

**RUSHMOOR BOROUGH COUNCIL**

**REVENUE**

**&**

**CAPITAL**

**BUDGET BOOK**

**2020/21**



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# RUSHMOOR BOROUGH COUNCIL

## 1 INTRODUCTION

This book contains a full set of budgets covering the Council's activities, and is a financial statement of the Council for the forthcoming year. The revenue budgets and capital programme are divided into portfolios reflecting the management structure of the authority.

One of the aims of the book is to give readers a clearer picture of the scope of services provided by Rushmoor Borough Council and their estimated cost. The main elements of the Council's budget are described below together with the impact of financial policies on the Council Tax payers of the Borough.

## 2 2020/21 - REVENUE BUDGET

### 2.1 Analysis of changes in Income and Expenditure Levels

A breakdown of the changes in income and expenditure levels appears on the General Fund Revenue Summary on page 5. The charts on page 3 illustrate how the Council funded its expenditure in 2019/20 and how it expects to meet its expenditure in 2020/21.

#### Income

The Council does not received any Revenue Support Grant in 2020/21. The Council's overall share of business rates reduces when compared to the previous financial year. Further information on 2020/21 Business Rates Collection is provided on page 8.

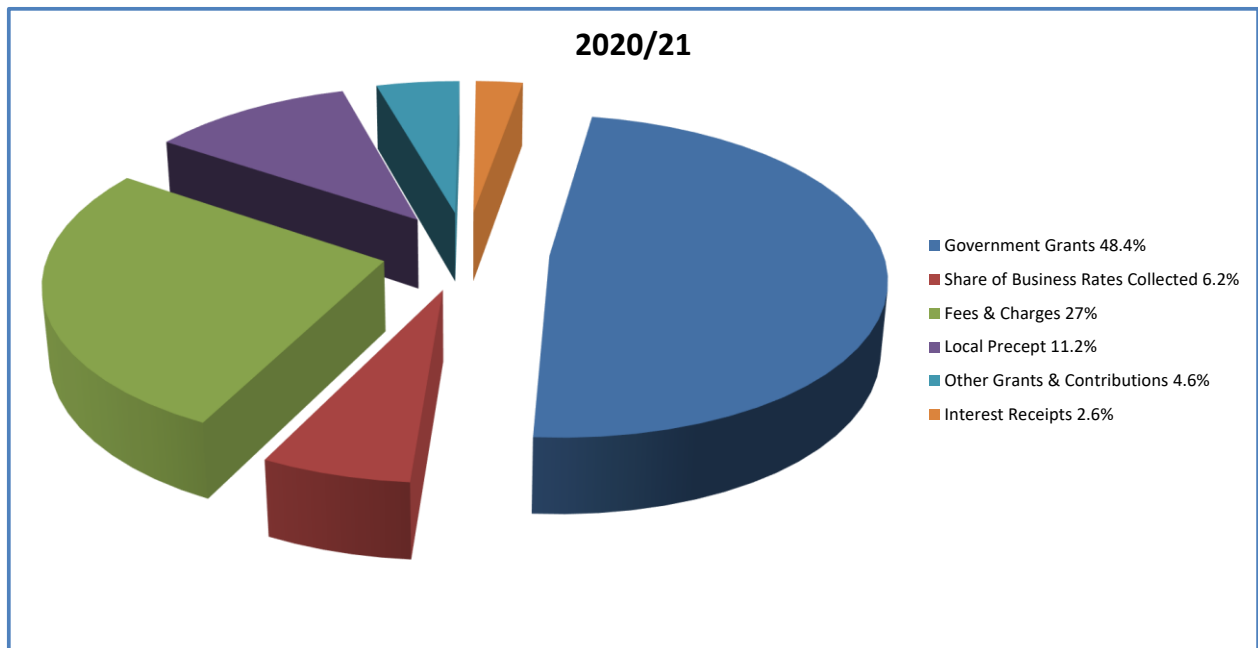
The Council Tax increase was set at 2.45%, which has resulted in a rise of £5.00 per annum to £209.42 for a band D property. The rise in Council Tax and increase in tax base (year on year) will generate an additional £296,000 to support Council services in 2020/21. Additional income is also generated from fees & charges and from investment properties acquired in the year.

#### Expenditure

The 2020/21 budget was prepared on a 'standstill' basis in that no price inflation was be added other than to contractual commitments to pay an annual inflationary increase such as contracts and software licence agreements.

Salary budgets for 2020/21 were increased by 2% to reflect the longer-term assumptions made in the MTFS around future pay awards.

## Sources of income used to meet the Council's Gross Expenditure



SOURCES OF INCOME				1920	2021
				%	%
Government Grants			*	51.7	48.4
Share of Business Rates Collected				6.6	6.2
Fees & Charges			*	23.0	27.0
Local Precept				11.1	11.2
Other Grants & Contributions				5.2	4.6
Interest Receipts				2.4	2.6
* Significant changes (year on year) are a reduction in Government Grants and an increase in income generated from Fees & Charges					

### 2.2 2020/21 General Fund Revenue Budget Summary

The Borough Council's revenue budget is detailed on a service and activity basis in the body of the budget book. A summary is provided on page 5.

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GENERAL FUND REVENUE BUDGET SUMMARY		Original Estimate 2019/20 £000	Revised Estimate 2019/20 £000	Forecast 2020/21 £000
<b>Net Cost of Services by Portfolio</b>				
1	Corporate and Democratic Services	5,707	5,422	5,349
2	Customer Experience and Improvement	174	41	28
3	Major Projects and Property	(2,292)	(4,353)	(4,459)
4	Operational Services	8,661	8,012	8,007
5	Planning and Economy	2,752	2,830	2,638
6	Ice Programme	-	468	616
7	<b>PORTFOLIO NET EXPENDITURE</b>	15,002	12,420	12,179
8	Capital Accounting Charges - Reversed	(1,964)	(1,802)	(1,859)
9	Pension Adj/Employee Benefits Reversed	(496)	(187)	(660)
10	<b>NET EXPENDITURE AFTER ADJUSTMENTS</b>	12,542	10,431	9,660
<b>Provisions for Budget Re-structuring:</b>				
11	Reductions in Service Costs/Income Generation	(3,931)	(200)	(1,256)
12	Vacancy Monitoring	(325)	(194)	(50)
13	Variations in Service	Additional items approved at full council are now included within the budgets.		
14	Non-recurring Items			
15	<b>Corporate Income and Expenditure</b>	757	(1,031)	2,432
16	<b>Contributions to/(from) Reserve Accounts</b>	2,248	2,442	977
17	<b>Central Government Funding</b>	(4,883)	(5,037)	(5,061)
18	<b>NET TOTAL EXPENDITURE</b>	6,409	6,411	6,702
19	Contribution to/(from) balances	-	-	-
20	<b>COUNCIL TAX REQUIREMENT</b>	6,409	6,411	6,702
<b>REVENUE BALANCES</b>				
21	1 April	2,000	2,000	2,000
22	General Fund Transfer	-	-	-
23	31 March	2,000	2,000	2,000
Illustrative CT Levels (£)		204.42	204.42	209.42
CT Base		31,352.21	31,352.21	32,015.23
& CT Increase (%)		2.99	-	2.45
15	<b>Corporate Income and Expenditure</b>			
	Interest Receivable	(1,358)	(1,600)	(1,600)
	Interest payable	1,056	880	1,370
	Minimum Revenue Provision	1,410	1,410	2,180
	Collection Fund (surplus)/deficit - Ctax	(97)	(97)	(101)
	- NNDR	(299)	(299)	371
	Other Corporate Income and Expenditure	45	(1,325)	212
	Total	757	(1,031)	2,432
16	<b>Contributions to/(from) Reserve Accounts</b>			
	Transfers to CPE Surplus Account	76	82	169
	Contributions to/(from) Earmarked Reserves/Prior Yr Grants	(218)	209	(109)
	Contributions to/(from) Service Improvement Fund	(93)	(342)	205
	Contributions to/(from) Stability & Resilience Reserve	483	-	-
	Contributions to/(from) Commercial Reserve	2,000	2,000	50
	Contributions to/(from) Pension Reserve	-	-	669
	Contributions to/(from) ICE Reserve	-	(406)	(212)
	Contributions to/(from) Regeneration Reserve	-	450	(170)
	Contributions to/(from) Climate Emergency Reserve	-	-	250
	Contributions to/(from) Deprivation Reserve	-	-	100
	Contributions to/(from) Due Diligence Reserve	-	250	-
	Contributions to/(from) Workforce Reserve	-	200	-
	Contributions to/(from) Ward Reserve	-	-	26
	Total	2,248	2,442	977
17	<b>Central Government Funding</b>			
	New Burdens and other non-ring-fenced grants	(36)	(145)	(267)
	New Homes Bonus	(1,010)	(1,010)	(1,169)
	Business Rates Retention (BRR)			
	RBC share of rates collected	(19,988)	(19,988)	(20,261)
	Tariff payable	16,070	16,070	16,332
	Levy /(Safety net )	1,265	1,265	1,539
	s31 grants in relation to business rates	(1,183)	(1,229)	(1,235)
	Sub-total BRR	(3,836)	(3,882)	(3,625)
	Total	(4,883)	(5,037)	(5,061)

## 2.3 Explanation of Budget Summary

### Lines

1-6	The lines show the net budget for each Council portfolio. They represent an estimate of the cost of providing the service less any income due to that service in terms of fees and charges or specific grants received from Government or other bodies.
7	Total net expenditure on portfolios.
8-9	These lines reverse the accounting entries contained within portfolio net expenditure that relate to capital accounting charges and accounting for pensions and other post-employment benefits.
10	Net expenditure after adjustments.
11-12	These figures show the level of savings required during the year in order to achieve a balanced budget and an appropriate level of revenue balances at the year-end.
12-13	Full Council 20 02 2020 included Non-Recurring items of £50,000 (1920 Revised) & £214,000 (2021) and Variations in Service of £201,140 (1920) & £694,120 (2021) within the General Fund Revenue Summary. These budgets were subsequently approved and are now allocated to their relevant service activity areas within this Budget Book for 2021. Detail of these Additional Items can be found at the back of this Book.
17	This line represents all central government funding not attributed to a specific portfolio but used to support the provision of services as a whole. This includes the New Homes Bonus, Revenue Support Grants and funding from Business Rates.
18	This is the total net expenditure (sum of lines 11 to 17)
19	This is the contribution to or from the Council's General Fund reserve to aid in funding net total expenditure whilst maintaining a high level of service provision.
20	After taking account of the contributions to or from revenue reserves, the Council Tax Requirement represents the total amount left to be met by local taxpayers in the form of Council Tax.
21-23	Shows the Council's Revenue Balances after taking account of contributions to or from the General Fund.

## 2.4 Budget Outcome

In spite of a challenging funding environment, the uncertainties about government funding and the pressures on services, the Council has been able to prepare a sound and balanced budget whilst maintaining services to residents. The budget will also provide a platform for Rushmoor to address future challenges.

The budget adheres to the financial strategy approved by Council during 2019/20. This includes the principle of maintaining the Council's general revenue balances within range of £1m-£2m and its overall working balances at 5% gross expenditure while working towards a sustainable financial position and reducing the net cost of the services it provides. These reserves will be used to mitigate against known risk and support invest-to-save schemes, services reviews and the implementation of key projects.

In order to achieve this, the budget proposals will require the implementation of budget savings in 2020/21, together with further savings over the medium term. This will require reductions in the Council's service expenditure, and increased income generation.



## 2.5 Revenue Funds

In addition to the General Fund Balance the Council maintains three key reserves to support revenue spending as follows:-

Reserve	Purpose	Estimated Balance 31st March	
		2020 £'000	2021 £'000
Service Improvement Fund	To assist in meeting the one-off costs of implementing savings and efficiencies	659	864
Stability & Resilience Reserve	Represents amounts set-aside to mitigate against the effects of volatility in the Council's financial position	4869	4869
Commercial Reserve	Provides a source of funding to mitigate reduced levels of income from commercial property	2475	2525

The Council also maintains reserves to mitigate against known risks. For example, an insurance reserve is regarding a potential insolvent runoff of its previous insurer Municipal Mutual Insurance Ltd.

Other reserves include monies received from developers for the maintenance and upkeep of amenity areas and Suitable Alternative Natural Greenspace (SANGs) alongside other grants and contributions that are held for use in future periods.

## 2.6 Council Tax In 2020/21

The table below shows the Council Tax payable in properties with the various bands. It comprises a charge from Rushmoor Borough Council together with charges from Hampshire County Council, the Police and Crime Commissioner for Hampshire and the Hampshire Fire and Rescue Authority.

