REVENUE AND CAPITAL BUDGETS 2018/19
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ANNUAL BUDGET

INTRODUCTION

The approval of the Annual Budget is an important stage in the Council's annual planning and budgetary process, as the revenue estimates form the basis for setting the Council Tax for the following year. This section aims to put finance into its corporate context. Not all matters can be covered in detail, but it is intended to give a flavour of how finance influences the way Waltham Forest Council operates and is governed.

Finance as a resource:-

Finance is one of the five key resources available to the authority, ie.

- People
- Property (land and buildings)
- Systems
- Information
- Finance

All of these resources are essential to making the organisation successful. However, finance is arguably the key resource, because it enables Waltham Forest to pay staff, acquire and maintain property, maintain systems and gather and disseminate information.

Managing the Council's finances is an important activity, not just because of the importance of Finance as a resource, but because the Council's finances represent public money entrusted to the Council.

Finance and Corporate Planning

Within the framework of legislation and Government controls, local authorities retain responsibility for determining the level of their budgets and how those budgets will be spent, subject to legislation and grant conditions.

A budget is simply a plan expressed in financial terms. The purpose of the Council's budget is;

- To enable the Council to fulfil its statutory duty to set a Council Tax and rent levels each financial year.
- To ensure that use of the Council's financial resources is planned.
- To set financial targets for service managers against which their use of financial resources can be measured and controlled.
- To facilitate the delivery of the Council's corporate and service priorities by allocating resources between services according to agreed strategies and plans.

The first of these is a statutory requirement and the Council's process, if it does nothing else, must fulfil this obligation.

None of these points can be overlooked, but arguably the fourth - about resource allocation - is the most important. It means that Finance always needs to be seen in the context of other Council plans, whether at service level or, ultimately, at corporate level. Thus, Waltham Forest will wish to ensure that its financial resources, subject

to all other constraints, are allocated in accordance with Council priorities. This is easier said than done, of course, and in practice any number of constraints prevent the Council from spending purely in accordance with its current priorities, for example:-

- Government constraints over use of resources.
- Legal requirements to provide certain services.
- Financial and legal commitments, and other agreements, e.g. staff contracts.
- Costs incurred in implementing change.
- Limited availability of resources.
- Time needed to plan for change.
- Pressure to maintain and improve services and not to cut back.

Some of these constraints relate to 'fixed costs', i.e. costs which cannot be removed in the short-term. In the medium to long term, however, the proportion of fixed costs may be very much less as the costs that cannot be varied are fewer.

For this reason, it is important to plan the use of resources, as medium-term planning can allow changes to be foreseen and fixed costs to be reduced in a planned way.

Government Control over Finance

In the UK, Central Government through Parliament exercises overall authority over public expenditure. Public expenditure needs to be controlled as it plays a major part in the country's economy. The Government therefore has a keen interest in controlling local government expenditure. It does this by:-

- Limiting the grants and subsidies it gives to local authorities to what it considers to be an affordable level.
- Applying pressure through referendum limits over Council Tax increases.
- Determining the NNDR retention ratio.
- Setting the NNDR multiplier.
- Legal limitations to what local authorities can do.
- Allocating some resources for specific purposes only (ring fencing specific grants).
- Setting guidelines and frameworks for local authority income, eg. restructuring Housing Rents.
- In the case of Education, keeping reserve powers to set the schools budget (sometimes known as 'ring-fencing').

Setting the Council's annual revenue budget has been a challenging process for a number of years. In addition, the 2016/17 budget provided the first increase in local council tax since 2010. The reductions in Government support as contained in both the 2010 and 2015 Spending Reviews have resulted in an unprecedented level of savings being required. This, coupled with budget pressures, has meant that savings of £103 million since 2011/12 have been approved. The Council has in every year of the Government's fiscal consolidation programme delivered a balanced MTFS against the backdrop of growing population and an increase in the demand for services.

Efficiency savings have continued to remain a priority, in order to minimise the effect on front-line services but with savings of this magnitude required it has been impossible to guarantee that service levels would remain unaffected.

Budget Strategy

The main aims of the budget strategy are as follows:

- to continue to set a balanced budget for 2018/19 and over the MTFS period;
- to invest in the Council's agreed priorities;
- that no additional funding for growth other than for new burdens and demographic pressure is approved as part of these proposals;
- where grants are ceasing or funding streams of services are reducing, that exit strategies must be adhered to;
- to strengthen the Council's financial position and overall level of financial resilience, ensuring that it has sufficient reserves and balances to address future risks and unforeseen events without detriment to service delivery;
- to align budgeting and service planning, ensuring that any reductions required are considered within a corporate and strategic framework;
- to adopt a strategic approach to meeting the budgetary challenges for the remainder of the decade, using as appropriate, the Budget Strategy Reserve (BSR) to support the budget so that savings can be delivered in a planned way optimising outcomes for residents and investment in improving the way that the Council delivers services (contributing to future savings requirements);
- to ensure that the Council delivers value for money and continues to identify savings, while demonstrating efficiency;
- to continue to refresh the MTFS during the annual financial planning cycle to reflect all known changes and to realistically predict potential future Spending Review assumptions;
- to ensure that savings are genuinely achievable, that the estimated financial implications are robust and subject to an assessment in accordance with equalities legislation.

2018/19 Financial Settlement

The Provisional Local Government Finance Settlement 2018/19 was announced by the Minister for Housing, Communities and Local Government on 19 December 2017. The Settlement outlines the provisional Settlement Funding Assessment (SFA) and Core Spending Power (CSP) allocations for local authorities for 2018/19 and illustrative allocations for 2019/20.

Councils were notified on 17 January that there were errors in the basic Valuation Office Agency data that affected the calculation of Top Ups and Tariffs that were issued as part of the provisional financial settlement. Subsequently a Top-up and Tariff calculator was issued on the 25 January with adjusted 2017/18 data, including indicative 2018/19 and 2019/20 data. Councils received final confirmation of their relevant figures on the 6 February.

The 2018/19 settlement is the third of the four year Spending Review period, 2016/17 to 2019/20. The settlement set out a number of technical changes.

The main changes to local government funding in 2018/19 include:

- £900 billion to be held back to fund the New Homes Bonus with £46 million put in by Government from "departmental budgets";
- £81 million for rural services which represents an increase of £31 million from what was previously planned for 2018/19, stressing "cost pressures associated with rural sparse areas such as lack of private sector providers and poor broadband coverage";
- £35 million is to be held back for the business rates safety net.
- £150 million additional one off funding for Adults Social Care.
- The Council Tax Referendum Threshold will increase by 1% to 3% in 2018/19 and 2019/20 to align with current inflation levels;
- Settlement Funding Assessment for England will fall by 5.4% in 2018/19, which represents a 5.8% reduction for London Boroughs;
- No new money for Children's services;
- 11 new business rates pilots have been confirmed for 2018/19, including the London pilot pool, as well as the 5 existing pilots continuing – with a commitment to further pilots in 2019/20;
- Plans to move to 75% business rates retention in 2020/21 across local government were announced;
- A further consultation has been published on the Fair Funding Review, deadline 12 March;
- Government confirmed its intention to implement new funding baselines in 2020/21;
- The previously planned changes to the NHB methodology that had been consulted on in September technical consultation will not be implemented;
- The government will consult on "fair and affordable options" for authorities expecting negative RSG in 2019/20 in the Spring of 2018;
- £19 million was announced for Unaccompanied Asylum Seeking Children (UASC);

- Local authorities will be able to increase their planning fees by 20% if the proceeds are invested in their planning services. This proposal was set out in the housing white paper earlier this year; and

- No additional funding was announced for the proposed 2% two-year pay offer for local government workers.

Medium Term Financial Strategy (MTFS)

The MTFS and sets out the likely financial position facing the Council over the five years 2018/19 up to 2022/23 and has been modelled on a series of assumptions following the Four-Year Settlement offer, the Chancellor's 2017 Autumn Statement and the Provisional Financial Settlement for 2018/19 announced in December 2017.

The MTFS approved in October 2017 noted a potential funding gap of £7.6 million by 2019/20 and this position has now improved to £4.7 million due to an increase in the level of Section 31 grant which compensates for changes in business rate multipliers announced in the Autumn Statement as well as additional investment income.

The MTFS has modelled the potential funding position up to 2022/23 based on a series of assumptions and indicates a potential balanced position post 2020. Clearly the funding position beyond 2020 is very uncertain; not least as we are nearing the end of the four year settlement period and the current Spending Review only covers the period up to 2019/20.

The Government is also consulting on a new local government finance system and the first of a series of technical consultations on the Fair Funding Review was released just before the Christmas recess. It is expected that a number of technical consultations will be released over the coming months and officers will be assessing the potential impact of these changes on the Council's overall resource levels.

In addition as the country prepares for exiting the European Union, it is assumed that at the time we set the budget for 2019/20 we may be entering into a "transitional" phase in our relationship with Europe. Clearly a lot of uncertainty remains around the precise terms of our exit and the wider potential economic impact. It is anticipated that over the coming months there will be more clarity on the post Brexit arrangements and these will inform our periodic refreshes of the MTFS. The key risks are the potential economic outlook; the impact on the development of the next Spending Review; the overall level of resources available for public services if the economy shrinks; and the impact on our demand led services driven by changes in the level of economic activity.

Funding Gap

On the basis of the revised assumptions contained in the MTFS, the Council could be facing the following in terms of a base funding gap over the period up to 2022/23:

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
2% Efficiency Savings to be identified	0	(2,570)	0	0	0	(2,570)
Funding (Gap)	0	(4,731)	0	0	0	(4,731)
Funding Gap over MTFS	**0**	**(7,301)**	**0**	**0**	**0**	**(7,301)**

The indicative funding gap over the MTFS period is estimated at £7.3 million which is an improvement on the position reported in October. Since October £1.8m of efficiency savings in respect of 2018/19 have been approved. In addition further modelling of various scenarios post 2020 has been undertaken and a revenue neutral option has been identified as the most likely one given the many potential variables. The MTFS is a financial model which is regularly refreshed and updated during the financial cycle to reflect the latest position.

The MTFS assumes that all departments will deliver the 2% efficiency savings outstanding for 2019/20 and that these will be achieved through regularly reviewing normal business activities.

Assuming that all existing RWF savings and efficiency savings are achieved, the revised gap of **£4.7 million** by 2019/20 represents an improvement of £2.9 million on the previously reported gap of £7.6 million over the same period.

In the latter half of the MTFS, the overall position shows a potentially revenue neutral position assuming all savings are delivered, annual council tax increases of 1.99% and index linked settlements from the Government. There is a high degree of uncertainty surrounding the funding position post 2020. It is clear from the modelling process that the overall gap can easily switch from a deficit to an overall surplus position due to very small changes in assumptions.

However it is important that the Council continues to plan ahead and it is clear that our strategy of growing our tax base is providing real additional resources that will assist with managing increases in service demand and any further reductions in government funding.

Creating Futures (Redefining Waltham Forest)

In terms of the next phase of the Council's transformation journey, Cabinet on 24 January approved Creating Futures which represents a new strategy for delivering the next phase, as well as the transformation plan and capital strategy principles that will underpin it.

This will replace Redefining Waltham Forest which was approved in 2013, as the major programme of organisational transformation and change. Since then, the Council has secured financial sustainability for the medium-term, and improved the delivery of core services. This would be a significant achievement in any context, but all the more so given a backdrop of rising demand and year-on-year reductions in government funding.

Creating Futures will support the delivery of the Council's new priorities and achieve demonstrable impact. The new priorities were shaped following considerable dialogue with residents and encompass one key tenet: we live in a world that is rapidly changing and our lives are increasingly shaped by global and national forces beyond our direct control. Demographic change, technology breakthroughs, further austerity, Brexit: all of these factors are disrupting our society and economy in ways that are difficult to predict and at a pace unseen since the industrial revolution.

Creating Futures provides the strategy to ensure delivery of the priorities within this context. It sets out the intention to draw on all the strengths in Waltham Forest to build a positive future for the borough. The aim is to harness the benefits of global and national trends; build resilience and ability to mitigate risks; and respond with agility to unexpected opportunities and change. By taking this approach, it will give the best possible chance of achieving the priorities and creating a future where every resident in Waltham Forest enjoys a quality life.

In terms of the RWF savings programme, the total value of savings required, for the period 2017/18 to 2019/20, is £14.749 million as set out below:

	2017/18 Savings	**2018/19 Savings**	**2019/20 Savings**	**Total Savings**
	£'000	**£'000**	**£'000**	**£'000**
Total Proposals in Delivery	**7,394**	**5,936**	**1,419**	**14,749**
Closed Savings (Delivered)	5,140	1,230	32	6,402
Green	1,871	2,234	189	4,294
Amber	265	2,025	1,198	3,488
Red	118	447	-	565

The value of delivered proposals (i.e. closed with no further action required to achieve the saving) is currently £6.402 million or 43.4% of the total requirement. The value of proposals RAG rated "Green" is £4.294 million and RAG rated "Amber" is £3.488 million. The level of proposals RAG rated "RED" is £565,000 or 3.8% of the total requirement.

During January through to March, Challenge Sessions are scheduled to take place and will include the Portfolio Lead, Directors and service representatives. These sessions will begin the process to identify the savings required to cover the £4.7 million funding gap in 2019/20 as well as any requirements to achieve the 2% efficiency savings

Budget Strategy Reserve (BSR)

As part of the approved budget strategy, a Budget Strategy Reserve (BSR) was set up to help fund future years' funding gaps to give the Council some time to formulate new sustainable reductions. The revised MTFS continues to show a planned drawdown of £1.744 million from the BSR in 2017/18, however, based on the current revenue monitoring report; it is possible that this level of support will not be required. The 2017/18 position will be reported through the normal monthly monitoring process to Cabinet.

For 2018/19, due to the improved financial position, a balanced budget can be set without support from the BSR. Given that there is a process in place to develop savings proposals for 2019/20, it is therefore assumed that there will be no call on the BSR in that year.

It is also possible from the current MTFS that over the latter half of the MTFS period the Council may achieve a revenue neutral position. However, there is a high degree of uncertainty around the assumptions post 2020 and little knowledge of any transitional funding arrangements that may be introduced to help mitigate any potential losses in resources at a local authority level.

Also, given the timescales surrounding the publication of the new Funding Baseline figures for 2020/21 and the proximity to the budget setting process for that year, there is a possibility that the BSR may be called on to help support the budget. It is recommended that the BSR is safeguarded to ensure that the Council has the resources to manage potential risks around resource levels in that latter period of the MTFS.

The BSR is available to support the MTFS and as a source of investment to achieve savings and/or assist with securing the planned savings contained in the Creating Futures / Redefining Waltham Forest programme.

There are sufficient resources in the BSR to support the MTFS over the whole of the period if required, assuming all planned savings are delivered and secure the assumed benefits to profile. Savings proposals are required by 2019/20 to ensure a balanced MTFS.

BASE BUDGET 2018/19

The Base Budget is updated to take account of the approved full year effects of budget changes, other cost increases and commitments.

Pay Awards, Price Inflation

The pay award for APTC staff has yet to be finalised. The allocation to contingency for pay awards is considered adequate in 2018/19 and 2019/20 and 2% has been included for in future years.

In general, the 2018/19 service budgets do not include any increase for pay and prices. The allocation to contingency for price increases is based on 1.5% of contractor payments in 2018/19. The amount included for future years is 2%.

Cabinet agreed the proposed fees and charges for 2018/19 on 7 November 2017 and these increases have been reflected in the service budgets.

Contingency

The amount held in general contingency is £1.56 million in 2018/19. This level of general contingency is good practice in an uncertain financial environment. Cabinet will be requested to approve the use of contingency funding as part of the regular budget monitoring process during the year.

GENERAL FUND

The General Fund includes all expenditure and income relating to the Council's main services other than the provision of Council housing for rent. This is accounted for separately in the Housing Revenue Account (HRA) and a separate MTFS has been developed and reported to Cabinet on the 21 February 2018. The Council also operates other specialist funds not related to the main services, for example, the Pension Fund, which deals with pensions on behalf of its employees.

The Council's net budget for General Fund services for 2018/19 after allowing for contributions from balances and reserves and the Interest and Capital Charges Account, is shown on page 14. To this is added the amount the Council is required to pay in levies to other Authorities, totalling £8.091 million. By law, this is required to be met from Waltham Forest's General Fund.

Collection Fund

The level of surplus or deficit on the Collection Fund for future years cannot be predicted precisely, as it is dependent on two variables:

- The collection rate
- The provision for bad debts

For accounting purposes, the business rate collection fund and the council tax collection fund must be recorded separately.

Cabinet agreed in October 2016 that the net surplus on the collection fund would be allocated to a Tax Base Fluctuation reserve to offset future deficits on the NNDR collection fund.

Council Tax Collection Fund

The collection rate for council tax has been increased from the 2017/18 level of 97.5% to 98%. The surplus in respect of 2016/17 for LBWF was £4.029 million of which £3.163 million was accounted for in 2017/18.

The balance of £865,337 will be accounted for in 2018/19 along with the estimated surplus for 2017/18 of £777,200. This is net of the £1 million growth in council tax already included in the MTFS in 2017/18.

NNDR Collection Fund

The Council's 30% share of the deficit for 2016/17 at 31 March 2017 was £315,700 but £1.060 million has been accounted for in 2017/18. The Virgin Media appeal to move onto the central rating list has been dropped and this has reduced our provision for appeals. The credit adjustment of £744,300 will be accounted for in 2018/19 along with the estimated surplus for 2017/18 of £1.037million, giving a total surplus of £1.781 million.

Receipts from Business Rates Retention, Revenue Support Grant, Top Up, Dedicated Schools Grant and a number of other Exchequer Grants are treated as income to the General Fund. The Budget Requirement, less total exchequer support brings the amount required from Council Tax payers to support Waltham Forest's spending to £98.813 million (page 14).

COUNCIL TAX 2018/19

The Council approved its budget and precepting requirements on the 22 February 2018. As set out above, the amount required from Council Tax by Waltham Forest to support its expenditure in 2018/19 is £98.813 million. In addition, the precept upon this borough by the Greater London Authority amounts to £22.012 million. This brings the total expenditure to be met by Waltham Forest Council Taxpayers to £120.825 million.

The Localism Act introduced new provisions for council tax referenda and replaced the previous capping rules. Authorities are required to determine whether the amount of council tax they plan to raise is excessive. The Secretary of State defines annually a set of principles which determine the level of increase that would be 'excessive'.

For 2018/19, the relevant basic amount of council tax is deemed excessive if it is more than 3% greater than its relevant basic amount of council tax for 2017/18. The relevant figures for determining whether the 2018/19 council tax increase is excessive are set out in the following table:

	2017/18 £	2018/19 £
Council Tax Requirement	92,784	98,813
Council Tax Base	73,757	74,816
Relevant Basic Amount	1,257.97	1,320.74
Precept for Social Care	+3%	+2%
General increase	+1.99%	+2.99%
Total % increase/decrease in Relevant Basic amount of Council Tax	+4.99%	+4.99%

As can be seen from the above table, the "relevant basic amount of council tax" has increased by 4.99% but this includes a 2% precept for Social Care leaving a 2.99% general increase. Consequently, there was no obligation to hold a referendum.

The Mayor of London has proposed that the Greater London Authority (GLA) precept is increased by £14.21 to £294.23 per band D property for 2018/19 which represents an increase of 5.07%.

CAPITAL BUDGET

The Council agreed its Capital Budget in February, in conjunction with the Prudential Indicators for capital investment it is now required to adopt under the statutory Code of Practice. This takes into consideration capital grants issued by Government departments, Capital Receipts and Prudential Borrowing. The Capital Budget is provided towards the end of this book (white pages). This indicates the overall estimated level of expenditure on existing and committed schemes and the resources expected to be available for new projects, including capital receipts from sales of land and assets.

The recommended capital programme comprises £173.166 million in 2018/19, £127.221 million in 2019/20, £69.162 million in 2020/21 and £43.723 million in 2021/22. The total approved programme for 2018/19 to 2021/22 is £413.272 million. The programme fully utilises the previously approved envelope of prudential borrowing and the revenue consequences of this are included within the MTFS.

ANNUAL REVENUE BUDGET 2018/19

	2016/17 Actual	2017/18 Current Budget	Gross Exp 2018/19	Gross Income 2018/19	Net 2018/19 Budget
	£	£	£	£	£
Chief Executive	2,842	0	224,900	(224,900)	**0**
Families & Homes Directorate					
Deputy Chief Executive Families	(614,017)	(588,000)	227,800	(718,500)	(490,700)
Children and Families	34,757,460	35,374,600	37,230,000	(1,136,600)	36,093,400
Education Improvement	2,755,866	2,471,500	9,159,000	(6,722,100)	2,436,900
Schools REFFCUS	214,448	0	0	0	0
Dedicated Schools Budget	173,039,000	176,060,000	192,363,000	(16,423,000)	175,940,000
School Support	27,089,182	21,051,600	18,686,800	0	18,686,800
Early Help	6,714,294	6,224,300	14,729,500	(8,794,800)	5,934,700
Adult Social Care	76,987,938	72,265,100	97,768,800	(24,092,000)	73,676,800
Public Health (Ring-fenced)	296,808	28,700	15,960,600	(15,932,000)	28,600
Public Health (Other)	2,919,147	1,909,800	4,829,800	(1,587,400)	3,242,400
Waltham Forest Traded Services	1,594,987	1,145,200	9,880,000	(8,822,100)	1,057,900
Inclusion Division	7,918,068	7,066,700	8,692,800	(1,936,800)	6,756,000
Housing - General Fund	10,044,698	6,454,500	36,918,000	(28,737,400)	8,180,600
Housing Revenue Account	0	0	66,998,300	(66,998,300)	0
Total Families Directorate	343,717,879	329,464,000	513,444,400	(181,901,000)	**331,543,400**
Corporate Expenditure	1,212,304	8,846,000	10,092,600	(297,900)	9,794,700
Total Corporate Expenditure	1,212,304	8,846,000	10,092,600	(297,900)	**9,794,700**
Property & Asset Management Directorate					
Director Property & Asset Management	(79,990)	276,700	998,600	(998,600)	0
Corporate Asset Management	(6,066,386)	(7,516,700)	29,989,200	(28,935,300)	1,053,900
Capital Programmes	645,908	244,800	2,430,300	(1,780,900)	649,400
Total Property & Asset Management	(5,500,468)	(6,995,200)	33,418,100	(31,714,800)	**1,703,300**
Regeneration & Growth Directorate					
Director of Regeneration & Growth	649,386	814,900	742,800	(18,500)	724,300
AD Planning, Strategy & Development	1,232,558	1,336,300	4,698,200	(3,425,200)	1,273,000
Assistant Director Investment & Delivery	5,263,188	4,872,000	8,449,300	(4,950,000)	3,499,300
Total Regeneration & Growth Directorate	7,145,132	7,023,200	13,890,300	(8,393,700)	**5,496,600**
Finance & Governance Directorate					
Director of Finance & Governance	7,729	21,800	398,300	(398,300)	0
Financial Management & Accountancy	276,015	152,700	4,261,500	(4,261,500)	0
Internal Audit and Anti-Fraud Unit	(46,740)	170,400	1,047,100	(1,046,500)	600
Revenues and Benefits	3,728,806	4,273,900	194,626,600	(190,271,600)	4,355,000
Treasury & Pensions	169,865	533,600	1,160,600	(705,300)	455,300
Supply Chain	215,363	233,700	3,160,400	(3,160,400)	0
Governance	805,071	996,600	5,199,000	(4,362,400)	836,600
Total Finance Department	5,156,109	6,382,700	209,853,500	(204,206,000)	**5,647,500**
Corporate Development					
Strategic Director Corporate Development	242,273	157,200	871,100	(871,100)	0
Director of Communications & Communities	657,626	154,100	2,577,200	(2,174,100)	403,100
Culture and Communities	2,409,216	2,261,600	4,731,600	(2,249,900)	2,481,700
Digital & ICT	602,016	250,200	8,614,600	(8,580,400)	34,200
Transformation & HR	4,251,432	290,500	4,372,400	(4,372,400)	0
Total Corporate Development	8,162,563	3,113,600	21,166,900	(18,247,900)	**2,919,000**
Neighbourhoods & Commercial Services					
Director of Neighbourhoods & Financial Services	(4,667,615)	266,900	186,100	(211,900)	(25,800)
Highways & Parking	13,024,124	9,116,800	26,562,100	(18,759,900)	7,802,200
Neighbourhoods Service	17,989,152	17,214,300	19,673,400	(2,344,200)	17,329,200
Commercial Services	813,685	935,700	3,803,600	(3,150,900)	652,700
Selective Licensing & Regulation	5,812,457	1,155,400	5,188,800	(3,937,200)	1,251,600
Customer Services & Business Suppport	5,852,843	5,801,400	16,589,600	(11,843,400)	4,746,200
Total Neighbourhoods	38,824,646	34,490,500	72,003,600	(40,247,500)	**31,756,100**
DIRECTORATE & SERVICE TOTAL	**398,721,007**	**382,324,800**	**874,094,300**	**(485,233,700)**	**388,860,600**
Contingency	0	369,000	1,556,400	0	1,556,400
Contingency to be allocated	0	2,852,200	5,641,100	0	5,641,100
DIRECTORATE & SERVICE TOTAL INCL CONTGY	**398,721,007**	**385,546,000**	**881,291,800**	**(485,233,700)**	**396,058,100**

ANNUAL REVENUE BUDGET 2018/19

	2016/17 Actual £	2017/18 Current Budget £	Gross Exp 2018/19 £	Gross Income 2018/19 £	Net 2018/19 Budget £
Pooling of Housing Capital Receipts	2,153,559	0	0	0	0
Gains/losses on disposal of assets	52,125,300	0	0	0	0
Financing and Investment Income & Expenditure	4,961,890	10,013,700	12,880,800	(12,717,100)	163,700
Capital grants & contributions	(26,077,625)	(5,202,700)	0	0	0
Proper charges to the General Fund	7,526,935	7,908,300	2,999,000	0	2,999,000
Reversal of capital charges	(102,920,489)	(35,710,800)	0	(32,406,800)	(32,406,800)
Other accounting adjustments	(3,320,360)	521,100	521,100	0	521,100
Financing from capital grants	21,650,959	0	0	0	0
Contribution to/(from) working balance	0	0	0	0	0
Contribution to/(from) other funds	5,185,222	0	0	0	0
Contribution to/(from) Pension Fund reserve	6,578,000	0	0	0	0
Contribution to/(from) revenue grant reserves	462,892	(119,300)	4,513,000	0	4,513,000
Contribution to/(from) capital grant reserves	4,595,133	5,122,700	0	0	0
SUB TOTAL AMOUNT REQUIRED	**371,642,423**	**368,079,000**	**902,205,700**	**(530,357,600)**	**371,848,100**
(Surplus)/deficit on the Collection Fund	(3,253,460)	(2,103,600)	0	(3,424,000)	(3,424,000)
DEDUCT:					
Revenue Support Grant	(44,483,622)	(33,462,600)	0	0	0
New Homes Bonus Grant	(5,987,640)	(5,684,800)	0	(4,072,100)	(4,072,100)
Other grants	(183,853)	(155,800)	0	0	0
Education Services Grant	(2,660,143)	(711,000)	0	0	0
Public Health Grant (now in Exchequer support)	0	0	0	0	0
Dedicated Schools Grant	(163,197,808)	(166,280,000)	0	(168,940,000)	(168,940,000)
Pupil Premium	(9,841,192)	(9,780,000)	0	(7,000,000)	(7,000,000)
NNDR Local share	(18,830,717)	(20,916,200)	0	(48,120,700)	(48,120,700)
NNDR Top Up	(46,211,988)	(44,636,500)	0	(49,569,900)	(49,569,900)
RELEVANT BASIC AMOUNT OF COUNCIL TAX	76,992,000	84,348,500	902,205,700	(811,484,300)	90,721,400
Levies/contributions counting as Waltham Forest expenditure					
Environment Agency	163,392	167,300	169,800	0	169,800
Lee Valley Regional Park Authority	205,374	193,700	180,900	0	180,900
London Pension Fund Authority	263,615	264,300	261,900	0	261,900
North London Waste Authority	7,187,269	7,810,200	7,479,000	0	7,479,000
SUB TOTAL LEVIES	**7,819,650**	**8,435,500**	**8,091,600**	**0**	**8,091,600**
BASIC AMOUNT OF COUNCIL TAX (BAND D)	**84,811,650**	**92,784,000**	**910,297,300**	**(811,484,300)**	**98,813,000**

	2016/17 Actual £	Original 2017/18 £	Current 2017/18 £	Original 2018/19 £
COLLECTION FUND BUDGET - COUNCIL TAX				
OPENING BALANCE (Surplus)/Deficit	(6,682,761)	(3,892,377)	(4,956,528)	(3,230,792)
EXPENDITURE				
Precepts on the Collection Fund:				
London Borough of Waltham Forest	86,128,000	92,784,000	92,784,000	98,813,000
Greater London Authority	19,839,432	20,653,436	20,653,436	22,012,364
	105,967,432	**113,437,436**	**113,437,436**	**120,825,364**
Prior Year Surplus paid to Preceptors	4,865,500	3,892,377	3,892,000	3,230,792
Council Tax Provision for Bad Debts	1,018,713	2,908,664	1,196,300	3,098,136
TOTAL EXPENDITURE	**111,851,645**	**120,238,477**	**118,525,736**	**127,154,292**
INCOME				
Council Tax	110,125,412	116,346,100	116,800,000	123,923,500
TOTAL INCOME	**110,125,412**	**116,346,100**	**116,800,000**	**123,923,500**
CLOSING BALANCE (Surplus)/Deficit	(4,956,528)	0	(3,230,792)	0
STATISTICS:				
Council Tax Base (adjusted)	71,882	73,757		74,816
Standard Band D Council Tax	1,474.18	1,537.99		1,614.96

ANNUAL REVENUE BUDGET 2018/19

	2016/17 Actual	Original 2017/18	Current 2017/18	Original 2018/19
	£	£	£	£
COLLECTION FUND BUDGET - BUSINESS RATES				
OPENING BALANCE (Surplus)/Deficit	(1,694,469)	3,533,463	1,052,388	(5,935,474)
EXPENDITURE				
Precepts on the Collection Fund:				
London Borough of Waltham Forest	17,054,213	18,901,418	18,901,418	42,703,266
Greater London Authority	11,369,476	23,311,749	23,311,749	24,020,587
Central Government	28,423,688	20,791,559	20,791,559	0
	56,847,377	**63,004,726**	**63,004,726**	**66,723,853**
Prior Year (Deficit) recovered from Preceptors	(1,507,952)	(3,533,463)	(3,533,463)	5,935,474
NNDR Provision for Bad Debts/Appeals	5,847,230	11,039,750	1,568,761	4,060,203
TOTAL EXPENDITURE	**61,186,655**	**70,511,013**	**61,040,024**	**76,719,530**
INCOME				
National Non Domestic Rates - Net Yield	58,439,797	74,044,476	68,027,886	70,784,056
TOTAL INCOME	**58,439,797**	**74,044,476**	**68,027,886**	**70,784,056**
CLOSING BALANCE (Surplus)/Deficit	1,052,388	0	(5,935,474)	0

ANNUAL REVENUE BUDGET 2018/19

	Original Estimate 2018/19 Council 22/2/18 (Excluding Int'l Recharges) £	Internal Recharges & other adjustments £	Final Original Estimate 2018/19 SAP Plan 0 2019 £
Chief Executive	**0**	**0**	**0**
Families Directorate			
Deputy Chief Executive Families	115,500	(606,200)	(490,700)
Children and Families	32,165,700	3,927,700	36,093,400
Education Improvement	1,039,400	1,397,500	2,436,900
Dedicated Schools Budget	175,940,000	0	175,940,000
School Support	18,284,600	402,200	18,686,800
Early Help	4,055,200	1,879,500	5,934,700
Adult Social Care	67,767,800	5,909,000	73,676,800
Public Health (Ring-fenced)	15,607,300	(15,578,700)	28,600
Public Health (Other)	3,096,900	145,500	3,242,400
Waltham Forest Traded Services	379,000	678,900	1,057,900
Inclusion Division	6,254,400	501,600	6,756,000
Housing - General Fund	7,019,300	1,161,300	8,180,600
Housing Revenue Account	0	0	0
Total Families Directorate	**331,725,100**	**(181,700)**	**331,543,400**
Corporate Expenditure	6,087,300	3,707,400	9,794,700
Total Corporate Expenditure	**6,087,300**	**3,707,400**	**9,794,700**
Property & Asset Management Directorate			
Director Property & Asset Management	260,800	(260,800)	0
Corporate Asset Management	(6,442,100)	7,496,000	1,053,900
Capital Programmes	290,400	359,000	649,400
Total Property & Asset Management	**(5,890,900)**	**7,594,200**	**1,703,300**
Regeneration & Growth Directorate			
Director of Regeneration & Growth	953,300	(229,000)	724,300
AD Planning, Strategy & Development	427,300	845,700	1,273,000
Assistant Director Investment & Delivery	2,285,100	1,214,200	3,499,300
Total Regeneration & Growth Directorate	**3,665,700**	**1,830,900**	**5,496,600**
Finance & Governance Directorate			
Director of Finance & Governance	160,900	(160,900)	0
Financial Management & Accountancy	2,670,400	(2,670,400)	0
Internal Audit and Anti-Fraud Unit	617,900	(617,300)	600
Revenues and Benefits	2,595,600	1,759,400	4,355,000
Treasury & Pensions	267,200	188,100	455,300
Supply Chain	2,030,100	(2,030,100)	0
Governance	549,800	286,800	836,600
Total Finance Department	**8,891,900**	**(3,244,400)**	**5,647,500**
Corporate Development			
Strategic Director Corporate Development	425,900	(425,900)	0
Director of Communications & Communities	1,621,500	(1,218,400)	403,100
Culture and Communities	1,719,900	761,800	2,481,700
Digital & ICT	6,497,000	(6,462,800)	34,200
Transformation & HR	3,156,600	(3,156,600)	0
Total Corporate Development	**13,420,900**	**(10,501,900)**	**2,919,000**

	Original Estimate 2018/19 Council 22/2/18 (Excluding Int'l Recharges) £	Internal Recharges & other adjustments £	Final Original Estimate 2018/19 SAP Plan 0 2019 £
Neighbourhoods & Commercial Services			
Director of Neighbourhoods & Financial Services	449,300	(475,100)	(25,800)
Highways & Parking	6,930,500	871,700	7,802,200
Neighbourhoods Service	16,336,800	992,400	17,329,200
Commercial Services	489,600	163,100	652,700
Selective Licensing & Regulation	589,100	662,500	1,251,600
Customer Services & Business Suppport	10,730,800	(5,984,600)	4,746,200
Total Neighbourhoods	**35,526,100**	**(3,770,000)**	**31,756,100**
DIRECTORATE & SERVICE TOTAL	**393,426,100**	**(4,565,500)**	**388,860,600**
Contingency	1,556,400	0	1,556,400
Contingency to be allocated	5,995,000	(353,900)	5,641,100
DIRECTORATE & SERVICE TOTAL INCL CONTGY	**400,977,500**	**(4,919,400)**	**396,058,100**
Financing and Investment Income & Expenditure	7,455,500	(7,291,800)	163,700
Proper charges to the General Fund	6,719,800	(3,720,800)	2,999,000
Reversal of capital charges	(32,406,800)	0	(32,406,800)
Other accounting adjustments	521,100	0	521,100
Contribution to/(from) revenue grant reserves	4,513,000	0	4,513,000
SUB TOTAL AMOUNT REQUIRED	**387,780,100**	**(15,932,000)**	**371,848,100**
(Surplus)/deficit on the Collection Fund	(3,424,000)	0	(3,424,000)
DEDUCT:			
Revenue Support Grant	0	0	0
New Homes Bonus Grant	(4,072,100)	0	(4,072,100)
Public Health Grant (now in Exchequer support)	(15,932,000)	15,932,000	0
Dedicated Schools Grant	(168,940,000)	0	(168,940,000)
Pupil Premium	(7,000,000)	0	(7,000,000)
NNDR Local share	(48,120,700)	0	(48,120,700)
NNDR Top Up	(49,569,900)	0	(49,569,900)
RELEVANT BASIC AMOUNT OF COUNCIL TAX	**90,721,400**	**0**	**90,721,400**
Levies/contributions counting as Waltham Forest expenditure			
Environment Agency	169,800		169,800
Lee Valley Regional Park Authority	180,900		180,900
London Pension Fund Authority	261,900		261,900
North London Waste Authority	7,479,000		7,479,000
SUB TOTAL LEVIES	**8,091,600**	**0**	**8,091,600**
WALTHAM FOREST PRECEPT ON THE COLLECTION FUND	**98,813,000**	**0**	**98,813,000**

COST ELEMENT	**ANNUAL BUDGET** **CONTINGENCY ESTIMATE - 1013**	**2017/18 ORIGINAL ESTIMATE** **£**	**2018/19 ORIGINAL ESTIMATE** **£**
	SUBJECTIVE ANALYSIS		
	EMPLOYEES		
401001	Staffing costs - pay award (to be allocated)	1,334,000	2,881,500
	PREMISES		
402321	Homelessness (to be allocated)	1,300,000	0
402321	Demographic pressures (to be allocated)	0	1,000,000
402402	Projected Council Tax income (to be allocated)	(500,000)	(1,000,000)
	SUPPLIES AND SERVICES		
404011	Computer hardware (to be allocated)	0	300,000
404050	Other contingency	2,453,900	1,556,400
404540	Apprenticeship levy (to be allocated)	464,000	0
404550	Inflation held back (to be allocated)	3,622,800	1,834,300
404622	Council Priorities (to be allocated)	236,000	466,000
	OTHER		
405001	Deprivation of Liberties (to be allocated)	500,000	0
405005	Children & Families (to be allocated)	1,000,000	1,000,000
405012	Youth Criminal Board funding (to be allocated)	456,000	0
405012	Children & Families remand cases (to be allocated)	0	500,000
405038	Leisure contract (to be allocated)	73,000	0
406010	No Recourse to Public Funds (to be allocated)	1,550,000	0
406201	Vulnerable Persons resettlement (to be allocated)	100,000	300,000
409491	Budget reductions (to be allocated)	(2,541,500)	(1,640,700)
	TOTAL	10,048,200	7,197,500
	TOTAL EXCLUDING ITEMS TO BE ALLOCATED	2,453,900	1,556,400

INTEREST AND CAPITAL CHARGES

	2016/17 Actual	2017/18 Original Estimate	2017/18 Current	2018/19 Original Estimate
	£	£	£	£
COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT				
(Gain)/Loss on Asset Disposal	52,085,700	0	0	0
Financing and Investment Income and Expenditure				
External Interest Payable	12,039,872	13,102,200	13,102,200	12,102,200
Operating Expenses	108,500	108,500	108,500	108,500
PFI Contingent Rentals	2,363,589	2,428,000	2,428,000	0
PFI Finance Lease Interest	4,863,851	4,863,800	4,863,800	0
Rent - Investment Properties	(2,652,980)	(2,865,800)	(2,865,800)	(2,865,800)
Finance Lease Interest Payable	331,324	331,300	331,300	331,300
Finance Lease Contingent Rentals	393,925	338,800	338,800	338,800
External Interest Receivable	(1,901,198)	(120,800)	(120,800)	(120,800)
Finance Lease Interest Receivable	254,202	(254,200)	(254,200)	(254,200)
Finance Lease Contingent Rentals Receivable	(45,311)	(103,000)	(103,000)	(103,000)
Contribution from HRA	(8,860,525)	(9,373,300)	(9,373,700)	(9,373,300)
Movement in Fair Value of Investment Properties	(1,374,109)	0	0	0
Movement in Fair Value of Financial Assets through CIES	(50,847)	0	0	0
	5,470,294	8,455,500	8,455,100	163,700
MOVEMENT IN RESERVES STATEMENT				
Proper Charges to the General Fund				
Direct Revenue Funding of Capital	1,328,418	0		0
Minimum Revenue Provision - Supported Borrowing	806,698	2,026,900	2,026,900	1,939,600
Minimum Revenue Provision - Unsupported Borrowing	1,693,812	1,059,200	2,160,400	1,059,200
Minimum Revenue Provision - PFI	3,697,819	3,720,800	3,720,800	0
Minimum Revenue Provision - Finance Leases	188	200	200	200
	7,526,935	6,807,100	7,908,300	2,999,000
Reversal of Capital Charges				
Reverse Movement in Fair Value of Investment Properties	1,374,109	0		0
Reversal of Depreciation	(34,496,640)	(35,710,800)	(35,670,500)	(32,406,800)
Reversal of REFFCUS	(5,643,930)	0		0
Reverse Gain/(Loss) on Asset Disposal	(52,085,728)	0		0
Reversal of Impairment Loss	(12,068,301)	0		0
	(102,920,489)	(35,710,800)	(35,670,500)	(32,406,800)
Other Accounting Adjustments				
Premiums Written Out from FI A/c	521,120	521,100	521,000	521,100
Premiums HRA Contribution	(101,437)	0		0
Other adjustments				
	419,684	521,100	521,000	521,100
TOTAL	**(37,417,876)**	**(19,927,100)**	**(18,786,100)**	**(28,723,000)**

Capital charges include any gain or loss on the disposal of non-current assets, depreciation and impairments. To ensure that these have a neutral effect on the Council's General Fund, they are reversed 'below the line' in the Movement in Reserves Statement (MiRS).

Interest items include External Interest Payable on outstanding debt and External Interest Receivable on investments. Some of the external interest payable is chargeable to the Housing Revenue Account (HRA) and the HRA's contribution is shown as a credit to the General Fund.

Local authorities are required by statute to make a Minimum Revenue Provision (MRP) in their General Fund for the repayment of their capital financing and this provision is also shown in the MiRS.

Revenue Expenditure Funded from Capital Under Statute (REFFCUS) is charged to services and reversed out through the Movement in Reserves Statement so that it can be financed from capital resources.

PROVISIONS, RESERVES AND BALANCES	2017/18			2018/19	
	Actual 1st April 2017	Total 2017/18 movement	Projected Balance 31st March 2018	Projected movement 2018/19	Projected Balance 31st March 2019
Central Reserves:-					
Municipal Election	280,000.00	50,000.00	330,000.00	(280,000.00)	50,000.00
Repairs & Maintenance	615,731.53	(50,000.00)	565,731.53	(300,000.00)	265,731.53
Revenues & Benefits	1,678,691.99	0.00	1,678,691.99	(180,000.00)	1,498,691.99
Budget Strategy	48,906,549.31	(28,494,402.10)	20,412,147.21	(5,204,900.00)	15,207,247.21
Investment BSR	0.00	18,954,189.00	18,954,189.00	(7,925,645.00)	11,028,544.00
Dilapidations	80,000.00	(20,000.00)	60,000.00	(20,000.00)	40,000.00
Priorities Fund	2,058,658.82	(1,410,800.00)	647,858.82	(647,858.82)	0.00
Growth Fund	2,473,048.87	(1,000,000.00)	1,473,048.87	(1,000,000.00)	473,048.87
Hardship Fund	750,000.00	(150,000.00)	600,000.00	(200,000.00)	400,000.00
Development Finance	2,791,090.00	0.00	2,791,090.00	0.00	2,791,090.00
Priorities Impact Fund	0.00	1,425,000.00	1,425,000.00	(1,425,000.00)	0.00
Collection fund reserve	0.00	2,104,000.00	2,104,000.00	3,424,000.00	5,528,000.00
Levy equalisation reserve	0.00	0.00	0.00	1,089,000.00	1,089,000.00
Central Reserves total	59,633,770.52	(8,592,013.10)	51,041,757.42	(12,670,403.82)	38,371,353.60
Directorate Reserves:-					
Corporate Development					
ICT Public WiFi	0.00	38,000.00	38,000.00	(38,000.00)	0.00
Corporate Development total	0.00	38,000.00	38,000.00	(38,000.00)	0.00
Culture & Communities					
Ward Forums	383,861.48	(250,000.00)	133,861.48	(50,000.00)	83,861.48
Grants to Voluntary Organisations	124,400.00	0.00	124,400.00	(50,000.00)	74,400.00
Museum of The Year	100,000.00	(20,000.00)	80,000.00	(20,000.00)	60,000.00
Arts Development	371,900.00	(175,000.00)	196,900.00	(76,000.00)	120,900.00
Volunteer Programme	177,200.00	(3,700.00)	173,500.00	(50,000.00)	123,500.00
Culture & Communities total	1,157,361.48	(448,700.00)	708,661.48	(246,000.00)	462,661.48
Regeneration & Growth					
Building Regulations	221,373.48	(120,000.00)	101,373.48	(100,000.00)	1,373.48
Regeneration Reserve	71,951.44	(71,951.44)	0.00	0.00	0.00
UDP/Local Development	151,879.00	0.00	151,879.00	0.00	151,879.00
Blackhorse Lane	206,311.00	0.00	206,311.00	0.00	206,311.00
Planning Delivery	492,000.00	0.00	492,000.00	0.00	492,000.00
Climate Change	15,803.53	0.00	15,803.53	0.00	15,803.53
Land Charges	120,495.88	0.00	120,495.88	0.00	120,495.88
LGFL contract	30,869.65	0.00	30,869.65	0.00	30,869.65
Planning Legal	(2,386.74)	2,386.74	0.00	0.00	0.00
HEAT Networks Delivery Unit	43,900.00	0.00	43,900.00	0.00	43,900.00
Local Community Infrastructure Levy	37,128.00	(37,128.00)	0.00	0.00	0.00
Regeneration & Growth total	1,389,325.24	(226,692.70)	1,162,632.54	(100,000.00)	1,062,632.54
Neighbourhoods & Commercial					
Street Trading	938,950.99	(84,500.00)	854,450.99	0.00	854,450.99
S38 & S278 Agreements	224,092.83	(20,000.00)	204,092.83	(20,000.00)	184,092.83
Parking	272,319.39	0.00	272,319.39	(250,000.00)	22,319.39
CPZ Programme	478,218.10	(478,218.10)	0.00	0.00	0.00
Libraries Improvement	729.12	(729.12)	0.00	0.00	0.00
Rolling CCTV	15,789.00	(15,789.00)	0.00	0.00	0.00
Selective Licensing	4,127,990.14	(260,000.00)	3,867,990.14	0.00	3,867,990.14
Neighbourhoods & Commercial total	6,058,089.57	(859,236.22)	5,198,853.35	(270,000.00)	4,928,853.35
Property & Asset Management					
Lammas PFI	2,055,818.12	0.00	2,055,818.12	0.00	2,055,818.12
Grouped Schools PFI	(2,601,493.11)	0.00	(2,601,493.11)	0.00	(2,601,493.11)
Frederick Bremer PFI	930,774.25	0.00	930,774.25	0.00	930,774.25
Salix Energy Financing Fund	389,824.47	(2,888.00)	386,936.47	57,273.00	444,209.47
Schools Forum Carbon Reduction	36,000.00	0.00	36,000.00	0.00	36,000.00
Corporate Solar Panel FiT Income	68,214.93	0.00	68,214.93	0.00	68,214.93
Property & Asset Management total	879,138.66	(2,888.00)	876,250.66	57,273.00	933,523.66
Families - Adult Services					

PROVISIONS, RESERVES AND BALANCES	2017/18			2018/19	
	Actual 1st April 2017	Total 2017/18 movement	Projected Balance 31st March 2018	Projected movement 2018/19	Projected Balance 31st March 2019
ISIS Phase 3	16,956.75	(16,956.75)	0.00	0.00	0.00
Leisure Contract	2,344,269.79	0.00	2,344,269.79	0.00	2,344,269.79
Disabled Facilities	49,613.33	0.00	49,613.33	(49,613.33)	0.00
Older Peoples Homes	25,368.32	0.00	25,368.32	(25,368.32)	0.00
Families - Adult Services total	2,436,208.19	(16,956.75)	2,419,251.44	(74,981.65)	2,344,269.79
Families - Childrens Services					
Youth Service	39,726.00	(39,726.00)	0.00	0.00	0.00
Remand Placements	85,000.00	0.00	85,000.00	0.00	85,000.00
Community Safety	113,829.57	0.00	113,829.57	0.00	113,829.57
Violent Extremism	13,839.82	0.00	13,839.82	0.00	13,839.82
School Kitchens	276,522.66	(90,000.00)	186,522.66	0.00	186,522.66
2 Year Old Fund	136,500.00	0.00	136,500.00	0.00	136,500.00
Youth Offer	10,000.00	0.00	10,000.00	0.00	10,000.00
Families - Childrens Services total	675,418.05	(129,726.00)	545,692.05	0.00	545,692.05
Finance & Governance					
Audit & Investigations	292,548.40	(115,187.16)	177,361.24	(120,000.00)	57,361.24
Discretionary Housing Payments	412,800.00	0.00	412,800.00	0.00	412,800.00
Risk Management	35,100.00	0.00	35,100.00	0.00	35,100.00
FIDAS/Procurement	114,300.00	(50,000.00)	64,300.00	(50,000.00)	14,300.00
Financial Exercise	343,460.60	897,777.00	1,241,237.60	(500,000.00)	741,237.60
Finance & Governance total	1,198,209.00	732,589.84	1,930,798.84	(670,000.00)	1,260,798.84
TOTAL EARMARKED RESERVES	**73,427,520.71**	**(9,505,622.93)**	**63,921,897.78**	**(14,012,112.47)**	**49,909,785.31**
HRA Combined Heat & Power	635,504.36	0.00	635,504.36	0.00	635,504.36
HRA General Reserve	3,124,042.27	0.00	3,124,042.27	0.00	3,124,042.27
HRA Leaseholder Valuation Tribunal	121,142.39	0.00	121,142.39	0.00	121,142.39
HRA New Build Planning Obligation	55,226.00	0.00	55,226.00	0.00	55,226.00
HRA Rent deficit	1,000,000.00	(500,000.00)	500,000.00	(500,000.00)	0.00
HRA Public Realm works	1,640,789.19	(1,640,789.19)	0.00	0.00	0.00
Overcrowding Pathfinder	173,470.00	0.00	173,470.00	0.00	173,470.00
HRA CBHA	315,836.81	0.00	315,836.81	0.00	315,836.81
HRA Reserves	**7,066,011.02**	**(2,140,789.19)**	**4,925,221.83**	**(500,000.00)**	**4,425,221.83**
Schools Revenue Reserves	**10,534,284.08**	**(544,480.88)**	**9,989,803.20**	**(683,000.00)**	**9,306,803.20**
GRANT RELATED RESERVES REVENUE					
Schools Improvement	589,286.95	(478,074.58)	111,212.37	0.00	111,212.37
DAT-CADI 3 year	89,541.54	0.00	89,541.54	0.00	89,541.54
Drugs Dev Fund	1,940.27	0.00	1,940.27	0.00	1,940.27
Youth Justice	16,191.27	0.00	16,191.27	0.00	16,191.27
Met.Police-CPCG	44,514.32	0.00	44,514.32	0.00	44,514.32
Community Safety	24,030.00	0.00	24,030.00	0.00	24,030.00
Migration Impacts Fund	26,197.00	0.00	26,197.00	0.00	26,197.00
Housing Sub-Reg	212,354.53	0.00	212,354.53	0.00	212,354.53
Supporting People	23.08	0.00	23.08	0.00	23.08
Growth Area Fund	58,468.03	(11,235.00)	47,233.03	0.00	47,233.03
Safer Stronger	177,399.88	0.00	177,399.88	0.00	177,399.88
Handy Person Grants	68,991.36	0.00	68,991.36	(68,991.36)	0.00
Tenancy Fraud	181,429.00	(140,500.00)	40,929.00	(40,929.00)	0.00
SFA Employer/Le	273,055.23	0.00	273,055.23	0.00	273,055.23
Local Housing	20,059.54	0.00	20,059.54	0.00	20,059.54
Income Support	23,056.54	0.00	23,056.54	0.00	23,056.54
Atlas Grant	629.00	0.00	629.00	0.00	629.00
NHS Support for Social Care	274.62	(274.62)	0.00	0.00	0.00
Neighbourhood Planning Front Runner Grants	38,000.00	0.00	38,000.00	0.00	38,000.00
Empty Property	136,384.26	(136,384.26)	0.00	0.00	0.00
Council Tax Localisation Grant	261,562.00	0.00	261,562.00	0.00	261,562.00
CBHA Regeneration	1,715,963.21	(1,000,000.00)	715,963.21	0.00	715,963.21
Sport England	6,960.24	0.00	6,960.24	0.00	6,960.24
NHS Healthy Living	9,582.78	0.00	9,582.78	0.00	9,582.78

PROVISIONS, RESERVES AND BALANCES	2017/18			2018/19	
	Actual 1st April 2017	Total 2017/18 movement	Projected Balance 31st March 2018	Projected movement 2018/19	Projected Balance 31st March 2019
CTax - Social Fund	1,117,557.80	(86,600.00)	1,030,957.80	(100,000.00)	930,957.80
DWP Individual Electoral Registration	76,602.23	0.00	76,602.23	0.00	76,602.23
DWP HB Transition Funding	308,544.45	(12,000.00)	296,544.45	0.00	296,544.45
DH Public Health	909,964.66	(300,000.00)	609,964.66	(609,964.66)	0.00
DEFRA - Air Quality	51,700.00	0.00	51,700.00	0.00	51,700.00
DCSF - Music Ed	23,485.30	0.00	23,485.30	0.00	23,485.30
DWP Additional Transitional Funding	286,721.00	0.00	286,721.00	0.00	286,721.00
Early Years Pupil Premium	12,885.60	0.00	12,885.60	0.00	12,885.60
DWP FERIS	193,760.00	0.00	193,760.00	0.00	193,760.00
London Childcare	234,925.00	(7,500.00)	227,425.00	0.00	227,425.00
Adoption Reform	845,051.62	0.00	845,051.62	0.00	845,051.62
ESF Lottery	100,000.00	0.00	100,000.00	(100,000.00)	0.00
SC - Vestry House	14,100.00	0.00	14,100.00	(14,100.00)	0.00
DEFRA - Flood	136,558.03	0.00	136,558.03	0.00	136,558.03
MOPAC Reserve	211,843.81	0.00	211,843.81	0.00	211,843.81
One Public Estate	44,681.50	0.00	44,681.50	0.00	44,681.50
TOTAL REVENUE GRANT RESERVES	**8,544,275.65**	**(2,172,568.46)**	**6,371,707.19**	**(933,985.02)**	**5,437,722.17**
OVERALL TOTAL RESERVES	**99,572,091.46**	**(14,363,461.46)**	**85,208,630.00**	**(16,129,097.49)**	**69,079,532.51**
PROVISIONS					
GENERAL FUND					
Insurance Provision	5,820,437.00	(390,399.49)	5,430,037.51	0.00	5,430,037.51
Third Party Claims	500,000.00	0.00	500,000.00	0.00	500,000.00
Short term compensating absences	2,965,529.14	0.00	2,965,529.14	0.00	2,965,529.14
Parking Contract Uplift	16,548.76	(16,548.76)	0.00	0.00	0.00
Termination Pay	1,189,498.95	(843,264.73)	346,234.22	0.00	346,234.22
	10,492,013.85	**(1,250,212.98)**	**9,241,800.87**	**0.00**	**9,241,800.87**
TOTAL PROVISIONS	**10,492,013.85**	**(1,250,212.98)**	**9,241,800.87**	**0.00**	**9,241,800.87**
WORKING BALANCES					
GENERAL FUND	**14,571,914.15**	0.00	**14,571,914.15**	0.00	**14,571,914.15**
HOUSING REVENUE ACCOUNT	**4,724,048.63**	(4,724,048.63)	**0.00**	0.00	**0.00**

LBWF - COUNCIL TAX HISTORY

	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Expenditure LBWF	**448,932**	**445,754**	**450,045**	**404,766**	**389,941**	**362,025**	**355,907**	**395,871**
Total Exchequer support	**(361,509)**	**(356,224)**	**(377,291)**	**(310,632)**	**(291,120)**	**(255,422)**	**(242,118)**	**(250,931)**
as a %	80.5%	79.9%	83.8%	76.7%	74.7%	70.6%	68.0%	63.4%
Business Rate Retention				(16,370)	(16,266)	(17,054)	(18,901)	(42,703)
To be raised locally	87,423	89,530	72,754	77,764	82,555	89,549	94,888	102,237
Collection Fund (surplus)/deficit	0	(500)	(1,400)	(2,350)	(3,599)	(3,421)	(2,104)	(3,424)
Met from Council Tax	**87,423**	**89,030**	**71,354**	**75,414**	**78,956**	**86,128**	**92,784**	**98,813**
Council Tax Base	75,874	77,269	61,928 *	65,452 *	68,526 *	71,882 *	73,757 *	74,816
** **LBWF Council Tax at band D**	**£ 1,152.21**	**£ 1,152.21**	**£ 1,152.21**	**£ 1,152.21**	**£ 1,152.21**	**£ 1,198.18**	**£ 1,257.97**	**£ 1,320.74**
LBWF increase	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**3.99%**	**4.99%**	**4.99%**
Greater London Authority	£ 309.82	£ 306.72	£ 303.00	£ 299.00	£ 295.00	£ 276.00	£ 280.02	£ 294.23
Total Council Tax at band D	**£ 1,462.03**	**£ 1,458.93**	**£ 1,455.21**	**£ 1,451.21**	**£ 1,447.21**	**£ 1,474.18**	**£ 1,537.99**	**£ 1,614.97**
Overall increase	0.0%	-0.2%	-0.3%	-0.3%	-0.28%	1.86%	4.33%	5.01%
Ratio of expenditure to every £1 of Council Tax	5.14	4.98	6.19	5.21	4.72	4.04	3.75	3.87
Social Care Precept	0	0	0	0	0	**£ 23.04**	**£ 58.99**	**£ 84.15**

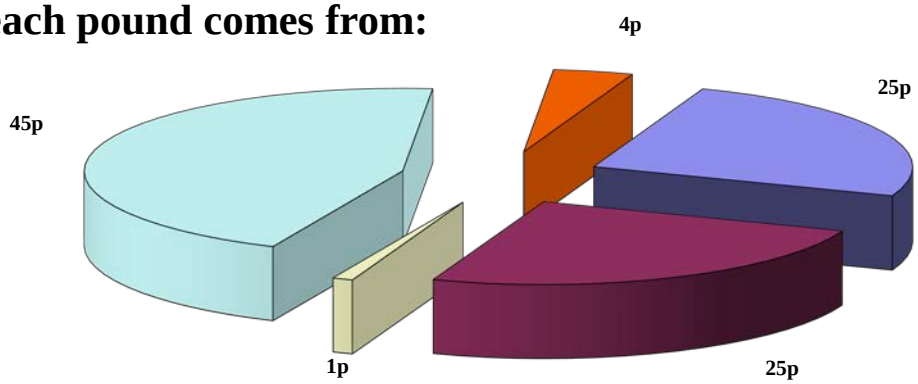
* with effect from 1 April 2013 the Council Tax Base is reduced in respect of Council Tax benefits
** includes Social Care Precept

ANALYSIS OF BUDGETS OVER SERVICES

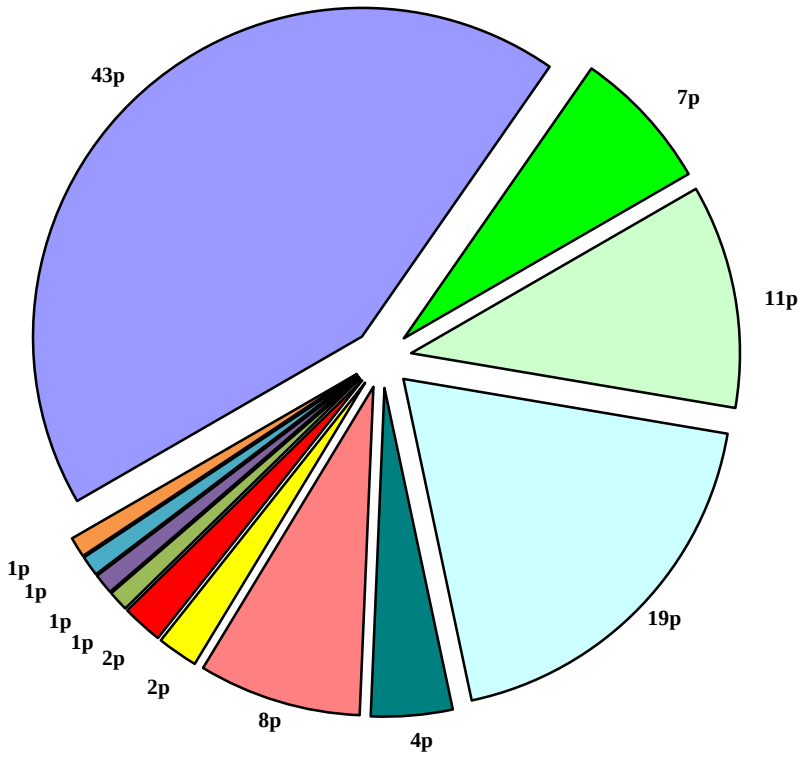
Service	Revised 2017/18 £'000	Original 2018/19 £'000
Dedicated Schools Budget	156,120	175,940
Families - Other support for schools	24,261	27,896
Families - Children & Young People	44,513	42,579
Families - Adults group	76,047	76,595
Families - Public Health	16,352	15,932
Neighbourhoods & Commercial	33,330	31,756
Corporate Expenditure	7,895	9,795
Families - Housing & Growth	8,335	8,181
Regeneration & Growth	6,953	5,497
Property & Asset Management	(8,373)	1,703
Corporate Development	3,273	2,919
Finance & Governance	5,877	5,647
Services Total	**374,583**	**404,440**
Add Contingency Estimate	10,048	7,551
Interest and Capital charges	15,784	3,684
Depreciation contra entry	(35,711)	(32,407)
Contribution to/(from) Funds	(882)	4,513
Sub Total	**363,822**	**387,781**
Levies counting as Waltham Forest expenditure:	8,436	8,091
Budget Required	**372,258**	**395,872**

Set out above is the total budgeted expenditure for services. This is equivalent to the total of Directorate budgets, but is analysed in a way that is more meaningful for service users. This type of analysis is included in the Council Tax leaflet.

