



Budget Book 2017/18

RUSHMOOR
BOROUGH COUNCIL

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RUSHMOOR BOROUGH COUNCIL

1 INTRODUCTION

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This book contains a full set of budgets covering the Council's activities, and is a financial statement of the policies and objectives of the Council for the forthcoming year. The revenue budgets and capital programme are divided into portfolios reflecting the political 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 2017/18 - 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 7. The charts on page 3 illustrate how the Council funded its expenditure in 2016/17 and how it expects to meet its expenditure in 2017/18.

Income

Revenue Support Grant continues to reduce in 2017/18. The Council's overall share of business rates remains similar for 2017/18 when compared to the previous financial year. Further information on 2017/18 Business Rates Collection is provided on page 10.

The Council Tax increase was set at 2.66%, which has resulted in a rise of £5.00 per annum to £192.73 for a band D property. The rise in Council Tax will mean an additional £151,000 to support Council services in 2017/18. Additional income is also generated from fees & charges in part due to new income-generating initiatives.

Expenditure

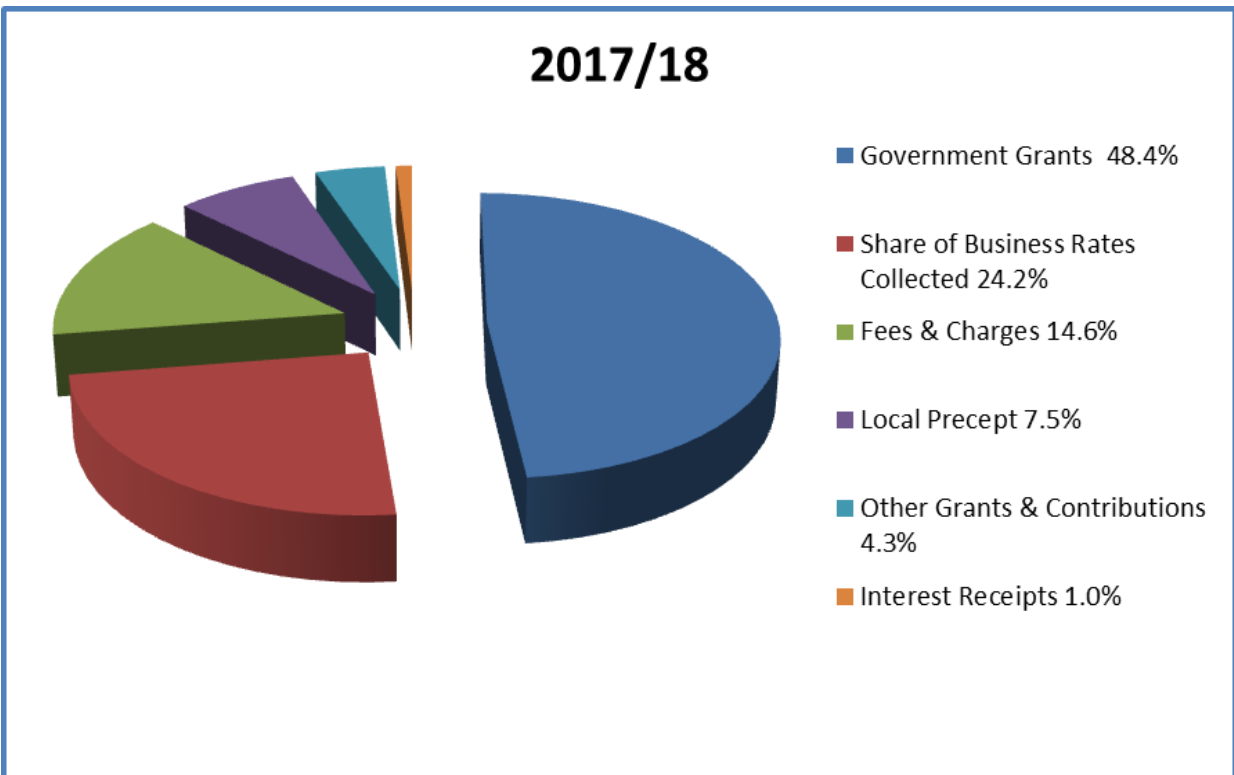
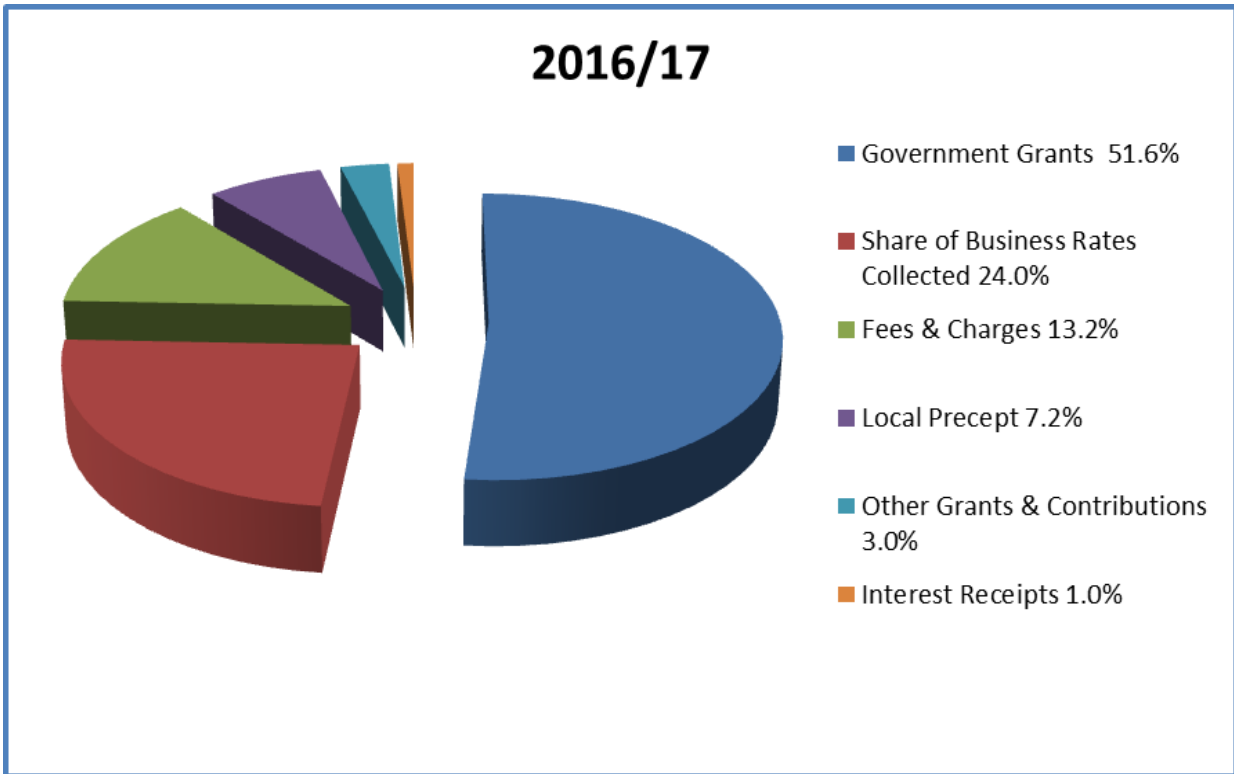
The Council has been developing an approach that moves the organisation towards financial sustainability. This approach is underpinned by the Council's 8-point plan. It is anticipated that the 8-point plan will deliver the budget savings target of £550,000 in 2017/18. This will be a combination of reduced expenditure and new income generation ideas as referred to above.

With the exception of forecast pay and non inflationary increases there are no significant increases from the 2016/17 expenditure budget. The following indices have been used in the 2017/18 budgets:

General inflation between 0% & 2% Pay inflation 1.0%

The general inflation factor has only been applied where there is a contractual commitment to its provision, with minimal allowance for inflation elsewhere.

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



2.2 MEDIUM TERM FINANCIAL STRATEGY 2016/17 - 2019/20

The Medium Term Financial Strategy is based around five key principles. These are set out below with supporting actions for each principle.

Revenue Expenditure - The Council recognises that it has to target its limited resources to where they are most needed. This is supported by one of the five themes that underpin the Council's purpose: Good Value Services - ensuring good services that represent good value for money. The Council recognises the need to reduce its net expenditure in the face of reduced funding from central government, economic pressures, local demography and increased demand for services.

- The Council will set a balanced budget year, reflecting its objectives, priorities and commitments.
- The Council will seek to deliver efficiencies, new income streams and cost reductions based on the key elements of its 8-point plan for delivering financial sustainability;



- There is no presumption that non ring-fenced grants will be spent on the purposes for which they are nominally provided (appropriate business cases to be provided for spending against such grants)
- Regular review of the Council's fees and charges
- The Council will seek to reduce reliance in its revenue budget on uncertain funding streams such as New Homes Bonus.

Capital Expenditure - the Council will only undertake capital investment in support of its priorities and where it supports asset maintenance, invest-to-save schemes to strategic intent (such as regeneration). Capital spending plans, whether funded from internal resources or through borrowing, will be affordable, prudent and sustainable.

- The Council will develop an asset management strategy that seeks to maximise return on existing Council assets, divest itself of low-performing assets and sets out parameters for investment in property to increase income to the Council.
- The council will set prudential indicators, including borrowing limits, for capital financing through its annual Treasury Management Strategy ensuring any future borrowing is affordable, prudent and sustainable.
- The Council will explore opportunities for borrowing as the need arises such as Public Works Loan Board, European Investment Bank, through the Local Enterprise Partnership and the UK's Municipal Bond Agency.
- The Council will seek alternative forms of funding to use instead of its own internal resources where possible, maximising the use of external resources such as s106 contributions and funding from Local Enterprise Partnerships and exploring private sector funding opportunities where available.

- Now The Council has incurred some capital borrowing, revenue contributions are no longer programmed within the revenue budget plan. Contributions to capital will be replaced in the revenue budget by the cost of incurring capital debt in the form of minimum revenue provision.
- Capital receipts from the sale of assets will be used to meet future corporate priorities rather than be retained for use by the service that has relinquished the asset.
- Resources allocated to particular capital projects but subsequently not required are returned to meet future corporate priorities rather than be retained for use by that service.
- All new capital schemes are subject to the bid process. Schemes are subject to the bid process for inclusion in the Capital Programme, which requires whole life costing for new bids for the current revised budget and for the future year. Indicative bids are required for future years in order to have a picture of capital spending over the medium term but these later projects will require business cases and further approval as they come forward. New capital schemes brought forward in-year are supported by business cases and reported to DMB and Cabinet in line with current financial regulations.

Reserves – the Council will maintain a reasonable level of usable to enable it to weather the volatility of its funding position and to support invest-to-save schemes as part of its aim to reduce net revenue costs.

- The Council will maintain its General fund balance between £1 million and £2 million.
- In addition, the Council will maintain other usable reserves (E.g. Stability & Resilience Reserve/Service Improvement Fund) to provide a buffer against fluctuations in income and expenditure and to support invest-to-save schemes. The estimated level of these usable reserves (including the General Fund Balance) at the close of 2016/17 is £5 million, which is around 6.4% of the Council's gross expenditure.
- Reserves are not used to meet on-going, unsustainable levels of expenditure but may be used in the short-term in conjunction with plans to reduce net revenue costs over the medium-term.
- Regular review of all reserves in order to:
 - Maintain and replenish funds which will be used to mitigate the substantial risks identified over the medium term
 - Maintain reserves to support the provision of major projects, invest-to-save schemes or services reviews in order to support the work of the 8-point plan as referred to above
 - Release those reserves which are no longer required due to changing circumstances
- The Council will annually review the level of earmarked reserves it sets aside to mitigate against known risks or future liabilities to ensure that the level of those reserves remains appropriate, returning balances no longer required to the General Fund.

Governance and Performance - the Council will monitor the delivery of its financial strategy and performance against savings requirements, adjusting the plans to meet the changing demands. This will be achieved by:

- Annual review of key strategies such as Medium Term Financial Strategy and Treasury Management Strategy, with updates to relevant Committees, Policy and Review panels and Cabinet as appropriate.
- Continuous improvement of governance and project management of key programmes and projects, ensuring benefits of invest-to-save projects are realised.
- Ensuring that the Council's budgets, financial records and accounts are prepared and maintained in line with accounting standards, CIPFA Code of Practice on Local Government Accounting, the CIPFA Prudential code and relevant sections of Council's Constitution and Financial Regulations.
- Timely budget and performance monitoring arrangements (through budget monitoring and quarterly performance monitoring reports).
- Preparation of financial plans to cover a four-year period, including revenue and capital expenditure, Tax bases and Council Tax Support Scheme.
- Budget guidelines are maintained and reviewed annually by the Council's s151 officer.
- New spending plans are considered only if they make clear contribution to the Council's objectives and priorities or meet new statutory responsibilities.
- Ensuring proposals for significant projects and changes are set out in an appropriate business case to assess the impact on the Council.

The Council will seek opportunities to work with partners to maximise outcomes for our residents, explore access to funding and maximise the shared benefits of joint working.

- The Council will explore joint working opportunities or shared services where they add benefit to the Council or its residents with partners including (but not exclusive to):
 - o County Council
 - o Police
 - o Fire and Rescue Authority
 - o Other Local Authorities
 - o Local Enterprise Partnership
 - o Voluntary and Community Sector
 - o Private Sector
- The Council will seek to maximise the financial benefit and security of any potential devolution deal with government.
- The Council will seek to optimise external funding opportunities to defray the cost of services and capital investment or to increase available resources.

2.3 2017/18 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 the next page:

GENERAL FUND REVENUE BUDGET SUMMARY

		Actual	Original Estimate	Revised Estimate	Original Estimate
		2015/16 £000	2016/17 £000	2016/17 £000	2017/18 £000
Net Cost of Services by Portfolio					
	Page				
1	Corporate Services	1,081	1,158	748	284
2	Environment and Service Delivery	7,399	3,456	3,785	3,723
3	Concessions and Community	1,891	1,922	1,863	1,845
4	Health and Housing	1,440	1,696	1,614	1,335
5	Business, Safety and Regulation	2,425	2,709	2,637	2,673
6	Leisure & Youth	3,750	4,574	4,191	4,447
7	PORTFOLIO NET EXPENDITURE	17,986	15,515	14,838	14,307
8	Capital Accounting Charges - Reversed	(5,601)	(2,285)	(1,996)	(1,761)
9	Pension Adj/Employee Benefits Reversed	(129)	298	(8)	10
10	NET EXPENDITURE AFTER ADJUSTMENTS	12,256	13,528	12,834	12,556
Provisions for Budget Re-structuring:					
11	Reductions in Service Costs/Income Generation	-	(860)	-	(550)
12	Vacancy Monitoring	-	(315)	(50)	(320)
13	Corporate Income and Expenditure	(5,264)	(580)	(370)	93
14	Contributions to/(from) Reserve Accounts	5,396	136	(232)	(351)
15	Central Government Funding	(7,274)	(6,286)	(6,463)	(5,139)
16	NET TOTAL EXPENDITURE	5,114	5,623	5,719	6,289
17	Contribution to/(from) balances	362	41	(55)	(425)
18	COUNCIL TAX REQUIREMENT	5,476	5,664	5,664	5,864
REVENUE BALANCES					
19	1 April	1,638	1,492	2,000	1,945
20	General Fund Transfer	362	41	(55)	(425)
21	31 March	2,000	1,533	1,945	1,520
Illustrative CT Levels (£)		184.07	187.73	187.73	192.73
CT Base		29,751.47	30,172.66	30,172.66	30,424.24
& CT Increase (%)			1.99	-	2.66
13	Corporate Income and Expenditure				
	Interest Receivable	(892)	(850)	(782)	(839)
	Interest payable	-	-	13	51
	Minimum Revenue Provision	-	-	-	190
	Collection Fund (surplus)/deficit - Ctax	(88)	(91)	(91)	(88)
	- NNDR	(4,358)	361	361	779
	Other Corporate Income & Expenditure	75	-	129	-
	Total	(5,264)	(580)	(370)	93
14	Contributions to/(from) Reserve Accounts				
	Revenue Contributions to Capital Programme	959	550	550	-
	Revenue Contributions to Improvement Grants	157	200	178	-
	Transfers to CPE Surplus Account	160	266	224	205
	Contributions to/(from) earmarked reserves/prior yr grants	752	(80)	(127)	(76)
	Contributions to/(from) Service Improvement Fund	(440)	0	(257)	(80)
	Contributions to/(from) Stability & Resilience Reserve	3,808	(800)	(800)	(400)
	Total	5,396	136	(232)	(351)
15	Central Government Funding				
	New Burdens and other non-ring-fenced grants	(168)	(46)	(113)	(40)
	New Homes Bonus	(1,696)	(1,994)	(1,994)	(1,450)
	Council Tax Freeze Grants	(60)	-	-	-
	Revenue Support Grant	(1,756)	(1,104)	(1,104)	(536)
	RBC share of rates collected	(18,620)	(19,018)	(19,018)	(18,990)
	Tariff payable	15,178	15,305	15,305	15,443
	Levy /(Safety net)	368	904	781	828
	s31 grants in relation to business rates	(520)	(333)	(320)	(394)
	Total	(7,274)	(6,286)	(6,463)	(5,139)

2.4 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. 1335
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.
13	This line represents income and expenditure that cannot be attributed to a specific portfolio but relates to the Council as a whole, such as investment income and any surplus or deficit generated from administration of the allocation fund for both Business Rates and Council Tax.
14	The figure identified here represents appropriations and provisions again relating to the Council as a whole, such as use of grants to support the provision of services, or to set aside funds for invest-to-save schemes or the improvement of services, or to provide against known risks to the financial position.
15	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.
16	This is the total net expenditure (sum of lines 10 to 15).
17	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.
18	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.
19-21	Shows the Council's Revenue Balances after taking account of contributions to or from the General Fund.