Valuation Band	Factor	Rushmoor Borough Council £	Hampshire CC - Adult Social Care £	Hampshire County Council £	Hampshire Police & Crime £	Hampshire Fire Authority £	Total £
A	6/9	<b>139.61</b>	74.55	782.97	140.97	46.04	1184.14
B	7/9	<b>162.88</b>	86.98	913.46	164.47	53.71	1381.50
C	8/9	<b>181.70</b>	99.40	1043.96	187.96	61.39	1574.41
D	1	<b>209.42</b>	111.83	1174.45	211.46	69.06	1776.22
E	11/9	<b>249.84</b>	136.68	1435.44	258.45	84.41	2164.82
F	13/9	<b>302.50</b>	161.53	1696.43	305.44	99.75	2565.65
G	15/9	<b>349.03</b>	186.38	1957.42	352.43	115.10	2960.36
H	18/9	<b>418.84</b>	223.66	2348.90	422.92	138.12	3552.44

Hampshire County Council is responsible for the delivery of Adult Social Care and the Council Tax payable for 2020/21 includes a precept which is to be used specifically to deliver Adult Social Care services. Adult Social Care is detailed as a separate precept and included separately in the table. Hampshire County Council has elected to increase its share of the Council Tax by 2.0% on each of their main Council Tax and Adult Social Care (ASC) elements.

The Police and Crime Commissioner for Hampshire have increased their Council Tax by 5.0% and Hampshire Fire & Rescue Authority have increased their Council Tax 2.0%.

Rushmoor's own Council Tax has increased by 2.45% and is now £209.42 for a Band D property. This is an increase of £5.00 over the previous year.

All these increases amount to an overall 3.8% increase for a 2020/21 Band D Council Tax Bill.

The Council Tax base (the number of Band D equivalent properties) is 32,015.23.

## **2.7 National Non-Domestic Rates in 2020/21 (Business Rates)**

Under the Business Rates Retention arrangements, local authorities keep a proportion of the business rates paid locally. It is estimated that in 2020/21, the council will collect in excess of £50m in Business Rates, which will be shared between central government, Rushmoor Borough Council and Hampshire County Council (including Hampshire Fire and Rescue Authority) in the following proportions 50:40:10. Rushmoor 40% share will be subject to Tariff payment to central government. The council also receives grants to cover additional rate relief. After adjusting for the above the total amount expected to be retained by Rushmoor in 2020/21 is around £3.6m.

The National Non-Domestic Rate (NNDR) multiplier has been set by central government at 51.2 with smaller multiplier of 49.9 for occupied properties with a rateable value less than £51,000.

The amount each ratepayer has to pay depends on the rateable value of the property, which are contained within a rating list. The current rating list commenced on 1 April 2017 with a valuation date of 1 April 2015.

As a commitment to support small businesses, there is a small business rate relief scheme. An occupied property with a rateable value less than or equal to £12,000 will receive 100% relief. Any property with a rateable value between £12,001 and £14,999 will receive a percentage reduction on a sliding scale.

At Autumn Budget 2018, the Government announced a one-third discount for eligible retail businesses with a rateable value of less than £51,000, up to state-aid limits. This scheme will run for two years from April 2019 and 2020/21 therefore represents the second of the two-year period.

The amount of rates payable can also be reduced for a number of other reasons. These include empty property relief, various property exemptions, partly occupied relief, charity community and amateur sports clubs relief and reliefs for not established or run for profit. Full details are available from the Business Rates Team on 01252 398331.

CATEGORY	NUMBER	% OF TOTAL	RATEABLE VALUE	
			AMOUNT (£)	%
COMMERCIAL	2,088	78.5	91,034,230	75.1
EDUCATIONAL AND CULTURAL	60	2.3	5,777,700	4.8
INDUSTRIAL	342	12.9	11,402,985	9.4
LEISURE	72	2.7	2,658,400	2.2
PUBLIC UTILITIES ETC.	82	3.1	6,525,000	5.4
MILITARY / CROWN	2	0.1	3,320,000	2.7
OTHER	11	0.4	500,834	0.4
<b>TOTAL</b>	<b>2,657</b>	<b>100.0</b>	<b>121,219,149</b>	<b>100.0</b>

### 3 SUMMARY OF TOTAL OPERATIONS

A summary of total operations by the Council for 2020/21 is given below:-

REVENUE EXPENDITURE		GENERAL FUND £000
	Gross Expenditure	60,429
Less : Income	- Government Grants (including Housing Benefits Subsidy' New Homes Bonus and Revenue Support Grant)	-29,250
	- Rushmoor's share of Business Rates collected	-3,768
	- Fees & Charges	-16,344
	- Other Grants & Contribution	-2,765
	- Interest Receipts	-1,600
	<b>Council Tax Requirement</b>	<b><u>6,702</u></b>
<b>Capital Expenditure</b>		<b>52,226</b>

## **4 CAPITAL EXPENDITURE AND FINANCE**

### **4.1 Legislative Framework**

As from 1st April 2004 the Capital Finance and Accounting Regulation 2003 came into force. These regulations replaced the credit approval system for borrowing to fund capital expenditure with a self-regulating framework for borrowing based on affordability. These controls relate mainly to those local authorities which, unlike Rushmoor, need to borrow in order to finance their capital expenditure.

The main funding components for capital expenditure are:-

- Borrowing
- Government Grants & Contributions
- Capital Receipts
- Revenue Contributions to Capital
- Section 106 Developers Contributions
- Other Grants & Contributions e.g. Lottery grants

### **4.2 Capital Programme**

The capital programme contributes towards the Council's priorities by concentrating resources in the following areas:

Projects with a clearly defined financial return or economic benefit to the Borough

- Invest to save schemes
- Town Centre Regeneration

Projects which support the delivery and development of core services

- Asset maintenance
- ICT strategy

The programme also includes support for the provision of local Housing through social housing grants and the Council's statutory duties in respect of Disabled Facilities Grants.

## **5 BUDGET CONCLUSIONS**

The Council has once again had to operate within tight financial constraints, careful financial planning and budget setting has enabled a sound and balanced budget to be prepared, which maintains services to residents.

**David Stanley**  
**Executive Head of Finance**

## REVENUE BUDGET 2020/21

Portfolio Summary (£'s)		Outturn 2018/19	Original 2019/20	Revised 2019/20	Budget 2020/21
	Page No	£	£	£	£
Corporate and Democratic Services	12	6,745,154	5,707,280	5,422,090	5,348,830
Customer Experience and Improvement	56	10,447	173,610	41,230	28,460
Major Projects and Property	68	614,134	(2,292,340)	(4,353,260)	(4,458,960)
Operational Services	86	14,166,397	8,661,470	8,011,560	8,007,190
Planning and Economy	132	2,440,082	2,752,160	2,829,990	2,638,290
Ice Programme	152	0	0	467,510	616,300
<b>PORTFOLIO NET EXPENDITURE</b>		<b>23,976,214</b>	<b>15,002,180</b>	<b>12,419,120</b>	<b>12,180,110</b>
			<p>Actuals for 2018/19 within the Budget Book contain amendments to some property valuations which were not previously shown in the Budget Book approved by Full Council on 20 02 2020</p>	<p>Total Non-Recurring Items &amp; Total Variations in Service approved at Full Council 20 02 2020 are now included in the Portfolio amounts above (for Revised 2019/20 &amp; Budget 2020/21)</p>	
<b>Net Portfolio expenditure approved at Full Council 20 02 2020</b>		25,169,586		12,167,980	11,271,990
<b>Changes to property valuations</b>		(1,193,372)			
<b>Total Non-Recurring Items</b>				50,000	214,000
<b>Total Variations in Service</b>				201,140	694,620
Minor adjustment to above items					(500)
		23,976,214	15,002,180	12,419,120	12,180,110

## REVENUE BUDGET 2020/21

Corporate and Democratic Services		Outturn 2018/19	Original 2019/20	Revised 2019/20	Budget 2020/21
		£	£	£	£
<b>Statutory</b>	<b>Page No</b>				
Council Tax Collection	14	818,017	931,700	827,380	810,270
Rent Allowances	15	418,012	497,830	426,260	496,160
Finance Corporate Finance	16	343,814	324,750	337,510	340,530
Council Tax Support Scheme	17	185,779	213,480	182,070	187,860
Rev Cost Of Nndr Collection	18	169,493	197,860	212,210	205,330
Dem Serv Electoral Register	19	149,641	168,820	242,620	173,860
Dem Corp Policy Supp To Members	20	149,597	151,590	122,950	126,850
Dem Serv Local Elections	21	121,431	138,580	155,930	150,790
Dem Cttee Admin Supp To Member	22	136,844	136,090	145,680	147,010
Finance Treas Mgmt & Bank Chgs	23	87,559	111,770	112,010	112,060
Strategy & Comms Chief Executive	24	105,640	109,250	127,660	133,450
Dem Attendance At Member Mtgs	25	86,726	84,790	75,490	75,310
Land Charges	26	91,175	67,830	86,240	60,490
External Audit & Inspection	27	56,474	51,290	49,790	49,850
Strategy & Comms Emergency Planning	28	48,751	46,460	47,780	47,880
Strategy & Comms Public Perf Rept	29	31,598	34,260	38,480	32,880
Dem Statutory Information	30	1,437	1,290	1,300	1,310
		<b>3,001,988</b>	<b>3,267,640</b>	<b>3,191,360</b>	<b>3,151,890</b>
<b>Discretionary</b>					
Major Grants To Orgs	31	574,677	598,870	609,180	591,690
Community Leisure	32	511,887	563,010	473,570	401,210
Dem Serv Members Expenditure	33	537,398	541,000	514,330	520,330
Grants To Organisations	34	235,842	220,710	189,270	180,350
Corporate Investigation	35	164,462	169,530	162,230	164,780
Dem Serv Mayors Costs	36	73,352	79,690	84,240	89,260
International Partnerships	37	57,294	63,680	65,460	62,400
Community Transport	38	47,019	48,400	49,700	49,680
Dem Serv Civic Ceremonial	39	40,198	43,970	45,430	39,860
Dem Serv Local Gov'T Assoc	40	31,917	32,360	31,740	32,630
Meals On Wheels	41	6,603	5,680	5,660	5,750
		<b>2,280,649</b>	<b>2,366,900</b>	<b>2,230,810</b>	<b>2,137,940</b>
<b>Retirement/Pension Costs</b>	42	<b>1,462,183</b>	<b>640</b>	<b>650</b>	<b>650</b>

Above items carried forward to next page

## REVENUE BUDGET 2020/21

Corporate and Democratic Services continued	Outturn 2018/19	Original 2019/20	Revised 2019/20	Budget 2020/21	
	£	£	£	£	
<b>Statutory b/fwd from previous page</b>	3,001,988	3,267,640	3,191,360	3,151,890	
<b>Discretionary b/fwd from previous page</b>	2,280,649	2,366,900	2,230,810	2,137,940	
<b>Retirement/Pension Costs from previous page</b>	1,462,183	640	650	650	
<b>Other</b>					
<b>Page No</b>					
Support Service	43	0	35,000	0	45,600
Dem Serv Support Service	44	1	0	0	0
Dem Serv Management	45	(20)	0	0	0
S & C Corporate Policy	46	(1)	1,730	0	0
Payroll Support Service	47	1	0	0	(10)
Hr Support Service	48	(60)	33,690	0	13,990
Exec Dir Customer, Digital Management	49	118	480	(30)	(350)
Exec Director Operations Management	50	295	320	(690)	(880)
Audit Support Service	51	0	0	(10)	0
Finance Support Service	52	0	980	0	0
Debtors Support	53	0	0	0	0
Revenues Management	54	0	(100)	0	0
		<b>334</b>	<b>72,100</b>	<b>(730)</b>	<b>58,350</b>
<b>Net Expenditure</b>		<b>6,745,154</b>	<b>5,707,280</b>	<b>5,422,090</b>	<b>5,348,830</b>

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: To issue accurate bills and collect money due from local residents for Council Tax.

Service Activity: Assessing liability for Council Tax. Issuing bills and arranging collection. Taking recovery and enforcement action. Dealing with discounts and exemptions. Handling customer enquiries. Liaison with the Valuation Officer regarding properties to be charged.

Explanation of significant expenditure/income changes

**Employees**

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

**Supplies & Services**

2018/19 underspend on software costs

**Income including recharges to other services**

2018/19 additional income for court costs recovered



## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: Management and administration of rent allowances.

Service Activity: Provision of rent allowances.

Explanation of significant expenditure/income changes

**Employees**

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

**Supplies & Services**

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

**Transfer Payments**

Reduction in benefit costs due to claims migrating to Universal Credit

**Income including recharges to other services**

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: Provision of financial advice and support to the Council.

Service Activity: Provide for the preparation of budgets, closure of accounts and financial advice at the corporate level.

Explanation of significant expenditure/income changes

Employees

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

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

Service Activity: Assist customers with their application for council tax support. Assessing and awarding any support due. Reviewing customer's circumstances as they change. Providing advice about other related welfare benefits.

Explanation of significant expenditure/income changes

**Employees**

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

**Supplies & Services**

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: To issue accurate bills and collect money due from local businesses for Non Domestic Rates.