Where each pound comes from:



Where each pound is spent:



ANNUAL BUDGET - STAFFING PAY LONDON BOROUGH OF WALTHAM FOREST ANALYSIS OF STAFFING	2018/19 ESTABLISHMENT NUMBERS FTE	2017/18 ORIGINAL ESTIMATE £	2017/18 CURRENT £	2018/19 ORIGINAL ESTIMATE £
CHIEF EXECUTIVE				
Chief Executive	1	224,100	224,100	224,100
	1	**224,100**	**224,100**	**224,100**
FAMILIES & HOMES				
Deputy Chief Executive Families	1	210,000	219,600	220,400
Childrens Social Care	203	11,080,600	11,566,600	11,691,000
Learning and Systems Leadership	54	2,634,100	2,719,625	2,637,900
Early Help	143	7,279,300	7,270,900	7,048,900
Adult Social Care	384	15,605,800	16,514,900	15,334,100
Public Health (ring-fenced)	15	883,400	889,000	889,000
Public Health (other)	18	708,400	851,500	856,200
Housing General Fund	61	2,524,700	2,819,900	2,830,200
Housing Revenue Account	120	7,093,700	7,565,500	7,857,800
Waltham Forest Traded Services	223	6,568,900	6,979,400	6,722,600
Disability Enablement Service	35	1,766,000	1,766,700	1,771,000
	1,256	**56,354,900**	**59,163,625**	**57,859,100**
PROPERTY & ASSET MANAGEMENT				
Director Property & Asset Mgmt	1	134,000	147,500	167,200
Corporate Asset Management	37	1,647,400	1,380,100	1,382,600
Capital Programmes	21	1,420,000	1,300,600	1,300,600
	59	**3,201,400**	**2,828,200**	**2,850,400**
REGENERATION & GROWTH				
Director Regeneration & Growth	2	182,800	183,900	201,200
Director Planning, Strategy & Development	48	2,106,900	2,294,800	2,293,900
Director Investment & Delivery	108	3,680,200	3,727,700	4,805,300
	158	**5,969,900**	**6,206,400**	**7,300,400**
FINANCE & GOVERNANCE				
Director of Finance & Governance	1	176,000	164,700	164,700
Financial Management & Accountancy	58	3,255,600	3,311,800	3,319,500
Audit, Fraud & Risks	13	586,900	662,400	590,600
Revenues and Benefits	109	4,180,300	4,259,300	4,262,800
Treasury & Pensions Management	5	224,100	234,500	235,300
FIDAS	9	344,200	349,000	349,900
Supply Chain	58	2,354,800	2,466,000	2,478,900
Governance	60	3,093,000	3,102,500	3,433,700
	313	**14,214,900**	**14,550,200**	**14,835,400**
CORPORATE DEVELOPMENT				
Strat Director Corporate Development	1	338,200	313,600	237,900
Director of Comm & Communities	1	1,503,100	1,232,900	1,215,400
Culture & Communities	37	1,285,600	1,307,500	1,314,200
Digital & ICT	59	3,213,400	2,987,200	2,948,700
Transformation & HR	52	2,684,300	2,656,800	2,624,100
	150	**9,024,600**	**8,498,000**	**8,340,300**
NEIGHBOURHOODS & COMMERCIAL SERVICES				
Director of Neighbourhoods & Commercial	1	173,000	177,900	178,500
Highways & Parking	81	4,248,100	3,789,800	3,990,500
Neighbourhoods Service	58	3,189,000	2,905,400	2,981,900
Commercial Services	82	2,643,500	2,720,600	2,676,500
Selective Licensing & Regulatory Service	74	2,787,100	3,009,200	3,261,100
Customer Services & Business Hub	309	9,950,500	10,514,900	10,602,900
	605	**22,991,200**	**23,117,800**	**23,691,400**
TOTAL NON-SCHOOL STAFF	**2,542**	**111,981,000**	**114,588,325**	**115,101,100**
Staff in schools (Dedicated Schools budget)	2,894	141,381,900	141,381,900	114,758,500
GRAND TOTAL	**5,436**	**253,362,900**	**255,970,225**	**229,859,600**

STATISTICAL INFORMATION

Families and Homes Statistical Information

Description		2015/16 Actual	2016/17 Updated Projected	2016/17 Actual	2017/18 Original Projected	2017/18 Updated Projected	2018/19 Projected
Residential Homes	Older Persons In-House residential care	3	3	3	3	3	3
	Learning Disability	1	1	1	1	1	1
Average Annual Placements	Older People Residential	280	294				
	Physical Disabilities Residential	29	26	No longer applicable. Revised analysis of statistics (see below)			
	Mental Health Residential	52	50				
	Learning Disabilities Residential	160	157				
	Adults Residential & Nursing			549	560	554	550
	Adults Supported Living	N/A		329	320	326	330
	Adults Day Care			155	155	159	160
	Adults Home Care			1,045	1,040	1,049	1,050
	Adults Direct Payments (all groups)	959	1,055	1,050	1,055	1,085	1,090
Sports and Leisure	Leisure Centres	6	6	6	6	6	6
Schools	Nursery	3	3	3	3	3	3
	Infant	2	2	2	2	2	2
	Junior	1	1	1	1	1	1
	Primary	32	30	29	29	27	27
	Secondary	9	8	8	8	8	7
	Special	1	1	1	1	1	1
	Academies	26	29	29	29	31	33
	All through	2	2	2	2	2	1
	Pupil Referral Unit	3	3	3	3	3	3
Pupils	Nursery	137.5	161.5	161.5	161.5	169	169
	Infant	520	521	521	602	505.5	505.5
	Junior	232	224	224	224	216	216
	Primary	15,719	13,690.5	13,690.5	14,107	12,713.5	12,713.5
	Secondary	7,796	7,261	7,261	7,261	7,327	6,602
	Special	65	45	45	45	44	44
	Academies	14,326	17,347	17,347	17,027	18,606	20,228
	All through	2,417	2,434	2,434	2,488	2,341	1,444
	Pupil Referral Unit	106	71	71	71	94	94
	Total Pupils	41,318	41,755	41,755	41,987	42,016	42,016
Youth Centres	Fixed	3	3	3	3	3	3
	Mobile	0	0	0	0	0	0
Children's Centres	Hubs	6	4	4	4	4	4
Average Annual Placements	Residential	30	28	27	28	27	27
	P & V Fostering	124	115	114	115	110	110
	In House	68	68	66	68	64	64
	Kinship	24	35	33	35	25	25
	Semi Independent 16-18	21	35	36	35	37	37
	Average Total Looked After Children	**267**	**281**	**276**	**281**	**263**	**263**
	Supported Lodgings <18	21	22	23	22	21	21
	P & V Fostering <18	11	8	8	8	7	7
	Semi Independent 18+	53	61	54	61	58	58
	Residence Orders	31	29	29	29	31	31
	Special Guardianship	106	122	124	122	141	141
	Adoption Orders	66	62	62	62	57	57
	Average Total placements	**555**	**585**	**576**	**585**	**578**	**578**
	Average Asylum seekers (incl above)	**54**	**71**	**68**	**71**	**74**	**74**
Pupil Meals	Primary/Nursery/Special Schools	2,511,574	2,608,600	2,506,013	2,493,098	2,569,379	2,693,703
	Secondary Schools	279,949	384,750	314,750	390,282	330,513	381,030
	Staff Meals	73,334	80,058	63,364	76,632	66,102	69,300
	Total Schools	**2,864,857**	**3,073,408**	**2,884,127**	**2,960,012**	**2,965,994**	**3,144,033**
	Number of Feeding Days	190	194	194	186	186	195
	Meals per day	15,078	15,842	14,866	15,914	15,946	16,123
Housing	Properties sold under 'Right to Buy'	88	75	95	64	60	50
	Number of Sheltered Hsg Blocks/Units	14/459	14/459	14/459	14/459	14/459	14/459
	Hostels (properties/rooms)	11/128	11/128	11/128	12/150	12/150	12/150
Households in Temporary Accommodation Schemes	B&B & Annexes	1353	1419	1555	1555	1444	1444
	Private Sector-leased Accommodation	565	495	494	494	535	535

Neighbourhoods & Commercial Statistical Information

Description		2015/16 Actual	2016/17 Updated Projected	2016/17 Actual	2017/18 Original Projected	2017/18 Updated Projected	2018/19 Projected
Libraries	Number of Libraries	8	8	8	8	8	8
	Number of Visits	1,093,600	1,120,000	1,231,693	1,130,000	1,151,000	1,243,000
Contact Centre	Number of Calls	533,427	688,449	721,415	700,000	633,701	560,286
Parks & Open Spaces	Number	95	95	95	95	95	95
	Total Area (Hectares)	192	192	192	192	192	192
Cemeteries		2	2	2	2	2	2
Allotments	Council owned and managed	18	18	18	18	17	17
	Council owned, non-council managed	9	9	9	9	10	10
	Council leased, council managed	7	7	7	7	7	7
	Private	4	4	4	4	4	4
Public Car Parks		11	10	10	10	10	10

Corporate Development Statistical Information

Description		2015/16 Actual	2016/17 Updated Projected	2016/17 Actual	2017/18 Original Projected	2017/18 Updated Projected	2018/19 Projected
Museums & Galleries	Museums	1	1	1	1	1	1
	Galleries	1	1	1	1	1	1
Community & Culture	Halls	2	2	2	2	2	2

Regeneration & Growth Services Statistical Information

Description		2015/16 Actual	2016/17 Updated Projected	2016/17 Actual	2017/18 Original Projected	2017/18 Updated Projected	2018/19 Projected
Business, Emp. & Skills	Adult Education Centres	3	3	3	3	3	3
Area of Borough	Total Area (Hectares)	3882	3882	3882	3882	3882	3882

PROGRESS TOWARDS DELIVERING THE COUNCIL'S PRIORITIES

Since the last report, the Council has launched a new Corporate Strategy – Creating Futures – and so this report is aligned to the new priorities set out in the Strategy:

- Keep Waltham Forest clean and safe
- Ensure a decent roof over residents' heads
- Improve residents' life chances.

1. KEEPING WALTHAM FOREST CLEAN AND SAFE

Outcomes for Residents

Waste Management

- The amount of residual (non-recycling) waste collected has fallen slightly, with 641 kilograms of residual waste being collected from each household in the 12 months ending September 2017, compared to 652 in the previous year.

Enforcement Notices

- The number of Enforcement and Fixed Penalty Notices issued by the Council's Neighbourhoods Officers increased significantly in 2017, reflecting the more focused and proactive action being taken by the Council and partner organisations to tackle issues of envirocrime and anti-social behaviour.

Public perceptions of crime and safety

- While the proportion of residents who say they are worried about anti-social behaviour has remained fairly stable (29% of survey respondents in 2017), Waltham Forest has not experienced the significant increase in levels of concern that have been seen across London. Waltham Forest has also closed the gap with London, on the proportion of residents who say that they feel safe after dark, which was 79% in 2017.

Areas for Improvement

Crime indicators

- The overall volume of recorded crimes has increased slightly to 22,754 in 2017. In particular there were significant increases in robbery and burglary offences, which are now among the local priorities for Waltham Forest in the Mayor's Police and Crime Plan. Violent offences have also increased, including the number of victims of serious youth violence.

Public perceptions of cleanliness

- Although the visual surveys and inspections undertaken by the Council show that the large majority of local streets continue to have an acceptable level of cleanliness, public perceptions and satisfaction with how the council keeps the streets clean have fallen steadily over recent years.

2. ENSURE A DECENT ROOF OVER RESIDENTS' HEADS

Outcomes for residents

Improving standards in the Private Rented Sector

- By December 2017, the Council had issued licenses for the landlords of 93% of the estimated total private rented properties, exceeding the target of 92%. The target for inspections of 20% was also exceeded, with 24% of properties having been inspected for compliance. The Private Rented Property Licensing Scheme is helping the Council to improve housing standards and tackle anti-social behaviour, including through regular Action Days.

Tenant satisfaction

- High levels of satisfaction with service standards and repairs have been maintained among Waltham Forest Housing tenants.

Areas for Improvement

New affordable homes for residents

- The delivery of new affordable housing is significantly below target. By Quarter 3, 111 new affordable homes had been completed, against a target of more than 500. These numbers are also lower than in the previous year.

Homelessness Preventions

- The numbers of recorded homelessness preventions has not achieved the more ambitious targets set for this year. This will become more important with the implementation of the Homelessness Reduction Act in 2018.

3. IMPROVE RESIDENTS' LIFE CHANCES

Outcomes for residents

Business Growth

- The number of businesses in Waltham Forest has continued to increase rapidly, reaching almost 10,000 at the start of 2017. Investment continues to flow into town centres and regeneration areas such as Blackhorse Road.

Low Unemployment

- The percentage of residents who are unemployed in the borough has been reducing year on year. Less than 6% of residents are unemployed, compared with 9.8% at the end of 2013/14.

Improvements in Early Years Achievement

- In 2017 the percentage of children achieving a Good Level of Development in early years increased to 74%. Results in Waltham Forest are improving more quickly than in other areas.

Outcomes for young people

- The percentage of young people aged 16-18 who are 'NEET' (not in education, employment or training) has continued to improve, from 1.6% in December 2017 to 0.9% in December 2018.

Areas for Improvement

End of Life Care services

- Waltham Forest has one of the highest proportions of people who die away from their usual place of residence, at just over two thirds.

Performance at KS5

- In 2017, the average score for Key Stage 5 assessments in Waltham Forest remained below London and England. Performance for Waltham Forest shows that we are 30th out of 32 Boroughs in London.

Persistent absence from school

- A significant proportion of pupils (11.5%) are persistently absent from school (defined as missing more than 10% of possible sessions.

GLOSSARY OF TERMS

BAND PROPORTIONS

(Also known as VALUATION BANDS)
This is the relation that a Council Tax property band bears to the 'standard' Band D tax. The band proportions are expressed in ninths and are specified in the Local Government Finance Act 1992 as A-6, B-7, C-8, D-9, E-11, F-13, G-15, H-18. This means that Band A is six ninths of Band D, and so on.

BASELINE FUNDING LEVEL

The amount of a local authority's 'settlement funding assessment' which is provided through the local share of the estimated business rate aggregate at the start of the scheme. It is compared to the Business Rate Baseline and any shortfall is provided by a Top-up Grant from Central Governement (any surplus is paid to Government as a Tariff).

BILLING AUTHORITY

A district, unitary or London Borough Council, or the Council of the Scilly Isles. The billing authority is responsible for levying and collecting the Council Tax in its area, both on its own behalf and that of its precepting authorities.

BUDGET

The budget represents a statement of the Council's planned expenditure and income.

BUSINESS RATE RETENTION

The NNDR pool was replaced in 2013/14 by the Business Rate Retention scheme, whereby Authorities retain a percentage of the Business Rates collected. In 2018/19 all London Boroughs joined the London Business Rates Pilot Pool where GLA retain 36% of the rates collected, leaving 64% for Waltham Forest.

CAPITAL EXPENDITURE

Expenditure on acquisition of a fixed asset or expenditure that adds to and not merely maintains the value of an existing asset.

COLLECTION FUND

A fund operated by a billing authority into which are paid all receipts of Council Tax and National Non Domestic Rates. Payments are made from the Fund to support the Council's general fund services and to precepting authorities. The Fund must be maintained separately from the authority's general fund.

COUNCIL TAX

A system of local taxation, which is set by both the billing and precepting authorities at a level determined by the revenue expenditure requirement for each authority, divided by the Council Tax Base for its area.

COUNCIL TAX BASE

An amount calculated by the billing authority, by applying the band proportions to the total properties in each band in order to calculate the number of Band D equivalent properties in the authority's area. The calculation allows for exemptions and discounts, appeals and a provision for non-collection. The tax base is also used by the precepting and some levying bodies in determining their charge to the area.

DEDICATED SCHOOLS GRANT

A ring-fenced grant from the Department for Education paid to Local Education Authorities for the Education of Children and Young Adults up to the age of 25.

DEPRECIATION

A provision made in the accounts to reflect the cost of consuming assets during the year, e.g. a vehicle purchased for £30,000 with a life of five years would depreciate on a straight-line basis at the rate of £6,000 per annum. Depreciation forms part of the 'capital charges' made to service revenue accounts and is covered by International Accounting Standard (IAS) 16.

EARMARKED RESERVES

Amounts set aside for a specific purpose to meet future commitments or potential liabilities, for which it is not appropriate to establish a provision

EDUCATION SERVICES GRANT

This funding is for each pupil in maintained settings to cover the cost of educational services provided by the Council**.**

ESTIMATED BUSINESS RATES AGGREGATE

The total business rates forecast to be collected by all billing authorities in England. This will include two adjustments, one to address volatility in outturn compared to forecast and the other to cover future appeals losses.

FINANCIAL YEAR

The local authority financial year starts on 1 April and ends the following 31 March.

FULL YEAR EFFECTS

The net change in costs in the following financial year, arising from service developments or reductions, pay awards, etc., included in the budget for part of a year. For example, if a completed capital project becomes operational from January, provision would be made in the current budget for a quarter of the running costs, and the full year effects in the next year's budget would be the other three-quarters.

GENERAL FUND

This is the main revenue account of the Council. It includes the cost of all services provided which are paid from Government grants, generated income, NNDR retention and borough's share of Council Tax. It excludes the HRA. By law, it includes the cost of services provided by other bodies who charge a levy to the Council.

HOUSING REVENUE ACCOUNT (HRA)

An account which includes expenditure and income arising from the provision of rented dwellings. It is, in effect, a landlord account. Statute provides for this account to be separate from the General Fund, and any surplus or deficit must be retained within the HRA. No costs may be charged to Council Tax nor can housing rent income be used to support General Fund expenditure.

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

From the 1 April 2010 the rules governing the production of the Council's external financial reporting changed. Local Authorities are required to adopt a new code of practice based on an internationally agreed set of financial rules. These are commonly referred to as International Financial Reporting Standards (IFRS). These standards dictate a greater level of analysis and disclosure than previous requirements and allow readers of the accounts to gain a much clearer understanding of the Council's financial position and activities.

LEVIES

The Council is statutorily required to pay levies to a number of national, London-wide and local bodies - for example, the North London Waste Authority.

LOCAL SERVICES SUPPORT GRANT

A grant introduced in 2011/12 which replaced specific grants such as Preventing Homelessness, Neighbourhood Management and Lead Local Flood. It is not ring-fenced.

MINIMUM REVENUE PROVISION (MRP)

A statutory amount, that has to be charged to revenue, to provide for the redemption of debt.

NATIONAL NON-DOMESTIC RATES (NNDR)

More commonly known as 'business rates', these are collected by billing authorities from all non-residential buildings. Since 1 April 1990 the poundage level has been set by the Treasury. Amounts payable are based on rateable values multiplied by this poundage level.

NEW HOMES BONUS

The New Homes Bonus is a Government scheme which is aimed at encouraging local authorities to grant planning permissions for the building of new houses, as well as bringing long-term empty properties back into use. The non ring-fenced grant is based on the number of properties.

PENSION FUNDS

For the Local Government Pension Scheme, the funds that invest employers' and employees' pension contributions in order to provide pensions for employees on their retirement and pensions for employees' dependants in the event of death of an employee.

PRIVATE FINANCE INITIATIVE (PFI)

PFI started in 1997/98 and offers a form of Public-Private Partnership in which local authorities do not buy assets but rather pay for the use of assets held by the private sector.

PRECEPT

This is the method by which a precepting authority (the Greater London Authority in London) obtains income from the billing authority to cover its net expenditure. This is calculated after deducting its own Revenue Support Grant. The precept levied by the precepting authority is incorporated within the Council Tax charge. The Council has to pay over the amount demanded on an agreed time scale.

PROVISION

Amount set aside for liabilities and losses, which are certain or very likely to occur but where the exact amount or timing of the payment is uncertain**.**

PRUDENTIAL CODE

Prior to 2004/05, the Government closely controlled capital spending by local authorities through their borrowing. The Prudential Code frees authorities to set their own borrowing limits having regard to affordability. In order to demonstrate that this has been done, and enable adherence to be monitored, authorities also have to adopt a number of appropriate 'Prudential Indicators'.

PUPIL PREMIUM GRANT

In addition to the DSG, schools also receive a Pupil Premium. This is based on Free School Meals (FSM) eligibility data. This is ring-fenced to schools in the same way as DSG.

RATEABLE VALUE

The Valuation Office Agency (part of HM Revenue and Customs) assesses the rateable value of individual non-domestic properties. Business Rate bills are set by multiplying the rateable value by the NNDR poundage set by the Government for the year. (Domestic properties no longer have individual rateable values but are assigned to one of the eight valuation bands for Council Tax.)

REVENUE EXPENDITURE

The regular day to day running costs an authority incurs in providing services, as distinct from Capital Expenditure.

REVENUE SUPPORT GRANT (RSG)

The general grant paid by the Government to local authorities to help them finance the revenue cost of their services. It is based on the Relative Needs Formula for each authority, after taking into account its Council Tax and NNDR resources.

SAFETY NET

Mechanism to protect any authority which sees its business rates income drop, in any year, by more than 7.5% below their baseline funding level. The baseline funding levels are uprated each year by the September Retail Prices Index for the purposes of assessing eligibility for the safety net.

TARIFF/TOP-UP

This fee/grant is payable/receivable in respect of the amount by which the Baseline Funding Level is less than/exceeds the Business Rates Baseline. It is index linked to the Retail Prices Index.

VALUATION BANDS

Eight bands for Council Tax are specified in the Local Government Finance Act 1992. Domestic properties are assigned to a band, depending upon the valuation of the property set by the District Valuer.

LONDON BOROUGH OF WALTHAM FOREST

ANNUAL BUDGET

	2018/19
NON-SCHOOL STAFFING NUMBERS	**2,542**
STAFFING NUMBERS IN SCHOOLS	**2,894**
TOTAL STAFFING NUMBERS	**5,436**

COST ELEMENT / GROUP	SUBJECTIVE SUMMARY	2016/17 ACTUAL	2017/18 ORIGINAL ESTIMATE	2017/18 CURRENT	2018/19 ORIGINAL ESTIMATE
	SUBJECTIVE ANALYSIS OF ESTIMATES	**£**	**£**	**£**	**£**
	EXPENDITURE				
401	EMPLOYEES	253,167,852	253,240,900	255,665,909	228,912,000
402	PREMISES	45,396,258	42,015,440	42,823,400	40,845,700
403	TRANSPORT	5,365,453	4,707,050	4,861,400	4,612,400
404	SUPPLIES AND SERVICES	118,981,260	45,810,250	66,326,496	104,906,600
405	THIRD PARTY PAYMENTS	155,277,497	145,964,160	144,700,687	145,427,200
406	TRANSFER PAYMENTS	192,376,830	198,514,500	201,405,500	201,445,800
4070	RECHARGES WITHIN DIRECTORATE	30,437,267	6,061,400	6,037,600	5,037,100
4072	RECHARGES BETWEEN DIRECTORATES	38,584,700	37,174,100	37,091,000	40,829,200
4074	RECHARGES OUTSIDE GENERAL FUND	2,252,284	2,211,900	2,211,900	2,211,900
408	CAPITAL CHARGES	12,068,301	0	0	0
410	FINANCING	34,567,300	36,067,900	36,283,900	32,868,100
	TOTAL EXPENDITURE	888,475,002	771,767,600	797,407,792	807,096,000
	INCOME				
4090	GOVERNMENT GRANTS	(208,975,869)	(221,668,000)	(223,457,652)	(222,387,300)
409073	DEDICATED SCHOOLS GRANT & PUPIL PREMIUM	(180,885,846)	(165,397,200)	(178,431,200)	(178,132,600)
4093	OTHER GRANTS AND CONTRIBUTIONS	(53,516,949)	(28,634,700)	(27,084,786)	(26,668,000)
4094	CUSTOMER AND CLIENT RECEIPTS	(133,038,698)	(100,051,400)	(108,804,454)	(109,800,400)
4096	INTEREST RECEIVED	(179,859)	(117,400)	(117,400)	(117,400)
4097	RECHARGES	(79,617,775)	(53,787,900)	(53,523,000)	(57,069,700)
	TOTAL INCOME	(656,214,996)	(569,656,600)	(591,418,492)	(594,175,400)
	NET EXPENDITURE	232,260,006	202,111,000	205,989,300	212,920,600

	SERVICE SUMMARY	2016/17 ACTUAL	2017/18 ORIGINAL ESTIMATE	2017/18 CURRENT	2018/19 ORIGINAL ESTIMATE
	DIRECTORATE ANALYSIS	**£**	**£**	**£**	**£**
CE	CHIEF EXECUTIVE	2,842	0	0	0
FA	FAMILIES & HOMES	170,678,879	153,156,000	153,754,200	155,603,400
HG	PROPERTY & ASSET MANAGEMENT	(5,500,468)	(8,372,600)	(6,692,100)	1,703,300
GR	REGENERATION & GROWTH	7,145,132	6,952,800	7,026,800	5,496,600
FI	FINANCE & GOVERNANCE	5,156,109	5,877,300	5,383,300	5,647,500
CD	CORPORATE DEVELOPMENT	8,162,563	3,272,500	3,165,800	2,919,000
NC	NEIGHBOURHOODS & COMMERCIAL SERVICES	38,824,646	33,330,200	34,505,300	31,756,100
XP	CORPORATE EXPENDITURE	7,790,304	7,894,800	8,846,000	9,794,700
	NET EXPENDITURE	232,260,007	202,111,000	205,989,300	212,920,600

CHIEF EXECUTIVE
DIRECTOR - MARTIN ESOM

CHIEF EXECUTIVE 2CE01

Statutory Head of Paid Service has overall corporate management and operational responsibility, provides professional advice to all parties in the decision making process and represents the authority on partnership and external bodies.

STAFFING NUMBERS	**2018/19**
	1

SUBJECTIVE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	224,987	224,200	224,200	224,200
Premises	0	0	0	0
Transport	79	700	700	700
Supplies and Services	626	0	0	0
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	0	0	0	0
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	**225,692**	**224,900**	**224,900**	**224,900**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(150)	0	0	0
Interest Received	0	0	0	0
Recharges	(222,700)	(224,900)	(224,900)	(224,900)
Total Income	**(222,850)**	**(224,900)**	**(224,900)**	**(224,900)**
Net Expenditure / (Income)	**2,842**	**0**	**0**	**0**

SERVICE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Service Head Analysis	**£**	**£**	**£**	**£**
Chief Executive	2,842	0	0	0
Net Expenditure	**2,842**	**0**	**0**	**0**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Nil	
	0

FAMILIES & HOMES
DIRECTOR - LINZI ROBERTS-EGAN

ANNUAL BUDGET

The Families Directorate has been established to join up services around the needs of individuals and families and support the Council's regeneration aims through the development of a people/places agenda.

	2018/19
NON-SCHOOL STAFFING NUMBERS	**1,256**
STAFFING NUMBERS IN SCHOOLS	**2,894**
	4,151

SUBJECTIVE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	184,475,954	193,606,700	195,786,509	167,284,400
Premises	31,741,615	31,130,640	31,754,400	30,093,100
Transport	4,115,781	4,082,750	4,153,900	3,889,000
Supplies and Services	87,009,582	23,804,550	42,919,696	70,418,000
Third Party Payments	124,598,414	119,320,860	116,149,187	117,135,200
Transfer Payments	17,017,148	13,136,300	16,027,300	16,067,600
Recharges Within Directorate	17,114,295	668,200	700,500	507,200
Recharges Between Directorates	17,736,900	15,691,800	15,671,700	18,121,100
Recharges Outside General Fund	2,233,884	2,193,500	2,193,500	2,193,500
Capital Charges	9,115,761	0	0	0
Financing	19,813,315	23,002,700	22,423,700	20,737,000
Total Expenditure	**514,972,649**	**426,638,000**	**447,780,392**	**446,446,100**
Income				
Government Grants	(21,598,167)	(17,350,500)	(19,059,052)	(17,826,700)
Dedicated Schools Grant	(171,044,654)	(158,537,200)	(170,399,000)	(171,132,600)
Pupil Premium	(9,841,192)	(6,860,000)	(8,032,200)	(7,000,000)
Other Grants and Contributions	(42,553,022)	(27,138,500)	(24,034,586)	(24,419,800)
Customer and Client Receipts	(78,946,686)	(60,421,700)	(69,540,854)	(67,803,300)
Interest Received	(5,119)	0	0	0
Recharges	(20,304,930)	(3,174,100)	(2,960,500)	(2,660,300)
Total Income	**(344,293,770)**	**(273,482,000)**	**(294,026,192)**	**(290,842,700)**
Net Expenditure	**170,678,879**	**153,156,000**	**153,754,200**	**155,603,400**

SERVICE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Service Head Analysis	**£**	**£**	**£**	**£**
Deputy Chief Executive Families	(614,017)	(600,000)	(588,000)	(490,700)
Childrens Social Care	34,757,460	32,150,510	35,374,600	36,093,400
Learning and Systems Leadership	2,755,866	2,772,600	2,675,000	2,436,900
School Support	27,303,630	21,051,600	21,051,600	18,686,800
Early Help	6,714,294	6,177,600	6,287,100	5,934,700
Adult Social Care	76,987,938	72,128,400	72,224,800	73,676,800
Public Health (Ring-fenced)	296,808	22,500	28,700	28,600
Public Health (Other)	2,919,148	3,895,700	2,033,600	3,242,400
Housing General Fund	10,044,698	8,335,200	6,454,900	8,180,600
Waltham Forest Traded Services	1,594,987	1,036,900	1,245,200	1,057,900
Disability Enablement Service	7,918,068	6,184,990	6,966,700	6,756,000
Dedicated Schools Budget	0	0	0	0
Net Expenditure	**170,678,879**	**153,156,000**	**153,754,200**	**155,603,400**

FAMILIES & HOMES
DIRECTOR - LINZI ROBERTS-EGAN

ANNUAL BUDGET

The Families Directorate has been established to join up services around the needs of individuals and families and support the Council's regeneration aims through the development of a people/places agenda.

	2018/19
NON-SCHOOL STAFFING NUMBERS	**1,256**
STAFFING NUMBERS IN SCHOOLS	**2,894**
	4,151

SERVICE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Service Head Analysis	**£**	**£**	**£**	**£**
Deputy Chief Executive Families				
Deputy Chief Executive Families	(614,017)	(600,000)	(588,000)	(490,700)
Deputy Chief Executive Families	**(614,017)**	**(600,000)**	**(588,000)**	**(490,700)**
Childrens Social Care				
Divisional Director Children & Families	2,689,407	4,662,500	4,614,500	5,363,600
Safeguarding & Family Support	8,438,900	4,863,810	7,034,800	7,058,700
Quality Assurance	1,601,201	1,375,500	1,623,400	1,648,900
Corporate Parenting	22,027,952	21,248,700	22,101,900	22,022,200
Childrens Social Care	**34,757,460**	**32,150,510**	**35,374,600**	**36,093,400**
Learning and Systems Leadership				
Divisional Director Education Improvement	49,681	1,603,900	1,236,400	1,134,400
School Effectiveness	1,646,644	349,300	852,300	728,300
Education Support Service	948,694	815,700	540,700	570,300
Destination Tracking	110,848	3,700	45,600	3,900
Learning and Systems Leadership	**2,755,866**	**2,772,600**	**2,675,000**	**2,436,900**
School Support				
School REFFCUS	214,448	0	0	0
Education Overheads	27,089,182	21,051,600	21,051,600	18,686,800
School Support	**27,303,630**	**21,051,600**	**21,051,600**	**18,686,800**
Early Help				
Early Help Partnership & Troubled Families Team	438,085	1,553,100	1,496,600	1,932,900
Youth Justice Team	802,559	515,200	520,800	445,700
Community Safety Team	834,063	784,700	954,000	795,300
Behaviour Attend & Child Missing Education	274,217	224,700	254,400	220,500
Early Help 0-18	4,365,370	3,099,900	3,061,300	2,540,300
Early Help	**6,714,294**	**6,177,600**	**6,287,100**	**5,934,700**
Adult Social Care				
Provision and Independence Services	9,820,646	8,410,300	8,213,600	8,212,300
OP/PD Assessment & Care Management	19,714,081	16,633,900	17,310,500	15,994,700
NELFT	8,589,916	6,676,900	7,528,400	7,503,300
LD Assessment & Care Management	21,086,532	18,646,800	20,273,100	19,824,500
Div Director Adult Social Care	8,996,587	14,770,000	11,756,900	14,027,800
OP/PD Assessment	5,435,259	3,826,900	3,007,300	3,555,800
Adult Safeguarding & DOLS	811,203	394,000	884,900	919,500
Strategic Commissioning	2,533,715	2,769,600	3,250,100	3,638,900
Adult Social Care	**76,987,938**	**72,128,400**	**72,224,800**	**73,676,800**

Continued:-

FAMILIES & HOMES
DIRECTOR - LINZI ROBERTS-EGAN

ANNUAL BUDGET

The Families Directorate has been established to join up services around the needs of individuals and families and support the Council's regeneration aims through the development of a people/places agenda.

	2018/19
NON-SCHOOL STAFFING NUMBERS	**1,256**
STAFFING NUMBERS IN SCHOOLS	**2,894**
	4,151

SERVICE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Service Head Analysis	**£**	**£**	**£**	**£**
Continued:-				
Public Health (Ring-fenced)				
Public Health (Service)	3,250,299	16,700	12,300	16,600
Partnership & Sexual Health	(841,631)	0	0	0
Health Care	(1,655,770)	0	10,000	0
Health Improvement	(456,090)	5,800	6,400	12,000
Public Health (Ring-fenced)	**296,808**	**22,500**	**28,700**	**28,600**
Public Health (Other)				
Strategic Partnerships	277,198	65,300	77,900	78,700
Leisure (Serv)	2,415,281	3,495,400	1,725,100	2,933,100
CAMHS (Division)	226,669	335,000	230,600	230,600
VAWG Programme	0	0	0	0
Public Health (Other)	**2,919,148**	**3,895,700**	**2,033,600**	**3,242,400**
Housing General Fund				
Housing and Neighbourhood Services	3,640,323	2,444,400	1,497,500	1,975,700
Homelessness (Service)	6,404,499	5,890,800	4,957,400	6,204,900
Improvement & Efficiencies - Housing	(124)	0	0	0
Housing General Fund	**10,044,698**	**8,335,200**	**6,454,900**	**8,180,600**
Waltham Forest Traded Services				
Traded Services Management	371,305	938,800	916,200	646,900
School HR (Trading)	(48,093)	(69,400)	(71,000)	(70,700)
Music Service (Trading)	145,364	(116,000)	(108,800)	(24,200)
Governor Services (Trading)	185,095	43,200	51,200	52,100
Education Psychology (Trading)	376,328	71,900	215,000	117,200
Suntrap (Trading)	152,032	(26,700)	(19,500)	(18,800)
Waltham Forest Catering	412,956	195,100	262,100	355,400
Waltham Forest Traded Services	**1,594,987**	**1,036,900**	**1,245,200**	**1,057,900**
Disability Enablement Service				
Assistant Director Inclusion	130,937	360,300	358,200	515,800
Inclusion Service	7,787,131	5,824,690	6,608,500	6,240,200
Disability Enablement Service	**7,918,068**	**6,184,990**	**6,966,700**	**6,756,000**
Net Expenditure	**170,678,879**	**153,156,000**	**153,754,200**	**155,603,400**

Note: The Dedicated Schools Grant nets out expenditure within Families, the detail is shown below.

Dedicated Schools Budget				
Central Expenditure Schools Block	0	55,200	55,200	55,200
Central Expenditure Early Years	0	0	0	0
Central Expenditure High Needs	0	0	0	0
Nursery Schools	0	0	0	0
Primary Schools	0	0	0	0
Secondary Schools	0	0	0	0
Special Schools	0	0	0	0
All Through Schools	0	0	0	0
Academies	0	0	0	0
Pupil Referral Unit & Alternative Provision	0	(55,200)	(55,200)	(55,200)
Dedicated Schools Budget	**0**	**0**	**0**	**0**

FAMILIES & HOMES

DEPUTY CHIEF EXECUTIVE FAMILIES 2FA01
RESPONSIBLE OFFICER - LINZI ROBERTS-EGAN

Lead Officer for Families & Homes.

STAFFING NUMBERS	**2018/19**
	1

SUBJECTIVE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	459,493	211,200	219,700	220,500
Premises	0	0	0	0
Transport	745	0	0	0
Supplies and Services	94,368	7,300	10,800	7,300
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	5,200	0	0	0
Recharges Between Directorates	7,744,400	38,200	38,200	0
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	**8,304,206**	**256,700**	**268,700**	**227,800**
Income				
Government Grants	0	0	0	0
Dedicated Schools Grant	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(867,823)	(600,000)	(600,000)	(600,000)
Interest Received	0	0	0	0
Recharges	(8,050,400)	(256,700)	(256,700)	(118,500)
Total Income	**(8,918,223)**	**(856,700)**	**(856,700)**	**(718,500)**
Net Expenditure / (Income)	**(614,017)**	**(600,000)**	**(588,000)**	**(490,700)**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	9,300
Recharges adjustment	100,000
	109,300

FAMILIES & HOMES

CHILDRENS SOCIAL CARE 2FA02
RESPONSIBLE OFFICER - HEATHER FLINDERS

Safeguarding & Family Support, Corporate Parenting and Quality Assurance.

STAFFING NUMBERS	**2018/19**
	203

SUBJECTIVE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	11,951,742	11,187,900	11,671,200	11,748,700
Premises	37,695	52,200	29,400	29,400
Transport	192,503	203,240	203,200	203,200
Supplies and Services	1,192,808	1,623,570	1,893,800	1,812,300
Third Party Payments	13,410,894	12,058,300	13,314,000	13,314,000
Transfer Payments	5,883,469	4,386,200	5,541,200	5,521,100
Recharges Within Directorate	4,472,800	32,200	32,200	0
Recharges Between Directorates	895,000	3,828,800	3,805,300	4,571,200
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	38,849	30,100	30,100	30,100
Total Expenditure	**38,075,761**	**33,402,510**	**36,520,400**	**37,230,000**
Income				
Government Grants	(1,641,665)	(1,233,000)	(1,126,800)	(1,126,800)
Dedicated Schools Grant	0	0	0	0
Other Grants and Contributions	(359,390)	0	0	0
Customer and Client Receipts	(113,868)	0	0	0
Interest Received	(237)	0	0	0
Recharges	(1,203,140)	(19,000)	(19,000)	(9,800)
Total Income	**(3,318,301)**	**(1,252,000)**	**(1,145,800)**	**(1,136,600)**
Net Expenditure / (Income)	**34,757,460**	**32,150,510**	**35,374,600**	**36,093,400**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(46,900)
Other	
Other changes	2,891,490
Recharges adjustment	718,300
Inflation	380,000
	3,942,890

FAMILIES & HOMES

LEARNING AND SYSTEMS LEADERSHIP 2FA03
RESPONSIBLE OFFICERS - DAVID KILGALLON

Education Support Service; School Effectiveness; The Learning Partnership; Destination Tracking.

STAFFING NUMBERS	**2018/19**
	54

SUBJECTIVE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	2,890,817	2,693,300	2,782,309	2,669,100
Premises	48,308	38,700	38,300	38,900
Transport	6,160	8,800	8,800	7,300
Supplies and Services	2,201,945	1,723,000	2,191,196	1,334,700
Third Party Payments	4,004,924	7,607,600	4,785,787	3,708,800
Transfer Payments	3,456	2,700	0	2,700
Recharges Within Directorate	1,408,000	8,100	40,400	0
Recharges Between Directorates	15,600	1,468,300	1,471,000	1,397,500
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	**10,579,210**	**13,550,500**	**11,317,792**	**9,159,000**
Income				
Government Grants	(2,306,714)	(5,871,000)	(1,196,352)	(485,500)
Dedicated Schools Grant	0	0	0	0
Other Grants and Contributions	(242,572)	(232,300)	(143,886)	(220,000)
Customer and Client Receipts	(4,887,197)	(4,556,300)	(7,101,954)	(6,004,300)
Interest Received	(2,775)	0	0	0
Recharges	(384,086)	(118,300)	(200,600)	(12,300)
Total Income	**(7,823,344)**	**(10,777,900)**	**(8,642,792)**	**(6,722,100)**
Net Expenditure / (Income)	**2,755,866**	**2,772,600**	**2,675,000**	**2,436,900**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(2,700)
Other	
Other changes	(257,400)
Recharges adjustment	(75,600)
	(335,700)

FAMILIES & HOMES

SCHOOL REFFCUS 2FA04
CC GROUP NO LONGER USED

STAFFING NUMBERS	**2018/19**
	0

SUBJECTIVE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	0	0	0	0
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	6,856,020	0	0	0
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	0	0	0	0
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	**6,856,020**	**0**	**0**	**0**
Income				
Government Grants	0	0	0	0
Dedicated Schools Grant	0	0	0	0
Other Grants and Contributions	(6,641,572)	0	0	0
Customer and Client Receipts	0	0	0	0
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	**(6,641,572)**	**0**	**0**	**0**
Net Expenditure / (Income)	**214,448**	**0**	**0**	**0**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Nil	
	0

FAMILIES & HOMES

DEDICATED SCHOOLS BUDGET 2FA05
RESPONSIBLE OFFICER - DAVID KILGALLON

A ring-fenced grant is received from Department for Education which is delegated to Schools and Academies and Private, Voluntary and Independent organisations for the provision of 2, 3, 4 Year Old Early Education provison, 5-16 Year Old Education provision and High Needs Education provision. The grant is also used to support education services managed by the LA.

STAFFING NUMBERS	2018/19
	2,894

SUBJECTIVE SUMMARY Subjective Analysis of Estimates	2016/17 ACTUAL £	2017/18 ORIGINAL ESTIMATE £	2017/18 CURRENT £	2018/19 ORIGINAL ESTIMATE £
Expenditure				
Employees	128,822,663	141,604,300	141,604,300	114,758,500
Premises	(7,860)	(73,700)	(73,700)	(973,700)
Transport	2,030	0	0	0
Supplies and Services	59,198,445	10,203,100	25,622,100	50,960,600
Third Party Payments	29,232,532	24,926,900	26,761,600	27,617,600
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	0	0	0	0
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	199,392	0	0	0
Total Expenditure	**217,447,202**	**176,660,600**	**193,914,300**	**192,363,000**
Income				
Government Grants	(11,658,777)	(3,172,400)	(3,172,400)	(2,794,000)
Dedicated Schools Grant	(171,044,654)	(158,537,200)	(170,399,000)	(171,132,600)
Pupil Premium	(9,841,192)	(6,860,000)	(8,032,200)	(7,000,000)
Other Grants and Contributions	(4,517,474)	0	0	0
Customer and Client Receipts	(20,385,105)	(8,091,000)	(12,310,700)	(11,436,400)
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	**(217,447,202)**	**(176,660,600)**	**(193,914,300)**	**(192,363,000)**
Net Expenditure / (Income)	**0**	**0**	**0**	**0**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	£
Changes in Government Funding	0
	0

FAMILIES & HOMES

SCHOOL SUPPORT 2FA06
RESPONSIBLE OFFICER - RAINA TURNER

This service area includes historic teachers' pension costs. Financing costs in relation to depreciation for educational establishments area are also included.

STAFFING NUMBERS	**2018/19**
	0

SUBJECTIVE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	1,224,718	1,101,100	1,101,100	1,101,100
Premises	5	0	0	0
Transport	429	400	400	400
Supplies and Services	6,185	45,000	45,000	45,000
Third Party Payments	12,355	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	297,100	16,100	16,100	0
Recharges Between Directorates	0	489,000	489,000	402,200
Recharges Outside General Fund	0	0	0	0
Capital Charges	8,521,287	0	0	0
Financing	17,027,104	19,400,000	19,400,000	17,138,100
Total Expenditure	**27,089,183**	**21,051,600**	**21,051,600**	**18,686,800**
Income				
Government Grants	0	0	0	0
Dedicated Schools Grant	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	**0**	**0**	**0**	**0**
Net Expenditure / (Income)	**27,089,183**	**21,051,600**	**21,051,600**	**18,686,800**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Recharges adjustment	(102,900)
Asset Depreciation	(2,261,900)
	(2,364,800)

FAMILIES & HOMES

EARLY HELP 2FA07
RESPONSIBLE OFFICER - DANIEL PHELPS

Provision of Behaviour, Attendance and Children Missing Education services, Community Safety, Youth Offending Service, Early Help and Troubled Families.

STAFFING NUMBERS	**2018/19**
	143

SUBJECTIVE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	7,973,220	8,389,700	8,204,700	7,936,700
Premises	320,117	383,440	469,800	350,900
Transport	98,383	72,600	72,600	42,100
Supplies and Services	1,857,763	2,327,700	1,965,300	1,839,000
Third Party Payments	1,878,428	1,977,160	1,860,300	1,785,300
Transfer Payments	0	0	0	0
Recharges Within Directorate	2,315,604	515,300	515,300	507,200
Recharges Between Directorates	221,100	1,591,500	1,488,400	1,964,500
Recharges Outside General Fund	145,284	154,900	154,900	154,900
Capital Charges	590,000	0	0	0
Financing	148,912	148,500	148,500	148,900
Total Expenditure	**15,548,812**	**15,560,800**	**14,879,800**	**14,729,500**
Income				
Government Grants	(3,480,625)	(3,686,400)	(3,541,000)	(3,455,900)
Dedicated Schools Grant	0	0	0	0
Other Grants and Contributions	(229,459)	(631,400)	(223,800)	(242,600)
Customer and Client Receipts	(2,343,930)	(2,573,600)	(2,632,000)	(2,816,200)
Interest Received	0	0	0	0
Recharges	(2,780,504)	(2,491,800)	(2,195,900)	(2,280,100)
Total Income	**(8,834,518)**	**(9,383,200)**	**(8,592,700)**	**(8,794,800)**
Net Expenditure / (Income)	**6,714,294**	**6,177,600**	**6,287,100**	**5,934,700**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(6,400)
Redefining Waltham Forest Savings	(500,000)
Other	
Other changes	(120,700)
Recharges adjustment	310,500
Inflation	4,300
Fees & Charges	69,000
Asset Depreciation	400
	(242,900)

FAMILIES & HOMES

ADULTS SOCIAL CARE 2FA08
RESPONSIBLE OFFICERS - LUKE ADDAMS-FALLON

Provision of Assessment & Care Management, Learning Disability Services, Provision & Independent Services and Mental Health (NELFT).

STAFFING NUMBERS	2018/19
	384

SUBJECTIVE SUMMARY Subjective Analysis of Estimates	2016/17 ACTUAL £	2017/18 ORIGINAL ESTIMATE £	2017/18 CURRENT £	2018/19 ORIGINAL ESTIMATE £
Expenditure				
Employees	18,014,619	15,804,500	16,722,800	15,606,900
Premises	436,008	522,600	1,138,600	370,800
Transport	696,350	674,800	642,300	471,300
Supplies and Services	3,714,802	3,730,600	5,965,600	9,429,900
Third Party Payments	61,102,970	56,299,800	54,108,100	55,511,900
Transfer Payments	9,758,993	7,770,500	9,459,000	9,183,000
Recharges Within Directorate	6,703,691	48,300	48,300	0
Recharges Between Directorates	6,929,600	5,385,600	5,383,200	6,538,100
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	647,017	662,000	621,700	656,900
Total Expenditure	**108,004,050**	**90,898,700**	**94,089,600**	**97,768,800**
Income				
Government Grants	(1,251,036)	(2,270,200)	(7,466,200)	(8,648,200)
Other Grants and Contributions	(11,854,961)	(8,778,000)	(6,021,600)	(7,115,600)
Customer and Client Receipts	(10,508,815)	(7,670,200)	(8,325,100)	(8,314,800)
Interest Received	0	0	0	0
Recharges	(7,401,300)	(51,900)	(51,900)	(13,400)
Total Income	**(31,016,112)**	**(18,770,300)**	**(21,864,800)**	**(24,092,000)**
Net Expenditure / (Income)	**76,987,938**	**72,128,400**	**72,224,800**	**73,676,800**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	£
Growth/ New Burdens	
ASC Precept/Vulnerable Persons Resettlement/CT growth(income)	2,880,000
Savings	
Efficiency Savings	(1,190,500)
Redefining Waltham Forest Savings	(426,000)
Other	
Other changes	(819,100)
Recharges adjustment	1,142,600
Fees and Charges	(33,500)
Asset Depreciation	(5,100)
	1,548,400

FAMILIES & HOMES

PUBLIC HEALTH (Ring-fenced) 2FA09
RESPONSIBLE OFFICER - JOSEPH McDONNELL

Provision of Public Health, Partnerships & Sexual Health, Health Care and Health Improvement.