2.5 Budget Outcome

In spite of 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 on 10th December 2015. 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 of £0.55m in 2017/18, together with further savings over the medium term. This will require reductions in the Council's service expenditure, and increased income generation, which will continue to be addressed via the 8 point-plan.

2.6 Revenue Funds

In addition to the General Fund Balances shown in paragraph 2.3, the Council maintains two key reserves to support revenue spending as follows:-

Reserve	Purpose	Estimated Balance 1st April 2017 £'000
Service Improvement Fund	To assist in meeting the one-off costs of implementing savings and efficiencies	190
Stability & Resilience Reserve	Represents amounts set-aside to mitigate against the effects of volatility in the Council's financial position	3,008

The Council also maintains reserves to mitigate against known risks. For example, an insurance reserve held the 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.

2.7 Council Tax In 2017/18

The table below shows the Council Tax payable on properties within 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	128.49	35.41	719.99	110.31	42.56	1036.76
B	7/9	149.90	41.32	839.98	128.69	49.65	1209.54
C	8/9	171.32	47.22	959.98	147.08	56.75	1382.35
D	1	192.73	53.12	1079.98	165.46	63.84	1555.13
E	11/9	235.56	64.92	1319.98	202.23	78.03	1900.72
F	13/9	278.39	76.73	1559.97	239.00	92.21	2246.30
G	15/9	321.22	88.53	1799.97	275.77	106.40	2591.89
H	18/9	385.46	106.24	2159.96	330.92	127.68	3110.26

Hampshire County Council is responsible for the delivery of Adult Social Care and has elected to increase their share of the Council Tax by 2.99% for Adult Social Care as well as an increase to their normal Council Tax of 1.99%.

Adult Social Care is detailed as a separate precept and included separately in the table.

Rushmoor's own Council Tax has increased by 2.66%, and is now £192.73.

This year government has made significant reductions to our funding and has included an assumption that all authorities will increase their Council Tax, which further reduces the level of grant provided.

The Police and Crime Commissioner for Hampshire has increased by 3.12%. The Hampshire Fire Authority have decided on a 1.98% increase.

All these increases amount to an overall 4.4% increase for a 2017/18 Band D bill.

The Council Tax base (the number of Band D equivalent properties) is £30,424.24.

2.8 National Non-Domestic Rates in 2017/18 (Business Rates)

Under the Business Rates retention arrangements, local authorities keep a proportion of the business rates paid locally. It is estimated that in 2017/18, the council will collect £47m 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 2017/18 is around £3.1m.

The National Non-Domestic Rate (NNDR) multiplier has been set by central government at 47.9 with a smaller multiplier of 46.6 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. All rateable values were re-assessed during 2015 and 2016 and the revised rateable value comes into effect on the 1st April 2017. There are transitional arrangements to cushion the impact of any changes from previous rateable values.

As a further commitment to support small businesses, government has increased the small business rate relief thresholds. An occupied property with a rateable value less than 12,000 (previously 6,000) will receive 100% relief. Any property with a rateable value between 12,001 and 14,999 (previously 6,001 and 11,999) will receive a percentage reduction on a sliding scale.

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, small business 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	1,912	77.6	87,317,415	74.1
EDUCATIONAL AND CULTURAL	60	2.4	5,662,000	4.8
INDUSTRIAL	319	13.0	11,145,885	9.5
LEISURE	68	2.8	2,649,650	2.3
PUBLIC UTILITIES ETC.	95	3.9	6,594,800	5.6
MILITARY / CROWN	3	0.1	3,917,000	3.3
OTHER	6	0.2	497,355	0.4
TOTAL	2,463	100.0	117,784,105	100.0

3 SUMMARY OF TOTAL OPERATIONS

Given below is a summary of total operations by the Council for 2017/18:-

REVENUE EXPENDITURE	GENERAL FUND £000
Gross Expenditure (including the £15.443m tariff payable on Rushmoor's share of Business Rates collected)	78,594
Less : Income	
- Government Grants (including Housing Benefits Subsidy' New Homes Bonus and Revenue Support Grant)	-38,034
- Rushmoor's share of Business Rates collected	-18,990
- Fees & Charges	-11,475
- Other Grants & Contribution	-3,392
- Interest Receipts	-839
Council Tax Requirement	<u>5,864</u>
Capital Expenditure	13,629

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:-

- 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

Significant projects in 2017/18 is the continuation of Activation Aldershot, which brings together a number of projects supporting infrastructure to link the Wellesely development and town centre alongside other town centre improvements and the build creation of a new Council depot.

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.

4.3 Capital Strategy

The Council has made the decision to utilise a substantial amount of its capital receipts to finance its capital expenditure in 2016/17, leaving sufficient receipts available in 2017/18 of around £6m to finance a specific array of capital schemes. The total capital expenditure budget for 2017/18 in excess of £13m will require the application of some prudential code borrowing in order to achieve financing.

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.

At the same time the Council's corporate plan, incorporating the 8 point plan has been revised to enable reductions in spending and improvements to services, which will continue to be developed over the medium term.

Amanda Fahey
Head of Financial Services

CORPORATE SERVICES PORTFOLIO

Cost Centres		2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
		£	£	£	£
1200	Land Charges	97,685	16,290	12,430	17,960
1205	Industrial Estates	(817,262)	(851,080)	(853,290)	(917,650)
1206	Belle Vue Enterprise Centre	(74,521)	(69,000)	(91,300)	(70,760)
1208	Town Centres	(626,983)	(567,870)	(609,690)	(602,404)
1209	Land & Property Management	150,768	160,450	262,260	191,880
1212	35/39 High Street Offices	(50)	4,050	(10,030)	(6,360)
1300	Civic Ceremonial	37,926	36,440	33,760	35,270
1304	Mayoral Costs	70,933	75,920	68,200	67,420
1310	Members Expenditure	523,062	529,130	526,540	528,560
1313	Local Government Association	27,704	34,370	31,790	31,830
1316	Admin Support to Members	127,854	129,310	124,530	131,160
1317	Corporate Policy Support to Members	139,098	135,340	139,340	141,310
1318	Attendance at Member Meetings	77,535	79,450	81,020	83,280
1319	Statutory Information	16,205	16,840	18,060	18,060
1407	Chief Executive	85,004	86,730	90,790	89,310
1408	Public Performance Reporting	26,505	25,950	23,080	23,430
1412	Corporate Events	7,935	7,020	9,010	8,170
3404	External Audit and Inspection Fees	62,552	65,490	63,450	63,680
3402	Corporate Finance	280,479	286,890	274,850	277,830
3403	Treasury Management & Bank Charges	91,639	98,440	82,590	84,050
3804	Cost of NNDR Collection	42,874	57,370	105,492	109,802
3805	Council Tax Collection	734,212	796,420	786,770	812,300
Various	Investment Properties	-	-	(485,070)	(911,590)
		1,081,154	1,153,950	684,582	206,538
	UNAPPORTIONABLE CENTRAL OVERHEADS				
1416	Retirement/Pension Costs	108	500	500	510
	NET UNDER / (OVER) RECOVERY OF SUPPORT SERV. & MANAGEMENT EXP.:				
1409/1411	Corporate Policy and Communications Support	-	-	(470)	20
3305	Council Offices	-	54,440	(10,179)	34,830
Various	Departmental Salaries/Management Expenses	-	(7,580)	6,930	7,310
Various	Support Services	-	(43,450)	66,330	34,670
CORPORATE SERVICES NET EXPENDITURE		1,081,262	1,157,860	747,693	283,878

LAND CHARGES

Cost Centre: 1200		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ann Greaves		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		58,439	73,530	65,410	67,600
Transport Related		219	-	20	20
Supplies & Services		34,242	32,410	27,320	40,040
Support Services		50,631	45,350	45,680	45,300
		143,531	151,290	138,430	152,960
NON RECURRING ITEM					
Legal Costs		89,770	-	-	-
Service Transformation - Land Charges Restructure		12,240	-	-	-
(Funded by Service Improvement Fund)					
INCOME					
Customer and Client Receipts		(147,856)	(135,000)	(126,000)	(135,000)
		(45,846)	(135,000)	(126,000)	(135,000)
NET EXPENDITURE		97,685	16,290	12,430	17,960

INDUSTRIAL ESTATES

Cost Centre: 1205		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ann Greaves		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		5,102	12,910	12,970	13,200
Premises Related		-	200	1,150	200
Support Services		53,399	37,720	37,760	37,160
		58,501	50,830	51,880	50,560
INCOME					
Customer and Client Receipts		(875,763)	(901,910)	(905,170)	(968,210)
		(817,262)	(851,080)	(853,290)	(917,650)
NET EXPENDITURE		(817,262)	(851,080)	(853,290)	(917,650)

BELLE VUE ENTERPRISE CENTRE

Cost Centre: 1206		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ann Greaves		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		7,494	15,430	15,560	15,830
Premises Related		24,198	11,450	7,250	11,450
Supplies & Services		4,532	2,000	12,500	13,360
Support Services		6,381	6,890	5,630	5,540
Capital Accounting Charges		20,222	19,560	20,800	20,800
		62,827	55,330	61,740	66,980
INCOME					
Customer and Client Receipts		(137,348)	(124,330)	(153,040)	(137,740)
		(74,521)	(69,000)	(91,300)	(70,760)
NET EXPENDITURE		(74,521)	(69,000)	(91,300)	(70,760)

TOWN CENTRES

Cost Centre: 1208		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ann Greaves		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		5,796	28,670	28,550	29,030
Premises Related		60,844	80,830	77,840	86,576
Supplies & Services		40,202	34,240	40,300	34,470
Support Services		68,720	53,380	54,270	53,860
Capital Accounting Charges		27,552	27,280	17,000	17,000
		203,114	224,400	217,960	220,936
INCOME					
Customer and Client Receipts		(830,097)	(792,270)	(827,650)	(823,340)
NET EXPENDITURE		(626,983)	(567,870)	(609,690)	(602,404)

LAND & PROPERTY MANAGEMENT

Cost Centre: 1209		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ann Greaves		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		103,145	80,630	81,630	83,060
Premises Related		17,436	15,890	15,890	15,890
Transport Related		20	-	70	120
Supplies & Services		-	1,000	370	1,000
Support Services		31,834	97,820	126,020	124,110
Capital Accounting Charges		-	-	2,610	2,610
		152,435	195,340	226,590	226,790
NON RECURRING ITEM					
Work related to transfer of responsibility to Land Registry		-	-	9,000	-
Service Transformation and Service Review		23,752	-	24,900	-
Better Procurement/LA Data Transparency code		-	-	34,300	-
Staff Costs (Legal Assistant) (Funded by Service Improvement Fund)		4,224	-	-	-
INCOME					
Customer and Client Receipts		(29,644)	(34,890)	(32,530)	(34,910)
		(1,667)	(34,890)	35,670	(34,910)
NET EXPENDITURE		150,768	160,450	262,260	191,880

35/39 HIGH STREET, ALDERSHOT

Cost Centre: 1212		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ann Greaves		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		18,998	17,490	14,530	15,590
Premises Related		21,387	26,250	21,380	26,370
Supplies & Services		3,399	5,450	3,760	5,500
Support Services		10,588	10,240	9,850	9,690
Capital Accounting Charges		7,208	7,080	3,950	3,950
		61,580	66,510	53,470	61,100
INCOME					
Customer and Client Receipts		(61,630)	(62,460)	(63,500)	(67,460)
NET EXPENDITURE		(50)	4,050	(10,030)	(6,360)

CIVIC CEREMONIAL

Cost Centre: 1300		2015/16	2016/17	2016/17	2017/18
Budget Officer: Andrew Colver		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		18,839	18,240	17,920	17,780
Transport Related		45	30	120	80
Supplies & Services		11,734	10,700	8,360	9,950
Support Services		7,308	7,470	7,360	7,460
NET EXPENDITURE		37,926	36,440	33,760	35,270

MAYORAL COSTS

Cost Centre: 1304		2015/16	2016/17	2016/17	2017/18
Budget Officer: Andrew Colver		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		46,361	47,100	40,880	40,280
Mayor's Transport Costs		5,097	10,070	7,190	7,150
Supplies & Services		14,890	16,400	16,400	16,500
Support Services		15,525	15,550	15,030	14,940
		81,873	89,120	79,500	78,870
INCOME					
Customer and Client Receipts		(10,940)	(13,200)	(11,300)	(11,450)
NET EXPENDITURE		70,933	75,920	68,200	67,420

MEMBERS EXPENDITURE

Cost Centre: 1310		2015/16	2016/17	2016/17	2017/18
Budget Officer: Andrew Colver		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Direct Salaries		54,851	53,570	54,320	54,630
Travel & Subsistence		772	800	800	800
Members Allowances		298,996	300,000	302,000	304,000
Transport Related		336	110	210	210
Supplies & Services		22,179	23,110	21,310	20,200
Support Services		145,928	151,540	147,900	148,720
NET EXPENDITURE		523,062	529,130	526,540	528,560

LOCAL GOVERNMENT ASSOCIATION

Cost Centre: 1313		2015/16	2016/17	2016/17	2017/18
Budget Officer: Andrew Colver		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		13,008	13,600	13,500	13,550
Transport Related		12	10	60	40
Supplies & Services		11,853	18,000	15,500	15,500
Support Services		2,831	2,760	2,730	2,740
NET EXPENDITURE		27,704	34,370	31,790	31,830

ADMIN SUPPORT TO MEMBERS

Cost Centre: 1316	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver				
	£	£	£	£
EXPENDITURE				
Employees	86,759	86,120	84,260	83,800
Transport Related	171	210	290	270
Supplies and Services	10,422	11,500	10,400	16,900
Support Services	30,502	31,480	29,580	30,190
NET EXPENDITURE	127,854	129,310	124,530	131,160

CORPORATE POLICY SUPPORT TO MEMBERS

Cost Centre: 1317	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver				
	£	£	£	£
EXPENDITURE				
Employees	99,062	103,840	107,010	108,980
Support Services	40,036	31,500	32,330	32,330
NET EXPENDITURE	139,098	135,340	139,340	141,310

ATTENDANCE AT MEMBER MEETINGS

Cost Centre: 1318	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver				
	£	£	£	£
EXPENDITURE				
Employees	50,799	50,650	51,010	53,240
Transport Related	36	50	100	100
Support Services	26,700	28,750	29,910	29,940
NET EXPENDITURE	77,535	79,450	81,020	83,280