Service Activity: Assessing liability for business rates. Issuing bills and arranging collection. Taking recovery and enforcement action. Dealing with rating reliefs. Liaison with ratepayers about rating matters and customer enquiries and with the Valuation Officer regarding properties to be charged.

Explanation of significant expenditure/income changes

Employees

Vacancies in 2018/19. Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: To maintain an up-to-date electoral register and to provide associated registration services.

Service Activity: Compile and maintain the electoral register through the yearly canvass and rolling registration; Maintain the lists of postal and proxy voters and overseas and service voters; promote and develop initiatives to increase the level of registration.

Explanation of significant expenditure/income changes

**Employees**

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

**Supplies & Services**

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

**Income including recharges to other services**

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: To provide support to the Council and Members to ensure their duties are undertaken effectively and within the law.

Service Activity: Provide advice and co-ordination on the policy and procedural aspects of the decision-making process; ensure corporate documents and information (especially the Constitution) are maintained and up to date.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

Reallocation of costs to supplies and services

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: To arrange and manage elections in the Borough.

Service Activity: Organise all parliamentary, European and local elections in the Borough and the Aldershot Constituency; ensure compliance with legislative provisions and guidance relating to all administrative aspects of elections; promote and develop initiatives to increase turnout at elections.

Explanation of significant expenditure/income changes

Supplies & Services

Reallocation of budgets previously shown in Employee costs

Income including recharges to other services

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: To support the Council and Members in undertaking their duties.

Service Activity: Provide administrative support to the Council, including the Cabinet, Committees, Policy and Review Panels and other Member groups.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.



## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: Management of the Council's funds.

Service Activity: The management of the Council's investments, borrowing and cash flows, its banking and money market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

Explanation of significant expenditure/income changes

Supplies & Services

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: Chief Executive's operational budget.

Service Activity: To support the Chief Executive function.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: To provide professional and administrative support to the Council and Members at meetings.

Service Activity: Provide advice and co-ordination on procedural and administrative aspects of the decision making structure and processes at meetings.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: To provide a land charges service.

Service Activity: The registration of land charges; the collating of information; the compilation of official searches and the answering of Con 29 enquiries.

Explanation of significant expenditure/income changes

**Supplies & Services**

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

**Income**

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: External approval of the Council's financial management and governance.

Service Activity: Assisting external auditors in review and inspection work; Liaison at the operational and strategic level on the issues arising from the audit and payment of the subsequent fees for the work.

Explanation of significant expenditure/income changes

Supplies & Services

Additional audit fee works carried out in 2018/19

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: To meet the statutory requirements of the Civil Contingencies Act 2004.

Service Activity: Preparing the Council's response to a Major Civil Emergency. Including liaising with partners, updating the Emergency Plan, running a programme of training exercises, reviewing the Rushmoor Area Risk Register and participating in the delivery of NI188 Climate Change mitigation.

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

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

Service Activity: Production and printing of the Corporate Plan.

Explanation of significant expenditure/income changes

Employees

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: Democratic statutory information.

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



## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

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

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

Explanation of significant expenditure/income changes

Supplies & Services

This budget reflects the notional costs associated with granting parking permits to various voluntary organisations and charities. The value of the parking permit is calculated depending on the allocated car park and the hours the permit covers each day. The corresponding notional income is shown in the Car Parks cost centre. The 2018/19 Outturn is lower than the Original 2019/20 budget onwards as a 2018/19 permit renewal for one organisation was processed in the 2017/18 financial year instead of the 2018/19 financial year.

Transfer Payments

See breakdown below:

Analysis of Transfer Payments

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Provision of a community leisure programme.

Service Activity: Provision of health programmes and play activities.

Explanation of significant expenditure/income changes

**Employees**

2018/19 Outturn, 2019/20 Original Budget and 2019/20 Revised Estimate include the cost of a temporary post funded from Earmarked Reserves. 2019/20 Revised Budget onwards reflects a reduction in budget in this cost centre as 2 posts are now allocating to the Economic Development cost centre.

**Supplies & Services**

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

**Income**

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To support the Council and elected Members in undertaking their duties.

Service Activity: Provide Members with the necessary support and resources within the framework set by the Council.

## REVENUE BUDGET 2020/21

Corporate and Democratic Services	Outturn	Original	Revised	Budget
GRANTS TO ORGANISATIONS	2018/19	2019/20	2019/20	2020/21
Cost centre C2513				
Head of Democracy, Strategy and Partnerships	£	£	£	£
Employees	25,574	25,320	24,530	25,220
Premises	-	-	-	-
Transport Related	88	100	80	80
Supplies & Services	1,329	2,110	2,110	2,110
Third Party Payments	-	-	-	-
Transfer Payments	253,252	177,630	224,540	216,610
Support Services	17,114	16,550	16,390	15,580
Capital Accounting Charges	-	-	-	-
<b>Total Expenditure</b>	<b>297,357</b>	<b>221,710</b>	<b>267,650</b>	<b>259,600</b>
Income including recharges to other services	(61,515)	(1,000)	(78,380)	(79,250)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>235,842</b>	<b>220,710</b>	<b>189,270</b>	<b>180,350</b>

Type of service: Discretionary

Service Purpose: To provide small grants to voluntary, community, sports and arts and youth related groups.

Service Activity: The aim of the grant is to support non-profit making groups that require financial support to provide or improve services that will benefit the people of Rushmoor.

Explanation of significant expenditure/income changes

Transfer Payments - See breakdown below:

#1 Grants & Contributions	37,589	20,000	20,000	20,000
#2 Farnborough Airport Community Environmental Fund	56,197	0	65,000	66,000
Service Charge	1,640	2,120	2,100	2,100
Community Matters Partnership	2,500	2,500	2,500	2,500
#3 Community Lottery Grants	0	0	12,380	12,250
#4 Rent Relief	155,325	153,010	122,560	113,760
<b>Total of all Transfer Payments</b>	<b>253,252</b>	<b>177,630</b>	<b>224,540</b>	<b>216,610</b>

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

#2 2018/19 Outturn shows the amount of Farnborough Airport Community Environmental Fund used and received in year. From 2019/20 Revised Budget onwards we are showing the anticipated spend in our budgets along with the Income.

#3 From 2019/20 Revised Budget onwards we are including in our budgets the anticipated spend of the Community Fund for successful Community Fund Grant applications. In the income section we are including the anticipated income the Council will receive from the Community Lottery for the Community Fund that the Council will then pay out to successful Community Fund Grant applications.

#4 2019/20 Rev Bud onwards reflects reduction in rent relief re closure of the Farnborough Community Centre

Income - See breakdown below:

#2 Farnborough Airport Community Environmental Fund	(61,563)	0	(65,000)	(66,000)
#3 Community Lottery Fund	0	0	(12,380)	(12,250)
Lottery Management Fee	48	(1,000)	(1,000)	(1,000)
<b>Total of all Income</b>	<b>(61,515)</b>	<b>(1,000)</b>	<b>(78,380)</b>	<b>(79,250)</b>

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To investigate internal and external allegations of fraud, corruption and dishonesty in accordance with prevalent legislation and utilising appropriate investigative techniques.

Service Activity: To plan and undertake investigations into allegations of fraud and corruption of varying nature and complexity using the most cost effective and efficient methods. To comply with legislative requirements, Council policies and procedures governing the conduct of investigations. To assist in the identification of control weaknesses and implementing solutions and controls for future improvements. To assist in the development and delivery and to participate in education, training and awareness activities as part of the fraud prevention programme.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To support the Mayor and Deputy Mayor in carrying out their duties.

Service Activity: Co-ordinate and make arrangements for all Mayoral engagements, organise certain events and provide support for the Mayor and Deputy Mayor during the Mayoral year.

Explanation of significant expenditure/income changes

Supplies & Services

Expenditure deferred to end of Mayoral year in May 2020.

Income including recharges to other services

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To encourage and facilitate educational, cultural and leisure links between Rushmoor organisations and their counterpart organisations in Rushmoor partner towns.

Service Activity: To encourage travel and hosting to Rushmoor clubs, societies and organisations (youth and adult) that wish to have links in Rushmoor partner towns. The International Association itself is required to organise and represent the Borough in various annual events, both in Rushmoor and partner towns.

Explanation of significant expenditure/income changes

Supplies & Services

2018/19 Outturn reflected an underspend of budget which was carried forward and included in the 2019/20 Revised Budget. 2019/20 Original Budget included a permanent transfer of budget from the Civic Ceremonial cost centre for Rushmoor Partner Town Events.

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To support residents who may become isolated due to lack of transport.

Service Activity: To provide Dial a Ride in liaison with Rushmoor Voluntary Services and Hampshire County Council.



## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To carry out civic activities within the community.

Service Activity: Make arrangements for civic events in the Borough; provide civic support to events organised within the local community.

Explanation of significant expenditure/income changes

Supplies & Services

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To support the Council with its involvement in external organisations working for local government.

Service Activity: Provide Members and Officers with support and resources to work with local and national bodies including the Local Government Association and The Hampshire & Isle Of Wight Local Government Association.

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To support a luncheon club at the Aldershot and Fleet Rugby Club and the County's Food and Friendship programme.

Service Activity: Provide grants to Age Concern.

## REVENUE BUDGET 2020/21

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

Type of service: Unapportionable Central Overheads

Service Purpose: To reflect the cost to the Council of early retirement costs, added years and other pension scheme costs.

Service Activity: To record payments to Hampshire Pension Fund.

Explanation of significant expenditure/income changes

Employees

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

## REVENUE BUDGET 2020/21

Corporate and Democratic Services	Outturn	Original	Revised	Budget
SUPPORT SERVICE	2018/19	2019/20	2019/20	2020/21
Cost centre C1202				
Corporate Manager Legal Services	£	£	£	£
Employees	408,343	355,120	420,390	418,370
Premises	-	-	-	-
Transport Related	33	-	20	20
Supplies & Services	67,297	104,390	67,570	84,390
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	97,572	94,920	94,040	93,110
Capital Accounting Charges	-	-	-	-
<b>Total Expenditure</b>	<b>573,245</b>	<b>554,430</b>	<b>582,020</b>	<b>595,890</b>
Income including recharges to other services	(573,245)	(519,430)	(582,020)	(550,290)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>0</b>	<b>35,000</b>	<b>0</b>	<b>45,600</b>

Type of service: Overheads

Service Purpose: The provision of legal advice to the Council; the carrying out of the role of Monitoring Officer.

Service Activity: The provision of legal advice to officers, Members and the Council. To include general advice on planning, housing, local government law, environmental health, licensing, contracts and procurement, prosecutions, conveyancing, Freedom of Information requests and Data Protection duties.

Explanation of significant expenditure/income changes

**Employees**

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

**Supplies & Services**

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

**Income**

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: To provide support to corporate groups.

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

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: Democratic Services management.

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: Development, implementation and monitoring of the Council's corporate strategies, policies and plans.

Service Activity: Collating, analysing and sharing key data to drive and inform decision making. Performance management and development of corporate strategy and planning, the production of quarterly monitoring reports to Corporate Leadership Team and Cabinet and corporate programme management. Community cohesion and integration strategy.

Explanation of significant expenditure/income changes

**Employees**

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent. Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

**Supplies & Services**

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



## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: To provide a payroll service to employees and Councillors.

Service Activity: To process 100% of changes to salary, including starters leavers, salary changes on a monthly basis.

## REVENUE BUDGET 2020/21

Corporate and Democratic Services	Outturn	Original	Revised	Budget
HR SUPPORT SERVICE	2018/19	2019/20	2019/20	2020/21
Cost centre C1415				
Executive Head of People	£	£	£	£
Employees	350,486	340,500	360,320	394,320
Premises	-	-	-	-
Transport Related	104	-	30	10
Supplies & Services	48,075	87,100	97,770	67,050
Third Party Payments	-	-	-	-
Transfer Payments	33,263	36,000	34,040	34,040
Support Services	77,863	59,590	74,370	72,270
Capital Accounting Charges	2,525	2,520	2,520	2,520
<b>Total Expenditure</b>	<b>512,316</b>	<b>525,710</b>	<b>569,050</b>	<b>570,210</b>
Income including recharges to other services	(512,376)	(492,020)	(569,050)	(556,220)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>(60)</b>	<b>33,690</b>	<b>0</b>	<b>13,990</b>

Type of service: Overheads

Service Purpose: To assist the Council in it's objectives by: - advising, supporting and guiding individuals and the organisation on people management issues, - by achieving and facilitating learning and improvement, and through interpretation and application of employment law and good employment practices.

Service Activity: Provide support to managers and employees through various activities - including employee relations, policy development, recruitment and selection and learning and development.

Explanation of significant expenditure/income changes

**Employees**

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

**Supplies & Services**

2018/19 underspend against budget on in house training has been carried forward to 2019/20 . 2019/20 also includes a budget to facilitate the Management Development Programme training ( non recurring item)

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

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

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

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

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: The purpose of Internal Audit is to:

- Evaluate and assist in improving the effectiveness of governance, risk management and control processes within the Council.
- Provide the Council with anti-fraud and corruption, and internal investigation expertise.
- Provide assurance to External Audit on the controls within key financial systems.