STAFFING NUMBERS	**2018/19**
	15

SUBJECTIVE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	904,901	884,900	890,500	890,500
Premises	(3,451)	0	0	0
Transport	442	0	0	0
Supplies and Services	2,975,946	0	10,000	98,000
Third Party Payments	10,794,781	13,236,600	13,226,600	12,226,200
Transfer Payments	0	0	0	333,700
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	797,400	455,800	456,400	457,000
Recharges Outside General Fund	2,000,000	1,950,000	1,950,000	1,950,000
Capital Charges	4,473	0	0	0
Financing	5,410	5,900	5,900	5,200
Total Expenditure	**17,479,903**	**16,533,200**	**16,539,400**	**15,960,600**
Income				
Government Grants	(66,805)	0	0	0
Other Grants and Contributions	(16,904,450)	(16,510,700)	(16,510,700)	(15,932,000)
Customer and Client Receipts	(211,840)	0	0	0
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	**(17,183,095)**	**(16,510,700)**	**(16,510,700)**	**(15,932,000)**
Net Expenditure / (Income)	**296,808**	**22,500**	**28,700**	**28,600**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	6,400
Recharges adjustment	400
Asset Depreciation	(700)
	6,100

FAMILIES & HOMES

PUBLIC HEALTH (Other) 2FA12
RESPONSIBLE OFFICER - JOSEPH McDONNELL

Public Health Strategic Partnerships and Parks & Leisure.

STAFFING NUMBERS	**2018/19 18**

SUBJECTIVE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	881,393	719,300	863,100	867,800
Premises	537,311	340,100	296,900	332,100
Transport	7,685	10,300	10,300	10,300
Supplies and Services	485,466	136,000	284,500	166,000
Third Party Payments	1,362,981	1,659,000	92,200	1,370,600
Transfer Payments	0	0	0	0
Recharges Within Directorate	261,600	0	0	0
Recharges Between Directorates	48,600	177,900	185,600	207,600
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	1,401,242	1,881,200	1,881,200	1,875,400
Total Expenditure	**4,986,278**	**4,923,800**	**3,613,800**	**4,829,800**
Income				
Government Grants	(348,586)	0	0	0
Other Grants and Contributions	(758,303)	(419,300)	(567,800)	(567,800)
Customer and Client Receipts	(960,241)	(608,800)	(1,012,400)	(1,019,600)
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	**(2,067,130)**	**(1,028,100)**	**(1,580,200)**	**(1,587,400)**
Net Expenditure / (Income)	**2,919,148**	**3,895,700**	**2,033,600**	**3,242,400**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(2,200)
Other	
Other changes	(1,923,500)
Recharges adjustment	22,000
Inflation	7,700
Fees and Charges	(5,000)
Asset Depreciation	1,247,700
	(653,300)

FAMILIES & HOMES

HOUSING GENERAL FUND 2HG01
RESPONSIBLE OFFICER - DARREN WELSH

Providing housing to people in the borough as well as a range of services for those who are homeless or need support.

STAFFING NUMBERS	**2018/19**
	61

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	2,721,500	2,533,900	2,833,400	2,843,700
Premises	30,311,972	29,787,700	29,788,100	29,877,700
Transport	4,903	4,100	5,600	5,600
Supplies and Services	5,331,657	1,159,500	2,091,200	1,885,000
Third Party Payments	235,707	477,000	140,700	50,700
Transfer Payments	0	0	0	0
Recharges Within Directorate	2,200	40,100	40,100	0
Recharges Between Directorates	995,300	1,126,600	1,129,300	1,293,700
Recharges Outside General Fund	88,600	88,600	88,600	88,600
Capital Charges	0	0	0	0
Financing	334,147	865,300	326,600	873,000
Total Expenditure	**40,025,985**	**36,082,800**	**36,443,600**	**36,918,000**
Income				
Government Grants	(214,000)	0	(1,240,000)	0
Other Grants and Contributions	(962,651)	(505,700)	(505,700)	(280,700)
Customer and Client Receipts	(28,634,736)	(27,005,500)	(28,006,600)	(28,230,500)
Interest Received	0	0	0	0
Recharges	(169,900)	(236,400)	(236,400)	(226,200)
Total Income	**(29,981,287)**	**(27,747,600)**	**(29,988,700)**	**(28,737,400)**
Net Expenditure / (Income)	**10,044,698**	**8,335,200**	**6,454,900**	**8,180,600**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(13,500)
Other	
Other changes	(156,600)
Recharges adjustment	7,800
Asset Depreciation	7,700
	(154,600)

FAMILIES & HOMES

HOUSING REVENUE ACCOUNT 2HG02
RESPONSIBLE OFFICER - DARREN WELSH

The Housing Revenue Account is a ring-fenced account showing the income and expenditure incurred on the Council's rented housing. It includes income from rents and service charges. Expenditure includes the repair and maintenance of the housing stock, the cost of collecting rent, and other landlord functions. Also included are the cost of money borrowed to build and maintain the houses, and an allowance for depreciation (capital charges). There were 10,129 rented and 2,081 leasehold properties at 1 April 2016. Any surplus or deficit does not accrue to the General Fund but is transferred to the HRA balance.

STAFFING NUMBERS	**2018/19**
	120

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	6,383,513	7,261,500	7,748,700	8,041,000
Premises	16,439,712	17,015,800	17,015,800	17,434,100
Transport	33,731	33,500	33,500	33,500
Supplies and Services	20,346,193	6,017,200	6,196,000	5,637,000
Third Party Payments	1,095,488	579,400	549,400	507,300
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	1,744,900	1,815,500	1,815,500	3,665,800
Recharges Outside General Fund	4,067,199	4,870,900	4,370,900	3,120,100
Recharges from General Fund	0	0	0	0
Capital Charges	9,408,848	9,601,500	9,601,500	9,741,500
Financing	24,698,892	21,399,200	21,399,200	18,818,000
Total Expenditure	**84,218,477**	**68,594,500**	**68,730,500**	**66,998,300**
Income				
Government Grants	(49,215)	0	0	0
Other Grants and Contributions	(6,676,734)	(6,057,500)	(6,063,500)	(2,585,300)
Customer and Client Receipts	(68,523,867)	(63,839,900)	(63,969,900)	(63,734,200)
Interest Received	(671,744)	(629,400)	(629,400)	(649,800)
Recharges	(8,296,916)	1,932,300	1,932,300	(29,000)
Total Income	**(84,218,477)**	**(68,594,500)**	**(68,730,500)**	**(66,998,300)**
Net Expenditure / (Income)	**0**	**0**	**0**	**0**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Nil	
	0

FAMILIES & HOMES

WALTHAM FOREST TRADED SERVICES 2FA11
RESPONSIBLE OFFICER - GERALD KEMBLE

Traded services including Schools HR, Music service, Governor Services, Education Psychology, Suntrap and Waltham Forest Catering.

STAFFING NUMBERS	**2018/19**
	223

SUBJECTIVE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	6,679,120	6,644,800	7,057,600	6,800,800
Premises	136,266	79,600	67,000	67,000
Transport	95,570	100,900	100,900	100,900
Supplies and Services	2,735,263	2,217,300	2,199,400	2,199,400
Third Party Payments	91,997	16,600	16,600	16,600
Transfer Payments	0	0	0	0
Recharges Within Directorate	985,300	0	0	0
Recharges Between Directorates	17,900	793,600	792,900	691,800
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	3,862	3,500	3,500	3,500
Total Expenditure	**10,745,277**	**9,856,300**	**10,237,900**	**9,880,000**
Income				
Government Grants	(403,492)	(404,800)	(404,800)	(404,800)
Other Grants and Contributions	(29,772)	(61,100)	(61,100)	(61,100)
Customer and Client Receipts	(8,664,820)	(8,353,500)	(8,526,800)	(8,356,200)
Interest Received	(2,107)	0	0	0
Recharges	(50,100)	0	0	0
Total Income	**(9,150,291)**	**(8,819,400)**	**(8,992,700)**	**(8,822,100)**
Net Expenditure / (Income)	**1,594,987**	**1,036,900**	**1,245,200**	**1,057,900**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	125,100
Recharges adjustment	(101,400)
Fees & Charges	(2,700)
	21,000

FAMILIES & HOMES

DISABILITY ENABLEMENT SERVICE 2FA16
RESPONSIBLE OFFICER - ANDREW BECKETT

Integrated Disabilty Services which include Early Years SEND, SEN and 14-19 Services.

STAFFING NUMBERS	**2018/19**
	35

SUBJECTIVE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	1,951,769	1,831,800	1,835,800	1,840,100
Premises	(74,757)	0	0	0
Transport	3,010,583	3,007,610	3,109,800	3,047,900
Supplies and Services	358,914	631,480	640,800	640,800
Third Party Payments	2,470,844	1,061,900	1,843,300	1,533,500
Transfer Payments	1,371,229	976,900	1,027,100	1,027,100
Recharges Within Directorate	662,800	8,100	8,100	0
Recharges Between Directorates	72,000	336,500	432,400	597,500
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	7,382	6,200	6,200	5,900
Total Expenditure	**9,830,764**	**7,860,490**	**8,903,500**	**8,692,800**
Income				
Government Grants	(226,468)	(712,700)	(911,500)	(911,500)
Other Grants and Contributions	(52,417)	0	0	0
Customer and Client Receipts	(1,368,311)	(962,800)	(1,025,300)	(1,025,300)
Interest Received	0	0	0	0
Recharges	(265,500)	0	0	0
Total Income	**(1,912,696)**	**(1,675,500)**	**(1,936,800)**	**(1,936,800)**
Net Expenditure / (Income)	**7,918,068**	**6,184,990**	**6,966,700**	**6,756,000**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(9,800)
Other	
Other changes	424,110
Recharges adjustment	157,000
Asset Depreciation	(300)
	571,010

FAMILIES & HOMES

BETTER CARE FUND POOLED BUDGET SCHEMES - ADULTS SOCIAL CARE (MEMORANDUM ITEM)
RESPONSIBLE OFFICERS - NICK DAVIES

The Better Care Fund (BCF), originally called the Integration Transformation Fund, is to support transformation and integration of health and social care services to ensure local people receive better care. The BCF is a pooled budget that shifts resources into social care and community services for the benefit of the NHS and local government. The Council will be hosting the Pooled Budget for 2018/19 under a section 75 partnership agreement.

SUMMARY Analysis of Pooled Fund	2016/17 ACTUAL £	2017/18 ORIGINAL ESTIMATE £	2017/18 CURRENT £	2018/19 ORIGINAL ESTIMATE £
Revenue Expenditure / Scheme				
Wellbeing	1,585,100	0	0	0
Co-ordinated Pathways	14,135,100	0	0	0
Strategic Enablers	390,000	0	0	0
Care Act	1,094,000	0	0	0
Early Intervention and Prevention	0	1,268,500	1,268,500	1,268,500
Care Co-ordination	0	7,572,800	7,572,800	7,572,800
Integrated Discharge	0	7,422,100	7,422,100	7,422,100
Strategic Enablers	0	218,700	218,700	218,700
Commissioned Services	0	1,525,000	1,525,000	1,525,000
Improved BCF	0	5,196,000	5,196,000	6,582,000
Total Revenue Expenditure	**17,204,200**	**23,203,100**	**23,203,100**	**24,589,100**
Disabled Facilities Grant	1,608,000	1,768,000	1,768,000	1,768,000
Total Capital Expenditure	**1,608,000**	**1,768,000**	**1,768,000**	**1,768,000**
Total Pooled Fund Expenditure	**18,812,200**	**24,971,100**	**24,971,100**	**26,357,100**

PROPERTY AND ASSET MANAGEMENT
DIRECTOR - AIDEN MCMANUS

ANNUAL BUDGET

Provision of Property Business Support, Asset Planning, Facilities Management, Rent Accounting, Operational Properties, Building Cleaning and Corporate Capital Programme Management. Also includes Compliance & Contracts (PFI, AMEY).

STAFFING NUMBERS	2018/19
	59

SUBJECTIVE SUMMARY	2016/17 ACTUAL	2017/18 ORIGINAL ESTIMATE	2017/18 CURRENT	2018/19 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	3,998,786	3,271,000	2,900,500	2,920,200
Premises	4,464,547	4,317,200	4,248,600	4,060,800
Transport	8,934	5,300	5,300	5,300
Supplies and Services	7,867,440	7,798,100	7,895,500	18,871,600
Third Party Payments	5,270,670	3,423,000	4,398,100	4,476,200
Transfer Payments	52	0	0	0
Recharges Within Directorate	813,900	1,990,400	1,990,400	830,700
Recharges Between Directorates	884,400	1,151,500	1,132,500	1,053,600
Recharges Outside General Fund	0	0	0	0
Capital Charges	3,238,919	0	0	0
Financing	1,190,739	1,382,700	1,382,700	1,199,700
Total Expenditure	**27,738,387**	**23,339,200**	**23,953,600**	**33,418,100**
Income				
Government Grants	(8,820,000)	(15,526,700)	(15,526,700)	(15,526,700)
Other Grants and Contributions	(7,265,609)	(345,600)	(345,600)	(345,500)
Customer and Client Receipts	(11,304,843)	(6,668,800)	(5,529,000)	(4,997,600)
Interest Received	(4,844)	0	0	0
Recharges	(5,843,559)	(9,170,700)	(9,244,400)	(10,845,000)
Total Income	**(33,238,855)**	**(31,711,800)**	**(30,645,700)**	**(31,714,800)**
Net Expenditure	**(5,500,468)**	**(8,372,600)**	**(6,692,100)**	**1,703,300**

SERVICE SUMMARY	2016/17 Actual	2017/18 Original Estimate	2017/18 Current	2018/19 Original Estimate
Service Head Analysis	**£**	**£**	**£**	**£**
Director of Property & Asset Management	(79,990)	257,500	276,700	0
Corporate Asset Management	(6,066,386)	(8,828,100)	(7,202,600)	1,053,900
Capital Programmes	645,908	198,000	233,800	649,400
Net Expenditure	**(5,500,468)**	**(8,372,600)**	**(6,692,100)**	**1,703,300**

PROPERTY AND ASSET MANAGEMENT
DIRECTOR - AIDEN MCMANUS

ANNUAL BUDGET

Provision of Property Business Support, Asset Planning, Facilities Management, Rent Accounting, Operational Properties, Building Cleaning and Corporate Capital Programme Management. Also includes Compliance & Contracts (PFI, AMEY).

STAFFING NUMBERS	2018/19
	59

SERVICE SUMMARY Service Head Analysis	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Current £	2018/19 Original Estimate £
Director of Property & Asset Management				
Director of Property & Asset Management	(79,990)	257,500	276,700	0
Director of Property & Asset Management	**(79,990)**	**257,500**	**276,700**	**0**
Corporate Asset Management				
Corporate Asset Management	59,181	81,700	195,400	(488,100)
Estates & Valuation	(2,817,409)	(35,600)	198,300	(390,600)
Compliance & Contracts	642,144	578,900	495,500	519,300
Schools PFI	(10,999,431)	(11,012,600)	(11,012,600)	0
Energy Management	(280,097)	150,100	152,300	195,800
Facilities Management - Premises	1,223,554	0	(419,100)	(1,776,700)
Facilities Management	2,209,277	0	2,321,600	1,776,700
Operational Properties	11,967	78,300	88,600	0
Building Cleaning	23,962	0	0	0
Asset Planning & Systems	13,503	0	200	0
Strategic Development	9,825	66,000	63,200	163,700
Rent Accounting	3,869,062	1,265,100	718,400	1,053,800
Health & Safety	(31,925)	0	(4,400)	0
Investment Properties	0	0	0	0
Corporate Asset Management	**(6,066,386)**	**(8,828,100)**	**(7,202,600)**	**1,053,900**
Capital Programmes				
Schools Delivery	283,815	105,000	137,100	504,800
Head of Capital Programmes	125,687	77,600	71,200	76,600
Corporate Capital Programmes	236,406	15,400	25,500	68,000
Capital Programmes	**645,908**	**198,000**	**233,800**	**649,400**
Net Expenditure	**(5,500,468)**	**(8,372,600)**	**(6,692,100)**	**1,703,300**

PROPERTY AND ASSET MANAGEMENT

DIRECTOR OF PROPERTY & ASSET MANAGEMENT 2HG03
RESPONSIBLE OFFICERS - AIDEN MCMANUS

Provision of Property Business Support, Asset Planning, Facilities Management, Rent Accounting, Operational Properties, Building Cleaning, and Corporate Capital Programme Management and Compliance & Contracts (inc PFI).

STAFFING NUMBERS	2018/19 1

SUBJECTIVE SUMMARY Subjective Analysis of Estimates	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Current £	2018/19 Original Estimate £
Expenditure				
Employees	181,171	134,600	148,100	167,800
Premises	0	0	0	0
Transport	0	100	100	100
Supplies and Services	583	1,000	1,000	1,000
Third Party Payments	13	0	40,000	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	0	902,800	902,800	829,700
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	**181,767**	**1,038,500**	**1,092,000**	**998,600**
Income				
Government Grants	(208,000)	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(53,757)	0	(34,300)	(67,300)
Interest Received	0	0	0	0
Recharges	0	(781,000)	(781,000)	(931,300)
Total Income	**(261,757)**	**(781,000)**	**(815,300)**	**(998,600)**
Net Expenditure / (Income)	**(79,990)**	**257,500**	**276,700**	**0**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	£
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(33,000)
Other	
Other changes	(1,100)
Recharges adjustment	(223,400)
	(257,500)

PROPERTY AND ASSET MANAGEMENT

CORPORATE ASSET MANAGEMENT 2HG04
RESPONSIBLE OFFICERS - GLENN MILLER

Corporate Asset Management, Estates & Valuations, Schools ICT and Contracts, Energy Management, Facilities Management, Rent Accounting, Operational Properties, Building Cleaning and Asset Planning.

STAFFING NUMBERS	2018/19
	37

SUBJECTIVE SUMMARY Subjective Analysis of Estimates	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Current £	2018/19 Original Estimate £
Expenditure				
Employees	2,001,558	1,672,800	1,407,800	1,407,800
Premises	4,421,171	4,317,200	4,247,500	4,060,800
Transport	3,330	3,700	3,700	3,700
Supplies and Services	7,137,689	7,071,900	7,179,800	18,145,400
Third Party Payments	4,924,339	3,423,000	4,354,100	4,476,200
Transfer Payments	52	0	0	0
Recharges Within Directorate	34,900	1,863,300	1,840,200	471,700
Recharges Between Directorates	884,400	248,700	215,900	223,900
Recharges Outside General Fund	0	0	0	0
Capital Charges	3,238,919	0	0	0
Financing	1,190,739	1,382,700	1,382,700	1,199,700
Total Expenditure	**23,837,096**	**19,983,300**	**20,631,700**	**29,989,200**
Income				
Government Grants	(8,612,000)	(15,526,700)	(15,526,700)	(15,526,700)
Other Grants and Contributions	(7,265,609)	(345,600)	(345,600)	(345,500)
Customer and Client Receipts	(8,566,970)	(4,549,400)	(3,713,800)	(3,149,400)
Interest Received	(4,844)	0	0	0
Recharges	(5,454,059)	(8,389,700)	(8,248,200)	(9,913,700)
Total Income	**(29,903,482)**	**(28,811,400)**	**(27,834,300)**	**(28,935,300)**
Net Expenditure / (Income)	**(6,066,386)**	**(8,828,100)**	**(7,202,600)**	**1,053,900**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	£
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	1,590,600
Recharges adjustment	8,004,000
Inflation	470,400
Asset Depreciaton	(183,000)
	9,882,000

PROPERTY AND ASSET MANAGEMENT

CAPITAL PROGRAMMES 2HG05
RESPONSIBLE OFFICERS - PACEY CHEALES

Covers Schools Capital Programme and Corporate Capital Programme.

STAFFING NUMBERS	**2018/19**
	21

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	1,816,057	1,463,600	1,344,600	1,344,600
Premises	43,376	0	1,100	0
Transport	5,604	1,500	1,500	1,500
Supplies and Services	729,168	725,200	714,700	725,200
Third Party Payments	346,318	0	4,000	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	779,000	127,100	150,200	359,000
Recharges Between Directorates	0	0	13,800	0
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	**3,719,524**	**2,317,400**	**2,229,900**	**2,430,300**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(2,684,116)	(2,119,400)	(1,780,900)	(1,780,900)
Interest Received	0	0	0	0
Recharges	(389,500)	0	(215,200)	0
Total Income	**(3,073,616)**	**(2,119,400)**	**(1,996,100)**	**(1,780,900)**
Net Expenditure / (Income)	**645,908**	**198,000**	**233,800**	**649,400**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	41,200
Recharges adjustment	410,200
	451,400

REGENERATION AND GROWTH
DIRECTOR - LUCY SHOMALI

ANNUAL BUDGET

Budgets relating to the Regeneration of the borough - Planning, Policy and Strategy, Building Control, Land Charges, Design and Conservation, Investment Business and Employment, Skills, Strategic and Physical Regeneration, Sustainable Development and Transport.

STAFFING NUMBERS	**2018/19**
	158

SUBJECTIVE SUMMARY	**2016/17 ACTUAL**	**2017/18 ORIGINAL ESTIMATE**	**2017/18 CURRENT**	**2018/19 ORIGINAL ESTIMATE**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	7,613,491	6,014,900	6,266,400	7,351,400
Premises	220,283	227,800	175,300	176,600
Transport	32,033	15,200	15,600	17,000
Supplies and Services	3,442,197	1,502,500	1,576,500	1,389,500
Third Party Payments	792,459	150,000	176,700	167,800
Transfer Payments	567	0	0	0
Recharges Within Directorate	5,226,772	1,535,300	1,535,300	664,200
Recharges Between Directorates	1,971,900	2,732,500	2,728,900	2,645,500
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	2,825,937	2,747,300	2,747,300	1,478,300
Total Expenditure	**22,125,638**	**14,925,500**	**15,222,000**	**13,890,300**
Income				
Government Grants	(3,122,683)	(3,145,200)	(3,211,100)	(3,273,800)
Other Grants and Contributions	(2,183,171)	(81,600)	(81,600)	(828,300)
Customer and Client Receipts	(3,519,865)	(2,870,200)	(3,026,800)	(3,051,500)
Interest Received	0	0	0	0
Recharges	(6,154,787)	(1,875,700)	(1,875,700)	(1,240,100)
Total Income	**(14,980,506)**	**(7,972,700)**	**(8,195,200)**	**(8,393,700)**
Net Expenditure	**7,145,132**	**6,952,800**	**7,026,800**	**5,496,600**

SERVICE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Service Head Analysis	**£**	**£**	**£**	**£**
Director Regeneration and Growth	649,386	836,300	814,500	724,300
Director Planning, Strategy & Development	1,232,559	1,358,400	1,336,300	1,273,000
Director Investment & Delivery	5,263,188	4,758,100	4,876,000	3,499,300
Net Expenditure	**7,145,132**	**6,952,800**	**7,026,800**	**5,496,600**

REGENERATION AND GROWTH
DIRECTOR - LUCY SHOMALI

ANNUAL BUDGET

Budgets relating to the Regeneration of the borough - Planning, Policy and Strategy, Building Control, Land Charges, Design and Conservation, Investment Business and Employment, Skills, Strategic and Physical Regeneration, Sustainable Development and Transport.

STAFFING NUMBERS	**2018/19**
	158

SERVICE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Service Head Analysis	**£**	**£**	**£**	**£**
Director Regeneration and Growth				
Director Regeneration and Growth	649,386	836,300	814,500	724,300
Director Regeneration and Growth	**649,386**	**836,300**	**814,500**	**724,300**
Director Planning, Strategy & Development				
Director Planning, Strategy & Development	48,029	0	4,200	124,500
Head of Development & Building Control	404,925	597,000	589,300	370,400
Land charges	33,473	(23,400)	(42,900)	(40,800)
Building Control	155,628	(3,700)	(4,100)	9,400
Planning, Policy & Strategy	302,423	469,600	468,800	477,700
Design and Conservation	288,080	318,900	321,000	331,800
Director Planning, Strategy & Development	**1,232,559**	**1,358,400**	**1,336,300**	**1,273,000**
Director Investment & Delivery				
Director Investment & Delivery	125,674	0	31,700	364,300
Investment Business & Employment	1,717,530	1,824,900	1,872,900	678,500
Skills	969,383	1,123,100	1,136,400	694,300
Strategic Regeneration	151,985	97,900	100,400	97,400
Physical Regen. Programme Management	2,047,913	1,353,700	1,384,900	1,317,800
Sustainable Development	105,082	215,000	213,000	203,800
Sustainable Transport	145,620	143,500	136,700	143,200
Director Investment & Delivery	**5,263,188**	**4,758,100**	**4,876,000**	**3,499,300**
Net Expenditure	**7,145,132**	**6,952,800**	**7,026,800**	**5,496,600**

REGENERATION AND GROWTH

DIRECTOR REGENERATION AND GROWTH 2GR01
RESPONSIBLE OFFICER - LUCY SHOMALI

Director of Regeneration and Growth.

STAFFING NUMBERS	**2018/19**
	2

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	580,868	192,500	194,400	205,600
Premises	14,512	14,500	14,100	14,500
Transport	1,444	500	500	500
Supplies and Services	167,965	88,800	67,900	48,700
Third Party Payments	189,398	88,300	88,300	83,800
Transfer Payments	0	0	0	0
Recharges Within Directorate	1,400	0	0	0
Recharges Between Directorates	1,905,900	292,600	292,600	30,800
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	392,351	384,600	384,600	358,900
Total Expenditure	**3,253,838**	**1,061,800**	**1,042,400**	**742,800**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(24,752)	0	(2,400)	0
Interest Received	0	0	0	0
Recharges	(2,579,700)	(225,500)	(225,500)	(18,500)
Total Income	**(2,604,452)**	**(225,500)**	**(227,900)**	**(18,500)**
Net Expenditure / (Income)	**649,386**	**836,300**	**814,500**	**724,300**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(13,000)
Other	
Other changes	(18,500)
Recharges adjustment	(54,800)
Asset Depreciation	(25,700)
	(112,000)

REGENERATION AND GROWTH

DIRECTOR PLANNING, STRATEGY & DEVELOPMENT 2GR02
RESPONSIBLE OFFICERS - JANE CUSTANCE

Planning, Policy and Strategy, Building Control, Land Charges, Design and Conservation.

STAFFING NUMBERS	**2018/19**
	48

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	2,871,531	2,115,800	2,303,700	2,302,800
Premises	28,556	21,600	11,600	11,600
Transport	6,909	6,900	6,900	6,900
Supplies and Services	811,677	640,800	640,800	586,700
Third Party Payments	172,359	7,000	7,000	7,000
Transfer Payments	0	0	0	0
Recharges Within Directorate	2,301,172	946,600	946,600	664,200
Recharges Between Directorates	0	908,200	908,200	1,069,400
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	72,013	55,200	55,200	49,600
Total Expenditure	**6,264,218**	**4,702,100**	**4,880,000**	**4,698,200**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	(231,789)	(17,900)	(17,900)	(17,900)
Customer and Client Receipts	(3,065,598)	(2,356,600)	(2,556,600)	(2,625,800)
Interest Received	0	0	0	0
Recharges	(1,734,272)	(969,200)	(969,200)	(781,500)
Total Income	**(5,031,660)**	**(3,343,700)**	**(3,543,700)**	**(3,425,200)**
Net Expenditure / (Income)	**1,232,559**	**1,358,400**	**1,336,300**	**1,273,000**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	53,700
Recharges adjustment	66,500
Fees & Charges	(200,000)
Asset Depreciation	(5,600)
	(85,400)

REGENERATION AND GROWTH

DIRECTOR INVESTMENT & DELIVERY 2GR03
RESPONSIBLE OFFICERS - JONATHAN MARTIN

Investment Business & Employment, Skills, Strategic & Physical Regeneration, Sustainable Development and Transport.

STAFFING NUMBERS	**2018/19**
	108

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	4,161,091	3,706,600	3,768,300	4,843,000
Premises	177,214	191,700	149,600	150,500
Transport	23,679	7,800	8,200	9,600
Supplies and Services	2,462,555	772,900	867,800	754,100
Third Party Payments	430,702	54,700	81,400	77,000
Transfer Payments	567	0	0	0
Recharges Within Directorate	2,924,200	588,700	588,700	0
Recharges Between Directorates	66,000	1,531,700	1,528,100	1,545,300
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	2,361,573	2,307,500	2,307,500	1,069,800
Total Expenditure	**12,607,582**	**9,161,600**	**9,299,600**	**8,449,300**
Income				
Government Grants	(3,122,683)	(3,145,200)	(3,211,100)	(3,273,800)
Other Grants and Contributions	(1,951,381)	(63,700)	(63,700)	(810,400)
Customer and Client Receipts	(429,514)	(513,600)	(467,800)	(425,700)
Interest Received	0	0	0	0
Recharges	(1,840,815)	(681,000)	(681,000)	(440,100)
Total Income	**(7,344,394)**	**(4,403,500)**	**(4,423,600)**	**(4,950,000)**
Net Expenditure / (Income)	**5,263,188**	**4,758,100**	**4,876,000**	**3,499,300**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(30,000)
Other	
Other changes	144,700
Recharges adjustment	(91,000)
Inflation	5,200
Fees and Charges	(50,000)
Asset Depreciation	(1,237,700)
	(1,258,800)

FINANCE & GOVERNANCE
DIRECTOR - JOHN TURNBULL

ANNUAL BUDGET

Provision of Chief Finance/ Section 151 Officer, Revenues & Benefits, Financial Management & Accountancy, Audit, Treasury, FIDAS, Supply Chain and Governance Law.

STAFFING NUMBERS	**2018/19**
	313

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	15,375,560	14,331,700	14,684,900	14,953,100
Premises	49,569	63,500	52,400	52,400
Transport	30,423	30,100	30,900	21,400
Supplies and Services	6,225,558	3,639,900	4,294,300	3,672,300
Third Party Payments	1,412,340	1,117,800	1,179,200	1,122,500
Transfer Payments	175,358,850	185,378,200	185,378,200	185,378,200
Recharges Within Directorate	699,100	594,500	593,600	448,400
Recharges Between Directorates	4,316,500	4,262,300	4,258,300	4,298,900
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	(137,495)	(137,400)	(137,400)	(93,700)
Total Expenditure	**203,330,406**	**209,280,600**	**210,334,400**	**209,853,500**
Income				
Government Grants	(174,888,727)	(185,265,600)	(185,265,600)	(185,363,600)
Other Grants and Contributions	(588,438)	(696,700)	(2,014,800)	(696,700)
Customer and Client Receipts	(11,244,649)	(6,365,500)	(6,550,500)	(6,275,500)
Interest Received	0	0	0	0
Recharges	(11,452,484)	(11,075,500)	(11,120,200)	(11,870,200)
Total Income	**(198,174,297)**	**(203,403,300)**	**(204,951,100)**	**(204,206,000)**
Net Expenditure	**5,156,108**	**5,877,300**	**5,383,300**	**5,647,500**

SERVICE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Service Head Analysis	**£**	**£**	**£**	**£**
Director of Finance & Governance	7,729	0	21,800	0
Financial Management & Accountancy	276,014	174,800	152,700	0
Internal Audit & Anti-Fraud Unit	(46,741)	0	(839,700)	600
Treasury & Pensions and FIDAS	169,865	323,900	533,600	455,300
Revenues and Benefits	3,728,806	4,294,200	4,273,900	4,355,000
Financial Services & Service Design	(6,820)	0	0	0
Supply Chain	222,183	63,500	244,400	0
Governance & Law	805,071	1,020,900	996,600	836,600
Net Expenditure	**5,156,109**	**5,877,300**	**5,383,300**	**5,647,500**

FINANCE & GOVERNANCE
DIRECTOR - JOHN TURNBULL

ANNUAL BUDGET

Provision of Chief Finance/ Section 151 Officer, Revenues & Benefits, Financial Management & Accountancy, Audit, Treasury, FIDAS, Supply Chain and Governance Law.

STAFFING NUMBERS	2018/19
	313

SERVICE SUMMARY Service Head Analysis	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Current £	2018/19 Original Estimate £
Director of Finance & Governance				
Director of Finance & Governance	7,729	0	21,800	0
Director of Finance & Governance	**7,729**	**0**	**21,800**	**0**
Financial Management & Accountancy				
Director of Financial Management & Accountancy	19,403	0	7,800	0
Corporate Accountancy	63,273	174,800	191,000	0
Neighbourhoods Finance	(51,976)	0	7,900	0
Families Finance	245,315	0	(54,000)	0
Financial Management & Accountancy	**276,014**	**174,800**	**152,700**	**0**
Internal Audit & Anti-Fraud Unit				
Internal Audit & Anti-Fraud Unit	(46,741)	0	(839,700)	600
Internal Audit & Anti-Fraud Unit	**(46,741)**	**0**	**(839,700)**	**600**
Treasury & Pensions and FIDAS				
Treasury & Pensions Management	(20,575)	0	10,400	0
FIDAS	190,440	323,900	523,200	455,300
Treasury & Pensions and FIDAS	**169,865**	**323,900**	**533,600**	**455,300**
Revenues and Benefits				
Head of Service	2,099,819	1,947,600	1,982,300	2,008,100
Revenues	714,083	737,300	875,000	859,800
Benefits	2,151,401	2,270,800	2,211,100	2,284,600
Housing Benefits	(1,396,252)	(661,500)	(794,500)	(797,500)
CT - Social Fund	159,754	0	0	0
Revenues and Benefits	**3,728,806**	**4,294,200**	**4,273,900**	**4,355,000**
Financial Services & Service Design				
Financial Services & Service Design	(6,820)	0	0	0
Financial Services & Service Design	**(6,820)**	**0**	**0**	**0**
Supply Chain				
Procurement	44,655	98,600	196,400	0
Insurance & Risk Management	(53,857)	0	3,100	0
Business Intelligence	234,932	(35,100)	26,700	0
Complaints	(3,548)	0	18,200	0
Supply Chain	**222,183**	**63,500**	**244,400**	**0**
Governance & Law				
Director of Governance	20,575	0	10,200	0
Legal Services	449	99,200	58,800	0
Committee Services	(29,281)	0	1,800	0
Electoral Services	469,869	613,000	606,000	486,100
Coroners	343,460	308,700	319,800	350,500
Governance & Law	**805,071**	**1,020,900**	**996,600**	**836,600**
Net Expenditure	**5,156,109**	**5,877,300**	**5,383,300**	**5,647,500**

FINANCE & GOVERNANCE

DIRECTOR OF FINANCE & GOVERNANCE 2FI01
RESPONSIBLE OFFICER - JOHN TURNBULL

The Chief Finance/ Section 151 Officer provides professional financial advice, maintaining financial admin and stewardship and supports members and officers in the authority.

STAFFING NUMBERS	**2018/19**
	1

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	193,009	177,500	166,200	167,200
Premises	0	0	0	0
Transport	0	100	100	100
Supplies and Services	28,170	14,000	2,400	1,400
Third Party Payments	0	0	44,700	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	191,800	275,800	275,800	229,600
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	**412,979**	**467,400**	**489,200**	**398,300**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(15,750)	0	0	0
Interest Received	0	0	0	0
Recharges	(389,500)	(467,400)	(467,400)	(398,300)
Total Income	**(405,250)**	**(467,400)**	**(467,400)**	**(398,300)**
Net Expenditure / (Income)	**7,729**	**0**	**21,800**	**0**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	(22,900)
Recharges adjustment	22,900
	0

FINANCE & GOVERNANCE

FINANCIAL MANAGEMENT & ACCOUNTANCY 2FI02
RESPONSIBLE OFFICER - TERRY BORKETT

Preparation and reporting of Estimates and the Medium Term Financial Strategy, assessing risks to Council funding going forward.

STAFFING NUMBERS	**2018/19**
	58

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	3,352,469	3,295,600	3,350,800	3,359,100
Premises	281	700	700	700
Transport	341	2,800	2,800	2,800
Supplies and Services	192,346	99,300	99,900	99,300
Third Party Payments	6,225	3,500	3,500	3,500
Transfer Payments	0	0	0	0
Recharges Within Directorate	279,300	366,100	365,200	209,300
Recharges Between Directorates	905,500	550,200	550,200	586,800
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	**4,736,462**	**4,318,200**	**4,373,100**	**4,261,500**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(77,848)	(28,000)	(55,000)	(55,000)
Interest Received	0	0	0	0
Recharges	(4,382,600)	(4,115,400)	(4,165,400)	(4,206,500)
Total Income	**(4,460,448)**	**(4,143,400)**	**(4,220,400)**	**(4,261,500)**
Net Expenditure / (Income)	**276,014**	**174,800**	**152,700**	**0**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	(13,500)
Recharges adjustment	(161,300)
	(174,800)

FINANCE & GOVERNANCE

INTERNAL AUDIT & ANTI-FRAUD UNIT 2FI03
RESPONSIBLE OFFICER - GEMMA YOUNG

The Corporate Audit, Fraud and Risk service encompasses Internal Audit and Investigations & Fraud Prevention.

STAFFING NUMBERS	**2018/19**
	13

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	572,530	601,200	683,600	605,500
Premises	1	0	0	0
Transport	1,521	3,000	3,000	1,900
Supplies and Services	79,179	37,800	427,700	38,900
Third Party Payments	244,698	218,200	220,200	218,200
Transfer Payments	0	0	0	0
Recharges Within Directorate	20,200	26,000	26,000	36,800
Recharges Between Directorates	176,600	145,900	145,900	145,800
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	**1,094,730**	**1,032,100**	**1,506,400**	**1,047,100**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	(1,318,100)	0
Customer and Client Receipts	(146,871)	(44,600)	(44,600)	(44,600)
Interest Received	0	0	0	0
Recharges	(994,600)	(987,500)	(983,400)	(1,001,900)
Total Income	**(1,141,471)**	**(1,032,100)**	**(2,346,100)**	**(1,046,500)**
Net Expenditure / (Income)	**(46,741)**	**0**	**(839,700)**	**600**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	8,400
Recharges adjustment	(7,800)
	600

FINANCE & GOVERNANCE

REVENUES AND BENEFITS 2FI07
RESPONSIBLE OFFICER - NALDA RUSSELL-STOWE

Administration and collection of Business Rates and Council Tax. Dealing with Housing Benefits and Council Tax Benefits.

STAFFING NUMBERS	**2018/19**
	109

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	4,763,867	4,205,500	4,285,500	4,287,700
Premises	8	0	0	0
Transport	6,972	11,300	11,300	7,900
Supplies and Services	4,181,172	2,264,700	2,298,000	2,259,600
Third Party Payments	655,562	587,700	587,700	587,700
Transfer Payments	175,358,850	185,378,200	185,378,200	185,378,200
Recharges Within Directorate	55,700	26,000	26,000	75,500
Recharges Between Directorates	2,125,100	1,941,300	1,940,700	2,014,900
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	15,050	15,100	15,100	15,100
Total Expenditure	**187,162,281**	**194,429,800**	**194,542,500**	**194,626,600**
Income				
Government Grants	(173,997,899)	(185,265,600)	(185,265,600)	(185,265,600)
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(9,435,576)	(4,870,000)	(5,003,000)	(5,006,000)
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	**(183,433,475)**	**(190,135,600)**	**(190,268,600)**	**(190,271,600)**
Net Expenditure / (Income)	**3,728,806**	**4,294,200**	**4,273,900**	**4,355,000**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	(61,000)
Recharges adjustment	121,800
	60,800

FINANCE & GOVERNANCE

TREASURY & PENSIONS AND FIDAS TEAM 2FI08
RESPONSIBLE OFFICER - JOHN TURNBULL

Treasury & Pensions functions and FIDAS team which reports to Revs & Bens.

STAFFING NUMBERS	**2018/19**
	14

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	499,154	571,700	587,000	588,700
Premises	8,198	9,700	9,700	9,700
Transport	1,059	1,700	1,700	1,700
Supplies and Services	314,600	149,400	343,800	303,800
Third Party Payments	415,331	271,700	271,700	271,700
Transfer Payments	0	0	0	0
Recharges Within Directorate	135,500	37,000	37,000	18,600
Recharges Between Directorates	110,000	198,700	198,700	103,400
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	(180,600)	(180,600)	(180,600)	(137,000)
Total Expenditure	**1,303,242**	**1,059,300**	**1,269,000**	**1,160,600**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(185,877)	(130,500)	(130,500)	(130,500)
Interest Received	0	0	0	0
Recharges	(947,500)	(604,900)	(604,900)	(574,800)
Total Income	**(1,133,377)**	**(735,400)**	**(735,400)**	**(705,300)**
Net Expenditure / (Income)	**169,865**	**323,900**	**533,600**	**455,300**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	171,360
Recharges adjustment	(39,960)
	131,400

FINANCE & GOVERNANCE

FINANCIAL SERVICES AND SERVICE DESIGN 2FI15
RESPONSIBLE OFFICER - NONE

Financial Services - CC Group defunct in 2017/18.

STAFFING NUMBERS	**2018/19**
	0

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	79,738	0	0	0
Premises	0	0	0	0
Transport	42	0	0	0
Supplies and Services	0	0	0	0
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	10,200	0	0	0
Recharges Between Directorates	17,500	0	0	0
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	**107,480**	**0**	**0**	**0**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest Received	0	0	0	0
Recharges	(114,300)	0	0	0
Total Income	**(114,300)**	**0**	**0**	**0**
Net Expenditure / (Income)	**(6,820)**	**0**	**0**	**0**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
1% Pay award	
Other changes	
Structural changes	
Recharges adjustment	
	0

FINANCE & GOVERNANCE

SUPPLY CHAIN 2FI16
RESPONSIBLE OFFICER - DAVID LEVY

Supply chain includes Procurement, Insurance & Risk Management and Business Intelligence & Complaints.

STAFFING NUMBERS	2018/19
	58

SUBJECTIVE SUMMARY	2016/17 Actual	2017/18 Original Estimate	2017/18 Current	2018/19 Original Estimate
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	2,413,822	2,370,100	2,491,800	2,493,700
Premises	0	1,000	1,000	1,000
Transport	4,076	2,100	2,900	1,900
Supplies and Services	138,242	123,400	190,900	108,900
Third Party Payments	81,777	22,800	37,500	37,500
Transfer Payments	0	0	0	0
Recharges Within Directorate	33,700	52,000	52,000	37,200
Recharges Between Directorates	373,200	413,100	413,100	480,200
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	**3,044,818**	**2,984,500**	**3,189,200**	**3,160,400**
Income				
Government Grants	(972)	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(317,879)	(138,700)	(163,700)	(282,600)
Interest Received	0	0	0	0
Recharges	(2,503,784)	(2,782,300)	(2,781,100)	(2,877,800)
Total Income	**(2,822,635)**	**(2,921,000)**	**(2,944,800)**	**(3,160,400)**
Net Expenditure / (Income)	**222,183**	**63,500**	**244,400**	**0**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	£
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(118,900)
Other	
Other changes	99,800
Recharges adjustment	(44,400)
	(63,500)

FINANCE & GOVERNANCE

GOVERNANCE & LAW 2FI17
RESPONSIBLE OFFICER - MARK HYNES

Provision of Legal Services, Electoral Services, Democratic Services, Council's Monitoring Officer and Coroners Service.

STAFFING NUMBERS	**2018/19**
	60

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	3,500,971	3,110,100	3,120,000	3,451,200
Premises	41,081	52,100	41,000	41,000
Transport	16,411	9,100	9,100	5,100
Supplies and Services	1,291,848	951,300	931,600	860,400
Third Party Payments	8,747	13,900	13,900	3,900
Transfer Payments	0	0	0	0
Recharges Within Directorate	164,500	87,400	87,400	71,000
Recharges Between Directorates	416,800	737,300	733,900	738,200
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	28,055	28,100	28,100	28,200
Total Expenditure	**5,468,413**	**4,989,300**	**4,965,000**	**5,199,000**
Income				
Government Grants	(889,856)	0	0	(98,000)
Other Grants and Contributions	(588,438)	(696,700)	(696,700)	(696,700)
Customer and Client Receipts	(1,064,848)	(1,153,700)	(1,153,700)	(756,800)
Interest Received	0	0	0	0
Recharges	(2,120,200)	(2,118,000)	(2,118,000)	(2,810,900)
Total Income	**(4,663,342)**	**(3,968,400)**	**(3,968,400)**	**(4,362,400)**
Net Expenditure / (Income)	**805,071**	**1,020,900**	**996,600**	**836,600**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	5,900
Recharges adjustment	(190,000)
Fees and Charges	(300)
Asset Depreciation	100
	(184,300)

CORPORATE DEVELOPMENT
DIRECTOR - RHONA CADENHEAD

ANNUAL BUDGET

Responsible for supporting and promoting the Council's priorities, services and initiatives. It covers Communications, Community Development, Culture & Communities, Digital & ICT, Transformation, Human Resources and Insight & Intelligence.

STAFFING NUMBERS	2018/19
	150

SUBJECTIVE SUMMARY Subjective Analysis of Estimates	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Current £	2018/19 Original Estimate £
Expenditure				
Employees	12,512,269	9,249,000	8,754,000	8,579,900
Premises	159,627	218,500	154,100	154,100
Transport	18,338	43,100	43,100	49,200
Supplies and Services	6,283,097	4,014,400	4,269,600	5,264,800
Third Party Payments	2,980,947	1,600,000	1,761,100	875,500
Transfer Payments	74	0	0	0
Recharges Within Directorate	1,061,300	1,098,600	1,043,400	2,407,200
Recharges Between Directorates	2,465,100	2,604,700	2,588,200	2,699,500
Recharges Outside General Fund	0	0	0	0
Capital Charges	(82,397)	0	0	0
Financing	2,506,173	1,467,600	1,467,600	1,136,700
Total Expenditure	**27,904,528**	**20,295,900**	**20,081,100**	**21,166,900**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	(129,109)	(69,500)	(69,500)	(69,500)
Customer and Client Receipts	(3,660,916)	(2,555,000)	(2,615,100)	(2,501,400)
Interest Received	0	0	0	0
Recharges	(15,951,941)	(14,398,900)	(14,230,700)	(15,677,000)
Total Income	**(19,741,965)**	**(17,023,400)**	**(16,915,300)**	**(18,247,900)**
Net Expenditure	**8,162,563**	**3,272,500**	**3,165,800**	**2,919,000**

SERVICE SUMMARY Service Head Analysis	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Current £	2018/19 Original Estimate £
Strategic Director Corporate Development	242,273	184,500	157,200	0
Director of Comm & Communities	657,626	424,600	154,100	403,100
Culture & Communities	2,409,216	2,346,000	2,261,600	2,481,700
Digital & ICT	602,016	267,700	304,900	34,200
Transformation & HR	4,251,432	49,700	288,000	0
Net Expenditure	**8,162,563**	**3,272,500**	**3,165,800**	**2,919,000**

CORPORATE DEVELOPMENT
DIRECTOR - RHONA CADENHEAD

ANNUAL BUDGET

Responsible for supporting and promoting the Council's priorities, services and initiatives. It covers Communications, Community Development, Culture & Communities, Digital & ICT, Transformation, Human Resources and Insight & Intelligence.

STAFFING NUMBERS	2018/19
	150

SERVICE SUMMARY Service Head Analysis	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Current £	2018/19 Original Estimate £
Strategic Director Corporate Development				
Strategic Director Corporate Development	242,273	184,500	157,200	0
Strategic Director Corporate Development	**242,273**	**184,500**	**157,200**	**0**
Director of Comm & Communities				
Director of Comm & Communities	0	0	0	0
Chief Executive's Office	69,753	0	(6,100)	0
Communications	209,752	(126,300)	(148,700)	(142,700)
Policy & Public Affairs	21,364	0	(19,000)	0
Members' Services	(41,341)	0	(217,800)	0
Community Development	398,098	550,900	545,700	545,800
Director of Comm & Communities	**657,626**	**424,600**	**154,100**	**403,100**
Culture & Communities				
Head of Culture & Communities	352,338	508,100	545,800	0
Museums & Galleries	821,063	879,200	760,200	937,000
Culture & Arts	755,164	589,500	564,600	549,600
Events	759,357	396,700	397,000	405,900
Halls	(256,009)	(20,300)	8,200	(239,100)
Aveling Park Hub	(22,697)	(7,200)	(15,200)	(15,200)
Wetlands	0	0	1,000	208,400
Commercial Development & Operations	0	0	0	635,100
Great Places (Creative Connections)	0	0	0	0
Culture & Communities	**2,409,216**	**2,346,000**	**2,261,600**	**2,481,700**
Digital & ICT				
Head of ICT	585,680	597,200	733,500	0
IT Operations	92,471	(329,500)	(222,800)	34,200
IT Change	(76,134)	0	(205,800)	0
Digital & ICT	**602,016**	**267,700**	**304,900**	**34,200**
Transformation & HR				
Director of Transformation & HR	(110,404)	14,600	109,800	0
Human Resources	(137,852)	0	32,500	0
Transformation Team	441,884	0	140,000	0
Transformation Projects	4,754,950	0	0	0
Insight & Intelligence	(145,464)	35,100	5,700	0
Service Design	(551,682)	0	0	0
Transformation & HR	**4,251,432**	**49,700**	**288,000**	**0**
Net Expenditure	**8,162,563**	**3,272,500**	**3,165,800**	**2,919,000**

CORPORATE DEVELOPMENT

STRATEGIC DIRECTOR CORPORATE DEVELOPMENT 2CD01
RESPONSIBLE OFFICER - RHONA CADENHEAD

Responsible for supporting and promoting the Council's priorities, services and initiatives. It covers Communications, Community Development, Culture & Communities, Digital & ICT, Transformation, Human Resources and Insight & Intelligence.

STAFFING NUMBERS	2018/19 1

SUBJECTIVE SUMMARY Subjective Analysis of Estimates	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Current £	2018/19 Original Estimate £
Expenditure				
Employees	343,624	338,400	314,000	238,300
Premises	0	0	0	0
Transport	322	0	0	0
Supplies and Services	36,027	2,900	0	0
Third Party Payments	41,200	56,100	56,100	56,100
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	0	644,500	644,500	576,700
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	**421,173**	**1,041,900**	**1,014,600**	**871,100**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest Received	0	0	0	0
Recharges	(178,900)	(857,400)	(857,400)	(871,100)
Total Income	**(178,900)**	**(857,400)**	**(857,400)**	**(871,100)**
Net Expenditure / (Income)	**242,273**	**184,500**	**157,200**	**0**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	£
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	(103,000)
Recharges adjustment	(81,500)
	(184,500)

CORPORATE DEVELOPMENT

DIRECTOR OF COMMS & COMMUNITIES 2CD02
RESPONSIBLE OFFICER - LINDSAY COULSON

The department includes Chief Executive's Office, Communications, Policy & Public Affairs and Members' Services & Community Development.

STAFFING NUMBERS	2018/19 1

SUBJECTIVE SUMMARY Subjective Analysis of Estimates	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Current £	2018/19 Original Estimate £
Expenditure				
Employees	1,644,742	1,509,200	1,238,700	1,221,200
Premises	30,048	12,900	12,900	12,900
Transport	6,810	17,600	17,600	17,600
Supplies and Services	1,076,422	692,000	692,000	692,000
Third Party Payments	268,303	272,700	272,700	272,700
Transfer Payments	74	0	0	0
Recharges Within Directorate	68,400	233,900	233,900	168,200
Recharges Between Directorates	279,100	214,000	214,000	183,700
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	8,929	8,800	8,800	8,900
Total Expenditure	**3,382,827**	**2,961,100**	**2,690,600**	**2,577,200**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	(1,063)	(500)	(500)	(500)
Customer and Client Receipts	(783,753)	(562,500)	(562,500)	(562,500)
Interest Received	0	0	0	0
Recharges	(1,940,385)	(1,973,500)	(1,973,500)	(1,611,100)
Total Income	**(2,725,201)**	**(2,536,500)**	**(2,536,500)**	**(2,174,100)**
Net Expenditure / (Income)	**657,626**	**424,600**	**154,100**	**403,100**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	£
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	(288,000)
Recharges adjustment	266,400
Asset Depreciation	100
	(21,500)

CORPORATE DEVELOPMENT

CULTURE AND COMMUNITIES 2CD03
RESPONSIBLE OFFICER - LORNA LEE

Head of Culture & Communities, Museums & Galleries, Culture & Arts, Events, Halls & Aveling Park Hub are within this service area.

STAFFING NUMBERS	2018/19
	37

SUBJECTIVE SUMMARY Subjective Analysis of Estimates	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Current £	2018/19 Original Estimate £
Expenditure				
Employees	1,359,402	1,292,300	1,313,200	1,319,900
Premises	125,449	205,100	106,400	106,400
Transport	4,745	8,600	8,600	8,600
Supplies and Services	1,320,427	860,100	846,600	846,600
Third Party Payments	146,483	151,700	151,700	151,700
Transfer Payments	0	0	0	0
Recharges Within Directorate	84,600	388,300	388,300	1,060,300
Recharges Between Directorates	590,100	521,200	528,100	882,900
Recharges Outside General Fund	0	0	0	0
Capital Charges	(82,397)	0	0	0
Financing	352,087	247,600	247,600	355,200
Total Expenditure	**3,900,897**	**3,674,900**	**3,590,500**	**4,731,600**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	(128,047)	(69,000)	(69,000)	(69,000)
Customer and Client Receipts	(1,363,634)	(1,259,900)	(1,259,900)	(1,331,900)
Interest Received	0	0	0	0
Recharges	0	0	0	(849,000)
Total Income	**(1,491,680)**	**(1,328,900)**	**(1,328,900)**	**(2,249,900)**
Net Expenditure / (Income)	**2,409,216**	**2,346,000**	**2,261,600**	**2,481,700**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	£
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(69,000)
Other	
Other changes	(80,500)
Recharges adjustment	177,600
Asset Depreciation	107,600
	135,700

CORPORATE DEVELOPMENT

DIGITAL AND ICT 2CD04
RESPONSIBLE OFFICER - PAUL NEVILLE

Provides ICT Operations including networks, infrastructure, telephony, application support and Service Desk. Leads on Digital Services, ICT Security & ICT Change and Insight & Intelligence.

STAFFING NUMBERS	**2018/19**
	59

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	4,084,397	3,240,500	3,013,800	2,983,000
Premises	1,280	0	0	0
Transport	4,905	15,900	15,900	22,000
Supplies and Services	2,352,565	2,185,100	2,427,200	3,465,200
Third Party Payments	971,296	1,009,900	1,067,800	285,400
Transfer Payments	0	0	0	0
Recharges Within Directorate	859,000	59,100	59,100	667,800
Recharges Between Directorates	726,100	446,700	446,700	418,600
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	2,145,157	1,211,200	1,211,200	772,600
Total Expenditure	**11,144,700**	**8,168,400**	**8,241,700**	**8,614,600**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(1,480,484)	(732,600)	(782,600)	(595,000)
Interest Received	0	0	0	0
Recharges	(9,062,200)	(7,168,100)	(7,154,200)	(7,985,400)
Total Income	**(10,542,684)**	**(7,900,700)**	**(7,936,800)**	**(8,580,400)**
Net Expenditure / (Income)	**602,016**	**267,700**	**304,900**	**34,200**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(99,000)
Other	
Other changes	(25,900)
Recharges adjustment	330,000
Asset Depreciation	(438,600)
	(233,500)

CORPORATE DEVELOPMENT

TRANSFORMATION AND HR 2CD05
RESPONSIBLE OFFICER - BEN PLANT

Responsible for Transformation, Programme and Project Management. Department also includes Human Resources.