STATUTORY INFORMATION

Cost Centre: 1319	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver				
	£	£	£	£
EXPENDITURE				
Support Services	16,205	16,840	18,060	18,060
NET EXPENDITURE	16,205	16,840	18,060	18,060

CHIEF EXECUTIVE

Cost Centre: 1407		2015/16	2016/17	2016/17	2017/18
Budget Officer: Andrew Colver		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		69,535	70,340	73,730	72,260
Transport Related		2	10	640	360
Support Services		15,467	16,380	16,420	16,690
NET EXPENDITURE		85,004	86,730	90,790	89,310

PUBLIC PERFORMANCE REPORTING

Cost Centre: 1408		2015/16	2016/17	2016/17	2017/18
Budget Officer: Andrew Colver		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		22,847	22,620	19,060	19,410
Transport Related		8	-	80	70
Supplies and Services		309	-	400	400
Support Services		3,341	3,330	3,540	3,550
NET EXPENDITURE		26,505	25,950	23,080	23,430

CORPORATE EVENTS

Cost Centre: 1412		2015/16	2016/17	2016/17	2017/18
Budget Officer: Andrew Colver		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		3,528	1,730	3,490	2,730
Supplies & Services		2,818	4,000	4,000	4,000
Support Services		1,589	1,290	1,520	1,440
NET EXPENDITURE		7,935	7,020	9,010	8,170

EXTERNAL AUDIT AND INSPECTION FEES

Cost Centre: 3404	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey				
	£	£	£	£
EXPENDITURE				
Employees	10,583	14,270	12,380	12,640
Transport Related	9	10	50	30
Audit Fees	50,740	49,840	49,840	49,840
Support Services	1,220	1,370	1,180	1,170
NET EXPENDITURE	62,552	65,490	63,450	63,680

CORPORATE FINANCE

Cost Centre: 3402	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey				
	£	£	£	£
EXPENDITURE				
Employees	91,753	129,470	110,470	114,480
Transport Related	104	90	140	140
Supplies and Services	8,765	2,420	6,220	2,420
Support Services	179,857	154,910	158,020	160,790
NET EXPENDITURE	280,479	286,890	274,850	277,830

TREASURY MANAGEMENT AND BANK CHARGES

Cost Centre: 3403	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey				
	£	£	£	£
EXPENDITURE				
Employees	24,519	35,800	29,150	30,240
Transport Related	83	80	120	120
Supplies and Services	15,787	12,350	12,350	12,350
Bank Charges	23,005	25,000	15,000	15,000
Support Services	28,245	25,210	25,970	26,340
NET EXPENDITURE	91,639	98,440	82,590	84,050

COST OF NNDR COLLECTION

Cost Centre: 3804	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey				
	£	£	£	£
EXPENDITURE				
Employees	45,133	45,140	89,390	94,230
Transport Related	101	-	440	440
Supplies & Services	6,963	17,420	12,080	12,150
Support Services	117,401	122,950	129,000	128,550
Capital Accounting Charges	923	920	920	770
	170,521	186,430	231,830	236,140
INCOME				
Customer and Client Receipts	(127,647)	(129,060)	(126,338)	(126,338)
	(127,647)	(129,060)	(126,338)	(126,338)
NET EXPENDITURE	42,874	57,370	105,492	109,802

COUNCIL TAX COLLECTION

Cost Centre: 3805	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey				
	£	£	£	£
EXPENDITURE				
Employees	291,844	338,950	323,680	351,640
Transport Related	1,413	-	1,700	1,700
Supplies & Services	80,117	101,500	92,350	94,050
Support Services	431,398	449,180	446,250	447,730
Capital Accounting Charges	4,351	1,790	1,790	1,180
	809,123	891,420	865,770	896,300
INCOME				
Customer and Client Receipts	(74,911)	(95,000)	(79,000)	(84,000)
	(74,911)	(95,000)	(79,000)	(84,000)
NET EXPENDITURE	734,212	796,420	786,770	812,300

INVESTMENT PROPERTIES

Cost Centre: 1230/1231/1232/1233/1234	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ann Greaves				
	£	£	£	£
EXPENDITURE				
Premises Related	-	-	18,490	11,400
Supplies & Services	-	-	19,260	28,360
	-	-	37,750	39,760
INCOME				
Customer and Client Receipts	-	-	(522,820)	(951,350)
	-	-	(522,820)	(951,350)
NET EXPENDITURE	-	-	(485,070)	(911,590)

UNAPPORTIONABLE CENTRAL OVERHEADS

RETIREMENT / PENSION COSTS

Cost Centre: 1416	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Karen Edwards				
	£	£	£	£
EXPENDITURE				
Former DSO Pension Costs & Other Retirement/ Pension Costs	299,506	305,800	300,000	306,000
Ers Fixed Super Amount	535,300	582,400	582,000	628,560
IAS 19 Adjustments	(835,306)	(888,200)	(882,000)	(934,560)
Support Services	608	500	500	510
	108	500	500	510
NET EXPENDITURE	108	500	500	510

SUPPORT SERVICES & MANAGEMENT EXPENSES

CORPORATE POLICY SUPPORT

Cost Centre: 1409		2015/16	2016/17	2016/17	2017/18
Budget Officer: Andrew Colver		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		375,789	389,800	387,860	369,880
Transport Related		340	60	930	740
Supplies & Services		3,286	6,000	26,000	6,000
Transfer Payments		10,000	-	-	-
Support Services		256,484	338,270	371,420	362,750
Capital Accounting Charges		-	34,880	-	-
		645,899	769,010	786,210	739,370
NON RECURRING ITEMS					
Channel Shift Implementation		66,188	-	54,800	20,000
Service Transformation and Service Review		23,168	-	20,000	-
Organisational Development Framework (All Funded by Service Improvement Fund)		17,901	-	6,300	-
		753,156	769,010	867,310	759,370
INCOME					
Recharge to Services		(753,156)	(769,010)	(867,780)	(759,350)
		-	-	(470)	20
NET EXPENDITURE					

COMMUNICATIONS SUPPORT

Cost Centre: 1411		2015/16	2016/17	2016/17	2017/18
Budget Officer: Karen Edwards		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		234,232	212,850	232,830	219,000
Transport Related		57	-	220	220
Supplies & Services		62,769	89,200	68,800	87,100
Support Services		53,635	54,770	63,260	61,070
Capital Accounting Charges		46,807	6,680	42,650	27,610
		397,500	363,500	407,760	395,000
INCOME					
Other Grants & Contributions		(285)	-	-	-
Recharge to Services		(397,214)	(363,500)	(407,760)	(395,000)
		(397,500)	(363,500)	(407,760)	(395,000)
NET EXPENDITURE					
		-	-	-	-

COUNCIL OFFICES

Cost Centre: 3305	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Nick Harding				
	£	£	£	£
EXPENDITURE				
Employees	133,873	160,880	119,410	130,840
Premises Related	425,288	439,740	414,910	438,280
Transport Related	935	320	630	420
Supplies & Services	53,942	61,630	61,131	59,700
Support Services	50,872	73,020	73,280	73,350
Capital Accounting Charges	122,117	120,610	131,460	135,270
	787,026	856,200	800,821	837,860
NON RECURRING ITEMS				
Service Restructure (Funded by Service Improvement Fund)	20,098	-	-	-
INCOME				
Customer and Client Receipts	(214,299)	(203,700)	(224,090)	(222,110)
Recharge to Services	(592,826)	(598,060)	(586,910)	(580,920)
	(787,027)	(801,760)	(811,000)	(803,030)
NET EXPENDITURE	-	54,440	(10,179)	34,830

SUPPORT SERVICES & MANAGEMENT EXPENSES

DEPARTMENTAL SALARIES SUMMARY

		2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
		£	£	£	£
	Community Services	2,577,848	2,674,009	2,679,437	2,805,379
	Customer Services	1,423,827	1,769,148	0	0
	Planning Services	1,206,550	1,279,958	1,212,365	1,233,750
	Environmental Health Services	1,154,326	1,218,583	1,194,790	1,250,803
	Housing Services	706,626	680,575	708,855	753,934
	I.C.T. and Facilities	481,315	672,853	828,773	952,656
	Democratic and Customer Services	636,174	647,190	725,076	800,010
	Strategy, Engagement & Org Development	574,349	599,908	774,873	798,075
	Legal & Estates Services	400,247	458,799	587,369	549,235
	Financial Services	403,451	450,590	1,419,650	1,513,313
	Corporate Directors' Office	328,829	348,610	523,402	536,282
	Personnel & Payroll Services	215,975	225,543	-	-
	Chief Executive's Office	165,923	168,504	168,165	170,405
		10,275,440	11,194,270	10,822,757	11,363,844
	Allocated to Services	(10,275,440)	(11,194,270)	(10,822,757)	(11,363,844)
	NET UNDER/(OVER) RECOVERY	-	-	-	-

DEPARTMENTAL MANAGEMENT EXPENSES SUMMARY

Cost Centres	Service	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
		£	£	£	£
	NET EXPENDITURE				
1204	Legal & Estates Management	(7,768)	2,150	(6,030)	(1,760)
1314	Democratic Services Management	5,938	12,890	14,060	14,360
1402	Strategy & Communications Management	18,115	16,000	-	-
3102	Corporate Directors	12,296	12,170	12,830	12,110
3300	Information Technology Management	29,055	18,310	18,390	18,510
3808	Customer Services Management	11,118	9,920	12,870	12,870
		68,754	71,440	52,120	56,090
	RECHARGE TO SERVICES				
	Allocated to Services	(68,754)	(79,020)	(45,190)	(48,780)
	Net Under/(Over) Recovery	-	(7,580)	6,930	7,310

DEPARTMENT MANAGEMENT EXPENSES

LEGAL & ESTATES MANAGEMENT

Cost Centre: 1204		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ann Greaves		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		1,440	1,540	1,320	1,740
Supplies & Services		8,669	4,610	8,650	8,500
		10,109	6,150	9,970	10,240
INCOME					
Customer and Client Receipts		(17,877)	(4,000)	(16,000)	(12,000)
Recharge to Services		7,768	(1,900)	6,030	1,760
		(10,109)	(5,900)	(9,970)	(10,240)
NET EXPENDITURE		-	250	-	-

DEMOCRATIC SERVICES MANAGEMENT

Cost Centre: 1314		2015/16	2016/17	2016/17	2017/18
Budget Officer: Andrew Colver		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		1,976	3,190	7,210	7,260
Transport Related		0	-	-	-
Supplies & Services		3,962	9,700	6,850	7,100
		5,938	12,890	14,060	14,360
INCOME					
Recharge to Services		(5,938)	(12,890)	(10,610)	(10,900)
NET EXPENDITURE		-	-	3,450	3,460

STRATEGY & COMMUNICATIONS MANAGEMENT

Cost Centre: 1402		2015/16	2016/17	2016/17	2017/18
Budget Officer: Karen Edwards		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		5,984	6,000	-	-
Supplies & Services		12,131	10,000	-	-
		18,115	16,000	-	-
INCOME					
Recharge to Services		(18,115)	(16,000)	-	-
NET EXPENDITURE		-	-	-	-

DEPARTMENT MANAGEMENT EXPENSES

DIRECTOR OF RESOURCES

Cost Centre: 3102		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ian Harrison		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		448	450	350	350
Transport Related		2	-	-	-
Supplies & Services		2,106	2,730	3,500	2,530
Support Services		9,740	8,990	8,980	9,230
		12,296	12,170	12,830	12,110
INCOME					
Recharge to Services		(12,296)	(19,680)	(12,850)	(11,880)
NET EXPENDITURE		-	(7,510)	(20)	230

INFORMATION TECHNOLOGY MANAGEMENT

Cost Centre: 3300		2015/16	2016/17	2016/17	2017/18
Budget Officer: Nick Harding		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		3,093	5,600	5,600	5,600
Premises Related		-	-	-	-
Transport Related		-	-	-	-
Supplies & Services		25,962	12,710	12,790	12,910
		29,055	18,310	18,390	18,510
INCOME					
Recharge to Services		(29,055)	(18,630)	(14,890)	(14,890)
NET EXPENDITURE		-	(320)	3,500	3,620

CUSTOMER SERVICES MANAGEMENT

Cost Centre: 3808		2015/16	2016/17	2016/17	2017/18
Budget Officer: Amanda Fahey		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		4,428	2,820	2,720	2,720
Transport Related		-	-	-	-
Supplies & Services		6,690	7,100	10,150	10,150
		11,118	9,920	12,870	12,870
INCOME					
Recharge to Services		(11,118)	(9,920)	(12,870)	(12,870)
NET EXPENDITURE		-	-	-	-

SUPPORT SERVICES SUMMARY

Cost Centres	Service	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
		£	£	£	£
	NET EXPENDITURE				
1202	Legal Support Services	359,250	377,260	421,550	396,150
1203	Estates Support Services	68,341	68,220	85,130	79,830
1210	Building Services Support	103,844	113,890	118,130	115,960
1312	Democratic Support Services	49,756	44,870	43,960	44,150
1323/3307	Facilities	134,737	139,080	110,530	124,760
1327	Customer Services	883,692	979,760	905,500	961,100
1414	Payroll Services	77,506	95,650	67,030	67,440
1415	Personnel Services	326,236	347,120	394,550	433,380
3106	Audit Services	186,192	186,240	189,260	190,790
3302	IT Applications Support	543,286	572,990	599,230	572,480
3303	IT Service Desk	235,116	247,440	256,180	276,630
3304	IT Technical Services	556,717	582,660	629,840	624,460
3306	Print Room	122,789	117,780	141,400	112,240
3401	Financial Services	576,242	478,490	501,980	502,930
3807	Debtors Support Services	55,350	53,060	53,210	46,480
3815	Systems Thinking	148,080	133,700	156,040	160,120
		4,427,132	4,538,210	4,673,520	4,708,900
	RECHARGE TO SERVICES				
	Allocated to Services	(4,427,132)	(4,581,660)	(4,607,190)	(4,674,230)
	Net Under/(Over) Recovery	-	(43,450)	66,330	34,670

SUPPORT SERVICE COSTS

LEGAL SUPPORT SERVICES

Cost Centre: 1202		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ann Greaves		Actual	Estimate	Revised	Estimate
		£	£	Estimate	£
EXPENDITURE					
Employees		270,751	257,790	302,780	276,350
Transport Related		374	-	390	320
Supplies & Services		56,118	65,960	102,150	98,010
Support Services		83,382	92,010	84,730	85,970
		410,625	415,760	490,050	460,650
INCOME					
Customer and Client Receipts		(51,375)	(38,500)	(68,500)	(64,500)
Recharge to Services		(359,249)	(380,360)	(389,530)	(392,710)
		(410,625)	(418,860)	(458,030)	(457,210)
NET EXPENDITURE		-	(3,100)	32,020	3,440

ESTATES SUPPORT SERVICES

Cost Centre: 1203		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ann Greaves		Actual	Estimate	Revised	Estimate
		£	£	Estimate	£
EXPENDITURE					
Employees		50,956	50,950	52,530	53,590
Transport Related		274	-	260	280
Supplies & Services		2,612	11,100	17,500	11,100
Support Services		14,499	16,170	14,840	14,860
		68,341	78,220	85,130	79,830
INCOME					
Customer & Client Receipts		-	(10,000)	-	-
Recharge to Services		(68,341)	(67,340)	(75,730)	(79,830)
		(68,341)	(77,340)	(75,730)	(79,830)
NET EXPENDITURE		-	880	9,400	-

BUILDING SERVICES SUPPORT

Cost Centre: 1210		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ann Greaves		Actual	Estimate	Revised	Estimate
		£	£	Estimate	£
EXPENDITURE					
Employees		95,424	104,980	106,220	107,410
Premises Related		6,211	6,000	10,000	6,000
Transport Related		395	0	360	360
Supplies & Services		259	1,000	400	800
Support Services		1,555	1,910	1,150	1,390
		103,844	113,890	118,130	115,960
INCOME					
Recharge to Services		(103,844)	(116,600)	(118,130)	(115,960)
		(103,844)	(116,600)	(118,130)	(115,960)
NET EXPENDITURE		-	(2,710)	-	-