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

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

Explanation of significant expenditure/income changes

Employees

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: To provide financial support to all areas of the Council.

Service Activity: Provide a comprehensive budgeting and accounting service including the provision of financial advice, the exercising of financial control, the maintenance of financial systems, insurances and the payment of the Council's creditors.

Explanation of significant expenditure/income changes

Employees

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

Income

Adjustment to recharges to other services

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: To issue accurate bills and collect money due from individuals and businesses for rents and services.

Service Activity: Issue bills, make collection arrangements and undertake recovery and enforcement for sums due. Liaise with Council Service areas to raise bills and establish liability and payment arrangements for debts from their area. Assist customers with enquiries about bills issued.

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: Management costs for Revenues income collection.

Service Activity: Revenues income collection.



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## REVENUE BUDGET 2020/21

Customer Experience and Improvement		Outturn 2018/19	Original 2019/20	Revised 2019/20	Budget 2020/21
		£	£	£	£
<b>Discretionary</b>	<b>Page No</b>				
S & C Corporate Events	57	10,203	12,620	9,420	9,430
<b>Other</b>					
Customer Services Unit	58	0	0	0	0
S & C Communications	59	0	31,150	0	0
Project And Improvements	60	0	0	(10)	0
Information Technology Management	61	1	45,000	(10)	80
Information Technology App Support	62	1	20,000	10	10
Information Technology Serv Desk	63	(62)	0	4,940	29,030
Information Technology Tech Services	64	(1)	41,000	(25,740)	(39,700)
Council Offices	65	0	4,750	35,270	15,000
Printing Unit	66	306	19,090	2,090	(490)
Facilities	67	(1)	0	15,260	15,100
		<b>244</b>	<b>160,990</b>	<b>31,810</b>	<b>19,030</b>
<b>Net Expenditure</b>		<b>10,447</b>	<b>173,610</b>	<b>41,230</b>	<b>28,460</b>

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To enable the Council to engage with the local community at local events in the Borough.

Service Activity: To enable the Council to engage with the local community and support events in the Borough including Farnborough Donkey Derby, Victoria Day, the Aldershot Military Festival, Christmas lights and the North Camp Summer Fayre.

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: To answer enquiries from the general public calling at the Council offices in person, by telephone, letter and e-mail.

Service Activity: To run the Council's main reception area, the Council switchboard service and the customer service response team, answer e-mails and respond to enquiries via the Council's website. Process payments made to the Council in person, by phone and by post; and carry out meeting room administration and post services.

Explanation of significant expenditure/income changes

**Employees**

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

**Supplies & Services**

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: To communicate, consult and engage with local residents. To maintain and develop the Council's website.

Service Activity: To promote Council services, protect its reputation and ensure the Council communicates effectively and professionally through a broad range of communication channels and engages meaningfully with the Rushmoor community, staff, Members and partners using

- Public, social and media relations
- Marketing, campaigns and publications
- Effective consultation, engagement and involvement

Explanation of significant expenditure/income changes

Employees

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

Supplies & Services

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: To improve services to our customers by enhancing the design and management of our work.

Service Activity: Help improve the delivery of services to our customers; support managers by carrying out interventions in service areas; coaching in system thinking principles and work design; review data and redesign processes; run workshops and presentations.

Explanation of significant expenditure/income changes

Employees

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: The managerial support for information technology utilised.

Service Activity: Information Technology management.

Explanation of significant expenditure/income changes

Supplies & Services

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: • Maintaining, upgrading and developing applications to meet user requirements.

- Liaise with customer departments and suppliers on planning upgrades and implementing new requirements.
- Co-ordinate and project manage upgrade process or installation of new applications.
- Production of statutory and other reports for service departments.
- Maintain databases to ensure efficient running.
- Departmental administration.
- Corporate Gazetteer (LLPG) maintenance and information provision to external bodies.
- Corporate Geographical Information Systems.
- Web Site and Channel Shift development.

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

Explanation of significant expenditure/income changes

**Employees**

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

**Supplies & Services**

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



## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: • Provide an integrated central contact point via central service desk system for users to report service requests or log incidents so that the IT service can resolve them  
 • To periodically analyse the type and frequency of requests and incidents  
 • Review with the IT management team, the analysis to enable learning, leading to changes in the ICT service/ infrastructure and training plan  
 • IT purchasing and 1st line telephony support  
 • Moves and change management  
 • Ad-hoc technical implementation support for ICT projects  
 • IT Project and Programme Management

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

Explanation of significant expenditure/income changes

Employees

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

## REVENUE BUDGET 2020/21

Customer Experience and Improvement	Outturn	Original	Revised	Budget
INFORMATION TECHNOLOGY TECH SERVICES	2018/19	2019/20	2019/20	2020/21
Cost centre C3304				
Head of IT, Projects and Facilities	£	£	£	£
Employees	246,864	250,490	232,180	256,910
Premises	10,611	9,500	13,000	9,500
Transport Related	80	50	140	130
Supplies & Services	249,847	293,650	309,790	321,690
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	43,349	37,170	43,360	39,120
Capital Accounting Charges	178,734	178,510	189,980	182,660
<b>Total Expenditure</b>	<b>729,485</b>	<b>769,370</b>	<b>788,450</b>	<b>810,010</b>
Income including recharges to other services	(729,486)	(728,370)	(814,190)	(849,710)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>(1)</b>	<b>41,000</b>	<b>(25,740)</b>	<b>(39,700)</b>

Type of service: Overheads

Service Purpose: • Maintaining, upgrading and developing ICT infrastructure (data network, telephony and server system environments, key corporate systems, ISO 27001 information security policy, security/ firewalls etc.).

• Provision of 3rd line technical support, liaison with suppliers and customer departments on planning upgrades and implementing new requirements.

• Provision and support for Public Services Network (GC) services.

• Research in changes in ICT infrastructure market and the potential benefits to the organisation.

• IT procurement & 3rd line telephony support.

• Data centre operations – back up and recovery.

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

### Explanation of significant expenditure/income changes

#### Employees

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

#### Supplies & Services

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: To provide a safe, secure and comfortable environment for all users of the Council Offices.

Service Activity: Ensure the building is maintained to the necessary standards of health and safety and meets the Council's needs. Maximise usage of the offices to provide capacity for use by external organisations where appropriate.

Explanation of significant expenditure/income changes

**Employees**

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

**Supplies & Services**

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: To provide comprehensive printing, copying and finishing services to Council services and external customers.

Service Activity: Manage photocopier contracts; deal with external printing requirements; provide volume and specialist printing services from within the Print room.

Explanation of significant expenditure/income changes

Supplies & Services

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: To provide appropriate facilities to maintain effective working arrangements within the Council.

Service Activity: Carry out all work associated with incoming and out-going mail and parcels; deal with all central purchasing of stationery and associated products; maintain the civic suite and provide appropriate meeting facilities.

Explanation of significant expenditure/income changes

## REVENUE BUDGET 2020/21

Major Projects and Property		Outturn 2018/19	Original 2019/20	Revised 2019/20	Budget 2020/21
		£	£	£	£
<b>Discretionary</b>	<b>Page No</b>				
Regeneration	69	467,668	582,650	472,900	498,860
Rushmoor Properties	70	0	300,000	447,320	620,810
Other Highways	71	213,247	278,590	234,490	240,240
Maintenance Team	72	84,300	77,030	96,240	102,980
Plg Southwood Country Park	73	0	0	39,010	34,250
Street Furniture	74	19,827	28,230	26,200	26,150
Footpath Lighting	75	8,734	10,170	9,480	9,400
Markets And Car Boot Sales	76	(30,849)	(19,810)	(9,160)	9,840
Bellevue Enterprise Cntr	77	(71,476)	(73,540)	(63,790)	18,360
Regeneration Properties	78	2,927,827	(115,030)	4,930	91,350
Town Centres	79	(756,957)	(608,090)	(630,210)	(643,920)
Investment Properties	80	(1,356,141)	(1,877,350)	(4,107,420)	(4,575,480)
Industrial Estates	81	(892,039)	(865,430)	(874,120)	(881,480)
		<b>614,141</b>	<b>(2,282,580)</b>	<b>(4,354,130)</b>	<b>(4,448,640)</b>
<b>Other</b>					
Estates Support Service	82	0	(8,000)	690	0
Property & Estates Management	83	(7)	(1,760)	(3,080)	(1,760)
Building Services Support	84	0	0	3,260	(8,560)
		<b>(7)</b>	<b>(9,760)</b>	<b>870</b>	<b>(10,320)</b>
<b>Net Expenditure</b>		<b>614,134</b>	<b>(2,292,340)</b>	<b>(4,353,260)</b>	<b>(4,458,960)</b>

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

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

Service Activity: Regeneration activities for sites within the Borough.

Explanation of significant expenditure/income changes

**Employees**

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent. Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

**Supplies & Services**

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

**Income including recharges to other services**

Additional Recharges 19/20 onwards

## REVENUE BUDGET 2020/21

Major Projects and Property	Outturn	Original	Revised	Budget
RUSHMOOR PROPERTIES	2018/19	2019/20	2019/20	2020/21
Cost centre C1213				
Executive Head of Regeneration and Property	£	£	£	£
Employees	-	-	75,340	188,990
Premises	-	300,000	247,500	250,000
Transport Related	-	-	80	10
Supplies & Services	-	-	117,000	174,000
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	7,400	7,810
Capital Accounting Charges	-	-	-	-
<b>Total Expenditure</b>	<b>0</b>	<b>300,000</b>	<b>447,320</b>	<b>620,810</b>
Income including recharges to other services	-	-	-	-
<b>NET GENERAL FUND REQUIREMENT</b>	<b>0</b>	<b>300,000</b>	<b>447,320</b>	<b>620,810</b>

Type of service: Discretionary

Service Purpose: To repair and maintain properties within Rushmoor BC

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

Explanation of significant expenditure/income changes

Employees

New budget for salaries relating to surveyor for Rushmoor Properties

Premises

New budget for responsive repairs to Rushmoor Properties

Supplies & Services

New consultancy budget for Rushmoor Properties



## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Maintenance of the highway grass verges, shrubs and hedges on behalf of Hampshire County Council.

Service Activity: To maintain highway grass verges, shrub beds and hedges in accordance with grounds maintenance specifications and to facilitate non routine works to maintain a clean, bright and attractive urban environment.

Explanation of significant expenditure/income changes

**Employees**

2018/19 Outturn included a temporary apprenticeship post funded from Earmarked Reserves. 2019/20 Revised Estimate onwards includes the employee costs of a previously vacant post that has now been recruited to, this cost is offset with additional Engineering Fee Income.

**Supplies & Services**

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

**Third Party Payments**

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

**Income**

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

Analysis of income

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To maintain and improve the environment.

Service Activity: To address vandalism, flytipping, graffiti, damage to street furniture and playground equipment; Installation of litter bins and street furniture; assist in emergencies as and when required.

Explanation of significant expenditure/income changes

**Employees**

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

**Supplies & Services**

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

**Income**

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

## REVENUE BUDGET 2020/21

Planning and Economy	Outturn	Original	Revised	Budget
PLG SOUTHWOOD COUNTRY PARK	2018/19	2019/20	2019/20	2020/21
Cost centre C2624				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	-	-	34,850	30,590
Premises	-	-	-	-
Transport Related	-	-	60	60
Supplies & Services	-	-	50,000	20,000
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	4,100	3,600
Capital Accounting Charges	-	-	-	-
<b>Total Expenditure</b>	<b>0</b>	<b>0</b>	<b>89,010</b>	<b>54,250</b>
Income including recharges to other services	-	-	(50,000)	(20,000)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>0</b>	<b>0</b>	<b>39,010</b>	<b>34,250</b>

Type of service: Discretionary

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

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

Explanation of significant expenditure/income changes

**Employees**

2019/20 Revised and 2020/21 Budgets are due to changes to time allocations following the creation of the Southwood Country Park SANG. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

**Supplies & Services**

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

**Income**

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To improve the street scene.

Service Activity: Provide items of street furniture such as street name plates and public benches, in accordance within the requirements of the Highways Act 1980.

Explanation of significant expenditure/income changes

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

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

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To manage markets and car boot sales to enhance the town centre offering.

Service Activity: Manage the set up, safety and inspection of markets and car boot sales, and collect rent and entrance fees.

Explanation of significant expenditure/income changes

Employees

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

Premises

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

Income

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

## REVENUE BUDGET 2020/21

Major Projects and Property	Outturn	Original	Revised	Budget
BELLEVUE ENTERPRISE CNTR	2018/19	2019/20	2019/20	2020/21
Cost centre C1206				
Executive Head of Regeneration and Property	£	£	£	£
Employees	17,779	20,000	20,380	14,360
Premises	5,774	11,200	16,730	61,400
Transport Related	45	20	-	-
Supplies & Services	17,711	15,660	17,610	17,670
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	27,275	25,160	27,070	25,510
Capital Accounting Charges	20,799	20,800	20,800	20,800
<b>Total Expenditure</b>	<b>89,383</b>	<b>92,840</b>	<b>102,590</b>	<b>139,740</b>
Income including recharges to other services	(160,859)	(166,380)	(166,380)	(121,380)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>(71,476)</b>	<b>(73,540)</b>	<b>(63,790)</b>	<b>18,360</b>

Type of service: Discretionary

Service Purpose: To provide starter units for small businesses.

