey of the non-traditional stock when the next Stock Condition Survey is carried out in 3 years' time. This will determine a more accurate understanding of when this work will be required over the medium to long term.

3.3.12 The contents of the Stock Condition Survey have been loaded in the council's 'Keystone' Asset Management database and transferred into a revised 2017/18 onwards Housing Revenue Account Business Plan, as detailed in this report.

3.4 Housing Revenue Account Business Plan

3.4.1 The council is required to produce a 30 year HRA Business Plan. This plan, whilst required for the last 16 years, became even more relevant to the continued management and maintenance of the council's housing stock under the self-financing arrangements in 2012. One of the key drivers of the HRA Business Plan is an independent stock condition survey, which should be reviewed every three years.

3.4.2 As will be seen, the new stock condition survey and the revised HRA Business Plan are showing that the condition of the housing stock has improved since the last survey in 2014. The investment put into the stock has been directed into the right areas with significant investment being made in relation to typical

decent homes works such as kitchens, bathrooms, electrical installations, heating and external doors.

3.4.3 A revised version of the HRA Business Plan model, taking into account all of the above, has been prepared for 2017/18 onwards (**Appendix 2**) as a comparator to the 2016/17 model (**Appendix 3**) which was discussed with Corporate Cabinet and the Corporate Management Team in December 2016.

3.4.4 In addition to the new stock condition survey, amendments have been made to the base assumptions of the revised 2017/18 model to reflect changes in national economic and housing policy as follows:

- RPI at 3.30% (rate for July 2017) for 2018/19, reducing to 2.0% by 2021/22.

- CPI at 2.50% (rate at July 2017) for 2018/19, reducing to 2.0% by 2021/22.

- Void provision decreasing from 3% in 2017/18 to 2.0% by 2020/21. This provision is made on the assumption that remodelling will continue within the sheltered housing stock, including the phasing out of a further scheme and that the surplus 1 and 2 bed flats will continue in the short term, pending the positive impact of marketing through 'Rightmove'.

- Bad debt assumed losses (rent arrears) increasing from 6% in 2017/18 to 8% in 2018/19 as a result of Universal Credit, but being brought under control and reducing annually by 2021/22 back to 4%.

- Rent decreases of 1% in 2018/19 and 2019/20 with rent increase assumptions for the remainder of the Plan at CPI only.

  It should be noted that on the 4 October 2017 DCLG announced that from 2020/21 rents could increase by CPI plus 1% for 5 years pending a review of National Social Rent Policy. These increases have not yet been modelled within the Plan pending the detail being released about this

announcement; the reason for this is that rent increases may be linked to the provision of more new homes.

The effect of applying this announcement would be an increase of £54 million on the working balance at year 30 of the Plan.

- Stock lost to RTB – 100 in 2017/18, 70 in 2018/19 and 60 in 2019/20, reducing to 25 (self-financing figure) from 2021/22 onwards.

- Stock lost through other disposals / demolition – 47 in 2017/18, and 24 in 2020/21, allowing for the loss of a further sheltered housing scheme.

- Stock Investment (Decent Homes Standard) as per the Stock Condition Survey set out in section 3.3 with the actual capital programme for 2017/18.

- New Build / Strategic Aquisitions of 14 units in 2017/18 with provision for a further 86 units over the next 5 years.

- No allowance has been included in the projections for any income from the sale of land at Linacre, at this time.

3.4.5 As a result of these changes and as can be seen on the HRA Business Plan Operating Account at **Appendix 2a** the working balance is showing surpluses throughout the life of the Business Plan (30 years), These surpluses never dip below £6 million, which are above our minimum working balance of £3million.

3.4.6 At the end of the 30 year period, it is currently estimated that there will be a balance of **£92 million** within the HRA. This balance would increase to £153.5 million if we assumed the CPI plus 1% increase on rents for 5 years from 2020/21 as detailed at 3.4.4 above

3.4.7 At the same time the Self Financing assumptions at **Appendix 2b** show that there will be no shortfall on the proposed capital programme throughout the life of the plan, there are currently no requirements for additional borrowing and the outstanding HRA debt at the end of the 30 year period will be **£85 million**.

3.4.8 This means that the HRA will be able to repay its outstanding debt at this point if required to do so and that the HRA Business Plan remains in a financially viable position.

3.5 Financial Strategy

3.5.1 The financial strategy for the HRA is to deliver a balanced and sustainable budget which is self-financing in the longer term and which reflects both the requirements of tenants and the strategic vision and priorities of the Council. It **cannot** run at an overall deficit.

3.5.2 The current financial position is clearly improved following the substantial amount of work that has taken place over the last twelve months, including officers, members and tenants.

3.5.3 As many of the strategic, financial and policy changes that have been recommended and approved to date are yet to be fully implemented, (with the intention to do so from April 2018), the efficiencies or savings forecast are not yet being realised. However, the greatly reduced needs for investment in the housing stock in the short term together with the Government's very recent announcement that rents can be increased for 5 years from April 2020 have significantly improved the financial position of the HRA. This has allowed assumptions to be built into the plan to mitigate against an increased loss of income due to rent arrears, arising out of the roll out of Universal Credit from 30 November 2017 in Chesterfield.

3.5.4 Despite these positive changes, there are however still significant national housing and economic policies that we do not yet know what the impact will be on the HRA, including:

- disposal of high value assets
- the introduction of flexible tenancies
- National Social Rent Policy after 2025 assuming that there are no 'strings attached' to the rent increase announcement at 3.4.4 above
- Brexit and rising inflation
- Housing policy changes contained in the Autumn Statement

3.5.5 It is therefore recommended that the approved financial strategy continues (subject to the outcome of tenant consultation) in respect of the reduced responsive repairs budget, which includes changes to tenants repairing obligations and response times, disposal of underperforming land and property assets, rent recovery and maximising income through marketing void properties.

3.5.6 **Existing Stock** - Whilst the housing stock fully meets the Decent Homes Standard, there is still a significant amount of investment required to ensure that it maintains this standard throughout the life of the Business Plan. Therefore this investment should continue to be undertaken in accordance with the profile set out in the new stock condition survey. By ensuring that work is planned and procured in accordance with this survey, (allowing for some 'smoothing' of individual programmes on a no more than 5 year rolling period), the unit prices identified within the survey, should be achievable and not pose any substantial risk of increase in prices due to rising building cost inflation. This will also ensure that sufficient capacity within the workforce, both internal (Commercial Services) and external contractors, is available and maintained. The Housing Capital Investment Programme for 2018/19 to 2022/23 will be reported to Council on 20 February 2018.

3.5.7 **New Provision** - The Council's ambition to commence a reasonable programme of new build affordable housing within the HRA has become viable, utilising both the surpluses within the HRA and the borrowing headroom. This will also ensure that the Government's expectation that local authorities are doing more to deliver more new homes is addressed, which is likely to be reinforced in the Autumn Statement. This will also ensure that the retained 1-4-1 Right to Buy Receipts are not at risk of being paid back to the Treasury with 4.5% interest, as these receipts must be used within 3 years.

3.5.8 Therefore the new build / acquisition programme within the HRA can commence with the initial ambition to deliver up to 100 new homes in the next 5 years. These assumptions are already included in the Business Plan. Further modelling of additional units that may be deliverable will be undertaken following any announcement in the Autumn Statement and subject to further

discussion with Members during spring 2018. The type and tenure of this development should take place in areas to complement the existing provision and provide an element of choice e.g. rented in the west of the Borough, where there is little provision of affordable rent and intermediate products in the east of the Borough to diversify the existing tenure mix.

3.5.9 This programme will include a combination of direct development / acquisition and/or passing 1-4-1 receipts onto a Registered Provider to build on council HRA land in exchange for nomination rights. To ensure sufficient capacity to deliver this development at pace, this work will be undertaken by both a developer partner, on larger sites and the Council's Commercial Service on smaller sites.

This development programme will be included in the Housing Capital Investment Programme due to be reported to Council on 20 February 2018.

3.5.10 **Estate Regeneration** – The concentration in recent years on investment to ensure that the Decent Homes Standard is met, has meant that the estate environment has suffered through a converse lack of investment. Our predominately flatted estates and communal areas are therefore showing signs of deterioration, meaning they are no longer fit for purpose, attract anti-social behaviour and make these estates increasingly unpopular and as a consequence, harder to let.

3.5.11 £34 million is already included in the stock condition survey which includes work to the estate environment. Therefore, in addition to the provision of new stock, any remaining surpluses within the HRA and the borrowing headroom can also be utilised to commence a programme of estate regeneration, building on that due to commence in Barrow Hill in January 2018. This investment will further mitigate against a loss of rent through voids. This will be included in any revised HRA Business Plan model following the Autumn Statement and subject to further discussion with elected Members.

This programme will be included in the Housing Capital Investment Programme due to be reported to Council on 20 February 2018.

4.0 Human resources/people management implications

4.1 There are no direct human resource implications associated with this report. However the surpluses within the HRA mean that should it wish to do so, and subject to Member approval, investment could be made within the staffing resource in areas of demand or to deliver new services to tenants e.g. Tenancy Sustainment or Housing Development.

4.2 Whilst the future major works element of the stock condition survey indicates a reduced expenditure requirement on the existing stock, the proposed increased expenditure on new build housing and estate regeneration will mitigate against a substantial reduction in work, which may have a negative impact on the council's internal workforce.

4.3 In order to further mitigate this impact and in response to reduced Capital Programmes in future years, an increased proportion of work can be retained internally at the detriment of external contractors, subject to value for money.

5.0 Financial implications

5.1 The financial implications are in intrinsic element of this report.

6.0 Risk management

Description of Risk	Likelihood	Impact	Mitigating Action	Resultant Likelihood	Resultant Impact
Increased rent arrears from Universal Credit	High	High	An increased allowance for 8% bad debts has been built into the Business Plan for 2018/19. Business Plan to be reviewed and updated on a regular basis.	Medium	Medium
Inability to replace stock which is sold either through the RTB or	High	High	Using a combination of the reserves and borrowing headroom,	Medium	Medium

disposal of high value properties			increase the programme of new build and strategic acquisitions in order to retain 1-4-1 Right to Buy Receipts or pass on to a Registered Provider in exchange for nomination rights		
Inability to maintain the Decent Homes Standard / invest in stock in a timely manner	Medium	High	Ensure that future capital programmes are planned and programmed in accordance with the stock condition survey. Continue to undertake an independent stock condition survey on a three yearly cycle to inform the Business Plan	Low	Medium
Increased levels of homelessness and poverty due to a lack of affordable housing and welfare reform changes	High	High	Work with other Registered Providers to ensure a pipeline of new affordable housing Direct staffing resources towards sustainment of tenancy sustainment and homeless prevention	Medium	Medium
Risk of being required to repay retained Right to Buy 1-4-1 receipts to Government	Medium	High	Maintain a sufficient programme of new build and strategic acquisitions in order to retain 1-4-1 Right to Buy Receipts or pass on to a Registered	Low	Medium

			Provider in exchange for nomination rights		
Risk of being required to dispose of high value assets or pay a levy to the Treasury for high value assets becoming vacant	Medium	High	Continue to monitor and respond to national housing policy Prudently use reserves and borrowing to allow sufficient reserves remain to meet this policy requirement Review and update the HRA Business Plan on at least an annual basis	Medium	Medium

7.0 Legal and data protection implications

7.1 There are no legal or data protection implications associated with this report.

8.0 Equalities Impact Assessment (EIA)

8.1 A preliminary Equalities Impact Assessment is attached at **Appendix 4**.

9.0 Recommendations

9.1 That Members note the current financial position of the Housing Revenue Account.

9.2 That the Stock Condition Survey report be received.

9.3 That Members note the potential changes to investment arising from the stock condition survey and the emerging areas of work to reshape the financial strategy, outlined at section 3.5, and agree to further work being done on the strategy ahead of further Cabinet decisions in February 2018.

9.4 That the Housing Revenue Account Steering Group continue to monitor the Housing Revenue Account and that further reports are brought to Members on an annual basis or as a result of changes in national housing policy.

10. 0 Reasons for recommendations

10.1 To deliver a balanced and sustainable Housing Revenue Account, which is self-financing in the longer term.

10.2 To support the Council's Vision and Priorities within the Council Plan.

Glossary of Terms *(delete table if not relevant)*	
e.g. HRA	*Housing Revenue Account*

Decision information

Key decision number	**739**
Wards affected	ALL
Links to Council Plan priorities	'To improve the quality of life for local people' and 'To provide value for money services'

Document information

Report author	**Contact number/email**
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Background documents	
Appendices to the report	
Appendix 1	Stock Condition Survey Report September 2017 (Savills)
Appendix 2a	2017/18 HRA Business Plan Operating Account
Appendix 2b	2017/18 HRA Business Plan Self Financing
Appendix 3a	2016/17 HRA Business Plan Operating Account
Appendix 3b	2016/17 HRA Business Plan Self Financing
Appendix 4	Preliminary Equalities Impact Assessment

Chesterfield Borough Council

Stock Condition Survey Report

September 2017

Prepared For:

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Chesterfield Borough Council

Stock Condition Survey

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PART A - EXECUTIVE SUMMARY

1.0 Savills were invited to submit a quotation for a sample stock condition/asbestos survey to the whole stock by Chesterfield Borough Council and we duly submitted our proposal on 12th February 2017 through the framework provisions of the Professional Services Hub. Following discussion at the Council's offices we were instructed to undertake the work. In summary, the main objectives of the exercise were:

a. To provide accurate and statistically reliable information concerning repairs and maintenance as well as improvement costs, in the standard business plan reporting categories, forecast over a 30 year term. This will be used to assist with the Council's position in light of the Self Financing review;

b. To collect, validate and report upon attribute and condition information about the stock for the purpose of improving existing records and future maintenance planning;

c. To establish a methodology upon which further surveys may be undertaken in the future to supplement this survey exercise;

d. To provide accessible, reliable and easily maintainable planning data for future repairs, maintenance and improvement programmes including the provision of a written summary report and outputs to the Council's computer database containing the survey results.