STAFFING NUMBERS	**2018/19**
	52

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	5,080,105	2,868,600	2,874,300	2,817,500
Premises	2,849	500	34,800	34,800
Transport	1,556	1,000	1,000	1,000
Supplies and Services	1,497,655	274,300	303,800	261,000
Third Party Payments	1,553,665	109,600	212,800	109,600
Transfer Payments	0	0	0	0
Recharges Within Directorate	49,300	417,300	362,100	510,900
Recharges Between Directorates	869,800	778,300	754,900	637,600
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	**9,054,931**	**4,449,600**	**4,543,700**	**4,372,400**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(33,044)	0	(10,100)	(12,000)
Interest Received	0	0	0	0
Recharges	(4,770,456)	(4,399,900)	(4,245,600)	(4,360,400)
Total Income	**(4,803,500)**	**(4,399,900)**	**(4,255,700)**	**(4,372,400)**
Net Expenditure / (Income)	**4,251,431**	**49,700**	**288,000**	**0**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(61,000)
Other	
Other changes	9,900
Recharges adjustment	1,400
	(49,700)

NEIGHBOURHOODS & COMMERCIAL SERVICES
DIRECTOR - MICHELE MOLONEY

ANNUAL BUDGET

Management of the Borough's Highways, Parking, Transport, Neighbourhoods Enforcement, Parks & Open Spaces, Allotments, Selective Licensing & Regulatory Service, Business Hub, Customer Services, CCTV, Major Contracts and Commercial Services.

STAFFING NUMBERS	**2018/19**
	605

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	25,063,735	23,215,400	23,336,400	23,885,800
Premises	8,760,618	6,057,800	6,438,600	6,308,700
Transport	1,159,864	529,900	611,900	629,800
Supplies and Services	7,312,779	4,250,500	4,584,400	4,492,400
Third Party Payments	19,949,529	20,102,600	20,706,500	21,425,700
Transfer Payments	139	0	0	0
Recharges Within Directorate	5,521,900	174,400	174,400	179,400
Recharges Between Directorates	7,624,800	6,435,300	6,415,400	6,734,800
Recharges Outside General Fund	0	0	0	0
Capital Charges	(203,982)	0	0	0
Financing	8,316,924	7,604,900	8,399,900	8,347,000
Total Expenditure	**83,506,306**	**68,370,800**	**70,667,500**	**72,003,600**
Income				
Government Grants	(546,292)	(380,000)	(395,200)	(396,500)
Other Grants and Contributions	(760,634)	(267,000)	(502,900)	(272,400)
Customer and Client Receipts	(23,786,338)	(20,670,200)	(21,542,200)	(25,171,100)
Interest Received	(5,624)	(13,200)	(13,200)	(13,200)
Recharges	(19,582,774)	(13,710,200)	(13,708,700)	(14,394,300)
Total Income	**(44,681,661)**	**(35,040,600)**	**(36,162,200)**	**(40,247,500)**
Net Expenditure / (Income)	**38,824,645**	**33,330,200**	**34,505,300**	**31,756,100**

SERVICE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Service Head Analysis	**£**	**£**	**£**	**£**
Director of Neighbourhoods & Comm Serv	(4,667,615)	262,500	266,900	(25,800)
Highways & Parking	13,024,124	9,322,900	9,118,100	7,802,200
Neighbourhoods Service	17,989,152	16,543,400	17,237,700	17,329,200
Commercial Services	813,685	566,100	884,000	652,700
Selective Licensing & Regulatory Service	5,812,457	1,066,100	1,164,600	1,251,600
Customer Services & Business Hub	5,852,843	5,569,200	5,834,000	4,746,200
Net Expenditure	**38,824,646**	**33,330,200**	**34,505,300**	**31,756,100**

NEIGHBOURHOODS & COMMERCIAL SERVICES
DIRECTOR - MICHELE MOLONEY

ANNUAL BUDGET

Management of the Borough's Highways, Parking, Transport, Neighbourhoods Enforcement, Parks & Open Spaces, Allotments, Selective Licensing & Regulatory Services, Business Hub, Customer Services, CCTV, Major Contracts and Commercial Services.

STAFFING NUMBERS	2018/19
	605

SERVICE SUMMARY Service Head Analysis	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Current £	2018/19 Original Estimate £
Director of Neighbourhoods & Comm Serv				
Director of Neighbourhoods & Commercial Serv	(4,667,615)	262,500	266,900	(25,800)
Director of Neighbourhoods & Comm Serv	**(4,667,615)**	**262,500**	**266,900**	**(25,800)**
Highways & Parking				
Highways	18,946,209	14,091,100	14,148,100	14,854,300
Parking	(5,922,085)	(4,768,200)	(5,030,000)	(7,052,100)
Highways & Parking	**13,024,124**	**9,322,900**	**9,118,100**	**7,802,200**
Neighbourhoods Service				
Neighbourhood - Management	2,913,150	1,984,100	1,860,400	2,232,700
Parks & Open Spaces	1,229,395	1,500,300	1,733,300	1,500,500
Allotments	177,451	199,700	169,500	181,800
Civil Contingencies	143,685	165,700	155,600	155,600
Transport	119,906	(264,600)	118,300	118,300
Waste Management	13,405,565	12,958,200	13,200,600	13,140,300
Neighbourhoods Service	**17,989,152**	**16,543,400**	**17,237,700**	**17,329,200**
Commercial Services				
Commercial Services Unit	647,135	355,400	689,500	448,700
Housing - Commercial	166,550	210,700	194,500	204,000
Commercial Services	**813,685**	**566,100**	**884,000**	**652,700**
Selective Licensing & Regulatory Service				
Neighbourhood - Selective Licensing & Reg Serv	5,812,457	1,066,100	1,164,600	1,251,600
Selective Licensing & Regulatory Service	**5,812,457**	**1,066,100**	**1,164,600**	**1,251,600**
Customer Services & Business Hub				
Customer Services	785,129	89,800	(349,900)	904,900
Libraries	3,505,437	3,490,700	3,625,000	3,703,700
Registrars	239,538	131,400	123,400	106,100
Business Support	1,322,739	1,857,300	2,435,500	31,500
Customer Services & Business Hub	**5,852,843**	**5,569,200**	**5,834,000**	**4,746,200**
Net Expenditure	**38,824,646**	**33,330,200**	**34,505,300**	**31,756,100**

NEIGHBOURHOODS & COMMERCIAL SERVICES

DIRECTOR OF NEIGHBOURHOODS & COMMERCIAL SERVICES 2NC01
RESPONSIBLE OFFICER - MICHELE MOLONEY

Director of Neighbourhoods and Commercial Services.

STAFFING NUMBERS	**2018/19**
	1

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	176,106	173,100	178,000	178,600
Premises	0	0	0	0
Transport	16	0	0	0
Supplies and Services	4,063	1,900	1,400	1,400
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	24,200	295,500	295,500	6,100
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	**204,385**	**470,500**	**474,900**	**186,100**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest Received	0	0	0	0
Recharges	(4,872,000)	(208,000)	(208,000)	(211,900)
Total Income	**(4,872,000)**	**(208,000)**	**(208,000)**	**(211,900)**
Net Expenditure / (Income)	**(4,667,615)**	**262,500**	**266,900**	**(25,800)**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	5,000
Recharges adjustment	(293,300)
	(288,300)

NEIGHBOURHOODS & COMMERCIAL SERVICES

HIGHWAYS & PARKING 2NC02
RESPONSIBLE OFFICER - VALA VALAVAN

Service manages the Highways Programme, including TFL and Enjoy Waltham Forest (Mini Holland). Other areas covered include Street Lighting, Winter Maintenance, Gulley Maintenance, Traffic Management (domestic crossing) and Borough Roads. Also, managing On Street Parking and the Council's car parks.

STAFFING NUMBERS	**2018/19**
	81

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	4,679,656	4,322,700	3,864,600	4,067,100
Premises	7,013,443	4,877,400	5,062,600	5,201,200
Transport	321,078	102,500	150,500	105,200
Supplies and Services	4,884,377	2,114,500	2,122,200	2,146,800
Third Party Payments	5,930,087	5,668,000	5,941,900	6,972,700
Transfer Payments	0	0	0	0
Recharges Within Directorate	1,928,200	23,900	23,900	34,700
Recharges Between Directorates	0	640,400	640,400	841,300
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	7,137,851	6,462,700	7,247,700	7,193,100
Total Expenditure	**31,894,692**	**24,212,100**	**25,053,800**	**26,562,100**
Income				
Government Grants	(546,292)	(380,000)	(395,200)	(396,500)
Other Grants and Contributions	(467,692)	0	(48,300)	0
Customer and Client Receipts	(15,992,879)	(13,149,800)	(14,132,800)	(16,953,600)
Interest Received	0	0	0	0
Recharges	(1,863,706)	(1,359,400)	(1,359,400)	(1,409,800)
Total Income	**(18,870,568)**	**(14,889,200)**	**(15,935,700)**	**(18,759,900)**
Net Expenditure / (Income)	**13,024,124**	**9,322,900**	**9,118,100**	**7,802,200**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(2,201,800)
Other	
Other changes	(187,200)
Recharges adjustment	189,100
Inflation	5,500
Fees & Charges	(56,700)
Asset Depreciation	730,400
	(1,520,700)

NEIGHBOURHOODS & COMMERCIAL SERVICES

NEIGHBOURHOODS SERVICE 2NC05
RESPONSIBLE OFFICER - JARLATH GRIFFIN

Management of Neighbourhoods Teams, Enforcement, Dog team, Parks and Open Spaces, Arboriculture, Cemeteries, Allotments, Transport and Emergency Planning. Also Waste Management covering domestic waste collection, recycling, street cleansing and grounds maintenance.

STAFFING NUMBERS	2018/19
	58

SUBJECTIVE SUMMARY Subjective Analysis of Estimates	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Current £	2018/19 Original Estimate £
Expenditure				
Employees	3,171,396	3,217,700	2,932,600	3,009,000
Premises	1,134,177	669,700	934,600	752,100
Transport	619,204	231,000	266,300	330,600
Supplies and Services	843,632	519,200	590,700	645,500
Third Party Payments	13,099,772	13,516,100	13,717,100	13,594,200
Transfer Payments	0	0	0	0
Recharges Within Directorate	1,451,400	20,900	20,900	43,600
Recharges Between Directorates	55,200	601,500	604,200	1,008,200
Recharges Outside General Fund	0	0	0	0
Capital Charges	(285,753)	0	0	0
Financing	307,094	291,500	301,500	290,200
Total Expenditure	**20,396,122**	**19,067,600**	**19,367,900**	**19,673,400**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	(177,943)	0	(152,100)	0
Customer and Client Receipts	(2,126,877)	(2,422,200)	(1,876,100)	(2,332,500)
Interest Received	(150)	0	0	0
Recharges	(102,000)	(102,000)	(102,000)	(11,700)
Total Income	**(2,406,971)**	**(2,524,200)**	**(2,130,200)**	**(2,344,200)**
Net Expenditure / (Income)	**17,989,152**	**16,543,400**	**17,237,700**	**17,329,200**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	£
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(94,000)
Other	
Other changes	386,700
Recharges adjustment	522,400
Inflation	(9,000)
Fees & Charges	(19,000)
Asset Depreciation	(1,300)
	785,800

NEIGHBOURHOODS & COMMERCIAL SERVICES

COMMERCIAL SERVICES 2NC06
RESPONSIBLE OFFICER - JOHN HUBBARD

Management of Commercial Services covering: CCTV, Private Sector Empty Premises, Bulky Waste, Pest Control, Handy Persons Trade, Market Rent Scheme, Grounds Maintenance, Caretaking & Gardening Services.

STAFFING NUMBERS	2018/19
	82

SUBJECTIVE SUMMARY Subjective Analysis of Estimates	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Current £	2018/19 Original Estimate £
Expenditure				
Employees	2,435,239	2,656,400	2,730,400	2,686,300
Premises	258,812	64,200	96,000	64,200
Transport	175,601	144,600	143,300	143,300
Supplies and Services	320,525	397,300	562,300	407,600
Third Party Payments	278,546	252,900	379,700	252,900
Transfer Payments	0	0	0	0
Recharges Within Directorate	41,500	4,200	4,200	4,800
Recharges Between Directorates	0	128,300	128,300	159,200
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	85,264	85,300	85,300	85,300
Total Expenditure	**3,595,488**	**3,733,200**	**4,129,500**	**3,803,600**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	(88,600)	(124,100)	(88,600)
Customer and Client Receipts	(678,420)	(895,400)	(938,300)	(864,700)
Interest Received	0	0	0	0
Recharges	(2,103,383)	(2,183,100)	(2,183,100)	(2,197,600)
Total Income	**(2,781,803)**	**(3,167,100)**	**(3,245,500)**	**(3,150,900)**
Net Expenditure / (Income)	**813,685**	**566,100**	**884,000**	**652,700**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	£
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(35,400)
Other	
Other changes	85,300
Recharges adjustment	36,800
Fees & Charges	(100)
	86,600

NEIGHBOURHOODS & COMMERCIAL SERVICES

SELECTIVE LICENSING & REGULATORY SERVICE 2NC07
RESPONSIBLE OFFICER - DAVID BEACH

Street Trading, Private Sector Housing, Premises Licensing, Food & Safety, Trading Standards, Air Quality & Environmental Protection, Planning Enforcement & Selective Licensing.

STAFFING NUMBERS	**2018/19**
	74

SUBJECTIVE SUMMARY	**2016/17 Actual**	**2017/18 Original Estimate**	**2017/18 Current**	**2018/19 Original Estimate**
Subjective Analysis of Estimates	**£**	**£**	**£**	**£**
Expenditure				
Employees	2,907,976	2,809,500	3,031,700	3,282,600
Premises	174,568	86,300	95,500	91,800
Transport	18,131	28,100	28,100	27,900
Supplies and Services	325,017	466,200	466,200	508,900
Third Party Payments	438,888	544,500	594,500	544,900
Transfer Payments	0	0	0	0
Recharges Within Directorate	1,198,000	19,200	19,200	24,800
Recharges Between Directorates	4,604,000	530,300	530,300	641,300
Recharges Outside General Fund	0	0	0	0
Capital Charges	81,771	0	0	0
Financing	66,619	65,800	65,800	66,600
Total Expenditure	**9,814,971**	**4,549,900**	**4,831,300**	**5,188,800**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(4,002,514)	(3,483,800)	(3,666,700)	(3,937,200)
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	**(4,002,514)**	**(3,483,800)**	**(3,666,700)**	**(3,937,200)**
Net Expenditure / (Income)	**5,812,457**	**1,066,100**	**1,164,600**	**1,251,600**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(29,400)
Other	
Other changes	94,500
Recharges adjustment	116,600
Inflation	5,300
Fees & Charges	(2,300)
Asset Depreciation	800
	185,500

NEIGHBOURHOODS & COMMERCIAL SERVICES

CUSTOMER SERVICES & BUSINESS HUB 2NC08
RESPONSIBLE OFFICER - LOUISE DUFFIELD

Management of Contact Centre, Libraries, Registrars and Business Support Services including Recruitment and Payroll, HR Admin, Meetings and Events, Housing Reception, Executive Support, Members Support, Corporate Finance Transactions team and Families Finance team.

STAFFING NUMBERS	**2018/19**
	309

SUBJECTIVE SUMMARY **Subjective Analysis of Estimates**	**2016/17 Actual** **£**	**2017/18 Original Estimate** **£**	**2017/18 Current** **£**	**2018/19 Original Estimate** **£**
Expenditure				
Employees	11,693,362	10,036,000	10,599,100	10,662,200
Premises	179,618	360,200	249,900	199,400
Transport	25,835	23,700	23,700	22,800
Supplies and Services	935,165	751,400	841,600	782,200
Third Party Payments	202,236	121,100	73,300	61,000
Transfer Payments	139	0	0	0
Recharges Within Directorate	902,800	106,200	106,200	71,500
Recharges Between Directorates	2,941,400	4,239,300	4,216,700	4,078,700
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	720,094	699,600	699,600	711,800
Total Expenditure	**17,600,648**	**16,337,500**	**16,810,100**	**16,589,600**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	(114,998)	(178,400)	(178,400)	(183,800)
Customer and Client Receipts	(985,648)	(719,000)	(928,300)	(1,083,100)
Interest Received	(5,474)	(13,200)	(13,200)	(13,200)
Recharges	(10,641,685)	(9,857,700)	(9,856,200)	(10,563,300)
Total Income	**(11,747,806)**	**(10,768,300)**	**(10,976,100)**	**(11,843,400)**
Net Expenditure / (Income)	**5,852,843**	**5,569,200**	**5,834,000**	**4,746,200**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	**£**
Growth/ New Burdens	
Nil	
Savings	
Efficiency Savings	(356,400)
Other	
Other changes	252,000
Recharges adjustment	(707,000)
Fees & Charges	(23,800)
Asset Depreciation	12,200
	(823,000)

CORPORATE EXPENDITURE 3XP0101

STAFFING NUMBERS	2018/19 0

SUBJECTIVE SUMMARY Subjective Analysis of Estimates	2016/17 ACTUAL £	2017/18 ORIGINAL ESTIMATE £	2017/18 CURRENT £	2018/19 ORIGINAL ESTIMATE £
Expenditure				
Employees	3,903,070	3,328,000	3,713,000	3,713,000
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	839,981	800,300	786,500	798,000
Third Party Payments	273,137	249,900	329,900	224,300
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	3,585,100	4,296,000	4,296,000	5,275,800
Recharges Outside General Fund	18,400	18,400	18,400	18,400
Capital Charges	0	0	0	0
Financing	51,708	100	100	63,100
Total Expenditure	**8,671,397**	**8,692,700**	**9,143,900**	**10,092,600**
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	(36,967)	(35,800)	(35,800)	(35,800)
Customer and Client Receipts	(575,252)	(500,000)	0	0
Interest Received	(164,273)	(104,200)	(104,200)	(104,200)
Recharges	(104,600)	(157,900)	(157,900)	(157,900)
Total Income	**(881,092)**	**(797,900)**	**(297,900)**	**(297,900)**
Net Expenditure / (Income)	**7,790,304**	**7,894,800**	**8,846,000**	**9,794,700**

SERVICE SUMMARY Service Head Analysis	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Current £	2018/19 Original Estimate £
Corporate Expenditure	7,790,304	7,894,800	8,846,000	9,794,700
Net Expenditure	**7,790,304**	**7,894,800**	**8,846,000**	**9,794,700**

EXPLANATION OF MAJOR CHANGES AFFECTING 2018/19	£
Growth/ New Burdens	
Nil	
Savings	
Nil	
Other	
Other changes	857,900
Recharges adjustment	1,042,000
	1,899,900

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS

Cost elements	Original Estimate 2017/18		Original Estimate 2018/19	
	£		£	£
**** 401 Employees**				
401001 APTC - OFFICERS	129,540,900	126,505,500		
401003 APTC - MANUALS 5%	0	2,400		
401005 CHIEF OFFICERS	3,436,600	4,152,000		
401007 CORONERS	177,400	177,400		
401008 LECTURERS	850,300	835,500		
401009 TEACHERS	99,172,800	88,532,000		
401010 SOULBURY	666,500	591,600		
401014 MEMBERS	1,017,000	1,017,000		
401020 MANAGEMENT SPINE SALARIES	599,300	586,700		
401025 SALARY SACRIFICE NI	1,800	1,800		
401040 AGENCY STAFF	587,400	388,600		
401041 TEMPORARY STAFF	119,900	147,700		
401042 ELECTORAL STAFF	117,500	117,500		
401051 X EMPLOYER SUPER DEFICIT CONTRIBUTION	8,167,100	7,857,900		
*** 4010 Employee direct costs**	**244,454,500**		**230,913,600**	
401500 EMPLOYEE RELATED INSURANCE	280,600	313,300		
401501 STAFF TRAINING	670,400	666,900		
401502 IN-SERVICE EDUCATION	69,200	62,000		
401503 STAFF ADVERTISING	92,600	45,700		
401504 REDUNDANCY/SEVERANCE PAYMENTS	1,163,000	1,163,000		
401506 PENSION ENHANCEMENTS	1,731,600	1,731,600		
401507 SPECTACLES COST	2,700	2,000		
401508 LONG SERVICE MEMENTOS	12,400	12,400		
401514 OTHER EMPLOYEE RELATED EXPENSES	307,900	150,800		
401515 PRE DSO PENSION COSTS	199,200	199,200		
401516 ILL HEALTH RETIREMENTS	390,700	390,700		
401519 X APPRENTICE LEVY	0	385,000		
*** 4015 Employee indirect**	**4,920,300**		**5,122,600**	
**** 401 Employees**	**249,374,800**			**236,036,200**
**** 402 Premises**				
402001 REPAIRS AND MAINTENANCE	4,089,700	4,212,800		
402004 ASBESTOS	20,000	20,000		
402005 REPAIRS AND MAINTENANCE - ELECTRICAL	62,600	62,600		
402010 PLUMBING	2,400	2,400		
402012 REPAIRS AND MAINTENANCE - MECHANICAL	2,600	2,600		
402015 EXTERNAL REDECORATIONS	7,800	7,800		
402016 INTERNAL REDECORATION	32,000	32,000		
402030 REPAIRS & MAINTENANCE - VOIDS	1,326,100	1,326,100		
402020 REPAIRS & MAINTENANCE - PLANNED	27,100	27,100		
402040 REPAIRS & MAINTENANCE - CENTRAL RECHARGE	701,900	701,900		
402050 CYCLICAL BUILDING	0	-900,000		
402051 CYCLICAL ELECTRICAL	1,468,500	1,468,500		
402052 CYCLICAL MECHANICAL	430,100	430,100		
402091 BOARDING UP	9,700	9,700		
*** 4020 Repairs to buildings**	**8,180,500**		**7,403,600**	
402200 GAS	632,500	689,300		
402201 ELECTRICITY	2,241,400	1,970,100		
402202 OTHER ENERGY COSTS	1,554,200	1,554,200		
402220 CYCLO CONTROL HEATING	95,900	97,800		
402221 C H P CHARGES	677,900	691,500		
*** 4022 Energy Costs**	**5,201,900**		**5,002,900**	

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS

Cost elements	Original Estimate 2017/18	Original Estimate 2018/19		
	£		£	£
402300 RENTS PAYABLE	492,000	587,500		
402301 RENT VOIDS	799,000	899,000		
402302 OTHER VOIDS	127,300	127,300		
402303 VOIDS - GARAGE RENT	711,700	725,900		
402304 SERVICE CHARGES	0	9,900		
402320 PAYMENTS TO PRIVATE LANDLORDS	9,494,600	9,494,600		
402321 BED AND BREAKFAST RENTS	20,484,400	20,484,400		
402323 RENT DEPOSIT SCHEME	280,000	100,000		
402324 SELF HELP RENT DEPOSIT	105,700	285,700		
*** 4023 Rent**	**32,494,700**		**32,714,300**	
402400 NATIONAL BUSINESS RATE	2,109,300	2,224,400		
402401 EMPTY RATES	237,400	237,400		
402402 COUNCIL TAX	32,100	32,100		
*** 4024 Rates**	**2,378,800**		**2,493,900**	
402450 WATER CHARGES	3,823,700	3,822,000		
402451 SEWERAGE & ENVIRONMENTAL CHARGES	1,300	1,300		
*** 40245 Water Services**	**3,825,000**		**3,823,300**	
402500 PREMISES INSURANCE	612,600	909,600		
402515 PREMISES INSURANCE - SERVICE CONTROLLED	15,800	15,800		
*** 40250 Premises Insurance**	**628,400**		**925,400**	
402550 GROUNDS MAINTENANCE - GENERAL	398,300	414,400		
402600 MAINTENANCE OF ROADS & PATHS - GENERAL	217,400	383,000		
402620 MAINTENANCE OF ROADS & PATHS - SPECIAL	5,200	5,200		
402625 MAINTENANCE OF SIGNS & MARKINGS	10,000	0		
402626 DRAINAGE	100	100		
402650 TREES & SHRUBS MAINTENANCE	2,100	2,100		
402651 HORTICULTURAL - NEC	7,600	12,200		
402660 CEMETARY & CREMATORIA	12,000	12,000		
*** 4026 Grounds and Roads maintenance**	**652,700**		**829,000**	
402700 FIXTURES AND FITTINGS	239,500	239,500		
402702 CCTV	67,700	321,500		
402706 FIRE EQUIPMENT	25,000	25,000		
402750 FIRE ALARM SYSTEMS	2,400	2,400		
402751 SECURITY SYSTEMS	1,000	1,000		
402753 COMMUNITY ALARMS	192,300	192,300		
*** 4027 Fixtures and fittings**	**527,900**		**781,700**	
402800 BUILDING CLEANING CONTRACT	893,640	14,500		
402801 CLEANING AND DOMESTIC SUPPLIES	96,600	95,000		
402802 REFUSE COLLECTION AND DISPOSAL	271,000	272,600		
402803 WINDOW CLEANING	34,100	32,800		
402807 HOME COMPOSTING	1,000	1,000		
402808 RECYCLING	43,700	133,700		
402810 CLEANING AND JANITORIAL	62,100	62,100		
402812 PEST CONTROL	80,000	80,000		
*** 4028 Cleaning**	**1,482,140**		**691,700**	
**** 402 Premises**	**55,372,040**			**54,665,800**
**** 403 Transport**				
403001 VEHICLE REPAIRS AND MAINTENANCE	26,400	47,000		
403002 DAMAGE RELATED REPAIRS	1,000	1,000		
403007 TAXI SERVICE	11,000	23,500		
403010 FUEL	72,300	64,000		
403011 LICENCES AND TAXES	6,900	6,900		
403012 PARKING PERMIT	7,100	7,100		

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT

INCLUDING HRA AND SCHOOLS

Cost elements	Original Estimate 2017/18	Original Estimate 2018/19		
	£		£	£
403013 BLUE BADGES PERMIT	15,000	15,000		
403014 STREET & TRAFFIC MA	13,500	14,000		
*** 4030 Direct transport costs**	**153,200**		**178,500**	
403200 HIRE FROM VEHICLE POOL	625,500	442,000		
*** 4032 Internal hire vehicles**	**625,500**		**442,000**	
403300 HIRE OF TRANSPORT	3,400,600	3,454,700		
403301 LEASING CHARGES	45,000	42,200		
*** 4033 External hire vehicles**	**3,445,600**		**3,496,900**	
403400 STAFF TRAVEL	232,750	226,800		
*** 4034 Public transport**	**232,750**		**226,800**	
403500 VEHICLE INSURANCE	21,700	60,100		
*** 4035 Transport insurance**	**21,700**		**60,100**	
403600 CAR ALLOWANCES	215,100	194,500		
*** 4036 Car allowances**	**215,100**		**194,500**	
**** 403 Transport**	**4,693,850**			**4,598,800**
**** 404 Supplies and Services**				
404001 FURNITURE	46,100	43,100		
404010 EQUIPMENT	542,200	661,100		
404011 COMPUTER HARDWARE	222,900	363,900		
404012 COMPUTER NETWORK COSTS	1,066,500	1,084,100		
404013 INDEPENDENCE EQUIPMENT OVER 65	38,800	0		
404014 INDEPENDENCE EQUIPMENT 18 TO 65	51,300	0		
404015 INDEPENDENCE EQUIPMENT UNDER 18	17,600	0		
404016 INDEPENDENCE EQUIPMENT GENERAL	10,000	0		
404017 PCT INDEPENDENCE EQUIPMENT	112,200	0		
404019 CLEANING EQUIPMENT	10,000	23,000		
404020 EQUIPMENT HIRE	18,600	237,800		
404021 EQUIPMENT LEASES	0	524,900		
404022 ELECTRICAL GOODS	6,400	6,400		
404025 MINOR ADAPTATIONS	100,000	0		
404030 BOOKS	309,600	307,600		
404032 AUDIO VISUAL AIDS	30,400	29,400		
404040 EDUCATION	144,300	158,800		
404041 EDUCATION - NEC	27,600	129,100		
404050 GENERAL MATERIALS	4,488,400	39,781,500		
404060 ONE CARD - ID CARD	400	400		
*** 4040 Furniture and equipment**	**7,243,300**		**43,351,100**	
404201 CATERING - NEC	153,400	3,900		
404210 REFRESHMENTS	53,200	47,500		
404211 PROVISIONS	2,463,900	2,317,200		
404212 VENDING MACH SUPP	300	600		
*** 4042 Catering**	**2,670,800**		**2,369,200**	
404300 CLOTHING AND UNIFORM	71,300	62,900		
404301 LAUNDRY COSTS	900	900		
*** 40430 Clothing uniform and laundry**	**72,200**		**63,800**	
404351 PRINTING AND STATIONARY	955,300	912,600		
404352 OFFICE SUPPLIES	53,600	104,100		
404353 FILE STORAGE	15,500	15,500		
404354 DRINKING WATER	5,700	4,700		
404355 FIRST AID	900	900		
404356 PHOTOGRAPHS AND FILMING	3,500	3,500		
404357 MAPS AND PLANS	36,600	200		
404358 PUBLIC CONSULTATIONS	78,100	78,100		

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS

Cost elements	Original Estimate 2017/18		Original Estimate 2018/19	
	£		£	£
404359 HIRE OF ROOMS/HALLS	170,800	166,200		
404360 OTHER SURVEYS	134,200	135,700		
404361 INTERNAL REPROGRAPHICS	165,000	94,800		
*** 40435 Office Expenses**	**1,619,200**		**1,516,300**	
404500 OTHER INSURANCE FEES	1,285,300	1,262,500		
404502 AUDITORS FEES	262,700	262,700		
404503 BANK & CREDIT CARD CHARGES	66,600	66,600		
404504 BAILIFFS' FEES	1,000	0		
404506 COURT COSTS	517,650	500,100		
404507 DELIVERY SERVICES	414,000	421,000		
404508 INTERPRETING FEES	137,700	137,900		
404509 LEGAL FEES	2,501,700	2,015,100		
404510 OTHER PROFESSIONAL FEES	3,354,400	8,727,500		
404511 SECURITY SERVICES	163,100	142,600		
404512 SURVEY FEES	7,300	7,300		
404513 EXAMINATION FEES	131,300	127,500		
404515 OTHER INSURANCE FEES-SERVICE CONTROLLED	142,200	143,200		
404516 VALUATION FEES	500	500		
404518 ABANDONED VEHICLE COSTS	1,500	1,500		
404519 COUNSELLING SERVICE	35,000	35,000		
404521 OTHER EDUCATIONAL FEES	7,452,500	5,852,500		
404522 REGISTRATION FEES	37,500	25,200		
404523 RESPITE CARE	626,700	576,700		
404524 TRAINING COURSE FEES	64,100	63,900		
404525 CARE MANAGEMENT	271,500	271,500		
404526 FUNERAL SERVICES	87,000	87,000		
404527 FAMILY FINDING FEES	224,200	224,200		
404528 FAMILY ASSESSMENTS	71,500	71,500		
404529 PSYCHIATRIC ASSESSMENTS	11,700	11,700		
404531 CONTACT FOR LOOKED AFTER CHILDREN	117,500	117,500		
404539 INDEPENDENCE EQUIPMENT GENERAL	27,500	27,500		
404540 CONTINGENCY FEES	4,500	4,500		
404541 SLA PAYMENTS	10,000	10,000		
404544 COURT OF PROTECTION	8,000	8,000		
404545 SCHOOL FEES	3,087,800	3,087,800		
404546 BROKERAGE FEES	3,100	3,100		
404547 REMOVAL EXPENSES FE	174,000	174,000		
404548 MANAGEMENT FEES	906,400	1,070,700		
404549 ANIMAL UPKEEP	26,400	26,400		
404550 OPERATING EXPENSES	161,000	161,000		
404552 CARD ACQUIRING (DEBIT/CREDIT) FEES	163,900	164,300		
404553 BILL PAYMENT (ONECARD / BAR CODES) FEES	152,000	152,000		
404555 PRACTICING CERTIFICATE	7,000	7,000		
404556 PROPERTY MANAGEMENT	85,000	85,000		
404558 FACILITIES & MANAGEMENT	7,000	7,000		
404559 FINANCIAL SERVICES	8,100	68,200		
404560 CEMETARY & CREMATORIA	1,000	1,000		
404561 SOCIAL COMM - ADULT	5,000	377,200		
404562 SOCIAL COMM - CHILD	20,000	0		
404564 OUT OF HOURS CALL	0	1,800		
*** 4045 Fees and services**	**22,843,850**		**26,589,200**	
404600 POSTAGE	436,100	396,900		
404601 TELEPHONE COSTS	314,400	275,400		
404602 MOBILE PHONE COSTS	202,300	214,000		
404603 FIBRE TRANSMISSION	20,000	20,000		
404610 COMPUTER SOFTWARE	1,248,600	1,313,600		

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT

INCLUDING HRA AND SCHOOLS

Cost elements	Original Estimate 2017/18	Original Estimate 2018/19		
	£		£	£
404611 COMPUTER LEASES	1,700	1,700		
404612 LICENCE COSTS	1,026,000	2,085,000		
404613 DATA HOSTING	443,100	456,700		
404614 ICT SERVICES	306,900	141,800		
404620 PUBLICITY	132,200	130,500		
404621 ADVERTISING (NON STAFF)	164,300	156,300		
404622 ACTIVITIES & EVENTS	687,500	782,700		
404624 LOCAL DEVELOPMENT FRAMEWORK	122,400	122,400		
*** 4046 Communications and computing**	**5,105,500**		**6,097,000**	
404701 MEMBERS' TRAINING	9,000	9,000		
404702 REFUNDS	38,600	38,600		
404703 GOODS FOR RESALE	62,500	62,500		
404710 SUBSISTENCE	7,700	328,200		
404711 CONFERENCE EXPENSES	17,100	16,100		
404712 MAYORAL ALLOWANCES	4,000	4,000		
404713 GENERAL CORPORATE EXPENSES	11,400	197,500		
404714 COMPENSATION	72,000	72,200		
404715 CORPORATE INITIATIVES	99,600	100,000		
*** 4047 Expenses**	**321,900**		**828,100**	
404800 PUBLICATIONS	111,100	109,800		
404810 SUBSCRIPTIONS	575,700	577,000		
404820 GRANTS PAID	10,113,700	5,654,700		
404823 ADOPTION & SUPPORT	5,800	5,800		
*** 4048 Grants and subscriptions**	**10,806,300**		**6,347,300**	
404900 PARTNERSHIP SCHEMES	447,900	392,900		
404901 ENVIRONMENTAL SCHEMES	16,300	16,300		
404920 PFI PAYMENTS	15,526,700	15,526,700		
404923 PFI CONTINGENT RENT	-2,428,000	0		
404924 PFI FINANCE LEASE	-4,863,800	0		
404925 PFI TRANSFERS TO BALANCE	-3,720,800	0		
404926 X FINANCE LEASE TRANSFER	-313,100	-313,100		
404927 X INVESTMENT PROPERTY	2,757,300	2,757,300		
*** 4049 PFI and partnership**	**7,422,500**		**18,380,100**	
404950 X CONTRIBUTIONS TO PROVISIONS	3,271,100	4,457,500		
404953 CONTRIBUTIONS TO EARMARKED RESERVES	60,000	60,000		
404954 CONTRIBUTIONS TO OTHER RESERVES	600	600		
*** 40495 Contributions**	**3,331,700**		**4,518,100**	
**** 404 Supplies and Services**	**61,437,250**			**110,060,200**
**** 405 Third Party payments**				
405001 CONTRACTORS	52,609,460	52,839,300		
405002 OTHER LOCAL AUTHORITIES	8,990,000	11,497,900		
405003 HEALTH AUTHORITIES	868,400	764,000		
405004 VOLUNTARY ORGANISATIONS	7,069,400	7,845,700		
405005 OTHER AGENCIES	13,405,000	10,024,200		
405006 ALMO-FORMERLY TENANT MANAGEMENT	90,000	0		
405007 RESIDENTIAL CARE HOMES	20,658,100	17,565,000		
405008 RESIDENTIAL CHILDREN'S HOMES	3,807,400	4,187,400		
405011 OTHER PLACEMENTS	236,700	636,700		
405012 SECURE RESIDENTIAL	173,500	62,800		
405014 NURSING HOMES	3,496,300	4,046,400		
405017 LONDON BOROUGHS GRANTS SCHEME	234,900	209,300		

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT

INCLUDING HRA AND SCHOOLS

Cost elements	Original Estimate 2017/18	Original Estimate 2018/19		
	£		£	£
405019 NORTH LONDON WASTE AUTHORITY	123,400	128,400		
405021 CONSULTANTS	1,201,600	1,062,700		
405022 TRANSPORT FOR LONDON	10,010,200	9,996,200		
405027 SOC SERV SEMI INDEPEND ACCOMMODATION	1,470,000	1,444,500		
405028 SOCIAL SERVICES SUPPORTED LODGINGS	400,000	400,000		
405030 SUPPORTED ACCOMODATION	8,979,400	9,853,200		
405032 FREE NURSING CARE	0			
405034 COMMISIONED DAY CARE	1,162,800	1,025,200		
405035 COMMISIONED HOME CAR	4,882,700	5,624,700		
405039 SOCIAL SERVICES SUPPORT COSTS	781,500	781,500		
405041 TAXICARD SCHEME	20,000	20,000		
405042 PAYMENTS TO ACADEMIES	11,011,200	10,358,800		
405047 CONSULTANCY - NEC	5,800	141,300		
405048 HEALTHCARE	79,500	480,600		
*** 4050 Third party payments**	**151,767,260**		**150,995,800**	
**** 405 Third Party payments**	**151,767,260**			**150,995,800**
**** 406 Transfer Payments**				
406200 DIRECT PAYMENTS	8,649,100	10,113,100		
406201 ASYLUM SEEKERS	105,000	105,000		
406202 SECTION 17 1989 CHILDREN'S ACT	331,300	331,300		
406204 FOSTER PARENTS ALLOWANCES	1,685,800	1,685,800		
406205 ADOPTION ALLOWANCES	485,600	485,600		
406206 LEAVING CARE ALLOWANCES	126,400	126,400		
406207 WEEKLY ALLOWANCE	157,200	107,200		
406208 BIRTHDAY ALLOWANCE	4,800	4,800		
406209 FESTIVAL ALLOWANCE	4,100	4,100		
406210 EDUCATIONAL ALLOWANCE	69,000	44,000		
406211 RESIDENCE ORDER ALLOWANCE	166,800	166,800		
406212 KINSHIP CARERS ALLOWANCE	253,900	253,900		
406213 FOOD ALLOWANCE / PAYMENT	10,600	10,600		
406214 CLIENT CLOTHING ALLOWANCE	14,400	14,400		
406215 CLIENT TRANSPORT ALLOWANCE / PAYMENT	110,100	109,800		
406216 RENT ALLOWANCE/PAYMENT	49,500	1,259,400		
406217 HOLIDAY ALLOWANCE / PAYMENT	1,700	1,700		
406218 DAYCARE ALLOWANCE/PAYMENT	16,500	350,200		
406219 BASIC EQUIPMENT ALLOWANCE	40,300	40,300		
406220 FURNITURE ALLOWANCE	300	300		
406221 UTILITIES ALLOWANCE / PAYMENT	3,500	3,500		
406222 SECTION 21 PAYMENTS	12,600	11,600		
406224 PANEL PAYMENTS	23,900	23,900		
406225 SPECIAL GUARDIANSHIP ORDER ALLOWANCE	758,000	758,000		
*** 4062 Social Service Client**	**13,080,400**		**16,011,700**	
406300 RENT ALLOWANCES	136,457,500	136,457,500		
406310 DISCRETIONARY ALLOWANCES	108,700	108,700		
406320 RENT REBATES	48,867,900	48,867,900		
*** 4063 Housing Benefit**	**185,434,100**		**185,434,100**	
**** 406 Transfer Payments**	**198,514,500**			**201,445,800**
**** 407 Support**				
407001 X EXECUTIVE DIRECTOR	2,291,800	1,190,200		
407002 X DIRECTORATE STRATEGY & RESOURCES	0	0		
407003 X OTHER INTRA DIRECT/ SERV RECHARGE	1,300,500	0		

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT

INCLUDING HRA AND SCHOOLS

Cost elements	Original Estimate 2017/18	Original Estimate 2018/19		
	£		£	£
407004 X SERVICE HEAD RECHARGES	1,297,700	2,675,500		
407005 X OTHER INTRA SD	0	0		
407006 BUILDING CONTROL REC	664,200	664,200		
407008 X INTERNAL SERVICE RECHARGE	507,200	507,200		
*** 4070 Within Directorate**	**6,061,400**		**5,037,100**	
407200 X CHIEF EXECUTIVE	221,600	224,900		
407202 X FINANCE - SUPPORT SERVICES	196,200	422,100		
407207 X INFORMATION COMMUNICATION TECHNOLOGY	7,104,800	7,641,500		
407208 X HUMAN RESOURCES	1,668,000	1,930,400		
407209 X LEGAL - SLA	1,756,800	2,417,600		
407210 X EN DEVELOPMENT	29,600	0		
407211 X ASSET PLANNING	551,600	0		
407212 X CORP COMMS	540,200	506,800		
407214 X STRATEGIC FINANCE	3,409,900	3,522,700		
407219 X FACILITIES MANAGEMENT	3,631,000	5,634,500		
407222 X EXCHEQUER SERVICES	815,900	25,200		
407223 X CASHIERS	84,100	35,700		
407225 X PAYROLL	0	0		
407227 X PROCUREMENT	822,100	922,400		
407228 X WFD CALL CENTRE	2,051,200	1,098,400		
407231 X ADULT SOCIAL CARE	17,900	17,900		
407233 X PREMISES RECHARGE FROM PROPERTY	1,299,700	1,408,100		
407235 X OFFICE SERVICES WFTH	0	0		
407236 X HEALTH & SAFETY	0	322,400		
407238 X INTERNAL AUDIT & ANTI FRAUD	1,056,900	1,113,200		
407240 X EX DIRECTORS TO CDC	405,800	406,600		
407242 X CORPORATE DEMOCRATIC CORE	104,600	157,900		
407243 X CUSTOMER SERVICES	331,100	776,700		
407246 X OTHER RECHARGES	0	0		
407247 X POLICY & PERFORMA	1,963,700	2,206,800		
407253 X TRANSFORMATION TEAM	1,598,500	1,590,000		
407252 X GOVERNANCE AND LAW	0	0		
407254 X CORP LANDLORD	0	922,800		
407256 X STRATEGY AND COMMS	28,000	0		
407257 X PROPERTY SERVICES	782,000	805,300		
407258 X ACCOUNT RECEIVABLE	0	0		
407259 X ACCOUNT PAYABLE	0	0		
407264 X GOVERNANCE	383,400	215,700		
407265 X OPERATIONS	109,700	0		
407267 X SERVICE DESIGN	246,100	620,700		
407268 X LOCALITY TEAM	63,200	0		
407269 X HRRT	557,400	0		
407270 X TRANSFORMATION	0	0		
407271 X CHIEF OFFICERS	242,800	309,700		
407272 X INSURANCE & RISK	193,000	150,200		
407273 X EXECUTIVE SUPPORT	343,800	19,100		
407274 X MEMBERS SERVICES	952,300	548,300		
407276 X BUSINESS SUPPORT	5,179,800	7,981,400		
407277 X COMPLAINTS	246,900	295,000		
407278 X ESTATE & VALUATIONS	0	245,000		
*** 4072 Between Directorates**	38,989,600		44,495,000	
407401 X HRA COMMUNITY SERVICE	4,977,900	3,227,100		
407450 PH - CHILDREN CENTRE	1,600,000	1,600,000		
407451 PH - SUBSTANCE M'USE	350,000	350,000		
407501 X SERVICE DESIGN	154,900	154,900		
*** 4074 Outside General fund**	**7,082,800**		**5,332,000**	

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS

Cost elements	Original Estimate 2017/18	Original Estimate 2018/19		
	£		£	£
** 407 Support	52,133,800			54,864,100
** 408 Capital charges				
408004 X ITEM 8 (HRA ONLY)	9,601,500	9,741,500		
* 4080 Capital Charges	9,601,500		9,741,500	
** 408 Capital charges	9,601,500			9,741,500
** 410 Financing				
410001 INTEREST PAYMENTS	312,000	312,000		
410002 DEBT MANAGEMENT EXPENSES	180,600	243,600		
410003 MONTHLY ASSET DEPRECIATION	47,810,300	45,648,700		
410004 DIRECT REVENUE FUND	9,118,000	5,000,000		
410007 X MRP - UNSUPPORTED	226,800	226,800		
410008 X DEBT MANAGEMENT RECHARGE	(180,600)	(137,000)		
410011 X EXTERNAL INTEREST	0	392,000		
* 4010 Capital Financing Costs	57,467,100		51,686,100	
** 410 Financing	57,467,100			51,686,100
GROSS EXPENDITURE	840,362,100			874,094,300
** 409 Income				
409002 ASYLUM SEEKERS	(893,400)	(893,400)		
409009 HOUSING & COUNCIL TAX BENEFIT	(183,303,600)	(183,303,600)		
409011 LEARNING SKILLS COUNCIL	(3,145,200)	(3,273,800)		
409019 PRIVATE FINANCE INITIATIVE	(15,526,700)	(15,526,700)		
409030 TRANSPORT FOR LONDON	(380,000)	(380,000)		
409033 YOUTH JUSTICE BOARD	(596,900)	(487,800)		
409034 OTHER GOVT GRANTS	(4,836,400)	(11,146,200)		
409062 NNDR ADMIN SUBSIDY	(294,600)	(294,600)		
409063 BENEFITS ADMIN SUBSIDY	(1,667,400)	(1,667,400)		
409073 SCHOOLS BLOCK DSG	(100,470,400)	(119,950,000)		
409091 PUPIL PREMIUM	(7,268,500)	(7,485,500)		
409094 YPLA - YOUNG PEOPLE'S LEARNING AGENCY	(3,172,400)	(2,794,000)		
409096 DCLG - TROUBLED FAMILIES GRANT	(1,530,400)	(1,674,600)		
409097 EARLY YEARS DSG	(21,059,800)	(21,258,800)		
409098 HIGH NEEDS DSG	(27,730,000)	(27,930,000)		
409100 EARLY YEARS DSG B/F	(10,905,400)	(1,552,100)		
409101 SCHOOLS BLOCK DSG B/F	(1,250,000)	0		
409102 HIGH NEEDS DSG B/F	(2,312,100)	(840,500)		
409103 UNIVERSAL OFFER DSG	(722,000)	(60,900)		
* 4090 Government Grants	(387,065,200)		(400,519,900)	
409300 CONTRIBUTIONS FROM PARTNERS	(375,100)	(419,600)		
409301 CONTRIBUTIONS FROM DEVELOPERS	(17,900)	(17,900)		
409302 CONTRIBUTIONS FROM OTHER PARTIES	(380,300)	(409,300)		
409304 CONTRIBUTION FROM HEALTH AUTHORITIES	(9,502,200)	(7,344,600)		
409305 CITIZENSHIP CEREMONIES CONTRIBUTION	(178,400)	(183,800)		
409320 FROM OTHER LOCAL AUTHORITIES	(762,500)	(742,500)		
409350 OTHER GRANTS	(491,000)	(1,255,400)		
409364 GRANTS - LOCAL REFORM AND COMMUNITY VOIC	(146,700)	(159,400)		
409368 GRANTS - PUBLIC HEALTH - DOH	(16,352,000)	(15,932,000)		

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS

Cost elements	Original Estimate 2017/18	Original Estimate 2018/19		
	£		£	£
409370 HEATING CHARGES	(1,306,200)	(1,120,200)		
409372 INSURANCE PREMIUMS	(522,800)	(634,100)		
409373 RECOVERY EQUAL PAY LOANS FROM SCHOOL	(35,800)	(35,800)		
409383 CONTRIBUTION FROM EARMARKED RESERVES	(4,621,300)	(998,700)		
* **4093 Other Grants and Contributions**	**(34,692,200)**		**(29,253,300)**	
409400 SALES	(776,500)	(1,257,700)		
409401 PARKING INCOME	(395,300)	(423,300)		
409402 PARKING PENALTIES	(7,501,900)	(9,272,400)		
409403 PARKING PERMITS	(2,304,000)	(3,634,000)		
409404 STAFF PARKING PERMITS	(166,800)	(166,800)		
409405 MANAGEMENT FEE INCOME	(8,657,300)	(11,880,900)		
409409 PARKING BAY SUSPENSIONS	(204,700)	(333,300)		
409410 HIRE CHARGES	(1,163,200)	(1,252,700)		
409411 LOPS PERMIT INCOME	(477,400)	(477,400)		
409413 PAY BY PHONE	(281,800)	(371,800)		
409414 ONLINE SALES	(7,000)	(15,000)		
409415 TRADE WASTE	(4,000)	(214,800)		
409416 TRADE WASTE - SPECIAL	(44,200)	(6,800)		
409417 NON-REFUNDABLE DEPOSITS	(78,800)	(46,400)		
409418 CATERING INCOME	(5,854,500)	(5,854,500)		
409420 MISCELLANEOUS INCOME	(4,603,600)	(2,901,500)		
409422 PH ALLOCATION	(2,200,000)	(2,200,000)		
409430 ADMISSIONS	(93,300)	(51,300)		
409440 RECOVERED LEGAL EXPENSES	(160,600)	(140,600)		
409450 SERVICE FEES	(12,171,500)	(12,619,500)		
409451 INSPECTION FEES	(337,300)	(291,300)		
409452 PENALTY FEES	(1,248,100)	(1,270,000)		
409453 LAND SEARCH FEES	(766,700)	(806,400)		
409454 TELECOMMUNICATION INCOME	(400)	(400)		
409455 LICENCE FEE INCOME	(517,100)	(605,500)		
409460 LETTINGS INCOME	(1,394,200)	(1,366,500)		
409462 DOMESTIC CROSSINGS	(200,200)	(237,700)		
409463 SPONSORSHIP	(38,000)	(35,000)		
409466 LICENCING ACT INCOME	(237,700)	(240,000)		
409468 LEGAL SEARCH	(4,500)	(4,500)		
409469 PRE-APPLICATION ADVI	(102,600)	(102,600)		
409470 BREACH OF ENFORCEMEN	(8,400)	(8,400)		
409471 EDUCATION SERVICE INCOME	(5,728,900)	(6,181,800)		
409472 POOLED FUNDING FROM SCHOOLS INCOME	(15,000)	(15,000)		
409474 PRIOR YEAR DSG GRANT	0	(1,023,100)		
409480 RENTS	(5,385,400)	(5,350,000)		
409481 DWELLING RENTS	(78,142,300)	(78,701,300)		
409482 GARAGE RENTS	(1,254,500)	(1,279,600)		
409483 RECOVERY OF OVERPAYMENTS	(4,090,000)	(4,287,500)		
409484 CASH OVERPAY RECOVERY	0	(136,000)		
409489 INCOME FROM INTERNAL PROCUREMENT	(866,400)	(1,700,200)		
409490 FEES CHARGED TO SCHOOLS	(2,978,200)	(2,973,200)		
409491 X POLICY REVIEW REDUCTIONS	0	(1,153,200)		
409492 RENT WATER CHARGES	(3,628,000)	(3,700,600)		
409496 UNACHIEVABLE TRADING	(719,200)	(299,000)		
409498 GAMBLING ACT FEES	(46,800)	(46,800)		
409501 INTERNAL ADVERTISING INCOME	(445,800)	(445,800)		
409502 EXTERNAL ADVERTISING INCOME	(70,200)	(70,200)		
409504 MAYORAL CIL	(40,000)	(40,000)		
409505 LOCAL COMMUNITY INF	(15,000)	(18,900)		
409507 FEES CHARGED TO ACADEMIES	0	(79,000)		

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT

INCLUDING HRA AND SCHOOLS

Cost elements	Original Estimate 2017/18	Original Estimate 2018/19		
	£		£	£
409508 TUITION FEES	(17,600)	(18,000)		
409514 ASC RESIDENTIAL CLIENT CONTRIBUTION	(4,468,600)	(4,602,100)		
409515 SELECTIVE LICENCE	(1,751,100)	(2,083,900)		
409516 ASC COMM CLIENT CONTRIBUTION	(266,000)	(266,000)		
409517 ENFORCEMENT AGENT	(720,000)	(815,000)		
409519 STREET NAMING AND NO	(33,000)	(35,000)		
409526 INCOME FROM HRA	(1,207,700)	(108,400)		
409528 DONATIONS	0	(16,000)		
* **4094 Customer and Client Receipts**	**(163,891,300)**		**(173,534,600)**	
409700 X INTRA-DIRECTORATE	(3,761,400)	(2,178,900)		
409701 TRANS TO PROJECT OR INTERNAL ORDER	(3,177,100)	(3,289,000)		
409706 X CORPORATE DEMOCRATIC CORE	(3,589,000)	(4,353,000)		
409708 X ENVIRONMENT - STRATEGY AND RESOURCES	0	(555,200)		
409709 X CHILDRENS RESOURCES	(7,579,700)	(8,662,900)		
409713 X COMM SERV - HOUSING PROVISION	(1,126,600)	(1,154,500)		
409714 X COMMUNITY SERV - SOCIAL SERVICES	(5,401,600)	(5,651,000)		
409715 X CORP COMMUNICATIO	(206,200)	(112,400)		
409716 X INFORMATION COMMUNICATION TECHNOLOGY	(406,000)	(1,086,400)		
409717 X HUMAN RESOURCES	(220,500)	(406,100)		
409718 X LEGAL & DEMOCRATIC	(502,200)	(633,800)		
409719 X PROPERTY SERVICES	(1,138,500)	(478,300)		
409720 X REVENUE & BENEFITS	(2,069,200)	(2,088,900)		
409721 X STRATEGIC FINANCE	(1,041,900)	(833,800)		
409723 X ENVIRONMENT HEALTH	(57,800)	(36,600)		
409725 X PUBLIC REALM	(25,400)	(25,300)		
409726 X CHILDRENS-EDUCATION FOR COMMUNITIES	(149,700)	(161,800)		
409727 X CULTURE & LEISURE	(238,200)	(567,500)		
409732 X CHILDREN & FAMILIES	(241,800)	(171,800)		
409733 X OTHER RECHARGES	(220,500)	(119,500)		
409734 X POLICY & PERFORMA	(273,200)	(319,600)		
409736 X NON DISTRIBUTED COSTS	(707,000)	(922,800)		
409737 X NON DISTRIBUTED COSTS	(572,600)	(225,400)		
409739 X STRATEGY & COMMUNICATIONS	(982,400)	(920,100)		
409740 X GOVERNANCE & LAW	(198,500)	(121,400)		
409741 X INTERN AUDIT & ANT	(166,500)	(166,400)		
409745 X TREASURY	(105,000)	(122,000)		
409746 X PROCUREMENT	(317,900)	(376,000)		
409749 X EVENTS	(16,300)	0		
409750 X CLASS	(65,300)	(61,700)		
409753 X LEGAL SLA - ADULTS	(189,800)	(209,900)		
409754 X LEGAL SLA - CHILDRENS	(629,900)	(692,100)		
409755 X LEGAL SLA - ENVIRONMENT	(493,100)	(541,700)		
409756 X LEGAL SLA - HOUSING	0	(139,200)		
409759 X LEGAL SLA - RESIDENTS FIRST	(26,200)	(26,100)		
409761 X LEGAL SLA - HUMAN RESOURCES	(144,700)	(144,700)		
409763 X LEGAL SLA - FINANCE	(191,800)	(191,900)		
409767 X SERVICE DESIGN	(78,600)	0		
409768 X PUBLIC HEALTH	(382,700)	(16,900)		
409769 X REGEN & GROWTH	(2,173,800)	(2,042,100)		
409770 BUILDING CONTROL	(664,200)	(664,200)		
409771 X NEIGHBOURHOODS	(4,413,100)	(4,493,300)		
409772 X BUSINESS SUPPORT	(1,403,700)	(2,762,100)		
409773 X TRANSFORMATION	(555,800)	(488,500)		
409775 X LEGAL SLA-PUBLIC HEALTH	0	(80,000)		
409807 X INCOME FROM HRA - RECHARGES	(5,831,900)	(6,735,200)		