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

Explanation of significant expenditure/income changes

Employees

Amendments to salary percentage allocations

Premises

Fluctuations in general repairs and maintenance issues and associated costs.

Income

Reduction in rental income due to vacant units

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Regeneration & development of properties within Rushmoor BC

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

Explanation of significant expenditure/income changes

Employees

Amendments to salary percentage allocations

Premises

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

Services & Supplies

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

Income

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



## REVENUE BUDGET 2020/21

Major Projects and Property	Outturn	Original	Revised	Budget
TOWN CENTRES	2018/19	2019/20	2019/20	2020/21
Cost centre C1208				
Executive Head of Regeneration and Property	£	£	£	£
Employees	30,610	39,630	20,500	16,130
Premises	69,900	69,960	72,180	73,220
Transport Related	124	40	40	-
Supplies & Services	34,219	37,650	37,190	37,760
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	99,467	91,190	78,030	68,970
Capital Accounting Charges	(124,445)	12,430	12,430	12,430
<b>Total Expenditure</b>	<b>109,875</b>	<b>250,900</b>	<b>220,370</b>	<b>208,510</b>
Income including recharges to other services	(866,832)	(858,990)	(850,580)	(852,430)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>(756,957)</b>	<b>(608,090)</b>	<b>(630,210)</b>	<b>(643,920)</b>

Type of service: Discretionary

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

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

Explanation of significant expenditure/income changes

Employees  
Amendments to salary percentage allocations

## REVENUE BUDGET 2020/21

Major Projects and Property	Outturn	Original	Revised	Budget
INVESTMENT PROPERTIES	2018/19	2019/20	2019/20	2020/21
Cost centre C1209#1230#1231#1232#1233#1234#1236#1237#1238#1239#1240#1241#1242#1243#1244				
Executive Head of Regeneration and Property	£	£	£	£
Employees	72,347	85,920	112,330	109,280
Premises	121,320	40,140	151,950	215,520
Transport Related	266	80	290	70
Supplies & Services	68,309	64,460	314,650	238,200
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	125,454	117,700	119,300	110,260
Capital Accounting Charges	(83,806)	5,000	5,000	5,000
<b>Total Expenditure</b>	<b>303,890</b>	<b>313,300</b>	<b>703,520</b>	<b>678,330</b>
Income including recharges to other services	(1,660,031)	(2,190,650)	(4,810,940)	(5,253,810)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>(1,356,141)</b>	<b>(1,877,350)</b>	<b>(4,107,420)</b>	<b>(4,575,480)</b>

Type of service: Discretionary

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

Service Activity: Investment properties

Explanation of significant expenditure/income changes

Employees

Amendments to salary percentage allocations

Premises

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

Services & Supplies

Additional expenditure associated with the acquisition of new properties

Income

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To manage the industrial estates.

Service Activity: To deal with estate management matters and asset strategy in relation to Farnborough, Black Water Valley and Holder Road Industrial Estates, including variations, covenant issues, renewals, extensions and rent reviews.

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: To provide an Estate Management Service for the residual estate within the Communities portfolio.

Service Activity: Provision of admin and management support to the residual estate within the Communities portfolio.

Explanation of significant expenditure/income changes

Employees

Amendments to salary percentage allocations

Supplies & Services

Increases in consultancy and valuation costs

Income

Adjustments to recharges to other services

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

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

Service Activity: Property and Estates management.

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: To provide a building support service for the Council's property portfolio.

Service Activity: Provision of administrative and management support, building surveying service, repairs and maintenance, health and safety issues for the Council's estate.

Explanation of significant expenditure/income changes

Employees

Amendments to salary percentage allocations

Income

Adjustments to recharges to other services

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## REVENUE BUDGET 2020/21

Operational Services		Outturn 2018/19	Original 2019/20	Revised 2019/20	Budget 2020/21
		£	£	£	£
<b>Statutory</b>	<b>Page No</b>				
Domestic Refuse	89	8,544,812	1,561,350	1,415,750	1,424,910
Street Cleansing	90	971,272	1,049,240	1,007,990	1,036,900
Recycling	91	364,265	520,740	419,340	403,490
Health Pollution & Env Control	92	419,526	473,180	322,090	502,760
Health Food Safety	93	219,097	243,280	240,560	220,950
Health Licensing General	94	143,253	181,350	185,960	183,380
Health & Safety	95	169,361	171,400	167,940	165,130
Health Taxi Licensing	96	89,297	132,520	130,320	126,110
Housing Houses In Multiple Occ	97	46,358	101,610	112,260	125,340
Abandoned Vehicles	98	23,267	29,310	25,710	25,200
Health Land Drainage/Sewerage	99	19,228	19,740	18,760	18,560
		<b>11,009,736</b>	<b>4,483,720</b>	<b>4,046,680</b>	<b>4,232,730</b>

Financial information for Discretionary activities continues on the following page



## REVENUE BUDGET 2020/21

Operational Services continued		Outturn 2018/19	Original 2019/20	Revised 2019/20	Budget 2020/21
		£	£	£	£
<b>Discretionary</b>					
Housing Advice	100	664,382	1,032,840	1,051,720	986,820
Parks And Recreation Grds	101	(4,853)	708,260	649,390	609,040
Farnborough Leisure Centre	102	598,221	646,010	598,780	541,710
Grounds Maint Contracts	103	586,686	557,930	614,130	622,570
Aldershot Indoor Pools	104	419,520	458,830	386,820	360,450
Aldershot Lido	105	316,823	357,940	277,390	284,380
Cctv	106	308,226	333,480	332,750	315,410
Community Patrol Team	107	221,172	259,890	242,030	255,030
Housing Improvement Grants-Rev	108	190,881	211,080	191,690	198,060
Public Conveniences	109	194,058	194,020	194,940	198,930
Southwood Golf Course	110	89,599	77,300	69,570	71,790
Gymnastics Academy	111	71,879	70,850	69,290	69,110
Health Dog Warden	112	62,373	63,340	61,650	64,220
Cemeteries	113	66,168	65,960	57,140	68,210
Public Halls & Community Centres	114	360,597	80,930	133,050	134,600
Health Emergency Callout	115	40,695	38,240	36,670	36,540
Health Pest Control - Client	116	31,719	33,600	24,780	12,860
Blackwater Valley Project	117	24,826	24,190	20,950	20,860
Alderwood Campus Funding	118	18,265	20,190	16,280	15,640
Allotments	119	20,947	18,560	23,350	20,970
Rushmoor Healthy Living	120	7,000	7,000	7,000	7,000
Alpine Snowsports Centre	121	(4,905)	2,990	(13,950)	(12,880)
Housing Support Service	122	0	0	0	0
Operational Services Management	123	(2)	0	0	0
Operational Services Support	124	1	0	0	0
Parking Management	125	(136,294)	(85,890)	(79,940)	(156,280)
Car Parks	126	(582,616)	(616,880)	(685,010)	(576,420)
Crematorium	127	(615,212)	(629,180)	(579,450)	(720,000)
		<b>2,950,156</b>	<b>3,931,480</b>	<b>3,701,020</b>	<b>3,428,620</b>

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

## REVENUE BUDGET 2020/21

Operational Services continued	Outturn 2018/19	Original 2019/20	Revised 2019/20	Budget 2020/21
	£	£	£	£
<b>Statutory b/fwd from page 86</b>	11,009,736	4,483,720	4,046,680	4,232,730
<b>Discretionary b/fwd from page 87</b>	2,950,156	3,931,480	3,701,020	3,428,620
<b>Mixed</b>				
Community Safety	128 206,552	246,270	263,860	345,840
	<b>206,552</b>	<b>246,270</b>	<b>263,860</b>	<b>345,840</b>
<b>Other</b>				
Health Support Service	129 0	0	0	0
Env Health And Housing	130 (47)	0	0	0
	<b>(47)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>14,166,397</b>	<b>8,661,470</b>	<b>8,011,560</b>	<b>8,007,190</b>

## REVENUE BUDGET 2020/21

Operational Services	Outturn	Original	Revised	Budget
DOMESTIC REFUSE	2018/19	2019/20	2019/20	2020/21
Cost centre C2553				
Head of Operational Services	£	£	£	£
Employees	66,689	64,460	62,630	67,840
Premises	5,160	5,280	5,280	5,400
Transport Related	745	540	570	540
Supplies & Services	134,167	17,730	17,730	17,970
Third Party Payments	949,890	1,023,970	994,350	1,036,110
Transfer Payments	-	-	-	-
Support Services	281,927	354,490	293,460	282,310
Capital Accounting Charges	7,183,311	228,000	177,640	180,650
<b>Total Expenditure</b>	<b>8,621,889</b>	<b>1,694,470</b>	<b>1,551,660</b>	<b>1,590,820</b>
Income including recharges to other services	(77,077)	(133,120)	(135,910)	(165,910)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>8,544,812</b>	<b>1,561,350</b>	<b>1,415,750</b>	<b>1,424,910</b>

Type of service: Statutory

Service Purpose: Protecting public health and developing a clean, sustainable and green environment by provision of a regular domestic waste collection.

Service Activity: Weekly collection of household residual waste from households; weekly household clinical waste collection service; collection service for bulky/heavy items of household waste.

Explanation of significant expenditure/income changes

Employees

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

Supplies & Services

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

Third Party Payments

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

Income

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

## REVENUE BUDGET 2020/21

Operational Services	Outturn	Original	Revised	Budget
STREET CLEANSING	2018/19	2019/20	2019/20	2020/21
Cost centre C2556				
Head of Operational Services	£	£	£	£
Employees	45,315	38,960	44,060	59,060
Premises	-	8,190	12,690	8,410
Transport Related	598	470	320	470
Supplies & Services	25,328	28,350	25,350	38,350
Third Party Payments	932,232	976,740	979,650	1,007,400
Transfer Payments	-	-	-	-
Support Services	28,636	29,910	25,810	27,410
Capital Accounting Charges	73,580	124,630	77,630	78,810
<b>Total Expenditure</b>	<b>1,105,689</b>	<b>1,207,250</b>	<b>1,165,510</b>	<b>1,219,910</b>
Income including recharges to other services	(134,417)	(158,010)	(157,520)	(183,010)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>971,272</b>	<b>1,049,240</b>	<b>1,007,990</b>	<b>1,036,900</b>

Type of service: Statutory

Service Purpose: To maintain and enhance the visual appearance and environmental quality of the Borough, thus protecting and developing a clean, sustainable and green environment, helping to make Rushmoor a place that our communities want to live and work in and reducing the fear of crime.

Adequately ensuring levels of public hygiene and health by regularly removing litter.

Service Activity: Removal of litter, flyposting, flytips, graffiti and shopping trolleys; sweeping of streets; leaf collection; emptying of litter bins, gum removal and street washing. All of these activities take place on the public highway, in town centres, parks, playgrounds, Council land and public open space.

Explanation of significant expenditure/income changes

Employees

2018/19 Outturn & 2019/20 Revised Estimate reflects the continuation of the initial restructure to the staffing arrangements.

Premises

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

Income

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: To protect and develop a clean, sustainable and green environment by providing a regular collection service for recyclable materials, which also contributes to conservation of natural resources, energy saving – (CO2 reduction & climate change) and cost avoidance.

Service Activity: Mixed dry recyclables are collected via a blue 240L wheeled bin or equivalent to apx 39,000 properties; Compostable garden waste is collected via re-useable green sacks or 240L brown bins; Glass collection via a basket to all houses or via 240L purple bin to flats; Provision of circa. 50 bring sites across the Borough for a variety of household recyclables; Problems and queries associated with both household and commercial recycling are dealt with; Advice is provided to developers on the provision of recycling and refuse facilities for residential developments.

Explanation of significant expenditure/income changes

**Employees**

2018/19 Outturn & 2019/20 Revised Estimate reflects the continuation of the initial restructure to the staffing arrangements.

**Supplies & Services**

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

**Income**

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: The service responds to complaints from residents regarding potential nuisance including noise, drainage, odour, smoke, rubbish and unauthorised encampments.

Service Activity: • Response to service requests.

- Air quality measurements in accordance with Government guidance.
- Identification of potential contaminated land and control potentially polluting industries.
- Responsible authority under the Licensing Act 2003 for applications for Premises and Club Premises Licences to ensure that the licensing objective ("Prevention of Public Nuisance") is successfully achieved.
- Working with other statutory agencies; responsibility for surface water drainage and land drainage with the aim of preventing potential flooding.

#### Explanation of significant expenditure/income changes

##### Employees

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

##### Supplies & Services

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

##### Income

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: To ensure that food and drink on sale for human consumption in the Borough is without risks to the health of the consumer.