1.1 Accordingly we have undertaken a stock condition survey of Chesterfield Borough Council's housing stock with a view to assessing the current and future repairs and maintenance liability. We have surveyed a representative sample of 960 dwellings of the Council's housing stock of 9,286 units (excluding leaseholders) as part of the on-going cycle of surveying that the Council is undertaking.

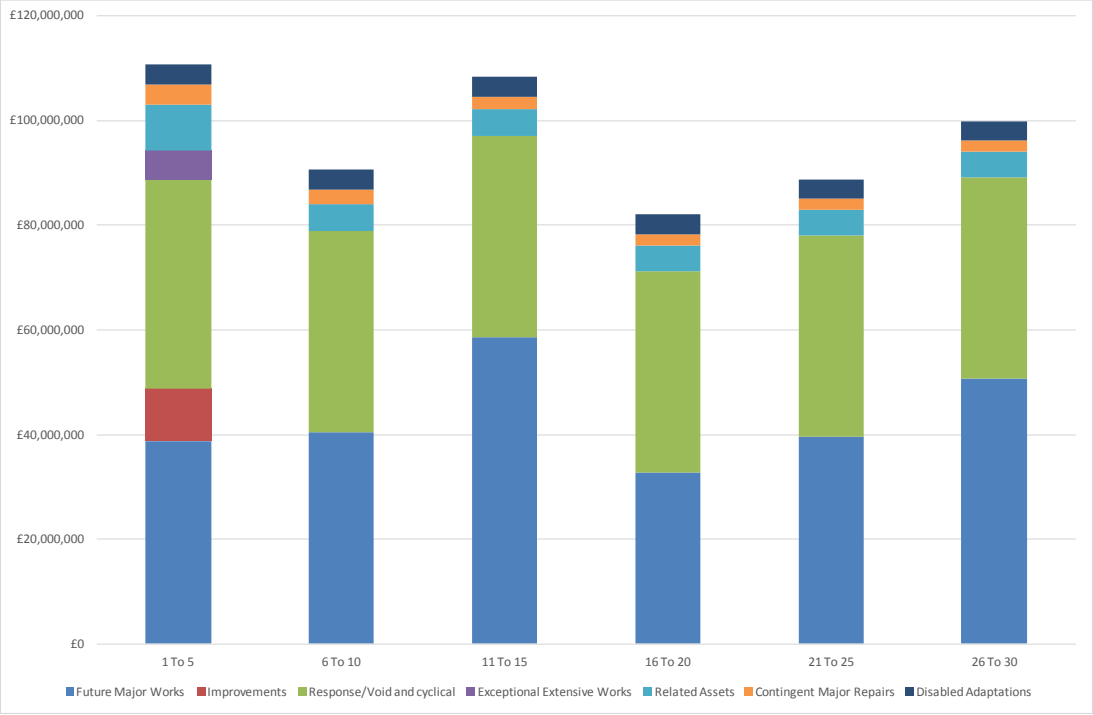
1.2 This report follows on from an original stock condition survey completed for the Council in 2007,2010 and 2014. With the Council having already reached 100% data capture in respect of the stock condition survey, they quite rightly wish to maintain its accuracy and best practice

by continuing a rolling programme of surveys to ensure that the survey data remains no more than 5 years old.

1.3 The majority of properties within the stock are of traditional construction although there are a number of high-rise and non-traditional properties including BL8, BISF, Cornish, No-Fines, Reema, Tarran, Timber Frame and Unity construction.

1.4 The stock has improved since the 2014 surveys with the investment put into the stock being directed in the right areas. Continuing investment is still required to maintain the stock to current decent levels across all major elements.

1.5 The total forecast expenditure to improve and maintain the stock and related assets over 30-years equals £580.4m. This equates to £62.626 per dwelling or £2,088 per dwelling per annum. The costs are at a base date of August 2017 and comprise items of capital and revenue maintenance expenditure; they include contract preliminaries, but exclude professional fees, management costs and VAT. The breakdown of expenditure is illustrated in the table below:



1.6 The overall level of costs falls within our expected benchmark totals for a stock of this size and type and confirm our comments in 1.4.

1.7 The spread of costs for Future Major Works (capital replacement works) is split over the 30-year forecast period with £158.5m (61%) required for internal works and £102.4m (39%) for external/communal works. However, within the next five years over 72% of predicted expenditure is for external works, which is reflective of the type of work carried out and the general age profile of the stock..

1.8 The responsive/void and cyclical, or 'revenue', works total £232m over the 30-year forecast period. These costs were derived from reviewing current Council expenditure and will ensure that existing commitments in this regard will continue to be met..

1.9 The stock includes a number of high rise and non-traditional dwellings of BL8, BISF, Cornish, No-Fines, Reema, Tarran, Timber Frame and Unity construction. Curtins Consulting Engineers were instructed in 2014 to complete a structural survey of all non-traditional dwellings and the Council have completed all of the recommendations except for the Unity dwellings that are programmed to be completed over the next five years.

1.10 There will be an ongoing cyclical requirement to repeat the structural survey to ensure that the integrity of the structures are performing within expectations.

1.11 Our stock condition survey has included an assessment of the properties against the decent homes criteria as set out by the CLG. In undertaking this piece of work, we have assessed the properties in terms of the Housing Health and Safety Rating system, together with assessment of the key/other building components, modern facilities and thermal comfort.

1.12 The stock fully complies with the Decent Homes Guidance. This percentage compares with a Local Authority failure rate of 14.3% [ref: English House Condition Survey Headline Report; CLG, 2014-15]. As with all landlords, the Council will have ongoing in year failures to deal with and plan for dwellings that are potential non-decent in the short and medium term.

1.13 The cost of achieving decent homes to ensure all dwellings are decent within the next five years is included within our cost summaries. The 30 year forecast will also ensure that all dwellings are maintained to this standard throughout this term.

1.14 All information recorded during the stock condition survey has been loaded onto the Council's Keystone Asset Management Database and all reports have been produced off this system once validated and loaded.

PART B – MAIN REPORT

2.0 INTRODUCTION

2.1 Savills were invited to submit a quotation for a stock condition survey by Chesterfield Borough Council and we duly submitted our proposal on 12th February 2017 through the framework provisions of the Professional Services Hub. Following an interview at the Council's offices we were instructed to undertake the work.

2.2 We have undertaken 960 internal and external stock condition surveys to assist with maintaining the Council's 100% data records in good and accurate order.

2.3 We worked with the Council to obtain the information we required, such as address lists, location plans, details of construction types, etc. The survey work was undertaken during March and April 2017 and the survey data was subsequently loaded onto our computer system. A summary of all costs is included at **Appendix 1,** and a detailed elemental cost report included at **Appendix 2.**

2.4 The primary purpose of the Stock Condition Survey has been to assess the cost of the work to repair and maintain the stock for the next 30 years, the results of which will be used to inform the Council's business planning in relation to Local Authority Self Financing. Also, the survey has assessed the requirements to bring all properties to a decent standard and then to maintain them at that standard thereafter.

3.0 PROPERTY DATABASE AND SAMPLING

3.1 A database of properties was provided by the Council, representing the stock to be surveyed as at February 2017. The stock list contained 1,800 dwellings with the intention of surveying 960 dwellings in total.

3.2 The housing stock totals 9,268 tenanted dwellings .There was no requirement to produce a sample framework as the Council have 100% data and the dwellings selected are amongst those that have not received a survey in excess of 4 years.

4.0 METHODOLOGY

4.1 The Survey Team

4.1.1 The Savills team specialising in planned maintenance and stock condition surveys undertook the survey. The team of surveyors, all of whom are Chartered Surveyors or staff of similar standing, have extensive experience in mass survey projects and were fully briefed on the requirements of the survey before any inspections were carried out on site.

4.2 Quality Control

4.2.1 Prior to survey commencement, a pro-forma was devised which was used for data collection. A list of the elements assessed is included at **Appendix 3**. The information was gathered on tablet computers and transferred into our computer database for it to be checked, collated and validated. The methodology and survey objectives were shared and tested by Savills and the Council during a day's pilot survey held prior to the commencement of the main survey.

4.2.2 In addition to a comprehensive briefing of all surveyors prior to commencing the inspections, de-briefing meetings were held with all surveyors at the end of each day to enable queries to be dealt with immediately. Spot checks were also made on site of completed surveys to check compliance with the agreed methodology.

4.3 Validation of Data

4.3.1 Once the surveys were completed, they were loaded onto our computer database and extensive validation was undertaken electronically to check for anomalies and inconsistencies. Examples of validation routines include:

- Range checks that ensure all dwellings have the correct amount of survey data and that the desired sample has been achieved.
- Consistency routines that will look for anomalies between dwellings in certain areas (e.g. if all of the surveyed roofs in one street have a life expectancy of 20 years, but one has a life expectancy of 5 years then an exception report will be produced that is then investigated).
- Quantity checking designed to prevent errors of survey collection or data inputting (e.g. an extra zero is accidentally added to a roof quantity of 100 sq m making it 1000 sq m)
- Benchmarking the outputs of the survey against similar housing stocks.

5.0 REPAIR/INVESTMENT CATEGORIES

The survey brief identified various investment categories by which the survey results were to be presented. These categories mirror those required by the business plan. We can confirm that we have complied with this aspect of the brief and fuller explanations of each individual category are provided below.

5.1 Future Major Works

5.1.1 These are defined as "the provision, which should be adequate to cover the periodic overhaul / refurbishment / renewal of the building components and landlords' fixtures and fittings, to keep the property in lettable condition".

5.1.2 All building elements have a natural life expectancy, at the end of which they have to be renewed. The life expectancies used in generating costs were based on the following:

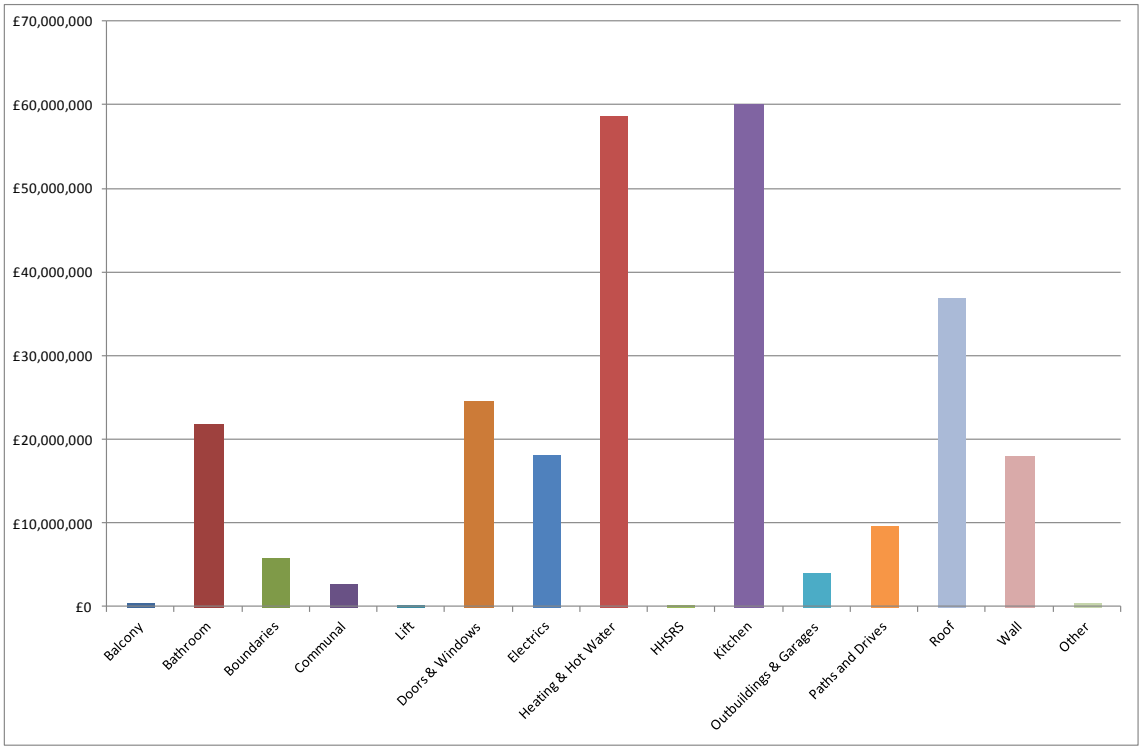
- Industry standards.
- HAPM Property Mutual Limited manual.
- RICS and BRE publications: "Life Expectancies of Building Components".
- The Council's experience.
- Our experience.

5.1.3 Our surveyors used their professional judgement to establish when a building component requires replacement and inserted the appropriate year on the survey form. For older building components, or those which we believed to have a limited remaining life, life cycles were ignored and our assessment was based on the condition as found on site from our survey.

5.1.4 We have only recorded those items that will require renewal within the next 30 years and those items falling outside that period have not been subject to a replacement cost within our report.

5.1.5 A full breakdown by individual element is included at **Appendix 2.** The elements, however, can be grouped together to present the costs under larger grouped headings, as shown below:

Future Major Works Years 1-30		
Balcony	£391,687	0.2%
Bathroom	£21,793,179	8.4%
Boundaries	£5,802,808	2.2%
Communal	£2,649,380	1.0%
Lift	£58,140	0.0%
Doors & Windows	£24,543,846	9.4%
Electrics	£18,091,791	6.9%
Heating & Hot Water	£58,632,873	22.5%
HHSRS	£164,341	0.1%
Kitchen	£60,018,779	23.0%
Outbuildings & Garages	£3,982,998	1.5%
Paths and Drives	£9,578,430	3.7%
Roof	£36,874,300	14.1%
Wall	£17,980,153	6.9%
Other	£350,000	0.1%
Total	**£260,912,705**	



5.1.6 As can be seen from the table and graph above, substantial investment is required for all groupings over the next 30 years with heating, roofing and kitchen renewals being the most prominent.