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS

Cost elements	Original Estimate 2017/18	Original Estimate 2018/19		
	£		£	£
409812 X R&M RECHARGE	(723,600)	(723,600)		
409849 X HRA C/F BALANCE	2,279,300	468,000		
409880 INTERNAL SERVICE RECHARGES	(804,900)	(920,300)		
409900 X PUBLIC HEALTH STAFF	0	(50,000)		
409901 X FAMILIES STAFF	(154,900)	(154,900)		
409999 X PENSION FUND	(714,200)	(687,900)		
*** 4097 Recharges**	**(51,855,600)**		**(57,098,700)**	
409600 INTEREST	(161,800)	(171,800)		
409601 COMMISSION	(550,000)	(560,400)		
409603 UNPRESENTED CHEQUES WRITTEN BACK	(35,000)	(35,000)		
*** 4096 Interest Received**	**(746,800)**		**(767,200)**	
**** 409 Income**	**(638,251,100)**			**(661,173,700)**
***** LBWF**	**202,111,000**			**212,920,600**

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS

Cost elements	Original 2017/18	Original Estimate 2018/19		
	£	£	£	£
**** 401 Employees**				
401001 APTC - OFFICERS	89,079,200	91,851,800		
401003 APTC - MANUALS 5%	0	2,400		
401005 CHIEF OFFICERS	3,220,300	3,952,500		
401007 CORONERS	177,400	177,400		
401008 LECTURERS	850,300	835,500		
401009 TEACHERS	1,401,500	1,284,100		
401010 SOULBURY	666,500	591,600		
401014 MEMBERS	1,017,000	1,017,000		
401020 MANAGEMENT SPINE SALARIES	599,300	586,700		
401025 SALARY SACRIFICE NI	1,800	1,800		
401040 AGENCY STAFF	587,400	388,600		
401041 TEMPORARY STAFF	119,900	147,700		
401042 ELECTORAL STAFF	117,500	117,500		
401051 X EMPLOYER SUPER DEFICIT CONTRIBUTION	8,140,800	7,342,700		
*** 4010 Employee direct costs**	**105,978,900**		**108,297,300**	
401500 EMPLOYEE RELATED INSURANCE	279,800	297,100		
401501 STAFF TRAINING	627,300	623,800		
401502 IN-SERVICE EDUCATION	68,800	61,600		
401503 STAFF ADVERTISING	89,100	42,200		
401504 REDUNDANCY/SEVERANCE PAYMENTS	1,133,000	1,133,000		
401506 PENSION ENHANCEMENTS	1,681,600	1,681,600		
401507 SPECTACLES COST	2,700	2,000		
401508 LONG SERVICE MEMENTOS	12,400	12,400		
401514 OTHER EMPLOYEE RELATED EXPENSES	45,500	110,800		
401515 PRE DSO PENSION COSTS	199,200	199,200		
401516 ILL HEALTH RETIREMENTS	390,700	390,700		
401519 X APPRENTICE LEVY	0	385,000		
*** 4015 Employee indirect**	**4,530,100**		**4,939,400**	
**** 401 Employees**	**110,509,000**			**113,236,700**
**** 402 Premises**				
402001 REPAIRS AND MAINTENANCE	86,300	175,400		
402005 REPAIRS AND MAINTENANCE - ELECTRICAL	2,600	2,600		
402010 PLUMBING	2,400	2,400		
402012 REPAIRS AND MAINTENANCE - MECHANICAL	2,600	2,600		
402015 EXTERNAL REDECORATIONS	7,800	7,800		
402016 INTERNAL REDECORATION	2,000	2,000		
402020 REPAIRS & MAINTENANCE - PLANNED	22,100	22,100		
402040 REPAIRS & MAINTENANCE - CENTRAL RECHARGE	701,900	701,900		
402051 CYCLICAL ELECTRICAL	21,400	21,400		
402091 BOARDING UP	9,700	9,700		
*** 4020 Repairs to buildings**	**858,800**		**947,900**	
402200 GAS	291,100	347,500		
402201 ELECTRICITY	1,659,700	1,401,600		
402202 OTHER ENERGY COSTS	4,400	4,400		
*** 4022 Energy Costs**	**1,955,200**		**1,753,500**	
402300 RENTS PAYABLE	444,400	539,900		
402301 RENT VOIDS	100,000	100,000		
402304 SERVICE CHARGES	0	9,900		
402320 PAYMENTS TO PRIVATE LANDLORDS	9,494,600	9,494,600		
402321 BED AND BREAKFAST RENTS	20,484,400	20,484,400		
402323 RENT DEPOSIT SCHEME	280,000	100,000		
402324 SELF HELP RENT DEPOSIT	105,700	285,700		
*** 4023 Rent**	**30,909,100**		**31,014,500**	
402400 NATIONAL BUSINESS RATE	2,183,000	2,298,100		
402402 COUNCIL TAX	5,900	5,900		
*** 4024 Rates**	**2,188,900**		**2,304,000**	
402450 WATER CHARGES	239,000	237,300		
*** 40245 Water Services**	**239,000**		**237,300**	
402500 PREMISES INSURANCE	140,800	170,400		
402515 PREMISES INSURANCE - SERVICE CONTROLLED	5,500	5,500		
*** 40250 Premises Insurance**	**146,300**		**175,900**	

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS

Cost elements	Original 2017/18	Original Estimate 2018/19		
	£	£	£	£
402550 GROUNDS MAINTENANCE - GENERAL	248,300	264,400		
402600 MAINTENANCE OF ROADS & PATHS - GENERAL	217,400	383,000		
402620 MAINTENANCE OF ROADS & PATHS - SPECIAL	4,200	4,200		
402625 MAINTENANCE OF SIGNS & MARKINGS	10,000	0		
402626 DRAINAGE	100	100		
402650 TREES & SHRUBS MAINTENANCE	2,100	2,100		
402651 HORTICULTURAL - NEC	7,600	12,200		
402660 CEMETARY & CREMATORIA	12,000	12,000		
*** 4026 Grounds and Roads maintenance**	**501,700**		**678,000**	
402700 FIXTURES AND FITTINGS	236,300	236,300		
402702 CCTV	67,700	321,500		
402750 FIRE ALARM SYSTEMS	2,400	2,400		
402751 SECURITY SYSTEMS	1,000	1,000		
402753 COMMUNITY ALARMS	89,000	89,000		
*** 4027 Fixtures and fittings**	**396,400**		**650,200**	
402800 BUILDING CLEANING CONTRACT	893,640	14,500		
402801 CLEANING AND DOMESTIC SUPPLIES	96,600	95,000		
402802 REFUSE COLLECTION AND DISPOSAL	121,000	122,600		
402803 WINDOW CLEANING	24,000	22,700		
402807 HOME COMPOSTING	1,000	1,000		
402808 RECYCLING	36,200	126,200		
402810 CLEANING & JANITORIAL	62,100	62,100		
*** 4028 Cleaning**	**1,234,540**		**444,100**	
**** 402 Premises**	**38,429,940**			**38,205,400**
**** 403 Transport**				
403001 VEHICLE REPAIRS AND MAINTENANCE	26,400	47,000		
403002 DAMAGE RELATED REPAIRS	1,000	1,000		
403007 TAXI SERVICE	11,000	23,500		
403010 FUEL	72,300	64,000		
403011 LICENCES AND TAXES	6,900	6,900		
403012 PARKING PERMIT	7,100	7,100		
403013 BLUE BADGES PERMIT	15,000	15,000		
403014 Street & Traffic Ma	13,500	14,000		
*** 4030 Direct transport costs**	**153,200**		**178,500**	
403200 HIRE FROM VEHICLE POOL	625,500	442,000		
*** 4032 Internal hire vehicles**	**625,500**		**442,000**	
403300 HIRE OF TRANSPORT	3,399,100	3,453,200		
403301 LEASING CHARGES	45,000	42,200		
*** 4033 External hire vehicles**	**3,444,100**		**3,495,400**	
403400 STAFF TRAVEL	228,250	222,300		
*** 4034 Public transport**	**228,250**		**222,300**	
403500 VEHICLE INSURANCE	21,700	60,100		
*** 4035 Transport insurance**	**21,700**		**60,100**	
403600 CAR ALLOWANCES	187,600	167,000		
*** 4036 Car allowances**	**187,600**		**167,000**	
**** 403 Transport**	**4,660,350**			**4,565,300**
**** 404 Supplies and Services**				
404001 FURNITURE	31,300	28,300		
404010 EQUIPMENT	503,700	622,600		
404011 COMPUTER HARDWARE	222,500	363,500		
404012 COMPUTER NETWORK COSTS	1,066,500	1,084,100		
404013 INDEPENDENCE EQUIPMENT OVER 65	38,800	0		
404014 INDEPENDENCE EQUIPMENT 18 TO 65	51,300	0		
404015 INDEPENDENCE EQUIPMENT UNDER 18	17,600	0		
404016 INDEPENDENCE EQUIPMENT GENERAL	10,000	0		
404017 PCT INDEPENDENCE EQUIPMENT	112,200	0		
404019 CLEANING EQUIPMENT	10,000	23,000		
404020 EQUIPMENT HIRE	12,100	231,300		
404021 EQUIPMENT LEASES	0	524,900		
404022 ELECTRICAL GOODS	6,100	6,100		
404025 MINOR ADAPTATIONS	100,000	0		
404030 BOOKS	309,600	307,600		
404032 AUDIO VISUAL AIDS	30,400	29,400		
404040 EDUCATION	144,300	158,800		
404041 EDUCATION - NEC	27,600	129,100		

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS

Cost elements	Original 2017/18	Original Estimate 2018/19		
	£	£	£	£
404050 GENERAL MATERIALS	1,426,600	953,200		
404060 ONE CARD - ID CARD	400	400		
*** 4040 Furniture and equipment**	**4,121,000**		**4,462,300**	
404201 CATERING - NEC	153,400	3,900		
404210 REFRESHMENTS	48,900	43,200		
404211 PROVISIONS	2,461,300	2,314,600		
404212 Vending Mach Supp	300.00	600.00		
*** 4042 Catering**	**2,663,900**		**2,362,300**	
404300 CLOTHING AND UNIFORM	71,100	62,700		
404301 LAUNDRY COSTS	200	200		
*** 40430 Clothing uniform and laundry**	**71,300**		**62,900**	
404351 PRINTING AND STATIONARY	869,200	826,500		
404352 OFFICE SUPPLIES	39,000	39,500		
404353 FILE STORAGE	15,500	15,500		
404354 DRINKING WATER	5,700	4,700		
404355 FIRST AID	900	900		
404356 PHOTOGRAPHS AND FILMING	3,500	3,500		
404357 MAPS AND PLANS	36,600	200		
404358 PUBLIC CONSULTATIONS	78,100	78,100		
404359 HIRE OF ROOMS/HALLS	165,100	160,500		
404360 OTHER SURVEYS	134,200	135,700		
404361 INTERNAL REPROGRAPHICS	165,000	94,800		
*** 40435 Office Expenses**	**1,512,800**		**1,359,900**	
404500 OTHER INSURANCE FEES	1,227,800	1,205,000		
404502 AUDITORS FEES	241,500	241,500		
404503 BANK & CREDIT CARD CHARGES	66,600	66,600		
404504 BAILIFFS' FEES	1,000	0		
404506 COURT COSTS	517,650	500,100		
404507 DELIVERY SERVICES	414,000	421,000		
404508 INTERPRETING FEES	135,300	135,500		
404509 LEGAL FEES	2,183,000	1,786,400		
404510 OTHER PROFESSIONAL FEES	3,081,900	8,218,000		
404511 SECURITY SERVICES	154,800	134,300		
404512 SURVEY FEES	6,700	6,700		
404513 EXAMINATION FEES	131,300	127,500		
404515 OTHER INSURANCE FEES-SERVICE CONTROLLED	37,000	38,000		
404516 VALUATION FEES	500	500		
404518 ABANDONED VEHICLE COSTS	1,500	1,500		
404519 COUNSELLING SERVICE	35,000	35,000		
404521 OTHER EDUCATIONAL FEES	885,300	756,900		
404522 REGISTRATION FEES	36,500	24,200		
404523 RESPITE CARE	626,700	576,700		
404524 TRAINING COURSE FEES	64,100	63,900		
404525 CARE MANAGEMENT	271,500	271,500		
404526 FUNERAL SERVICES	87,000	87,000		
404527 FAMILY FINDING FEES	224,200	224,200		
404528 FAMILY ASSESSMENTS	71,500	71,500		
404529 PSYCHIATRIC ASSESSMENTS	11,700	11,700		
404531 CONTACT FOR LOOKED AFTER CHILDREN	117,500	117,500		
404539 INDEPENDENCE EQUIPMENT GENERAL	27,500	27,500		
404541 SLA PAYMENTS	10,000	10,000		
404544 COURT OF PROTECTION	8,000	8,000		
404546 BROKERAGE FEES	3,100	3,100		
404547 REMOVAL EXPENSES FE	174,000	174,000		
404548 MANAGEMENT FEES	0	5,300		
404549 ANIMAL UPKEEP	26,400	26,400		
404550 OPERATING EXPENSES	161,000	161,000		
404552 CARD ACQUIRING (DEBIT/CREDIT) FEES	163,900	164,300		
404553 BILL PAYMENT (ONECARD / BAR CODES) FEES	152,000	152,000		
404555 PRACTICING CERTIFICATE	7,000	7,000		
404556 PROPERTY MANAGEMENT	85,000	85,000		
404558 FACILITIES & MANAGEMENT	7,000	7,000		
404559 FINANCIAL SERVICES	8,100	68,200		
404560 CEMETARY & CREMATORIA	1,000	1,000		
404561 SOCIAL COMM - ADULT	5,000	377,200		
404562 SOCIAL COMM - CHILD	20,000	0		
404564 Out of Hours Call	0	1,800		
*** 4045 Fees and services**	**11,490,550**		**16,401,500**	
404600 POSTAGE	377,500	338,300		
404601 TELEPHONE COSTS	247,900	208,900		
404602 MOBILE PHONE COSTS	196,900	208,600		
404603 FIBRE TRANSMISSION	20,000	20,000		

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS

Cost elements	Original 2017/18	Original Estimate 2018/19		
	£	£	£	£
404610 COMPUTER SOFTWARE	1,155,100	1,220,100		
404611 COMPUTER LEASES	1,700	1,700		
404612 LICENCE COSTS	1,018,700	2,077,700		
404613 DATA HOSTING	443,100	456,700		
404614 ICT SERVICES	306,900	141,800		
404620 PUBLICITY	132,200	130,500		
404621 ADVERTISING (NON STAFF)	164,300	156,300		
404622 ACTIVITIES & EVENTS	669,200	764,400		
404624 LOCAL DEVELOPMENT FRAMEWORK	122,400	122,400		
*** 4046 Communications and computing**	**4,855,900**		**5,847,400**	
404701 MEMBERS' TRAINING	9,000	9,000		
404702 REFUNDS	38,600	38,600		
404703 GOODS FOR RESALE	62,500	62,500		
404710 SUBSISTENCE	7,700	328,200		
404711 CONFERENCE EXPENSES	9,500	8,500		
404712 MAYORAL ALLOWANCES	4,000	4,000		
404713 GENERAL CORPORATE EXPENSES	11,400	197,500		
404714 COMPENSATION	23,100	23,300		
404715 CORPORATE INITIATIVES	99,600	100,000		
*** 4047 Expenses**	**265,400**		**771,600**	
404800 PUBLICATIONS	110,100	108,800		
404810 SUBSCRIPTIONS	497,800	499,100		
404820 GRANTS PAID	662,900	663,900		
404823 ADOPTION AND SUPPORT	5,800	5,800		
*** 4048 Grants and subscriptions**	**1,276,600**		**1,277,600**	
404900 PARTNERSHIP SCHEMES	447,900	392,900		
404901 ENVIRONMENTAL SCHEMES	16,300	16,300		
404920 PFI PAYMENTS	15,526,700	15,526,700		
404923 PFI CONTINGENT RENT	(2,428,000)	0		
404924 PFI FINANCE LEASE	(4,863,800)	0		
404925 PFI TRANSFERS TO BALANCE	(3,720,800)	0		
404926 X FINANCE LEASE TRANSFER	(313,100)	(313,100)		
404927 X INVESTMENT PROPERTY	2,757,300	2,757,300		
*** 4049 PFI and partnership**	**7,422,500**		**18,380,100**	
404950 X CONTRIBUTIONS TO PROVISIONS & RESERVES	1,476,400	2,476,400		
404953 CONTRIBUTIONS TO EARMARKED RESERVES	60,000	60,000		
404954 CONTRIBUTIONS TO OTHER RESERVES	600	600		
*** 40495 Contributions**	**1,537,000**		**2,537,000**	
**** 404 Supplies and Services**	**35,216,950**			**53,462,600**
**** 405 Third Party payments**				
405001 CONTRACTORS	52,581,460	52,811,300		
405002 OTHER LOCAL AUTHORITIES	100,000	134,500		
405003 HEALTH AUTHORITIES	868,400	764,000		
405004 VOLUNTARY ORGANISATIONS	2,043,700	1,950,300		
405005 OTHER AGENCIES	13,381,800	10,001,000		
405006 ALMO-FORMERLY TENANT MANAGEMENT	90,000	0		
405007 RESIDENTIAL CARE HOMES	20,658,100	17,565,000		
405008 RESIDENTIAL CHILDREN'S HOMES	3,807,400	4,187,400		
405011 OTHER PLACEMENTS	236,700	636,700		
405012 SECURE RESIDENTIAL	173,500	62,800		
405014 NURSING HOMES	3,496,300	4,046,400		
405017 LONDON BOROUGHS GRANTS SCHEME	234,900	209,300		
405019 NORTH LONDON WASTE AUTHORITY	123,400	128,400		
405021 CONSULTANTS	673,400	606,600		
405022 TRANSPORT FOR LONDON	10,010,200	9,996,200		
405027 SOC SERV SEMI INDEPEND ACCOMMODATION	1,470,000	1,444,500		
405028 SOCIAL SERVICES SUPPORTED LODGINGS	400,000	400,000		
405030 SUPPORTED ACCOMODATION	8,979,400	9,853,200		
405034 COMMISIONED DAY CARE	1,162,800	1,025,200		
405035 COMMISIONED HOME CAR	4,882,700	5,624,700		
405039 SOCIAL SERVICES SUPPORT COSTS	781,500	781,500		
405041 TAXICARD SCHEME	20,000	20,000		
405047 CONSULTANCY - NEC	5,800	141,300		
405048 HEALTHCARE	79,500	480,600		
*** 4050 Third party payments**	**126,260,960**		**122,870,900**	
**** 405 Third Party payments**	**126,260,960**			**122,870,900**

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS

Cost elements	Original 2017/18	Original Estimate 2018/19		
	£	£	£	£
**** 406 Transfer Payments**				
406200 DIRECT PAYMENTS	8,649,100	10,113,100		
406201 ASYLUM SEEKERS	105,000	105,000		
406202 SECTION 17 1989 CHILDREN'S ACT	331,300	331,300		
406204 FOSTER PARENTS ALLOWANCES	1,685,800	1,685,800		
406205 ADOPTION ALLOWANCES	485,600	485,600		
406206 LEAVING CARE ALLOWANCES	126,400	126,400		
406207 WEEKLY ALLOWANCE	157,200	107,200		
406208 BIRTHDAY ALLOWANCE	4,800	4,800		
406209 FESTIVAL ALLOWANCE	4,100	4,100		
406210 EDUCATIONAL ALLOWANCE	69,000	44,000		
406211 RESIDENCE ORDER ALLOWANCE	166,800	166,800		
406212 KINSHIP CARERS ALLOWANCE	253,900	253,900		
406213 FOOD ALLOWANCE / PAYMENT	10,600	10,600		
406214 CLIENT CLOTHING ALLOWANCE	14,400	14,400		
406215 CLIENT TRANSPORT ALLOWANCE / PAYMENT	110,100	109,800		
406216 RENT ALLOWANCE/PAYMENT	49,500	1,259,400		
406217 HOLIDAY ALLOWANCE / PAYMENT	1,700	1,700		
406218 DAYCARE ALLOWANCE/PAYMENT	16,500	350,200		
406219 BASIC EQUIPMENT ALLOWANCE	40,300	40,300		
406220 FURNITURE ALLOWANCE	300	300		
406221 UTILITIES ALLOWANCE / PAYMENT	3,500	3,500		
406222 SECTION 21 PAYMENTS	12,600	11,600		
406224 PANEL PAYMENTS	23,900	23,900		
406225 SPECIAL GUARDIANSHIP ORDER ALLOWANCE	758,000	758,000		
*** 4062 Social Service Client**	**13,080,400**		**16,011,700**	
406300 RENT ALLOWANCES	136,457,500	136,457,500		
406310 DISCRETIONARY ALLOWANCES	108,700	108,700		
406320 RENT REBATES	48,867,900	48,867,900		
*** 4063 Housing Benefit**	**185,434,100**		**185,434,100**	
**** 406 Transfer Payments**	**198,514,500**			**201,445,800**
**** 407 Support**				
407001 X EXECUTIVE DIRECTOR	2,291,800	1,190,200		
407003 X OTHER INTRA DIRECT/ SERV RECHARGE	1,300,500	0		
407004 X SERVICE HEAD RECHARGES	1,297,700	2,675,500		
407006 BUILDING CONTROL REC	664,200	664,200		
407008 X INTERNAL SERVICE RECHARGE	507,200	507,200		
*** 4070 Within Directorate**	**6,061,400**		**5,037,100**	
407200 X CHIEF EXECUTIVE	202,700	202,500		
407207 X INFORMATION COMMUNICATION TECHNOLOGY	7,024,600	7,060,900		
407208 X HUMAN RESOURCES	1,637,200	1,796,100		
407209 X LEGAL - SLA	1,756,800	2,025,600		
407211 X ASSET PLANNING	334,600	0		
407212 X CORP COMMS	540,200	506,800		
407214 X STRATEGIC FINANCE	3,276,200	3,382,300		
407219 X FACILITIES MANAGEMENT	3,598,200	5,601,700		
407222 X EXCHEQUER SERVICES	757,600	0		
407227 X PROCUREMENT	822,100	907,400		
407228 X WFD CALL CENTRE	2,051,200	1,098,400		
407233 X PREMISES RECHARGE FROM PROPERTY	1,299,700	1,408,100		
407236 X HEALTH & SAFETY	0	281,600		
407238 X INTERNAL AUDIT & ANTI FRAUD	789,300	819,100		
407240 X EX DIRECTORS TO CDC	405,800	406,600		
407247 X POLICY & PERFORMA	1,963,700	2,154,900		
407253 X TRANSFORMATION TEAM	0	1,530,100		
407254 X CORP LANDLORD	1,598,500	922,800		
407257 X PROPERTY SERVICES	707,000	725,300		
407264 X GOVERNANCE	383,400	195,700		
407267 X SERVICE DESIGN	246,100	620,700		
407268 X LOCALITY TEAM	63,200	0		
407269 X HRRT	557,400	0		
407271 X CHIEF OFFICERS	242,800	289,500		
407272 X INSURANCE & RISK	193,000	150,200		
407273 X EXECUTIVE SUPPORT	343,800	19,100		
407274 X MEMBERS SERVICES	952,300	548,300		
407276 X BUSINESS SUPPORT	5,179,800	7,951,300		
407277 X COMPLAINTS	246,900	224,200		
*** 4072 Between Directorates**	**37,174,100**		**40,829,200**	

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS

Cost elements	Original 2017/18	Original Estimate 2018/19		
	£	£	£	£
407401 X HRA COMMUNITY SERVICE	107,000	107,000		
407450 PH - CHILDREN CENTRE	1,600,000	1,600,000		
407451 PH - SUBSTANCE M'USE	350,000	350,000		
407501 X SERVICE DESIGN	154,900	154,900		
*** 4074 Outside General fund**	**2,211,900**		**2,211,900**	
**** 407 Support**	**45,447,400**			**48,078,200**
**** 410 Financing**				
410001 INTEREST PAYMENTS	312,000	312,000		
410002 X DEBT MANAGEMENT	0	63,000		
410003 MONTHLY ASSET DEPRECIATION	35,709,700	32,403,300		
410007 X MRP - UNSUPPORTED	226,800	226,800		
410008 X DEBT MANAGEMENT RECHARGE	(180,600)	(137,000)		
*** 4010 Capital Financing Costs**	**36,067,900**		**32,868,100**	
**** 410 Financing**	**36,067,900**			**32,868,100**
GROSS EXPENDITURE	**595,107,000**			**614,733,000**
**** 409 Income**				
409002 ASYLUM SEEKERS	(893,400)	(893,400)		
409009 HOUSING & COUNCIL TAX BENEFIT	(183,303,600)	(183,303,600)		
409011 LEARNING SKILLS COUNCIL	(3,145,200)	(3,273,800)		
409019 PRIVATE FINANCE INITIATIVE	(15,526,700)	(15,526,700)		
409030 TRANSPORT FOR LONDON	(380,000)	(380,000)		
409033 YOUTH JUSTICE BOARD	(596,900)	(487,800)		
409034 OTHER GOVT GRANTS	(4,836,400)	(11,146,200)		
409062 NNDR ADMIN SUBSIDY	(294,600)	(294,600)		
409063 BENEFITS ADMIN SUBSIDY	(1,667,400)	(1,667,400)		
409091 PUPIL PREMIUM	(408,500)	(485,500)		
409096 DCLG - TROUBLED FAMILIES GRANT	(1,530,400)	(1,674,600)		
409097 EARLY YEARS DSG	0	(198,800)		
409100 EARLY YEARS DSG B/F	(5,190,500)	(200,000)		
409103 UNIVERSAL OFFER DSG	(722,000)	(60,900)		
*** 4090 Government Grants**	**(218,495,600)**		**(219,593,300)**	
409300 CONTRIBUTIONS FROM PARTNERS	(375,100)	(419,600)		
409301 CONTRIBUTIONS FROM DEVELOPERS	(17,900)	(17,900)		
409302 CONTRIBUTIONS FROM OTHER PARTIES	(380,300)	(409,300)		
409304 CONTRIBUTION FROM HEALTH AUTHORITIES	(9,502,200)	(7,344,600)		
409305 CITIZENSHIP CEREMONIES CONTRIBUTION	(178,400)	(183,800)		
409320 FROM OTHER LOCAL AUTHORITIES	(762,500)	(742,500)		
409350 OTHER GRANTS	(491,000)	(1,255,400)		
409364 GRANTS - LOCAL REFORM AND COMMUNITY VOIC	(146,700)	(159,400)		
409368 GRANTS - PUBLIC HEALTH - DOH	(16,352,000)	(15,932,000)		
409370 HEATING CHARGES	(275,600)	(50,600)		
409372 INSURANCE PREMIUMS	(54,500)	(54,400)		
409373 RECOVERY EQUAL PAY LOANS FROM SCHOOL	(35,800)	(35,800)		
409383 CONTRIBUTION FROM EARMARKED RESERVES	(62,700)	(62,700)		
*** 4093 Other Grants and Contributions**	**(28,634,700)**		**(26,668,000)**	
409400 SALES	(607,500)	(851,700)		
409401 PARKING INCOME	(395,300)	(423,300)		
409402 PARKING PENALTIES	(7,501,900)	(9,272,400)		
409403 PARKING PERMITS	(2,304,000)	(3,634,000)		
409404 STAFF PARKING PERMITS	(166,800)	(166,800)		
409405 MANAGEMENT FEE INCOME	(536,300)	(444,500)		
409409 PARKING BAY SUSPENSIONS	(204,700)	(333,300)		
409410 HIRE CHARGES	(1,163,200)	(1,252,700)		
409411 LOPS PERMIT INCOME	(477,400)	(477,400)		
409413 PAY BY PHONE	(281,800)	(371,800)		
409414 ONLINE SALES	(7,000)	(15,000)		
409415 TRADE WASTE	(4,000)	(214,800)		
409416 TRADE WASTE - SPECIAL	(44,200)	(6,800)		
409417 NON-REFUNDABLE DEPOSITS	(78,800)	(46,400)		
409418 CATERING INCOME	(5,854,500)	(5,854,500)		
409420 MISCELLANEOUS INCOME	(4,413,700)	(2,728,600)		
409422 PH ALLOCATION	(2,200,000)	(2,200,000)		
409430 ADMISSIONS	(93,300)	(51,300)		
409440 RECOVERED LEGAL EXPENSES	(160,600)	(140,600)		
409450 SERVICE FEES	(7,562,700)	(7,741,700)		
409451 INSPECTION FEES	(337,300)	(291,300)		
409452 PENALTY FEES	(1,248,100)	(1,270,000)		

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS

Cost elements	Original 2017/18	Original Estimate 2018/19		
	£	£	£	£
409453 LAND SEARCH FEES	(766,700)	(806,400)		
409454 TELECOMMUNICATION INCOME	(400)	(400)		
409455 LICENCE FEE INCOME	(517,100)	(605,500)		
409460 LETTINGS INCOME	(1,394,200)	(1,366,500)		
409462 DOMESTIC CROSSINGS	(200,200)	(237,700)		
409463 SPONSORSHIP	(38,000)	(35,000)		
409466 LICENCING ACT INCOME	(237,700)	(240,000)		
409468 LEGAL SEARCH	(4,500)	(4,500)		
409469 PRE-APPLICATION ADVI	(102,600)	(102,600)		
409470 BREACH OF ENFORCEMEN	(8,400)	(8,400)		
409471 EDUCATION SERVICE INCOME	(5,728,900)	(6,181,800)		
409472 POOLED FUNDING FROM SCHOOLS INCOME	(15,000)	(15,000)		
409474 PRIOR YEAR DSG GRANT	0	(1,023,100)		
409480 RENTS	(5,206,000)	(5,167,000)		
409481 DWELLING RENTS	(24,362,000)	(25,587,000)		
409483 RECOVERY OF OVERPAYMENTS	(4,090,000)	(4,287,500)		
409484 CASH OVERPAY RECOVERY	0	(136,000)		
409489 INCOME FROM INTERNAL PROCUREMENT	(866,400)	(1,700,200)		
409490 FEES CHARGED TO SCHOOLS	(2,978,200)	(2,973,200)		
409491 X POLICY REVIEW REDUCTIONS	0	(1,153,200)		
409496 UNACHIEVABLE TRADING	(719,200)	(299,000)		
409498 GAMBLING ACT FEES	(46,800)	(46,800)		
409501 INTERNAL ADVERTISING INCOME	(445,800)	(445,800)		
409502 EXTERNAL ADVERTISING INCOME	(70,200)	(70,200)		
409504 MAYORAL CIL	(40,000)	(40,000)		
409505 LOCAL COMMUNITY INF	(15,000)	(18,900)		
409507 FEES CHARGED TO ACADEMIES	0	(79,000)		
409508 TUITION FEES	(17,600)	(18,000)		
409514 ASC RESIDENTIAL CLIENT CONTRIBUTION	(4,468,600)	(4,602,100)		
409515 SELECTIVE LICENCE	(1,751,100)	(2,083,900)		
409516 ASC COMM CLIENT CONTRIBUTION	(266,000)	(266,000)		
409517 ENFORCEMENT AGENT	(720,000)	(815,000)		
409519 STREET NAMING AND NO	(33,000)	(35,000)		
409526 INCOME FROM HRA	(1,207,700)	(108,400)		
409528 DONATIONS	0	(16,000)		
*** 4094 Customer and Client Receipts**	**(91,960,400)**		**(98,364,000)**	
409700 X INTRA-DIRECTORATE	(3,761,400)	(2,178,900)		
409701 TRANS TO PROJECT OR INTERNAL ORDER	(2,830,100)	(2,792,000)		
409706 X CORPORATE DEMOCRATIC CORE	(3,589,000)	(4,353,000)		
409708 X ENVIRONMENT - STRATEGY AND RESOURCES	0	(555,200)		
409709 X CHILDRENS RESOURCES	(7,579,700)	(8,662,900)		
409713 X COMM SERV - HOUSING PROVISION	(1,126,600)	(1,154,500)		
409714 X COMMUNITY SERV - SOCIAL SERVICES	(5,401,600)	(5,651,000)		
409715 X CORP COMMUNICATIO	(206,200)	(112,400)		
409716 X INFORMATION COMMUNICATION TECHNOLOGY	(406,000)	(1,086,400)		
409717 X HUMAN RESOURCES	(220,500)	(406,100)		
409718 X LEGAL & DEMOCRATIC	(502,200)	(633,800)		
409719 X PROPERTY SERVICES	(1,138,500)	(478,300)		
409720 X REVENUE & BENEFITS	(2,069,200)	(2,088,900)		
409721 X STRATEGIC FINANCE	(1,041,900)	(833,800)		
409723 X ENVIRONMENT HEALTH	(57,800)	(36,600)		
409725 X PUBLIC REALM	(25,400)	(25,300)		
409726 X CHILDRENS-EDUCATION FOR COMMUNITIES	(149,700)	(161,800)		
409727 X Culture & Leisure	(238,200)	(567,500)		
409732 X CHILDREN & FAMILIES	(241,800)	(171,800)		
409733 X OTHER RECHARGES	(220,500)	(119,500)		
409734 X POLICY & PERFORMA	(273,200)	(319,600)		
409736 X NON DISTRIBUTED COSTS	(707,000)	(922,800)		
409737 X CUSTOMER SERVICES	(572,600)	(225,400)		
409739 X STRATEGY & COMMUNICATIONS	(982,400)	(920,100)		
409740 X GOVERNANCE & LAW	(198,500)	(121,400)		
409741 X INTERN AUDIT & ANT	(166,500)	(166,400)		
409745 X TREASURY	(105,000)	(122,000)		
409746 X PROCURMENT	(317,900)	(376,000)		
409749 X EVENTS	(16,300)	0		
409750 X CLASS	(65,300)	(61,700)		
409753 X LEGAL SLA - ADULTS	(189,800)	(209,900)		
409754 X LEGAL SLA - CHILDRENS	(629,900)	(692,100)		
409755 X LEGAL SLA - ENVIRONMENT	(493,100)	(541,700)		
409756 X LEGAL SLA - HOUSING	0	(139,200)		
409759 X LEGAL SLA - RESIDENTS FIRST	(26,200)	(26,100)		
409761 X LEGAL SLA - HUMAN RESOURCES	(144,700)	(144,700)		
409763 X LEGAL SLA - FINANCE	(191,800)	(191,900)		

OVERALL BUDGET 2018/19 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS

Cost elements	Original 2017/18	Original Estimate 2018/19		
	£	£	£	£
409767 X SERVICE DESIGN	(78,600)	0		
409768 X PUBLIC HEALTH	(382,700)	(16,900)		
409769 X REGEN & GROWTH	(2,173,800)	(2,042,100)		
409770 BUILDING CONTROL	(664,200)	(664,200)		
409771 X NEIGHBOURHOODS	(4,413,100)	(4,493,300)		
409772 X BUSINESS SUPPORT	(1,403,700)	(2,762,100)		
409773 X TRANSFORMATION	(555,800)	(488,500)		
409775 X LEGAL SLA-PHEALTH	0	(80,000)		
409807 X INCOME FROM HRA - RECHARGES	(5,831,900)	(6,735,200)		
409812 X R&M RECHARGE	(723,600)	(723,600)		
409880 INTERNAL SERVICE RECHARGES	(804,900)	(920,300)		
409900 X PUBLIC HEALTH STAFF	0	(50,000)		
409901 X FAMILIES STAFF	(154,900)	(154,900)		
409999 X PENSION FUND	(714,200)	(687,900)		
*** 4097 Recharges**	**(53,787,900)**		**(57,069,700)**	
409600 INTEREST	(71,800)	(71,800)		
409601 COMMISSION	(10,600)	(10,600)		
409603 UNPRESENTED CHEQUES WRITTEN BACK	(35,000)	(35,000)		
*** 4096 Interest Received**	**(117,400)**		**(117,400)**	
**** 409 Income**	**(392,996,000)**			**(401,812,400)**
***** LBWF**	**202,111,000**			**212,920,600**

CAPITAL BUDGET 2018/19 TO 2021/22

The Capital Programme spans the four year period 2018/19 to 2021/22. The Capital Programme summarises anticipated capital spending and estimated resources available for financing. These resources include government grants, capital receipts, prudential borrowing, direct revenue funding (including reserves) and other capital income.

The capital programme has been categorised into nine blocks: Adult Social Care, Housing, Public Health, Schools, Neighbourhood and Commercial, Regeneration and Growth, Corporate Development, Property and Asset Management, plus an amount for programme Contingency. It shows the estimated costs for schemes in progress phased over the anticipated life of each scheme.

The Capital Programme is based upon an estimate of achieving a total of £208 million in capital receipts over the years 2018/19 to 2021/22. This figure is inclusive of current General Fund Capital Receipt balances, HRA Receipts and Capital schemes self-financed via future site disposals. If the disposals programme realises more or less than anticipated, the Capital Programme will be reviewed.

External resources, in particular grant allocations, are usually announced over a one or two year time frame; therefore the majority of schemes will only be forecast over this period. The programme is updated quarterly for any changes in resources, and refreshed annually.

The Capital Programme endeavours to deliver schemes and projects which meet Council objectives and priorities. When planning new capital projects, services should have regard to value for money objectives, and these need to be demonstrated when putting forward bids for capital resources.

CAPITAL PROGRAMME	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Adult Social Care	98	0	0	0	98
Housing	60,277	29,368	27,198	26,277	143,120
Public Health	425	0	0	0	425
Schools	49,499	33,288	21,124	0	103,911
Neighbourhood & Commercial	12,199	807	0	0	13,006
Regeneration & Growth	15,238	5,481	3,076	571	24,366
Corporate Development	1,275	1,074	600	0	2,949
Property & Asset Management	32,155	57,203	17,164	16,175	122,697
Contingency	2,000	0	0	0	2,000
TOTAL CAPITAL PROGRAMME	**173,166**	**127,221**	**69,162**	**43,023**	**412,572**
RESOURCES					
Government Grant	(44,923)	(36,745)	(23,773)	(1,770)	(107,211)
Other Contributions	(8,688)	(3,339)	(1,595)	(1,100)	(14,722)
Major Repairs Reserve	(14,058)	(13,574)	(13,871)	(14,176)	(55,679)
Revenue Contributions	(3,873)	(4,928)	(10,329)	(5,300)	(24,430)
Self-financed via future site disposal	(58,037)	(58,344)	(17,855)	(16,746)	(150,982)
Capital Receipts	(40,746)	(10,291)	(1,739)	(3,931)	(56,707)
Prudential Borrowing	(976)	0	0	0	(976)
HRA Borrowing	(1,865)	0	0	0	(1,865)
TOTAL RESOURCES	**(173,166)**	**(127,221)**	**(69,162)**	**(43,023)**	**(412,572)**

ADULT SOCIAL CARE	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Care Homes	98	0	0	0	98
TOTAL ASC PROGRAMME	**98**	**0**	**0**	**0**	**98**
RESOURCES					
Social Care Capital Grant	(98)	0	0	0	(98)
TOTAL ASC RESOURCES	**(98)**	**0**	**0**	**0**	**(98)**

HOUSING CAPITAL PROGRAMME	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Housing Major Works	17,861	14,614	15,177	15,500	63,152
Council Adaptations	960	766	766	766	3,258
Loft Conversions	0	500	500	0	1,000
Friday Hill	230	0	0	0	230
Marlowe Road	6,566	2,327	2,702	3,161	14,756
Montague Road	4,912	3,446	6,537	13,526	28,421
Local Growth Fund Scheme	18,003	1,006	169	0	19,178
Mayor's Housing Covenant	3,580	198	0	0	3,778
Other Sites	0	100	100	100	300
Almshouse Grant	2,520	850	77	0	3,447
Schemes to be identified	0	3,791	0	0	3,791
slippage	0	0	(600)	(8,546)	(9,146)
Total HRA programme	**54,632**	**27,598**	**25,428**	**24,507**	**132,165**
Disabled Facilities Grant (Better Care Fu	2,845	1,770	1,770	1,770	8,155
Marlowe Road - Shops	2,800	0	0	0	2,800
Total Housing General Fund	**5,645**	**1,770**	**1,770**	**1,770**	**10,955**
Total Housing	**60,277**	**29,368**	**27,198**	**26,277**	**143,120**
RESOURCES					
Borrowing	(1,865)	0	0	0	(1,865)
Major Repairs Reserve	(14,058)	(13,574)	(13,871)	(14,176)	(55,679)
Revenue Contributions	2,578	(4,800)	(4,250)	(5,300)	(11,772)
Lessees charges	(1,300)	(1,100)	(1,100)	(1,100)	(4,600)
Reserves &S106 receipts	(5,930)	0	(5,479)	0	(11,409)
RTB receipts used for debt repayment	(1,854)	(555)	(500)	(500)	(3,409)
RTB buy-back allowance	(893)	(160)	(100)	0	(1,153)
ECO	(1,000)	0	0	0	(1,000)
GLA grant	(356)	0	0	0	(356)
Low Cost Home Ownership sales	(2,414)	0	0	0	(2,414)
RTB receipts	(19,665)	(1,185)	(128)	0	(20,978)
CPO indemnity	(7,875)	(6,224)	0	(3,431)	(17,530)
Total HRA	**(54,632)**	**(27,598)**	**(25,428)**	**(24,507)**	**(132,165)**
Disabled Facilities Grant	(2,845)	(1,770)	(1,770)	(1,770)	(8,155)
General Fund re Marlow commercial	(2,800)	0	0	0	(2,800)
Total non-HRA	**(5,645)**	**(1,770)**	**(1,770)**	**(1,770)**	**(10,955)**
Total Housing Resources	**(60,277)**	**(29,368)**	**(27,198)**	**(26,277)**	**(143,120)**

PUBLIC HEALTH	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Leisure contract lease obligations	425	0	0	0	425
TOTAL PUBLIC HEALTH	**425**	**0**	**0**	**0**	**425**
RESOURCES					
Capital Receipts	(425)	0	0		(425)
TOTAL PUBLIC HEALTH RESOURCES	**(425)**	**0**	**0**	**0**	**(425)**

SCHOOLS CAPITAL PROGRAMME	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Primary Schools	6,137	4,763	2,420	0	13,320
Secondary Schools	11,223	16,404	16,400	0	44,027
Capital Improvement Programme	4,101	3,206	0	0	7,307
PSBP	1,291	86	0	0	1,377
SEND	2,400	3,300	300	0	6,000
Forest Pathways	2,955	45	0	0	3,000
Suntrap Project	400	3,540	60	0	4,000
Burnside PRU	600	1,200	1,200	0	3,000
Contingency	744	744	744	0	2,232
Unallocated	65	0	0	0	65
Schools Programme	**29,916**	**33,288**	**21,124**	**0**	**84,328**
Leyton Green Partnership Project	19,583	0	0	0	19,583
Schools Programme - Other	**19,583**	**0**	**0**		**19,583**
TOTAL SCHOOLS PROGRAMME	**49,499**	**33,288**	**21,124**	**0**	**103,911**
RESOURCES					
DfE Capital Grant	(26,812)	(33,288)	(21,124)	0	(81,224)
Self-Financed via future site disposal	(18,607)	0	0	0	(18,607)
Borrowing	(976)	0	0	0	(976)
Louisa Oakes Bequest	(2,900)	0	0	0	(2,900)
s106	(204)	0	0	0	(204)
				0	
TOTAL SCHOOLS RESOURCES	**(49,499)**	**(33,288)**	**(21,124)**	**0**	**(103,911)**

NEIGHBOURHOOD & COMMERCIAL CAPITAL PROGRAMME	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Registrars	121	0	0	0	121
Transport for London	2,900	0	0	0	2,900
Enjoy Waltham Forest	8,250	807	0	0	9,057
Drapers Field - Casey Group	18	0	0	0	18
Parks Play Equipment	20	0	0	0	20
Leyton Jubilee Park	290	0	0	0	290
Chingford Library	600	0	0	0	600
TOTAL NEIGHBOURHOOD	**12,199**	**807**	**0**	**0**	**13,006**
RESOURCES					
Transport for London (TfL) grant	(11,150)	(807)	0	0	(11,957)
Capital Receipts	(1,049)	0	0	0	(1,049)
TOTAL NEIGHBOURHOOD	**(12,199)**	**(807)**	**0**	**0**	**(13,006)**

REGENERATION & GROWTH CAPITAL PROGRAMME	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Wetlands	180	0	0	0	180
GAF projects	1,518	0	0	0	1,518
Town Square & Gardens	0	1,012	1,011	0	2,023
TCIF (Walthamstow & Leytonstone)	972	880	879	0	2,731
High Street Regeneration	484	0	0	0	484
Walthamstow Library	500	1,155	0	0	1,655
Walthamstow Town Centre Fund	89	0	0	0	89
St James St HLF	144	0	0	0	144
Shop Fronts (GLA) - South Leytonstone	328	0	0	0	328
Housing Zone	1,556	1,293	495	0	3,344
BHL Creative Industries	500	0	0	0	500
Blackhorse Lane workshops	124	0	0	0	124
Ive Farm (Coronation Gardens)	2,045	0	0	0	2,045
Score Centre	95	571	571	571	1,808
Cheney Row - Banbury Park	501	0	0	0	501
Juniper House enabling	5,211	0	0	0	5,211
Upskilling Centre (including Goods Shep	603	450	0	0	1,053
Central Parade enabling	388	120	120	0	628
TOTAL REGENERATION	**15,238**	**5,481**	**3,076**	**571**	**24,366**
RESOURCES					
Heritage Lottery Fund Wetlands	(180)	0	0	0	(180)
Capital Receipts	(1,015)	(2,167)	(1,011)	0	(4,193)
GAF	(2,662)	(880)	(879)	0	(4,421)
s106 - general	(501)	0	0	0	(501)
s106 - High Street Regen	(113)	0	0	0	(113)
s106- Housing Zone	(1,292)	(1,293)	(495)	0	(3,080)
Growth	(92)	0	0	0	(92)
GLA grant	(1,041)	0	0	0	(1,041)
Self-Financed via future disposal	(8,342)	(1,141)	(691)	(571)	(10,745)
TOTAL REGENERATION	**(15,238)**	**(5,481)**	**(3,076)**	**(571)**	**(24,366)**

CORPORATE DEVELOPMENT	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Pympe Hall Dovecote	75	0	0	0	75
Leyton Sports Ground HLF development	491	0	0	0	491
Leyton Sports Ground - HLF delivery	600	1,074	600		2,274
Vestry House museum - HLF bid	33	0	0	0	33
Town Hall - Comms Upgrade	76	0	0	0	76
					0
TOTAL CORP DEVT PROGRAMME	**1,275**	**1,074**	**600**	**0**	**2,949**
RESOURCES					
Capital Receipts	(108)	0	0	0	(108)
Reserves	(102)	(128)	(600)	0	(830)
HLF grant	(1,065)	(946)	0	0	(2,011)
TOTAL CORP DEVT RESOURCES	**(1,275)**	**(1,074)**	**(600)**	**0**	**(2,949)**

PROPERTY	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Social Club demolition	110	0	0	0	110
The Mall	531	0	0	0	531
Town Hall Campus	30,978	57,203	17,164	16,175	121,520
313 Billet Road - Calorifiers	6	0	0	0	6
Coroners Lodge	91	0	0	0	91
Compliance	419	0	0	0	419
Low Hall Depot	20	0	0	0	20
TOTAL PROPERTY	**32,155**	**57,203**	**17,164**	**16,175**	**122,697**
RESOURCES					
Capital Receipts	(648)	0	0	0	(648)
Self-Financed via future disposal	(31,088)	(57,203)	(17,164)	(16,175)	(121,630)
Reserves	(419)	0	0	0	(419)
TOTAL PROPERTY	**(32,155)**	**(57,203)**	**(17,164)**	**(16,175)**	**(122,697)**

CONTINGENCY	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
TOTAL CONTINGENCY	2,000	0	0	0	2,000
RESOURCES					
Capital Receipts	(2,000)	0	0	0	(2,000)
TOTAL CONTINGENCY	**(2,000)**	**0**	**0**	**0**	**(2,000)**

Summary Savings Schedules

	Total Savings 2018/19 £	Total Savings 2019/20 £	Total £
Corporate Development	229,000	214,000	443,000
Families & Housing	3,700,500	0	3,700,500
Neighbourhoods & Commercial	716,953	751,176	1,468,129
Economic Growth	76,000	78,000	154,000
Finance & Governance	118,900	120,900	239,800
Total Savings in Delivery	**4,841,353**	**1,164,076**	**6,005,429**
Amendments to savings delivery profile	(915,353)	(133,725)	(1,049,078)
Savings yet to be designed	0	6,700,649	6,700,649
Total Required MTFS Savings	**3,926,000**	**7,731,000**	**11,657,000**

Savings Lists

Phase	Ref No	Directorate	Service Area	Detail	Savings Option	Savings Option	Total
					2018/19	2019/20	
					£	£	£
2%	CD1	Corporate Dev	Transformation	Reduce consultancy spend	34,000	34,000	**68,000**
2%	CD4	Corporate Dev	HR	Reduce Learning & Development Advisor post from 1FTE to 0.6FTE	15,000		**15,000**
2%	CD5	Corporate Dev	Culture & Communities	Income generated from exploiting new potential income streams, with the focus on promoting the borough as a film location, and selling advertising space in Council publicity, including hard copy, external sites and e-communications.	69,000	65,000	**134,000**
2%	CD6	Corporate Dev	Digital & ICT	Renegotiation of specific contracts, in particular following the outcome of the review of the current infrastructure	99,000	94,000	**193,000**
2%	CD7	Corporate Dev	Transformation	Reduce non-staffing costs across Transformation	12,000		**12,000**
2%	CD8	Corporate Dev	Transformation	Reduce non-staffing costs across Insight and Intelligence		21,000	**21,000**
				Corporate Development	**229,000**	**214,000**	**443,000**
RWF 2	FH30	Families & Housing	Adults Social Care	Design & implementing a new operating model for Adult Social Care to ensure the service becomes high performing and is sustainable.	1,100,000		**1,100,000**
2%	FH24/25	Families & Housing	Adults Social Care	Transport - at the end of the current contract, routes will be consolidation and a shift to a community based offer.	150,000		**150,000**
2%	FH29	Families & Housing	Adults Social Care	Older People Commissioning - agreed contractual changes with Sheltered / Supported Housing providers, as a result of an alternative funding from Housing Benefit subsidy and support service reduction following a needs assessment	344,000		**344,000**
2%	FH22	Families & Housing	Adults Social Care	CHC funding - reviewing funding allocation between Council and CCG	50,000		**50,000**
2%	FH27	Families & Housing	Adults Social Care	Mental Health- ensuring the approprate care packages are in place to support independent living	100,000		**100,000**
2%	FH28	Families & Housing	Adults Social Care	Learning Disabilities- ensuring the approprate care packages are in place to support independent living	600,000		**600,000**
RWF 2	A1	Adult Social Care	Cross-cutting	Re shaping the support offered and utilising the Resource Allocation System (RAS) to reflect current support planning arrangement.	300,000		**300,000**
APF	FH8	Families & Housing	Adult Social Care	Review of Learning Difficulties Provision - Trumpington Road	150,000		**150,000**
APF	FH10	Families & Housing	Adult Social Care	Review allocation of Section 117 funding- Aftercare from leaving hospital	75,000		**75,000**
APF	FH14	Families & Housing	Adult Social Care	Review of Dementia care pathways	250,000		**250,000**
RWF 1	D22	Families & Housing	Early Help	Invest to Prevent	500,000		**500,000**

APF	FH1,FH2,FH3 Early Help	Families & Housing	Early Help	Discretionary Spend, line by line review to include all budget lines across all areas	6,400		**6,400**
APF	FH1,FH2,FH3 Children	Families & Housing	Children	Discretionary Spend, line by line review to include all budget lines across all areas	46,900		**46,900**
APF	FH1,FH2,FH3 DES	Families & Housing	DES	Discretionary Spend, line by line review to include all budget lines across all areas	9,800		**9,800**
APF	FH1,FH2,FH3 School improvement	Families & Housing	Learning	Discretionary Spend, line by line review to include all budget lines across all areas	2,700		**2,700**
APF	FH1,FH2,FH3 Leisure services	Families & Housing	Leisure Services	Discretionary Spend, line by line review to include all budget lines across all areas	2,200		**2,200**
APF	FH1,FH2,FH3 Housing	Families & Housing	Housing	Discretionary Spend, line by line review to include all budget lines across all areas	13,500		**13,500**
				Total Families & Housing	**3,700,500**	**-**	**3,700,500**
2%	NC1	Neighbourhoods & Commissioning	Highways and Traffic Management	Network Licence Fees (highways usage) and sponsorship (e.g. roundabouts).	30,000	40,000	**70,000**
2%	NC2	Neighbourh'd & Commercial	Highways and Traffic Management	The implementation of new highway maintenance techniques (methods and material) has allowed increased efficiencies in the planned highway resurfacing programme	66,400	63,000	**129,400**
2%	NC3	Neighbourh'd & Commercial	Nhd Management & Regulatory Services	Review of existing team structures (current FTEs 215) and service operating models across Neighbourhood Management and Regulatory Services, and the development of a more generic approach to enforcement.	52,500	20,000	**72,500**
2%	NC5	Neighbourh'd & Commercial	Nhd Management & Regulatory Services	Secure full cost recovery of commercial events in parks through an appropriate fees and charging structure.	12,000	-	**12,000**
2%	NC6	Neighbourhoods & Commissioning	Highways and Traffic Management	Implementation of a new operating model which will include the bringing together of the Highways and Traffic management and a redesign of the back office.	80,000	80000	**160,000**
2%	NC7	Neighbourh'd & Commercial	Commercial	Continued expansion of commercial activity across Neighbourhood Services.	50,000	125,000	**175,000**
2%	NC8	Neighbourhoods & Commissioning	Highways and Traffic Management	Advertising on highways.	25,400	89,500	**114,900**
2%	NC9	Neighbourhoods & Commissioning	Neighbourhood Management	Review of service operating model utilising digital developments to implement efficiencies.	29,500	103,600	**133,100**
2%	NC10	Neighbourhoods & Commissioning	Selective Licensing and Regulatory Services	Commercial services for local businesses, including pre-application training for alocohol licensing.	9,400	32,800	**42,200**
2%	NC11	Neighbourhoods & Commissioning	Commercial	Provision of new commercial services and products, including pest control services for other Local Authorities.	5,400	19,100	**24,500**

2%	NC12	Neighbourhoods & Commissioning	Business Hub, CSU & Registrars	Review current operating model including efficiencies from the intergration of Business Hub and Customer Services.	356,353	178,176	**534,529**
				Total Neighbourhoods & Commercial	**716,953**	**751,176**	**1,468,129**
2%	EG3	Economic Growth	Regen & Growth	Reduction in match funding budget in Investment & Delivery	30,000		**30,000**
2%	EG4	Economic Growth	Regen & Growth	Reduction in legal Fees budget	13,000	11,000	**24,000**
2%	ED5	Economic Growth	Regen & Growth	Reduction in budget for Regen lawyer		30,000	**30,000**
2%	P1	Property	FM	Reduction within Service Levels within the Amey contract	33,000	37,000	**70,000**
				Total Economic Growth	**76,000**	**78,000**	**154,000**
2%	FG10	Finance & Gov	Procurement	Income from the provision of procurement support to other boroughs or ALMOs	118,900	38,900	**157,800**
2%	FG	Finance & Gov	Performance	Review current establishment & use of technology		82,000	**82,000**
				Total Finance & Governance	**118,900**	**120,900**	**239,800**
				Total Savings	**4,841,353**	**1,164,076**	**6,005,429**