SUPPORT SERVICE COSTS

DEMOCRATIC SUPPORT SERVICE

Cost Centre: 1312		2015/16	2016/17	2016/17	2017/18
Budget Officer: Andrew Colver		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		40,904	36,560	36,970	37,110
Premises Related		-	-	-	-
Transport Related		80	60	140	140
Supplies & Services		199	-	70	-
Support Services		8,573	8,250	6,780	6,900
Capital Accounting Charges		-	-	-	-
		49,756	44,870	43,960	44,150
INCOME					
Recharge to Services		(49,756)	(44,900)	(43,960)	(44,150)
NET EXPENDITURE		-	(30)	-	-

FACILITIES

Cost Centre: 3307		2015/16	2016/17	2016/17	2017/18
Budget Officer: Nick Harding		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		83,647	87,700	63,100	76,260
Transport Related		362	0	420	410
Supplies & Services		13,306	12,360	12,160	12,170
Support Services		37,422	39,320	34,850	35,920
Capital Accounting Charges		-	-	-	-
		134,737	139,380	110,530	124,760
INCOME					
Customer and Client Receipts		-	(300)	-	-
Recharge to services		(134,737)	(138,020)	(110,520)	(124,760)
		(134,737)	(138,320)	(110,520)	(124,760)
NET EXPENDITURE		-	1,060	10	-

CUSTOMER SERVICES

Cost Centre: 1327		2015/16	2016/17	2016/17	2017/18
Budget Officer: Andrew Colver		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		430,335	509,090	449,880	506,230
Transport Related		149	30	520	460
Supplies & Services		183,522	184,780	190,040	188,910
Support Services		250,330	274,620	257,560	258,800
Capital Accounting Charges		20,744	14,240	15,500	14,700
		885,080	982,760	913,500	969,100
INCOME					
Customer & Client Receipts		(1,388)	(3,000)	(8,000)	(8,000)
Recharge to services		(883,692)	(986,860)	(905,490)	(961,100)
		(885,080)	(989,860)	(913,490)	(969,100)
NET EXPENDITURE		-	(7,100)	10	-

SUPPORT SERVICE COSTS

PAYROLL SERVICES

Cost Centre: 1414		2015/16	2016/17	2016/17	2017/18
Budget Officer: Karen Edwards		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		53,468	70,630	46,500	47,630
Supplies & Services		640	1,400	1,100	700
Support Services		22,998	23,220	19,030	18,710
Capital Accounting Charges		400	400	400	400
		77,506	95,650	67,030	67,440
INCOME					
Recharge to Services		(77,505)	(124,570)	(67,030)	(67,450)
NET EXPENDITURE		-	(28,920)	-	(10)

PERSONNEL SERVICES

Cost Centre: 1415		2015/16	2016/17	2016/17	2017/18
Budget Officer: Karen Edwards		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		202,071	233,340	254,870	253,460
Transport Related		116	-	10	-
Supplies & Services		44,616	57,100	55,380	52,200
Apprenticeship Levy		-	-	-	40,000
Support Services		85,145	67,680	38,690	38,940
		331,948	358,120	348,950	384,600
NON RECURRING ITEM					
Pension Advice		5,549	-	-	-
HR Development (Funded by Service Improvement Fund)		-	-	56,400	59,680
INCOME					
Customer and Client Receipts		(11,261)	(11,000)	(10,800)	(10,900)
Recharge to services		(326,236)	(348,890)	(394,560)	(389,370)
		(331,948)	(359,890)	(348,960)	(340,590)
NET EXPENDITURE		-	(1,770)	(10)	44,010

AUDIT SERVICES

Cost Centre: 3106		2015/16	2016/17	2016/17	2017/18
Budget Officer: Amanda Fahey		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		147,566	143,930	147,800	149,840
Transport Related		215	-	50	30
Supplies & Services		786	2,750	2,000	2,000
Support Services		37,625	39,560	39,410	38,920
		186,192	186,240	189,260	190,790
INCOME					
Recharge to Services		(186,192)	(179,220)	(189,260)	(190,800)
NET EXPENDITURE		-	7,020	-	(10)

SUPPORT SERVICE COSTS

IT APPLICATIONS SUPPORT

Cost Centre: 3302	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Nick Harding				
	£	£	£	£
EXPENDITURE				
Employees	298,699	322,120	349,600	332,720
Transport Related	-	-	310	310
Supplies & Services	190,407	205,000	208,700	197,840
Support Services	40,309	40,770	35,520	37,510
Capital Accounting Charges	14,340	5,100	5,100	4,100
	543,755	572,990	599,230	572,480
INCOME				
Customer and Client Receipts	(469)	-	-	-
Recharge to Services	(543,286)	(581,580)	(599,240)	(572,480)
	(543,755)	(581,580)	(599,240)	(572,480)
NET EXPENDITURE	-	(8,590)	(10)	-

IT SERVICE DESK

Cost Centre: 3303	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Nick Harding				
	£	£	£	£
EXPENDITURE				
Employees	183,669	199,730	209,010	232,490
Transport Related	82	90	80	80
Supplies & Services	5,314	5,300	5,300	5,300
Support Services	35,083	31,960	31,430	30,390
Capital Accounting Charges	10,968	10,360	10,360	8,370
	235,116	247,440	256,180	276,630
INCOME				
Recharge to Services	(235,116)	(240,560)	(256,170)	(276,630)
NET EXPENDITURE	-	6,880	10	-

IT TECHNICAL SERVICES

Cost Centre: 3304	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Nick Harding				
	£	£	£	£
EXPENDITURE				
Employees	155,687	215,450	191,340	185,590
Premises Related	19,708	8,900	8,900	8,900
Transport Related	101	90	210	210
Supplies & Services	230,591	233,380	246,620	249,010
Support Services	38,977	36,810	31,460	30,050
Capital Accounting Charges	111,653	88,030	151,310	150,700
	556,717	582,660	629,840	624,460
INCOME				
Recharge to Services	(556,717)	(579,240)	(629,840)	(624,450)
	(556,717)	(579,240)	(629,840)	(624,450)
NET EXPENDITURE	-	3,420	-	10

SUPPORT SERVICE COSTS

PRINT ROOM

Cost Centre: 3306		2015/16	2016/17	2016/17	2017/18
Budget Officer: Nick Harding		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		33,561	32,060	58,260	27,880
Transport Related		70	-	160	160
Supplies & Services		81,100	81,170	78,500	80,010
Support Services		9,846	6,440	6,370	6,080
Capital Accounting Charges		1,114	1,110	1,110	1,110
		125,691	120,780	144,400	115,240
INCOME					
Customer and Client Receipts		(2,902)	(3,000)	(3,000)	(3,000)
Recharge to Services		(122,789)	(125,000)	(125,000)	(125,000)
		(125,691)	(128,000)	(128,000)	(128,000)
NET EXPENDITURE		-	(7,220)	16,400	(12,760)

FINANCIAL SERVICES

Cost Centre: 3401		2015/16	2016/17	2016/17	2017/18
Budget Officer: Amanda Fahey		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		393,886	337,760	364,330	364,600
Transport Related		257	250	380	380
Supplies & Services		16,076	21,080	18,310	21,560
Support Services		108,557	112,610	110,080	109,380
Capital Accounting Charges		15,951	7,290	9,840	7,510
		534,727	478,990	502,940	503,430
NON RECURRING ITEM					
Service Restructure Costs		28,595	-	-	-
Review of Accounting and budget structure (All Funded by Service Improvement Fund)		12,920	-	-	-
INCOME					
Customer and Client Receipts		-	(500)	(960)	(500)
Recharge to Services		(576,242)	(495,380)	(493,480)	(502,940)
		(534,728)	(495,880)	(494,440)	(503,440)
NET EXPENDITURE		-	(16,890)	8,500	(10)

DEBTORS SERVICES

Cost Centre: 3807		2015/16	2016/17	2016/17	2017/18
Budget Officer: Amanda Fahey		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		33,137	29,730	32,350	25,250
Supplies & Services		2,118	2,940	3,340	3,340
Support Services		20,095	20,390	17,520	17,890
		55,350	53,060	53,210	46,480
INCOME					
Recharge to Services		(55,350)	(52,560)	(53,210)	(46,480)
NET EXPENDITURE		-	500	-	-

SUPPORT SERVICE COSTS

SYSTEMS THINKING

Cost Centre: 3103		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ian Harrison		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		108,284	114,930	144,110	148,270
Transport Related		2	-	20	20
Supplies & Services		1,486	520	520	520
Support Services		15,942	18,250	11,390	11,310
		125,714	133,700	156,040	160,120
NON RECURRING ITEMS					
Systems Thinking / Process Reviews (Funded by Service Improvement Fund)		22,366	-	-	-
		148,080	133,700	156,040	160,120
INCOME					
Recharge to services		(148,080)	(120,580)	(156,040)	(160,120)
		-	13,120	-	-
NET EXPENDITURE					

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ENVIRONMENT AND SERVICE DELIVERY PORTFOLIO

Cost Centres		2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
		£	£	£	£
1100	Aldershot Regeneration	1,522,136	80,870	92,610	98,480
2102	Farnborough Town Centre Regeneration	45,270	30,090	44,520	49,570
2227	Land Drainage/Sewerage	25,156	25,710	24,940	25,630
2537	Car Parks	1,632,950	(580,500)	(566,170)	(551,700)
2538	Parking Management	(181,951)	(280,990)	(244,560)	(234,810)
2540	Other Highways	262,655	303,940	323,620	316,650
2541	Street Furniture	33,615	32,810	32,760	32,740
2542	Street Lighting	7,284	9,520	9,450	9,430
2543	Town Centre Management	119,202	119,820	118,980	121,120
2549	Maintenance Team	93,023	44,250	94,820	65,510
2553	Domestic Refuse	1,784,046	1,692,800	1,703,100	1,744,430
2554	Recycling	535,289	498,120	530,890	520,510
2556	Street Cleansing	935,467	942,610	932,700	940,610
2557	Abandoned Vehicles	20,920	22,980	23,700	23,930
2609	Planning Policy	440,437	413,450	528,040	431,980
2610	Conservation	123,486	105,400	127,900	131,160
		7,398,985	3,460,880	3,777,300	3,725,240
	NET UNDER / (OVER) RECOVERY OF SUPPORT SERV. & MANAGEMENT EXP.:				
Various	Departmental Management Expenses	-	(4,760)	8,160	(1,936)
2217	Environmental Health Support Services	-	470	-	-
ENVIRONMENT AND SERVICE DELIVERY NET EXPENDITURE		7,398,985	3,456,590	3,785,460	3,723,304

ALDERSHOT REGENERATION

Cost Centre: 1100		2015/16	2016/17	2016/17	2017/18
Budget Officer: Karen Edwards		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		55,979	66,580	78,980	85,170
Transport Related		37	60	250	250
Supplies & Services		66,946	-	-	-
Support Services		9,949	10,370	11,840	11,520
Capital Accounting Charge		1,389,225	3,860	1,540	1,540
NET EXPENDITURE		1,522,136	80,870	92,610	98,480

FARNBOROUGH TOWN CENTRE REGENERATION

Cost Centre: 2102		2015/16	2016/17	2016/17	2017/18
Budget Officer: Karen Edwards		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		21,030	28,620	42,150	47,300
Transport Related		5	-	70	70
Supplies & Services		32,792	-	-	-
Support Services		1,443	1,470	2,300	2,200
		55,270	30,090	44,520	49,570
INCOME					
Other Grants and Contributions		(10,000)	-	-	-
NET EXPENDITURE		45,270	30,090	44,520	49,570

LAND DRAINAGE / SEWERAGE

Cost Centre: 2227	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Colin Alborough				
	£	£	£	£
EXPENDITURE				
Employees	9,622	10,450	10,360	10,540
Premises Related	1,609	1,600	1,000	1,600
Transport Related	-	10	-	-
Supplies & Services	9,230	9,230	9,230	9,230
Support Services	4,695	4,420	4,350	4,260
NET EXPENDITURE	25,156	25,710	24,940	25,630

CAR PARKS

Cost Centre: 2537	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Kirsty Hosey				
	£	£	£	£
EXPENDITURE				
Employees	117,105	134,180	136,720	141,760
Premises related	213,943	243,880	238,090	238,230
Transport related	1,282	4,050	3,100	4,040
Supplies & Services	269,729	289,180	277,340	277,840
Payment to Contractor	98,148	102,170	99,590	101,440
Support Services	177,961	165,690	185,680	192,270
Capital Accounting Charge	2,227,369	257,300	17,710	18,030
	3,105,537	1,196,450	958,230	973,610
INCOME				
Customer and Client Receipts	(1,472,587)	(1,776,950)	(1,524,400)	(1,525,310)
NET EXPENDITURE	1,632,950	(580,500)	(566,170)	(551,700)

PARKING MANAGEMENT

Cost Centre: 2538		2015/16	2016/17	2016/17	2017/18
Budget Officer: Kirsty Hosey		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		287,321	337,620	342,030	358,190
Premises Related		8,098	7,500	8,100	9,300
Transport Related		3,550	9,560	7,430	7,700
Supplies & Services		53,099	68,700	70,240	71,220
Support Services		113,503	104,790	119,780	126,710
Capital Accounting Charge		14,470	6,470	14,470	14,470
		480,041	534,640	562,050	587,590
INCOME					
Customer and Client Receipts		(661,992)	(815,630)	(806,610)	(822,400)
NET EXPENDITURE		(181,951)	(280,990)	(244,560)	(234,810)

OTHER HIGHWAYS

Cost Centre: 2540		2015/16	2016/17	2016/17	2017/18
Budget Officer: Peter Amies		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		232,265	228,380	251,670	209,450
Premises Related		2,697	5,050	5,130	5,050
Transport related		2,234	3,580	3,580	3,580
Supplies & Services		26,292	32,370	37,600	32,610
Payment to Contractor		214,616	222,880	215,310	221,300
Support Services		141,378	147,780	153,330	148,760
Capital Accounting Charge		655	-	-	-
		620,137	640,040	666,620	620,750
INCOME					
HCC Agency Contribution to Salaries		(356,827)	(336,100)	(343,000)	(304,100)
Customer & Client Receipts					
Revenue Expenditure Funded by Capital Under Statute		(655)	-	-	-
		(357,482)	(336,100)	(343,000)	(304,100)
NET EXPENDITURE		262,655	303,940	323,620	316,650

STREET FURNITURE

Cost Centre: 2541		2015/16	2016/17	2016/17	2017/18
Budget Officer: Peter Amies		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Premises related		-	2,000	2,000	2,000
Supplies & Services		32,088	29,390	29,390	29,390
Support Services		1,527	1,420	1,370	1,350
NET EXPENDITURE		33,615	32,810	32,760	32,740

STREET LIGHTING

Cost Centre: 2542		2015/16	2016/17	2016/17	2017/18
Budget Officer: Peter Amies		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Premises related		50	3,300	3,300	3,300
Supplies & Services		4,912	4,100	4,100	4,100
Support Services		2,322	2,120	2,050	2,030
NET EXPENDITURE		7,284	9,520	9,450	9,430

TOWN CENTRE MANAGEMENT

Cost Centre: 2543		2015/16	2016/17	2016/17	2017/18
Budget Officer: Peter Amies		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		79,413	84,700	69,330	87,810
Premises Related		-	-	6,850	-
Transport Related		623	820	290	820
Supplies & Services		26,865	16,260	36,580	16,290
Support Services		17,995	18,040	15,930	16,200
		124,896	119,820	128,980	121,120
INCOME					
Customer & Client Receipts		5,122	-	(10,000)	-
Other Grants & Contributions		(10,816)	-	-	-
NET EXPENDITURE		119,202	119,820	118,980	121,120