Service Activity: Inspection of food premises in accordance with the Food Standards Agency Framework Agreement; Maintenance of a 100% level of customer satisfaction with the food safety regulatory service; Response to service requests in an appropriate manner, with a same day response to matters of evident concern; Support and develop the public health benefits of the National Food Hygiene Rating Scheme.

Explanation of significant expenditure/income changes

Income

Fluctuations due to biennial Air Show food inspections

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: To enable good business through the administration and enforcement of the Council's principal licensing functions concerning regulated entertainments, late night refreshments, liquor, gaming, lotteries, street trading consents, tables and chairs, charitable collections and sex establishments.

Service Activity: Consultation with key agencies, to ensure the fair and efficient determination of relevant licensing applications, including conducting hearings where appropriate. Inspection of licensed premises and resolution of problems arising from and in connection with licensed premises activities.

Explanation of significant expenditure/income changes

**Employees**

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

**Supplies & Services**

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

**Income**

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



## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: To ensure the Borough's workplaces are healthy and safe.

Service Activity: Inspection of premises to ensure health and safety standards;  
 Maintenance of 100% level of customer satisfaction with the food safety regulatory service;  
 Response to service requests (e.g. accidents, notifications, complaints and requests for assistance);  
 Maximisation of public health benefits arising from the Rushmoor Health and Wellbeing Partnership.

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: To enable good business by providing quality, timely and value for money taxi licensing and regulatory services that reasonably ensure the safety and protection of both the public and other road users and provides for a suitable, good quality and efficient public transportation service for all.

Service Activity: Processing of licence applications and supervision of hackney carriage and private hire drivers, vehicles and operators; inclusive of carrying out Criminal Records, DVLA and medical checks. Other documentation (e.g. insurance) checks. Carrying out Council tests and inspection of licensed vehicles.

Explanation of significant expenditure/income changes

**Employees**

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

**Supplies & Services**

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

**Income**

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: Safeguard the public from poor housing conditions. Licence high-risk houses in multiple occupation.

Service Activity: All high risk houses; 3 storey and above, housing 5 people or more not in the same household. Licensing will ensure properties are maintained to legal requirement minimising risk to residents.

Explanation of significant expenditure/income changes

**Employees**

Vacancies in 2018/19, Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

**Income including recharges to other services**

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: Protecting and maintaining a clean, sustainable and green environment by removing abandoned vehicles; removal of these helps reduce fear of crime; prevents abuse of unsafe abandoned vehicles (e.g. burnt out vehicles) and maintains local environmental quality.

Service Activity: Collection of abandoned and end of life vehicles; problems and queries associated with nuisance vehicles and implementation of collection and disposal legislation.

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: Inspection of ditches and watercourses to ensure free flow of water. To ensure that the Council carries out it's riparian duties and also that others with riparian responsibilities are required to complete necessary works. Inspection of watercourses and removal of obstructions where necessary, working with the Environment Agency and Hampshire County Council as the Lead Local Flood Risk Authority.

Service Activity: Blockages are cleared and obstructions removed; provision of sandbags, inspections carried out; minor works undertaken e.g. digging. Laying of new pipes to assist land drainage.

## REVENUE BUDGET 2020/21

Operational Services	Outturn	Original	Revised	Budget
HOUSING ADVICE	2018/19	2019/20	2019/20	2020/21
Cost centre C2402				
Head of Operational Services	£	£	£	£
Employees	517,286	579,540	573,490	532,820
Premises	-	-	-	-
Transport Related	1,935	680	4,290	2,920
Supplies & Services	160,531	162,480	226,150	215,610
Third Party Payments	-	-	-	-
Transfer Payments	213,206	384,370	408,440	99,900
Support Services	206,671	214,740	213,820	203,070
Capital Accounting Charges	1,000	1,000	1,000	1,000
<b>Total Expenditure</b>	<b>1,100,629</b>	<b>1,342,810</b>	<b>1,427,190</b>	<b>1,055,320</b>
Income including recharges to other services	(436,247)	(309,970)	(375,470)	(68,500)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>664,382</b>	<b>1,032,840</b>	<b>1,051,720</b>	<b>986,820</b>

Type of service: Discretionary

Service Purpose: To help people solve their housing problem and to provide a suitable home to those in housing need.

Service Activity: Manage the housing allocation pool and choice based lettings home finder scheme. Provide temporary and permanent accommodation to priority homeless people and those in housing need. Make referrals to other agencies as appropriate.

### Explanation of significant expenditure/income changes

#### Employees

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

#### Supplies & Services

Revised 2019/20 onwards Increase in bed and breakfast costs

#### Transfer Payments

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

#### Income including recharges to other services

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

## REVENUE BUDGET 2020/21

Operational Services	Outturn	Original	Revised	Budget
PARKS AND RECREATION GRDS	2018/19	2019/20	2019/20	2020/21
Cost centre C2517				
Head of Operational Services	£	£	£	£
Employees	106,059	101,790	84,280	84,670
Premises	125,704	147,000	159,670	136,870
Transport Related	343	620	540	540
Supplies & Services	371,142	292,180	256,010	261,710
Third Party Payments	(54,660)	13,000	(53,650)	(53,650)
Transfer Payments	-	-	-	-
Support Services	122,823	119,730	110,080	82,800
Capital Accounting Charges	307,091	257,750	259,390	259,980
<b>Total Expenditure</b>	<b>978,502</b>	<b>932,070</b>	<b>816,320</b>	<b>772,920</b>
Income including recharges to other services	(983,355)	(223,810)	(166,930)	(163,880)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>(4,853)</b>	<b>708,260</b>	<b>649,390</b>	<b>609,040</b>

Type of service: Discretionary

Service Purpose: To provide parks, open spaces, playgrounds, sports pitches and tree management service.

Service Activity: To manage and maintain green infrastructure to ensure facilities are safe and attractive for all sections of the community. To provide quality inspirational facilities and ensure the legacy of quality provision for future generations.

### Explanation of significant expenditure/income changes

#### Employees

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

#### Premises

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

#### Supplies & Services

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

#### Third Party Payments

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

#### Income

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

## REVENUE BUDGET 2020/21

Operational Services	Outturn	Original	Revised	Budget
FARNBOROUGH LEISURE CENTRE	2018/19	2019/20	2019/20	2020/21
Cost centre C2560				
Head of Operational Services	£	£	£	£
Employees	19,284	18,670	26,690	26,900
Premises	31,744	34,630	34,250	34,250
Transport Related	12	20	30	30
Supplies & Services	79,199	81,680	77,080	58,780
Third Party Payments	119,347	134,080	76,470	78,190
Transfer Payments	-	-	-	-
Support Services	32,041	31,100	32,280	31,130
Capital Accounting Charges	316,594	345,830	351,980	312,430
<b>Total Expenditure</b>	<b>598,221</b>	<b>646,010</b>	<b>598,780</b>	<b>541,710</b>
Income including recharges to other services	-	-	-	-
<b>NET GENERAL FUND REQUIREMENT</b>	<b>598,221</b>	<b>646,010</b>	<b>598,780</b>	<b>541,710</b>

Type of service: Discretionary

Service Purpose: To provide and maintain a multi purpose leisure centre through a leisure management contract.

Service Activity: 33.3m main pool, 12.8m teaching pool, 100+ station fitness gym, cafeteria, 4x squash courts, 10 lane ten pin bowling, sauna and steam rooms, crèche, soft play area, 10 court sports hall, 6 lane indoor bowls green, meeting rooms, treatment rooms, office accommodation, multi activity rooms and dance studios.

Explanation of significant expenditure/income changes

**Employees**

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

**Supplies & Services**

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

**Third Party Payments**

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



## REVENUE BUDGET 2020/21

Operational Services	Outturn	Original	Revised	Budget
GROUNDS MAINT CONTRACTS	2018/19	2019/20	2019/20	2020/21
Cost centre C2552				
Head of Operational Services	£	£	£	£
Employees	8,048	7,080	17,720	17,890
Premises	76,550	79,490	74,450	76,400
Transport Related	12	80	160	160
Supplies & Services	308	2,350	1,420	500
Third Party Payments	511,485	494,350	546,200	596,410
Transfer Payments	-	-	-	-
Support Services	11,643	11,930	9,480	10,580
Capital Accounting Charges	751	750	750	750
<b>Total Expenditure</b>	<b>608,797</b>	<b>596,030</b>	<b>650,180</b>	<b>702,690</b>
Income including recharges to other services	(22,111)	(38,100)	(36,050)	(80,120)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>586,686</b>	<b>557,930</b>	<b>614,130</b>	<b>622,570</b>

Type of service: Discretionary

Service Purpose: To maintain Council owned property and promote pride of place by provision of quality, value for money services which greatly contribute to making Rushmoor a place our communities want to live and work in.

Service Activity: Provision of quality services to maintain the grounds of the Borough's parks, recreation grounds, gardens, open spaces and sports pitches/facilities by cutting grass, pruning/weeding shrub beds, rose beds, hedges and planting flower beds etc. to ensure the Borough appears clean, bright and attractive.

### Explanation of significant expenditure/income changes

#### Employees

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

#### Premises

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

#### Third Party Payments

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

#### Income

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

## REVENUE BUDGET 2020/21

Operational Services	Outturn	Original	Revised	Budget
ALDERSHOT INDOOR POOLS	2018/19	2019/20	2019/20	2020/21
Cost centre C2558				
Head of Operational Services	£	£	£	£
Employees	10,836	9,980	9,660	9,780
Premises	17,840	19,320	18,000	18,000
Transport Related	6	10	10	10
Supplies & Services	27,074	27,960	18,470	5,380
Third Party Payments	268,817	294,640	230,260	235,490
Transfer Payments	-	-	-	-
Support Services	13,444	13,780	14,560	14,000
Capital Accounting Charges	81,503	93,140	95,860	77,790
<b>Total Expenditure</b>	<b>419,520</b>	<b>458,830</b>	<b>386,820</b>	<b>360,450</b>
Income including recharges to other services	-	-	-	-
<b>NET GENERAL FUND REQUIREMENT</b>	<b>419,520</b>	<b>458,830</b>	<b>386,820</b>	<b>360,450</b>

Type of service: Discretionary

Service Purpose: To provide and maintain swimming pool and fitness room facilities through a leisure management contract.

Service Activity: 25m main pool, 12m teaching pool, 50+ station fitness gym, office accommodation and changing rooms.

Explanation of significant expenditure/income changes

Supplies & Services

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

Third Party Payments

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

## REVENUE BUDGET 2020/21

Operational Services	Outturn	Original	Revised	Budget
ALDERSHOT LIDO	2018/19	2019/20	2019/20	2020/21
Cost centre C2559				
Head of Operational Services	£	£	£	£
Employees	7,214	5,620	5,410	5,520
Premises	9,663	9,440	9,440	9,440
Transport Related	3	10	10	10
Supplies & Services	17,012	17,710	13,620	7,320
Third Party Payments	122,080	133,580	75,220	76,820
Transfer Payments	-	-	-	-
Support Services	11,825	11,100	12,090	11,490
Capital Accounting Charges	169,812	180,480	181,600	173,780
<b>Total Expenditure</b>	<b>337,609</b>	<b>357,940</b>	<b>297,390</b>	<b>284,380</b>
Income including recharges to other services	(20,786)	-	(20,000)	-
<b>NET GENERAL FUND REQUIREMENT</b>	<b>316,823</b>	<b>357,940</b>	<b>277,390</b>	<b>284,380</b>

Type of service: Discretionary

Service Purpose: To provide and maintain an outdoor Lido through a leisure management contract.

Service Activity: Large outdoor Lido with 3 flumes, changing rooms, catering outlet, extensive open space, 2x all weather floodlit football pitches, coach and car parking for 180 vehicles.

Explanation of significant expenditure/income changes

Supplies & Services

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

Third Party Payments

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

Income

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To help prevent and deter crime and disorder and reduce the fear of crime.

Service Activity: Provide a joint Hart and Rushmoor CCTV service, consisting of a control room and 115 CCTV cameras, to monitor activity in town centres and parks and open spaces in both local authority areas. The main functions are to reduce the fear of crime, deter crime and anti-social behaviour, assist the police in identifying and prosecuting offenders, help protect Council property, provide a link for both Councils' out of hours service and to assist in civil emergencies.

Explanation of significant expenditure/income changes

Employees

2018/19 Outturn includes vacancy savings.

Supplies & Services

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Provides a reassuring presence on the streets and in public places - to ensure a 'Safe and Clean environment'. This is achieved by dealing with issues related to environmental crime. Work closely with residents, local groups, neighbourhood watch, ward Councillors to identify issues in their areas and work to resolve them.

Service Activity: Completion of environmental audits to improve the appearance of wards to help to secure safe and clean streets and public places. Investigation and removal of abandoned vehicles, fly tipping, fly posting, graffiti. Enforcement work through Fixed Penalty Notices. Dealing with parking contraventions during patrols and in response to complaints.