FEES AND CHARGES

2018/19

FAMILIES & HOMES 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - YOUTH SUPPORT SERVICE

	Budget details						Existing Charges					New Proposals				
Description of Fee / Charge	**Notes**	**Cost Element**	**Cost Centre**	**Credit Policy (see key below)**	**Charging Policy (see Key below)**	**Budgeted Income 2017/18**	**SAP VAT Indicator UI-20% or NI-0%**	**Current Charges Unit Price Net of VAT**	**Date of last increase**	**Volume of Existing Usage**	**2018/19 New Commercial Fees / Charges**	**% Increase**	**Effective Date**	**Anticip. Volume (% of existing)**	**Budgeted Income 2018/19**
						£		£			£				£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Lettings Income															
Outset Centre	Mainly used by internal customers in Early Help Service.														
Meeting Room (hour)		409460	1903	I	BE	36,700	UI	15.80	01/04/2017	86	16.27	3.0%	01/04/2018	86	35,100
Willow Room (hour)		409460	1903	I	BE		UI	12.90	01/04/2017		13.29	3.0%	01/04/2018		
ICT Training Suite (hour)		409460	1903	I	BE		UI	28.40	01/04/2017		29.25	3.0%	01/04/2018		
Performance Hall (hour)		409460	1903	I	BE		UI	27.30	01/04/2017	417	28.12	3.0%	01/04/2018	417	
Recording Studio (hour)		409460	1903	I	BE		UI	15.80	01/04/2017		16.27	3.0%	01/04/2018		
Weekend Rate - (hour for first 3 hrs)		409460	1903	I	BE		UI	42.00	01/04/2017	202	43.26	3.0%	01/04/2018	202	
Weekend Rate - (hour, after 3 hrs)		409460	1903	I	BE		UI	42.00	01/04/2017		43.26	3.0%	01/04/2018		
Pastures Youth Centre															
Good Shepherd Building															
Lower Hall	Taken up by Leyton Children Centre	409460	2062	I	BE	48,200	NI	21.60	01/04/2017				01/04/2018		49,800
Upper Hall	Taken up by Leyton Children Centre	409460	2062	I	BE		NI	14.90	01/04/2017				01/04/2018		
Training Room	Taken up by Leyton Children Centre	409460	2062	I	BE		NI	17.50	01/04/2017				01/04/2018		
Cloisters	Taken up by Leyton Children Centre	409460	2062	I	BE		NI	11.80	01/04/2017				01/04/2018		
Library	Taken up by Leyton Children Centre	409460	2062	I	BE		NI	13.40	01/04/2017				01/04/2018		
Room	Taken up by Leyton Children Centre	409460	2062	I	BE		UI	11.80	01/04/2017				01/04/2018		
Main Building															
General Area		409460	2062	I	BE		NI	25.80	01/04/2017	754	26.57	3.0%	01/04/2018	377	
I T Suite		409460	2062	I	BE		NI	16.20	01/04/2017		16.69	3.0%	01/04/2018		
Sports Hall		409460	2062	I	BE		UI	26.30	01/04/2017	780	27.09	3.0%	01/04/2018	364	
Kitchen		409460	2062	I	BE		UI	8.20	01/04/2017	52	8.45	3.0%	01/04/2018	52	
Mon - Fri Evening & Saturday		409460	2062	I	BE		NI	42.20	01/04/2017	416	43.47	3.0%	01/04/2018	374	
Sundays		409460	2062	I	BE		NI	42.20	01/04/2017	338	43.47	3.0%	01/04/2018	304	
Multi-User Rate - Fri & Sat		409460	2062	I	BE		NI	26.30	01/04/2017		27.09	3.0%	01/04/2018		
Multi-User Rate - Sunday		409460	2062	I	BE		NI	26.30	01/04/2017		27.09	3.0%	01/04/2018		
TOTAL						**84,900**									**84,900**

KEY TO CHARGING POLICY

Profit (P), Break Even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes:

FAMILIES & HOMES 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - EDUCATION WELFARE (Statutory Penalty Charges for Parents)

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Notes	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18	SAP VAT Indicator UI-20% or NI-0%	Current Charges	Date of last increase	Volume of Existing Usage (hours)	2018/19 New Fees / Charges	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Truancy Penalty Notices		409452	2907	O	SM	40,000	NI	£60.00	01/09/2012		£60.00	0.0%	01/04/2018		40,000
This income is dependant on the number of penalties issued and will vary each year															
						40,000									**40,000**

KEY TO CHARGING POLICY

Profit (P), Break Even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes:

Education Welfare Charges are a Statutory fee

FAMILIES & HOMES 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - QUEENS ROAD

	Budget Details					Existing Charges					New Proposals					
Description of Fee / Charge	**Notes**	**Cost Element**	**Cost Centre**	**Credit Policy (see key below)**	**Charging Policy (see Key below)**	**Budgeted Income 2017/18**	**SAP VAT Indicator UI-20% NI-0% or XI-exempt**	**Current Charges**	**Date of last increase**	**Volume of Usage**	**2018/19 New Fees / Charges £**	**% Price Increase**	**Effective Date**	**2018/19 increase of volume of Usage %**	**2018/19 Unit of usage Hours pa**	**Budgeted Income 2018/19 £**
(1)				**(2)**	**(3)**	**(4)**	**(5)**	**(6)**	**(7)**	**(8)**	**(9)**	**(10)**	**(11)**		**(12)**	**(13)**
Meeting room Sunday 2hrs x 48 wks per annum estimate		409460	2205	I	BE	2,600.00	XI	27.00	01/04/2016	96	28.00	3.7%	01/04/2018	0%	96	2,700.00
Meeting room alternate Wednesdays 1.5hrs 24 weeks		409460	2205	I	BE	900.00	XI	27.00	01/04/2016	36	28.00	3.7%	01/04/2018	0%	36	1,000.00
Meeting room Sunday 2hrs x 48 weeks		409460	2205	I	BE	2,600.00	XI	27.00	01/04/2016	96	28.00	3.7%	01/04/2018	0%	96	2,700.00
Main Hall 2 hr every last Sunday of the month 12months x 2hrs		409460	2205	I	BE	1,200.00	XI	49.00	01/04/2016	24	50.50	3.1%	01/04/2018	0%	24	1,200.00
Main Hall Sunday 4 hrs x 48 wks per annum estimate		409460	2205	I	BE	9,500.00	XI	49.00	01/04/2016	192	50.50	3.1%	01/04/2018	0%	192	9,700.00
Main Hall Sunday 3 hrs x 48 wks per annum estimate		409460	2205	I	BE	7,100.00	XI	49.00	01/04/2016	144	50.50	3.1%	01/04/2018	0%	144	7,300.00
Main Hall Tuesday 2.5hrs x 48 wks per annum estimate		409460	2205	I	BE	6,000.00	XI	49.00	01/04/2016	120	50.50	3.1%	01/04/2018	0%	120	6,100.00
IT Suite estimate 2-3 hrs hire every week over 48 wks		409460	2205	I	BE	3,500.00	XI	28.00	01/04/2016	n/a	29.00	3.6%	01/04/2018	-47%	96	3,500.00
Main Hall Adhoc weekday (estimate 130 hrs)	**1**	409460	2205	C	BE	5,500.00	XI	56.00	01/04/2016	n/a	58.00	3.6%	01/04/2018	-17%	96	5,600.00
Main Hall Adhoc bookings weekend (estimate 330 hrs increase of 25% in usage for 16-17)	**1**	409460	2205	C	BE	23,800.00	XI	72.00	01/04/2016	n/a	74.00	2.8%	01/04/2018	-30%	288	22,900.00
Main Hall (Afterschool Club Term time) (50% deduction for long term booking)3hrs per day x 5 days per week x 38 weeks per annum	**1**	409460	2205	I	BE	19,400.00	XI	34.00	01/04/2016	0%	0.00	-100.0%	01/04/2018	-100%	0	19,400.00
Main Hall (Holiday Scheme 10 wks per annum) (50% deduction for long term booking)10hrs per day(8am-6pm) x 5 days per week x 10 weeks per annum	**1**	409460	2205	I	BE	34,100.00	XI	29.00	01/04/2016	0%	0.00	-100.0%	01/04/2018	-100%	0	34,100.00
TOTAL						**116,200**										**116,200**

KEY TO CHARGING POLICY

Pro Forma (P), Break Even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes:

1. Fees have been increased for the upstairs hall but as the main hall is currently unavailable for lettings to external clients the fees need to be withdrawn as room is being utalised by WF staff

FAMILIES & HOMES 2018/19 - FEES AND CHARGES REVIEW																
Division/Service Area - SNOWBERRY NURSERY 2, 3 and 4 Year Old Provision																
	Budget details					**Existing Charges**						**New Proposals**				
	Note	**Cost Element**	**Cost Centre**	**Credit Policy (see key below)**	**Charging Policy (see Key below)**	**Budgeted Income 2017/18**	**SAP VAT Indicator UI-20% NI-0% or XI-**	**Current Charges**	**Date of last increase**	**Volume of Usage**	**Possible fte places available**	**2018/19 New Fees / Charges**	**% Increase**	**Effective Date**	**Anticip. Volume (% of existing**	**Budgeted Income 2018/19**
						£		£				£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8a)	(8b)	(9)	(10)	(11)	(12a)	(13)
The number of children will vary each year and their take up of places for which they get charges for varies each year.																
New rates introcuded Ist July 2016																
Session Rates for 2,3,4 Year Olds																
Additional Daily Afternoon/Morning Sessions		409450	1887		BE		NI	£21	01/07/2016			£21	0.0%	05/09/2017		
Weekly morning or afternoon session if taken up 5 days a week is discounted to £95 pw		409450	1887		BE		NI	£95	01/07/2016			£95	0.0%	05/09/2017		
Wrap round care Breakfast 7:55 to 8:55 revised to 8:00-9:00		409450	1887		BE		NI	£6	01/07/2016			£7	16.7%	05/09/2017		
Wrap Round care Evening 15:55 to 18:00 revised to 16:00-18:00		409450	1887		BE		NI	£15	01/07/2016			£14	-6.7%	05/09/2017		
Holiday Care						327,600			01/07/2016							327,600
3/4 Year Old Daily Holiday care (for holiday periods including school half terms and school summer holiday) 7:55-18:00 revised to 8:00-18:00		409450	1887		BE		NI	£44				£44	0.0%	05/09/2017		
2 Year Old Daily Holiday care (for holiday periods including school half terms and school summer holiday) 7:55-18:00		409450	1887		BE		NI	£46	01/07/2016			£46	0.0%	05/09/2017		
									01/07/2016							
						327,600										**327,600**
KEY TO CHARGING POLICY																
Profit (P), Break Even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)																
KEY TO CREDIT POLICY																
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)																
Notes:																
Income Budget of £327,000 is unlikely to be achieved .There have been shortfall against the income budgets which is affected by the																
FEEE of 15 free hours a week now increasing to 30 hours from September 2017																

FAMILIES & HOMES 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - MUSIC SERVICE

Description of Fee / Charge	Notes	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Existing Charges: Budgeted Income 2017/18	SAP VAT Indicator UI-20% NI-0% or XI-exempt	Current Charges	Date of last increase	Volume of Usage	New Proposals: 2018/19 New Fees / Charges	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Fees to parents															
Individual lessons (and theory)															
15 minutes (deleted)	per child per term	409450	1840	C	BE		XI								
15 minutes - concessionary (deleted)	per child per term	409450	1840	C	BE										
20 minutes	per child per term	409450	1840	C	BE			£136.50	01/09/2016		£140.50	2.9%	01/04/2018		
20 minutes - concessionary	per child per term	409450	1840	C	BE	39,400	XI	£94.50	01/09/2016		£97.50	3.2%	01/04/2018		41,000
30 minutes	per child per term	409450	1840	C	BE			£194.00	01/09/2016		£200.00	3.1%	01/04/2018		
30 minutes - concessionary	per child per term	409450	1840	C	BE			£136.50	01/09/2016		£140.50	2.9%	01/04/2018		
Adult lessons (note 1)															
Hourly rate		4094300	1840			1,300		£45.00	01/09/2016		£45.00	0.0%	01/04/2018		1,300
Mini Musicians, 10 classes per term															
First child per term (part term is pro-rata)	per term	409400	1840	C	BE	12,400	XI	£65.50	01/09/2016		£67.50	3.1%	01/04/2018		12,800
Second child per term (part term is pro-rata)	per term	409400	1840	C	BE		XI	£52.50	01/09/2016		£54.00	2.9%	01/04/2018		
Mini Baby Musicians (Part term is pro-rata)	per term							£58.00	01/09/2016		£59.50	2.6%	01/04/2018		
Music School ensemble fees															
Music school ensemble 1 term	per child per term	409508	1840	C	BE	17,600		£29.00	01/09/2016		£30.00	3.4%	01/04/2018		18,000
Music school ensemble 1 term - concessionary	per child per term	409508	1840	C	BE		XI	£14.50	01/09/2016		£15.00	3.4%	01/04/2018		
Theory lessons															
Theory - students already at Music School - 30 mins															
Group theory (6 students or more)	per child per term	409420	1840	C	BE	4,700	XI	£35.50	01/09/2016		£39.00	9.9%	01/04/2018		4,800
Group theory (6 students or more) - concessionary	per child per term	409420	1840	C	BE		XI	£27.00	01/09/2016		£27.50	1.9%	01/04/2018		
Theory - not at Music School - 30 mins															
Group theory (6 students or more)	per child per term	409420	1840	C	BE		XI	£48.00	01/09/2016		£49.50	3.1%	01/04/2018		
Group theory (6 students or more) - concessionary	per child per term	409420	1840	C	BE		XI	£40.50	01/09/2016		£42.00	3.7%	01/04/2018		
Instrument hire															
Instrument hire, 1 term	per instrument	409410	1840	C	BE	22,800	UI	£20.00	01/09/2016		£21.00	5.0%	01/04/2018		23,000
instrument hire, 1 term - concessionary	per instrument per term	409410	1840	C	BE		UI	£10.00	01/09/2016		£10.50	5.0%	01/04/2018		
						98,200									**100,900**

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes:

FAMILIES & HOMES 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - SUNTRAP - Outdoor Education Centre Epping

		Budget details				Existing Charges					New Proposals WALTHAM FOREST SCHOOLS				
Description of Fee / Charge	**Note**	**Cost Element**	**Cost Centre**	**Credit Policy (see key below)**	**Charging Policy (see Key below)**	**Budgeted Income 2017/18**	**SAP VAT Indicator UI-20% or NI-0%**	**Current Charges Unit Price Net of VAT**	**Date of last increase**	**Volume of Existing Usage**	**2018/19 New Fees / Charges**	**% Increase**	**Effective Date**	**Anticip. Volume (% of existing)**	**Budgeted Income 2018/19**
						£		**£**			**£**	**%**			**£**
(1)				**(2)**	**(3)**	**(4)**	**(5)**	**(6)**	**(7)**	**(8)**	**(9)**	**(10)**	**(11)**	**(12)**	**(13)**
Lettings															
Camping field per night community/youth groups	1	409460	1899	I	BE	13,200	NI	195	01/04/2016	n/a	195	0.0%	01/04/2018		13,200
Camping field priivate group		409460	1899	I	BE		NI	290	01/04/2016	n/a	292	0.7%	01/04/2018		
						13,200									**13,200**
KEY TO CHARGING POLICY															
Profit (P), Break Even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes:															
1 The Community Charge will remain unchanged, similar camping sites are cheaper than Suntrap and demand is low. The Private Camping increase of 0.7% will not impact on current bookings															

FAMILIES & HOMES 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - ADULTS SOCIAL CARE & HEALTH

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT Indictor UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees /Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Community Care															
Community Alarm/Telecare (per week)	1	409450	2559	I	BE	150,600	NI	5.00	01/04/2016		5.00	0.0%	01/04/2018		150,600
Community Alarm Basic (per week)	2	409450	2559	I	BE		NI	3.00	01/04/2016		3.00	0.0%	01/04/2018		
Mindme (Cost per Month)	2	409450	2559	I	BE		NI	14.50	01/04/2016		14.50	0.0%	01/04/2018		
Day Care without Transport (per day)	3	409450	Various	I	BE		NI	42.11	01/04/2016		43.37	3.0%	01/04/2018		
Day Care with Transport (per day)	3	409450	Various	I	BE		NI	53.72	01/04/2016		55.33	3.0%	01/04/2018		
Day Care (Dementia) 1:1 per hour home visits	4	409450	1182	I			NI	16.20	01/04/2016		16.20	0.0%	01/04/2018		
Day Care (Dementia) Clubs per session without Transport	4	409450	1182	I			NI	11.89	01/04/2016		11.89	0.0%	01/04/2018		
Day Care (Dementia) Clubs per session with Transport	4	409450	1182	I			NI	14.03	01/04/2016		14.03	0.0%	01/04/2018		
Residential Care (In-House)							NI								
Residential Older People 65 plus (existing residents)	5	409514	Various	I	S/BE		NI	746.78	01/04/2016		769.18	3.0%	01/04/2018		
Dementia Older People 65 plus (existing residents)	5	409514	Various	I	S/BE	1,117,200	NI	819.42	01/04/2016		844.00	3.0%	01/04/2018		1,150,700
Residential / Dementia Older People 65 plus (new residents)	5	409514	Various	I	S/BE		NI	885.05	01/04/2016		911.60	3.0%	01/04/2018		
Trumpington Road		409450	1162	I	S/BE	34,500	NI	1,325.42	01/04/2016		1,325.42	0.0%	01/04/2018		34,500
TOTAL						1,302,300									1,335,800

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes:

1. Community Alarms Telecare
2. Community Alarms Basic / Community Alarm - call out only
3. Day Care charges are based on a day rate. The session rate is half a day. One rate is with Community Transport and the other without
4. Dementia - hourly rate paid per hour for 1:1 sessions
4. Dementia - hourly rate paid per hour for group sessions with and without transport
5. The residential care costs are based on unit costs of the setting. In practice, residential care is an assessed charge, so most residents will pay what they can afford

FAMILIES & HOMES 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - Sport Pitch & Open Space

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Sports Pitch & Open Space Hire															
Pitches - Football/Rugby/Hockey - Sunday - Grade A - Every Sunday-26 Games	50% discount for Under 16s on grass	409410	3269	C/ I	S		NI	2,005.00	01/04/16		2,065.00	3.0%	01/04/18		
Pitches - Football/Rugby/Hockey - Sunday - Grade A - Alt Sundays - 13 Games	10 games or more no VAT charged if block booking and paying all at once	409410	3269	C/ I	S		NI	1,002.00	01/04/16		1,032.00	3.0%	01/04/18		
Pitches - Football/Rugby/Hockey - Sunday - Grade A - Casual		409410	3269	C/ I	S		UI	139.00	01/04/16		143.00	2.9%	01/04/18		
Pitches - Football/Rugby/Hockey - Saturday - Grade A - Every Saturday-26 Games		409410	3269	C/ I	S		NI	1,741.00	01/04/16		1,793.00	3.0%	01/04/18		
Pitches - Football/Rugby/Hockey - Saturday - Grade A - Alt Saturdays - 13 Games		409410	3269	C/ I	S		NI	871.00	01/04/16		897.00	3.0%	01/04/18		
Pitches - Football/Rugby/Hockey - Saturday - Grade A - Casual		409410	3269	C/ I	S		UI	115.00	01/04/16		118.00	2.6%	01/04/18		
Pitches - Football/Rugby/Hockey - Mon-Fri Grade A - 1 Day Per Week - 26 Games		409410	3269	C/ I	S		NI	1,346.00	01/04/16		1,386.00	3.0%	01/04/18		
Pitches - Football/Rugby/Hockey - Mon-Fri Grade A - 1 Day Alt Weeks - 13 Games		409410	3269	C/ I	S		NI	674.00	01/04/16		694.00	3.0%	01/04/18		
Pitches - Football/Rugby/Hockey - Mon-Fri Grade A - Casual		409410	3269	C/ I	S		UI	106.00	01/04/16		109.00	2.8%	01/04/18		
Pitches - Football/Rugby/Hockey - Sunday - Grade B - Every Sunday-26 Games		409410	3269	C/ I	S		NI	1,709.00	01/04/16		1,760.00	3.0%	01/04/18		
Pitches - Football/Rugby/Hockey - Sunday - Grade B - Alt Sundays - 13 Games		409410	3269	C/ I	S		NI	854.00	01/04/16		880.00	3.0%	01/04/18		
Pitches - Football/Rugby/Hockey - Sunday - Grade B - Casual		409410	3269	C/ I	S		UI	106.00	01/04/16		109.00	2.8%	01/04/18		
Pitches - Football/Rugby/Hockey - Saturday - Grade B - Every Saturday-26 Games		409410	3269	C/ I	S		NI	1,346.00	01/04/16		1,386.00	3.0%	01/04/18		
Pitches - Football/Rugby/Hockey - Saturday - Grade B - Alt Saturdays - 13 Games		409410	3269	C/ I	S		NI	674.00	01/04/16		694.00	3.0%	01/04/18		
Pitches - Football/Rugby/Hockey - Saturday - Grade B - Casual		409410	3269	C/ I	S		NI	74.00	01/04/16		76.00	2.7%	01/04/18		
Pitches - Football/Rugby/Hockey - Mon-Fri Grade B - 1 Day Per Week - 26 Games		409410	3269	C/ I	S		NI	1,120.00	01/04/16		1,154.00	3.0%	01/04/18		
Pitches - Football/Rugby/Hockey - Mon-Fri Grade B - 1 Day Alt Weeks - 13 Games		409410	3269	C/ I	S		NI	558.00	01/04/16		575.00	3.0%	01/04/18		
Pitches - Football/Rugby/Hockey - Mon-Fri Grade B - Casual		409410	3269	C/ I	S		UI	83.00	01/04/16		85.00	2.4%	01/04/18		

Pitches - Football/Rugby/Hockey - Schools - Football & Games		409410	3269	C/ I	S		UI	31.00	01/04/16		32.00	3.2%	01/04/18		
Pitches - Football/Rugby/Hockey - 7 A-Side (per 40 Mins)	50% discount up to 7pm for Under 16s on astro	409410	3269	C/ I	S		UI	23.00	01/04/16		24.00	4.3%	01/04/18		
Pitches - Football/Rugby/Hockey - 7 A-Side (per 40 Mins) Block booking - 10 games min		409410	3269	C/ I	S		UI	221.00	01/04/16		228.00	3.2%	01/04/18		
			3269										01/04/18		
			3269										01/04/18		
Training Areas (Per Hour) - A = Low Hall - New Synthetic		409410	3269	C/ I	S		UI	71.00	01/04/16		73.00	2.8%	01/04/18		
Training Areas (Per Hour) - A = Low Hall - New Synthetic - Block booking (10 games min)		409410	3269	C/ I	S		NI	592.00	01/04/16		610.00	3.0%	01/04/18		
Training Areas (Per Hour) - B = Low Hall - Old Synthetic, Salisbury Hall, Jubilee		409410	3269	C/ I	S		UI	57.00	01/04/16		59.00	3.5%	01/04/18		
Training Areas (Per Hour) - B = Low Hall - Old Synthetic, Salisbury Hall, Jubilee - Block booking (10 games min)		409410	3269	C/ I	S		NI	473.00	01/04/16		487.00	3.0%	01/04/18		
Salisbury Hall & Jubilee			3269										01/04/18		
5 a side		409410	3269	C/ I	S		NI	37.50			39.00	4.0%	01/04/18		
7/9 a side		409410	3269	C/ I	S		NI	75.00			77.00	2.7%	01/04/18		
Full size		409410	3269	C/ I	S		NI	150.00			155.00	3.3%	01/04/18		
			3269										01/04/18		
Training on grass pitches and MUGAs (no goalposts, markings, etc provided)	50% reduction on grass pitch costs	409410	3269	C/ I	S	165,300	UI		01/04/16				01/04/18		170,300
Fitness Sessions in Parks	Negotiable based on numbers and fee charged	409410	3269	C/ I	S		UI		01/04/16				01/04/18		
			3269										01/04/18		
5-A-Side Competitions - Site Hire		409410	3269	C/ I	S		UI	184.00	01/04/16		190.00	3.3%	01/04/18		
5-A-Side Competitions - Cost Per Pitch		409410	3269	C/ I	S		UI	93.00	01/04/16		96.00	3.2%	01/04/18		
			3269										01/04/18		
Pitches - Cricket - Sat & Sun - A - Every Week - 20 Games		409410	3269	C/ I	S		NI	1,543.00	01/04/16		1,589.00	3.0%	01/04/18		
Pitches - Cricket - Sat & Sun - A - Alt Weeks - 10Games		409410	3269	C/ I	S		NI	770.00	01/04/16		793.00	3.0%	01/04/18		
Pitches - Cricket - Sat & Sun - A - Casual		409410	3269	C/ I	S		UI	157.00	01/04/16		162.00	3.2%	01/04/18		
Pitches - Cricket - Monday-Friday - A - 1 Day Per Week - 20 Games		409410	3269	C/ I	S		NI	1,169.00	01/04/16		1,204.00	3.0%	01/04/18		
Pitches - Cricket - Monday-Friday - A - Alt Weeks - 10 Games		409410	3269	C/ I	S		NI	585.00	01/04/16		603.00	3.1%	01/04/18		
Pitches - Cricket - Monday-Friday - A - Casual		409410	3269	C/ I	S		UI	136.00	01/04/16		140.00	2.9%	01/04/18		
			3269										01/04/18		
Pitches - Cricket - Sat & Sun - B - Every Week - 20 Games		409410	3269	C/ I	S		NI	1,213.00	01/04/16		1,249.00	3.0%	01/04/18		
Pitches - Cricket - Sat & Sun - B - Alt Weeks - 10Games		409410	3269	C/ I	S		NI	607.00	01/04/16		625.00	3.0%	01/04/18		
Pitches - Cricket - Sat & Sun - B - Casual		409410	3269	C/ I	S		UI	106.00	01/04/16		109.00	2.8%	01/04/18		
Pitches - Cricket - Monday-Friday - B - 1 Day Per Week - 20 Games		409410	3269	C/ I	S		NI	961.00	01/04/16		990.00	3.0%	01/04/18		

Pitches - Cricket - Monday-Friday - B - Alt Weeks - 10 Games		409410	3269	C/ I	S		NI	493.00	01/04/16		508.00	3.0%	01/04/18		
Pitches - Cricket - Monday-Friday - B - Casual		409410	3269	C/ I	S		UI	96.00	01/04/16		99.00	3.1%	01/04/18		
Pitches - Cricket - Synthetic - 1 Day Per Week - 20 Games		409410	3269	C/ I	S		NI	709.00	01/04/16		730.00	3.0%	01/04/18		
Pitches - Cricket - Synthetic - Alt Weeks - 10 Games		409410	3269	C/ I	S		NI	354.00	01/04/16		365.00	3.1%	01/04/18		
Pitches - Cricket - Synthetic - Casual		409410	3269	C/ I	S		UI	67.00	01/04/16		69.00	3.0%	01/04/18		
			3269										01/04/18		
Bowls - Club Hire Per Rink Per Season - Club use only		409410	3269	C/ I	S		NI	699.00	01/04/16		720.00	3.0%	01/04/18		
Bowls - Casual - Adult		409410	3269	C/ I	S		UI	6.00	01/04/16		6.00	0.0%	01/04/18		
Bowls - Casual - U16/60+		409410	3269	C/ I	S		UI	3.00	01/04/16		3.00	0.0%	01/04/18		
			3269										01/04/18		
Putting - Person /Round (Ridgeway Park) - Adult		409410	3269	C/ I	S		UI		01/04/16				01/04/18		
Putting - Person /Round (Ridgeway Park) - U16/Conc.60+		409410	3269	C/ I	S		UI		01/04/16				01/04/18		
			3269										01/04/18		
Tennis - Per Court, per Adult Ridgeway Park		409410	3269	C/ I	S		UI	5.00	01/04/16		5.00	0.0%	01/04/18		
Tennis - Per Floodlit Court, per Adult Ridgeway Park			3269					8.00	01/04/16		8.00	0.0%	01/04/18		
			3269										01/04/18		
Tennis - Per Person Per Hour - High Season (April - September) - U16/60+		409410	3269	C/ I	S		UI		01/04/16				01/04/18		
Tennis - Per Person Per Hour - Low Season (October - March) - U16/60+		409410	3269	C/ I	S		UI		01/04/16				01/04/18		
			3269										01/04/18		
Tennis Membership - Adult per annum (free access exc Ridgeway)		409410	3269	C/ I	S		UI	30.00	01/04/16		31.00	3.3%	01/04/18		
Tennis Membership - Family per annum (free access exv Ridgeway)		409410	3269	C/ I	S		UI	45.00	01/04/16		46.00	2.2%	01/04/18		
						165,300									**170,300**
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes:															
New Cost Centre For Pitches created 21.09.17 Changed from 2080 to 3269															

FAMILIES & HOMES 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - HOUSING

Description of Fee / Charge	Budget details					Existing Charges					New Proposals				
	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/ Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
GF Housing:															
Homelessness 1044/409420 (part)															
Removal charge	Rates remained fundamentally unchanged. No increase in charge is proposed.	409420	1044	I	BE	20,000	NI	380.00	01/07/2010	N/A	380.00	0.0%	01/04/2018		20,000
						20,000									**20,000**
HRA Charges:															
Leasehold Resale Enquiry															
Information pack for solicitors	To bring in-line with other LA's	409420	1086		RA	21,000		200.00			206	3.0%	01/04/2018		21,600
Notice of transfer (Legal department)								30.00			31	3.0%	01/04/2018		
Remortgages															
Balance enquiry for remortgages	To bring in-line with other LA's	409420	1086					50.00			52	3.0%	01/04/2018		
Registration of charge (Notice of charge - Legal department)	To bring in-line with other LA's	409420	1086		RA			30.00			31	3.0%	01/04/2018		
Licence for alterations															
Standard	To bring in-line with other LA's	409420	1086		RA			120			124	3.0%	01/04/2018		
Minor	To bring in-line with other LA's	409420	1086		RA			60			62	3.0%	01/04/2018		
Legal recovery action															
Letter in pursuit of court judgement	To bring in-line with other LA's	409420	1086		RA			25			26	3.0%	01/04/2018		
Letter regarding judgement reversal	To bring in-line with other LA's	409420	1086		RA			15			15	3.0%	01/04/2018		
Tracing new address where judgement obtained	To bring in-line with other LA's	409420	1086		RA			100			103	3.0%	01/04/2018		
Other charges															
Letter of Satisfaction (for removal of leaseholders name from the County Court Register)	To bring in-line with other LA's	409420	1086		RA			25			26	3.0%	01/04/2018		
Copying of documents, for example the lease	To bring in-line with other LA's	409420	1086		RA			25			26	3.0%	01/04/2018		
Letter regarding breach of lease	To bring in-line with other LA's	409420	1086		RA			50			52	3.0%	01/04/2018		
Visit regarding breach of the lease	To bring in-line with other LA's	409420	1086		RA			100			103	3.0%	01/04/2018		
A copy of a statement from a previous year	To bring in-line with other LA's	409420	1086		RA			25			26	3.0%	01/04/2018		
A copy of a repairs report from a previous year	To bring in-line with other LA's	409420	1086		RA			25			26	3.0%	01/04/2018		

A copy of a certificate of actual account	To bring in-line with other LA's	409420	1086		RA			25			26	3.0%	01/04/2018		
Tenant Repair Charges (Voids)	Charge to ex-tenants if vacated property is left in dis-repair	409420	3202	I	RA	0	UI								
						21,000									**21,600**
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes:															

REGENERATION AND GROWTH 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - PLANNING, STRATEGY & DEVELOPMENT

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT Indictor UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Development Management															
Planning Fees	Planning fees are set nationally. Fees were revised on 17th October 2014. Current rates will apply until notification of any changes by the Department of Communities and Local Government.	409450	1610	C	SM	876,000	NI	Planning fees are set nationally. Confirmation is awaited from National Government on the possible increases in fees in 2017/18.			National planning fees are planned to go up 20%. This is subject to parliamentary approval.	20.0%	All nationally set planning fees are due to be increased by 20%		1,076,000
S106 documents including research		409467	1610	C	B/E		NI	£30 per half hour	01/04/2017		£30 per half hour				
Planning decision notice		409468	1610	C	B/E	4,500	NI	£30 per half hour	01/04/2017		£30 per half hour				4,500
A4 & A3 copy								£0.8 per sheet			£0.8 per sheet				
A2								£16 per sheet			£16 per sheet				
A1								£22 per sheet			£22 per sheet				
A0								£32 per sheet			£32 per sheet				
Refund of Fees								Admin. Fee £50			Admin. Fee £50				
Pre- applications - Households	1			N/A	N/A			150	01/04/2017		150				
Pre-application advice	2	409469	1610	C	B/E	102,600	NI	Large major £5,500	01/04/2017		Large major £5,750	4.5%	01/04/2018		102,600
								Major £2,500			Major £2,650	6.0%			
								Large minor £1,000			Large Minor £1,100	10.0%			
								Minor £700			Minor £750	7.0%			
								PPAs by negotiation			PPAs by negotiation				
Policy Planning and Regeneration															
Requests for copies:															
Local Residents/Businesses		409400	1616	C	B/E		NI		N/A						
Non Residents/Businesses															
Map Only								N/A			N/A				
Retail Capacity/Industrial Demand Study															
S106 Solicitor letters including research															
						983,100									**1,183,100**

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ring-fenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes:

1.Leave unchanged from 2017/18 (as these charges are only likely to be introduced in December 2017)

2.Budget not increased as the services was unable to achieve income target in 2016/17 and 2017/18.

REGENERATION AND GROWTH 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - PLANNING, STRATEGY & DEVELOPMENT

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT Indictor UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Building Control															
Annex A, Table 1. Standard building regulation charges for certain types of building work .. Etc Annex A, Table 2. Standard building regulation charges for types of building work not described in Table 1 Annex B. Assessed Charges. (Individual assessment of building regulation charges on a project-by-project basis where construction value is estimated at more than £100k. Formal quote on a time charge rate basis of £58.50/hr	Building Regulation charges are set in accordance with the requirements of the Building (Local Authority Charges) Regulations 2010	409450 and 409451	1599	C and I	R/A	627,800	UI	Building regulation charges are set in accordance with the requirements of the Building (Local Authority) Charges Regulations 2010	01/04/2017	UI	Building regulation charges are set in accordance with the requirements of the Building (Local Authority) Charges Regulations 2010	0.0%	01/04/2018		627,800
Copy of Building Regulations		409450	1600	C	B/E	3,100	UI	£32 per half an hour	01/04/2017	UI	£33 per half hour	3.0%	01/04/2018		3,100
Solicitor letter including research								£67 per half hour			£33 per half hour	3.0%			
Refund of Fees								£32 per half an hour			£33 per half hour	3.0%			
Land Charges															
Full Personal Search of Register					N/A			£6.00	01/01/2017		£6.00	0.0%			
LLC1 Register search		409453	1305	C	R/A	517,100	UI	£24.00	01/01/2017	NI	£24.00	0.0%	01/01/2018		517,100
CON29R - all questions	VAT applicable from 01 April 2017							£247.20		UI	£247.20	0.0%			
LLC1 & CON29R	VAT applicable from 01 April 2017							£276.00			£276.00	0.0%			
Full Personal Search	VAT applicable from 01 April 2017							£230.00			£230.00	0.0%			
Con 29O - all questions	VAT applicable from 01 April 2017							£570.00			£570.00	0.0%			
Extra Parcel LLC1	VAT applicable from 01 April 2017							£4.00			£4.00	0.0%			
Extra Parcel Con 29R - all questions	VAT applicable from 01 April 2017							£43.20			£43.20	0.0%			
Extra Parcel Con 29O - all questions	VAT applicable from 01 April 2017							£0.00			£0.00	0.0%			
Fees Con 29O Optional Questions Individual Requests:	VAT applicable from 01 April 2017							£0.00			£0.00	0.0%			
Road Proposals by Private Bodies	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			
Public Paths or Byways	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			
Advertisements	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			
Completion Notices	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			
Parks and Countryside	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			
Pipelines	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			
Houses in Multiple Occupation	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			
Noise Abatement	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			
Urban Development Areas	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			
Enterprise Zones	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			
Inner Urban Improvement Areas	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			
Simplifies Planning Zones	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			
Land Maintenance Notices	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			
Mineral Consultation Areas	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			
Hazardous Substance Consents	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%			

Environmental and Pollution Notices	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%				
Food Safety Notices	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%				
Hedgerow Notices	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%				
Common Land, Towns and Village Greens	VAT applicable from 01 April 2017							£30.00			£30.00	0.0%				
						1,148,000										**1,148,000**
KEY TO CHARGING POLICY																
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ring-fenced Account (RA)																
KEY TO CREDIT POLICY																
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)																
Notes:																

REGENERATION AND GROWTH 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - ADULT LEARNING SERVICE

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT Indictor UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/Charges	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
CLaSS (Academic year)															
Adult Learner Responsive per hr								£2.90 - £4.00	01/09/2016		£2.90 - £4.00	0.0%	01/09/2017	76%	
Adult Learner Responsive - Discounted Rate per hr		409400						£0.90 - £1.20	01/09/2016		£0.90 - £1.20	0.0%	02/09/2017		
Adult Safeguarded Learning per hr	1	409420 409450	1847	C	S	263,600	XI	£4.30 - £5.00	01/09/2016		£4.30 - £5.00	0.0%	03/09/2017		263,600
Adult Safeguarded Learning - Discounted Rate per hr								£2.15 - £2.50	01/09/2016		£2.15 - £2.50	0.0%	04/09/2017		
CLaSS Extra Course Fees	1	409420	1842	C/I/O Internal Req	BE	5,000	XI	12.00	01/09/2016		12.00	0.0%	01/09/2017	200%	10,000
Exam income		409417	2055	C	BE		XI		01/09/2016						
Advertised Workskills	1	409420	1842	C/I/O Internal Req	P	20,000	XI	14.00	01/09/2016		14.00	0.0%	01/09/2017	75%	15,000
						288,600									**288,600**

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes: The service is expecting fee income to reduce during 2017/18 and beyond due to an increase in learners being entitled to pay the discounted fees.

The service no longer delivers advertised workskills courses and therefore an reduction is likely as in future only customised workskills courses will be ran.

1. No Fee Increase proposed for 18/19 as increases in the past have resulted in a fall in Revenues overall.

NEIGHBOURHOODS & COMMERCIAL 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - HOUSING STANDARDS & SELECTIVE LICENSING - NEIGHBOURHOOD OTHER

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Housing Standards															
HMO - Licensing Act - Fee															
up to 6 units of accommodation	was 10 units	409466	2830	c	BE		NI	1,000.00	01/04/2017	n/a	1,050.00	5.0%	01/04/2018		
For every unit above this		409466	2830	c	BE		NI	100.00	01/04/2017	n/a	105.00	5.0%	01/04/2018		
Re-application		409466	2830	c	BE		NI	1000.00	01/04/2017	n/a	1,050.00	5.0%	01/04/2018		
For every unit above this						77,000	NI	100.00	01/04/2017		105.00	5.0%	01/04/2018		79,300
Services of Housing Act 2004 Notices		409466	2830	c	BE		NI	475.00	01/04/2017	n/a	500.00	5.3%	01/04/2018		
Fast Track Licence processing	**New Fee**		2830	c	BE		NI	200.00	01/04/2017		200.00	0.0%			
Conversion from Selective to HMO licence (change of legislation)	**New fee**		2830	c	BE		NI	400.00	Possibly Oct		400.00	0.0%			
Re-application for HMO licence [change of licence holder within 3 months of approval - no site visit required]	**New fee**	409466	2830	c	BE		NI	400.00	01/04/2017		400.00	0.0%			
Civil Penalties under the Housing and Planning Act 2016	**New fee**	409466	2830	c	BE		NI	max £30,000 per breach	02/04/2017		max £30,000 per breach	0.0%			
Selective Licence															
Selective Licence - 5 year licence per property	1	409515	3114	c	BE		NI	650.00	01/04/2017	n/a	650.00	0.0%			
	1														
Re-application						1,751,100	NI	650.00	01/04/2017	n/a	650.00	0.0%			1,751,100
Administrative charge to process specified licence refund payments	**New Fee**	409515	3114	c	BE		NI	100.00	01/04/2017	n/a	100.00	0.0%			
										n/a					
Fast track licence processing	**New Fee**	409515	3114	c	BE			100.00	01/04/2017		100.00	0.0%			
						1,828,100									**1,830,400**

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes:

1.2017/18 large increase, cannot jusify any further increase

NEIGHBOURHOODS & COMMERCIAL 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - ENFORCEMENT - NEIGHBOURHOODS MANAGEMENT

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT Indictor UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/ Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Enforcement - Fixed Penalty Notices	1														
Depositing Litter	Standard rate (14 days)	409452	3135	C	SM		NI	80.00	01/04/2017		80.00	0.0%			
Depositing Litter	Discounted rate (10 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to comply with Street Litter Control Notice	Standard rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to comply with Street Litter Control Notice	Discounted rate (10 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to comply with Litter Clearing Notice	Standard rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to comply with Litter Clearing Notice	Discounted rate (10 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Breach of Community Protection Notice	Standard rate (14 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Breach of Public Space Protection Order	Standard rate (14 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Failure to furnish documentation (waste transfer)	Standard rate (14 days)	409452	3135	C	SM		NI	300.00	01/04/2017		300.00	0.0%			
Failure to furnish documentation (waste transfer)	Discounted rate (10 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to produce authority (waste carriers)	Standard rate (14 days)	409452	3135	C	SM		NI	300.00	01/04/2017		300.00	0.0%			
Failure to produce authority (waste carriers)	Discounted rate (10 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Unauthorised distribution of free printed matter	Standard rate (14 days)	409452	3135	C	SM		NI	80.00	01/04/2017		80.00	0.0%			
Unauthorised distribution of free printed matter	Discounted rate (10 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to comply with waste receptacle notice - commercial	Standard rate (14 days)	409452	3135	C	SM		NI	110.00	01/04/2017		110.00	0.0%			
Failure to comply with waste receptacle notice - commercial	Discounted rate (10 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to comply with waste receptacle notice - domestic	Standard rate (28 days)	409452	3135	C	SM		NI	80.00	01/04/2017		80.00	0.0%			
Failure to comply with waste receptacle notice - domestic	Discounted rate (10 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to comply with Dog Control Order	Standard rate (14 days)	409452	3135	C	SM		NI	80.00	01/04/2017		80.00	0.0%			
Failure to comply with Dog Control Order	Discounted rate (10 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Nuisance Parking	Standard rate (14 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Nuisance Parking	Discounted rate (10 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Abandoning a vehicle	Standard rate (14 days)	409452	3135	C	SM		NI	200.00	01/04/2017		200.00	0.0%			
Abandoning a vehicle	Discounted rate (10 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Graffiti and Flyposting	Standard rate (14 days)	409452	3135	C	SM		NI	80.00	01/04/2017		80.00	0.0%			
Graffiti and Flyposting	Discounted rate (10 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to nominate keyholder (alarm notification area)	Standard rate (14 days)	409452	3135	C	SM		NI	80.00	01/04/2017		80.00	0.0%			
Failure to nominate keyholder (alarm notification area)	Discounted rate (10 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Noise from premises (domestic)	Standard rate (28 days)	409452	3135	C	SM		NI	110.00	01/04/2017		110.00	0.0%			
Noise from premises (domestic)	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Noise from premises (licensed)	Standard rate (28 days)	409452	3135	C	SM		NI	500.00	01/04/2017		500.00	0.0%			
Noise from premises (licensed)	Discounted rate (14 days)	Not applicable							01/04/2017		0.00				
Unlicensed Street Trading	Standard rate (28 days)	409452	3135	C	SM		NI	150.00	01/04/2017		150.00	0.0%			
Unlicensed Street Trading	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				

Contravention of street trading licence conditions	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Contravention of street trading licence conditions	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Making false statement in connection with street trading licence application	Standard rate (28 days)	409452	3135	C	SM		NI	125.00	01/04/2017		125.00	0.0%			
Making false statement in connection with street trading licence application	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Resisting or obstructing an authorised officer (street trading)	Standard rate (28 days)	409452	3135	C	SM		NI	250.00	01/04/2017		250.00	0.0%			
Resisting or obstructing an authorised officer (street trading)	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to produce street trading licence on demand	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Failure to produce street trading licence on demand	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Displaying advertisement in contravention of regulations	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Displaying advertisement in contravention of regulations	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Painting or otherwise inscribing or affixing picture etc upon highway, tree, structure or works	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Painting or otherwise inscribing or affixing picture etc upon highway, tree, structure or works	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Wilful Obstruction of Highway	Standard rate (28 days)	409452	3135	C	SM	196,400	NI	100.00	01/04/2017		100.00	0.0%			196,400
Wilful Obstruction of Highway	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Erecting a building, fence or hedge on highway	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Erecting a building, fence or hedge on highway	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Depositing builders skip on highway without permission	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Depositing builders skip on highway without permission	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to secure lighting or other marking of builders skip	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Failure to secure lighting or other marking of builders skip	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to secure marking of builders skip with name and address	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Failure to secure marking of builders skip with name and address	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to secure removal of builders skip	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Failure to secure removal of builders skip	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to comply with conditions of permission	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Failure to comply with conditions of permission	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to remove or reposition builders skip	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Failure to remove or reposition builders skip	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to comply with notice requiring removal of tree or shrub	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Failure to comply with notice requiring removal of tree or shrub	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Using of stall etc for road side sales in certain circumstances	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Using of stall etc for road side sales in certain circumstances	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Depositing material, etc on a made up carriageway	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			

Depositing material, etc on a made up carriageway	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Depositing material, etc within 15 feet from centre of made up carriageway	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Depositing material, etc within 15 feet from centre of made up carriageway	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Depositing anything on highway to the interruption of user	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Depositing anything on highway to the interruption of user	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Pitching of booths, stalls or stands or encamping on highway	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Pitching of booths, stalls or stands or encamping on highway	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to comply with notice requiring works to preventsoil or refuse escaping	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Failure to comply with notice requiring works to prevent soil or refuse escaping	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to comply with notice requiring removal of projection from buildings	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Failure to comply with notice requiring removal of projection from buildings	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Failure to comply with notice requiring alteration of door, gate or bar opening outwards	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Failure to comply with notice requiring alteration of door, gate or bar opening outwards	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Keeping of animals straying or lying on side of highway	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Keeping of animals straying or lying on side of highway	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Depositing things on highway which cause injury or danger	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Depositing things on highway which cause injury or danger	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Erecting scaffolding or other structure without licence or failing to comply with licence	Standard rate (28 days)	409452	3135	C	SM		NI	100.00	01/04/2017		100.00	0.0%			
Erecting scaffolding or other structure without licence or failing to comply with licence	Discounted rate (14 days)	409452	3135	C	SM		NI	0.00	01/04/2017		0.00				
Unauthorised deposit of waste	Standrad rate (28 days)	409452	3135	C	SM		NI	400.00	01/04/2017		400.00	0.0%			
Abandoned/Surrended Vehicle	2.Fees received from contractor (Redcorn Ltd) in line with new contract which now became effective 01.12.14. Decrease in volumes of abandoned/untaxed vehicles means little or no impact on budgeted income.	409450	1633	PFI	SM	10,000	UI	100.00	01/04/2017		20.00				10,000
Untaxed Vehicle		409450	1633	PFI	SM		UI	20.00	01/04/2017		20.00	0.0%			
Dirty Front Gardens - Garden Clearance	Very little, if any, income generated, disputes are more often resolved beforehand.	409450	3135	I	BE	0	NI	92.70	01/04/2017		95.50	0.0%			0
Planning Enforcement															
High Hedges		409450	2846	C	BE		NI	540.75	01/04/2017						
Copy of Planning Enforcement Notice	Very seldom requested - only 2 requests so far in 2015	409450	2846	C	BE	0	NI	26.78	01/04/2017						0

Dog Team	3															
Micro chipping Pets	No charge at organised events	409420	3138	C	BE		UI	23.00			23.00	0.0%				
Stray Dog kennelling cost per day	No change - Intoduction of own kennelling facility has reduced contractor cost	409420	3138	C	BE	163,100	UI	27.00			27.00	0.0%				167,100
Stray Dog EPA Fine	New fee - simplified to one flat charge	409420	3138	C	BE		NI	73.00			73.00	0.0%				
Riding Establishment Licence		409455	3138	C	BE		NI	700.00			700.00	0.0%	01/01/2019			
Pet Shop Licence - All Animals	4	409455	3138	C	BE	4,000	NI	294.00			294.00	0.0%	01/01/2019			0
Animal Boarding Establishment Under 100 Animals Boarded		409455	3138	C	BE		NI	262.00			262.00	0.0%	01/01/2019			
Animal Boarding Establishment 100+ Animals Boarded		409455	3138	C	BE		NI	399.00			399.00	0.0%	01/01/2019			
Dangerous Wild Animal Licence	new fee						NI	0.00			0.00					
Dog Breeding	new fee						NI	236.00			236.00	0.0%	01/01/2019			
Performing Animals	new fee						NI	180.00			180.00	0.0%	01/01/2019			
						373,500										**373,500**
KEY TO CHARGING POLICY																
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)																
KEY TO CREDIT POLICY																
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)																
Notes																
1.Penalty Fees at statutory maximum. No proposed increase to income budget as fees are not increasing. Budget for Penalty Fees was increased to £196.4k as part of Estimates 2017/18.																
2. Fee for Abandoned Vehicles is contractual. (Redcorn Ltd). As fee is not increasing then no proposed increase to income budget.																
3. Not commercially competitive to increase dog team fees.If fees too high then dogs are unclaimed.																
4. No income form licencing. Therefore proposed to reduce licence income budget to zero and to increase dog team income by 4K																

NEIGHBOURHOODS & COMMERCIAL 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - CEMETERIES - NEIGHBOURHOOD OTHER

	Budget details					Existing Charges					New Proposals				
	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/ Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Interments															
Child under 12 years		409450	1661	c	S		NI	185.00	01/04/2017		195.00	5.4%	01/04/2018		
Child additional digging for wide coffin	price on application	409450	1661	c	S		NI	0.00	01/04/2017		0.00		01/04/2018		
Adult exceeding 12 years		409450	1661	c	S		NI	1,200.00	01/04/2017		1240.00	3.3%	01/04/2018		
Adult - additional for wide coffin		409450	1661	c	S		NI	155.00	01/04/2017		300.00	93.5%	01/04/2018		
Cremated Remains - buried		409450	1661	c	S		NI	300.00	01/04/2017		310.00	3.3%	01/04/2018		
Rights of burial statutory															
Child under 12 (in single grave)		409450	1661	c	S		NI	720.00	01/04/2017		745.00	3.5%	01/04/2018		
Adult - exceeding 12 years		409450	1661	c	S		NI	1,495.00	01/04/2017		1540.00	3.0%	01/04/2018		
Cremated Remains (in a full grave)		409450	1661	c	S		NI	1,495.00	01/04/2017		1540.00	3.0%	01/04/2018		
Removal/Replacement of Memorials (for burials)															
Removal/Replacement of headstone only (up to 3ft)		409450	1661	c	S		NI	130.00	01/04/2017		135.00	3.8%	01/04/2018		
Removal/Replacement of Memorial		409450	1661	c	S		NI	260.00	01/04/2017		270.00	3.8%	01/04/2018		
Removal/Replacement of larger memorials.	price on application	409450	1661	c	S		NI								
Re-opening of Vault	price on application	409450	1661	c	S		NI								
Removal/Replacement of lawn kerb		409450	1661	c	S		NI	90.00	01/04/2017		93.00	3.3%	01/04/2018		
Burial Vault/ Chamber		409450	1661	c	S		NI	5,750.00	01/01/2017		5900.00	2.6%	01/04/2018		
Traditional graves															
Rights of burial	**New Fee**	409450	1661	c	S		NI	1,650.00	01/04/2017		1985.00	20.3%	01/04/2018		
Prime position fee	**New Fee**	409450	1661	c	S		NI	150.00	01/04/2017		255.00	70.0%	01/04/2018		
Internment	**New Fee**	409450	1661	c	S		NI	1,300.00	01/04/2017		1440.00	10.8%	01/04/2018		
Landing foundation	**New Fee**	409450	1661	c	S		NI	550.00	01/04/2017		570.00	3.6%	01/04/2018		
Miscellaneous -															
Certificate of Right of Burial		409450	1661	c	S		NI	70.00	01/04/2017		73.00	4.3%	01/04/2018		
Transfer of Right of Burial		409450	1661	c	S		NI	62.00	01/04/2017		64.00	3.2%	01/04/2018		
Exhumation	price on application	409450	1661	c	S		UI								
Levelling Memorials* (Headstone & Foundation)		409450	1661	c	S	356,000	UI	115.00	01/04/2017		120.00	4.3%	01/04/2018		
Levelling Memorials* (Kerb Set)		409450	1661	c	S		UI	62.00	01/04/2017		64.00	3.2%	01/04/2018		
Admin/Handling Charge for Memorial Seats		409450	1661	c	S		UI	310.00	01/04/2017		320.00	3.2%	01/04/2018		
Black Granite Vase (Square)*	price on application	409450	1661	c	S		UI								
Memorial Bench: Hardwood or Ploy Pastic		409450	1661	c	S		UI	760.00	01/04/2017		785.00	3.3%	01/04/2018		366,700
- Carved dedication per letter		409450	1661	c	S		UI	4.00	01/04/2017		4.50	12.5%	01/04/2018		
Scattered Remains Fee	New Fee	409450	1661	c	S		UI				75.00				
Memorial Tree*	price on application	409450	1661	c	S		UI								

Grave Search Fees															
Where search is made via computerised records (1978 - on)	per name	409450	1661	c	S		UI	10.00	01/04/2017		11.00	10.0%	01/04/2018		
Where exact date of death known (pre 1978)	per name	409450	1661	c	S		UI	16.00	01/04/2017		17.00	6.3%	01/04/2018		
Where date of death is within a given period of time	per name / per 5 year period	409450	1661	c	S		UI	40.00	01/04/2017		42.00	5.0%	01/04/2018		
Where date of death is unknown	per name / per year	409450	1661	c	S		UI								
Photocopy of burial record and map showing position of grave	per name	409450	1661	c	S		UI	16.00	01/04/2017		17.00	6.3%	01/04/2018		
Provision of 2 photographs of grave + fee for postage / email	per grave	409450	1661	c	S		UI	25.00	01/04/2017		26.00	4.0%	01/04/2018		
New Cremated Remains Plots															
Exclusive right of burial (25 year term)		409450	1661	c	S		NI	1,030.00	01/04/2017		1060.00	2.9%	01/04/2018		
Interment Fee (per casket)		409450	1661	c	S		NI	300.00	01/04/2017		310.00	3.3%	01/04/2018		
Granite Blank with first inscription		409450	1661	c	S		UI	515.00	01/04/2017		530.00	2.9%	01/04/2018		
2nd inscription on granite blank		409450	1661	c	S		UI	215.00	01/04/2017		225.00	4.7%	01/04/2018		
Extension of right of burial (additional 5 year period beyond 25 years)		409450	1661	c	S		NI	310.00	01/04/2017		320.00	3.2%	01/04/2018		
											0.00				
Half-Grave Plots (for ashes only)											0.00				
Exclusive right of burial (for Cremated Remains Plot)		409450	1661	c	S		NI	980.00	01/04/2017		1010.00	3.1%	01/04/2018		
Interment Fee		409450	1661	c	S		NI	300.00	01/04/2017		310.00	3.3%	01/04/2018		
Headstone Foundation *		409450	1661	c	S		NI	155.00	01/04/2017		160.00	3.2%	01/04/2018		
Mini-Headstone Grave Plots (for ashes only)															
Exclusive right of burial (25 year term)	**New fee**	409450	1661	c	S		NI				1060.00		01/04/2018		
Interment Fee	**New Fee**	409450	1661	c	S		NI				310.00		01/04/2018		
inscription	**New fee**	409450	1661	c	S		NI				1030.00		01/04/2018		
Tree Grave Plots (for ashes only)															
Exclusive right of burial (20 year term)	**New fee**	409450	1661	c	S		NI				740.00		01/04/2018		
Interment Fee	**New Fee**	409450	1661	c	S		NI				310.00		01/04/2018		
Granite Foundation and Marker *	**New fee**	409450	1661	c	S		NI				200.00		01/04/2018		
Erection of Memorials											0.00		01/04/2018		
Headstone Foundation *		409400	1661	c	S		UI	155.00	01/04/2017		160.00	3.2%	01/04/2018		
Lawn Headstone (one inscription only)*		409400	1661	c	S		UI	175.00	01/04/2017		185.00	5.7%	01/04/2018		
Full Memorial	**New Fee**	409400	1661	c	S		UI				255.00		01/04/2018		
Additional Inscription*		409400	1661	c	S	8,500	UI	100.00	01/04/2017		105.00	5.0%	01/04/2018		8,700
Vase*		409400	1661	c	S		UI	90.00	01/04/2017		95.00	5.6%	01/04/2018		
Additional Plate/plaque/book*		409400	1661	c	S		UI	90.00	01/04/2017		95.00	5.6%	01/04/2018		
Wooden Cross* (when used as a permanent memorial)		409400	1661	c	S		UI	175.00	01/04/2017		185.00	5.7%	01/04/2018		
						364,500									**375,400**

KEY TO CHARGING POLICY	
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)	
KEY TO CREDIT POLICY	
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)	
Notes:	

NEIGHBOURHOODS & COMMERCIAL 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - NEIGHBOURHOODS - CCTV

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT Indictor UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/ Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
CCTV - DPA Charge	1	409420	2098	C	SM	200	NI	10	01/04/2016	20	10.00	0.0%			200
CCTV - Evidence Request Charge				C	BE	1,900	NI	95	01/04/2016		100.00	5.3%	01/04/2018		2,000
						2,100									**2,200**

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes:

1. DPA charge at £10 is capped by legislation. From 25 May 2018 personal data requests covered under existing DPA legislation become free, but also subject to admin fees.

NEIGHBOURHOODS & COMMERCIAL 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - PEST CONTROL COMMERCIAL UNIT

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/ Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Environmental Health															
Public Health															
Pest Control - Mice		409450	3219	C/I	BE		UI	145.00	01/04/2016		150.00	3.4%	01/04/2018		
Pest Control - Fleas		409450	3219	C/I	BE		UI	135.00	01/04/2016		140.00	3.7%	01/04/2018		
Pest Control - Bedbugs		409450	3219	C/I	BE		UI	180.00	01/04/2016		185.00	2.8%	01/04/2018		
Pest Control - Roaches		409450	3219	C/I	BE		UI	145.00	01/04/2016		150.00	3.4%	01/04/2018		
Pest Control - Pharoah Ants		409450	3219	C/I	BE		UI	140.00	01/04/2016		145.00	3.6%	01/04/2018		
Pest Control - Rats		409450	3219	C/I	BE		UI	145.00	01/04/2016		150.00	3.4%	01/04/2018		
Pest Control - Wasps		409450	3219	C/I	BE		UI	85.00	01/04/2016		90.00	5.9%	01/04/2018		
Pest Control - Carpet Beetles		409450	3219	C/I	BE		UI				115.00				
Pest Control - Common clothes moths		409450	3219	C/I	BE		UI				115.00				
Pest Control - Late Cancellation Fee		409450	3219	C/I	BE		UI				55.00				
Pest Control - Mice - Reduced Fee - CTS		409450	3219	C/I	BE	212,900	UI	105.00	01/04/2016		110.00	4.8%	01/04/2018		212,900
Pest Control - Fleas - Reduced Fee - CTS		409450	3219	C/I	BE		UI	95.00	01/04/2016		99.00	4.2%	01/04/2018		
Pest Control - Bedbugs - Reduced Fee - CTS		409450	3219	C/I	BE		UI	125.00	01/04/2016		130.00	4.0%	01/04/2018		
Pest Control - Roaches - Reduced Fee - CTS		409450	3219	C/I	BE		UI	105.00	01/04/2016		101.00	-3.8%	01/04/2018		
Pest Control - Pharoah Ants - Reduced Fee - CTS		409450	3219	C/I	BE		UI	100.00	01/04/2016		103.00	3.0%	01/04/2018		
Pest Control - Rats - Reduced Fee - CTS		409450	3219	C/I	BE		UI	105.00	01/04/2016		108.00	2.9%	01/04/2018		
Pest Control - Wasps - Reduced Fee - CTS		409450	3219	C/I	BE		UI				89.00		01/04/2018		
Pest Control - Rats - Landlord/ Managing Agent Fee		409450	3219	C/I	BE		UI	105.00	01/04/2016		105.00	0.0%	01/04/2018		
Pest Control - SPI		409450	3219	C/I	BE		UI	110.00	01/04/2016		110.00	0.0%	01/04/2018		
Pest Control - Late Cancellation Fee/Site Survey		409450	3219	C/I	BE		UI	50.00	01/04/2016		55.00	10.0%	01/04/2018		
Additional room charge		409450	3219	C/I	BE		UI	16.00	01/04/2016		16.00	0.0%	01/04/2018		
						212,900									**212,900**

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes:

Pest Control will be transferring into LATC. Income target for 2018/19 will be decided as part of business planning process and agreed by LATC board.

NEIGHBOURHOODS & COMMERCIAL 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - BULKY WASTE COMMERCIAL UNIT

		Budget details				Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/ Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Bulky Waste - Commercial Service															
1-5 items				C			UI	60.00			60.00	0.0%			
6-10 items				C			UI	90.00			90.00	0.0%			
11-15 items		**409420**	**3210**	C	P	50,000	UI	120.00			120.00	0.0%			50,000
16-20 items				C			UI	150.00			150.00	0.0%			
						50,000									**50,000**
White Goods - Commercial Service															
One standard size				C		**0**	**UI**	**25.00**	01/04/2017	**na**	25.00	0.0%			
Two Standard size				C		**0**	**UI**	**35.00**	01/04/2017	**na**	35.00	0.0%			
One Oversize		**409420**	**3210**	C		**0**	**UI**	**35.00**	01/04/2017	**na**	35.00	0.0%			
Three Standard				C		**0**	**UI**	**45.00**	01/04/2017	**na**	45.00	0.0%			
One oversize and one standard				C		**0**	**UI**	**45.00**	01/04/2017	**na**	45.00	0.0%			

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes:

Bulky waste and white goods will be within LATC from 1/4/18.

Price increases and income target to be determined by LATC board.

NEIGHBOURHOODS & COMMERCIAL 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - WASTE BIN REPLACEMENT - Neighbourhoods

		Budget details				Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Annual Charges for Bulk Bin Hire															
Refuse 1280		409416	1786	I	S	0	NI	106.87	01.04.17	121	110.00	2.9%	01/04/2018		
Refuse 1100				I	S	0	NI	101.04	01.04.17	640	104.00	2.9%	01/04/2018		
Refuse 940				I	S	0	NI	99.57	01.04.17	455	103.00	3.4%	01/04/2018		
Refuse 820				I	S	0	NI	98.46	01.04.17	53	101.00	2.6%	01/04/2018		
Refuse 660				I	S	0	NI	96.97	01.04.17	242	100.00	3.1%	01/04/2018		
Recycling 1280				I	S	0	NI	125.78	01.04.17	527	130.00	3.4%	01/04/2018		
Recycling 1100				I	S	0	NI	118.51	01.04.17	289	122.00	2.9%	01/04/2018		
Recycling 660				I	S	1	NI	105.41	01.04.17	212	109.00	3.4%	01/04/2018		
Kerbside Bin Replacement															
Waste, recycling and organic	Resident Payment Upon Request	409420	1795	O	BE			25.00	01.04.17						
						211,200									**217,500**

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes:

NEIGHBOURHOODS & COMMERCIAL 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area -Environmental Health /Licencing

Description of Fee / Charge	Note	Budget details: Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Existing Charges: Budgeted Income 2017/18 excl. VAT	SAP VAT Indictor UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	New Proposals: 2018/19 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Environmental Health															
Trading Standards															
Civil Penalties for failing to comply with The Consumer Rights Act 2015 & The Redress Schemes for Lettings Agency Work and Property Management Work	**New Fee**	409452	2833	C	BE		NI	max £5,000 per breach	01/04/2017		max £5,000 per breach		01/04/2017		
Food & Safety															
Food Course		409420	2832	C	BE		NI	0.00			85	0.0%	01/04/2014		
Health Certificates	charge includes inspection	409420	2832	C	BE		NI	0.00			150	0.0%	01/04/2014		
Private Water Supplies Regs 2009 - Risk assessment (min charge for up of 2 hrs)up to a max £500		409420	2832	C	SM		NI	0.00			max £500 per assessment	0.0%	01/04/2015		
Private Water Supplies Regs 2009 - Risk assessment (each additional hour)	Statutory maximum	409420	2832	C	SM		NI	0.00			max £100 per assessment	0.0%	01/04/2015		
Private Water Supplies Regs 2009 - Granting & Authorisation up to max £100	Statutory maximum	409420	2832	C	SM		NI	0.00			max £100 per assessment	0.0%	01/04/2015		
Private Water Supplies Regs 2009 - Carrying out an Investigation up to a max £100	Statutory maximum	409420	2832	C	SM	0	NI	0.00			max £100 per assessment	0.0%	01/04/2015		0.00
Private Water Supplies Regs 2009 - Analysing a Sample: under reg 10 up to a max £25	Statutory maximum	409420	2832	C	SM		NI	0.00			max £25 per test	0.0%	01/04/2015		
Private Water Supplies Regs 2009 - Analysing a Sample: Check monitoring up to a max £100	Statutory maximum	409420	2832	C	SM		NI	0.00			max £100 per test	0.0%	01/04/2015		
Private Water Supplies Regs 2009 - Analysing a Sample: Audit monitoring up to a a max £500	Statutory maximum	409420	2832	C	SM		NI	0.00			max £500 per test	0.0%	01/04/2015		
Food Hygiene Rating re-inspection		409420	2832	C	BE		NI	250.00	01/04/2017		260.00	4.0%	01/04/2018		
Licensing															
Licensing - Special Treatments (2 treatments in establishment)		409455	2831	C	BE		NI	452.00			452.00	0.0%			

Licensing - Special Treatments (per additional treatment)		409455	2831	C	BE		NI	116.00			116.00	0.0%			
Licensing - Special Treatments (above Maximum Fee applicable)		409455	2831	C	BE		NI	712.00			712.00	0.0%			
Licensing - Special Treatments (additional operative)		409455	2831	C	BE		NI	77.00			77.00	0.0%			
Licensing - manicure (new for 2008)		409455	2831	C	BE		NI	361.00	01/04/2017		368.20	2.0%			
Licensing - Ear Piercing		409455	2831	C	BE		NI	187.00	01/04/2017		190.70	2.0%	01/04/2018		
Licensing - Explosives (Renewal)	Statutory maximum	409455	2831	C	SM		NI	51.00			51.00	0.0%			
Licensing - Explosives Stores	Statutory maximum	409455	2831	C	SM		NI	103.00			103.00	0.0%			
Licensing - Sex Establishment	No current applications	409455	2831	C	BE		NI	8,751.00			8,751.00	0.0%			
Sex establishments annual renewal fees		409455	2831	C	BE		NI	8,751.00	01/04/2017		8,751.00	0.0%			
Licensing - Shop Loading Unloading	Statutory maximum	409455	2831	C	SM	56,600	NI	140.00			140.00	0.0%			56,600
Licensing - Mini Bus Permit	Statutory maximum	409455	2831	C	SM		NI	7.00			7.00	0.0%			
Licensing - Competitive Bidding		409455	2831	C	BE		NI	467.00	01/04/2017		467.00	0.0%			
Scrap Metal Dealers - New Aplication Site		409455	2831	C	BE		NI	909.00			909.00	0.0%			
Scrap Metal Dealers - Site Renewal		409455	2831	C	BE		NI	784.00			784.00	0.0%			
Scrap Metal Dealers - Variation		409455	2831	C	BE		NI	145.00	01/04/2017		145.00	0.0%			
Scrap Metal Dealers - Vary Site - Collector		409455	2831	C	BE		NI	145.00	01/04/2017		145.00	0.0%			
Scrap Metal Dealers - New Collector		409455	2831	C	BE		NI	318.00	01/04/2017		318.00	0.0%			
Scrap Metal Dealer - Collector Renewal		409455	2831	C	BE		NI	237.00	01/04/2017		237.00	0.0%			
Scrap Metal Dealer - Collector Variation		409455	2831	C	BE		NI	153.00	01/04/2017		153.00	0.0%			
Scrap Metal Dealer - Vary Collector - Site		409455	2831	C	BE		NI	936.00	01/04/2017		936.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band A	Statutory maximum	409466	2831	C	SM		NI	100.00			100.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band B	Statutory maximum	409466	2831	C	SM		NI	190.00			190.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band C	Statutory maximum	409466	2831	C	SM		NI	315.00			315.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band D	Statutory maximum	409466	2831	C	SM		NI	450.00			450.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band E	Statutory maximum	409466	2831	C	SM		NI	635.00			635.00	0.0%			
Licensing - Licensing Act 2003 - Temporary Event Notice	Statutory maximum	409466	2831	C	SM		NI	21.00			21.00	0.0%			
Licensing - Licensing Act 2003 - Licence Theft/ Loss/ Change	Statutory maximum	409466	2831	C	SM		NI	11.00			11.00	0.0%			
Licensing - Licensing Act 2003 - Premises Vary/ Transfer/ Interim	Statutory maximum	409466	2831	C	SM		NI	23.00			23.00	0.0%			
Licensing - Licensing Act 2003 - Personal Licence	Statutory maximum	409466	2831	C	SM	160,700	NI	27.00			27.00	0.0%			160,700
Licensing - Licensing Act 2003 - Notification on Licensing Matters	Statutory maximum	409466	2831	C	SM		NI	21.00			21.00	0.0%			
Licensing - Licensing Act 2003 - 5,000 persons or more Premises	Statutory maximum	409466	2831	C	SM		NI				Variable	0.0%			
Licensing - Licensing Act 2003 - Premises Band A - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	70.00			70.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band B - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	180.00			180.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band C - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	295.00			295.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band D - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	320.00			320.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band E - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	350.00			350.00	0.0%			

Gambling Act 2005 Annual Fee (Tracks)		409498	2831	C	BE		NI	700.00	01/04/2017		700.00	0.0%			
Gambling Act 2005 New Application (Tracks)	Statutory maximum	409498	2831	C	SM		NI	2,500.00			2,500.00	0.0%			
Gambling Act 2005 Variation (Tracks)		409498	2831	C	BE		NI	1,169.00	01/04/2017		1,169.00	0.0%			
Gambling Act 2005 Transfer (Tracks)		409498	2831	C	BE		NI	526.00	01/04/2017		526.00	0.0%			
Gambling Act 2005 Re-instatement (Tracks)		409498	2831	C	BE		NI	526.00	01/04/2017		526.00	0.0%			
Gambling Act 2005 Provisional Statement (Track)	Statutory maximum	409498	2831	C	SM		NI	2,500.00			2,500.00	0.0%			
Gambling Act 2005 S205 (Tracks)		409498	2831	C	BE		NI	877.00	01/04/2017		877.00	0.0%			
Gambling Act 2005 New Application (Bingo)	Statutory maximum	409498	2831	C	SM		NI	3,500.00	01/04/2017		3,000.00	-14.3%	01/04/2018		
Gambling Act 2005 Annual Fee (Bingo)		409498	2831	C	BE		NI	935.00	01/04/2017		935.00	0.0%			
Gambling Act 2005 Variation (Bingo)		409498	2831	C	BE		NI	1,403.00	01/04/2017		1,403.00	0.0%			
Gambling Act 2005 Transfer (Bingo)		409498	2831	C	BE		NI	700.00	01/04/2017		700.00	0.0%			
Gambling Act 2005 Re-instatement (Bingo)		409498	2831	C	BE		NI	700.00	01/04/2017		700.00	0.0%			
Gambling Act 2005 Provisional Statement (Bingo)	Statutory maximum	409498	2831	C	SM		NI	3,500.00			3,000.00	-14.3%	31/04/2018		
Gambling Act 2005 S205 (Bingo)		409498	2831	C	BE		NI	1,169.00	01/04/2017		1,169.00	0.0%			
Gambling Act 2005 New Application (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	3,000.00			3,000.00	0.0%			
Gambling Act 2005 Annual Fee (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	600.00			600.00	0.0%			
Gambling Act 2005 Transfer (Betting Premises - other)		409498	2831	C	BE		NI	701.00	01/04/2017		701.00	0.0%			
Gambling Act 2005 Variation (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	1,500.00			1,500.00	0.0%			
Gambling Act 2005 Re-instatement (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	600.00			600.00	0.0%			
Gambling Act 2005 Provisional Statement (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	3,000.00			3,000.00	0.0%			
Gambling Act 2005 S205 (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	1,000.00			1,000.00	0.0%			
Gambling Act 2005 New Application (FEC)	Statutory maximum	409498	2831	C	SM	46,800	NI	2,000.00			2,000.00	0.0%			46,800
Gambling Act 2005 Annual Fee (FEC)		409498	2831	C	BE		NI	509.00	01/04/2017		509.00	0.0%			
Gambling Act 2005 Variation (FEC)	Statutory maximum	409498	2831	C	SM		NI	1,035.00			1,000.00	-3.4%	01/04/2018		
Gambling Act 2005 Transfer (FEC)		409498	2831	C	BE		NI	526.00	01/04/2017		526.00	0.0%			
Gambling Act 2005 Re-instatement (FEC)		409498	2831	C	BE		NI	526.00	01/04/2017		526.00	0.0%			
Gambling Act 2005 Provisional Statement	Statutory maximum	409498	2831	C	SM		NI	2,000.00			2,000.00	0.0%			
Gambling Act 2005 S205 (FEC)		409498	2831	C	BE		NI	818.00	01/04/2017		818.00	0.0%			
Gambling Act 2005 New Application (Adult Gaming)	Statutory maximum	409498	2831	C	SM		NI	2,000.00			2,000.00	0.0%			
Gambling Act 2005 Annual Fee (AGC)		409498	2831	C	BE		NI	702.00	01/04/2017		702.00	0.0%			
Gambling Act 2005 Variation (AGC)	Statutory maximum	409498	2831	C	SM		NI	1,000.00			1,000.00	0.0%			
Gambling Act 2005 Transfer (AGC)		409498	2831	C	BE		NI	702.00	01/04/2017		702.00	0.0%			
Gambling Act 2005 Re-instatement (AGC)		409498	2831	C	BE		NI	702.00	01/04/2017		702.00	0.0%			
Gambling Act 2005 Provisional Statement	Statutory maximum	409498	2831	C	SM		NI	2,000.00			2,000.00	0.0%			
Gambling Act 2005 S205 (AGC)		409498	2831	C	BE		NI	1,168.00	01/04/2017		1,168.00	0.0%			
Gambling Act 2005 Provisional Statement (Casino)	Statutory maximum	409498	2831	C	SM		NI	8,000.00			8,000.00	0.0%			
Gambling Act 2005 New Application (Casino)	Statutory maximum	409498	2831	C	SM		NI	8,000.00			8,000.00	0.0%			
Gambling Act 2005 Transfer (Casino)		409498	2831	C	BE		NI	1,052.00	01/04/2017		1,052.00	0.0%			
Gambling Act 2005 S205 (Casino)		409498	2831	C	BE		NI	2,339.00	01/04/2017		2,339.00	0.0%			
Gambling Act 2005 Annual Fee (Casino)		409498	2831	C	BE		NI	2,921.00	01/04/2017		2,921.00	0.0%			
Gambling Act 2005 Variation (Casinos)		409498	2831	C	BE		NI	3,506.00	01/04/2017		3,506.00	0.0%			

Gambling Act 2005 Re-instatement (Casinos)		409498	2831	C	BE		NI	1,052.00	01/04/2017		1,052.00	0.0%			
Gambling Act 2005 Temp Use Notices	Statutory maximum	409498	2831	C	SM		NI	500.00	01/04/2017		500.00	0.0%			
Replacement of Temporary use notices	Statutory maximum	409498	2831	C	SM		NI	25.00	01/04/2017		25.00	0.0%			
Change of circumstance	Statutory maximum	409498	2831	C	SM		NI	50.00	01/04/2017		50.00	0.0%			
Copy of Licence	Statutory maximum	409498	2831	C	SM		NI	25.00	01/04/2017		25.00	0.0%			
Notification of 2 or less gaming machines	Statutory maximum	409498	2831	C	SM		NI	50.00	01/04/2017		50.00	0.0%			
Public Health															
Pollution - LAPC Subsistence Fee	Statutory maximum	409451	2834	I	SM		NI	145.00	01/04/2017		145.00	0.0%			
Pollution - LAPC Other Processes Fee	Statutory maximum	409451	2834	I	SM		UI	853.00	01/04/2017		853.00	0.0%			
Pollution - LAPC Other Processes Fee	Statutory maximum	409451	2834	I	SM		UI	1,278.00	01/04/2017		1,278.00	0.0%			
Pollution - LAPC Waste Oil Burners	Statutory maximum	409451	2834	I	SM	12,000	NI	145.00	01/04/2017		145.00	0.0%			12,000
Pollution - LAPC Dry Cleaners	Statutory maximum	409451	2834	I	SM		NI	145.00	01/04/2017		145.00	0.0%			
Notices (Applied as a charge to Land until paid)	Statutory maximum	409451	2834	I	SM		NI	353.00	01/04/2017		353.00	0.0%			
						276,100									**276,100**

KEY TO CHARGING POLICY	
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)	
KEY TO CREDIT POLICY	
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)	
Notes	
Most Fees are at Statutory maximum	

NEIGHBOURHOODS & COMMERCIAL 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - PARKING

Description of Fee / Charge	Budget details: Note	Budget details: Cost Element	Budget details: Cost Centre	Existing Charges: Budgeted Income 2017/18 excl. VAT	Existing Charges: SAP VAT Indictor UI - 20% or ni 0%	Existing Charges: Current Charges incl. VAT	Existing Charges: Date of last increase	Existing Charges: Volume of Usage	New Proposals: 2018/19 New Fees/Charges incl. VAT DIGITAL	New Proposals: % Increase	New Proposals: 2018/19 New Fees/Charges incl. VAT CASH	New Proposals: % Increase	New Proposals: Effective Date	New Proposals: Anticip. Volume (% of existing)	New Proposals: Budgeted Income 2018/19 excl. VAT
				£		£			£		£				£
(1)				(4)	(5)	(6)	(7)	(8)	(9)		(9)	(10)	(11)	(12)	(13)
CAR PARKS															
Car Parks on agreed disposal programme															
	Up to 1 hour				UI	1.00	01/03/2007	N/A	1.00	0%	1.00	0%			
Stanley Road	Up to 2 hours				UI	2.00	01/03/2007	N/A	2.00	0%	2.00	0%			
	Up to 3 hours				UI	3.00	01/03/2007	N/A	3.00	0%	3.00	0%			
	All day				UI	5.00	01/03/2007	N/A	5.00	0%	5.00	0%			
Brandon Road	Up to 1 hour					1.00	01/03/2007	N/A	1.00	0%	1.00	0%			
	Up to 2 hours					2.00	01/03/2007	N/A	2.00	0%	2.00	0%			
	Up to 3 hours					3.00	01/03/2007	N/A	3.00	0%	3.00	0%			
	All day					5.00	01/03/2007	N/A	5.00	0%	5.00	0%			
Car Parks to be retained															
	Up to 1 hour				UI	1.00	01/03/2007	N/A	1.00	0%	1.00	0%			
High Street	Up to 2 hours				UI	2.00	01/03/2007	N/A	2.00	0%	2.00	0%			
Mission Grove	Up to 3 hours				UI	3.00	01/03/2007	N/A	3.00	0%	3.00	0%			
	All day				UI	6.00	03/01/2012	N/A	6.00	0%	6.00	0%			
Hall Lane E4	Up to 1 hour				UI	0.80	01/03/2007	N/A	0.80	0%	0.80	0%			
Richmond Rd E4	Up to 2 hours				UI	1.60	01/03/2007	N/A	1.60	0%	1.60	0%			
Church Lane E11	Up to 3 hours	409401 & 409413	1643	462,600	UI	2.40	01/03/2007	N/A	2.40	0%	2.40	0%			462,600
	All day				UI	6.00	03/01/2012	N/A	6.00	0%	6.00	0%			
Linford Road E17	Up to 1 hour					0.80	01/03/2007	N/A	0.80	0%	0.80	0%			
	Up to 2 hours					1.60	01/03/2007	N/A	1.60	0%	1.60	0%			
	Up to 3 hours					2.40	01/03/2007	N/A	2.40	0%	2.40	0%			
	Up to 1 hour				UI	1.00	01/03/2007	N/A	1.00	0%	1.00	0%			
Bedford Road E17	Up to 2 hours				UI	2.00	01/03/2007	N/A	2.00	0%	2.00	0%			
	Up to 3 hours				UI	3.00	01/04/2013	N/A	3.00	0%	3.00	0%			
	All day				UI	6.00	01/04/2013	N/A	6.00	0%	6.00	0%			
Car Park Season Tickets	3 months				UI	235.00	08/08/2016	N/A	235.00	0%	235.00	0%			
	Annual				UI	575.00	08/08/2016	N/A	575.00	0%	575.00	0%			
	Up to 1 hour				UI	1.30	03/01/2012	N/A	1.30	0%	1.30	0%			
	Up to 2 hours				UI	2.60	03/01/2012	N/A	2.60	0%	2.60	0%			
Town Hall Car Park	Up to 3 hours				UI	3.80	03/01/2012	N/A	3.80	0%	3.80	0%			
	Up to 4 hours				UI	5.10	03/01/2012	N/A	5.10	0%	5.10	0%			
	over 4 hours/All day				UI	6.50	03/01/2012	N/A	6.50	0%	6.50	0%			
	6pm - 7am				free evenings/weekends										
Staff Parking Permits	Staff				NI	65.00	08/08/2016	N/A	65.00	0%	65.00	0%		N/A	
	Purple Zone	409404	2929	8,200	NI	65.00	08/08/2016	N/A	65.00	0%	65.00	0%		N/A	8,200
	Management Board				NI	250.00	08/08/2016	N/A	250.00	0%	250.00	0%		N/A	

ON-STREET PARKING															
On street parking - via Pay by Phone	Half hour	409404 & 409413	1632	347,400	NI	1.00	08/08/2016	N/A	1.00	0%	1.00	0%		N/A	347,400
	1 hour voucher				NI	1.70	08/08/2016	N/A	1.70	0%	1.70	0%		N/A	
	Daily Voucher				NI	8.50	08/08/2016	N/A	8.50	0%	8.50	0%		N/A	
On street parking - via Voucher Scheme	Half hour				NI	1.35	08/08/2016	N/A	1.35	0%	1.35	0%		N/A	
	1 hour voucher				NI	2.50	08/08/2016	N/A	2.50	0%	2.50	0%		N/A	
	Daily Voucher				NI	11.00	08/08/2016	N/A	11.00	0%	11.00	0%		N/A	
On Street Pay & Display	Half hour	409401	1632	25,700	NI	1.00	08/08/2016	N/A	1.00	0%	1.00	0%		N/A	25,700
	Per hour				NI	1.70	08/08/2016	N/A	1.70	0%	1.70	0%		N/A	
ANNUAL BUSINESS PERMITS															
Business 1st Permit Holder (Single Zone)															
Low Emissions	Up to 100g/km				NI	205.00	08/08/2016	N/A	205.00	0%	205.00	0%		N/A	
Standard	101 - 170g/km or below 1549cc				NI	405.00	08/08/2016	N/A	405.00	0%	405.00	0%		N/A	
High Emissions	171g/km or above 1549 cc				NI	605.00	08/08/2016	N/A	605.00	0%	605.00	0%		N/A	
Business 2nd Permit Holder (Single Zone)															
Low Emissions	Up to 100g/km				NI	310.00	08/08/2016	N/A	310.00	0%	310.00	0%		N/A	
Standard	101 - 170g/km or below 1549cc				NI	610.00	08/08/2016	N/A	610.00	0%	610.00	0%		N/A	
High Emissions	171g/km or above 1549 cc				NI	910.00	08/08/2016	N/A	910.00	0%	910.00	0%		N/A	
Business 3rd Permit Holder (Single Zone)															
Low Emissions	Up to 100g/km				NI	410.00	08/08/2016	N/A	410.00	0%	410.00	0%		N/A	
Standard	101 - 170g/km or below 1549cc				NI	810.00	08/08/2016	N/A	810.00	0%	810.00	0%		N/A	
High Emissions	171g/km or above 1549 cc				NI	1,210.00	08/08/2016	N/A	1,210.00	0%	1,210.00	0%		N/A	
Business 1st Permit Holder (ALL ZONES)															
Low Emissions	Up to 100g/km				NI	410.00	08/08/2016	N/A	410.00	0%	410.00	0%		N/A	
Standard	101 - 170g/km or below 1549cc				NI	810.00	08/08/2016	N/A	810.00	0%	810.00	0%		N/A	
High Emissions	171g/km or above 1549 cc				NI	1,210.00	08/08/2016	N/A	1,210.00	0%	1,210.00	0%		N/A	
Business 2nd Permit Holder (ALL ZONES)															
Low Emissions	Up to 100g/km				NI	620.00	08/08/2016	N/A	620.00	0%	620.00	0%		N/A	
Standard	101 - 170g/km or below 1549cc				NI	1,220.00	08/08/2016	N/A	1,220.00	0%	1,220.00	0%		N/A	
High Emissions	171g/km or above 1549 cc				NI	1,820.00	08/08/2016	N/A	1,820.00	0%	1,820.00	0%		N/A	
Business 3rd Permit Holder (ALL ZONES)															
Low Emissions	Up to 100g/km				NI	820.00	08/08/2016	N/A	820.00	0%	820.00	0%		N/A	
Standard	101 - 170g/km or below 1549cc				NI	1,620.00	08/08/2016	N/A	1,620.00	0%	1,620.00	0%		N/A	
High Emissions	171g/km or above 1549 cc				NI	2,420.00	08/08/2016	N/A	2,420.00	0%	2,420.00	0%		N/A	
Traders Permit	1 week				NI	NEW			25.00		25.00		01/04/2018		
	4 weeks				NI	NEW			90.00		90.00		01/04/2018		
SCHOOL PERMITS															
Annual Schools 15 Min Permit															
Low Emissions	Up to 100g/km				NI	21.00	01/04/2013	N/A	21.00	0%	21.00	0%		N/A	
Standard	101 - 170g/km or below 1549cc				NI	50.00	08/08/2016	N/A	50.00	0%	50.00	0%		N/A	
High Emissions	171g/km or above 1549 cc				NI	150.00	08/08/2016	N/A	150.00	0%	150.00	0%		N/A	

School Staff Permit (Term Time Only)															
Low Emissions	Up to 100g/km				NI	158.00	08/08/2016	N/A	158.00	0%	158.00	0%		N/A	
Standard	101 - 170g/km or below 1549cc				NI	312.00	08/08/2016	N/A	312.00	0%	312.00	0%		N/A	
High Emissions	171g/km or above 1549 cc				NI	465.00	08/08/2016	N/A	465.00	0%	465.00	0%		N/A	
RESIDENTS ANNUAL PERMITS															
Residents 1st Permit Holder															
Low Emissions	Up to 100g/km				NI	12.50	01/04/2013	N/A	12.50	0%	12.50	0%		N/A	
Standard	101 - 170g/km or below 1549cc				NI	35.00	08/08/2016	N/A	35.00	0%	35.00	0%		N/A	
High Emissions	171g/km or above 1549 cc				NI	120.00	08/08/2016	N/A	120.00	0%	120.00	0%		N/A	
Residents 2nd Permit Holder															
Low Emissions	Up to 100g/km				NI	42.00	01/04/2008	N/A	42.00	0%	42.00	0%		N/A	
Standard	101 - 170g/km or below 1549cc				NI	90.00	01/04/2008	N/A	90.00	0%	90.00	0%		N/A	
High Emissions	171g/km or above 1549 cc				NI	210.00	08/08/2016	N/A	210.00	0%	210.00	0%		N/A	
Residents 3rd Permit Holder															
Low Emissions	Up to 100g/km				NI	65.00	01/01/2011	N/A	65.00	0%	65.00	0%		N/A	
Standard	101 - 170g/km or below 1549cc				NI	150.00	01/01/2011	N/A	150.00	0%	150.00	0%		N/A	
High Emissions	171g/km or above 1549 cc				NI	280.00	08/08/2016	N/A	280.00	0%	280.00	0%		N/A	
Carers Permit (In receipt of DWP)					NI		NEW		Free				01/04/2018		
Carers Permit (Qualifying evidence)	See residents prices								See residents prices				01/04/2018		
Residents - 1 month temporary															
Low Emissions	Up to 100g/km				NI	10.00	01/04/2013	N/A	10.00	0%	10.00	0%		N/A	
Standard	101 - 170g/km or below 1549cc				NI	20.00	01/04/2010	N/A	20.00	0%	20.00	0%		N/A	
High Emissions	171g/km or above 1549 cc				NI	100.00	01/04/2010	N/A	100.00	0%	100.00	0%		N/A	
Residents - 6 mth Foreign Vehicles															
Low Emissions	<900cc or <120g/km				NI	24.00	01/04/2013	N/A	24.00	0%	24.00	0%		N/A	
Standard					NI	50.00	01/04/2013	N/A	50.00	0%	50.00	0%		N/A	
High Emissions	>3000 cc or >225g/km				NI	150.00	01/04/2013	N/A	150.00	0%	150.00	0%		N/A	
MARKET TRADERS															
	Annual - day per week				NI	125.00	01/04/2008	N/A	125.00	0%	125.00	0%		N/A	
Market Traders	3 months				NI	215.00	01/04/2010	N/A	215.00	0%	215.00	0%		N/A	
	12 months				NI	390.00	01/04/2010	N/A	390.00	0%	390.00	0%		N/A	
VISITOR PERMITS		409403	1632	2,275,400											2,275,400
Residents	per hour (capped at 10 hours for those in a longer CPZ)				NI	0.60	08/08/2016	N/A	0.60	0%	0.60	0%		N/A	
Business	per hour				NI	1.00	08/08/2016	N/A	1.00	0%	1.00	0%		N/A	
All zone visitor permits	per hour				NI	1.50	08/08/2016	N/A	1.50	0%	1.50	0%		N/A	
ESSENTIAL USER PERMITS															
Essential User - Council Staff	Annual				NI	190.00	01/04/2014	N/A	190.00	0%	190.00	0%		N/A	
	6 mths				NI	110.00	01/04/2014	N/A	110.00	0%	110.00	0%		N/A	
	1 mth				NI	30.00	01/04/2014	N/A	30.00	0%	30.00	0%		N/A	
Essential User - Council Partners, Contractors, etc	Annual				NI	205.00	08/08/2016	N/A	205.00	0%	205.00	0%		N/A	
	6 mths				NI	120.00	08/08/2016	N/A	120.00	0%	120.00	0%		N/A	
	1 mth				NI	40.00	08/08/2016	N/A	40.00	0%	40.00	0%		N/A	

Essential User - Police, Registered Carers, Doctors, etc	Annual				NI	205.00	08/08/2016	N/A	205.00	0%	205.00	0%		N/A
	6 mths				NI	120.00	08/08/2016	N/A	120.00	0%	120.00	0%		N/A
	1 mth				NI	40.00	08/08/2016	N/A	40.00	0%	40.00	0%		N/A
ANNUAL CHARITY PERMITS														
Charity 1st Permit Holder (Single Zone)														
Low Emissions	Up to 100g/km				NI	30.00	08/08/2016	N/A	30.00	0%	30.00	0%		N/A
Standard	101 - 170g/km or below 1549cc				NI	50.00	08/08/2016	N/A	50.00	0%	50.00	0%		N/A
High Emissions	171g/km or above 1549 cc				NI	90.00	08/08/2016	N/A	90.00	0%	90.00	0%		N/A
Charity 2nd Permit Holder (Single Zone)														
Low Emissions	Up to 100g/km				NI	50.00	08/08/2016	N/A	50.00	0%	50.00	0%		N/A
Standard	101 - 170g/km or below 1549cc				NI	100.00	08/08/2016	N/A	100.00	0%	100.00	0%		N/A
High Emissions	171g/km or above 1549 cc				NI	140.00	08/08/2016	N/A	140.00	0%	140.00	0%		N/A
Charity 3rd Permit Holder (Single Zone)														
Low Emissions	Up to 100g/km				NI	60.00	08/08/2016	N/A	60.00	0%	60.00	0%		N/A
Standard	101 - 170g/km or below 1549cc				NI	140.00	08/08/2016	N/A	140.00	0%	140.00	0%		N/A
High Emissions	171g/km or above 1549 cc				NI	190.00	08/08/2016	N/A	190.00	0%	190.00	0%		N/A
Charity 1st Permit Holder (ALL ZONES)														
Low Emissions	Up to 100g/km				NI	60.00	08/08/2016	N/A	60.00	0%	60.00	0%		N/A
Standard	101 - 170g/km or below 1549cc				NI	100.00	08/08/2016	N/A	100.00	0%	100.00	0%		N/A
High Emissions	171g/km or above 1549 cc				NI	180.00	08/08/2016	N/A	180.00	0%	180.00	0%		N/A
Charity 2nd Permit Holder (ALL ZONES)														
Low Emissions	Up to 100g/km				NI	100.00	08/08/2016	N/A	100.00	0%	100.00	0%		N/A
Standard	101 - 170g/km or below 1549cc				NI	200.00	08/08/2016	N/A	200.00	0%	200.00	0%		N/A
High Emissions	171g/km or above 1549 cc				NI	280.00	08/08/2016	N/A	280.00	0%	280.00	0%		N/A
Charity 3rd Permit Holder (ALL ZONES)														
Low Emissions	Up to 100g/km				NI	120.00	08/08/2016	N/A	120.00	0%	120.00	0%		N/A
Standard	101 - 170g/km or below 1549cc				NI	280.00	08/08/2016	N/A	280.00	0%	280.00	0%		N/A
High Emissions	171g/km or above 1549 cc				NI	380.00	08/08/2016	N/A	380.00	0%	380.00	0%		N/A
POOL PERMITS														
For Businesses	First Permit				NI	605.00	08/08/2016	N/A	605.00	0%	605.00	0%		N/A
	Second Permit				NI	910.00	08/08/2016	N/A	910.00	0%	910.00	0%		N/A
	Third & subsequent permits				NI	1,210.00	08/08/2016	N/A	1,210.00	0%	1,210.00	0%		N/A
For Residents	First Permit				NI	120.00	08/08/2016	N/A	120.00	0%	120.00	0%		N/A
	Second Permit				NI	210.00	08/08/2016	N/A	210.00	0%	210.00	0%		N/A
	Third & subsequent permits				NI	280.00	08/08/2016	N/A	280.00	0%	280.00	0%		N/A
For Charity	First Permit				NI	90.00	08/08/2016	N/A	90.00	0%	90.00	0%		N/A
	Second Permit				NI	140.00	08/08/2016	N/A	140.00	0%	140.00	0%		N/A
	Third & subsequent permits				NI	190.00	08/08/2016	N/A	190.00	0%	190.00	0%		N/A
For Essential Users	Annual				NI	310.00	08/08/2016	N/A	310.00	0%	310.00	0%		N/A
MISCELLANEOUS														
Change of VRM					NI	5.00	08/08/2016	N/A	5.00	0%	5.00	0%		N/A
Change of Address					NI	5.00	08/08/2016	N/A	5.00	0%	5.00	0%		N/A
Refund - Service fee					NI	10.00	08/08/2016	N/A	10.00	0%	10.00	0%		N/A
Lost or stolen permit - Service Charge					NI	5.00	08/08/2016	N/A	5.00	0%	5.00	0%		N/A

Dispensations per vehicle	First Day				NI	30.00	08/08/2016	N/A	30.00	0%	30.00	0%		N/A	
	Subsequent days				NI	25.00	08/08/2016	N/A	25.00	0%	25.00	0%		N/A	
	Annual				NI	120.00	08/08/2016	N/A	120.00	0%	120.00	0%		N/A	
Parking Bay Suspensions	Service Charge	409409	1632	204,700	NI	60.00	08/08/2016	N/A	65.00	8%	65.00	8%	01/04/2018	N/A	233,300
	per 5m length per day				NI	20.00	08/08/2016	N/A	25.00	25%	25.00	25%	01/04/2018	N/A	
PENALTY CHARGES															
Higher Rate															
Penalty charge notice (Band A)	SM				NI	130.00	01/04/2011	N/A	130.00	0%	130.00	0%		N/A	
Penalty charge notice (Band A - early payment)	SM				NI	65.00	01/04/2011	N/A	65.00	0%	65.00	0%		N/A	
Lower Rate															
Penalty charge notice (Band A)	SM				NI	80.00	01/04/2011	N/A	80.00	0%	80.00	0%		N/A	
Penalty charge notice (Band A - early payment)	SM				NI	40.00	01/04/2011	N/A	40.00	0%	40.00	0%		N/A	
Bus Lane/Moving Traffic Conventions	SM	409402 & 409517	1632 & 1643	8,221,900	NI	130.00	01/04/2011	N/A	130.00	0%	130.00	0%		N/A	8,221,900
Bus Lane/Moving Traffic Conventions (early payment)	SM				NI	65.00	01/04/2011	N/A	65.00	0%	65.00	0%		N/A	
Release from clamp	SM				NI	70.00	01/07/2007	N/A	70.00	0%	70.00	0%		N/A	
Release from pound	SM				NI	200.00	01/07/2007	N/A	200.00	0%	200.00	0%		N/A	
Storage charge at pound	SM				NI	40.00	01/07/2007	N/A	40.00	0%	40.00	0%		N/A	
Vehicle disposal from pound	SM				NI	70.00	01/07/2007	N/A	70.00	0%	70.00	0%		N/A	
				11,545,900											**11,574,500**

KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes:															

NEIGHBOURHOODS & COMMERCIAL 2018/19- FEES AND CHARGES REVIEW

Division/Service Area - NEIGHBOURHOODS - HIGHWAYS INCLUDING STREET NAMING AND NUMBERING

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Highway Licence -															
Skip Permit				C	BE		NI	65.00	01/04/2017		70.00	7.7%	01/04/2018		
Material Licence				C	BE		NI	75.00	01/04/2017		80.00	6.7%	01/04/2018		
Scaffold / Hoarding Licence		409455	1809	C	BE	407,800	NI	425.00	01/04/2017		450.00	5.9%	01/04/2018		420,000
Container / Compound Licence				C	BE		NI	725.00	01/04/2017		750.00	3.4%	01/04/2018		
Street Works Licence				C	BE		NI	400.00	01/04/2017		425.00	6.3%	01/04/2018		
London Permit Scheme (NEW) -															
Category 0,1,2 & TS															
Major PAA				C	SM		NI	105.00	01/04/2016		105.00	0.0%	01/04/2018		
Major				C	SM		NI	240.00	01/04/2016		240.00	0.0%	01/04/2018		
Standard				C	SM		NI	130.00	01/04/2016		130.00	0.0%	01/04/2018		
Minor				C	SM		NI	65.00	01/04/2016		65.00	0.0%	01/04/2018		
Immediate				C	SM		NI	60.00	01/04/2016		60.00	0.0%	01/04/2018		
Permit Variation	Maximum DfT Statutory charges allowed			C	SM		NI	45.00	01/04/2016		45.00	0.0%	01/04/2018		
		409411	1809			477,400									477,400
Category 3,4 & Non TS															
Major PAA				C	SM		NI	75.00	01/04/2016		75.00	0.0%	01/04/2018		
Major				C	SM		NI	150.00	01/04/2016		150.00	0.0%	01/04/2018		
Standard				C	SM		NI	75.00	01/04/2016		75.00	0.0%	01/04/2018		
Minor				C	SM		NI	45.00	01/04/2016		45.00	0.0%	01/04/2018		
Immediate				C	SM		NI	40.00	01/04/2016		40.00	0.0%	01/04/2018		
Permit Variation				C	SM		NI	35.00	01/04/2016		35.00	0.0%	01/04/2018		
S74 & NRSWA Fixed Penalty Notice (Breach of Conditions)															
- if paid within 29 days	Maximum DfT Statutory charges allowed.	409420 & 409452	1809	C	SM		NI	80.00	01/04/2016		80.00	0.0%	01/04/2018		
- if paid over 29 days				C	SM		NI	120.00	01/04/2016		120.00	0.0%	01/04/2018		
S74 Notice (No Permit)						197,500									197,500
- if paid within 29 days				I	SM		NI	300.00	01/04/2016		300.00	0.0%	01/04/2018		
- if paid over 29 days				I	SM		NI	500.00	01/04/2016		500.00	0.0%	01/04/2018		
NRSWA Sample Inspection Fee (Cats A,B & C)	Max.Statutory	409451	1809	I	SM	55,800	NI	50.00	01/04/2016		50.00	0.0%	01/04/2018		55,800
Highways Search income (part)		409453	1809	C	BE	51,700	NI	54.00	01/04/2017		56.00	3.7%	01/04/2018		53,600
Vehicle crossing (per square metre)		409462	1799	C	P	200,200	NI	210.00	01/04/2017		230.00	9.5%	01/04/2018		212,200
Vehicle crossing (Administration Fee)				C	P		NI	165.00	01/04/2017		180.00	9.1%	01/04/2018		
Residential Cycle Hangars	per annum	409420	1628	C	P	800	NI	20.00	01/04/2017		20.00	0.0%	01/04/2018		800
Cycle Hubs	per annum	409417	3233	C	P	11,100	NI	25.00	01/04/2017		25.00	0.0%	01/04/2018		11,100

New LLFA proposed charges (PLM Nov)															
Pre Application															
Significant regeneration projects		409450	1800	C	BE		UI	1,004.00	01/04/2017		1035.00	3.1%	01/04/2018		
Significant major		409450	1800	C	BE		UI	773.00	01/04/2017		796.00	3.0%	01/04/2018		
Major Development		409450	1800	C	BE		UI	489.00	01/04/2017		504.00	3.1%	01/04/2018		
Minor development		409450	1800	C	BE		UI	77.00	01/04/2017		80.00	3.9%	01/04/2018		
Other developments		409450	1800	C	BE		UI	77.00	01/04/2017		80.00	3.9%	01/04/2018		
Full planning application						0									0
Significant regeneration projects		409450	1800	C	BE		UI	1,880.00	01/04/2017		1940.00	3.2%	01/04/2018		
Significant major		409450	1800	C	BE		UI	1,159.00	01/04/2017		1195.00	3.1%	01/04/2018		
Major Development		409450	1800	C	BE		UI	901.00	01/04/2017		928.00	3.0%	01/04/2018		
Minor development		409450	1800	C	BE		UI	489.00	01/04/2017		504.00	3.1%	01/04/2018		
Other developments		409450	1800	C	BE		UI	77.00	01/04/2017		80.00	3.9%	01/04/2018		
Street Naming & Numbering															
Application Fees for development		409519	1809	C	P		ZI	232.00	01/04/2017		240.00	3.4%	01/04/2018		
Property numbering		409519	1809	C	P	33,000	ZI	44.00	01/04/2017		50.00	13.6%	01/04/2018		35,000
Street Naming		409519	1809	C	P		ZI	247.00	01/04/2017		275.00	11.3%	01/04/2018		
						1,435,300									**1,463,400**
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes															

NEIGHBOURHOODS & COMMERCIAL 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - NEIGHBOURHOOD - PARKS & ALLOTMENTS

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Open Space (Free Childrens Community Events up to 1 hour)		409410	2079/2080	C/ I	S		NI	18.00	01/04/17		18.55	3.1%	01/04/2018		
Open Space (Hire Per Day) - Up To 25 People		409410	2079/2080	C/ I	S		NI	42.00	01/04/17		43.30	3.1%	01/04/2018		
Open Space (Hire Per Day) - Up To 50 People		409410	2079/2080	C/ I	S		NI	85.00	01/04/17		87.60	3.1%	01/04/2018		
Open Space (Hire Per Day) - Up To 75 People		409410	2079/2080	C/ I	S		NI	125.00	01/04/17		128.80	3.0%	01/04/2018		
Open Space (Hire Per Day) - Up To 150 People		409410	2079/2080	C/ I	S		NI	250.00	01/04/17		257.50	3.0%	01/04/2018		
Open Space (Hire Per Day) - Up To 300 People		409410	2079/2080	C/ I	S		NI	502.00	01/04/17		517.10	3.0%	01/04/2018		
Open Space (Hire Per Day) - Up To 500 People		409410	2079/2080	C/ I	S		NI	835.00	01/04/17		860.10	3.0%	01/04/2018		
Open Space (Hire Per Day) - Up To 1000 People		409410	2079/2080	C/ I	S		NI	1,254.00	01/04/17		1,291.60	3.0%	01/04/2018		
Open Space (Hire Per Day) - Up To 5000 People		409410	2079/2080	C/ I	S		NI	1,880.00	01/04/17		1,936.40	3.0%	01/04/2018		
Open Space (Hire Per Day) - Up To 10000 People		409410	2079/2080	C/ I	S		NI	3,382.00	01/04/17		3,483.50	3.0%	01/04/2018		
									01/04/17				01/04/2018		
Pavilion Hire - Langthorne Park (per hour)		409410	2079/2080	C/ I	S		NI	23.00	01/04/17		23.70	3.0%	01/04/2018		
Childrens Fairs	Fee as per Open Space hire discounted by 50%					29,400									30,300
Park use by Fairs:															
Small Fair (per day) 14 rides/stalls		409410	2079/2080	C/ I	P		UI	456.00	01/04/17		469.70	3.0%	01/04/2018		
Large Fair (per day) 15 plus rides/stalls		409410	2079/2080	C/ I	P		UI	591.00	01/04/17		608.70	3.0%	01/04/2018		
Non operational days (per day)		409410	2079/2080	C/ I	P		UI	143.00	01/04/17		147.30	3.0%	01/04/2018		
Non Animal Circus - Chestnuts, Ridgeway Park, Marsh Lane. Other venues under consideration.															
Small up to 500 seats per performance per day		409410	2079/2080	C/ I	P		UI	285.00	01/04/17		293.60	3.0%	01/04/2018		
medium up to 750 seats per performance per day		409410	2079/2080	C/ I	P		UI	499.00	01/04/17		514.00	3.0%	01/04/2018		
Up 1,000 seats per performance per day		409410	2079/2080	C/ I	P		UI	540.00	01/04/17		556.20	3.0%	01/04/2018		

Over 1,000 seats	Negotiable based on numbers	409410	2079/2080	C/ I	P		UI									
Non Performance Days - per day		409410	2079/2080	C/ I	P		UI	143.00	01/04/17		147.30	3.0%	01/04/2018			
Allotments																
Per 25m sq. or 1 Rod																
Average Out Of Borough per rod		409480	1673	I	S		NI	21.00	01/04/17		22.50	7.1%	01/04/2018			
Average Over 60 per rod		409480	1673	I	S		NI	4.30	01/04/17		4.30	0.0%				
Average Full per rod		409480	1673	I	S		NI	11.00	01/04/17		11.50	4.5%	01/04/2018			
High Full per rod		409480	1673	I	S		NI	14.00	01/04/17		14.50	3.6%	01/04/2018			
High Out Of Borough per rod		409480	1673	I	S	30,800	NI	30.00	01/04/17		32.00	6.7%	01/04/2018			31,700
High Over 60 per rod		409480	1673	I	S		NI	5.40	01/04/17		5.40	0.0%				
Low Full per rod		409480	1673	I	S		NI	9.00	01/04/17		9.50	5.6%	01/04/2018			
Low Over 60 per rod		409480	1673	I	S		NI	3.20	01/04/17		3.20	0.0%				
Low Out Of Borough per rod		409480	1673	I	S		NI	16.00	01/04/17		17.00	6.3%	01/04/2018			
Food Growing sites																
Per raised bed		409480	1673	I	S		NI	30.00	01/04/17		30.00	0.0%	01/04/2018			
Coronation Gardens Annexe - Oliver Road Leyton		409480	1673	I	S	1,800	NI	25.00	01/11/15		25.00	0.0%	01/04/2018			1800
Ive Farm Close - Leyton		409480	1673	I	S		NI	25.00	01/02/16		25.00	0.0%	01/04/2018			
Swan Path - Leyton		409480	1673	I	S		NI									
						62,000										**63,800**
KEY TO CHARGING POLICY																
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)																
KEY TO CREDIT POLICY																
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)																
Notes																

NEIGHBOURHOODS & COMMERCIAL 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - REGISTRARS

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Registration Fees/Certificates:		409420	1306			144,800									149,200
Certificates - at time of registration				C	SM		NI	£4.00			4.00	0.0%	01/04/2018		
Certificates - after registration				C	SM		NI	£7.00			7.00	0.0%	01/04/2018		
Issued by Superintendent Registrar				C	P		NI	£10.00	01/04/2017		10.00	0.0%	01/04/2018		
Issued by Sen Registrar - 24 hour service (Inc.£10 Admin Fee)				C	P		NI	£26.00	01/04/2017		27.00	3.8%	01/04/2018		
General Search of the Indexes				C	SM		NI	£20.00			18.00	-10.0%	01/04/2018		
Naming ceremony, Re-affirmation of marriage/civil partnership				C	NB. Further £150 to celebrant		NI		01/04/2016		As per marriage ceremonies below		01/04/2018		
Notices of Marriage/Civil Partnership				C	SM		NI	£35.00			35.00	0.0%	01/04/2018		
Notice of Marriage/Civil Partnership Booking Fee (Saturdays or evenings)											45.00	n/a	01/04/2018		
Marriage/Civil Partnership ceremonies:		409450	1306			312,700	NI								322,100
Hire Forest Suite															
Monday - Thursday during office hours				C	P		NI	£149.00	01/04/2017		155.00	4.0%	01/04/2018		
Monday-Thursday after 5.00pm				C	P		NI	£205.00	01/04/2017		215.00	4.9%	01/04/2018		
Friday during office hours				C	P		NI	£215.00	01/04/2017		225.00	4.7%	01/04/2018		
Friday after 5.00pm				C	P		NI	£260.00	01/04/2017		270.00	3.8%	01/04/2018		
Saturday during office hours				C	P		NI	£295.00	01/04/2017		305.00	3.4%	01/04/2018		
Saturday after 5.00pm				C	P		NI	£350.00	01/04/2017		360.00	2.9%	01/04/2018		
Sunday/Bank Holiday				C	P		NI	£480.00	01/04/2017		495.00	3.1%	01/04/2018		
Town Hall Rooms															
Committee Room 3 (seats xx)															
Friday after 5pm								£350.00	01/04/2017		360.00	2.9%	01/04/2018		
Saturday								£450.00	01/04/2017		465.00	3.3%	01/04/2018		
Sunday/Bank Holiday								£550.00	01/04/2017		567.00	3.1%	01/04/2018		
Use of Committee Room Balcony								£180.00	01/04/2017		186.00	3.3%	01/04/2018		
Changes to Ceremonies															
Admin Fee for any Change				C	N		NI	£35.00	01/04/2016		37.00	5.7%	01/04/2018		

Approved venues																
Monday - Friday (during office hours)				C	P		NI	£350.00	01/04/2017		400.00	14.3%	01/04/2018		
Monday - Friday (outside office hours)				C	P		NI	£370.00	01/04/2017		420.00	13.5%	01/04/2018		
Saturday				C	P		NI	£430.00	01/04/2017		495.00	15.1%	01/04/2018		
Sunday				C	P		NI	£508.00	01/04/2017		550.00	8.3%	01/04/2018		
Valentine's Day, Christmas Eve, New Year's Eve & New Years Day				C	P		NI	£650.00	01/04/2017		670.00	3.1%	01/04/2018		
Bank Holidays				C	P		NI	£508.00	01/04/2017		525.00	3.3%	01/04/2018		
						457,500									**471,300**
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes															

OPERATIONS 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - CITIZENSHIP CEREMONIES

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy	Budgeted Income 2017/18 excl. VAT	SAP VAT Indicto r	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume	Budgeted Income 2018/19 excl. VAT
					(see Key below)		UI - 20% or ni 0%							(% of existing)	
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Citizenship Ceremonies		**409305**	**1306**			**178,400**									**183,800**
Group Ceremonies				O	SM		NI	£80.00			80.00	0.0%	01/04/2018		
Single Ceremonies				C	P		NI	£95.00	01/04/2017		100.00	5.3%	01/04/2018		
Saturday Private Ceremonies											150.00	n/a	01/04/2018		
tionality Check & Send:															
Single Adult				C	P		NI	£58.00	01/04/2016		60.00	3.4%	01/04/2018		
Child with adult				C	P		NI	£40.00	01/04/2017		42.00	5.0%	01/04/2018		
Child without adult				C	P		NI	£58.00	01/04/2016		60.00	3.4%	01/04/2018		
European Passport Return Service (New)							NI	£20.00			21.00	5.0%	01/04/2018		
Deed Poll Service (New)								£50.00			50.00	0.0%	01/04/2018		
						178,400									**183,800**

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ring-fenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes

NEIGHBOURHOODS & COMMERCIAL 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - LIBRARIES

Description of Fee / Charge	Note	Budget details: Cost Element	Budget details: Cost Centre	Budget details: Credit Policy (see key below)	Budget details: Charging Policy (see Key below)	Existing Charges: Budgeted Income 2017/18 excl. VAT	Existing Charges: SAP VAT Indictor UI - 20% or ni 0%	Existing Charges: Current Charges incl. VAT	Existing Charges: Date of last increase	Existing Charges: Volume of Usage	New Proposals: 2018/19 New Fees/Charges incl. VAT	New Proposals: % Increase	New Proposals: Effective Date	New Proposals: Anticip. Volume (% of existing)	New Proposals: Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
HIRE CHARGES															
Reservations - self service online reservations							NI	£0.60			0.65	8.3%			
Reservations - self service online reservations Concessions							NI	£0.30			0.35	16.7%			
Reservations - request per item in stock with staff assistance		409410	1920	C	N	32,500	NI	£1.85	01/04/2017		1.90	2.5%	01/04/2018		
Reservations - Concessions							NI	£0.90			0.95	5.6%			
Reservations - Not in stock or outside LLC or Interlibrary Loans							NI	£3.45			3.55	2.9%			
Reservations - British Library							NI	£8.00			8.25	3.1%			
Talking Books/Audio Books							UI	£1.70			1.75	3.0%			
Talking Books/Audio Books - over 60s							UI	£0.55			0.60	9.1%			33,500
PENALTY FEES															
Overdue books per item per day								£0.25			0.30	20.0%			
Overdue charges - Concessionary		409452	1920	C	N		NI	£0.15	01/04/2017		0.20	29.4%	01/04/2018		
Maximum overdue charge per item								£6.30			6.50	3.2%			
Lost ticket replacement								£1.30			1.35	3.8%			
Lost ticket replacement Concessionary						61,700		£0.60			0.65	8.3%			63,600
PRINTING/PHOTOCOPYING															
Black and white photocopies, A4 (per page)								£0.15			0.20	29.4%			
Black and white photocopies, A3 (per page)								£0.25			0.30	20.0%			
Colour photocopies, A4 (per page)								£1.44			1.50	4.2%			
Colour photocopies, A3 (per page)								£2.35			2.40	2.1%			
Black and white printing, A4 (per page)								£0.15			0.20	29.4%			
Colour printing, A4 (per page)								£0.25			0.30	20.0%			
Scanning								£0.60			0.65	8.3%			
FAX															
Fax incoming first sheet		409400 /409415 /409420	1920	C	BE		UI	£0.60	01/04/2017		0.65	8.3%	01/04/2018		
Fax incoming each subsequent sheet								£0.60			0.65	8.3%			
Fax Local Area (London) First Sheet								£1.20			1.25	4.2%			
Fax Local Area (London) each subsequent Sheet								£0.60			0.65	8.3%			
Fax United Kingdom First Sheet								£1.40			1.45	3.6%			
Fax United Kingdom each Subsequent Sheet								£0.60			0.65	8.3%			
Fax Europe First Sheet								£2.30			2.35	2.2%			
Fax Europe each subsequent sheet								£1.70			1.75	3.0%			
Fax USA First Sheet								£2.50			2.55	2.0%			
Fax USA each subsequent sheet								£1.70			1.75	3.0%			
Fax Rest of the World First Sheet								£4.00			4.10	2.5%			
Fax Rest of the World each subsequent sheet						13,400		£2.30			2.40	4.3%			13,800

LETTINGS INCOME															
COMMUNITY ROOM HIRE (Hale End/Lea Bridge)															
Opening Hours - Standard charge								£35.00			36.00	2.9%			
Opening Hours - Concessionary charge								£17.00			17.50	2.9%			
Opening Hours - Regular Hirers & Community Caretakers								£14.00			14.40	2.9%			
Out of Hours - Standard charge								£66.00			68.00	3.0%			
Out of Hours - Concessionary charge								£48.00			49.40	2.9%			
Out of Hours - Regular Hirers								£29.00			29.90	3.1%			
Out of Hours - Community Caretakers								£14.00			14.40	2.9%			
COMMUNITY ROOM HIRE (Central/Leyton)															
Out of Hours - Standard charge								£66.00			68.00	3.0%			
Out of Hours - Concessionary charge								£48.00			49.40	2.9%			
Out of Hours - Regular Hirers								£29.00			29.90	3.1%			
Out of Hours - Community Caretakers								£14.00			14.40	2.9%			
HALL HIRE (Leytonstone)															
Opening Hours - Standard charge								£61.00			62.80	3.0%			
Opening Hours - Concessionary charge								£31.00			31.90	2.9%			
Opening Hours - Regular Hirers & Community Caretakers								£25.00			25.80	3.2%			
Out of Hours - Standard charge								£92.00			94.80	3.0%			
Out of Hours - Concessionary charge								£62.00			63.90	3.1%			
Out of Hours - Regular Hirers								£40.00			41.20	3.0%			
Out of Hours - Community Caretakers								£25.00			25.80	3.2%			
HALL HIRE (Central)															
Out of Hours - Standard charge								£92.00			94.80	3.0%			
Out of Hours - Concessionary charge								£62.00			63.90	3.1%			
Out of Hours - Regular Hirers								£40.00			41.20	3.0%			
Out of Hours - Community Caretakers								£25.00			25.80	3.2%			
STANDARD MEETING ROOM HIRE (Leyton/Leytonstone)		409460	1920	C / I	S	44,200	XI		01/04/2017				01/04/2018		45,500
Opening Hours - Standard charge								£24.00			24.70	2.9%			
Opening Hours - Concessionary charge								£12.00			12.40	3.3%			
Opening Hours - Regular Hirers & Community Caretakers								£9.50			9.80	3.2%			
Out of Hours - Standard charge								£55.00			56.70	3.1%			
Out of Hours - Concessionary charge								£43.00			44.30	3.0%			
Out of Hours - Regular Hirers								£25.00			25.80	3.2%			
Out of Hours - Community Caretakers								£9.50			9.80	3.2%			
LARGE MEETING ROOM HIRE (Leyton)															
Opening Hours - Standard charge								£27.00			27.80	3.0%			
Opening Hours - Concessionary charge								£13.00			13.40	3.1%			
Opening Hours - Regular Hirers & Community Caretakers								£11.00			11.30	2.7%			
Out of Hours - Standard charge								£28.00			28.80	2.9%			
Out of Hours - Concessionary charge								£44.00			45.30	3.0%			
Out of Hours - Regular Hirers								£26.00			26.80	3.1%			
Out of Hours - Community Caretakers								£10.50			10.80	2.9%			
GROUND FLOOR ROOM HIRE (Leytonstone)															
Out of Hours - Standard charge								£74.00			76.20	3.0%			
Out of Hours - Concessionary charge								£53.00			54.60	3.0%			
Out of Hours - Regular Hirers								£33.00			34.00	3.0%			
Out of Hours - Community Caretakers								£17.00			17.50	2.9%			
ICT SUITE HIRE (Central/Lea Bridge)															
Out of Hours - Standard charge								£64.00			65.90	3.0%			
Out of Hours - Concessionary charge								£47.00			48.40	3.0%			
Out of Hours - Regular Hirers								£29.00			29.90	3.1%			
Out of Hours - Community Caretakers								£13.00			13.40	3.1%			

Use of ICT Equipment							UI	£7.00			7.20	2.9%			
Use of laptop, projector or screen							UI	£12.00			12.40	3.3%			
Staff assistance (N/A in 16/17 - see Note 4)							NI	N/A			N/A				
RENTS	1,2	409480	1920	C	BE		XI		01/04/2017	n/a					
						151,800									**156,400**
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes															
1.The Post Office are charged £38.5k for room hire within Walthamstow Library. From 1/4/18 they are vacating with a resultant income loss.															
2. There is a meeting with Cllr Khan next Thursday 28th Sep, and additional charges may be introduced.															

FINANCE & GOVERNANCE 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - REVENUES & BENEFITS - REVENUES

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Court Cost Income -Ctax	1	409452	1545	O	SM	792,000	NI	£102.00	01/06/2017	6,524	£102.00	0.0%	01/04/2018		792,000
Court Cost Income - NNDR	1	409452	1545	O	SM	108,000	NI	£195.00	01/04/2009	930	£195.00	0.0%	01/04/2018		108,000
		The Court agree costs charged. They are collected as part of the Council Tax or Business Rate debt.													
						900,000									900,000

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes

1. No change for 1/4/18 as these charges reflect the review costs agreed in May 2017.

FINANCE & GOVERNACE 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - Governance - Mortuary

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	**Note**	**Cost Element**	**Cost Centre**	**Credit Policy (see key below)**	**Charging Policy (see Key below)**	**Budgeted Income 2017/18 excl. VAT**	**SAP VAT Indictor UI - 20% or ni 0%**	**Current Charges incl. VAT**	**Date of last increase**	**Volume of Usage**	**2018/19 New Fees/Charges incl. VAT**	**% Increase**	**Effective Date**	**Anticip. Volume (% of existing)**	**Budgeted Income 2018/19 excl. VAT**
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Mortuary															
Storage		409450	1594	C	BE		NI	14.00	01/04/2016		15.00	7.1%	01/04/2018		
Post Mortem 2nd		409450	1594	C	BE		NI	731.00	01/04/2017		753.00	3.0%	01/04/2018		
Special		409450	1594	C	BE		NI	731.00	01/04/2017		753.00	3.0%	01/04/2018		
Post Mortem Infectious		409450	1594	C	BE	2,100	NI	515.00	01/04/2017		531.00	3.1%	01/04/2018		2,400
Post Mortem		409450	1594	C	BE		NI	404.00	01/04/2017		500.00	23.8%	01/04/2018		
Releasing body out of hours		409450	1594	C	BE		NI	172.00	01/04/2017		200.00	16.3%	01/04/2018		
Private Post Mortem		409450	1594	C	BE		NI	515.00	01/04/2017		753.00	46.2%	01/04/2018		
						2,100									**2,400**

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes

CORPORATE DEVELOPMENT 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - ASSEMBLY HALLS HIRE

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
HALLS															
Walthamstow Assembly Hall Hire Charge	1	409410	1531			769,100					New Charging Structure for 2018/19 see below				
Jubiliee room (per hour) MON - THURS								67.00	01/04/2017		New Charging Structure for 2018/19 see below				
Main Hall (Minimum 8 hours)															
Monday - Thursday				I	BE/S		NI	248.00	01/04/2017		New Charging Structure for 2018/19 see below				
Friday - Sunday				I	BE/S		NI	550.00	01/04/2017		New Charging Structure for 2018/19 see below				
New Years Eve & Public Holiday				I	BE/S		NI	670.00	01/04/2017		New Charging Structure for 2018/19 see below				
Jubiliee room (per hour) FRI- SATURDAY								100.00	01/04/2017		New Charging Structure for 2018/19 see below				
Package Rates (Minimum 8 hours)															
Monday - Thursday				I	BE/S		NI	2,450.00	01/04/2017		New Charging Structure for 2018/19 see below				
Friday - Sunday				I	BE/S		NI	4,900.00	01/04/2017		New Charging Structure for 2018/19 see below				
New Years Eve & Public Holiday				I	BE/S		NI	5,650.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wedding Deluxe Package (12 hour Hire)				I	BE/S		NI								
Monday - Thursday								3,500.00	01/04/2017		New Charging Structure for 2018/19 see below				
Friday - Sunday								5,500.00	01/04/2017		New Charging Structure for 2018/19 see below				
New Years Eve & Public Holiday								7,000.00	01/04/2017		New Charging Structure for 2018/19 see below				
Balcony				I	BE/S		NI	200.00	01/11/2015		New Charging Structure for 2018/19 see below				
Kitchen Hire(For Non eevnt related catering)				i	BE/S		ni	350.00	01/11/2015		New Charging Structure for 2018/19 see below				
Green Room															
Minimum of 4 hours				I	BE/S		NI	0.00			New Charging Structure for 2018/19 see below				
Chingford Assembly Hall Hire Charges		409410	1533			84,000					New Charging Structure for 2018/19 see below				
Main Hall															
Whole Complex (minimum 8 hours)															
Monday - Thursday				I	BE/S		NI	1,100.00	01/04/2017		New Charging Structure for 2018/19 see below				
Friday - Sunday				I	BE/S		NI	2,400.00	01/04/2017		New Charging Structure for 2018/19 see below				
New Years Eve & Public Holiday				I	BE/S		NI	2,800.00	01/04/2017		New Charging Structure for 2018/19 see below				
Package Rates - (Minimum 12 hours)															
Monday - Thursday				I	BE/S		NI	1,250.00	01/04/2017		New Charging Structure for 2018/19 see below				
Friday - Sunday				I	BE/S		NI	2,800.00	01/04/2017		New Charging Structure for 2018/19 see below				
New Years Eve & Public Holiday				I	BE/S		NI	3,000.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wedding Deluxe Package				I	BE/S		NI	3,500.00	01/04/2017		New Charging Structure for 2018/19 see below				

Waltham Forest Assembly Hall Bar/catering		409418	1532	I	BE/S	43,000	NI				New Charging Structure for 2018/19 see below					
Equipment hire		409420	1531/ 1533			51,700					New Charging Structure for 2018/19 see below					
Winns Gallery																
Community hire (free exhibitions) per hour								30.00			New Charging Structure for 2018/19 see below					
Main Room (4 hours)																
Mon - Thurs								200.00	01/11/2015		New Charging Structure for 2018/19 see below					
Fri - Sat								300.00	01/11/2015		New Charging Structure for 2018/19 see below					
HALLS-New Pricing Structure																
Walthamstow Assembly Hall Hire Charge	1	409410	1531													769,100
Jubiliee room																
4Hr Booking	2			I	BE/S						343.00		01/12/2017			
8Hr Booking	2			I	BE/S						528.00		01/12/2017			
Community Hire	2			I	BE/S						478.00		01/12/2017			
Additional Hour	2			I	BE/S						75.00		01/12/2017			
Main Hall (Mon-Thur)																
6Hr £2,080-£2,288	2			I	BE/S						2,288.00		01/12/2017			
12hr £3,200-£3,520	2			I	BE/S						3,520.00		01/12/2017			
Community Hire £2,950-£3,270	2			I	BE/S						3,270.00		01/12/2017			
Bank Holiday	2			I	BE/S						6,050.00		01/12/2017			
Additional Hour	2			I	BE/S						575.00		01/12/2017			
Community Additional Hour	2			I	BE/S						450.00		01/12/2017			
Main Hall (Fri-Sun)																
6Hr £3,575-£3,933	2			I	BE/S						3,933.00		01/12/2017			
12hr £5,500-£6,050	2			I	BE/S						6,050.00		01/12/2017			
Bank Holiday	2			I	BE/S						6,050.00		01/12/2017			
Additional Hour	2			I	BE/S						575.00		01/12/2017			
Chingford Assembly Hall Hire Charges		409410	1533													84,000
Lounge	2			I	BE/S											
4Hr Booking	2			I	BE/S						358.00		01/12/2017			
8Hr Booking	2			I	BE/S						550.00		01/12/2017			
Community Hire	2			I	BE/S						495.00		01/12/2017			
Additional Hour	2			I							75.00		01/12/2017			
Main Hall (Mon-Thur)																
6Hr £848-£933	2			I	BE/S						933.00		01/12/2017			
12hr £1,305-£1,436	2			I	BE/S						1,436.00		01/12/2017			
Community Hire £1,030-£1,161	2			I	BE/S						1,161.00		01/12/2017			
Bank Holiday	2			I	BE/S						3,300.00		01/12/2017			
Additional Hour	2			I	BE/S						260.00		01/12/2017			
Community Additional Hour	2			I	BE/S						185.00		01/12/2017			
Main Hall (Fri-Sun)																
6Hr £1,950-£2,145	2			I	BE/S						2,145.00		01/12/2017			
12hr £3,000-£3,300	2			I	BE/S						3,300.00		01/12/2017			
Bank Holiday	2			I	BE/S						3,300.00		01/12/2017			
Additional Hour	2			I	BE/S						260.00		01/12/2017			

Waltham Forest Assembly Hall Bar/catering		409418	1532	I	BE/S		NI									43,000
Equipment hire		409420	1531/ 1533													51,700
Winns Gallery																
(Mon-Thur)																
4hrs												200.00		01/12/2017		
community												30.00		01/12/2017		
Additional Hour												75.00		01/12/2017		
(Fri-Sun)																
4hrs												300.00		01/12/2017		
Additional Hour												75.00		01/12/2017		
NEW VENUE- Walthamstow Wetlands	3	409410	3258													
Turbine Room																
(Mon-Sun)								NI								
3hrs £390-£429								NI				429.00		20/10/2017		
7hrs £600-£660								NI				660.00		20/10/2017		
Community Hire £550-£610								NI				610.00		20/10/2017		
Bank Holiday								NI				660.00		20/10/2017		
Additional Hour								NI				100.00		20/10/2017		
Community Additional Hour								NI				90.00		20/10/2017		
Engine House																
(Mon-Sun)																
7hrs £3,500-£3,850								NI				3,850.00		20/10/2017		
Community Hire £3,450-£3800								NI				3,800.00		20/10/2017		
Bank Holiday								NI				3,800.00		20/10/2017		
Additional Hour								NI				125.00		20/10/2017		
Community Additional Hour								NI				115.00		20/10/2017		
							947,800									**947,800**

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KEY TO CHARGING POLICY																
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ring-fenced Account (RA)																
KEY TO CREDIT POLICY																
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)																
Notes																
1 2017/18 Budget changed from 506,100 to 769,100 as income was increased as savings target post fees & Charges setting.																
2 New Charging Structure to Commence 01/12/2017																
3 New Venue Opened 20.10.2017																

CORPORATE DEVELOPMENT 2018/19 - FEES AND CHARGES REVIEW																
Division/Service Area	**Museum & Galleries**															
	Budget details					**Existing Charges**					**New Proposals**					
Description of Fee / Charge	**Note**	**Cost Element**	**Cost Centre**	**Credit Policy (see key below)**	**Charging Policy (see Key below)**	**Budgeted Income 2017/18 excl. VAT**	**SAP VAT Indictor UI - 20% or ni 0%**	**Current Charges incl. VAT**	**Date of last increase**	**Volume of Usage**	**2018/19 New Fees/Charges incl. VAT**	**% Increase**	**Effective Date**	**Anticip. Volume (% of existing)**	**Budgeted Income 2018/19 excl. VAT**
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
William Morris Gallery															
Sales		409400	1923	C	P	186,000									186,000
Exhibitions (Grants)		409350		I	B	69,000		371.00	01/04/2016		382.00	3.0%	01.04.2018		69,000
Reproduction Fees/Royalties															
Reproduction Fees															
Stills used in television and film/documentaries.															
One country				c	p		UI	72.00	01/04/2017		74.00	2.8%	01.04.2018		
World				c	p		UI	145.00	01/04/2017		149.00	2.8%	01.04.2018		
Personal use and academic review and journals with a print run under 1000															
Existing image															
Up to Five Free				c	p		UI	0.00	20/10/2016		0.00		01.04.2018		
Charge for each image thereafter				c	p		UI	10.00	20/10/2016		10.00	0.0%	01.04.2018		
New Image				c	p		UI	12.00	01/04/2017		12.00	0.0%	01.04.2018		
New Photography - Price Available on request															
Exhibition catalogues (one-time, non-exclusive use) per image up to full page size reproduction															
Editorial Content				c	p		UI	72.00	01/04/2017		74.00	2.8%	01.04.2018		
Front Cover				c	p		UI	155.00	01/04/2017		160.00	3.2%	01.04.2018		
Books and other publications (one-time, non-exclusive use) per image up to full page size reproduction															
Editorial Content															
0-5000				c	p		UI	72.00	01/04/2017		74.00	2.8%	01.04.2018		
5001-10000				c	p		UI	124.00	01/04/2017		128.00	3.2%	01.04.2018		
10,001- 20,000				c	p		UI	175.00	01/04/2017		180.00	2.9%	01.04.2018		
Cover illustration															
0-5000				c	p		UI	155.00	01/04/2017		160.00	3.2%	01.04.2018		
5001-10000				c	p		UI	255.00	01/04/2017		263.00	3.1%	01.04.2018		
10,001- 20,000				c	p		UI	360.00	01/04/2017		371.00	3.1%	01.04.2018		
Websites-academic (one-time, non-exclusive use):															
Editorial Content				c	p		UI	42.00	01/04/2017		43.00	2.4%	01.04.2018		
Home page				c	p		UI	72.00	01/04/2017		74.00	2.8%	01.04.2018		
0-3: 0% 4-7: 25% 8-12: 35%															

Websites- commercial (one-time, non-exclusive use):															
Editorial Content				c	p		UI	72.00	01/04/2017		74.00	2.8%	01.04.2018		
Home page				c	p		UI	155.00	01/04/2017		160.00	3.2%	01.04.2018		
0-3: 0% 4-7: 25% 8-12: 35%															
Newspapers, magazines and commercial publications															
National:															
Editorial Content				c	p		UI	72.00	01/04/2017		74.00	2.8%	01.04.2018		
Cover illustration				c	p		UI	160.00	01/04/2017		165.00	3.1%	01.04.2018		
Marketing Literature															
Editorial Content				c	p		UI	72.00	01/04/2017		74.00	2.8%	01.04.2018		
Front Cover				c	p		UI	82.00	01/04/2017		84.00	2.4%	01.04.2018		
Discount structure per number of images: 0-3: 0% % 4-7: 25% 8-12: 35%															
Outdoor marketing															
One off				c	p		UI	144.00	01/04/2017		148.00	2.8%	01.04.2018		
Multiple use				c	p		UI	247.00	01/04/2017		254.00	2.8%	01.04.2018		
Discount structure per number of images: 0-3: 0% % 4-7: 25% 8-12: 35%															
Still used in television and film/documentaries															
One country				c	p		UI	72.00	01/04/2017		74.00	2.8%	01.04.2018		
World				c	p		UI	144.00	01/04/2017		148.00	2.8%	01.04.2018		
Still used in marketing film															
One country				c	p		UI	144.00	01/04/2017		148.00	2.8%	01.04.2018		
World				c	p		UI	210.00	01/04/2017		216.00	2.9%	01.04.2018		
Exhibitions use, panels and displays															
Up to one year				c	p		UI	72.00	01/04/2017		74.00	2.8%	01.04.2018		
Over one year				c	p		UI	144.00	01/04/2017		148.00	2.8%	01.04.2018		
WMG venue hire prices	1	409460	1923			12,000									
	Prices per Hour														
Acanthus Room	Capacity 40														
Mon–Tue, 9-5				c	p		NI	57.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wed-Sun, 9-5				c	p		NI	57.00	01/04/2017		New Charging Structure for 2018/19 see below				
Mon-Thu, from 5pm				c	p		NI	100.00	01/04/2017		New Charging Structure for 2018/19 see below				
Fri-Sun, from 5pm				c	p		NI	112.00	01/04/2017		New Charging Structure for 2018/19 see below				
Acanthus Room (Community & LBWF Rates)	Capacity 40														
Mon–Tue, 9-5				c	p		NI	39.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wed-Sun, 9-5				c	p		NI	39.00	01/04/2017		New Charging Structure for 2018/19 see below				
Mon-Thu, from 5pm				c	p		NI	90.00	01/04/2017		New Charging Structure for 2018/19 see below				
Fri-Sun, from 5pm				c	p		NI	100.00	01/04/2017		New Charging Structure for 2018/19 see below				
One learning studio	Capacity 40/20														
Mon–Tue, 9-5				c	p		NI	57.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wed-Sun, 9-5				c	p		NI	57.00	01/04/2017		New Charging Structure for 2018/19 see below				
Mon-Thu, from 5pm				c	p		NI	100.00	01/04/2017		New Charging Structure for 2018/19 see below				
Fri-Sun, from 5pm				c	p		NI	112.00	01/04/2017		New Charging Structure for 2018/19 see below				

One learning studio (Community & LBWF Rate)	Capacity 40/20														
Mon–Tue, 9-5				c	p		NI	39.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wed-Sun, 9-5				c	p		NI	39.00	01/04/2017		New Charging Structure for 2018/19 see below				
Mon-Thu, from 5pm				c	p		NI	90.00	01/04/2017		New Charging Structure for 2018/19 see below				
Fri-Sun, from 5pm				c	p		NI	101.00	01/04/2017		New Charging Structure for 2018/19 see below				
Acanthus + studios	Capacity 60														
Mon–Tue, 9-5				c	p		NI	98.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wed-Sun, 9-5				c	p		NI	98.00			New Charging Structure for 2018/19 see below				
Mon-Thu, from 5pm				c	p		NI	173.00	01/04/2017		New Charging Structure for 2018/19 see below				
Fri-Sun, from 5pm				c	p		NI	194.00	01/04/2017		New Charging Structure for 2018/19 see below				
Acanthus + studios (Community & LBWF Rate)	Capacity 60														
Mon–Tue, 9-5				c	p		NI	77.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wed-Sun, 9-5				c	p		NI	77.00	01/04/2017		New Charging Structure for 2018/19 see below				
Mon-Thu, from 5pm				c	p		NI	157.00	01/04/2017		New Charging Structure for 2018/19 see below				
Fri-Sun, from 5pm				c	p		NI	178.00	01/04/2017		New Charging Structure for 2018/19 see below				
Tea Room	Capacity 50														
Mon–Tue, 9-5				c	p		NI	173.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wed-Sun, 9-5				c	p		NI								
Mon-Thu, from 5pm				c	p		U	173.00	01/04/2017		New Charging Structure for 2018/19 see below				
Fri-Sun, from 5pm				c	p		NI	194.00	01/04/2017		New Charging Structure for 2018/19 see below				
Tea Room (Community & LBWF Rate)	Capacity 50														
Mon–Tue, 9-5				c	p		NI	157.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wed-Sun, 9-5				c	p		NI								
Mon-Thu, from 5pm				c	p		U	157.00	01/04/2017		New Charging Structure for 2018/19 see below				
Fri-Sun, from 5pm				c	p		NI	178.00	01/04/2017		New Charging Structure for 2018/19 see below				
Story Lounge	Capacity 55														
Mon–Tue, 9-5				c	p		NI	160.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wed-Sun, 9-5				c	p										
Mon-Thu, from 5pm				c	p		NI	173.00	01/04/2017		New Charging Structure for 2018/19 see below				
Fri-Sun, from 5pm				c	p		NI	194.00	01/04/2017		New Charging Structure for 2018/19 see below				
Story Lounge (Community & LBWF Rate)	Capacity 55														
Mon–Tue, 9-5				c	p		NI	149.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wed-Sun, 9-5				c	p										
Mon-Thu, from 5pm				c	p		NI	157.00	01/04/2017		New Charging Structure for 2018/19 see below				
Fri-Sun, from 5pm				c	p		NI	178.00	01/04/2017		New Charging Structure for 2018/19 see below				
Gallery deluxe*	*Gallery deluxe package includes galleries, Tea Room and Story Lounge														
Mon–Tue, 9-5				c	p		NI	510.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wed-Sun, 9-5				c	p						New Charging Structure for 2018/19 see below				
Mon-Thu, from 5pm				c	p		NI	510.00	01/04/2017		New Charging Structure for 2018/19 see below				
Fri-Sun, from 5pm				c	p		NI	556.00	01/04/2017		New Charging Structure for 2018/19 see below				

Gallery deluxe* (Community & LBWF Rate)	*Gallery deluxe package includes galleries, Tea Room and Story Lounge														
Mon–Tue, 9-5				c	p		NI	469.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wed-Sun, 9-5				c	p						New Charging Structure for 2018/19 see below				
Mon-Thu, from 5pm				c	p		NI	469.00	01/04/2017		New Charging Structure for 2018/19 see below				
Fri-Sun, from 5pm				c	p		NI	510.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wedding Prices															
Acanthus Room package (max 30 guests)															
Monday to Thursday until 5pm				c	p		NI	587.00	01/04/2017		New Charging Structure for 2018/19 see below				
Friday to Sunday until 5pm				c	p		NI	700.00	01/04/2017		New Charging Structure for 2018/19 see below				
Monday to Sunday 6.30pm – 9.30pm				c	p		NI	700.00	01/04/2017		New Charging Structure for 2018/19 see below				
Story Lounge package (max 50 guests)															
Monday and Tuesday any time				c	p		NI	1230.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wednesday and Thursday 6.30pm – 9.30pm				c	p		NI	1230.00	01/04/2017		New Charging Structure for 2018/19 see below				
Friday to Sunday 6.30pm – 9.30pm				c	p		NI	1787.00	01/04/2017		New Charging Structure for 2018/19 see below				
Deluxe wedding package (max 50 guests)															
Monday and Tuesday any time				c	p		NI	1674.00	01/04/2017		New Charging Structure for 2018/19 see below				
Wednesday and Thursday 6.30pm – 9.30pm				c	p		NI	1674.00	01/04/2017		New Charging Structure for 2018/19 see below				
Friday to Sunday 6.30pm – 9.30pm				c	p		NI	2055.00	01/04/2017		New Charging Structure for 2018/19 see below				
Please note that we require a 50% deposit in order to reserve a date.															
Vestry House															
Sales		409400	1922	C	P	5,000									5,000
Service Fees (COPYING)		409450	1922	C	P	600									600
A4 photocopy (b/w only)				C	P		NI	0.50	01/04/2017		1.00	100.0%			
A3 photocopy (b/w only)				C	P		NI	0.70	01/04/2017		1.00	42.9%			
A4 printout from microfiche/film (b/w only)				C	P		NI	0.50	01/04/2016		1.00	100.0%			
A4 low resolution scan, printed on paper (colour or b/w)				C	P		NI	2.50	01/04/2017		3.00	20.0%			
A4 high resolution scan, printed on paper (colour or b/w)				C	P		NI	7.00	01/04/2016		7.00	0.0%			
Certified copy of parish register entry (Fee set by Diocese of Chelmsford)				C	P		NI	4.00	01/04/2016		4.00	0.0%			
Use of a camera (digital or non-digital) [per day]				C	P		NI	5.00	01/04/2016		5.00	0.0%			
Lettings Income	2	409460	1922	c	P	17,000									
Community room hire	Prices per Hour														
Private															
Tuesday to Sunday 9am – 5pm, per hour				C	P		NI	45.00	01/04/2017		New Charging Structure for 2018/19 see below				
Tuesday to Thursday 5pm –10pm, per hour				C	P		NI	98.00	01/04/2017		New Charging Structure for 2018/19 see below				
Friday to Sunday 5pm –10pm, per hour				C	P		NI	108.00	01/04/2017		New Charging Structure for 2018/19 see below				
Business															
Tuesday to Sunday 9am – 5pm, per hour				C	P		NI	53.00	01/04/2017		New Charging Structure for 2018/19 see below				
Tuesday to Thursday 5pm –10pm, per hour				C	P		NI	108.00	01/04/2017		New Charging Structure for 2018/19 see below				
Friday to Sunday 5pm –10pm, per hour				C	P		NI	118.00	01/04/2017		New Charging Structure for 2018/19 see below				

Charity, Community, LBWF															
Tuesday to Sunday 9am – 5pm, per hour				C	P		NI	35.00	01/04/2017		New Charging Structure for 2018/19 see below				
Tuesday to Thursday 5pm –10pm, per hour				C	P		NI	88.00	01/04/2017		New Charging Structure for 2018/19 see below				
Friday to Sunday 5pm –10pm, per hour				C	P		NI	98.00	01/04/2017		New Charging Structure for 2018/19 see below				
Block bookings, business															
Tuesday to Sunday 9am – 5pm, per hour				C	P		NI	41.00	01/04/2017		New Charging Structure for 2018/19 see below				
Tuesday to Thursday 5pm –10pm, per hour				C	P		NI	88.00	01/04/2017		New Charging Structure for 2018/19 see below				
Friday to Sunday 5pm –10pm, per hour				C	P		NI	98.00	01/04/2017		New Charging Structure for 2018/19 see below				
Block bookings, Charity															
Tuesday to Sunday 9am – 5pm, per hour				C	P		NI	30.00	01/04/2017		New Charging Structure for 2018/19 see below				
Tuesday to Thursday 5pm –10pm, per hour				C	P		NI	82.00	01/04/2017		New Charging Structure for 2018/19 see below				
Friday to Sunday 5pm –10pm, per hour				C	P		NI	93.00	01/04/2017		New Charging Structure for 2018/19 see below				
							NI								
Children's Party				C	P		NI	113.00	01/04/2017		New Charging Structure for 2018/19 see below				
VHM weddings															
Half day Mon-Thurs only, 10am-2pm								340.00	01/04/2017		New Charging Structure for 2018/19 see below				
Day rate Mon - Sun 10am-5pm								510.00	01/04/2017		New Charging Structure for 2018/19 see below				
Day rate + evening Mon-Thurs per hour								98.00	01/04/2017		New Charging Structure for 2018/19 see below				
Day rate + evening Fri-Sun per hour								108.00	01/04/2017		New Charging Structure for 2018/19 see below				
Full evening Mon-Thurs 5-10pm								448.00	01/04/2017		New Charging Structure for 2018/19 see below				
Full evening Fri-Sun 5-10pm								489.00	01/04/2017		New Charging Structure for 2018/19 see below				
WMG venue hire prices-New Pricing Structure from 01.012.2017		409460	1923												12,000.00
Acanthus															
(Mon-Thurs)															
3Hrs £270-£289							NI				289.00		01/12/2017		
7Hrs £415-£457							NI				457.00		01/12/2017		
Community Hire £365-£407							NI				407.00		01/12/2017		
Bank Holiday £600							NI				600.00		01/12/2017		
Additional Hour							NI				100.00		01/12/2017		
Community Additional Hour							NI				90.00		01/12/2017		
Acanthus															
(Fri-Sun)															
3Hrs £391-£430							NI				430.00		01/12/2017		
7Hrs £602-£662							NI				662.00		01/12/2017		
Bank Holiday £662							NI				662.00		01/12/2017		
Additional Hour							NI				100.00		01/12/2017		
Story Lounge & Tea Room															
(Mon-Thurs)															
3Hrs £607-£668							NI				668.00		01/12/2017		
Community Hire £557-£618							NI				618.00		01/12/2017		
Bank Holiday £743							NI				743.00		01/12/2017		
Additional Hour							NI				125.00		01/12/2017		
Community Additional Hour							NI				115.00		01/12/2017		
Story Lounge & Tea Room															
(Fri-Sun)															
3Hrs £880-£968							NI				968.00		01/12/2017		
Bank Holiday £968							NI				968.00		01/12/2017		
Additional Hour							NI				125.00		01/12/2017		
All Areas															
(Mon-Thurs)															

3hrs £1550-1705							NI				1705.00		01/12/2017		
Additional Hour							NI				560.00		01/12/2017		
(Fri-Sun)															
3hrs £2248-£2472							NI				2472.00		01/12/2017		
Additional Hour							NI				560.00		01/12/2017		
Vestry House Museum		409460	1922												17,000.00
(Mon-Thurs)															
3Hrs £276-£303							NI				303.00		01/12/2017		
7Hrs £510-£561							NI				561.00		01/12/2017		
12Hrs £999-£1099							NI				1099.00		01/12/2017		
Community Hire £375-£450							NI				450.00		01/12/2017		
Bank Holiday £1264 12 hrs Only							NI				1264.00		01/12/2017		
Additional Hour							NI				108.00		01/12/2017		
Community Additional Hour							NI				88.00		01/12/2017		
(Fri-Sun)															
3Hrs £336-£369							NI				369.00		01/12/2017		
7Hrs £621-£683							NI				683.00		01/12/2017		
12Hrs £1,149-£1,264							NI				1264.00		01/12/2017		
Bank Holiday £1264							NI				1264.00		01/12/2017		
Additional Hour							NI				108.00		01/12/2017		
							289,600								**289,600**
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ring-fenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes															

CORPORATE DEVELOPMENT 2018/19 - FEES AND CHARGES REVIEW

Division/Service Area - WALTHAM FOREST NEWS

	Budget details					Existing Charges					New Proposals				
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2017/18 excl. VAT	SAP VAT Indictor UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/19 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2018/19 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
COMMUNICATIONS															
WFN	Internal Advertising	409501	1272	Other- Internal Recharge (Internal)	P	445,800	Ni		July/Aug 09						445,800
	External advertising	409502	1272	Payment in advance for External clients	P	70,200	UI		July/Aug 09						70,200
General Advertisement	All Charges are prresented inc. of VAT														
Full Page															
1-off ad								2,160.00		N/A	2,160.00	0.0%			
2-5 Ads								1,980.00		N/A	1,980.00	0.0%			
6-11ads								1,800.00		N/A	1,800.00	0.0%			
12+ads								1,500.00		N/A	1,500.00	0.0%			
Design								324.00		N/A	324.00	0.0%			
1/2 page landscape/Portrait															
1-off ad								1,080.00		N/A	1,080.00	0.0%			
2-5 Ads								990.00		N/A	990.00	0.0%			
6-11ads								900.00		N/A	900.00	0.0%			
12+ads								750.00		N/A	750.00	0.0%			
Design								252.00		N/A	252.00	0.0%			
1/4 page															
1-off ad								576.00		N/A	576.00	0.0%			
2-5 Ads								540.00		N/A	540.00	0.0%			
6-11ads								480.00		N/A	480.00	0.0%			
12+ads								396.00		N/A	396.00	0.0%			
Design								168.00		N/A	168.00	0.0%			
1/8th page															
1-off ad								300.00		N/A	300.00	0.0%			
2-5 Ads								270.00		N/A	270.00	0.0%			

6-11ads									240.00		N/A	240.00	0.0%			
12+ads									198.00		N/A	198.00	0.0%			
Design									84.00		N/A	84.00	0.0%			
1/16th page																
1-off ad									150.00		N/A	150.00	0.0%			
2-5 Ads									132.00		N/A	132.00	0.0%			
6-11ads									120.00		N/A	120.00	0.0%			
12+ads									102.00		N/A	102.00	0.0%			
Design									48.00		N/A	48.00	0.0%			
Front banner																
1-off ad									600.00		N/A	600.00	0.0%			
2-5 Ads									552.00		N/A	552.00	0.0%			
6-11ads									504.00		N/A	504.00	0.0%			
12+ads									420.00		N/A	420.00	0.0%			
Design									144.00		N/A	144.00	0.0%			
Specials																
4 page cover wrap									8,400.00		N/A	8,400.00	0.0%			
4 page centre page pull-out									6,000.00		N/A	6,000.00	0.0%			
8 page centre page pull-out									9,600.00		N/A	9,600.00	0.0%			
12 page centre page pull-out									14,400.00		N/A	14,400.00	0.0%			
Front page banner purchased with supplement									360.00		N/A	360.00	0.0%			
Recruitment Rates																
Full Page									3,564.00		N/A	3,564.00	0.0%			
1/2 page									1,836.00		N/A	1,836.00	0.0%			
1/4 page									918.00		N/A	918.00	0.0%			
1/8th page									486.00		N/A	486.00	0.0%			
Scc rate:									30.00		N/A	30.00	0.0%			
Leaflet Drop																
£25 per thousand (plus VAT)						P		NI	26.00		N/A	26.00	0.0%			
20% Extra for Soalce drop (Exclusive leafet drop)																
							516,000									**516,000**
KEY TO CHARGING POLICY																
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)																
KEY TO CREDIT POLICY																
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)																
Notes																
The Avertising fees for WFN are not being increased as current fee levels cover cost of production																

LONDON BOROUGH OF WALTHAM FOREST
Medium Term Financial Strategy 2018-23 Including DSG

	Plan 16/17 Oct 1	Plan 17/18 Feb 1	Plan 17/18 Oct 1	Plan 18/19	Plan 19/20	Plan 20/21	Plan 21/22	Plan 22/23
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund Budget b/f	209,804	207,729	207,729	201,458	220,931	214,921	220,581	225,256
Dedicated Schools Grant (DSG) Budget b/f	185,943	178,547	178,547	176,060	175,940	156,100	50,830	50,800
Total Base Budget b/f	**395,747**	**386,276**	**386,276**	**377,518**	**396,871**	**371,021**	**271,411**	**276,056**
Changes in Government Funding								
Change in Dedicated Schools Grant / PP	(7,396)	(22,427)	(2,487)	(120)	(19,840)	(105,270)	(30)	(40)
Public Health Grant	388	413	413	420	0	0	0	0
Public Health Grant now Exchequer support	0	0	0	15,932	(421)	0	0	0
Social Fund / Local Welfare Provision	(466)	0	0	0	0	0	0	0
Adult Social Care New Burdens	954	0	0	0	0	0	0	0
Independent Living Fund	(1,210)	40	40	37	34	0	0	0
Improved Better Care Fund SR2015	0	(405)	(405)	(3,333)	(2,844)	0	0	0
Improved Better Care Fund March 2017 Bud	0	0	(4,791)	1,694	1,560	0	0	0
Adult Social Care Support Grant	0	(1,094)	(1,094)	414	680	0	0	0
Homelessness Grant	0	(1,800)	(1,800)	0	0	0	0	0
Homelessness Reduction Bill	0	(500)	(500)	108	21	0	0	0
Small Business Rate Relief Grant	0	0	0	(546)	321	193	32	0
	388,017	**360,503**	**375,652**	**392,124**	**376,382**	**265,944**	**271,413**	**276,016**
Inflation	2,603	2,599	2,599	2,594	4,667	3,922	4,048	4,168
Movement in contingency:	2,000	0	0	612	(1,211)	612	0	0
New Burdens / External Pressures								
Pension Fund contributions	321	1,334	1,334	0	0	0	0	0
National Insurance increase	1,759	0	0	0	0	0	0	0
Change in levies	(139)	605	615	(339)	1,673	579	530	151
Interest and Capital Financing	1,500	0	0	(1,000)	0	0	0	0
Concessionary Fares (gross)	197	0	0	0	0	0	0	0
Welfare Reform - Homelessness	1,300	0	0	0	0	0	0	0
Homelessness Grant	0	1,800	1,800	0	0	0	0	0
Homelessness Reduction Bill	0	500	500	(108)	(21)	0	0	0
Demographic changes Childrens social care	0	1,000	1,000	0	0	0	0	0
Vulnerable persons resettlement programme	0	100	100	200	300	0	0	0
Public Health new responsibility	(388)	(413)	(413)	(420)	0	0	0	0
Youth Criminal Board	300	0	0	0	0	0	0	0
Adult Social Care New Burdens	(954)	0	0	0	0	0	0	0
Independent Living Fund	1,210	(40)	(40)	(37)	(34)	0	0	0
Local Authority Gold Arrangement LFB	15	0	0	0	0	0	0	0
Apprentices levy 0.5% of paybill less £15k	0	464	385	0	0	0	0	0
Council Tax increase for Social Care	1,656	2,695	2,695	1,944	1,086	97	97	97
Improved Better Care Fund SR2015	0	405	405	3,333	2,844	0	0	0
Improved Better Care Fund March 2017 Bud	0	0	4,791	(1,694)	(1,560)	0	0	0
Adult Social Care Support	0	1,094	1,094	(414)	(680)	0	0	0
Childrens safeguarding 10 x social workers	0	0	0	560	(560)	0	0	0
Small Business Rate Relief	0	0	0	546	(321)	(193)	(32)	0
Growth in service demand	0	0	0	1,000	700	450	0	1,000
Savings:								
Parking contribution to concessionary fares	0	0	0	(2,000)	0	0	0	0
Leisure contract savings	0	(927)	(927)	(257)	0	0	0	0
Redefining Waltham Forest savings	(17,814)	(2,682)	(2,682)	(926)	0	0	0	0
Early Intervention Grant reduction	(1,447)	0	0	0	0	0	0	0
Education Services Grant exit reduction	0	(1,318)	(1,318)	0	0	0	0	0
2% efficiency savings 17/18-19/20 identified	0	(3,000)	(3,000)	(3,000)	(430)	0	0	0
2% efficiency savings 17/18-19/20 to be identifiec	0	0	0	0	(2,570)	0	0	0
RWF 2020 Budget Challenge savings	0	0	0	0	(4,731)	0	0	0
Alloc. to Tax Base fluctuation reserve 17/18	0	2,104	2,104	(2,104)	0	0	0	0
Alloc. to Tax Base fluctuation reserve 18/19	0	0	0	3,424	(3,424)	0	0	0
Alloc to levy equalisation reserve				1,089	(1,089)			
Reversal of alloc. to BSR 15/16	(1,292)	0	0	0	0	0	0	0
Allocation to Budget Strategy reserve 16/17	7,432	(7,432)	(7,432)	0	0	0	0	0
Drawdown from Budget Strategy reserve 17/18	0	(2,984)	(1,744)	1,744	0	0	0	0
(Shortfall)/Surplus	0	0	0	0	0	0	0	0
Total Waltham Forest expenditure	**386,276**	**356,407**	**377,518**	**396,871**	**371,021**	**271,411**	**276,056**	**281,432**

(Surplus) / deficit on the Collection Fund CT		(3,874)	(3,164)	(3,164)	(1,643)	0	0	0	0
(Surplus) / deficit on the Collection Fund NNDR		452	1,060	1,060	(1,781)	0	0	0	0
Additional homes per annum CT impact		0	(500)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Business Rate Retention		(17,054)	(18,901)	(18,901)	(42,703)	(22,362)	(34,301)	(34,987)	(35,686)
Business Rate baseline reset		0	0	0	0	0	(4,084)	(4,166)	(4,248)
NNDR section 31 grant		(1,776)	(1,344)	(2,015)	(5,417)	(3,252)	0	0	0
Top-up		(46,212)	(44,637)	(44,637)	(49,570)	(47,628)	(72,000)	(73,000)	(74,000)
Revenue Support Grant		(44,484)	(33,463)	(33,463)	0	(18,502)	0	0	0
Education Services Grant		(2,665)	(711)	(711)	0	0	0	0	0
New Homes Bonus		(5,988)	(5,843)	(5,843)	(4,072)	(3,539)	(2,629)	(2,000)	(2,000)
Public Health Grant		0	0	0	(15,932)	(15,511)	0	0	0
Dedicated Schools Grant (DSG)		(169,165)	(149,260)	(166,280)	(168,940)	(149,800)	(50,430)	(50,400)	(50,360)
Pupil Premium (PP)		(9,382)	(6,860)	(9,780)	(7,000)	(6,300)	(400)	(400)	(400)
Total Exchequer support		(279,672)	(242,118)	(262,729)	(250,931)	(244,532)	(129,543)	(129,966)	(131,008)
To be met from Council Tax		**86,128**	**92,784**	**92,784**	**98,813**	**103,127**	**106,567**	**110,103**	**113,738**
Council Tax base		71,882	73,757	73,757	74,816	75,816	76,816	77,816	78,816
Waltham Forest Council Tax		**£ 1,198.18**	**£ 1,257.97**	**£ 1,257.97**	**£ 1,320.74**	**£ 1,360.23**	**£ 1,387.30**	**£ 1,414.91**	**£ 1,443.07**
	% increase	3.99%	4.99%	4.99%	4.99%	2.99%	1.99%	1.99%	1.99%
Waltham Forest precept		**£ 1,175.14**	**£ 1,198.98**	**£ 1,198.98**	**£ 1,236.59**	**£ 1,262.87**	**£ 1,289.94**	**£ 1,317.55**	**£ 1,345.71**
	% increase	1.99%	2.03%	2.03%	3.14%	2.13%	2.14%	2.14%	2.14%
Social Care precept 2016/17 @2%		**£ 23.04**	**£ 23.04**	**£ 23.04**	**£ 23.04**	**£ 23.04**	**£ 23.04**	**£ 23.04**	**£ 23.04**
Social Care precept 2017/18@3%			**£ 35.95**	**£ 35.95**	**£ 35.95**	**£ 35.95**	**£ 35.95**	**£ 35.95**	**£ 35.95**
Social Care precept 2018/19@2%					**£ 25.16**	**£ 25.16**	**£ 25.16**	**£ 25.16**	**£ 25.16**
Social Care precept 2019/20 @1%						**£ 13.21**	**£ 13.21**	**£ 13.21**	**£ 13.21**
GLA precept		£ 276.00	£ 280.02	£ 280.02	£ 294.23	£ 300.09	£ 306.07	£ 312.16	£ 318.37
	% increase	-6.44%	1.46%	1.46%	5.07%	1.99%	1.99%	1.99%	1.99%

Budget Risks 2018/19 and Future Years

The MTFS is reviewed and updated throughout the year so that the Council is well placed to review its financial standing and associated budget risks. In addition, the regular review of Balances and the rigorous monthly monitoring of the Revenue Budget are formally reported to Cabinet. This contributes to an assessment and understanding of budget risks.

It is important to emphasise key risks facing the Council due to the extensive and rapid reforms proposed by central Government:

- Continuation of fiscal reduction programme post 2020;
- Changes in the level of grant funding ahead of the planned reset in 2020;
- Impact of the Fair Funding Review and late notification of changes reduces timescales to plan for and manage risk from reduced resources;
- Localisation of business rates presents a collection rate risk, an economic downturn risk and a risk in respect of backdated appeals;
- Economic stability generally on the run up to and post Brexit;
- Pay and price inflation may outstrip contingency funding available over the medium term and lead to a wider funding gap;
- A number of significant contracts are due for renewal over the short to medium term which may pose a risk to service budgets;
- Impact of the London Living Wage (LLW) on supply of providers as the cost of service delivery in the care sector increases;
- NHB and Section 31 grants are not permanent funding sources and these grants are replacing demand led allocations. This may lead to more peaks and troughs in the Council's funding base which will need to be managed in a sustainable way;
- The Government has indicated that there may be a further transfer of services/responsibilities to local authorities in the future and these may not be adequately funded;
- Significant movement and growth in resident population numbers bring pressures to a range of services and requires more investment in schools, housing and social infrastructure;
- Council Tax base does not grow at the assumed rate of 2,000 additional properties per annum due to market and/or difficult economic conditions;
- Collection rate of council tax and business rates falls below assumed rate;
- Localisation of Council Tax Support led to the introduction by the Council of a scheme which required all residents of working age in receipt of council tax benefit to pay council tax. To date the impact on collection rates has been minimal but the 24% discount rate, combined with continued increases in council tax may have an adverse impact on collection rates;

- Welfare reforms and Universal Credit may create more financial difficulties for residents which may lead to an increased demand for services, particularly homelessness services;
- The pressure in the private rental market due to rising rents continues to generate real pressure for social and affordable housing;
- The introduction of the Universal Credit (scheduled for May 2018 for Waltham Forest) will present further pressures as all benefit claimants will receive their benefit payments directly from the Government and it will be necessary for the Council to recover rent from claimants;
- Continued reduction in the level of Housing Benefit Admin Grant subsidy as the government continues with the Universal Credit rollout;
- Continued growth in the number of residents presenting themselves for No Recourse to Public Funds;
- Increase in the number of unaccompanied children referring themselves to the Asylum service;
- The current refugee crisis and the potential impact on housing and social care services;
- The growth in the number of youths held in remand continues to outstrip funding levels;
- Significant pressure in acute NHS services may lead to growing pressure on Adult Social Care services;
- The capacity within the Council to continue to deliver and support significant transformational change programmes within a short time horizon;
- The deliverability of the existing savings programme and confidence around securing the planned benefits within the specified timescales;
- The ability to retain and attract key staff with the necessary skills to support the Council's change agenda; and
- Potential liabilities due to schools running deficit budgets ahead of converting to academies.

The current position on the 2017/18 revenue is an overall underspend of an estimated £1 million. There is a forecast service overspend of approximately £2 million, (mainly due to the underlying base budget pressures in the Families and Homes Directorate), offset by a £3 million underspend on Corporate items including central contingency and interest budgets.

The central contingency fund is being used to manage increased pressure from homelessness, Children's social care, No Recourse to Public Funds and other demand-led issues. The Strategic Director of Finance & Governance will review the position at year end and if necessary recommend a drawdown on reserves to balance the year end position. In the event of a surplus the balance would be transferred to the Budget Strategy Reserve to support the overall budget strategy going forward.

General Fund Balance

At 1 April 2017, the General Fund revenue balance amounted to £14.572 million. The Strategic Director of Finance & Governance will seek to ensure that balances do not fall below the level required for good financial management purposes, and that any temporary use of balances will be replenished as soon as practically possible.

The projected balance of £14.572 million at 31 March 2017 is equivalent to 6.6% of the net expenditure (excluding schools) projected for 2018/19. At Cabinet in September 2009, Members agreed a minimum level of General Fund reserves of £10 million and a maximum of £15 million. The projected balance as at 31 March 2018 is therefore within these parameters.

Earmarked Reserves

The Council holds earmarked reserves for a variety of purposes, in particular to provide for expected or uncertain cash flows and to mitigate against known budget risks.

A summary of provisions and reserves as at 31 March 2017 is included in Content 7, together with an estimate of the levels at the end of 2017/18 and 2018/19.

The following table summarises the information contained in Content 7 by setting out the total level of reserves held as at 31 March 2017; the estimated level held at 31 March 2018 and those expected to be held at 31 March 2019:

Reserves	**31 March 2017 actual £000**	**31 March 2018 est. £000**	**31 March 2019 est. £000**
Corporate Reserves	59,634	51,042	38,371
Service Reserves	13,794	12,880	11,539
sub-total	**73,428**	**63,922**	**49,910**
Grant Related Reserves	8,544	6,372	5,438
Total General Fund	**81,972**	**70,294**	**55,348**
Housing Revenue Account	7,066	4,925	4,425
Schools Revenue Reserves	10,534	9,990	9,307
Total Earmarked Reserves	**99,572**	**85,209**	**69,080**

The Strategic Director of Finance & Governance considers the level of reserves to be appropriate.