MAINTENANCE TEAM

Cost Centre: 2549		2015/16	2016/17	2016/17	2017/18
Budget Officer: John Trusler		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		143,210	93,520	148,750	110,020
Transport Related		27,137	15,900	15,900	15,900
Supplies & Services		69,739	27,170	40,350	31,330
Support Services		21,961	19,790	21,950	20,390
		262,047	156,380	226,950	177,640
INCOME					
Other Grants & Contributions		(169,024)	(112,130)	(132,130)	(112,130)
NET EXPENDITURE		93,023	44,250	94,820	65,510

DOMESTIC REFUSE

Cost Centre: 2553		2015/16	2016/17	2016/17	2017/18
Budget Officer: James Duggin		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		56,162	56,240	66,040	70,030
Premises Related		-	-	-	-
Transport Related		512	560	700	700
Supplies & Services		110,700	111,860	111,860	111,860
Payment to Contractor		1,335,009	1,331,630	1,327,240	1,368,090
Support Services		323,401	310,350	303,610	306,360
Capital Accounting Charge		21,591	23,810	26,420	29,040
		1,847,375	1,834,450	1,835,870	1,886,080
NON RECURRING ITEM					
Service Transformation and Service Review		19,792	-	-	-
Procurement support for major contract review (All Funded by Service Improvement Fund)		66,658	-	22,880	-
INCOME					
Customer and Client Receipts		(146,746)	(138,580)	(152,580)	(138,580)
Other Grants & Contributions		(3,033)	(3,070)	(3,070)	(3,070)
		(63,329)	(141,650)	(132,770)	(141,650)
NET EXPENDITURE		1,784,046	1,692,800	1,703,100	1,744,430

RECYCLING

Cost Centre: 2554	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: James Duggin				
	£	£	£	£
EXPENDITURE				
Employees	72,065	71,870	83,420	87,920
Transport Related	2,217	3,630	2,280	3,780
Supplies & Services	46,063	50,570	60,960	55,570
Payment to Contractor	797,327	796,160	788,090	814,760
Support Services	127,222	100,340	98,030	93,330
Capital Accounting Charge	23,691	28,760	31,450	34,150
	1,068,585	1,051,330	1,064,230	1,089,510
NON RECURRING ITEM				
Service Transformation and Service Review	5,858	-	-	-
Procurement support for major contract review (All Funded by Service Improvement Fund)	19,728	-	6,770	-
INCOME				
Customer and Client Receipts	(553,604)	(549,210)	(536,110)	(565,000)
Other Grants & Contributions	(5,278)	(4,000)	(4,000)	(4,000)
	(533,296)	(553,210)	(533,340)	(569,000)
NET EXPENDITURE	535,289	498,120	530,890	520,510

STREET CLEANSING

Cost Centre: 2556	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: James Duggin				
	£	£	£	£
EXPENDITURE				
Employees	31,752	33,360	41,280	44,680
Premises Related	10,010	10,000	10,000	10,000
Transport Related	460	500	630	620
Supplies & Services	11,904	15,100	15,100	15,100
Payment to Contractor	1,028,023	1,063,680	1,036,730	1,056,140
Support Services	17,080	17,410	17,840	17,760
Capital Accounting Charge	5,502	8,260	9,160	10,050
	1,104,731	1,148,310	1,130,740	1,154,350
NON RECURRING ITEM				
Service Transformation and Service Review	34,674	-	11,900	-
Procurement support for major contract review (All Funded by Service Improvement Fund)	10,294	-	-	-
INCOME				
Customer & Client Receipts	(10,026)	(500)	(10,000)	(10,000)
Other Grants & Contributions	(204,206)	(205,200)	(199,940)	(203,740)
	(169,264)	(205,700)	(198,040)	(213,740)
NET EXPENDITURE	935,467	942,610	932,700	940,610

ABANDONED VEHICLES

Cost Centre: 2557	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: James Duggin				
	£	£	£	£
EXPENDITURE				
Employees	2,746	2,080	3,190	3,310
Transport Related	45	50	70	60
Supplies & Services	339	1,900	1,900	1,900
Support Services	17,790	18,950	18,540	18,660
NET EXPENDITURE	20,920	22,980	23,700	23,930

PLANNING POLICY

Cost Centre: 2609	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Keith Holland				
	£	£	£	£
EXPENDITURE				
Employees	269,124	285,980	312,490	320,940
Transport Related	294	670	630	630
Local Plans & Publications	7,898	20,000	31,000	20,000
Public Relations/Consultancy	13,167	20,000	20,000	10,000
PDG Consultancy Fees	42,733	-	-	-
PDG LDF Examinations	-	-	65,510	-
Supplies & Services	3,165	3,320	3,300	3,300
Support Services	106,948	83,480	82,500	79,800
	443,329	413,450	515,430	434,670
NON RECURRING ITEM				
LDF Examination	-	-	15,300	-
	443,329	413,450	530,730	434,670
INCOME				
Customer and Client Receipts	(2,892)	-	(2,690)	(2,690)
NET EXPENDITURE	440,437	413,450	528,040	431,980

CONSERVATION

Cost Centre: 2610	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Keith Holland				
	£	£	£	£
EXPENDITURE				
Employees	101,141	95,950	89,460	89,410
Transport Related	556	580	540	540
Supplies & Services	3,569	7,450	7,450	12,450
Support Services	55,407	55,940	57,960	56,270
	160,673	159,920	155,410	158,670
INCOME				
Customer & Client Receipts	(37,187)	(54,520)	(27,510)	(27,510)
NET EXPENDITURE	123,486	105,400	127,900	131,160

DEPARTMENTAL MANAGEMENT EXPENSES

DEPARTMENTAL MANAGEMENT EXPENSES SUMMARY

Cost Centres	Services	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
		£	£	£	£
	NET EXPENDITURE				
2100	Corporate Director	7,013	7,050	14,340	14,600
2203	Environmental Health Management	43,038	45,950	42,000	42,150
2613	Planning Policy Management	6,441	6,210	6,210	6,210
2614	Conservation Management	3,014	3,300	3,300	3,300
		59,506	62,510	65,850	66,260
	RECHARGE TO SERVICES				
	Allocated to Services	(59,506)	(67,270)	(57,690)	(68,196)
	Net Under/(Over) Recovery	-	(4,760)	8,160	(1,936)

CORPORATE DIRECTOR

Cost Centre: 2100	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Karen Edwards	£	£	£	£
EXPENDITURE				
Employees	7	460	8,560	8,560
Supplies & Services	2,716	2,150	1,750	1,750
Support Services	4,290	4,440	4,030	4,290
	7,013	7,050	14,340	14,600
INCOME				
Recharge to Services	(7,013)	(11,450)	(6,240)	(6,500)
NET EXPENDITURE	-	(4,400)	8,100	8,100

ENVIRONMENTAL HEALTH MANAGEMENT

Cost Centre: 2203	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	23,699	18,900	17,100	17,100
Supplies & Services	19,339	27,050	24,900	25,050
	43,038	45,950	42,000	42,150
INCOME				
Recharge to Services	(43,038)	(46,310)	(42,000)	(52,246)
NET EXPENDITURE	-	(360)	-	(10,096)

DEPARTMENTAL MANAGEMENT EXPENSES

PLANNING POLICY MANAGEMENT

Cost Centre: 2613		2015/16	2016/17	2016/17	2017/18
Budget Officer: Keith Holland		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		2,812	2,600	2,600	2,600
Supplies & Services		3,629	3,610	3,610	3,610
		6,441	6,210	6,210	6,210
INCOME					
Recharge to Services		(6,441)	(6,210)	(6,180)	(6,180)
NET EXPENDITURE		-	-	30	30

CONSERVATION MANAGEMENT

Cost Centre: 2614		2015/16	2016/17	2016/17	2017/18
Budget Officer: Keith Holland		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		1,477	1,000	1,000	1,000
Supplies & Services		1,537	2,300	2,300	2,300
		3,014	3,300	3,300	3,300
INCOME					
Recharge to Services		(3,014)	(3,300)	(3,270)	(3,270)
NET EXPENDITURE		-	-	30	30

SUPPORT SERVICE COSTS

ENVIRONMENTAL HEALTH SUPPORT

Cost Centre: 2217		2015/16	2016/17	2016/17	2017/18
Budget Officer: Qamer Yasin		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		19,199	20,180	20,850	21,660
Transport Related		140	-	60	60
Support Services		913	950	910	910
		20,252	21,130	21,820	22,630
INCOME					
Recharge to services		(20,252)	(20,660)	(21,820)	(22,630)
NET EXPENDITURE		-	470	-	-

CONCESSIONS AND COMMUNITY PORTFOLIO

Cost Centres		2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
		£	£	£	£
1211	Sustainability Initiatives	41,957	56,020	31,400	31,610
1302	Electoral Registration	132,163	165,010	171,290	160,990
1303	Elections	98,014	113,750	93,480	56,190
1404	Emergency Planning	45,535	45,590	47,070	47,240
2219	Public Health	19,082	-	-	-
2513	Grants to Local & National Organisations	217,303	207,890	235,390	210,440
2534	Community Transport	51,665	55,300	46,970	47,440
2535	Grants to Major Voluntary Organisations	529,455	527,690	537,030	516,870
2536	Meals on Wheels	9,931	5,540	6,470	6,490
3806	Council Tax Benefits	291,486	289,680	286,620	295,430
3809	Corporate Fraud Investigation	145,950	137,880	129,910	131,030
Various	Rent Allowances	308,552	317,460	277,470	341,480
CONCESSION AND COMMUNITY NET EXPENDITURE		1,891,093	1,921,810	1,863,100	1,845,210

SUSTAINABILITY INITIATIVES

Cost Centre: 1211		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ann Greaves		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		27,467	25,580	24,860	25,320
Transport Related		565	-	550	550
Supplies & Services		14,639	12,700	8,300	8,300
Support Services		17,602	17,740	17,490	17,240
		60,273	56,020	51,200	51,410
INCOME					
Other Grants & Contributions		(18,316)	-	(19,800)	(19,800)
NET EXPENDITURE		41,957	56,020	31,400	31,610

ELECTORAL REGISTRATION

Cost Centre: 1302		2015/16	2016/17	2016/17	2017/18
Budget Officer: Andrew Colver		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		57,447	51,250	55,990	52,150
Transport Related		128	170	290	180
Supplies & Services		80,688	64,000	79,500	79,650
Support Services		35,104	35,790	38,410	37,210
Capital Accounting Charge		-	-	-	-
		173,367	151,210	174,190	169,190
NON RECURRING ITEM					
Transitional cost for Individual Elector Registration		1,223	26,000	23,800	8,500
		174,590	177,210	197,990	177,690
INCOME					
Government Grant		(40,902)	(10,000)	(25,000)	(15,000)
Customer and Client Receipts		(1,525)	(2,200)	(1,700)	(1,700)
		(42,427)	(12,200)	(26,700)	(16,700)
NET EXPENDITURE		132,163	165,010	171,290	160,990

ELECTIONS

Cost Centre: 1303		2015/16	2016/17	2016/17	2017/18
Budget Officer: Andrew Colver		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		71,623	56,480	60,590	33,330
Premises Related		6,038	5,100	5,100	-
Transport Related		140	740	1,350	800
Supplies & Services		27,425	36,110	26,500	5,460
Support Services		27,353	27,620	29,240	28,600
		132,579	126,050	122,780	68,190
INCOME					
Other Grants & Contributions		(34,565)	(12,300)	(29,300)	(12,000)
		(34,565)	(12,300)	(29,300)	(12,000)
NET EXPENDITURE		98,014	113,750	93,480	56,190

EMERGENCY PLANNING

Cost Centre: 1404		2015/16	2016/17	2016/17	2017/18
Budget Officer: Andrew Colver		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		14,535	13,560	14,840	15,180
Premises Related		-	-	10	10
Transport Related		21,688	22,900	22,900	22,900
Supplies & Services		9,312	9,130	9,320	9,150
NET EXPENDITURE		45,535	45,590	47,070	47,240

PUBLIC HEALTH

Cost Centre: 2219		2015/16	2016/17	2016/17	2017/18
Budget Officer: Colin Alborough		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Transport Related		535	-	-	-
NON RECURRING ITEM					
Public Health Grant		40,000	-	-	-
INCOME					
Other Grants & Contributions		(21,453)	-	-	-
NET EXPENDITURE		19,082	-	-	-

GRANTS TO LOCAL & NATIONAL ORGANISATIONS

Cost Centre: 2513		2015/16	2016/17	2016/17	2017/18
Budget Officer: Peter Amies		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		17,046	18,010	18,530	19,440
Transport Related		8	10	20	10
Grants & Contributions		38,146	20,000	45,650	20,000
Farnborough Airport Community Environmental Fund		43,321	-	-	-
Service Charge		2,020	2,190	2,190	2,190
Community Matters Partnership		5,000	5,000	5,000	5,000
Grants for Apprentice Schemes		-	-	-	-
Rent Relief		148,278	148,610	148,610	148,610
Support Services		13,792	14,070	15,390	15,190
INCOME					
Farnborough Airport Community Environmental Fund		(50,308)	-	-	-
NET EXPENDITURE		217,303	207,890	235,390	210,440

COMMUNITY TRANSPORT

Cost Centre: 2534	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies				
	£	£	£	£
EXPENDITURE				
Employees	1,676	1,380	1,400	1,450
Transport Related	2	10	10	10
Payment to Contractor	13,670	17,670	10,470	10,570
Dial A Ride	34,640	34,640	33,560	33,900
Support Services	1,677	1,600	1,530	1,510
NET EXPENDITURE	51,665	55,300	46,970	47,440

GRANTS TO MAJOR VOLUNTARY ORGANISATIONS

Cost Centre: 2535	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies				
	£	£	£	£
EXPENDITURE				
Employees	3,942	3,240	3,370	3,480
Transport Related	0	10	10	10
Supplies & Services	56,984	46,770	46,770	46,770
Service Charge	19,360	21,020	21,020	21,020
Direct Grants	-	3,000	-	-
Citizen Advice Bureau	257,380	259,720	272,800	261,870
Rushmoor Voluntary Service	73,400	74,210	74,210	74,950
F & C.W.M.H.T	112,570	113,810	112,570	102,570
Support Services	5,819	5,910	6,280	6,200
NET EXPENDITURE	529,455	527,690	537,030	516,870

MEALS ON WHEELS

Cost Centre: 2536	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies				
	£	£	£	£
EXPENDITURE				
Employees	1,348	1,310	1,290	1,330
Transport Related	2	10	10	10
Third Party Payment	6,763	2,500	1,000	1,000
Direct Grants	-	-	2,500	2,500
Support Services	1,818	1,720	1,670	1,650
NET EXPENDITURE	9,931	5,540	6,470	6,490

COUNCIL TAX SUPPORT

Cost Centre: 3806	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey				
	£	£	£	£
EXPENDITURE				
Employees	196,049	189,560	186,570	194,010
Transport Related	482	10	400	390
Council Tax Rebates	6,947	10,000	7,000	10,000
Support Services	87,515	89,620	92,160	90,800
Capital Accounting Charge	493	490	490	230
NET EXPENDITURE	291,486	289,680	286,620	295,430

CORPORATE FRAUD INVESTIGATION

Cost Centre: 3809	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey				
	£	£	£	£
EXPENDITURE				
Employees	93,186	92,500	91,090	92,860
Transport Related	1,294	-	2,110	2,110
Supplies & Services	3,515	8,400	3,150	3,150
Support Services	47,446	36,980	33,560	32,910
Capital Accounting Charge	509	-	-	-
NET EXPENDITURE	145,950	137,880	129,910	131,030

RENT ALLOWANCES

Cost Centre: 3811/3813	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey				
	£	£	£	£
EXPENDITURE				
Employees	457,022	414,580	391,480	398,560
Transport Related	1,067	0	820	790
Supplies & Services	58,635	55,640	65,520	53,290
Allowances Granted/Transfer Payments	37,857,765	37,970,000	36,849,000	36,626,000
Support Services	343,314	358,110	376,090	376,150
Capital Accounting Charge	2,381	2,290	2,290	450
	38,720,185	38,800,620	37,685,200	37,455,240
INCOME				
Housing Benefit Subsidy	(37,022,438)	(37,350,000)	(36,219,000)	(35,997,000)
Housing Benefits Admin Subsidy	(509,575)	(433,160)	(441,130)	(399,960)
Overpayments Recovered	(848,638)	(700,000)	(700,000)	(700,000)
Government Grants	(25,937)	-	(15,600)	-
Other Income	(5,045)	-	(32,000)	(16,800)
	(38,411,633)	(38,483,160)	(37,407,730)	(37,113,760)
NET EXPENDITURE	308,552	317,460	277,470	341,480