5.1.7 The spread of costs across the 30 year forecast period varies on each element. The factors that will determine the requirement for a replacement will include its age, condition, time since last repair/replacement, exposure, damage etc. The two tables below are intended to demonstrate firstly the amount of expenditure required for each group in each ten year period and secondly, where the greatest proportions of spend is for each group.

	Years 1-10	Years 11-20	Years 21-30	TOTAL
Balcony	£129,096	£112,350	£150,242	£391,687
Bathroom	£2,594,404	£7,091,834	£12,106,941	£21,793,179
Boundaries	£2,761,270	£1,818,803	£1,222,734	£5,802,808
Communal	£1,566,841	£807,412	£275,127	£2,649,380
Lift	£58,140	£0	£0	£58,140
Doors & Windows	£5,490,997	£7,490,784	£11,562,065	£24,543,846
Electrics	£3,871,908	£5,960,123	£8,259,760	£18,091,791
Heating & Hot Water	£10,518,114	£20,466,490	£27,648,269	£58,632,873
HHSRS	£141,911	£10,194	£12,236	£164,341
Kitchen	£17,319,006	£25,335,452	£17,364,321	£60,018,779
Outbuildings & Garages	£2,265,597	£1,081,698	£635,704	£3,982,998
Paths and Drives	£4,800,793	£3,393,546	£1,384,091	£9,578,430
Roof	£18,538,567	£12,177,073	£6,158,660	£36,874,300
Wall	£8,862,447	£5,629,792	£3,487,914	£17,980,153
Other	£350,000	£0	£0	£350,000
Total	**£79,269,091**	**£91,375,549**	**£90,268,065**	**£260,912,705**

	Years 1-10	Years 11-20	Years 21-30	TOTAL
Balcony	33%	29%	38%	£391,687
Bathroom	12%	33%	56%	£21,793,179
Boundaries	48%	31%	21%	£5,802,808
Communal	59%	30%	10%	£2,649,380
Lift	100%	0%	0%	£58,140
Doors & Windows	22%	31%	47%	£24,543,846

	Years 1-10	Years 11-20	Years 21-30	TOTAL
Electrics	21%	33%	46%	£18,091,791
Heating & Hot Water	18%	35%	47%	£58,632,873
HHSRS	86%	6%	7%	£164,341
Kitchen	29%	42%	29%	£60,018,779
Outbuildings & Garages	57%	27%	16%	£3,982,998
Paths and Drives	50%	35%	14%	£9,578,430
Roof	50%	33%	17%	£36,874,300
Wall	49%	31%	19%	£17,980,153
Other	100%	0%	0%	£350,000
Total	**30%**	**35%**	**35%**	**£260,912,705**

Greatest Proportion of expenditure over a 10 Year Period
Intermediate Proportion of expenditure over a 10 Year Period
Least Proportion of expenditure over a 10 Year Period

5.1.8 The striking points from the coloured table are as follows:

- The effect of the decent homes programme is evident with the greatest cost now represented at the middle/end of the forecast period for all internal elements and windows and doors. These later costs relate to the life cycle replacement of the recent installations the stock has benefited from over the past few years;

- The roofing costs are profiled such 50% of required expenditure is required in the next 10 years and this is reflective of the age profile of the stock;

- The emphasis of works over the next ten years will move from internal to external/environmental works

5.1.9 In overall terms the profile compares favourably to many Local Authorities with a relatively level spend in each of the next ten years. This should enable the Council to plan and procure works over a longer period and develop a proactive approach to elemental renewals

5.2 Responsive, Void and Cyclical Property Maintenance

5.2.1 Responsive and Void property maintenance is defined by the CLG as "maintenance arising from the landlord's obligation to carry out repairs to a property, either upon a tenant's request or arising from staff inspection or in connection with the re-letting of a property".

5.2.2 The definition of cyclical maintenance and servicing is generally similar to that stated for future major repairs. However, it is more specifically identified as the regular servicing and inspection of mechanical and electrical equipment and redecorations with associated repairs.

5.2.3 The Council provided us with information of the levels of expenditure currently being experienced by the Council for both responsive and void property maintenance. This currently equates to a total of £8.61m per annum, reducing to £7.69m from year 3 onwards.

5.3 Related Assets / Estate Works

5.3.1 This stock condition survey did not include any related assets or other items of repair that the Council may be responsible for outside the curtilage of dwellings. We have included the following from the Council's Business Plan:

- Years 1-5 average £1.774m p.a
- Years 6-10 average £1m p.a.

5.4 Contingent Major Repairs

5.4.1 Contingent major repairs are defined as repairs of a kind, which cannot be specifically foreseen and may arise from latent defects in construction, design, timber infestations and decay, uninsured settlement and other uninsured risks. We have worked with the Council to predict such items and have included for item such as wall tie failure, passive ventilation and garden drainage works.

5.4.2 We have 15.3m over the 30 year forecast period broken down into the following headings:

- Asbestos Removal Works
- Fire Risk Works/Bin Stores
- Fire Safety Sprinkler Systems
- Fire Risk Assessments
- Asbestos Management / R&D Surveys
- General Contingency

5.5 Exceptional Extensive Works

5.5.1 Exceptional Extensive Works are major works which are required to remedy particular significant defects and fall outside the definition of routine repairs and maintenance. They are usually works needed to provide the most effective technical solutions and will reduce future repair and maintenance costs. An example would be overcladding of a block to prevent water penetration which was causing damp.

5.5.2 Within the Council's housing stock there are a number of non-traditional properties. Due to the form of construction, some of these properties may suffer from various defects such as poor thermal insulation qualities or inherent structural faults. We instructed a firm of Structural Engineers, Curtins, to review this area in detail and they have produced their findings under separate cover dated 21st May 2014.

5.5.3 The Council have either completed, or have budgeted to complete all of the recommendations in the next 5 years. The remaining works related to the Unity non-traditional dwellings.

5.6 Decent Homes Assessment

5.6.1 As part of our survey we have made an assessment of the level of non-decency in the housing stock. This assessment has been measured in accordance with the guidelines set out by the

CLG. We have identified that all dwellings pass this assessment, which compares against a national average of circa. 14% failure.

5.6.2 A decent home, as described by Central Government, is one that is wind and weather tight, warm and has modern facilities. In order for a social landlord to achieve this aim any individual dwelling must meet the following criteria:

a) It meets the current statutory minimum standard for housing

This is currently defined as a Category 1 failure as defined by version 2 of the Housing Health and Safety Rating System 2004.

b) It is a reasonable state of repair

Dwellings that fail this criterion are those elements such as roofs, rewires, boilers etc that are **old** (i.e. their age exceeds their life cycle) **and in poor condition** (i.e. identified by the surveyor as needing replacement or a major repair).

The elements listed within this criteria are sub-divided into two sections, namely key components and non-key components. Failure of a single key component will fail the dwelling completely, whereby the non-key components require two or more failures to make the property non-decent.

Whenever a key component fails then the property will become non-decent in that year, however the concurrent failure of two non-key components may occur over several years (e.g. a kitchen in year 1 and bathroom in year 5).

Within the example listed above there is no fixed guidance as to how it should be reported. To avoid confusion and maintain consistency with the general cost reports, we would include the cost for the kitchen and bathroom in the years that they fail. We would **not**

include any costs for a dwelling that only has one non-key component failure over the forecast period.

b) It has reasonably modern facilities and services

The guidance lists six points of failure and any individual dwelling must fail on three or more items to be deemed non-decent. As with the methodology employed for non-key components, we have included the items within the predicted year of failure in our decent homes reports and will only include costs for those dwellings that have three or more failures before 2010.

Both modern facilities and non-key components can fail on kitchen and bathroom installations, therefore producing the potential for double counting within our decent homes reports. To overcome this our database identifies which criteria the property fails first and then prevents the other criteria from becoming populated by the same data.

An example of the above would be a dwelling that has an **old** kitchen and bathroom and one other modern facilities failure in year 1. The survey also recognizes that the kitchen and bathroom are **old and in poor condition** in later years. In such instances we would not include any costs for the non-key component potential failures.

c) It provides a reasonable degree of thermal comfort

This criterion requires dwellings to have both effective insulation and efficient heating.

Again there is a potential for double counting in such situations where a dwelling does not have efficient heating and the boiler or heating distribution system is old and in poor condition under criterion b. In such circumstances we will include for the requisite replacement when it first appears and then exclude it from re-appearing in the other criterion.

6.0 LEVELS OF PRICING

6.1 The work recorded as part of the Stock Condition Survey has been priced using a Schedule of Rates, from the Keystone Asset Management System. The Schedule has been based on the Council's experience of letting contracts locally and our experience with other Local Authorities/Housing Associations with similar types and numbers of property.

6.2 If the work is planned and procured correctly, we believe that the unit rates identified can be achieved. However, poor planning/procurement could result in large volumes of work put on the market at the same time resulting in "overheating" and cost increases as a consequence.

7.0 COST REPORTS

7.1 A summary of all costs and an elemental summary for the whole stock is included at **Appendix 1.** An elemental breakdown of cost is included at **Appendix 2.** All costs are exclusive of management and administration charges, professional fees, any decanting costs and VAT.

7.2 The base date for costs is August 2017, we have made no allowance for inflation after this date.

8.0 LIMITATIONS OF SURVEY

8.1 The inspections and report are subject to the limitations set out at **Appendix 3.**

9.0 DATABASE

9.1 A requirement of the Brief was to provide the survey data in a user-friendly format for import into the Council's Keystone asset management system. In the first instance, we have loaded all survey data into our own specialist software to enable us to validate and benchmark the survey data. The completed survey database has been provided to the Council.

10.0 AIDS AND ADAPTATIONS (also known as Disabled Adaptations)

10.1 Housing adaptations play an important role to help disabled people remain in the comfort and safety of their own homes, rather than having to go into residential care.

10.2 We have allowed a provision of £0.75m per annum for the 30 year forecast to cover both major and minor adaptation work. These figures are based on existing Council information and were agreed by all parties as a reflection of future need.

11.0 LEASEHOLDERS

11.1 For a number of years tenants have been able to purchase their dwellings from Local Authorities and Housing Associations. In the majority of cases the tenant will purchase the 'freehold' interest and the Council will no longer have any further obligations to repair and maintain the property. However, there are instances where it becomes impossible for a single tenant to purchase the freehold, usually because the construction of the dwelling forms part of a larger building (e.g. a single flat in a block).

11.2 In such circumstances as described above, the tenant will purchase the 'leasehold' interest and the Council will retain the freehold of the complete block. A contract, or lease, will be signed between the Council and leaseholder, part of which will contain covenants as to who is liable for repairs and maintenance. It is common practice for the freeholder to be responsible for the external/communal areas and the leaseholder to be responsible for the internal works.

11.3 A leaseholder will benefit from any repairs to the external and communal areas and the lease will set out how the freeholder will be reimbursed for the works. This is normally achieved via one, or a combination, of the methods listed below:

- Service Charge – the leaseholder will pay a fixed amount on regular dates and the freeholder will undertake all repairs as necessary.

- The freeholder will undertake the works and charge the leaseholder a percentage of the value of those works proportional to their benefit. An example would be where the freeholder to a block of 10 flats spends £50,000 renewing the roof covering and the leaseholders would pay a contribution of £5,000 each.

11.4 Unfortunately it is rarely as simple as stated above and a Council may have entered into a number of different leases over the years all with varying obligations. It would take an extremely

long time to review each lease individually and accurately work out the leaseholder contributions for the whole stock.

11.5 This survey assumes that the Council is not responsible for the costs associated with the repair and maintenance of the external and common parts of the leaseholder dwellings (no internal costs are included), on the basis that they are recharged. If this is not the case then an allowance should be made in the Council's business plan for any recharge or under recovery for such works.

Appendix 1

Summary of All Costs

CHESTERFIELD BOROUGH COUNCIL

Grand Total

Element	1 To 5	6 To 10	11 To 15	16 To 20	21 To 25	26 To 30	Totals
Future Major Works	£38,746,090	£40,523,000	£58,658,636	£32,716,913	£39,552,994	£50,715,071	£260,912,705
Improvements	£9,975,000	£0	£0	£0	£0	£0	£9,975,000
Response/Void and cyclical	£39,955,000	£38,455,000	£38,455,000	£38,455,000	£38,455,000	£38,455,000	£232,230,000
Exceptional Extensive Works	£5,569,504	£0	£0	£0	£0	£0	£5,569,504
Related Assets	£8,871,150	£5,000,000	£5,000,000	£5,000,000	£5,000,000	£5,000,000	£33,871,150
Contingent Major Repairs	£3,813,171	£2,870,263	£2,464,991	£2,127,083	£2,059,583	£2,025,833	£15,360,924
Disabled Adaptations	£3,750,000	£3,750,000	£3,750,000	£3,750,000	£3,750,000	£3,750,000	£22,500,000
Grand Total	**£110,679,915**	**£90,598,263**	**£108,328,627**	**£82,048,996**	**£88,817,577**	**£99,945,904**	**£580,419,283**
Total per annum	£22,135,983	£18,119,653	£21,665,725	£16,409,799	£17,763,515	£19,989,181	£19,347,309

All costs are exclusive of Professional Fees, VAT, management and administration costs and are based on today's prices. Costs are inclusive of preliminaries.