Explanation of significant expenditure/income changes

Employees

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: The provision of funding to vulnerable people who are not able to afford essential repairs and or adaptations to their home.

Service Activity: All cases applying for grants are means tested and funding provided to vulnerable and eligible people. Essential repairs and adaptations (recommended by Social Service Occupational Therapists) are approved where there is a high risk of injury or a person is unable to remain in their home without the necessary work being carried out.

Explanation of significant expenditure/income changes

Employees

Underspend due to vacancies in 2018/19

Supplies & Services

2018/19 and 2019/20 costs funded from reserves

Income including recharges to other services

2018/19 additional government funding for improvement grants

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Protecting and sustaining a clean, sustainable and green environment and supporting the local economy by providing a network of public conveniences in town centres and parks.

Service Activity: The service provides and maintains a network of 8 public conveniences, they are cleansed twice daily, opened at approximately 8am and closed at 7pm.

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

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

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

Explanation of significant expenditure/income changes

Employees

2018/19 Outturn included additional expenditure for on site security following the closure of the Golf Course. 2019/20 Revised and 2020/21 Fluctuations are due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

Supplies & Services

Reductions in expenditure following the closure of the Golf Course



## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

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

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

## REVENUE BUDGET 2020/21

Operational Services	Outturn	Original	Revised	Budget
HEALTH DOG WARDEN	2018/19	2019/20	2019/20	2020/21
Cost centre C2204				
Head of Operational Services	£	£	£	£
Employees	30,846	30,550	30,770	31,350
Premises	-	-	-	-
Transport Related	2,959	3,720	3,720	3,720
Supplies & Services	12,389	13,710	13,600	16,410
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	18,062	17,720	15,720	14,960
Capital Accounting Charges	-	-	-	-
<b>Total Expenditure</b>	<b>64,256</b>	<b>65,700</b>	<b>63,810</b>	<b>66,440</b>
Income including recharges to other services	(1,883)	(2,360)	(2,160)	(2,220)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>62,373</b>	<b>63,340</b>	<b>61,650</b>	<b>64,220</b>

Type of service: Discretionary

Service Purpose: To enforce legislation for the control of dogs and dog-related problems and promote responsible dog ownership.

Service Activity: Collection of stray dogs; provision of an out of hours service; response to residents' queries regarding fouling and stray dogs.

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To provide a dignified and personal bereavement service.

Service Activity: The provision of a cemeteries service to residents and others, which offers individual attention, reverence and respect and which recognises individual cultural requirements. This is achieved through the management of the Borough's three cemeteries.

Explanation of significant expenditure/income changes

**Premises**

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

**Third Party Payments**

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

**Income**

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

## REVENUE BUDGET 2020/21

Operational Services	Outturn	Original	Revised	Budget
PUBLIC HALLS & COMMUNITY CENTRES	2018/19	2019/20	2019/20	2020/21
Cost centre C2505#2506#2507#2511#2515#2516#2526#2548				
Head of Operational Services	£	£	£	£
Employees	15,738	13,160	14,990	15,280
Premises	81,623	78,030	89,300	83,360
Transport Related	17	30	20	20
Supplies & Services	3,340	4,160	3,940	4,060
Third Party Payments	-	-	-	-
Transfer Payments	-	6,000	-	-
Support Services	51,707	45,920	59,090	57,280
Capital Accounting Charges	312,610	38,520	11,370	12,100
<b>Total Expenditure</b>	<b>465,035</b>	<b>185,820</b>	<b>178,710</b>	<b>172,100</b>
Income including recharges to other services	(104,438)	(104,890)	(45,660)	(37,500)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>360,597</b>	<b>80,930</b>	<b>133,050</b>	<b>134,600</b>

Type of service: Discretionary

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

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

Explanation of significant expenditure/income changes

**Premises**

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

**Transfer Payments**

Reduction in grant expenditure following the closure of Farnborough Community Centre

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Corporate out of hours response service provided to cover all service areas where an emergency response may be required.

Service Activity: Provision of an out of hours service between 17:00hrs (16:30 Friday) and 8:30hrs the following day, all day Saturday and Sunday and Bank Holidays. Response to complaints such as noise, alarms, drainage, flooding and civil emergencies.

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Provision of a pest control service.

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

Explanation of significant expenditure/income changes

Third Party Payments

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To manage, maintain and improve the environment of the Blackwater Valley and enable recreational access for the benefit of the local community.

Service Activity: To provide a local Countryside Service and volunteer worker co-ordination within the Borough. To contribute to the cost of the service along with other sponsor authorities to enable access to the countryside via a long distance footpath (green corridor), maintain/protect the environment of the valley for both Community benefit and nature conservation. To lead with land reclamation projects such as renewal of old gravel pits to nature rich areas (reserves) and Suitable Alternative Natural Green Space (SANGS) management within the Borough.

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Provision of Alderwood Leisure Centre.

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



## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Management and administration of the allotments.

Service Activity: Provision of allotments.

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: The promotion of good health and healthy lifestyles across the Borough.

Service Activity: The service is delivered by a charity Rushmoor Healthy Living and covers a wide variety of health-related projects.

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To provide and maintain a ski centre through a management contract.

Service Activity: 3 dry ski slopes, mist lubrication system, ski lifts and tows, floodlighting, main building inc. office accommodation, bar and cafeteria, function area, maintenance workshop, chalet building and car park.

Explanation of significant expenditure/income changes

Income

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Provision of a housing support service.

Service Activity: Housing support service

Explanation of significant expenditure/income changes

**Employees**

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent. Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

**Income including recharges to other services**

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Provision of a operational services management service.

Service Activity: Operational services management.

Explanation of significant expenditure/income changes

Supplies & Services

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Provision of a operational services support service.

Service Activity: Operational services support service.

Explanation of significant expenditure/income changes

Employees

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

## REVENUE BUDGET 2020/21

Operational Services	Outturn	Original	Revised	Budget
PARKING MANAGEMENT	2018/19	2019/20	2019/20	2020/21
Cost centre C2538				
Head of Operational Services	£	£	£	£
Employees	331,368	414,200	331,890	276,830
Premises	1,413	9,300	9,300	9,300
Transport Related	5,981	6,750	6,740	5,370
Supplies & Services	70,494	76,140	86,180	97,730
Third Party Payments	-	-	-	-
Transfer Payments	-	100,000	100,000	171,860
Support Services	162,819	150,700	160,650	148,850
Capital Accounting Charges	33,116	34,070	34,050	20,490
<b>Total Expenditure</b>	<b>605,191</b>	<b>791,160</b>	<b>728,810</b>	<b>730,430</b>
Income including recharges to other services	(741,485)	(877,050)	(808,750)	(886,710)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>(136,294)</b>	<b>(85,890)</b>	<b>(79,940)</b>	<b>(156,280)</b>

Type of service: Discretionary

Service Purpose: Effect strategic traffic management objectives through powers delegated by Hampshire County Council to secure safe and accessible town centres and residential areas .

Service Activity: On-street enforcement against parking contraventions; on-street charging; on-street residents permit parking facilities.

Explanation of significant expenditure/income changes

**Employees**

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

**Premises**

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

**Supplies & Services**

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

**Transfer Payments**

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

**Income**

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

## REVENUE BUDGET 2020/21

Operational Services	Outturn	Original	Revised	Budget
CAR PARKS	2018/19	2019/20	2019/20	2020/21
Cost centre C2537				
Head of Operational Services	£	£	£	£
Employees	138,143	161,860	114,350	195,400
Premises	275,506	252,870	250,980	256,020
Transport Related	2,060	2,890	2,660	4,040
Supplies & Services	393,822	311,730	308,460	264,370
Third Party Payments	205,072	109,460	156,940	111,980
Transfer Payments	-	-	-	-
Support Services	183,831	175,110	169,190	162,180
Capital Accounting Charges	28,714	27,730	27,710	29,370
<b>Total Expenditure</b>	<b>1,227,148</b>	<b>1,041,650</b>	<b>1,030,290</b>	<b>1,023,360</b>
Income including recharges to other services	(1,809,764)	(1,658,530)	(1,715,300)	(1,599,780)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>(582,616)</b>	<b>(616,880)</b>	<b>(685,010)</b>	<b>(576,420)</b>

Type of service: Discretionary

Service Purpose: Car parks

Service Activity: Provision and operation of car parks.

Explanation of significant expenditure/income changes

**Employees**

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

**Premises**

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

**Supplies & Services**

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

**Third Party Payments**

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

**Income**

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



## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To provide a dignified and personal bereavement service.

Service Activity: The provision of a bereavement service that offers individual attention, reverence and respect whilst recognising cultural requirements. Provision of memorials that offer a wide variety of opportunities in which to remember loved ones.

Explanation of significant expenditure/income changes

Employees

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

Premises

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

Supplies & Services

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

Income

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

## REVENUE BUDGET 2020/21

Operational Services	Outturn	Original	Revised	Budget
COMMUNITY SAFETY	2018/19	2019/20	2019/20	2020/21
Cost centre C2547				
Head of Operational Services	£	£	£	£
Employees	147,811	157,380	196,010	258,240
Premises	4,341	4,350	4,350	4,360
Transport Related	1,724	1,630	1,760	1,760
Supplies & Services	12,123	21,470	18,270	21,470
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	81,161	84,600	92,350	86,380
Capital Accounting Charges	99	-	-	-
<b>Total Expenditure</b>	<b>247,259</b>	<b>269,430</b>	<b>312,740</b>	<b>372,210</b>
Income including recharges to other services	(40,707)	(23,160)	(48,880)	(26,370)
<b>NET GENERAL FUND REQUIREMENT</b>	<b>206,552</b>	<b>246,270</b>	<b>263,860</b>	<b>345,840</b>

Type of service: Mixed

Service Purpose: Work in partnership to reduce crime, disorder, anti-social behaviour and the fear of crime .

Service Activity: Work with partners including the Police, Hampshire Fire & Rescue Service, Clinical Commissioning Groups, Probation services, HCC Youth Offending Team and Housing Associations to tackle Crime and Disorder and ASB. Take a lead role in the Rushmoor Community Safety Partnership tackling issues of domestic violence, substance misuse (drugs and alcohol), violent crime arising from the night time economy and acquisitive crimes such as burglary and theft.

Explanation of significant expenditure/income changes

**Employees**

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

**Supplies & Services**

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

**Income**

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: Provision of a health support service.

Service Activity: Health support service

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: Provision of environmental health and housing costs.

Service Activity: Environmental Health & Housing costs.

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## REVENUE BUDGET 2020/21

Planning and Economy		Outturn 2018/19	Original 2019/20	Revised 2019/20	Budget 2020/21
		£	£	£	£
<b>Statutory</b>	<b>Page No</b>				
Planning Development Management	133	596,324	639,700	652,280	559,840
Planning Policy	134	542,106	583,960	524,650	582,250
Planning Conservation	135	122,127	142,170	188,140	116,550
Planning Building Control Non Fee	136	125,716	120,420	124,650	123,430
Planning Building Control- Fees	137	73,589	57,450	72,280	53,560
		<b>1,459,862</b>	<b>1,543,700</b>	<b>1,562,000</b>	<b>1,435,630</b>
<b>Discretionary</b>					
Princes Hall	138	387,436	512,820	452,590	447,920
Economic Development	139	131,411	226,970	325,590	225,810
Town Centre Management	140	180,269	189,660	213,290	273,230
Housing Strategy	141	144,891	152,140	160,880	144,420
Tourism	142	81,192	80,740	75,490	75,360
Sustainability Initiatives	143	20,543	21,970	22,590	18,660
Special Events	144	33,781	21,150	20,040	19,910
Rushmoor In Bloom	145	696	3,010	(2,480)	(2,650)
		<b>980,219</b>	<b>1,208,460</b>	<b>1,267,990</b>	<b>1,202,660</b>
<b>Other</b>					
Plg Dev Control Management	146	0	0	0	0
Plg Building Ctrl Management	147	0	0	0	0
Planning Policy Management	148	1	0	0	0
Planning Conservation Management	149	0	0	0	0
Planning Building Control Support	150	0	0	0	0
		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>		<b>2,440,082</b>	<b>2,752,160</b>	<b>2,829,990</b>	<b>2,638,290</b>

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: Promote and enable good development in the Borough.

Service Activity: The provision of informal planning advice and the determination of planning applications. The provision of planning enforcement, investigating breaches of planning control and taking appropriate action. Presentation of the Council's submission at appeal.

### Explanation of significant expenditure/income changes

#### Employees

Part of the difference between the Outturn 2018/19 and the 2019/20 Original Budget is Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs. The remainder of the difference is 2019/20 being budgeted to bear the full years cost of vacancies which were filled part way through 2018/19. The difference between the 2019/20 Original Budget and the 2019/20 Revised Budget is partly due Accounting regulations for pension costs and partly mainly due to staff vacancies during 2019/20 and changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent. The 2020/21 Budget allows for vacancies being filled and increases for cost of living and increments.

#### Income

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: Prepare the planning policy framework for the Borough.

Service Activity: Preparation of the Local Plan for Rushmoor. Review policy documents from central government, regional bodies and adjoining local authorities. Prepare detailed planning guidance for important development sites within the Borough.

Explanation of significant expenditure/income changes

**Employees**

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

**Supplies & Services**

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



## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: Preserve and enhance the Borough's Conservation Areas and ensure that its Listed Buildings and preserved trees are adequately protected.

Service Activity: Provision of advice on works to listed buildings and within conservation areas. Determination of applications for works to preserved trees, and provide specialist advice on ecology, biodiversity and landscaping.

### Explanation of significant expenditure/income changes

#### Employees

The difference between the Outturn 2018/19 and the 2019/20 Original Budget is partly due to 2019/20 being budgeted to bear the full years cost of vacancies which were filled part way through 2018/19 and partly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent. The difference between the 2019/20 Original Budget and the 2019/20 Revised Budget is partly due to vacancies in 2019/20 and partly due to changes to time allocations. There has been a further reduction in the 2020/21 Budget due to temporary post(s) coming to an end.

#### Supplies & Services

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

#### Income

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

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: Ensure the safe condition of buildings and structures in the Borough.

Service Activity: The provision of advice on building regulations, demolition licences, dangerous structures and street naming and numbering within the Borough.

Explanation of significant expenditure/income changes

Employees

The difference between the Outturn 2018/19 and the 2019/20 Original Budget is mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.

## REVENUE BUDGET 2020/21

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

Type of service: Statutory

Service Purpose: Ensure the safe construction of buildings and structures in the Borough.

Service Activity: The determination of applications under the building regulations. Inspection and liaison with builders and developers.

Explanation of significant expenditure/income changes

Income

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Provide multi-purpose entertainment centre for residents.

Service Activity: 595 seat auditorium and three function rooms, hosting professional and amateur shows, meetings, parties, workshops, wedding receptions, etc.

Explanation of significant expenditure/income changes

**Employees**

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

**Supplies & Services**

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

**Income**

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Economic development within the Borough.

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

Explanation of significant expenditure/income changes

Employees

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

Supplies & Services

2018/19 includes additional spend on promoting Economic development

Transfer Payments

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

Income including recharges to other services

2018/19 contribution towards additional expenditure promoting Economic Development

## REVENUE BUDGET 2020/21

Planning and Economy	Outturn	Original	Revised	Budget
TOWN CENTRE MANAGEMENT	2018/19	2019/20	2019/20	2020/21
Cost centre C2543				
Head of Economy, Planning and Strategic Housing	£	£	£	£
Employees	121,948	120,710	136,540	115,530
Premises	(1,287)	-	-	-
Transport Related	147	140	190	190
Supplies & Services	41,532	40,500	48,180	130,500
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	28,030	28,310	28,380	27,010
Capital Accounting Charges	-	-	-	-
<b>Total Expenditure</b>	<b>190,370</b>	<b>189,660</b>	<b>213,290</b>	<b>273,230</b>
Income including recharges to other services	(10,101)	-	-	-
<b>NET GENERAL FUND REQUIREMENT</b>	<b>180,269</b>	<b>189,660</b>	<b>213,290</b>	<b>273,230</b>

Type of service: Discretionary

Service Purpose: Improve and promote Town Centres.

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

Explanation of significant expenditure/income changes

**Employees**

2019/20 Revised Budget onwards includes changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent. 2020/21 Budget reflects a reduction in costs following a restructure to staffing.

**Supplies & Services**

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

**Income**

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Formulation of strategic housing issues.

Service Activity: Housing Strategic matters.

Explanation of significant expenditure/income changes

Employees

Fluctuations mainly due to changes to time allocations. Employee costs are allocated to the Service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent. Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Promote tourism in the Borough.

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



## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: To plan and deliver the Council's work to promote sustainability in the Borough.

Service Activity: Develop, implement and monitor the Council's Climate Change Strategy and Action Plan; promote sustainability initiatives and implement associated actions with the community and partnership organisations; initiate, manage and support the delivery of projects to improve the Council's and its partners sustainability performance, particularly in relation to resource use.

Explanation of significant expenditure/income changes

Supplies & Services

1819 budget was underspent due to weather constraints

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

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

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

Explanation of significant expenditure/income changes

**Supplies & Services**

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

**Income**

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

## REVENUE BUDGET 2020/21

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

Type of service: Discretionary

Service Purpose: Promote and enable civic pride and encourage participation.

Service Activity: To promote and develop an environmental campaign to include community gardening and planting projects, litter picking events, local gardening competition, allotment competition and school gardening and painting competition. Enable residents and business to be active in improving their communities.

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: Provision of Planning Development Control management.

Service Activity: Planning Development Control management.

Explanation of significant expenditure/income changes

Supplies & Services

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: Provision of Building Control management.

Service Activity: Building Control management.

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: Provision of Planning Policy management.

Service Activity: Planning Policy management.

Explanation of significant expenditure/income changes

Employees

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

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: Provision of Planning Conservation management.

Service Activity: Planning Conservation management.

## REVENUE BUDGET 2020/21

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

Type of service: Overheads

Service Purpose: Provision of Building Control support.

Service Activity: Building Control support.



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## REVENUE BUDGET 2020/21

Ice Programme	Outturn 2018/19	Original 2019/20	Revised 2019/20	Budget 2020/21
	£	£	£	£
<b>Discretionary</b>				
Ice Programme	0	0	467,510	616,300
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>467,510</b>	<b>616,300</b>

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## REVENUE BUDGET 2020/21

Ice Programme	Outturn	Original	Revised	Budget
ICE PROGRAMME	2018/19	2019/20	2019/20	2020/21
Cost centre C2110				
Corporate Director - Senior Management Team	£	£	£	£
Employees	-	-	71,000	120,000
Premises	-	-	-	-
Transport Related	-	-	-	-
Supplies & Services	-	-	335,000	440,000
Third Party Payments	-	-	-	-
Transfer Payments	-	-	-	-
Support Services	-	-	61,510	56,300
Capital Accounting Charges	-	-	-	-
<b>Total Expenditure</b>	<b>0</b>	<b>0</b>	<b>467,510</b>	<b>616,300</b>
Income including recharges to other services	-	-	-	-
<b>NET GENERAL FUND REQUIREMENT</b>	<b>0</b>	<b>0</b>	<b>467,510</b>	<b>616,300</b>

Type of service: Discretionary

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

Service Activity: The Ice Programme assists to modernise Council services

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

	Original Estimate 2019/20	Revised Estimate 2019/20	Anticipated Payments			
			Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24
<b>CAPITAL EXPENDITURE ON PORTFOLIOS</b>						
Corporate and Democratic Services	1,223,580	1,287,400	-	-	-	-
Customer Experience and Improvement	321,000	186,260	125,000	105,000	55,000	30,000
Major Projects and Property *	65,056,020	45,640,450	49,367,400	43,761,300	12,571,700	12,077,900
Operational Services *	3,510,040	3,013,700	2,688,680	1,210,510	1,210,510	1,210,510
Planning and Economy	120,000	220,220	-	50,000	-	-
Ice Programme	-	281,000	45,000	-	-	-
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>70,230,640</b>	<b>50,629,030</b>	<b>52,226,080</b>	<b>45,126,810</b>	<b>13,837,210</b>	<b>13,318,410</b>
<b>CAPITAL EXPENDITURE RESOURCES</b>						
Revenue Contribution to Capital (rcco) - General*	-	19,880	-	-	-	-
Revenue Contribution to Capital - Improvement Grants	-	-	-	-	-	-
<b>Total Revenue Contributions</b>	-	19,880	-	-	-	-
Grants & Contributions from Other Bodies (see Grants & Concs Summary page)	9,478,500	3,072,600	6,773,480	3,920,000	1,220,000	20,000
Grants & Contributions - Improvement Grants	983,000	1,213,990	1,060,510	1,060,510	1,060,510	1,060,510
Section 106 Developers Contributions (see s106 Summary page)	810,170	419,660	183,170	-	-	-
	11,271,670	4,706,250	8,017,160	4,980,510	2,280,510	1,080,510
Borrowing	58,835,390	45,715,500	44,208,920	40,146,300	11,556,700	12,237,900
Flexible Capital Receipts	123,580	187,400	-	-	-	-
<b>Total Capital Receipts &amp; Borrowing</b>	<b>58,958,970</b>	<b>45,902,900</b>	<b>44,208,920</b>	<b>40,146,300</b>	<b>11,556,700</b>	<b>12,237,900</b>
<b>TOTAL CAPITAL FINANCING</b>	<b>70,230,640</b>	<b>50,629,030</b>	<b>52,226,080</b>	<b>45,126,810</b>	<b>13,837,210</b>	<b>13,318,410</b>

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

\* The scheme "Creation of a depot at Southwood" cost centre 5229 - 2019/20 Revised Estimate £31,000 was included within "Operational Services" at the time of Full Council approval on 4th February 2020 - the scheme is now included within its correct Portfolio classification of "Major Projects and Property" for this FINAL Budget Book 2021

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

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

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

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

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

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

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



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

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

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

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

1 of 1 Project Number	Project	Actual payments 2018/19	Original Estimate 2019/20	Revised Estimate 2019/20	Anticipated Payments			
					Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24
	<b>ALDERSHOT TOWN CENTRE PROJECTS</b>							
5401	Town Centre Integration			1,500,000				
5402	Shop front Improvements	1,313						
5409	The Galleries Regeneration (s)		3,400,000		1,000,000	2,400,000		
5408	The Games Hub (s)	9,520	767,000	328,000	529,480			
5404	Train Station and Surrounding Area Works (s)		1,485,000	113,000	562,000			
	<b>CIVIC QUARTER FARNBOROUGH</b>							
5405	Civic Quarter Farnborough Development (bc) (s)	15,000	10,000,000	5,459,740	14,525,260	19,000,000		
	<b>HOUSING MATTERS</b>							
5406	Housing PRS Delivery (bc) (s)	113	661,300	729,990	2,730,500	861,300	1,371,700	2,077,900
	<b>COMMERCIAL PROPERTIES</b>							
5216	168 High Street Guildford Various Enhancements			67,000				
5222	Boulters House, 237 High Street Redevelopment	37,829		230				
5224	252 Ash Road, Aldershot purchase and Boundary Wall Enhancement	1,833,867						
5225 various	Various Commercial Property Purchases/Enhancements (bc) (s)		43,292,600	35,962,880	22,125,100	15,000,000	10,000,000	10,000,000
522840012	Redevelopment/Construction of Units at Optrex Business Park (bc) (s)		300,000		300,000			
	<b>PROPERTY ENHANCEMENTS</b>							
	Queens Road Weightlifting Club - Enhancement Works (bc)				30,000			
	Aldershot Park Angling Club - Enhancement Works (bc)				20,000			
5230	Frimley 4 Business Park Enhancement Works			72,000	152,000			
	<b>UNION STREET ALDERSHOT</b>							
5220	36-62 Union Street Enhancement Works (s)	49,600	150,120	342,260	336,760			
5407	Union Street East Aldershot Regeneration (bc) (s)	6,359,348	5,000,000	1,034,350	7,056,300	6,500,000	1,200,000	
	<b>DEPOTS</b>							
5229	Creation of a depot at Southwood			31,000				
	<b>TOTAL</b>	<b>8,306,589</b>	<b>65,056,020</b>	<b>45,640,450</b>	<b>49,367,400</b>	<b>43,761,300</b>	<b>12,571,700</b>	<b>12,077,900</b>

Notes: (bc) denotes projects which are subject to further business case and presentation to Cabinet

(s) denotes projects which include slippage from 2019/20 into 2020/21

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

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

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

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

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

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

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

3 of 3 Project Number	Project	Actual payments 2018/19	Original Estimate 2019/20	Revised Estimate 2019/20	Anticipated Payments			
					Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24
6610	<b>PLAYGROUND WORKS</b> Recreation Ground Playground Renewal (s)		150,000		104,000			
6518	<b>REFUSE/RECYCLING</b> Domestic Refuse - Wheeled Bins	112,789	90,000	82,630	100,000	100,000	100,000	100,000
6532	<b>SOUTHWOOD COMMUNITY CENTRE</b> Internal Decoration		20,000	20,000				
6515	<b>STREET CLEANSING</b> Litter/ Cigarette Bins	9,960	12,000	14,040				
640050013	<b>IMPROVEMENT GRANTS</b> Disabled Facilities Grants	1,105,155	983,000	1,213,990	1,060,510	1,060,510	1,060,510	1,060,510
640050022	Home Improvement Grants	20,014	50,000	50,000	50,000	50,000	50,000	50,000
<b>TOTAL</b>		<b>3,126,572</b>	<b>3,510,040</b>	<b>3,013,700</b>	<b>2,688,680</b>	<b>1,210,510</b>	<b>1,210,510</b>	<b>1,210,510</b>

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

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

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

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

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

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

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