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HEALTH AND HOUSING PORTFOLIO

Cost Centres		2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
		£	£	£	£
2248	Healthy Rushmoor	7,493	7,430	7,300	7,310
2401	Housing Strategy	174,420	179,260	181,150	171,620
2402	Housing Advice	775,723	762,350	766,010	752,500
2403	Houses in Multiple Occupation	119,161	164,730	155,070	132,370
2404	Improvement Grants - Revenue	323,201	461,440	333,430	172,880
2406	Grants to Registered Social Landlord's	40,000	121,000	171,000	98,500
		1,439,998	1,696,210	1,613,960	1,335,180
	NET UNDER / (OVER) RECOVERY OF SUPPORT SERV. & MANAGEMENT EXP.				
2405	Housing Support Service	-	(70)	-	-
HEALTH AND HOUSING NET EXPENDITURE		1,439,998	1,696,140	1,613,960	1,335,180

HEALTHY RUSHMOOR

Cost Centre: 2248		2015/16	2016/17	2016/17	2017/18
Budget Officer: Qamer Yasin		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Transfer Payments		7,000	7,000	7,000	7,000
Support Services		493	430	300	310
NET EXPENDITURE		7,493	7,430	7,300	7,310

HOUSING STRATEGY

Cost Centre: 2401		2015/16	2016/17	2016/17	2017/18
Budget Officer: Qamer Yasin		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		125,243	125,310	121,130	122,270
Transport Related		348	450	260	260
Supplies & Services		22,252	26,400	32,800	22,500
Support Services		26,577	27,100	26,960	26,590
NET EXPENDITURE		174,420	179,260	181,150	171,620

HOUSING ADVICE

Cost Centre: 2402		2015/16	2016/17	2016/17	2017/18
Budget Officer: Qamer Yasin		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		360,625	396,320	404,990	419,860
Transport Related		1,613	1,710	1,820	1,680
Supplies & Services		174,776	135,260	135,320	121,620
Step by Step		36,670	40,750	40,750	27,400
Rent Deposits		47,245	37,500	36,000	36,000
Mortgage Rescue		400	-	-	-
Housing Advice Direct Grants		9,350	-	27,440	17,500
Hants Welfare Assistance		7,481	-	-	-
HCC Childs Safeguarding Board		2,494	2,500	2,500	2,500
Support Services		168,581	178,130	182,350	180,640
Capital Accounting Charges		354	350	350	-
		809,589	792,520	831,520	807,200
NON RECURRING ITEMS					
Housing Advice under occupancy pilot		145	-	4,210	-
		809,734	792,520	835,730	807,200
INCOME					
Customer Clients and Receipts		(31,503)	(27,150)	(32,000)	(25,000)
Other Grants and Contributions		(2,508)	(3,020)	(37,720)	(29,700)
NET EXPENDITURE		775,723	762,350	766,010	752,500

HOUSES IN MULTIPLE OCCUPATION

Cost Centre: 2403		2015/16	2016/17	2016/17	2017/18
Budget Officer: Qamer Yasin		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		109,130	137,430	149,040	113,930
Transport Related		1,055	1,080	2,320	1,180
Supplies & Services		-	500	-	-
Support Services		30,842	31,780	33,710	31,260
		141,027	170,790	185,070	146,370
INCOME					
Customer and Client Receipts		(21,866)	(6,060)	(30,000)	(14,000)
NET EXPENDITURE		119,161	164,730	155,070	132,370

IMPROVEMENT GRANTS

Cost Centre: 2404		2015/16	2016/17	2016/17	2017/18
Budget Officer: Qamer Yasin		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		121,629	121,380	124,260	127,060
Transport Related		1,172	1,210	1,310	1,310
Supplies & Services		5,092	5,100	5,100	5,100
Support Services		37,973	38,750	39,760	39,410
Capital Accounting Charges		582,774	720,000	979,000	816,000
		748,640	886,440	1,149,430	988,880
INCOME					
Government Grant		(425,439)	(425,000)	(816,000)	(816,000)
NET EXPENDITURE		323,201	461,440	333,430	172,880

GRANTS TO REGISTERED SOCIAL LANDLORDS

Cost Centre: 2406		2015/16	2016/17	2016/17	2017/18
Budget Officer: Qamer Yasin		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Capital Accounting Charges		40,000	121,000	171,000	98,500
NET EXPENDITURE		40,000	121,000	171,000	98,500

HOUSING SUPPORT SERVICE COSTS

Cost Centre: 2405		2015/16	2016/17	2016/17	2017/18
Budget Officer: Qamer Yasin		Actual	Estimate	Revised	Estimate
		£	£	£	£
EXPENDITURE					
Employees		23,827	23,220	23,730	24,130
Transport Related		123	90	180	180
Support Services		1,454	1,490	1,380	1,410
		25,404	24,800	25,290	25,720
INCOME					
Recharge to Services		(25,404)	(24,870)	(25,290)	(25,720)
NET EXPENDITURE		-	(70)	-	-

BUSINESS, SAFETY & REGULATION PORTFOLIO

Cost Centres		2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
		£	£	£	£
1413	Economic Development	193,040	173,490	201,530	185,030
2204	Dog Warden	29,405	32,190	30,460	30,550
2206	Health & Safety	172,569	178,920	173,480	178,790
2207	Emergency Callout	45,716	38,980	45,120	43,080
2208	Food Safety	253,266	247,440	235,710	250,030
2211	Licensing General	172,142	182,800	161,160	165,380
2212	Pest Control	48,958	53,600	43,570	47,670
2213	Pollution & Environmental Control	383,567	391,950	405,240	419,010
2218	Hackney Carriages	94,373	102,690	122,350	123,130
2228	Community Patrol Team	248,896	265,140	264,328	276,040
2246	Integrated CCTV	303,106	304,710	319,450	312,290
2547	Community Safety	171,163	197,450	175,860	184,330
2550	Cemeteries	110,822	118,220	123,600	113,470
2551	Crematorium	(547,544)	(567,840)	(613,240)	(564,470)
2555	Public Conveniences	230,329	239,670	242,860	245,610
2565	Markets & Car Boot Sales	(122,728)	(175,440)	(116,670)	(171,510)
2601	Building Control - non fee earning	119,535	151,190	144,990	123,790
2604	Development Management	519,092	666,290	583,960	615,400
2608	Building Control - fee earning	(1,139)	107,190	91,810	94,050
		2,424,568	2,708,640	2,635,568	2,671,670
	NET UNDER / (OVER) RECOVERY OF SUPPORT SERV. & MANAGEMENT EXP.:				
2611/2612	Departmental Salaries/Management Expenses	-	-	1,410	1,110
2616	Support Services	-	180	-	-
BUSINESS, SAFETY & REGULATION NET EXPENDITURE		2,424,568	2,708,820	2,636,978	2,672,780

ECONOMIC DEVELOPMENT

Cost Centre: 1413	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ann Greaves				
	£	£	£	£
EXPENDITURE				
Employees	83,580	76,260	76,820	90,770
Transport Related	276	450	1,050	1,010
Supplies & Services	54,034	42,000	60,850	42,000
Enterprise First	25,125	26,200	26,200	26,200
Direct Grant	18,000	15,000	29,450	15,000
Support Services	12,026	13,580	10,160	10,050
	193,041	173,490	204,530	185,030
INCOME				
Customer and Client Receipts	-	-	(3,000)	-
NET EXPENDITURE	193,041	173,490	201,530	185,030

DOG WARDEN

Cost Centre: 2204	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: John McNab				
	£	£	£	£
EXPENDITURE				
Employees	7,672	8,160	8,100	8,250
Transport Related	3,688	3,590	3,620	3,670
Supplies & Services	11,302	14,010	12,910	13,010
Support Services	8,724	8,440	8,330	8,150
	31,386	34,200	32,960	33,080
INCOME				
Customer and Client Receipts	(1,981)	(2,010)	(2,500)	(2,530)
NET EXPENDITURE	29,405	32,190	30,460	30,550

HEALTH & SAFETY

Cost Centre: 2206	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Qamer Yasin				
	£	£	£	£
EXPENDITURE				
Employees	126,552	127,310	130,320	134,720
Transport Related	702	670	780	780
Supplies & Services	567	960	3,260	3,080
Support Services	46,088	49,980	53,100	51,610
	173,909	178,920	187,460	190,190
INCOME				
Customer & Client Receipts	(1,340)	-	(13,980)	(11,400)
NET EXPENDITURE	172,569	178,920	173,480	178,790

EMERGENCY CALLOUT

Cost Centre: 2207		2015/16	2016/17	2016/17	2017/18
Budget Officer: Qamer Yasin		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		35,631	29,050	34,980	33,190
Supplies & Services		98	150	150	150
Support Services		9,987	9,780	9,990	9,740
NET EXPENDITURE		45,716	38,980	45,120	43,080

FOOD SAFETY

Cost Centre: 2208		2015/16	2016/17	2016/17	2017/18
Budget Officer: Qamer Yasin		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		175,731	176,260	173,640	177,600
Transport Related		1,291	1,340	820	820
Supplies & Services		2,327	3,510	2,010	2,030
Support Services		81,365	83,480	84,890	82,780
		260,714	264,590	261,360	263,230
INCOME					
Customer and Client Receipts		(7,448)	(17,150)	(25,650)	(13,200)
NET EXPENDITURE		253,266	247,440	235,710	250,030

LICENSING GENERAL

Cost Centre: 2211		2015/16	2016/17	2016/17	2017/18
Budget Officer: John McNab		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		171,500	177,130	163,910	166,000
Transport Related		725	820	750	750
Supplies & Services		2,050	2,040	3,040	3,490
Support Services		104,591	96,410	93,790	91,720
		278,866	276,400	261,490	261,960
INCOME					
Customer and Client Receipts		(106,724)	(93,600)	(100,330)	(96,580)
NET EXPENDITURE		172,142	182,800	161,160	165,380

PEST CONTROL

Cost Centre: 2212	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Colin Alborough				
	£	£	£	£
EXPENDITURE				
Employees	14,164	14,890	14,810	15,090
Transport Related	5	10	10	10
Supplies & Services	-	100	100	100
Third Party Payment	15,290	19,000	16,000	20,000
Support Services	19,882	19,600	12,650	12,470
INCOME				
Other Grants and Contributions	(383)	-	-	-
NET EXPENDITURE	48,958	53,600	43,570	47,670

POLLUTION & ENVIRONMENTAL CONTROL

Cost Centre: 2213	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Qamer Yasin				
	£	£	£	£
EXPENDITURE				
Employees	282,746	282,860	291,800	303,170
Premises Related	-	400	400	400
Transport Related	2,054	3,380	2,010	2,840
Supplies & Services	3,784	8,000	7,500	8,010
Support Services	121,914	121,810	124,100	121,020
Capital Accounting Charges	-	-	4,460	8,920
	410,498	416,450	430,270	444,360
INCOME				
Customer and Client Receipts	(26,931)	(24,500)	(25,030)	(25,350)
	(26,931)	(24,500)	(25,030)	(25,350)
NET EXPENDITURE	383,567	391,950	405,240	419,010

HACKNEY CARRIAGES

Cost Centre: 2218		2015/16	2016/17	2016/17	2017/18
Budget Officer: Qamer Yasin		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		110,495	112,290	128,790	131,310
Premises Related		-	820	-	-
Transport Related		242	210	400	400
Supplies & Services		10,224	10,400	12,600	11,000
Support Services		49,763	50,710	54,000	52,360
		170,724	174,430	195,790	195,070
INCOME					
Customer and Client Receipts		(76,351)	(71,740)	(73,440)	(71,940)
NET EXPENDITURE		94,373	102,690	122,350	123,130

COMMUNITY PATROL TEAM

Cost Centre: 2228		2015/16	2016/17	2016/17	2017/18
Budget Officer: Qamer Yasin		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		161,848	177,760	176,950	190,140
Transport Related		14,828	18,100	18,560	18,660
Supplies & Services		5,273	5,000	5,368	5,080
Support Services		67,147	66,780	64,950	63,660
		249,096	267,640	265,828	277,540
INCOME					
Customer and Client Receipts		(200)	(2,500)	(1,500)	(1,500)
NET EXPENDITURE		248,896	265,140	264,328	276,040

INTEGRATED CCTV

Cost Centre: 2246		2015/16	2016/17	2016/17	2017/18
Budget Officer: Qamer Yasin		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		133,515	141,230	148,070	150,240
Premises Related		-	4,380	-	-
Transport Related		9	20	80	-
Supplies & Services		68,299	69,330	80,980	73,190
Support Services		66,604	69,850	70,460	68,960
Capital Accounting Charges		45,994	33,150	33,150	33,150
		314,421	317,960	332,740	325,540
INCOME					
Other Grants and Contributions		(11,315)	(13,250)	(13,290)	(13,250)
NET EXPENDITURE		303,106	304,710	319,450	312,290

COMMUNITY SAFETY

Cost Centre: 2547		2015/16	2016/17	2016/17	2017/18
Budget Officer: Caroline Ryan		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		123,616	137,780	116,440	125,690
Premises Related		4,280	7,500	7,500	7,500
Transport Related		2,632	1,900	1,890	1,900
Supplies & Services		11,212	19,480	19,480	19,480
Support Services		39,378	41,340	41,100	41,000
Capital Accounting Charges		216	220	220	220
		181,334	208,220	186,630	195,790
NON RECURRING ITEM					
Domestic Violence Co-ordinator		181,334	208,220	186,630	195,790
INCOME					
Other Grants and Contributions		(10,171)	(10,770)	(10,770)	(11,460)
NET EXPENDITURE		171,163	197,450	175,860	184,330

CEMETERIES

Cost Centre: 2550		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ashley Sharpe		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		24,866	23,120	22,910	23,210
Premises Related		9,679	15,950	27,500	16,040
Transport Related		74	90	70	70
Supplies & Services		7,832	17,520	21,920	17,550
Payment to Contractor		208,617	208,180	202,830	206,700
Support Services		22,788	23,190	23,800	23,130
Capital Accounting Charge		4,573	4,500	4,670	4,670
		278,429	292,550	303,700	291,370
INCOME					
Customer and Client Receipts		(167,606)	(174,330)	(180,100)	(177,900)
NET EXPENDITURE		110,823	118,220	123,600	113,470

CREMATORIUM

Cost Centre: 2551		2015/16	2016/17	2016/17	2017/18
Budget Officer: Ashley Sharpe		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		245,590	242,420	243,500	250,500
Premises Related		138,150	147,760	145,380	164,350
Transport Related		388	490	470	470
Supplies & Services		202,549	212,460	221,740	214,000
Payment to Contractor		122,561	122,670	120,700	121,800
Support Services		79,470	81,530	86,720	84,280
Capital Accounting Charge		33,127	31,360	32,240	34,740
		821,835	838,690	850,750	870,140
INCOME					
Customer and Client Receipts		(1,369,379)	(1,406,530)	(1,463,990)	(1,434,610)
NET EXPENDITURE		(547,544)	(567,840)	(613,240)	(564,470)

PUBLIC CONVENIENCES

Cost Centre: 2555	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: James Duggin				
	£	£	£	£
EXPENDITURE				
Employees	6,201	6,070	7,320	7,520
Premises Related	23,111	26,740	24,160	23,980
Transport Related	45	50	70	70
Supplies & Services	898	1,380	1,380	1,390
Payment to Contractor	164,667	166,600	162,320	165,420
Support Services	22,060	22,250	23,790	23,050
Capital Accounting Charge	13,346	16,580	23,820	24,180
NET EXPENDITURE	230,328	239,670	242,860	245,610