Stock Total	9,268
Cost Per Unit - 30 yrs	£62,626
Base Date of Survey	August-17

Appendix 2

Element Costs

CHESTERFIELD BOROUGH COUNCIL

Future Major Works

Element	1 To 5	6 To 10	11 To 15	16 To 20	21 To 25	26 To 30	Totals
Balcony	£48,891	£80,205	£73,559	£38,791	£72,651	£77,591	£391,687
Bathroom	£1,085,972	£1,508,432	£2,799,831	£4,292,002	£6,345,491	£5,761,450	£21,793,179
Boundaries	£1,719,488	£1,041,783	£1,072,071	£746,732	£620,511	£602,224	£5,802,808
Communal	£401,847	£1,164,994	£650,112	£157,300	£121,000	£154,127	£2,649,380
Lift	£58,140	£0	£0	£0	£0	£0	£58,140
Doors & Windows	£2,394,156	£3,096,841	£3,910,504	£3,580,281	£6,313,345	£5,248,720	£24,543,846
Electrics	£1,583,281	£2,288,627	£2,259,845	£3,700,279	£3,572,731	£4,687,029	£18,091,791
Heating & Hot Water	£2,284,819	£8,233,295	£17,667,170	£2,799,319	£9,127,437	£18,520,832	£58,632,873
HHSRS	£137,879	£4,031	£3,171	£7,023	£7,451	£4,786	£164,341
Kitchen	£6,025,491	£11,293,515	£17,768,252	£7,567,200	£6,073,600	£11,290,721	£60,018,779
Outbuildings & Garages	£1,498,966	£766,630	£649,726	£431,971	£451,467	£184,236	£3,982,998
Paths and Drives	£3,178,316	£1,622,477	£1,741,675	£1,651,870	£843,673	£540,418	£9,578,430
Roof	£11,964,985	£6,573,582	£6,657,294	£5,519,779	£4,048,074	£2,110,586	£36,874,300
Wall	£6,013,859	£2,848,588	£3,405,425	£2,224,367	£1,955,562	£1,532,352	£17,980,153
Communal Lighting Replacement	£50,000	£0	£0	£0	£0	£0	£50,000
Internal Soil Stacks	£100,000	£0	£0	£0	£0	£0	£100,000
Stairlift Replacement	£50,000	£0	£0	£0	£0	£0	£50,000
4G Filters and Door Entry Cameras and Sky+	£50,000	£0	£0	£0	£0	£0	£50,000
Communal Doors inc. Door Entry System	£100,000	£0	£0	£0	£0	£0	£100,000
Total Future Major Works	**£38,746,090**	**£40,523,000**	**£58,658,636**	**£32,716,913**	**£39,552,994**	**£50,715,071**	**£260,912,705**
Total per annum	£7,749,218	£8,104,600	£11,731,727	£6,543,383	£7,910,599	£10,143,014	£8,697,090

All costs are exclusive of Professional Fees, VAT, management and administration costs and are based on today's prices. Costs are inclusive of preliminaries.

Improvements

Element	1 To 5	6 To 10	11 To 15	16 To 20	21 To 25	26 To 30	Totals
Sheltered Refurbishment	£5,865,000	£0	£0	£0	£0	£0	£5,865,000
Neighbourhood Action Plan-Barrow Hill Imps	£4,110,000	£0	£0	£0	£0	£0	£4,110,000
Total Improvements	**£9,975,000**	**£0**	**£0**	**£0**	**£0**	**£0**	**£9,975,000**
Total per annum	£1,995,000	£0	£0	£0	£0	£0	£332,500

All costs are exclusive of Professional Fees, VAT, management and administration costs and are based on today's prices. Costs are inclusive of preliminaries.

CHESTERFIELD BOROUGH COUNCIL

Exceptional Extensive Works

Element	1 To 5	6 To 10	11 To 15	16 To 20	21 To 25	26 To 30	Totals
Unity	£5,569,504	£0	£0	£0	£0	£0	£5,569,504
Total Exceptional Extensive Works	**£5,569,504**	**£0**	**£0**	**£0**	**£0**	**£0**	**£5,569,504**
Total per annum	£1,113,901	£0	£0	£0	£0	£0	£185,650

All costs are exclusive of Professional Fees, VAT, management and administration costs and are based on today's prices. Costs are inclusive of preliminaries.

Related Assets

Element	1 To 5	6 To 10	11 To 15	16 To 20	21 To 25	26 To 30	Totals
Garage Site Improvements	£800,000	£625,000	£625,000	£625,000	£625,000	£625,000	£3,925,000
Footpath Proactive Maintenance	£700,000	£625,000	£625,000	£625,000	£625,000	£625,000	£3,825,000
Structural Works	£1,300,000	£1,250,000	£1,250,000	£1,250,000	£1,250,000	£1,250,000	£7,550,000
Estate Environmentals	£6,071,150	£2,500,000	£2,500,000	£2,500,000	£2,500,000	£2,500,000	£18,571,150
Related Assets	**£8,871,150**	**£5,000,000**	**£5,000,000**	**£5,000,000**	**£5,000,000**	**£5,000,000**	**£33,871,150**
Total per annum	£1,774,230	£1,000,000	£1,000,000	£1,000,000	£1,000,000	£1,000,000	£1,129,038

All costs are exclusive of Professional Fees, VAT, management and administration costs and are based on today's prices. Costs are inclusive of preliminaries.

Contingent Major Repairs

Element	1 To 5	6 To 10	11 To 15	16 To 20	21 To 25	26 To 30	Totals
Asbestos Removal Works	£676,360	£473,452	£338,180	£135,272	£135,272	£135,272	£1,893,808
Fire Risk Works/Bin Stores	£1,080,000	£540,000	£270,000	£135,000	£67,500	£33,750	£2,126,250
Fire Safety Sprinkler Systems	£200,000	£0	£0	£0	£0	£0	£200,000
Fire Risk Assessments	£161,000	£161,000	£161,000	£161,000	£161,000	£161,000	£966,000
Asbestos Management / R&D Surveys	£1,195,811	£1,195,811	£1,195,811	£1,195,811	£1,195,811	£1,195,811	£7,174,866
Contingency	£500,000	£500,000	£500,000	£500,000	£500,000	£500,000	£3,000,000
Contingent Major Repairs	**£3,813,171**	**£2,870,263**	**£2,464,991**	**£2,127,083**	**£2,059,583**	**£2,025,833**	**£15,360,924**
Total per annum	£762,634	£574,053	£492,998	£425,417	£411,917	£405,167	£512,031

All costs are exclusive of Professional Fees, VAT, management and administration costs and are based on today's prices. Costs are inclusive of preliminaries.

Appendix 3

Limitations of Survey

LIMITATIONS OF SURVEY

1.1 Repairs and replacements have been costed on a “like for like” replacement basis, with improvements and contingency works dealt with as a separate exercise where they do not clearly form part of the repair process. In the event of remedial works requiring vacation of the property, no allowance has been made in the costings for such relocation.

1.2 Savills have not undertaken structural surveys of the properties and have not inspected woodwork or other parts of the structure, which were covered, unexposed or inaccessible. It is therefore not possible to report that such parts are free from defects.

1.3 Inspections have not been made of flues, ducts, voids or any similarly enclosed areas, access to which was not readily available at the time of our inspection and we are therefore unable to report that such areas remain free from defect.

1.4 No specific inspection or specialist testing has been undertaken to establish whether high alumina cement concrete, calcium chloride additives, woodwall slab permanent formwork construction, asbestos or other deleterious materials are present within the construction.

1.5 No samples have been taken nor any analysis made of the sulphate content of the load bearing sub-soil adjacent to the foundations.

1.6 No testing of electrical, mechanical, water, drainage, air conditioning, lifts or other services have been undertaken by Savills.

1.7 Savills have not made any formal enquiries in respect of existing user rights, town planning and road widening, legal interests, fire certificates, effluent agreements, party wall agreements, prescriptive rights, easements, wayleaves, statutory consents or contaminated land.

1.8 We have not included in our calculations any costs or fees incurred which might arise from the application of the Party Wall Act 1996.

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Appendix 2a
Chesterfield
HRA Business Plan
Operating Account
(expressed in money terms)

		Income					
Year	Year	Net rent Income	Other income	Misc Income	Total Income	Managt.	Depreciation
		£,000	£,000	£,000	£,000	£,000	£,000
1	2017.18	33,703	1,831	0	35,533	(8,038)	(7,722)
2	2018.19	32,465	1,548	0	34,012	(8,226)	(7,864)
3	2019.20	33,440	1,584	0	35,025	(8,347)	(8,066)
4	2020.21	33,881	1,623	0	35,504	(8,420)	(8,296)
5	2021.22	34,805	1,649	0	36,454	(8,528)	(8,424)
6	2022.23	35,409	1,676	0	37,085	(8,698)	(8,571)
7	2023.24	36,016	1,725	0	37,741	(8,872)	(8,719)
8	2024.25	37,446	1,775	0	39,221	(9,050)	(8,869)
9	2025.26	37,361	1,826	0	39,187	(9,231)	(9,043)
10	2026.27	38,005	1,880	0	39,885	(9,415)	(9,198)
11	2027.28	38,660	1,924	0	40,584	(9,604)	(9,357)
12	2028.29	39,325	1,981	0	41,307	(9,796)	(9,517)
13	2029.30	40,002	2,041	0	42,043	(9,992)	(9,681)
14	2030.31	41,538	2,102	0	43,640	(10,192)	(9,847)
15	2031.32	41,390	2,166	0	43,556	(10,395)	(10,015)
16	2032.33	42,101	2,220	0	44,321	(10,603)	(10,187)
17	2033.34	42,825	2,288	0	45,113	(10,815)	(10,362)
18	2034.35	43,560	2,359	0	45,919	(11,032)	(10,539)
19	2035.36	45,231	2,433	0	47,664	(11,252)	(10,720)
20	2036.37	45,068	2,509	0	47,577	(11,477)	(10,903)
21	2037.38	45,842	2,402	0	48,244	(11,707)	(11,089)
22	2038.39	46,628	2,480	0	49,108	(11,941)	(11,279)
23	2039.40	47,427	2,562	0	49,989	(12,180)	(11,472)
24	2040.41	48,239	2,647	0	50,886	(12,423)	(11,667)
25	2041.42	50,088	2,735	0	52,823	(12,672)	(11,867)
26	2042.43	49,906	2,827	0	52,733	(12,925)	(12,069)
27	2043.44	50,760	2,922	0	53,682	(13,184)	(12,275)
28	2044.45	51,628	3,022	0	54,650	(13,448)	(12,484)
29	2045.46	52,511	3,125	0	55,636	(13,717)	(12,697)
30	2046.47	53,408	3,233	0	56,641	(13,991)	(12,913)

Expenditure					
Responsive & Cyclical	Other Revenue spend	HRA Cost of Rent Rebates	Misc expenses	Total expenses	Capital Charges
£,000	£,000	£,000	£,000	£,000	£,000
(8,763)	(225)	0	(494)	(25,242)	(4,961)
(8,191)	0	0	(500)	(24,781)	(4,852)
(7,691)	0	0	(507)	(24,611)	(4,749)
(7,845)	0	0	(513)	(25,075)	(4,649)
(8,002)	0	0	(523)	(25,477)	(4,549)
(8,162)	0	0	(534)	(25,965)	(4,637)
(8,325)	0	0	(545)	(26,461)	(4,567)
(8,491)	0	0	(555)	(26,965)	(4,499)
(8,661)	0	0	(567)	(27,502)	(4,431)
(8,835)	0	0	(578)	(28,026)	(4,365)
(9,011)	0	0	(590)	(28,561)	(4,299)
(9,191)	0	0	(601)	(29,106)	(4,235)
(9,375)	0	0	(613)	(29,661)	(4,171)
(9,563)	0	0	(626)	(30,227)	(4,109)
(9,754)	0	0	(638)	(30,803)	(4,047)
(9,949)	0	0	(651)	(31,390)	(3,986)
(10,148)	0	0	(664)	(31,989)	(3,927)
(10,351)	0	0	(677)	(32,599)	(3,868)
(10,558)	0	0	(691)	(33,221)	(3,810)
(10,769)	0	0	(705)	(33,854)	(3,752)
(10,985)	0	0	(719)	(34,500)	(3,696)
(11,204)	0	0	(733)	(35,157)	(3,641)
(11,428)	0	0	(748)	(35,827)	(3,586)
(11,657)	0	0	(763)	(36,510)	(3,532)
(11,890)	0	0	(778)	(37,206)	(3,479)
(12,128)	0	0	(793)	(37,916)	(3,427)
(12,370)	0	0	(809)	(38,638)	(3,376)
(12,618)	0	0	(825)	(39,375)	(3,325)
(12,870)	0	0	(842)	(40,125)	(3,275)
(13,128)	0	0	(859)	(40,890)	(3,226)

Net Operating (Expenditure)	Repayment of loans	Transfer to MRR	Transfer from / (to) Revenue Reserve	RCCO	**Surplus (Deficit) for the Year**
£,000	£,000	£,000	£,000	£,000	**£,000**
5,331	(2,015)	(2,650)	0	(6,656)	**(5,991)**
4,379	(1,985)	(2,833)	0	(4,289)	**(4,729)**
5,665	(1,955)	(3,018)	0	(6,403)	**(5,712)**
5,780	(1,926)	(3,205)	0	(3,477)	**(2,828)**
6,428	(1,897)	(3,395)	0	0	**1,136**
6,483	(1,869)	0	0	0	**4,614**
6,713	(1,841)	0	0	0	**4,872**
7,757	(1,813)	0	0	(2,962)	**2,981**
7,254	(1,786)	0	0	(7,238)	**(1,770)**
7,494	(1,759)	0	0	(1,458)	**4,276**
7,724	(1,733)	0	0	(8,714)	**(2,723)**
7,966	(1,707)	0	0	(1,507)	**4,752**
8,211	(1,681)	0	0	(16,512)	**(9,983)**
9,305	(1,656)	0	0	(15,232)	**(7,583)**
8,706	(1,631)	0	0	(582)	**6,493**
8,944	(1,607)	0	0	(3,721)	**3,617**
9,197	(1,582)	0	0	0	**7,615**
9,453	(1,559)	0	0	0	**7,894**
10,634	(1,535)	0	0	(6,318)	**2,780**
9,971	(1,512)	0	0	0	**8,459**
10,048	(1,490)	0	0	0	**8,558**
10,310	(1,467)	0	0	0	**8,843**
10,575	(1,445)	0	0	(1,094)	**8,036**
10,844	(1,424)	0	0	(16,107)	**(6,687)**
12,137	(1,402)	0	0	(1,558)	**9,177**
11,390	(1,381)	0	0	(12,329)	**(2,321)**
11,668	(1,361)	0	0	(3,491)	**6,816**
11,950	(1,340)	0	0	(14,993)	**(4,383)**
12,235	(1,320)	0	0	(10,354)	**561**
12,525	(1,300)	0	0	(2,030)	**9,195**