MARKETS & CAR BOOT SALES

Cost Centre: 2565	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: John Trusler				
	£	£	£	£
EXPENDITURE				
Employees	56,513	71,280	45,000	66,750
Premises Related	36,273	37,140	35,380	35,180
Supplies & Services	17,917	6,000	18,320	10,140
Support Services	3,115	3,440	5,900	6,660
Capital Accounting Charge	1,699	1,700	3,230	4,760
	115,517	119,560	107,830	123,490
INCOME				
Customer & Client Receipts	(238,245)	(295,000)	(224,500)	(295,000)
NET EXPENDITURE	(122,728)	(175,440)	(116,670)	(171,510)

BUILDING CONTROL - NON FEE EARNING

Cost Centre: 2601	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Martin Hobley				
	£	£	£	£
EXPENDITURE				
Employees	85,579	112,580	103,190	31,765
Transport Related	334	360	820	5
Supplies & Services	3,897	1,000	1,000	1,000
Support Services	38,913	38,250	40,980	37,270
	128,723	152,190	145,990	70,040
INCOME				
Customer and Client Receipts	(9,188)	(1,000)	(1,000)	53,750
NET EXPENDITURE	119,535	151,190	144,990	123,790

DEVELOPMENT MANAGEMENT

Cost Centre: 2604		2015/16	2016/17	2016/17	2017/18
Budget Officer: Keith Holland		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
	Employees	719,023	743,790	724,840	725,160
	Transport Related	2,176	2,510	1,920	1,920
	Supplies & Services	19,281	22,770	15,560	6,890
	Support Services	276,366	300,740	304,860	296,350
	Capital Accounting Charges	12,112	10,360	10,360	2,190
		1,028,958	1,080,170	1,057,540	1,032,510
INCOME					
	Customer and Client Receipts	(509,866)	(413,880)	(473,580)	(417,110)
NET EXPENDITURE		519,092	666,290	583,960	615,400

BUILDING CONTROL - FEE EARNING

Cost Centre: 2608		2015/16	2016/17	2016/17	2017/18
Budget Officer: Martin Hobley		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
	Employees	132,463	191,100	152,490	(1,645)
	Transport Related	931	910	2,160	(5)
	Supplies & Services	5,089	10,560	4,760	2,540
	Support Services	95,308	118,620	146,400	138,680
		233,791	321,190	305,810	139,570
INCOME					
	Customer and Client Receipts	(234,930)	(214,000)	(214,000)	(45,520)
NET EXPENDITURE		(1,139)	107,190	91,810	94,050

DEPARTMENTAL MANAGEMENT EXPENSES

DEPARTMENTAL MANAGEMENT EXPENSES SUMMARY

Cost Centres	Services	2015/16	2016/17	2016/17	2017/18
		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
	EXPENDITURE				
2611	Development Control Management	11,351	11,790	12,640	10,290
2612	Building Control Management	25,645	9,920	16,700	7,420
		36,996	21,710	29,340	17,710
	INCOME				
	Allocated to Services	(36,996)	(21,710)	(26,730)	(16,600)
	Customer and Client Receipts	-	-	(1,200)	-
		(36,996)	(21,710)	(27,930)	(16,600)
	Net Under/(Over) Recovery	-	-	1,410	1,110

DEVELOPMENT CONTROL MANAGEMENT

Cost Centre: 2611		2015/16	2016/17	2016/17	2017/18
Budget Officer: Keith Holland		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		2,017	2,500	2,500	2,500
Supplies & Services		9,334	9,290	10,140	7,790
		11,351	11,790	12,640	10,290
INCOME					
Recharge to Services		(11,351)	(11,790)	(11,430)	(10,280)
Customer and Client Receipts		-	-	(1,200)	-
NET EXPENDITURE		-	-	10	10

BUILDING CONTROL MANAGEMENT

Cost Centre: 2612		2015/16	2016/17	2016/17	2017/18
Budget Officer: Keith Holland		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		3,398	2,720	3,900	1,950
Supplies & Services		13,247	7,200	12,800	5,470
Support Services		-	-	-	-
		16,645	9,920	16,700	7,420
NON RECURRING ITEM					
Public Access to Building Control (Funded by Service Improvement Fund)		9,000	-	-	-
INCOME					
Recharge to Services		(25,645)	(9,920)	(15,300)	(6,320)
NET EXPENDITURE		-	-	1,400	1,100

SUPPORT SERVICES COSTS

BUILDING CONTROL SUPPORT

Cost Centre: 2616		2015/16	2016/17	2016/17	2017/18
Budget Officer: Keith Holland		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		1,307	1,260	360	370
Support Services		102	90	20	20
		1,409	1,350	380	390
INCOME					
Recharge to services		(1,409)	(1,170)	(380)	(390)
NET EXPENDITURE		-	180	-	-

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LEISURE & YOUTH PORTFOLIO

Cost Centres		2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
		£	£	£	£
2502	Allotments	18,179	19,430	24,210	17,620
2503	Alpine Snow Sports, Aldershot	104,629	89,980	3,970	4,320
2508	Community Leisure	685,928	605,370	594,250	569,420
2514	Gymnastics Academy	54,412	51,510	51,670	51,640
2517	Parks & Recreation Grounds	(116,162)	699,850	455,730	689,240
2518	Princes Hall	369,244	527,050	500,110	515,730
2523	Tourism	83,347	83,410	84,330	84,280
2525	Blackwater Valley Project	23,491	23,350	23,500	23,550
2529	Rushmoor in Bloom	8,732	6,510	9,040	8,360
2531	Town Twinning	43,225	42,810	43,950	44,580
2533	Special Events	30,170	19,220	24,560	15,790
2552	Grounds Maintenance Contracts	765,179	735,900	719,600	723,700
2558	Aldershot Indoor Pools	390,562	409,200	409,620	419,960
2559	Aldershot Lido	193,460	176,740	157,320	183,270
2560	Farnborough Leisure Centre	900,085	864,150	873,670	893,770
2561	Southwood Golf Course	84,724	82,150	75,030	72,630
Various	Community Schools	26,538	28,850	29,870	23,930
Various	Public Halls & Community Centres	84,304	109,190	110,270	105,420
		3,750,047	4,574,670	4,190,700	4,447,210
	NET UNDER / (OVER) RECOVERY OF SUPPORT SERV. & MANAGEMENT EXP.:				
2510	Leisure Management Expenses	-	-	-	-
2522	Leisure Support Service	-	(910)	-	-
LEISURE AND YOUTH NET EXPENDITURE		3,750,047	4,573,760	4,190,700	4,447,210

ALLOTMENTS

Cost Centre: 2502	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andy Ford				
	£	£	£	£
EXPENDITURE				
Employees	12,663	13,730	16,530	15,080
Premises Related	5,448	7,810	10,230	7,820
Transport Related	229	500	510	500
Support Services	9,018	8,900	8,450	8,030
Capital Accounting Charges	-	-	-	-
	27,358	30,940	35,720	31,430
INCOME				
Customer and Client Receipts	(9,179)	(11,510)	(11,510)	(13,810)
NET EXPENDITURE	18,179	19,430	24,210	17,620

ALPINE SNOW SPORTS, ALDERSHOT

Cost Centre: 2503	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ashley Sharpe				
	£	£	£	£
EXPENDITURE				
Employees	5,150	4,980	5,110	5,310
Premises Related	1,176	1,000	6,000	1,000
Transport Related	8	10	10	10
Supplies & Services	-	-	-	-
Support Services	7,133	7,450	7,820	7,910
Capital Accounting Charges	124,168	104,100	17,590	17,590
	137,635	117,540	36,530	31,820
INCOME				
Customer and Client Receipts	(33,006)	(27,560)	(32,560)	(27,500)
	(33,006)	(27,560)	(32,560)	(27,500)
NET EXPENDITURE	104,629	89,980	3,970	4,320

COMMUNITY LEISURE

Cost Centre: 2508	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies				
	£	£	£	£
EXPENDITURE				
Employees	444,718	459,880	437,470	437,340
Transport Related	2,881	4,260	4,110	4,260
Supplies & Services	40,540	17,350	40,360	29,380
Transfer Payments	23,673	21,090	24,040	14,610
Support Services	105,481	111,990	119,520	117,530
Capital Accounting Charges	125,554	-	-	-
	742,847	614,570	625,500	603,120
INCOME				
Customer and Client Receipts	(56,919)	(9,200)	(31,250)	(33,700)
	(56,919)	(9,200)	(31,250)	(33,700)
NET EXPENDITURE	685,928	605,370	594,250	569,420

GYMNASTICS ACADEMY

Cost Centre: 2514	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies				
	£	£	£	£
EXPENDITURE				
Employees	913	840	840	850
Support Services	3,550	3,540	3,830	3,790
Capital Accounting Charges	64,749	61,930	61,800	61,800
	69,212	66,310	66,470	66,440
INCOME				
Customer and Client Receipts	(14,800)	(14,800)	(14,800)	(14,800)
NET EXPENDITURE	54,412	51,510	51,670	51,640

PARKS & RECREATION GROUNDS

Cost Centre: 2517	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andy Ford				
	£	£	£	£
EXPENDITURE				
Employees	118,556	114,770	117,330	119,950
Premises Related	141,028	162,340	147,240	147,570
Transport Related	857	940	950	940
Supplies & Services	198,573	224,800	238,370	226,160
Payment to Contractor	12,000	12,000	12,000	12,000
Support Services	183,736	186,720	192,760	189,420
Capital Accounting Charges	174,010	168,060	171,790	172,250
	828,760	869,630	880,440	868,290
INCOME				
Other Grants & Contributions	(2,874)	(3,650)	(3,650)	(3,720)
Customer and Client Receipts	(879,867)	(166,130)	(421,060)	(175,330)
Capital Grant	(62,181)	-	-	-
	(944,922)	(169,780)	(424,710)	(179,050)
NET EXPENDITURE	(116,162)	699,850	455,730	689,240

PRINCES HALL

Cost Centre: 2518	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: David Phillips				
	£	£	£	£
EXPENDITURE				
Employees	406,276	418,490	418,760	440,650
Premises Related	133,618	145,630	148,460	147,670
Transport Related	643	260	240	260
Supplies & Services	494,247	478,710	469,390	475,520
Support Services	153,242	159,190	164,060	162,890
Capital Accounting Charges	67,175	84,870	104,300	95,840
	1,255,201	1,287,150	1,305,210	1,322,830
INCOME				
Customer and Client Receipts	(885,957)	(760,100)	(805,100)	(807,100)
TOTAL NET EXPENDITURE	369,244	527,050	500,110	515,730

TOURISM

Cost Centre: 2523	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies				
	£	£	£	£
EXPENDITURE				
Employees	5,150	5,020	5,130	5,260
A'shot Military Museum Joint Mgmt Agreement	28,599	28,600	29,630	29,630
Basingstoke Canal Management Committee	42,246	42,250	42,250	42,250
Support Services	7,352	7,540	7,320	7,140
NET EXPENDITURE	83,347	83,410	84,330	84,280

BLACKWATER VALLEY PROJECT

Cost Centre: 2525	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies				
	£	£	£	£
EXPENDITURE				
Employees	4,063	3,990	4,110	4,190
Transport Related	20	20	20	20
Contribution to Service	17,500	17,500	17,500	17,500
Support Services	1,908	1,840	1,870	1,840
NET EXPENDITURE	23,491	23,350	23,500	23,550

RUSHMOOR IN BLOOM

Cost Centre: 2529	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andy Ford				
	£	£	£	£
EXPENDITURE				
Employees	5,964	5,420	7,990	8,170
Premises Related	4,248	4,420	4,290	3,420
Transport Related	23	20	50	50
Supplies & Services	3,841	5,500	5,500	5,500
Support Services	11,325	9,480	9,540	9,550
	25,401	24,840	27,370	26,690
INCOME				
Other Grants and Contributions	(16,669)	(18,330)	(18,330)	(18,330)
NET EXPENDITURE	8,732	6,510	9,040	8,360

TOWN TWINNING

Cost Centre: 2531	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies				
	£	£	£	£
EXPENDITURE				
Employees	32,707	33,360	34,270	35,030
Supplies & Services	608	-	-	-
Transport Related	1,506	820	820	820
Support Services	8,404	8,630	8,860	8,730
NET EXPENDITURE	43,225	42,810	43,950	44,580

SPECIAL EVENTS

Cost Centre: 2533	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies				
	£	£	£	£
EXPENDITURE				
Employees	9,417	7,520	7,700	7,940
Fireworks	12,676	39,320	23,020	39,320
VE Day 70 Event	2,773	-	-	-
Victoria Day	-	5,000	3,000	2,000
Support Services	6,703	6,680	5,840	5,830
	31,569	58,520	39,560	55,090
INCOME				
Customer and Client Receipts	(1,399)	(39,300)	(15,000)	(39,300)
NET EXPENDITURE	30,170	19,220	24,560	15,790

GROUNDS MAINTENANCE CONTRACTS

Cost Centre: 2552	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andy Ford				
	£	£	£	£
EXPENDITURE				
Employees	8,256	9,870	9,730	11,630
Premises Related	45,464	45,310	44,140	44,990
Transport Related	68	80	80	80
Supplies & Services	236	2,350	2,350	2,350
Payment to Contractor	682,593	687,700	662,440	673,940
Support Services	8,418	8,530	8,590	8,530
	745,035	753,840	727,330	741,520
NON RECURRING ITEM				
Service Transformation and Service Review	8,431	-	-	-
Procurement support for major contract review (All Funded by Service Improvement Fund)	28,397	-	9,750	-
INCOME				
Other Grants & Contributions	(16,684)	(17,940)	(17,480)	(17,820)
	20,144	(17,940)	(7,730)	(17,820)
NET EXPENDITURE	765,179	735,900	719,600	723,700

ALDERSHOT INDOOR POOLS

Cost Centre: 2558	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ashley Sharpe				
	£	£	£	£
EXPENDITURE				
Employees	10,285	10,080	10,420	10,800
Premises Related	13,731	19,320	19,320	19,320
Transport Related	13	20	20	20
Supplies & Services	29,428	30,180	30,220	30,950
Payment to Contractor	264,859	278,850	278,850	284,420
Support Services	11,995	12,420	10,970	10,840
Capital Accounting Charges	60,251	58,330	59,820	63,610
NET EXPENDITURE	390,562	409,200	409,620	419,960

ALDRESHOT LIDO

Cost Centre: 2559	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ashley Sharpe				
	£	£	£	£
EXPENDITURE				
Employees	7,719	7,390	7,640	7,880
Premises Related	19,100	9,440	9,440	9,440
Transport Related	7	10	10	10
Supplies & Services	12,321	12,630	12,660	12,980
Payment to Contractor	134,147	126,490	126,490	129,010
Support Services	10,090	10,380	10,250	10,040
Capital Accounting Charges	10,076	10,400	10,830	13,910
	193,460	176,740	177,320	183,270
INCOME				
Other Grants & Contributions	-	-	(20,000)	-
NET EXPENDITURE	193,460	176,740	157,320	183,270

FARNBOROUGH LEISURE CENTRE

Cost Centre: 2560	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ashley Sharpe				
	£	£	£	£
EXPENDITURE				
Employees	19,268	18,800	19,160	19,910
Premises Related	34,406	34,630	34,630	34,630
Transport Related	30	30	30	30
Supplies & Services	85,971	93,270	93,450	95,840
Payment to Contractor	130,803	136,470	136,470	139,200
Support Services	24,270	25,270	26,300	25,680
Capital Accounting Charges	605,337	555,680	563,630	578,480
	900,085	864,150	873,670	893,770
NET EXPENDITURE	900,085	864,150	873,670	893,770

SOUTHWOOD GOLF COURSE

Cost Centre: 2561	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ashley Sharpe				
	£	£	£	£
EXPENDITURE				
Employees	9,547	9,280	9,210	9,540
Premises Related	41,588	39,970	40,150	37,690
Transport Related	13	10	10	10
Supplies & Services	2,200	2,220	2,220	2,250
Support Services	17,193	17,420	19,210	18,910
Capital Accounting Charges	15,373	14,440	5,420	5,420
	85,914	83,340	76,220	73,820
INCOME				
Other Grants & Contributions	(1,190)	(1,190)	(1,190)	(1,190)
NET EXPENDITURE	84,724	82,150	75,030	72,630