					DO NOT DELETE	
Surplus (Deficit) b/fwd	**Interest**	**Surplus (Deficit) c/fwd**			Working Balance check	Cashflow Balance check
£,000	**£,000**	**£,000**				
24,977	**141**	**19,128**			0	0
19,128	**97**	**14,496**			0	0
14,496	**105**	**8,889**			0	0
8,889	**77**	**6,138**			0	0
6,138	**99**	**7,374**			0	0
7,374	**141**	**12,129**			0	0
12,129	**188**	**17,189**			0	0
17,189	**216**	**20,386**			0	0
20,386	**195**	**18,812**			0	0
18,812	**209**	**23,298**			0	0
23,298	**219**	**20,794**			0	0
20,794	**232**	**25,778**			0	0
25,778	**208**	**16,003**			0	0
16,003	**122**	**8,541**			0	0
8,541	**118**	**15,152**			0	0
15,152	**170**	**18,939**			0	0
18,939	**246**	**26,800**			0	0
26,800	**334**	**35,028**			0	0
35,028	**372**	**38,181**			0	0
38,181	**434**	**47,073**			0	0
47,073	**532**	**56,163**			0	0
56,163	**634**	**65,640**			0	0
65,640	**717**	**74,393**			0	0
74,393	**710**	**68,416**			0	0
68,416	**730**	**78,323**			0	0
78,323	**772**	**76,774**			0	0
76,774	**802**	**84,393**			0	0
84,393	**822**	**80,832**			0	0
80,832	**811**	**82,204**			0	0
82,204	**868**	**92,267**			0	0

Appendix 2b
Chesterfield
Business Plan Assumptions
Self Financing

a) Use Borrowing Schedules **No**

b) Clear borrowing and principal repayment inputs

Run automatic borrowing and loan repayment macro ,or input manually.

or long term borrowing only macro (no repayment)

Year		Borrowing Opening Balance £ pa	New Borrowing (from borrowing schedules) £ pa	Principal Repayments £ pa	Debt Repayments £ pa	Additional Required Borrowing £ pa
1	2017.18	0	-	-	0	0
2	2018.19	0	-	-	0	0
3	2019.20	0	-	-	0	0
4	2020.21	0	-	-	0	0
5	2021.22	0	-	-	0	0
6	2022.23	0	-	-	0	0
7	2023.24	0	-	-	0	0
8	2024.25	0	-	-	0	0
9	2025.26	0	-	-	0	0
10	2026.27	0	-	-	0	0
11	2027.28	0	-	-	0	0
12	2028.29	0	-	-	0	0
13	2029.30	0	-	-	0	0
14	2030.31	0	-	-	0	0
15	2031.32	0	-	-	0	0
16	2032.33	0	-	-	0	0
17	2033.34	0	-	-	0	0
18	2034.35	0	-	-	0	0
19	2035.36	0	-	-	0	0
20	2036.37	0	-	-	0	0
21	2037.38	0	-	-	0	0
22	2038.39	0	-	-	0	0
23	2039.40	0	-	-	0	0
24	2040.41	0	-	-	0	0
25	2041.42	0	-	-	0	0
26	2042.43	0	-	-	0	0
27	2043.44	0	-	-	0	0
28	2044.45	0	-	-	0	0
29	2045.46	0	-	-	0	0
30	2046.47	0	-	-	0	0

Go to Loans Sheets:

Borrowing Bal/Cfwd £ pa	HCFR £ pa	Unfinanced / (overfinanced) HCFR £ pa	Assumed internal borrowing £ pa	Assumed internal investment £ pa	Shortfall on Capital Programme £ pa
0	132,343,196	132,343,196	132,343,196	0	0
0	130,358,048	130,358,048	130,358,048	0	0
0	128,402,678	128,402,678	128,402,678	0	0
0	126,476,638	126,476,638	126,476,638	0	0
0	124,579,488	124,579,488	124,579,488	0	0
0	122,710,796	122,710,796	122,710,796	0	0
0	120,870,134	120,870,134	120,870,134	0	0
0	119,057,082	119,057,082	119,057,082	0	0
0	117,271,225	117,271,225	117,271,225	0	0
0	115,512,157	115,512,157	115,512,157	0	0
0	113,779,475	113,779,475	113,779,475	0	0
0	112,072,783	112,072,783	112,072,783	0	0
0	110,391,691	110,391,691	110,391,691	0	0
0	108,735,816	108,735,816	108,735,816	0	0
0	107,104,778	107,104,778	107,104,778	0	0
0	105,498,207	105,498,207	105,498,207	0	0
0	103,915,734	103,915,734	103,915,734	0	0
0	102,356,998	102,356,998	102,356,998	0	0
0	100,821,643	100,821,643	100,821,643	0	0
0	99,309,318	99,309,318	99,309,318	0	0
0	97,819,678	97,819,678	97,819,678	0	0
0	96,352,383	96,352,383	96,352,383	0	0
0	94,907,097	94,907,097	94,907,097	0	0
0	93,483,491	93,483,491	93,483,491	0	0
0	92,081,238	92,081,238	92,081,238	0	0
0	90,700,020	90,700,020	90,700,020	0	0
0	89,339,520	89,339,520	89,339,520	0	0
0	87,999,427	87,999,427	87,999,427	0	0
0	86,679,435	86,679,435	86,679,435	0	0
0	85,379,244	85,379,244	85,379,244	0	0

Closing HRA Working Balance £ pa	Interest on additional external borrowing %	Interest on internal borrowing %	Interest on internal investments %	Debt Management Costs (% of average debt) %
19,127,930	4.00%	3.72%	1.29%	
14,495,976	4.00%	3.69%	1.69%	
8,888,925	4.00%	3.67%	1.69%	
6,137,950	4.00%	3.65%	1.69%	
7,373,597	4.00%	3.62%	1.69%	
12,129,049	4.00%	3.75%	1.69%	
17,189,193	4.00%	3.75%	1.69%	
20,386,450	4.00%	3.75%	1.69%	
18,811,862	4.00%	3.75%	1.69%	
23,297,578	4.00%	3.75%	1.69%	
20,793,508	4.00%	3.75%	1.69%	
25,777,621	4.00%	3.75%	1.69%	
16,002,592	4.00%	3.75%	1.69%	
8,541,209	4.00%	3.75%	1.69%	
15,151,991	4.00%	3.75%	1.69%	
18,938,743	4.00%	3.75%	1.69%	
26,800,068	4.00%	3.75%	1.69%	
35,028,446	4.00%	3.75%	1.69%	
38,180,708	4.00%	3.75%	1.69%	
47,073,395	4.00%	3.75%	1.69%	
56,163,144	4.00%	3.75%	1.69%	
65,639,873	4.00%	3.75%	1.69%	
74,392,583	4.00%	3.75%	1.69%	
68,416,257	4.00%	3.75%	1.69%	
78,323,395	4.00%	3.75%	1.69%	
76,774,389	4.00%	3.75%	1.69%	
84,392,692	4.00%	3.75%	1.69%	
80,831,629	4.00%	3.75%	1.69%	
82,203,890	4.00%	3.75%	1.69%	
92,266,720	4.00%	3.75%	1.69%	

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Appendix 3a
Chesterfield
HRA Business Plan
Operating Account
(expressed in money terms)

		Income			
Year	Year	Net rent Income £,000	Other income £,000	Misc Income £,000	Total Income £,000
1	2016.17	34,611	1,893	200	36,705
2	2017.18	33,617	1,926	0	35,543
3	2018.19	33,581	1,960	0	35,541
4	2019.20	34,479	1,996	0	36,475
5	2020.21	34,351	2,032	0	36,384
6	2021.22	34,944	2,051	0	36,995
7	2022.23	35,546	2,072	0	37,618
8	2023.24	36,159	2,113	0	38,271
9	2024.25	37,915	2,155	0	40,070
10	2025.26	38,149	2,199	0	40,348
11	2026.27	39,185	2,245	0	41,430
12	2027.28	40,248	2,283	0	42,531
13	2028.29	41,340	2,332	0	43,672
14	2029.30	42,462	2,383	0	44,845
15	2030.31	44,522	2,436	0	46,958
16	2031.32	44,795	2,492	0	47,287
17	2032.33	46,009	2,540	0	48,549
18	2033.34	47,256	2,599	0	49,855
19	2034.35	48,535	2,661	0	51,197
20	2035.36	50,888	2,726	0	53,614
21	2036.37	51,199	2,793	0	53,992
22	2037.38	52,584	2,730	0	55,314
23	2038.39	54,006	2,802	0	56,809
24	2039.40	55,466	2,878	0	58,345
25	2040.41	56,966	2,957	0	59,923
26	2041.42	59,724	3,039	0	62,763
27	2042.43	60,086	3,124	0	63,210
28	2043.44	61,708	3,213	0	64,921
29	2044.45	63,374	3,305	0	66,680
30	2045.46	65,085	3,402	0	68,486
31	2046.47	66,841	3,502	0	70,343
32	2047.48	70,073	3,607	0	73,680
33	2048.49	70,494	3,716	0	74,210

34	2049.50	72,394	3,830	0	76,224
35	2050.51	74,345	3,948	0	78,293
36	2051.52	76,347	4,072	0	80,419
37	2052.53	80,036	4,201	0	84,237
38	2053.54	80,513	4,335	0	84,848
39	2054.55	82,679	4,475	0	87,155
40	2055.56	84,903	4,622	0	89,525

Expenditure

Managt. £,000	Depreciation £,000	Responsive & Cyclical £,000	Other Revenue spend £,000	HRA Cost of Rent Rebates £,000	Misc expenses £,000	Total expenses £,000	Capital Charges £,000
(8,217)	(10,049)	(9,264)	(240)	0	(481)	(28,251)	(5,077)
(8,324)	(10,253)	(8,868)	0	0	(465)	(27,909)	(5,011)
(8,449)	(10,488)	(8,626)	0	0	(471)	(28,034)	(5,004)
(8,524)	(10,715)	(8,355)	0	0	(478)	(28,073)	(5,213)
(8,659)	(11,002)	(8,587)	0	0	(485)	(28,734)	(5,655)
(8,814)	(11,301)	(8,761)	0	0	(493)	(29,368)	(5,865)
(8,971)	(11,608)	(8,936)	0	0	(500)	(30,016)	(5,778)
(9,132)	(11,923)	(9,115)	0	0	(507)	(30,678)	(5,693)
(9,296)	(12,247)	(9,298)	0	0	(515)	(31,355)	(5,608)
(9,463)	(12,580)	(9,483)	0	0	(523)	(32,049)	(5,521)
(9,633)	(12,921)	(9,673)	0	0	(530)	(32,758)	(5,411)
(9,807)	(13,272)	(9,867)	0	0	(538)	(33,484)	(5,271)
(9,985)	(13,632)	(10,064)	0	0	(546)	(34,227)	(5,109)
(10,165)	(14,002)	(10,265)	0	0	(555)	(34,987)	(4,924)
(10,350)	(14,382)	(10,471)	0	0	(563)	(35,765)	(4,695)
(10,538)	(14,772)	(10,680)	0	0	(571)	(36,561)	(4,438)
(10,730)	(15,172)	(10,894)	0	0	(580)	(37,376)	(4,169)
(10,926)	(15,583)	(11,111)	0	0	(589)	(38,209)	(3,880)
(11,126)	(16,005)	(11,334)	0	0	(598)	(39,062)	(3,704)
(11,330)	(16,438)	(11,560)	0	0	(607)	(39,935)	(3,649)
(11,538)	(16,883)	(11,792)	0	0	(616)	(40,829)	(3,594)
(11,750)	(17,340)	(12,027)	0	0	(625)	(41,743)	(3,540)
(11,967)	(17,809)	(12,268)	0	0	(635)	(42,679)	(3,487)
(12,188)	(18,291)	(12,513)	0	0	(645)	(43,637)	(3,435)
(12,413)	(18,785)	(12,764)	0	0	(654)	(44,617)	(3,383)
(12,643)	(19,293)	(13,019)	0	0	(665)	(45,620)	(3,332)
(12,878)	(19,814)	(13,279)	0	0	(675)	(46,647)	(3,282)
(13,118)	(20,350)	(13,545)	0	0	(685)	(47,697)	(3,233)
(13,362)	(20,899)	(13,816)	0	0	(696)	(48,773)	(3,185)
(13,612)	(21,463)	(14,092)	0	0	(706)	(49,873)	(3,137)
(13,866)	(22,042)	(14,374)	0	0	(717)	(51,000)	(1,660)
(14,126)	(22,637)	(14,661)	0	0	(728)	(52,153)	(1,660)
(14,392)	(23,247)	(14,954)	0	0	(740)	(53,333)	(1,660)

(14,662)	(23,874)	(15,254)	0	0	(751)	(54,541)	(1,660)
(14,938)	(24,517)	(15,559)	0	0	(763)	(55,777)	(1,660)
(15,220)	(25,178)	(15,870)	0	0	(775)	(57,043)	(1,660)
(15,508)	(25,856)	(16,187)	0	0	(787)	(58,338)	(1,660)
(15,802)	(26,552)	(16,511)	0	0	(799)	(59,664)	(1,660)
(16,102)	(27,266)	(16,841)	0	0	(812)	(61,021)	(1,660)
(16,408)	(28,000)	(17,178)	0	0	(825)	(62,410)	(1,660)

Net Operating (Expenditure) £,000	Repayment of loans £,000	Transfer from / (to) MRR £,000	RCCO £,000	Surplus (Deficit) for the Year £,000	Surplus (Deficit) b/fwd £,000	Interest £,000	Surplus (Deficit) c/fwd £,000	
3,377	(2,046)	0	(12,586)	**(11,255)**	**20,471**	**125**	**9,341**	
2,623	(2,015)	0	(6,918)	**(6,311)**	**9,341**	**83**	**3,113**	
2,503	(1,993)	0	(532)	**(22)**	**3,113**	**55**	**3,145**	
3,189	(2,007)	0	(1,175)	**7**	**3,145**	**54**	**3,207**	
1,995	(2,146)	0	0	**(151)**	**3,207**	**54**	**3,111**	*
1,761	(2,334)	0	0	**(573)**	**3,111**	**79**	**2,617**	*
1,824	(2,299)	0	0	**(475)**	**2,617**	**131**	**2,273**	*
1,901	(2,265)	0	0	**(364)**	**2,273**	**190**	**2,099**	*
3,106	(2,231)	0	0	**875**	**2,099**	**217**	**3,191**	*
2,778	(2,414)	0	0	**364**	**3,191**	**204**	**3,759**	
3,261	(3,374)	0	0	**(113)**	**3,759**	**199**	**3,844**	
3,776	(3,891)	0	0	**(115)**	**3,844**	**207**	**3,936**	
4,336	(4,457)	0	0	**(121)**	**3,936**	**218**	**4,033**	
4,934	(5,063)	0	0	**(129)**	**4,033**	**231**	**4,135**	
6,498	(6,619)	0	0	**(122)**	**4,135**	**248**	**4,262**	
6,288	(6,458)	0	0	**(171)**	**4,262**	**288**	**4,379**	
7,003	(7,194)	0	0	**(191)**	**4,379**	**351**	**4,539**	
7,765	(7,487)	0	0	**278**	**4,539**	**423**	**5,241**	
8,430	(1,493)	0	0	**6,937**	**5,241**	**561**	**12,739**	
10,030	(1,470)	0	0	**8,559**	**12,739**	**775**	**22,073**	
9,569	(1,448)	0	0	**8,120**	**22,073**	**999**	**31,192**	
10,030	(1,427)	0	0	**8,604**	**31,192**	**1,222**	**41,017**	
10,643	(1,405)	0	0	**9,237**	**41,017**	**1,463**	**51,718**	
11,273	(1,384)	0	0	**9,889**	**51,718**	**1,724**	**63,330**	
11,923	(1,363)	0	0	**10,559**	**63,330**	**2,005**	**75,894**	
13,811	(1,343)	0	0	**12,468**	**75,894**	**2,309**	**90,671**	
13,281	(1,323)	0	0	**11,958**	**90,671**	**2,627**	**105,256**	
13,991	(1,303)	0	0	**12,688**	**105,256**	**2,958**	**120,902**	
14,722	(1,283)	0	0	**13,439**	**120,902**	**3,312**	**137,653**	
15,476	(1,264)	0	0	**14,212**	**137,653**	**3,689**	**155,554**	
17,683	0	0	0	**17,683**	**155,554**	**4,115**	**177,352**	
19,867	0	0	0	**19,867**	**177,352**	**4,601**	**201,820**	
19,217	0	0	0	**19,217**	**201,820**	**5,115**	**226,152**	

20,022	0	0	0	**20,022**	**226,152**	**5,644**	**251,818**
20,855	0	0	0	**20,855**	**251,818**	**6,203**	**278,876**
21,716	0	0	0	**21,716**	**278,876**	**6,792**	**307,384**
24,238	0	0	0	**24,238**	**307,384**	**7,427**	**339,048**
23,524	0	0	0	**23,524**	**339,048**	**8,094**	**370,666**
24,473	0	0	0	**24,473**	**370,666**	**8,782**	**403,921**
25,454	0	0	0	**25,454**	**403,921**	**9,505**	**438,881**

DO NOT DELETE	
Working Balance check	Cashflow Balance check
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Chesterfield
Business Plan Assumptions
Self Financing

a) Use Borrowing Schedules **No**

b) Clear borrowing and principal repayment inputs

Run automatic borrowing and loan repayment macro ,or input manually.

or long term borrowing only macro (no repayment)

Warning HRA Working Balance Below Minimum in Years Marked with *

	Year	Borrowing Opening Balance £ pa	New Borrowing (from borrowing schedules) £ pa	Principal Repayments £ pa	Debt Repayments £ pa	Additional Required Borrowing £ pa	Borrowing Bal/Cfwd £ pa	HCFR £ pa	Unfinanced / (overfinanced) HCFR £ pa	Assumed internal borrowing £ pa	Assumed internal investment £ pa	Shortfall on Capital Programme £ pa	Closing HRA Working Balance £ pa		Interest on additional external borrowing %	Interest on internal borrowing %	Interest on internal investments %	Debt Management Costs (% of average debt) %
1	2016.17	0	-	-	0	0	0	134,358,575	134,358,575	134,358,575	0	0	9,340,578		4.00%	3.75%	0.85%	
2	2017.18	0	-	-	0	518,749	518,749	132,861,946	132,343,197	132,343,197	0	0	3,113,021		4.00%	3.75%	1.29%	
3	2018.19	518,749	-	-	0	2,911,241	3,429,990	133,780,258	130,350,268	130,350,268	0	0	3,145,276		4.00%	3.75%	1.69%	
4	2019.20	3,429,990	-	-	0	11,271,007	14,700,997	143,044,561	128,343,564	128,343,564	0	0	3,206,845		4.00%	3.75%	1.69%	
5	2020.21	14,700,997	-	-	0	14,713,211	29,414,208	155,612,103	126,197,895	126,197,895	0	0	3,110,634	*	4.00%	3.75%	1.69%	
6	2021.22	29,414,208	-	-	0	0	29,414,208	153,277,921	123,863,714	123,863,714	0	0	2,616,698	*	4.00%	3.75%	1.69%	
7	2022.23	29,414,208	-	-	0	0	29,414,208	150,978,753	121,564,545	121,564,545	0	0	2,272,542	*	4.00%	3.75%	1.69%	
8	2023.24	29,414,208	-	-	0	0	29,414,208	148,714,071	119,299,864	119,299,864	0	0	2,098,742	*	4.00%	3.75%	1.69%	
9	2024.25	29,414,208	-	-	0	0	29,414,208	146,483,360	117,069,152	117,069,152	0	0	3,190,505	*	4.00%	3.75%	1.69%	
10	2025.26	29,414,208	-	-	217,203	0	29,197,004	144,068,907	114,871,902	114,871,902	0	0	3,758,512		4.00%	3.75%	1.69%	
11	2026.27	29,197,004	-	-	1,212,724	0	27,984,280	140,695,149	112,710,868	112,710,868	0	0	3,843,993		4.00%	3.75%	1.69%	
12	2027.28	27,984,280	-	-	1,780,428	0	26,203,853	136,804,294	110,600,441	110,600,441	0	0	3,936,200		4.00%	3.75%	1.69%	
13	2028.29	26,203,853	-	-	2,404,795	0	23,799,057	132,347,434	108,548,377	108,548,377	0	0	4,033,067		4.00%	3.75%	1.69%	
14	2029.30	23,799,057	-	-	3,077,361	0	20,721,697	127,284,862	106,563,165	106,563,165	0	0	4,135,436		4.00%	3.75%	1.69%	
15	2030.31	20,721,697	-	-	4,710,179	0	16,011,518	120,665,410	104,653,892	104,653,892	0	0	4,261,738		4.00%	3.75%	1.69%	
16	2031.32	16,011,518	-	-	4,648,367	0	11,363,151	114,207,062	102,843,911	102,843,911	0	0	4,378,614		4.00%	3.75%	1.69%	
17	2032.33	11,363,151	-	-	5,481,375	0	5,881,776	107,012,581	101,130,805	101,130,805	0	0	4,539,038		4.00%	3.75%	1.69%	
18	2033.34	5,881,776	-	-	5,881,776	0	0	99,525,617	99,525,617	99,525,617	0	0	5,240,629		4.00%	3.75%	1.69%	
19	2034.35	0	-	-	0	0	0	98,032,732	98,032,732	98,032,732	0	0	12,738,909		4.00%	3.75%	1.69%	
20	2035.36	0	-	-	0	0	0	96,562,241	96,562,241	96,562,241	0	0	22,072,655		4.00%	3.75%	1.69%	
21	2036.37	0	-	-	0	0	0	95,113,808	95,113,808	95,113,808	0	0	31,191,576		4.00%	3.75%	1.69%	
22	2037.38	0	-	-	0	0	0	93,687,101	93,687,101	93,687,101	0	0	41,017,096		4.00%	3.75%	1.69%	
23	2038.39	0	-	-	0	0	0	92,281,794	92,281,794	92,281,794	0	0	51,717,749		4.00%	3.75%	1.69%	
24	2039.40	0	-	-	0	0	0	90,897,567	90,897,567	90,897,567	0	0	63,330,406		4.00%	3.75%	1.69%	
25	2040.41	0	-	-	0	0	0	89,534,104	89,534,104	89,534,104	0	0	75,894,194		4.00%	3.75%	1.69%	
26	2041.42	0	-	-	0	0	0	88,191,092	88,191,092	88,191,092	0	0	90,670,713		4.00%	3.75%	1.69%	
27	2042.43	0	-	-	0	0	0	86,868,226	86,868,226	86,868,226	0	0	105,256,076		4.00%	3.75%	1.69%	
28	2043.44	0	-	-	0	0	0	85,565,202	85,565,202	85,565,202	0	0	120,901,941		4.00%	3.75%	1.69%	
29	2044.45	0	-	-	0	0	0	84,281,724	84,281,724	84,281,724	0	0	137,652,676		4.00%	3.75%	1.69%	
30	2045.46	0	-	-	0	0	0	83,017,498	83,017,498	83,017,498	0	0	155,554,131		4.00%	3.75%	1.69%	

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Chesterfield Borough Council

Equality Impact Assessment - Preliminary Assessment Form

The preliminary impact assessment is a quick and easy screening process. It should identify those policies, projects, services, functions or strategies which require a full EIA by looking at negative, positive or no impact on any of the equality groups.

Service Area: HOUSING SERVICES
Section: Lead Officer: ALISON CRAIG

Title of the policy, project, service, function or strategy the preliminary EIA is being produced for: **Housing Revenue Account (HRA) Business Plan**

Is the policy, project, service, function or strategy:
Existing ☐
Changed ☑
New/Proposed ☐

Q1 - What is the aim of your policy or new service?

The Housing Revenue Account (HRA) Business Plan is the Council's Strategic Plan for managing and maintaining its housing stock. It sets out the Council's short to medium term plans and priorities for its housing management services and provides a long term (30 year) perspective on stock investment and financial planning

Q2 - Who is the policy or service going to benefit?

The HRA Business Plan details the management of income and expenditure relating to the housing service and is therefore for the benefit of all Council tenants and in certain instances leaseholders of ex council flats.

Q3 - Thinking about each group below, does, or could the policy, project, service, function or strategy have an impact on protected characteristics below? You may also need to think about sub groups within each characteristic e.g. older women, younger men, disabled women etc.

Please tick the appropriate columns for each group.

Group or Protected Characteristics	Potentially positive impact	Potentially negative impact	No impact
Age – including older people and younger people.	X		
Disabled people – physical, mental and sensory including learning disabled people and people living with HIV/Aids and cancer.	X		
Gender – men, women and transgender.	X		
Marital status including civil partnership.	X		
Pregnant women and people on maternity/paternity. Also consider breastfeeding mothers.	X		
Sexual Orientation – Heterosexual, Lesbian, gay men and bi-sexual people.	X		
Ethnic Groups	X		
Religions and Beliefs including those with no religion and/or beliefs.	X		
Other groups e.g. those experiencing deprivation and/or health inequalities.	X		

If you have answered that the policy, project, service, function or strategy could potentially have a negative impact on any of the above characteristics then a full EIA will be required.

Q4 - Should a full EIA be completed for this policy, project, service, function or strategy?

Yes ☐
No ☑

Q5 - Reasons for this decision:

No negative impact is identified for any group with a protected characteristic.

Please e-mail this form to the Policy Service before moving this work forward so that we can confirm that either a full EIA is not needed or offer you further advice and support should a full EIA be necessary.

For publication

Annual Report to Tenants 2016/17 (HC000)

Meeting:	Cabinet
Date:	19 December 2017
Cabinet portfolio:	Homes and Customers
Report by:	Assistant Director - Housing

For publication

1.0 Purpose of report

1.1 To seek Member approval for the Annual Report to Tenants 2016/17 as required by the Homes and Communities Agency (HCA), the social housing regulator.

2.0 Recommendations

2.1 That the Annual Report to Tenants is approved.

2.2 That a full copy of the Annual Report is published on the council's website and an article is published in the January edition of 'Our Homes' directing tenants to the website and giving them the option of being sent a hard copy.

3.0 Report details

3.1 Since 2010, housing providers have been required to produce an Annual Report to Tenants.

3.2 An Annual Report for each year ending 31 March, should be made available to tenants and should include details of

performance against the HCA's Regulatory standards, that has been achieved during the year and planned service improvements for the following year.

3.3 The Annual report for 2016/17 (attached at **Appendix A**) will be published on the website with key facts published in Our Homes. Through the website and Our Homes tenants will be able to request a hard copy of the full report if they wish to have one.

3.4 Prior to 2016 the report had been produced as a full colour document with photographs and been printed and posted to all tenants (approximately 9,300). However indications from the tenant communications service user group were that the report was not widely read. Indeed, very few comments about the document from tenants have ever been received.

Summary of contents

3.5 The report includes details on performance, service delivery and future improvements in relation to the following areas:

- Repairs and maintenance
- Allocating Homes
- Rent Collection
- Tenancy and Estate Management
- Careline
- Value for Money and Financial Sustainability

4.0 Financial implications

4.1 There are no financial implications associated with the production of the Annual Report. The decision to provide the report online and through the Our Homes newsletter saves approximately £10,000 per annum. It also makes available substantial officer time to concentrate on more direct forms of tenant involvement and to carry out further tenant consultation about how they want the report to be presented and delivered.

5.0 Risk management

Description	Impact	Likelihood	Mitigating	Impact	Likelihood

of the Risk			Action		
Failure to produce the report	Medium	Low	Project plan in place for the production of the report	Low	Low

6.0 Equalities Impact Assessment (EIA)

6.1 In the production of its own guidelines and regulations the HCA have completed an Equality Impact Assessment on the whole regulatory framework, including the Annual Report to Tenants. We will produce individual equality impact assessments when reporting any changes in subsequent policy, practice and procedure.

7.0 Recommendations

7.1 That the Annual Report to tenants is approved.

7.2 That a full copy of the Annual Report is published on the council's website and an article is published in the January edition of 'Our Homes' directing tenants to the website and giving them the option of being sent a hard copy.

8.0 Reasons for recommendations

8.1 To comply with regulatory requirements

Decision information

Key decision number	*697*
Wards affected	**All**
Links to Council Plan priorities	To make Chesterfield a thriving borough To improve the quality of life for local people To provide value for money services

Document information

Report author	Contact number/email
Alison Craig	**01246 345156** **alison.craig@chesterfield.gov.uk**
Background documents These are unpublished works which have been relied on to a material extent when the report was prepared.	
Appendices to the report	
Appendix A	Annual Report to Tenants 2016/17

CHESTERFIELD
BOROUGH COUNCIL

Annual report to tenants

April 2016 to March 2017

Your landlord, Chesterfield Borough Council, has produced this report. You can contact us at:

Housing Services, Town Hall, Rose Hill, Chesterfield, S40 1LP

Telephone: (01246) 345432

Email: tpenquiries@chesterfield.gov.uk

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Welcome

Welcome to Chesterfield's housing service's annual report to tenants.

The quality of your home and your community remains a priority for us. I am very proud that despite another challenging year with less resources we have been able to carry on investing in our stock and the communities in which you live.

Since taking on the role of Cabinet member for Homes and Customers at the end of last year I have particularly enjoyed working with tenants. I am looking forward to continued joint working in 2018 which will again be a challenging year for our service.

I hope you find the report informative and look forward to receiving any feedback you may have.

Councillor Helen Bagley
Cabinet member for Homes and Customers

1. Council vision, priorities and values

Our Council Plan sets out the council's vision, priorities and values for the next four years.

Our vision: 'Putting our communities first'

Our priority: to make Chesterfield a thriving borough. To deliver this, we will focus on four objectives:

1. To make sure that local people benefit from growth in Chesterfield Borough
2. To continue delivering regeneration projects that will make Chesterfield Borough a better place
3. To develop our great town centre
4. To improve access to technology that meets the needs of our residents, businesses and visitors

Our priority: to improve the quality of life for local people. To deliver this, we will focus on four objectives:

5. To increase the supply and quality of housing in Chesterfield Borough to meet current and future needs
6. To increase the quality of public space for which the council has responsibility through targeted improvement programmes
7. To improve the health and well-being of people in Chesterfield Borough
8. To reduce inequality and support the more vulnerable members of our communities

Our priority: to provide value for money services. To deliver this, we will focus on a single objective:

9. To become financially self-sufficient by 2020, so we can continue to deliver the services our communities need

Our values:

- Customer focused – delivering great customer service, meeting customer needs
- Can do – striving to make a difference by adopting a positive attitude
- One council, one team –proud of what we do, working together for the greater good
- Honesty and respect – embracing diversity and treating everyone fairly

As your landlord we are committed to;

- working together with our residents and partners to create fair access to high quality, sustainable, decent, affordable homes and communities
- achieving the council's overall vision, priorities and values

2. Introduction

This report is designed to highlight our key areas of performance, to set out some of what we have been doing and to inform you of our plans to improve our services in the year ahead.

The annual report provides information for tenants about our performance as your landlord and how the work we do contributes towards the council's priorities.

We monitor how we are doing, in all our service areas, to make sure we are efficient, effective and are meeting your needs.

How do we measure what we are doing?

We monitor our performance through 'performance indicators' covering a range of key service standards. We also measure customer satisfaction, as this tells us which service areas are most important to you and we use this feedback, along with further consultation, to make improvements.

We 'benchmark' performance information, which means that we compare ourselves to other organisations. Benchmarking helps us to understand performance and costs so that we can improve the quality and value for money of the services that we deliver to you.

How do we shape our aims and objectives?

Our service aims and objectives have been shaped through consultation with our customers, through findings and recommendations provided by audits and reviews and through identifying our contributions to the council's vision, priorities and aims in the Council Plan and Chesterfield's housing strategy.

Our key objectives are to:

- Meet and maintain, as a minimum, the Decent Homes Standard
- Increase tenant satisfaction and opportunities for involvement in decision-making
- Ensure residents can enjoy their homes and communities without the fear of crime and anti-social behaviour
- Provide a high quality housing management service, in terms of cost, efficiency and service delivery
- Provide a high performing, cost effective repairs and maintenance service

- Deliver services fairly and recognise equality of opportunity and choice

3. Value for money and financial sustainability

The table below shows the average cost per property per year of delivering the Housing Service and how every £1 in rent is spent across the service.

Area of expenditure		Average cost per property (per year)	For every £1 in rent
Property improvement		**£2,016**	**59p**
Responsive repairs		**£799**	**23p**
Cyclical Repairs		**£225**	**7p**
Housing management (total cost)		**£241**	**7p**
Of which:	rent collection	£89	2.6p
	allocations	£44	1.3p
	anti-social behaviour	£43	1.3p
	tenancy management	£46	1.3p
	resident involvement	£19	0.6p
Estate services		**£124**	**4p**
Total cost per property		**£3,405**	**£1**

Our largest area of expenditure is on 'property improvement'.

This includes the Housing Investment Programme (that delivers everything from new kitchens to new build homes) which, together with day-to-day repairs and annual servicing, accounts for 89 per cent of the rent you pay. The details of the services we provide can be found in **section 4 - 'Investing and maintaining your homes'** of this report.

The cost of managing the rest of the housing service, including housing and estate services', is only 11p out of every £1 in rent you pay. The performance of these teams can be seen in **sections 5 to 9 of the report**.

As part of financial changes the Government made in 2012 we took on an additional £118 million debt, with the ability to borrow more money if needed, up to £157 million.

We have not yet needed to borrow any more money to continue to carry out major improvements or build new homes and we remain comfortably

underneath the maximum amount of debt (known as the debt cap) of £157 million that we are entitled to use.

However, recent changes to central Government budgets and legislation have impacted on the money we have available to manage and maintain your homes in future. It is therefore essential that we keep trying to achieve even better value for money for all our services.

One recent Government change has been the decision to reduce rents each year by one per cent from April 2016 until March 2020. This change, although appearing small, will reduce our income by £10 million over that period.

So that we can respond to the reduction in rents and other new legal requirements that will have a major impact on the services we provide, we have needed to look at our service priorities, with a focus on our income and sustaining tenancies.

This may mean that we will need to change some of our structures and the way we provide services to you at a lower cost, for instance, repairs, maintenance and rent collection.

Starting in 2016/17 and continuing into this financial year we are working with tenants to look at the long term financial planning for the service (known as the Business Plan) and also as part of a review of repairs and maintenance. This work has been very successful so far and has identified a number of areas in which to make changes.

You will be consulted on these changes during 2017/18.

More details of this work can be found **Section 8 'Tenant involvement and customer care'.**

Planned developments for 2017/18

- Work with tenants and elected members to deliver a sustainable Business Plan to ensure the on-going financial security of the Housing Service
- Revise and update the tenancy agreements and tenants' repair obligations
- Build eight new council homes and buy a further four from the open market
- Increase the amount of rent collected by improving the rent collection service and moving to a 52 week rent year

- Put together a five year programme of new build housing schemes
- Start to develop estate regeneration plans, to improve estates and make them fit for purpose

4. Investing in and maintaining your homes

Number of properties

The number of properties we manage changes each year as properties are sold, demolished, built, converted or bought. In the year 2016/17 the number of properties we managed and maintained **reduced by 142**.

Stock 1 April 2016	**9,460**
Right to Buy sales	103
Other sales	2
Demolitions	40
New builds and acquisitions	(15)
Leased to housing association	12
Stock 31 March 2017	**9,318**

Investing in your home

The government requires all our homes to meet the Decent Homes Standard. This means that homes must be warm, weatherproof and have reasonably modern facilities. At 31 March 2017, all **the council's housing stock met this standard**.

During 2016/17 we invested £12.9 million in more than 2,400 properties to prevent them from falling below the Decent Homes Standard in the future. We also invested in homes, by carrying out adaptations to enable tenants to remain in their own home for as long as it is safe and reasonable for them to do so.

The work we carried out in 2016/17 included:

- Installing more than 500 new central heating systems
- Installing more than 450 new roofs
- Insulating more than 550 homes with external wall insulation
- Demolishing Heaton Court to create a site for new build council housing

Planned developments for 2017/18

- Ensure 100 per cent of our stock continues to meet the Decent Homes Standard by:
  - Installing 280 new roofs
  - Installing 260 new heating systems
  - Installing 160 new kitchens and bathrooms
  - Replacing windows at more than 420 properties
  - Insulating more than 400 homes with external wall insulation
- Start to build eight new council homes at Rufford Close at Boythorpe and Manor Drive at Brimington
- Refurbish the Brocklehurst Court Sheltered Scheme and start to refurbish Glebe Court
- Refurbish two estate community rooms

Adaptations service

We also invest in your home by providing an adaptations service.

We work with Derbyshire County Council's adult social care team to look at ways of adapting homes to meet tenants' needs, for as long as it is safe and reasonable to do so. The adult social care team uses strict criteria to decide how many referrals are made for adaptions to be carried out.

During 2016/17 we installed:

- **195 major adaptations** (such as stairlifts, level access showers)
- **376 minor adaptations** (such as grab rails)

During 2016/17 we also developed and implemented a new Adaptations Policy which enables us to make better use of our existing stock to meet the demands of our tenants. The new policy means we will work with tenants who require adaptations to be carried out to their home to assess which option is right for them. This may involve helping someone to move to a more suitable home or a home which can be adapted for their long-term needs.

If you want to know more about potential adaptations to your property please contact our Housing Options Team on (01246) 345671 or visit the website:

https://www.chesterfield.gov.uk/living-here/people-and-families/vulnerable-elderly-disabled-people/adaptations.aspx

Repairing your home

The council is responsible for the majority of repairs to your home and we aim to provide you with a high quality responsive repairs service at all times.

If you need to report a repair you can do so by using any of the following methods:

- Use our website at www.chesterfield.gov.uk . Click on the **I want to** link and select **report a repair**
- E-mail your request to repair.requests@chesterfield.gov.uk
- Use the **iHome** smartphone app which is available free from iTunes or Google Play Store by searching for **Chesterfield Council**
- Call the freephone repair hotline on **0800 587 5659** (available during office hours)
- To report an emergency repair outside office hours ring our emergency number (**01246) 345041**

Total number of repairs

We carried out **36,293** repairs in 2016/17. This is an average of four repairs per property.

Percentage of repairs where an appointment was made and kept

We arrange appointments for most repairs. Making appointments reduces the number of times where tenants do not know when we will call. It also avoids us having to make a second visit if you are out.

	Performance	Target	Target met?
2016/17	**93.3%**	90%	✓

Our target for 2017/18 is 90 per cent

Non-emergency repairs carried out within target

	Performance	Target	Target met?
2016/17	**96.8%**	97%	×

Our target for 2017/18 is 97 per cent

Gas servicing completed on schedule

It is a legal requirement that we carry out an annual gas safety inspection in every property with a gas supply. If we cannot gain access to carry an inspection we take legal action to allow us to enter.

	Performance	Target	Target met?
201617	**100%**	100%	✓

Our target for 2017/18 is 100 per cent.

Customers receiving a repair who were satisfied overall

	Performance	Target	Target met?
2016/17	**97.1%**	95%	✓

Our target for 2017/18 is 95 per cent.

Planned developments for 2017/18

- We will consult with tenants on proposed changes to repair obligations
- We will seek to implement the findings of the Repairs and Maintenance review carried out in 2016/17 to ensure the repairs service is provided in a cost effective way.

5. Housing advice and allocating homes

The Housing Options Service based at Low Pavement in Chesterfield town centre offers advice on a wide range of issues related to finding and allocating properties. Eligible applicants can bid on vacant council and housing association properties that are advertised through our On the Move service.

In April 2017 there were 1,293 households on our housing register and 130 households seeking a mutual exchange.

During 2016/17 we let 1,018 properties.

Average number of days to re-let an empty home

	Performance	Target	Target met?	Improved?
2016/17	**72**	27	×	×
2015/16	35	27	×	×

Performance has declined due to a shortage of applicants for our one bedroom flats. Since the introduction of welfare reform changes restricting the amount of Housing Benefit that can be claimed by a single person under 35, many potential tenants have not be able to afford the rent – as a result the number of empty one bedroom flats has increased causing the average figure to rise.

Our target for 2017/18 will remain at 27 days as we seek to reduce our void times toward this target.

As the void turnaround time has increased so has the rent loss due to empty homes. During 2016/17 **rent loss due to empty homes was 2.4 per cent**. This was above our target of 1.6 per cent.

Mutual exchanges

During 2016/17 we helped **54 tenants** with a mutual exchange. We subscribe to the **Swap and Move** mutual exchange service. Swap and Move holds details of people wanting to complete mutual exchanges within Chesterfield as well as details of those wishing to complete mutual exchanges from other areas. Swap and Move can really help those affected by welfare

reform and households who are under occupying accommodation. Our Housing Options team can assist you with an application.

Planned developments for 2017/18

The length of time that a property is empty and the subsequent loss of rent is a problem for us. To tackle this in 2017/18 we aim to:

- Review the allocation and transfer policy
- Review how we advertise and let council properties, including implementing a new choice based lettings IT system and using 'Rightmove'
- Review our lettable standard
- Decorate harder to let properties, mainly one bedroom flats.

Homelessness

The main causes of homelessness in Chesterfield continue to be the ending of assured shorthold tenancies, relationship breakdown and evictions from the homes of friends and family. The number of people made homeless due to mortgage arrears remains low.

The homelessness prevention team uses a combination of homelessness prevention measures including negotiation with families and landlords, mortgage and debt advice, sanctuary measures for people at risk of violence from ex-partners and a tenancy bond guarantee scheme. During 2016/17:

- We prevented or relieved homelessness for **666** households who were threatened with homelessness
- We accepted a full homelessness duty for **57** households.

In 2016/17 we launched a Joint North Derbyshire Homelessness Strategy with Bolsover and North East Derbyshire District Councils. This will see a Homelessness Forum set up, consisting of all key partners to collectively tackle and prevent homelessness. This strategy can be seen at :

www.chesterfield.gov.uk/housing/housing-strategy/homelessness-strategy.aspx

The Homeless Reduction Act, a new piece of legislation, comes in to force in April 2018. This introduces a series of new duties for the council to deliver, with the aim of preventing people facing a housing crisis becoming homeless.

Planned developments for 2017/18

- Continue to deliver a joint homelessness strategy with other organisations
- Develop specific projects and accommodation available for homeless people.
- Respond to changes in statutory homelessness duties introduced by the Homelessness Reduction Act

6. Collecting rent

Rent is our only income. If we don't collect rent, we cannot provide services and repairs to your home.

Welfare reform changes – such as Universal Credit – are being introduced by the Government. For tenants relying on Housing Benefit to pay or part pay their rent, the introduction of Universal Credit will change how rent is paid and transfer the responsibility for paying rent directly to tenants.

To ensure we are prepared for the full service introduction of Universal Credit in November 2017 we began preparations to deal with its introduction in 2016/17.

If you have any concerns about Universal Credit and the payment of your rent please ensure that you get in touch with us on **01246 345501** or **345510** as soon as possible.

In 2016/17, we:

- Began consulting with tenants on the introduction of a 52 week rent year
- Began working with Severn Trent Water on the removal of water rates charges from rent accounts from April 2018
- Continued to train staff on planned government changes to welfare benefits so that they can offer good advice to tenants
- Continued to work with other key services to review and improve the way we work and increase the amount of rent we collect
- Trained staff so that they can offer personal budgeting support
- Continued to promote direct debit as the preferred method of payment
- Reviewed and improved processes to introduce current good practice, including ensuring tenants in difficulty receive effective advice and support
- Mobilised the Rent Support Officer to offer immediate support and advice at the beginning of a tenancy and as/when required
- Used the tenancy sustainment team to focus on providing support for tenants who have difficulty managing to pay their rent, including claiming welfare benefits and budgeting advice.

The percentage of rent collected

	Performance	Target	Target met?	Improved?
2016/17	**95.63%**	95.27%	✓	✓
2015/16	94.99%	95.27%	×	×

Our target for 2017/18 is 95.27 per cent.

Our average rents stayed the same from 2015/16 to 2016/17 at £84.28 (48 week rent year figure)

Planned developments for 2017/18

- Consult with tenants on the introduction of a 52 week rent year from April 2018
- Work with Severn Trent Water to ensure tenants are informed of their options to /pay water charges after March 2018
- Ensuring we are ready for the introduction of Universal Credit by working closely with the Department of Work and Pensions (DWP), voluntary agencies and other services to mitigate the impact of the introduction of Universal Credit
- Enter into the Trusted Partner agreement with DWP to ensure two way working with ALL tenants affected by Universal Credit

How you can pay your rent

- Use direct debit. This can be set up by ringing **(01246) 345510** or by downloading a form at www.chesterfield.gov.uk and clicking on the **Pay It** link
- Make payments online via our website at www.chesterfield.gov.uk by clicking on the **Pay It** link and following the instructions
- Make payments by over the phone by calling the automated 24-hour helpline **0345 602 0214**
- Pay at any post office or PayPoint location in the borough (by using your unique barcode or rent payment card)
- Pay at the Customer Service Centre in the town centre or the Healthy Living Centre in Staveley

Your home is at risk if you do not pay your rent. If you are struggling to pay your rent please get in touch with us as soon as possible on **(01246) 345504 so we can offer advice and alternatives, including payment arrangements.**

We will also give particular support to tenants who are suffering from financial hardship where it is not possible for them to move. Ring (01246) 345484 for an application form or call in to our Customer Service Centre for advice.

Tenants can get advice or information on moving home at www.onthemove-cbc.org.uk , by visiting the On The Move shop in Low Pavement or ring (01246) 345700.

7. Tenancy and estate management

Tenancy management and anti-social behaviour

One of our biggest challenges is the number and complexity of anti-social behaviour cases. Unfortunately, many cases now involve drugs use or supply. Those involved often have a medical or mental health condition which we must take into account to the satisfaction of the court if we are taking legal action. This can extend the time taken to resolve cases. We fully understand how this can affect the victims of anti-social behaviour and it is our clear priority to support them as far as we can.

In February 2016, we set up a tenancy management team whose focus and expertise was on dealing with anti-social behaviour. We are therefore very pleased at how effective the team has been. In the year to 31 March 2017, it dealt with **364** new cases. As part of efforts to tackle anti-social behaviour, in the year to 31 March 2017, it carried out:

- nine evictions
- four closure orders
- three injunctions
- issued 17 notices to quit

However, most of time, cases were sorted out without needing to take legal action. This is reflected in the very high levels of satisfaction identified through the surveys we carry out whenever a case is closed.

We routinely survey those who have reported anti-social behaviour and monitor the results. Overall our performance improved from 2015/16 to 2016/17.

	2016/17	2015/16	Improved?
People who reported antisocial behaviour who were satisfied or very satisfied with the way their case was handled	**92%**	82%	✓
People who reported antisocial behaviour who were satisfied or very satisfied with the outcome of the case	**86%**	76%	✓
How easy or difficult was it to contact a	**89%**	91%	**X**

member of staff to report the anti-social behaviour?			
How well were you kept up to date with what was happening throughout your anti-social behaviour case?	**92%**	82%	✓
How willing would you be to report any anti-social behaviour to us in the future?	**93%**	91%	✓

We are also aware that our involvement in these cases affects our capacity to deal with other types of cases that may nevertheless have a big impact on people (e.g., disputes between neighbours, noise nuisance).

Planned developments for 2017/18

- In many cases, sharing information with the police is the key to successful action; we will therefore focus on building better partnership arrangements with the police.
- We will look at new ways to prevent people evicted for drugs-related anti-social behaviour from staying in the same area and continuing their activities.
- We will train our tenancy management officers to use Community Protection Warnings and Notices, which may be an effective way of dealing with anti-social behaviour such as noise nuisance.

Tenancy sustainment

Our tenancy sustainment team gives advice and support to tenants who are struggling to manage their tenancies. We are here to help. So if you, or someone you know needs help, call us on (01246) 345354.

In the year to 31 March 2017, **the team gave advice and support to 433 tenants**. In many cases, this helped those tenants to stay in their tenancies. This was good news for the tenants but helping people to stay in their homes also makes good financial sense too, because it avoids the costs involved when a tenancy ends in eviction which can be as much as £5,000.

Planned developments for 2017/18

- We want to introduce technology to allow our tenancy sustainment officers to do more work on site with tenants, for instance, helping them to apply for Universal Credit. The technology will also enable us to measure and report on the effectiveness of the service and to share relevant information with other services to help support our tenants.
- We will train our tenancy sustainment officers:
  - to enable them to provide excellent advice and assistance with welfare benefits, particularly Universal Credit
  - to help tenants to appeal against welfare benefits sanctions where reasonable to do so

Because of the expected difficulties that Universal Credit will bring for tenants who currently receive welfare benefits, we may need to focus even more on helping tenants in financial difficulty. This may involve some difficult choices where we cannot offer support to tenants who may benefit from it.

Estate management

The focus of the Neighbourhood Rangers has been on carrying out safety inspections of blocks of flats, particularly for fire safety. Our policy, which was recommended by the Derbyshire Fire and Rescue Service, is that no items can be left in the communal areas of blocks of flats. This is because if there is a fire, items may be set alight or obstruct escape, particularly if the area is filled with smoke. So in the year to 31 March 2017, we carried out fire safety inspections in all our block of flats at least once per month. Where people would not cooperate with our Neighbourhood Rangers by keeping communal areas clear, we removed the items and charged those responsible for the costs.

We carried out several community engagement events, sometimes with Environmental Health, aimed at encouraging responsible dog ownership.

Our monitoring of satisfaction and estate management is done every two years through the Survey of Tenants and Residents or 'STAR' survey. This survey is taking place during 2017/18 therefore updated performance results will be published in next year's annual report.

How satisfied or dissatisfied are you with your neighbourhood as a place to live?

Year	Very / fairly satisfied	Improved?
2015	**83%**	✓
2013	82%	N/A

Our target for 2017 is 84 per cent

Planned developments for 2017/18

- We want to introduce technology to allow our neighbourhood rangers to do more work out on site to allow them more time to patrol the estates, deal with problems and to report things that need to be sorted out.
- Our neighbourhood rangers will be trained in issuing Community Protection Warnings and Notices to help deal with those responsible for problems such as dog fouling and dumping rubbish

8. Tenant involvement and customer care

Business Plan working groups

To deal with the challenges set out in **Section 1 'Value for money and financial sustainability'** we formed a Business Plan Steering Group (BPWG) with tenants, councillors and staff to look at how we can prepare for these challenges. The areas identified were:

- Reducing expenditure on repairs.
- Reducing expenditure and loss of rent on empty homes and empty homes.
- Increasing the effectiveness of our rent income management.

The group made a number of proposals to improve the financial stability of the Housing Service. To explore these proposals in more detail a number of working groups were established to carry out tenant consultation during the summer of 2017/18. These proposals will be part of a full consultation on

proposed changes to the Tenancy Agreement and Tenants Handbook during the autumn of 2017.

Other consultation and involvement work

- We arranged, and were involved in, many events aimed at promoting pride in local neighbourhoods, looking after local environments, taking action against dog fouling and encouraging tenants to have their say in the services we provide.
- We consulted tenants on a broad range of projects to improve neighbourhoods using a specific budget and to encourage pride and ownership in local spaces, including:
    - The refurbishment and replacement of play equipment in the Hill Top play area
    - New fencing and gates at various locations
    - Improving bin areas and providing new ones
    - Improving signage on estates
    - Providing seating in communal areas and parks
    - Planting bulbs in Old Whittington and Pevensey
    - Carrying out tree planting and landscaping in Newbold
    - Carrying out community litter picks
    - Taking part in various community events

Planned developments for 2017/18

- We will build on the excellent work of our Business Plan Steering Group by developing groups of volunteer tenants, local councillors and staff to look at the following areas for implementation by 1 April 2018:
    - Improving our rental income and the collection of water rates
    - Saving £1.5 million on our repairs bill over the next three years
    - Reducing our spending on empty homes and the time they are empty
    - Updating our tenancy agreement
- We will carry out consultation with all tenants in autumn 2017 about changes proposed by these groups.

- The tenant volunteers on our Tenant Challenge Panel will look at our service standards and suggest how they can be improved.
- We will look at how we can use money more effectively to improve our estates and to involve tenants, local councillors, our staff and other organisations in the decisions. This will include how we use our Environmental Improvement budget to encourage engagement with tenants through improvements to their neighbourhoods.

9. Careline and support

Careline is a service available to anyone who may be vulnerable and in need of reassurance and security. At the touch of a button you can speak to our trained operators whenever you need assistance, day or night, seven days a week.

Support officers ensure that appropriate support is being provided to enable independent living at home for as long as possible. This may include health and safety checks in the home, arranging benefits checks, checking on well-being, and involvement in social activities. They also provide a vital link in accessing services offered by other agencies, working together for the benefit of the customer.

We have worked with Derbyshire County Council to ensure that funding remains available for our Careline and support services, and to explore opportunities to extend our services for the benefit of older and vulnerable clients.

In 2016/17:

- Careline dealt with **104,912 calls** (99.4 per cent were answered within 180 seconds);
- Our response team attended **3,575 emergency calls**, and assisted **1,876 people** to be lifted following a fall - the average response time was 18 minutes;
- Our Support Officers helped more than **800** clients to maintain independent living in their own home;
- More than **250 new** clients living outside the Chesterfield borough signed up to our Careline service.

Planned developments for 2017/18:

- To start major internal and external refurbishments at three sheltered housing schemes (Brocklehurst Court, Glebe Court, Catherine Court);
- To carry out major refurbishment works at two of our community rooms (Wimborne Crescent, Newland Dale);
- To continue replacing all Careline alarms that are more than five years old, ensuring that all units meet the latest technological standards;

- To start replacing Careline alarm systems at our sheltered housing schemes;
- To continue a programme to decorate sheltered housing schemes to meet dementia friendly guidelines;
- To further increase the range and level of social activities at our schemes and community rooms;
- To prepare the service for accreditation to the Telecare Services Association Code of Practice.

If you would like further information on the Careline Service please call Chesterfield Careline on 0300 323 0076

ARE WE ACCESSIBLE TO YOU? IF NOT – ASK US!

✓ We want everyone to be able to understand us

✓ We want everyone to be able to read our written materials

✓ We aim to provide what you need to enable you to be involved in our activities – by attending meetings, reading our leaflets, talking and writing to us

On request we will provide free -

☺ Language interpreters, including sign language

☺ Translations of written materials into other languages

☺ Materials in Braille, large print, Easy Read or on tape

Contact us:

General enquiries:
Email: enquiries@chesterfield.gov.uk
Ring: 01246 345345

Or

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