COMMUNITY SCHOOLS

Cost Centre: 2528	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies				
	£	£	£	£
EXPENDITURE				
Employees	3,495	2,910	3,630	3,760
Supplies & Services	6,080	6,080	6,080	-
Support Services	16,963	19,860	20,160	20,170
NET EXPENDITURE	26,538	28,850	29,870	23,930

PUBLIC HALLS & COMMUNITY CENTRES

Cost Centre: 2505/6/7/11/15/16/26/48	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies/David Phillips				
	£	£	£	£
EXPENDITURE				
Employees	13,559	12,920	12,430	13,180
Transport Related	4	20	20	20
Premises Related	61,665	73,810	79,870	75,230
Supplies & Services	4,105	5,510	5,090	5,220
Grants & Contributions	16,500	16,500	16,500	16,500
Support Services	59,130	59,920	58,270	57,710
Capital Accounting Charges	36,732	36,090	36,290	36,850
	191,696	204,770	208,470	204,710
INCOME				
Customer and Client Receipts	(107,392)	(95,580)	(98,200)	(99,290)
NET EXPENDITURE	84,304	109,190	110,270	105,420

DEPARTMENTAL MANAGEMENT EXPENSES

LEISURE MANAGEMENT

Cost Centre: 2510		2015/16	2016/17	2016/17	2017/18
Budget Officer: Peter Amies		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		5,407	7,700	9,200	9,300
Supplies & Services		26,603	25,270	23,930	23,930
		32,010	32,970	33,130	33,230
INCOME					
Recharge to Services		(32,010)	(32,970)	(33,130)	(33,230)
		(32,010)	(32,970)	(33,130)	(33,230)
NET EXPENDITURE		-	-	-	-

SUPPORT SERVICES COSTS

LEISURE SUPPORT SERVICE

Cost Centre: 2522		2015/16	2016/17	2016/17	2017/18
Budget Officer: Peter Amies		Actual	Estimate	Revised Estimate	Estimate
		£	£	£	£
EXPENDITURE					
Employees		26,363	26,580	28,310	28,000
Transport Related Expenses		131	660	30	660
Support Services		1,120	1,170	1,180	1,160
		27,614	28,410	29,520	29,820
INCOME					
Recharge to service		(27,614)	(29,320)	(29,520)	(29,820)
		-	(910)	-	-
NET EXPENDITURE		-	(910)	-	-

CAPITAL PROGRAMME SUMMARY 2016/2017 TO 2020/2021

	Original Estimate 2016/17	Anticipated Payments				
		Revised Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
CAPITAL EXPENDITURE ON PORTFOLIOS	£'000	£'000	£'000	£'000	£'000	£'000
Corporate Services	2,117	20,857	6,764	308	253	253
Leisure & Youth	725	837	362	740	190	120
Environment & Service Delivery	5,003	4,714	5,455	102	102	102
Business, Safety & Regulation	116	102	83	10	750	0
Sub total (excluding Housing)	7,961	26,510	12,664	1,160	1,295	475
Health & Housing	841	1,037	965	866	866	866
TOTAL CAPITAL EXPENDITURE	8,802	27,547	13,629	2,026	2,161	1,341
CAPITAL EXPENDITURE RESOURCES						
Revenue Contribution to Capital - General	550	550	0	0	0	0
Revenue Contribution to Capital - Improvement Grants	200	178	0	0	0	0
Total Revenue Contributions	750	728	0	0	0	0
Grants & Contributions from Other Bodies (see Grants & Conds Summary page)	1,730	1,652	710	115	615	15
Grants & Contributions - Improvement Grants	425	816	816	816	816	816
Section 106 Developers Contributions (see s106 Summary page)	390	375	1,759	400	0	0
	2,545	2,843	3,285	1,331	1,431	831
Capital Receipts & Borrowing - General Fund Schemes	5,291	23,933	10,195	645	680	460
Capital Receipts & Borrowing - Housing Schemes	216	43	149	50	50	50
Total Capital Receipts & Borrowing	5,507	23,976	10,344	695	730	510
TOTAL CAPITAL FINANCING	8,802	27,547	13,629	2,026	2,161	1,341

GRANTS & CONTRIBUTIONS SUMMARY 2016/2017 TO 2020/2021

Project Number	PROJECT	Original Estimate 2016/17	Anticipated Receipts				
			Revised Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
	General Fund - Grants & Contributions	£'000	£'000	£'000	£'000	£'000	£'000
6510	- Beaumont Park - Emergency Works to Boundary Wall (Property Owners)	81	135				
6570	- Manor Park - Playground Refurbishment (Landfill Tax)	50					
6585	- Municipal Gardens - Playground Refurbishment (Landfill Tax)	50					
6518	- Wheeled Bin Contributions (Developers & Household)	10	13	15	15	15	15
	<u>Activation Aldershot Projects</u>						
5401	- Project 1 - Integration between AUE and Town Centre (GE Fund)	1,500	1,425	75			
5404	- Project 2 Phase 6 - Station Forecourt Improvements (Local Growth Fund,HCC & SWT)			560			
6546	- Osborne Road - Recreation Ground Refurbishment (Landfill)	30	20				
5405	- Redevelopment of the Civic Quarter Farnborough			60			
6567	- Replace Cremators - Cameo Crematorium Provision					600	
	- Ivy Road - Sports & Community Pavilion				100		
	Total General Fund Grants & Contributions	1,730	1,602	710	115	615	15
	Housing Schemes - Government Grants						
6400	- Improvement Grants - Disabled Facilities Grants (Better Care Fund) (H&H)	425	816	816	816	816	816
6401	- Grants to Support Social Housing		50				
	TOTAL GRANTS & CONTRIBUTIONS	2,155	2,468	1,526	931	1,431	831

SECTION 106 DEVELOPERS CONTRIBUTIONS SUMMARY 2016/2017 TO 2020/2021

Project Number	PROJECT	Original Estimate 2016/17	Anticipated Receipts				
			Revised Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
	General Fund Schemes	£'000	£'000	£'000	£'000	£'000	£'000
6528	- Brickfield Country Park - Improvement Works			28			
6526	- Cove Green - Cricket Pitch Refurbishment			7			
6539	- Cove Green - Park Improvements			9			
	- Ivy Road - Sports & Community Pavilion				400		
6570	- Manor Park - Playground Refurbishment	110	100				
6585	- Municipal Gardens - Playground Refurbishment	110	110				
6571	- Manor Park - Lake Improvements			19			
6546	- Osborne Road - Recreation Ground Refurbishment	90	84				
5211	- Purchase of Land - Ball Hill (Sang)			1,696			
6544	- Pyestock Crescent - Playground Refurbishment	80	81				
TOTAL SECTION 106 DEVELOPERS CONTRIBUTIONS		390	375	1,759	400	0	0

CORPORATE SERVICES PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

1 of 2		Anticipated Payments						
Project Number	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
5215	12 ARTHUR SREET Redevelopment (s)	5		168	100			
	COMPUTER SYSTEMS							
7305	IT Equipment Replacement Programme	37	30	30	30	25	20	20
7310	Channel Shift Implementation & Resourcing	38						
7500	ICT Strategy & Customer First Projects		250	225	200	200	150	150
7500 40103	Council Website (s)			5	25			
5336	Meetings & Decisions management System			15				
	COUNCIL OFFICES							
5315	Replacement of Obsolete Air Conditioning Plant	4		31				
5335	Co-Location Project Phase 3	160	115	65				
5339	Replacement of Building Management System				45			
5337	Parking Bays & External Works				12			
5338	Maintenance Of Lower Roofs				24			
	COUNCIL PROPERTIES							
5211	Purchase of land - Ball Hill (SANG)	4			1,696			
5313	Energy Efficiency Schemes	36	40	50	40	40	40	40
	FARNBOROUGH AIRPORT							
5403	Farnborough International Loan		1,647	1,647	2,853			
	FLEXIBLE CAPITAL RECEIPTS							
5299	Schemes Funded By Unallocated Flexible Capital Receipts (s)			10	490			

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

CORPORATE SERVICES PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

2 of 2		Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
Project Number	Project				Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
5222	237 HIGH STREET Redevelopment at Boulters House, 237 High Street			10	30			
	INVESTMENT PROPERTIES							
5209	9 Wellington Street Refurbishment			10				
5213	Purchase of Plot 10A Wellesley House	3		644				
5214	20 Blackwater Way			259				
5216	168 High Street, Guildford			7,153				
5217	Optrex Business Park			1,569				
5218	114-116 Dominion Road, Worthing			6,305				
5219	31 Hercules Way, Farnborough			557				
	36-62 UNION SREET ALDERSHOT							
5220	Revelopment (s)			2,060	1,172			
TOTAL		323	2,117	20,857	6,764	308	253	253

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

LEISURE & YOUTH PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

1 of 4		Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
Project Number	Project				Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	ALDERSHOT PARK							
6522	Drainage Works to Rugby Pitches	5		3				
	ALDERSHOT POOLS COMPLEX							
6242	Lido - Concrete Works & Structural Pool Repairs	5	15	25	15	15	15	
6543	AIP - Electrical Testing & Rewiring	10	10	10	10	10	10	
6551	AIP - Replacement Fans, Pumps & Valves	15	15	15	15	15	15	
6557	Roof Insulation & Coating over Pools (s)	1		47	72			
6558	Replacement Ceiling				62			
	ALPINE SNOWSPORTS							
6501	Repainting & Anti Corrosion				7			
	BEAUMONT COMMUNITY CENTRE							
6521	Repairs To Column & Stonework				19			
	BRICKFIELD COUNTRY PARK							
6528	Improvement Works (s)		20	1	28			
	COVE GREEN							
6526	Cricket Pitch Refurbishment (s)	1			7			
6539	Park Improvement (s)	2			9			

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

LEISURE & YOUTH PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

2 of 4		Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
Project Number	Project				Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
FARNBOROUGH LEISURE CENTRE								
6541	Electrical Testing & Rewiring	10	10	10	15	15	15	
6542	FLC Foyer Lift			68				
6545	Replacement Fans, Pumps & Valves	15	15	15	15	15	15	
6548	Teaching Pool Filter Refurbishment		15	15				
6549	Part Coating of Roof	0						
6561	Roof Coating Over Gym & Changing Rooms	22						
6574	Main Pool Filter Refurbishment	32						
6575	Ultra Violet Pool Disinfection Unit	35						
FARNBOROUGH TENNIS CLUB								
6556	Pavilion Extension	115		2				
IVY ROAD PLAYING FIELDS								
6500	Pitch Reconstruction	48		6				
	Sports & Community Pavilion					500		
KING GEORGE V PAVILION								
6523	Upgrading Toilets				21			
MANOR PARK								
6559	Memorial Refurbishment	0		1				
6570	Playground Refurbishment		160	150				
6571	Lake Improvements (s)		10		19			
6592	Depot New Paving & Tarmac		13	13				
MUNICIPAL GARDENS								
6585	Playground Refurbishment		160	160				

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

LEISURE & YOUTH PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

3 of 4		Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
Project Number	Project				Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	OSBORNE ROAD							
6538	Osborne Road Basketball Centre Upgrade			36				
6546	Recreation Ground Refurbishment		120	104				
	PARKS & OPEN SPACES							
6504	Houseman Road Footbridge Improvements	18						
	PLAYGROUNDS							
	Maintenance of Playgrounds					150	100	100
	PRINCES HALL							
6513	Electrical Rewiring	1		1				
6525	Air Handling / Environmental Control	3						
6529	Essential Maintenance & Redecoration	18						
6535	Replacement Flooring	1		4				
6537	Wi-Fi installation	1		3				
6540	Moving Stage Lights	15						
6581	Preplace Flooring Princes Suite		12	12				
6582	Replace Main Auditorium Sound System		30	30				
6584	Coating to Roof		15	15				
	PYESTOCK CRESCENT							
6544	Playground Refurbishment		80	81				
	QUEENS ROAD							
6553	Weightlifting Pavilion Improvements	25						

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

LEISURE & YOUTH PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

4 of 4	Project Number	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
Estimate 2017/18						Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	
			£'000	£'000	£'000	£'000	£'000	£'000	£'000
	6555	REDAN ROAD Fortifications	6						
	6532	SOUTHWOOD COMMUNITY CENTRE Internal Decoration				10			
	6552	Boiler Replacement	10		10				
		TOTAL	416	725	837	362	740	190	120

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

ENVIRONMENT & SERVICE DELIVERY PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/21

1 of 3		Anticipated Payments						
Project Number	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
ALDERSHOT TOWN CENTRE PROJECTS - ACTIVATION ALDERSHOT								
5401	Project 1 - Activation Aldershot (100% funded by GE Fund) (s)		1,500	1,425	75			
5402	Project 2 - Town Centre Improvements (part funded by GE Fund)	1,385	60	348				
5404	Project 2 Phase 6 - Station Forecourt Improvements (s)		1,240	200	1,600			
BEAUMONT PARK								
6510	Emergency Works to Boundary Wall Repairs	14	127	341				
6562	Railings, Link Work with Wall Renovation		52	52				
6563	Beaumont Guards Room Internal Redecoration		13	13				
CAR PARKS								
6509	High Street Car Park Aldershot			13				
6578	Parking Management System	9		23				
6597	Provision for Enhancement (excluding Payment & Management Systems)	43		206				
CIVIC QUARTER FARNBOROUGH								
5405	Redevelopment				150			

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

ENVIRONMENT & SERVICE DELIVERY PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/21

2 of 3	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
Project Number					Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	CYCLEWAY LINKS							
6520	Cove Brook Greenway			52				
6577	Hazel Avenue to Arrow Road			23				
	DEPOTS							
6517	Hawley Lane			12				
6573	New Depot (s)	27	1,500	1,447	3,509			
6576	Refurbishment of Temporary Depot	10						
	FARNBOROUGH TOWN CENTRE PROJECTS							
5207	Kingsmead Construction Works	686						
	MARKETS							
6502	Pop Up Gazebos	8						
	MAYFIELD REGENERATION							
6554	Environmental Improvements	1		18				
	NOISE MONITORING							
6402	Noise Monitoring Equipment	11						

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

ENVIRONMENT & SERVICE DELIVERY PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/21

3 of 3		Anticipated Payments						
Project Number	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
PARKING SCHEMES								
6550	Residents Parking Schemes			11				
PUBLIC CONVENIENCES								
6533	North Camp - Refurbishment of Public Conveniences				19			
6579	Manor Park & Aldershot Park PCs - Replacement of Sanitary Fittings	3		13				
6587	Aldershot Bus Station - Refurbishment of Facilities	31						
REFUSE/ RECYCLING								
6232	Bottle Bank Replacement	1	85					
6518	Wheeled Bins	78		102	90	90	90	90
ROWHILL NATURE RESERVE								
6512	Rowhill Nature Reserve - Maintain Timber Structure		11					
SPEED VISORS								
6511	Speed Visor Replacement	11						
STREET CLEANSING								
6515	Litter / Cigarette Bins	9	15	15	12	12	12	12
TOTAL		2,326	5,003	4,714	5,455	102	102	102

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

BUSINESS, SAFETY & REGULATION PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

1 of 1		Anticipated Payments						
Project Number	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
CEMETERIES								
6226	Ship Lane (Cemetery) - Upgrade Toilets				17			
6227	Redan Road Repairs to Boundary Wall (s)		30		30			
6229	Path Improvements	1		9				
6230	Redan Road Boundary Fence	6						
6231	Ship Lane - Drainage				11			
	Victoria Road (Cemetery) - Fencing Repairs/Redecoration					10		
CREMATORIUM								
6560	The Park Crematorium Aldershot - Mobile Elevation Work Platform				10			
6564	Sands Memorial Garden		20	20				
6565	Waiting Room Modernisation		10	10				
6567	Replace Cremators - Grants & Contributions						750	
6568	The Park Crematorium Aldershot - Equipment For Chapel & Waiting Room				15			
6591	Woodland Memorial			7				
6596	New Doorway to Hall of Remembrance	18						
TOTAL		25	116	102	83	10	750	0

Note:

