



RUGBY BOROUGH COUNCIL

# *Budget and Resources Book*

## *2017-2018*







## **Our Strategic Objectives**

# **Proud of our past, fit for the future**

### **Our Operating Principles are:**

#### **1) Corporate Resources**

- Optimise income and identify new revenue opportunities
- Prioritise the use of resources to meet changing customer needs and demands
- Ensure that the council works efficiently and effectively

#### **2) Communities and Homes**

- Ensure residents have a home that works for them and is affordable
- Deliver digitally-enabled services that residents can access
- Understand our communities and enable people to take an active part in them

#### **3) Environment and Public Realm**

- Enhance our local open spaces to make them places where people want to be
- Continue to improve the efficiency of our waste and recycling services
- Protect the public

#### **4) Growth and Investment**

- Promote sustainable growth and economic prosperity
- Promote and grow Rugby's visitor economy with our partners
- Encourage healthy and active lifestyles to improve wellbeing within the borough



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## GENERAL FUND REVENUE BUDGETS - SUMMARY

2016/17 Budget £	Portfolio Expenditure :-	2017/18 Budget £	Notes
3,059,770	Growth & Investment	3,205,800	
2,033,370	Corporate Resources	1,580,800	
7,463,520	Environment & Public Realm	7,633,450	
1,145,030	Communities & Homes	1,027,280	
<u>13,701,690</u>	<b>Portfolio Expenditure</b>	<u>13,447,330</u>	*1
1,782,180	Executive Director Office	1,860,040	
<u>15,483,870</u>		<u>15,307,370</u>	
-200,000	Less Corporate Savings Target	-200,000	*2
-344,580	Less IAS 19 Pension Adjustment	-309,330	*3
-2,126,560	Less Capital Charge Adjustment	-2,391,670	*4
<u>12,812,730</u>	<b>Net Expenditure</b>	<u>12,406,370</u>	*5
670,110	Net Cost of Borrowing	627,610	*6
1,191,580	Minimum Reserve Provision	1,475,550	*7
87,500	Revenue Contribution to Capital Outlay	87,500	*8
0	Contribution to Budget Stability Reserve	264,160	
<u>14,761,920</u>	<b>Total Expenditure (before Parish Precepts)</b>	<u>14,861,190</u>	
715,180	Parish Council Precepts and Council Tax Support	731,090	*9
<u><u>15,477,100</u></u>	<b>Total Expenditure</b>	<u><u>15,592,280</u></u>	*10
	<b>Income :-</b>		
-6,746,100	Council Tax	-7,062,870	*11
-1,098,450	Revenue Support Grant	-510,930	*12
-4,225,800	Retained Business Rates (Net of Tariff)	-4,495,690	*13
-3,221,280	New Homes Bonus	-2,671,540	*14
-426,810	Other Government Grants	-375,350	*15
-1,123,550	Contribution from Balances	-120,000	*16
1,364,890	Collection Fund Surplus (-)/Deficit	-355,900	*17
<u><u>-15,477,100</u></u>	<b>Total Income</b>	<u><u>-15,592,280</u></u>	

## GENERAL FUND REVENUE BUDGET ACTIVITY EXPLANATIONS

Page 1 provides a summary of the Council's General Fund Revenue Budget for 2017/18 together with those approved for 2016/17

Some of the wording used is explained below.

### Notes

#### \*1 Portfolio Expenditure

The net cost of the Council's individual services is included within appropriate Portfolios. The cost of Portfolio Services is shown on page 1 as the first sub-heading for 2017/18 totalling **£13,447,330**. Detailed service budgets are shown in the colour-coded sections of the book.

Three specific budget items are deducted from the total of Portfolio spending being adjustments for the Corporate Savings Target, IAS 19 pension adjustments and Capital Charges.

#### \*2 Corporate Savings Target

It has been assumed for budget setting purposes that savings will be realised across the Council in 2017/18. As it is not possible to identify which services these savings will be achieved from they are therefore dealt with as 'corporate' savings. The corporate savings target for 2017/18 is estimated to be **£200,000**.

#### \*3 IAS19 Pension Adjustment

Under International Accounting Standard (IAS) 19, the Council must include in its service budgets the cost of retirement benefits when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge required for the overall budget and against council tax is based on the cash payable in the year. Therefore a notional charge is accounted for within service budgets to represent the real cost of retirement benefits and then it is reversed out within corporate adjustments; to deduct it from the overall budget leaving only the cash paid as a charge against council tax. The total amount reversed-out for 2017/18 will be **£309,330**.

#### \*4 Capital Charge Adjustment

Portfolio budgets include capital charges to reflect within individual service budgets the allocation of cost the Council's assets, such as land, buildings or equipment, over their estimated useful life. However, as this is a notional accounting charge only, capital charges for all portfolio services are totalled and then deducted at a corporate level to ensure that the Council's overall budget includes only the real cash cost of financing capital expenditure, rather than the calculated notional capital charges reflecting the cost of using assets. The total amount reversed out for 2017/18 will be **£2,391,670**.

\*5 The net cost of all the above activities of **£12,395,370** is shown as **Net Expenditure**.

The following other corporate items need to be taken into account to determine Total Expenditure.

#### \*6 Net Cost of Borrowing

Interest is earned by investing Council funds not required for spending purposes at a particular time, although this is more than offset by the cost of the Council's borrowing. For 2017/18 the cost of borrowing exceeds the level of interest earned. Net cost of borrowing has been estimated at **£627,610**.

#### \*7 Minimum Reserve Provision

The Council is required to set sums aside from revenue resources for the repayment of loans which have been used to finance capital investment. The amount to be set aside is calculated based on the estimated life of the assets for which borrowing has been undertaken. For 2017/18 the amount required is **£1,475,550**.

#### \*8 Revenue Contribution to Capital Outlay

Revenue Contributions to Capital Outlay are contributions from the revenue budget to finance capital expenditure. For 2017/18 an **£87,500** revenue contribution has been included in the budget in order to part-fund the capital expenditure.

#### \*9 Parish Council Precepts and Council Tax Support

Almost all the borough's Parish Councils request the Borough Council to collect specified amounts on their behalf to ensure Parish spending can take place. The total amount of these requests (i.e. 'precepts') is **£718,691** for 2017/18 and this amount must be taken into account to determine the Average Band D Council Tax for 2017/18. In addition, Parish Council's will also receive **£12,399** of Local Council Tax Support (LCTS) grant from the Council, resulting in total funding of **£731,090** for 2017/18. In comparison Parish Council's received £26,653 of LCTS grant and total funding, including Parish Precepts, of £715,181 for 2017/18.

**\*10 Total Expenditure**

The net total of all the above activities is **£15,317,120** for 2017/18.

**Income**

Specific income amounts must be calculated/taken into account to ensure all Total Expenditure can be funded from income to be raised or received.

**\*11 Council Tax**

The amount of estimated income to be received from all the Borough's Council-taxpayers is **£7,062,870** for 2017/18.

**\*12 Revenue Support Grant**

Revenue Support Grant is a general grant that the Council receives from the Government, which the Council has discretion over its use to support total spending. In 2017/18 the Council will receive a **£510,930** Revenue Support Grant allocation.

**\*13 Retained Business Rates (Net of Tariff)**

Under the Business Rates Retention system councils retain a proportion of the business rates generated in their local economies. Business rates therefore may now be considered to be a locally generated source of income, as per Council Tax, rather than a form of government support. In 2017/18 Rugby expects to retain **£4,495,690** of its business rates.

**\*14 New Homes Bonus**

The government introduced the New Homes Bonus in April 2011. The bonus was designed to ensure that the economic benefits of housing growth are returned to the councils and communities where that growth takes place. For every new home built and occupied in Rugby, and every long-term empty home brought back into use, the government allocates a non-ring fenced New Homes Bonus grant each year for six years. Significant changes to New Homes Bonus were announced within the 2017/18 Local Government Finance Settlement. Grant payments will be reduced from six years to five years in 2017/18 and then to four years in 2018/19. In 2017/18 Rugby's total New Homes Bonus allocation will be **£2,671,540**.

**\*15 Other Government Grants**

In 2017/18 the Council will receive **£375,350** in other grants, consisting of Transition grant, Housing Benefit Administration grant and Council Tax Support Administration Grant.

**\*16 Contribution from Balances**

The deferral of the reduction in Council Tax reliefs for empty properties and the approved charging structure for the Hall of Fame have left a shortfall of £120,000 against these decisions, which will be met from a contribution from balances, for the purposes of setting a balanced budget.

**\*17 Collection Fund Surplus/Deficit**

The Collection Fund surplus has arisen because the total amount of Council Tax due is estimated prior to the start of the financial year but the amount actually collected depends on circumstances at the time of collection, for example the number of discounts and exemptions awarded.

A section at the end of the booklet "An Explanation of Financial Terms" explains a number of other activities.



## THE COUNCIL TAX 2017/18

Expenditure Requirements	£	£
Rugby Borough Council Net Spending		14,861,190
Parish Council Precepts and Local Council Tax Support		731,090
<b>Total Expenditure</b>		<b>15,592,280</b>
Less:		
Government Grants		
<i>(combines Revenue Support Grant, New Homes Bonus &amp; Other Gov't Grants)</i>	-3,557,820	
Retained Business Rates (Net of Tariff)	-4,495,690	
Contribution from Reserves & Balances	-120,000	
Collection Fund Deficit re Council Tax & Business Rates	-355,900	
<b>Total Income</b>		<b>-8,529,410</b>
<b>Net Borough Council Tax Requirement</b>		<b>7,062,870</b>
Add:		
Warwickshire County Council Precept		45,981,391
The Office of the Warwickshire Police & Crime Commissioner		6,796,237
<b>Total Council Tax Requirement</b>		<b>59,840,498</b>

Council Tax for 2017/18			£
Effective Tax Base for Whole Area (number of Band D equivalent properties)		35,400.80	
Warwickshire County Council Requirement	£	45,981,391	
Requirement divided by Tax Base =			1,298.88
The Office of the Warwickshire Police & Crime Commissioner Requirement	£	6,796,237	
Requirement divided by Tax Base =			191.98
Rugby Borough Council Requirement (including Parishes)	£	7,062,870	
Requirement divided by Tax Base =			199.51
<b>Total AVERAGE Band D Council Tax</b>			<b>1,690.37</b>

## THE COUNCIL TAX 2017/18

	£	£
<b>Council Tax Requirement</b>	6,344,171	
<i>(Including Town Area Special Expenses, excluding Parish Precepts (see below))</i>		
Divided by Tax Base of 35,400.80		
= Relevant Basic Amount of Council Tax		179.21
<i>(2016/17 restated relevant basic amount was £174.21)</i>		
<b>Parish Precept</b>	718,691	
Divided by Tax Base of 35,400.80		
= Parish Average		20.30
<b>Total Borough Basic Amount</b>		<b><u>199.51</u></b>

<b>Special Expenses</b>	£
Rugby Borough Council Town Area	
Parks, Recreation Grounds & Open Spaces	1,114,430
Town Centre Management & CCTV	144,410
Cemeteries	49,750
Allotments	277,620
Less: Local Council Tax Support Funding	- 29,717
<b>Total Town Area Special Expenses</b>	<b><u>1,556,493</u></b>

The Council Tax amount for Band D properties in each area using the figures calculated on page 4 and above are shown on pages 6 and 7.

<b>Council Tax Valuation Bands</b> (As at April 1991 property prices)	Ratio to Band D	Valuation from £	Valuation to £
Band A -	5/9	0	40,000
Band A	6/9	0	40,000
Band B	7/9	40,001	52,000
Band C	8/9	52,001	68,000
Band D	9/9	68,001	88,000
Band E	11/9	88,001	120,000
Band F	13/9	120,001	160,000
Band G	15/9	160,001	320,000
Band H	18/9	320,001	or more

## COUNCIL TAX BANDS AND PARISHES 2017/18

	1	2	3	4	5	6	7
	Total	Tax Base	Special	Add	Add	Add	Council
	Parish	(Band D)	Expenses	Borough	County	Police	Tax Band D
	Funding*		per	Basic	Precept	Precept	cols
			Band D	Band D	Band D	Band D	3+4+5+6
PARISH COUNCILS	£		£	£	£	£	£
Ansty	7,250	123.33	57.49	135.24	1,298.88	191.98	1,683.59
Binley Woods	39,700	979.47	39.86	135.24	1,298.88	191.98	1,665.96
Birdingbury	6,300	156.80	39.73	135.24	1,298.88	191.98	1,665.83
Bourton & Draycote	5,600	132.73	41.98	135.24	1,298.88	191.98	1,668.08
Brandon & Bretford	18,275	281.14	63.90	135.24	1,298.88	191.98	1,690.00
Brinklow	28,672	446.90	63.04	135.24	1,298.88	191.98	1,689.14
Burton Hastings	1,262	92.10	13.54	135.24	1,298.88	191.98	1,639.64
Cawston	66,274	1,536.73	42.73	135.24	1,298.88	191.98	1,668.83
Church Lawford	6,377	158.66	39.52	135.24	1,298.88	191.98	1,665.62
Churchover	12,075	390.23	30.76	135.24	1,298.88	191.98	1,656.86
Clifton-upon-Dunsmore	23,715	519.89	44.91	135.24	1,298.88	191.98	1,671.01
Combe Fields	300	64.65	4.54	135.24	1,298.88	191.98	1,630.64
Copston Magna	-	20.10	-	135.24	1,298.88	191.98	1,626.10
Cosford	-	8.01	-	135.24	1,298.88	191.98	1,626.10
Dunchurch	78,680	1,323.30	58.49	135.24	1,298.88	191.98	1,684.59
Easehall	3,150	98.65	31.33	135.24	1,298.88	191.98	1,657.43
Frankton	4,870	164.44	29.31	135.24	1,298.88	191.98	1,655.41
Grandborough	5,250	206.81	25.12	135.24	1,298.88	191.98	1,651.22
Harborough Magna	7,355	176.54	40.68	135.24	1,298.88	191.98	1,666.78
Kings Newnham	-	29.33	-	135.24	1,298.88	191.98	1,626.10
Leamington Hastings	2,550	226.99	11.14	135.24	1,298.88	191.98	1,637.24
Long Lawford	69,223	1,268.35	52.90	135.24	1,298.88	191.98	1,679.00
Marton	9,500	212.93	43.93	135.24	1,298.88	191.98	1,670.03
Monks Kirby	8,000	221.90	35.66	135.24	1,298.88	191.98	1,661.76
Newton & Biggin	12,000	301.06	39.55	135.24	1,298.88	191.98	1,665.65
Pailton	11,250	221.52	50.06	135.24	1,298.88	191.98	1,676.16
Princethorpe	9,200	166.93	53.81	135.24	1,298.88	191.98	1,679.91
Ryton-on-Dunsmore	60,200	650.94	90.32	135.24	1,298.88	191.98	1,716.42
Shilton & Barnacle	18,926	329.98	56.13	135.24	1,298.88	191.98	1,682.23
Stretton Baskerville	88	7.61	11.03	135.24	1,298.88	191.98	1,637.13
Stretton-on-Dunsmore	53,387	501.33	104.80	135.24	1,298.88	191.98	1,730.90
Stretton-under-Fosse	3,350	95.75	34.78	135.24	1,298.88	191.98	1,660.88
Thurlaston	5,000	205.53	24.27	135.24	1,298.88	191.98	1,650.37
Wibtoft	-	25.30	-	135.24	1,298.88	191.98	1,626.10
Willey	2,000	39.36	50.42	135.24	1,298.88	191.98	1,676.52
Willoughby	13,500	189.67	70.48	135.24	1,298.88	191.98	1,696.58
Withybrook	2,700	114.84	23.37	135.24	1,298.88	191.98	1,649.47
Wolfhampcote	3,000	149.86	19.94	135.24	1,298.88	191.98	1,646.04
Wolston	94,034	965.64	95.71	135.24	1,298.88	191.98	1,721.81
Wolvey	38,077	495.81	75.70	135.24	1,298.88	191.98	1,701.80
<b>TOTAL</b>	<b>731,090</b>	<b>13,301.11</b>					
<b>BOROUGH COUNCIL</b>							
Town Area	1,556,493	21,967.99	70.85	135.24	1,298.88	191.98	1,696.95
Contributions in Lieu (Ministry of Defence)	-	131.70					
<b>OVERALL TOTALS</b>	<b>2,287,583</b>	<b>35,400.80</b>					

\* Includes Parish Precepts and Local Council Tax Support funding

## COUNCIL TAX BANDS AND PARISHES 2017/18

	Band A- amount £	Band A amount £	Band B amount £	Band C amount £	Band D amount £	Band E amount £	Band F amount £	Band G amount £	Band H amount £
<b>COUNCIL TAX CALCULATIONS</b>									
Ansty	935.33	1,122.40	1,309.46	1,496.52	1,683.59	2,057.72	2,431.85	2,805.99	3,367.18
Binley Woods	925.53	1,110.64	1,295.75	1,480.85	1,665.96	2,036.17	2,406.39	2,776.60	3,331.92
Birdingbury	925.46	1,110.56	1,295.65	1,480.74	1,665.83	2,036.01	2,406.20	2,776.39	3,331.66
Bourton & Draycote	926.71	1,112.06	1,297.40	1,482.74	1,668.08	2,038.76	2,409.45	2,780.14	3,336.16
Brandon & Bretford	938.89	1,126.67	1,314.45	1,502.22	1,690.00	2,065.55	2,441.11	2,816.67	3,380.00
Brinklow	938.41	1,126.10	1,313.78	1,501.46	1,689.14	2,064.50	2,439.87	2,815.24	3,378.28
Burton Hastings	910.91	1,093.10	1,275.28	1,457.46	1,639.64	2,004.00	2,368.37	2,732.74	3,279.28
Cawston	927.13	1,112.56	1,297.98	1,483.40	1,668.83	2,039.68	2,410.53	2,781.39	3,337.66
Church Lawford	925.35	1,110.42	1,295.49	1,480.55	1,665.62	2,035.75	2,405.89	2,776.04	3,331.24
Churchover	920.48	1,104.58	1,288.67	1,472.76	1,656.86	2,025.05	2,393.24	2,761.44	3,313.72
Clifton-upon-Dunsmore	928.34	1,114.01	1,299.68	1,485.34	1,671.01	2,042.34	2,413.68	2,785.02	3,342.02
Combe Fields	905.91	1,087.10	1,268.28	1,449.46	1,630.64	1,993.00	2,355.37	2,717.74	3,261.28
Copston Magna	903.39	1,084.07	1,264.75	1,445.42	1,626.10	1,987.45	2,348.81	2,710.17	3,252.20
Cosford	903.39	1,084.07	1,264.75	1,445.42	1,626.10	1,987.45	2,348.81	2,710.17	3,252.20
Dunchurch	935.88	1,123.06	1,310.24	1,497.41	1,684.59	2,058.94	2,433.30	2,807.65	3,369.18
Easehall	920.80	1,104.96	1,289.12	1,473.27	1,657.43	2,025.74	2,394.06	2,762.39	3,314.86
Frankton	919.67	1,103.61	1,287.55	1,471.47	1,655.41	2,023.27	2,391.15	2,759.02	3,310.82
Grandborough	917.35	1,100.82	1,284.29	1,467.75	1,651.22	2,018.15	2,385.09	2,752.04	3,302.44
Harborough Magna	925.99	1,111.19	1,296.39	1,481.58	1,666.78	2,037.17	2,407.57	2,777.97	3,333.56
Kings Newnham	903.39	1,084.07	1,264.75	1,445.42	1,626.10	1,987.45	2,348.81	2,710.17	3,252.20
Leamington Hastings	909.58	1,091.50	1,273.41	1,455.32	1,637.24	2,001.07	2,364.90	2,728.74	3,274.48
Long Lawford	932.78	1,119.34	1,305.89	1,492.44	1,679.00	2,052.11	2,425.22	2,798.34	3,358.00
Marton	927.80	1,113.36	1,298.92	1,484.47	1,670.03	2,041.14	2,412.26	2,783.39	3,340.06
Monks Kirby	923.20	1,107.84	1,292.49	1,477.12	1,661.76	2,031.03	2,400.32	2,769.60	3,323.52
Newton & Biggin	925.36	1,110.44	1,295.51	1,480.58	1,665.65	2,035.79	2,405.94	2,776.09	3,331.30
Pailton	931.20	1,117.44	1,303.69	1,489.92	1,676.16	2,048.63	2,421.12	2,793.60	3,352.32
Princethorpe	933.28	1,119.94	1,306.60	1,493.25	1,679.91	2,053.22	2,426.54	2,799.85	3,359.82
Ryton-on-Dunsmore	953.57	1,144.28	1,335.00	1,525.70	1,716.42	2,097.84	2,479.27	2,860.70	3,432.84
Shilton & Barnacle	934.57	1,121.49	1,308.41	1,495.31	1,682.23	2,056.05	2,429.89	2,803.72	3,364.46
Stretton Baskerville	909.52	1,091.42	1,273.33	1,455.22	1,637.13	2,000.93	2,364.74	2,728.55	3,274.26
Stretton-on-Dunsmore	961.61	1,153.94	1,346.26	1,538.58	1,730.90	2,115.54	2,500.19	2,884.84	3,461.80
Stretton-under-Fosse	922.71	1,107.26	1,291.80	1,476.34	1,660.88	2,029.96	2,399.05	2,768.14	3,321.76
Thurlaston	916.87	1,100.25	1,283.63	1,466.99	1,650.37	2,017.11	2,383.87	2,750.62	3,300.74
Wibtoft	903.39	1,084.07	1,264.75	1,445.42	1,626.10	1,987.45	2,348.81	2,710.17	3,252.20
Willey	931.40	1,117.68	1,303.97	1,490.24	1,676.52	2,049.07	2,421.64	2,794.20	3,353.04
Willoughby	942.55	1,131.06	1,319.57	1,508.07	1,696.58	2,073.59	2,450.61	2,827.64	3,393.16
Withybrook	916.37	1,099.65	1,282.93	1,466.19	1,649.47	2,016.01	2,382.57	2,749.12	3,298.94
Wolfhampcote	914.47	1,097.36	1,280.26	1,463.14	1,646.04	2,011.82	2,377.61	2,743.40	3,292.08
Wolston	956.56	1,147.88	1,339.19	1,530.50	1,721.81	2,104.43	2,487.06	2,869.69	3,443.62
Wolvey	945.45	1,134.54	1,323.63	1,512.71	1,701.80	2,079.97	2,458.15	2,836.34	3,403.60
RBC Town area	942.75	1,131.30	1,319.86	1,508.40	1,696.95	2,074.04	2,451.15	2,828.25	3,393.90

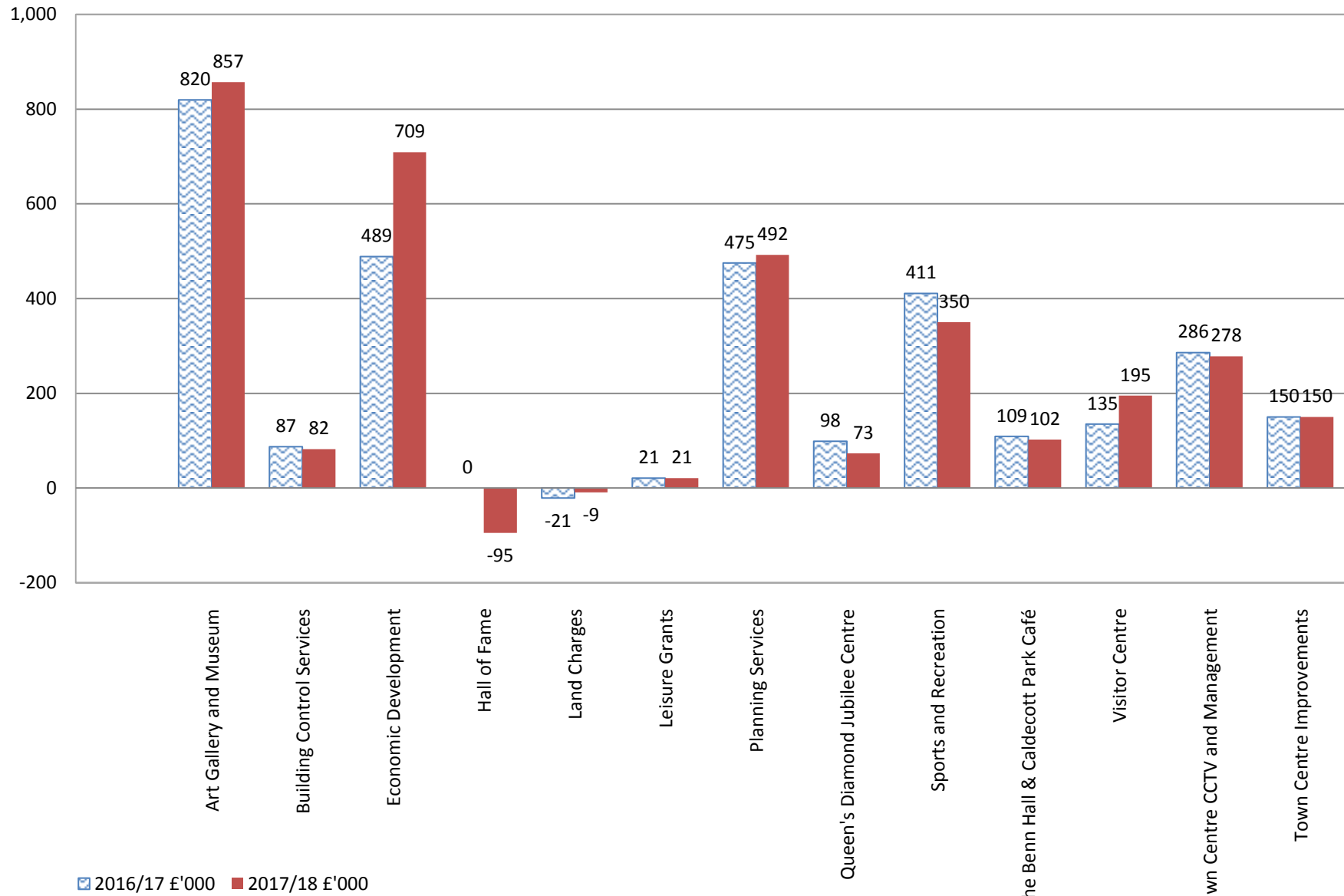


# GROWTH AND INVESTMENT

## HEAD OF SERVICE - ROB BACK

2016/17 Budget		2017/18 Budget			Net
		Expenditure	Income	Accounting Adjustments	
£		£	£	£	£
819,570	Art Gallery and Museum	540,420	-34,310	351,230	857,340
87,030	Building Control Services	70,500	-17,700	29,480	82,280
488,810	Economic Development	670,680	-58,630	97,250	709,300
120,000	Hall of Fame	350,500	-445,000	0	-94,500
20,860	Leisure Grants	20,210	0	640	20,850
-20,940	Land Charges	78,160	-135,000	47,650	-9,190
475,080	Planning Services	1,020,330	-903,170	375,270	492,430
410,750	Sports and Recreation	435,720	-234,890	149,160	349,990
109,090	The Benn Hall & Café	263,630	-271,250	109,740	102,120
98,410	Queen's Diamond Jubilee Centre	10,230	-340,070	402,700	72,860
135,030	Visitor Centre	159,900	-25,650	60,450	194,700
286,080	Town Centre CCTV/Management	254,620	0	23,000	277,620
150,000	Town Centre Improvements	150,000	0	0	150,000
<u>3,179,770</u>	Total	<u>4,024,900</u>	<u>-2,465,670</u>	<u>1,646,570</u>	<u>3,205,800</u>

BUDGET COMPARISON FOR GROWTH & INVESTMENT 2016/17 AND 2017/18



Head of Service: R. Back

**Service Description**

The Art Gallery, Museum and Library is a jointly funded venture with Warwickshire County Council. The Borough Council is directly responsible for operating the Art Gallery and Museum, in which the Council's collection of 20th century paintings and various items of historical interest are displayed. Additional works of art continue to be purchased.

**Staffing**

9.7 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
291,300	Employee Expenses	292,670
148,620	Property Expenses	181,960
730	Transportation Expenses	840
62,150	General Running Expenses	63,150
1,790	Other Running Expenses	1,800
504,590		540,420
	<b>Income:</b>	
-42,740	Contribution to Running Expenses and other income	-34,310
-42,740		-34,310
	<b>Accounting Adjustments:</b>	
200,130	Net Internal Recharges to Art Gallery and Museum	193,630
157,590	Capital Charges	157,600
357,720		351,230
819,570	<b>Net Expenditure</b>	857,340



Head of Service: R. Back

**Service Description**

Enforcement of the Building Regulations, control of dangerous structures and demolitions and the Council's Access Officer function.

On 18th November 2013 Cabinet approved the principle of Warwick District Council taking over the management of Rugby Borough Council's Building Control service from 1st April 2014 for a trial period of 12 months.

Following this on 20th October 2014 Cabinet approved the permanent transfer of the Building Control service to Warwick District Council from 1st April 2015.

Financial responsibility for the Building Regulation fee earning function transferred to Warwick District Council from this date. The Shared Services Agreement makes provision for Warwick District Council to charge Rugby Borough Council for Building Regulation non-fee earning work such as dangerous structures and demolitions.

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
70,500	<b>Expenditure:</b>	
<hr/>	Contribution to WDC for Service Provision	70,500
70,500		<hr/>
		70,500
	<b>Income:</b>	
-17,700	Allocation of RBC support service charges to the partnership	-17,700
<hr/>		<hr/>
-17,700		-17,700
	<b>Accounting Adjustments:</b>	
34,230	Net Internal Recharges to Building Control Services	29,480
<hr/>		<hr/>
34,230		29,480
<hr/>		<hr/>
87,030	<b>Net Expenditure</b>	<hr/> <hr/>
<hr/> <hr/>		82,280

Head of Service: R. Back

**Service Description**

The active encouragement of residential and economic growth in the Borough through the development of local planning policy. The provision of business support and advice through various services to existing employers and those considering relocation to the Borough.

**Staffing**

6 FTEs

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
255,860	Employee Expenses	259,350
1,230	General Running Expenses	1,830
109,500	Economic Development Initiatives	124,500
0	Community Infrastructure Levy	200,000
85,000	Development Framework Activities	85,000
<hr/> 451,590		<hr/> 670,680
	<b>Income:</b>	
-58,630	Grant Income	-58,630
<hr/> -58,630		<hr/> -58,630
	<b>Accounting Adjustments:</b>	
95,850	Net Internal Recharges to Economic Development	97,250
<hr/> 95,850		<hr/> 97,250
<hr/> <hr/> 488,810	<b>Net Expenditure</b>	<hr/> <hr/> 709,300

Head of Service: R. Back

**Service Description**

A world class attraction, where visitors can experience the moments that defined the sport and take a journey through time using the latest touch screen technology.

**Staffing**

Staff at the Visitor Centre provide a service for admission to the Hall of Fame along with a point of contact for any sales associated with the Hall of Fame.

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
29,000	Employee Expenses	0
10,000	Property Expenses	30,000
6,000	General Running Expenses	20,500
300,000	Contract Payment	300,000
345,000		350,500
	<b>Income:</b>	
-225,000	Other income	-445,000
-225,000		-445,000
120,000	<b>Net Expenditure</b>	-94,500

Head of Service: R. Back

**Service Description**

The maintenance of the Register of Local Land Charges and the co-ordination of responses to searches of the Register and enquiries of Local Authorities.

**Staffing**

1 FTE

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
22,690	Employee Expenses	24,730
50	Transportation Expenses	50
8,620	General Running Expenses	9,620
43,760	Land Charges Payments to WCC	43,760
75,120		78,160
	<b>Income:</b>	
-135,000	Search Fees and Enquiries	-135,000
-135,000		-135,000
	<b>Accounting Adjustments:</b>	
38,940	Net Internal Recharges to Land Charges	47,650
38,940		47,650
-20,940	<b>Net Expenditure</b>	-9,190

Head of Service: R. Back

### Service Description

The provision of grants to local clubs and societies, aimed at developing and maintaining projects whilst increasing participation. This funding is allocated via the Grants Working Party.

### Staffing

No staff are directly employed on this service, but officer time is charged through 'Internal Recharges: Charges to Grants and Subscriptions'

2016/17 Budget £		2017/18 Budget £
20,210	<b>Expenditure:</b>	
<hr/>	Grant Allocations	20,210
20,210		<hr/>
		20,210
	<b>Accounting Adjustments:</b>	
650	Net Internal Recharges to Grants and Subscriptions	640
<hr/>		<hr/>
650		640
	<b>Net Expenditure</b>	<hr/>
<hr/> <hr/>		<hr/> <hr/>
20,860		20,850

Head of Service: R. Back

**Service Description**

Responsible for the management of development, including the enforcement of planning legislation and the monitoring of Section 106 Agreements, the formulation of development strategy and the fostering of economic development.

**Staffing**

21.8 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
878,280	Employee Expenses	932,740
27,390	Transportation Costs	31,160
10,930	General Running Expenses	12,430
44,000	Other Running Expenses	44,000
960,600		1,020,330
	<b>Income:</b>	
-903,170	Sales, Fees and Charges	-903,170
-903,170		-903,170
	<b>Accounting Adjustments:</b>	
417,650	Net Internal Recharges to Planning Services	375,270
417,650		375,270
475,080	<b>Net Expenditure</b>	492,430

Head of Service: R. Back

**Service Description**

The Queen's Diamond Jubilee Centre opened in August 2013 and is a multi-purpose leisure facility and the Council's only large leisure and sports venue. The Leisure Centre is managed by an external contractor.

**Staffing**

No staff are directly employed on this service, but officer time is charged through 'Internal Recharges: Charges to Queen's Diamond Jubilee Centre'

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
6,350	Property Expenses	6,350
860	General Running Expenses	860
2,880	Other Running Expenses	3,020
<hr/> 10,090		<hr/> 10,230
	<b>Income:</b>	
-301,850	Management Fee Payable from Centre Operator	-340,070
<hr/> -301,850		<hr/> -340,070
	<b>Accounting Adjustment:</b>	
30,310	Net Internal Recharges to QDJ Centre	32,010
359,860	Capital Charges	370,690
<hr/> 390,170		<hr/> 402,700
<hr/> <hr/> 98,410	<b>Net Expenditure</b>	<hr/> <hr/> 72,860

Head of Service: R. Back

**Service Description**

Providing a wide range of sporting and play opportunities for children and young people in the borough. Offering funding and facility advice to sports clubs and community groups. A number of events are held throughout the year for the borough.

**Staffing**

14.4 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
443,130	Employee Expenses	376,650
14,870	Transportation Expenses	7,370
9,410	General Running Expenses	4,670
59,060	Development Activities	47,030
526,470		435,720
	<b>Income:</b>	
-294,910	Grants, Fees and Charges	-234,890
-294,910		-234,890
	<b>Accounting Adjustments:</b>	
179,190	Net Internal Recharges to Sports and Recreation	145,120
0	Capital Charges	4,040
179,190		149,160
410,750	<b>Net Expenditure</b>	349,990



Head of Service: R. Back

**Service Description**

The Benn Hall provides conference and event facilities with a bar and catering provisions. Management of the hall became the responsibility of Rugby Borough Council from April 2013.

**Staffing**

5.5 FTEs

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
171,760	Employee Expenses	172,340
16,590	Property Expenses	15,160
73,430	General Running Expenses	72,130
4,000	Other Running Expenses	4,000
265,780		263,630
	<b>Income:</b>	
-255,650	Sales, Fees & Charges	-255,650
-15,600	GC Benn Bequest	-15,600
-271,250		-271,250
	<b>Accounting Adjustments:</b>	
112,050	Net Internal Recharges to the Benn Hall	105,930
2,510	Capital Charges	3,810
114,560		109,740
109,090	<b>Net Expenditure</b>	102,120

Head of Service: R. Back

**Service Description**

The provision of a Visitor Centre to improve and co-ordinate tourism in Rugby. The Visitor Centre is located in the Art Gallery, Museum and Library building.

**Staffing**

5.5 FTEs

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
81,120	Employee Expenses	141,070
260	Property Expenses	260
80	Transportation Expenses	80
17,690	General Running Expenses	17,690
800	Other Running Expenses	800
<hr/> 99,950		<hr/> 159,900
	<b>Income:</b>	
-25,650	Contributions and Sales	-25,650
<hr/> -25,650		<hr/> -25,650
	<b>Accounting Adjustments:</b>	
44,490	Net Internal Recharges to Visitor Centre	44,210
16,240	Capital Charges	16,240
<hr/> 60,730		<hr/> 60,450
<hr/> <u>135,030</u>	<b>Net Expenditure</b>	<hr/> <u>194,700</u>

Head of Service: R. Back

**Service Description**

This relates to services largely provided by the Rugby Town Centre Company which are jointly funded by the Council and the Business Improvement District (BID) to improve and co-ordinate the approach to the Town Centre.

**Staffing**

No staff are directly employed on this service, but officer time is charged through 'Internal Recharges: Charges to Town Centre CCTV and Management'

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
262,590	Payment to BID	254,580
40	Property Expenses	40
262,630		254,620
	<b>Accounting Adjustments:</b>	
23,450	Charges to Town Centre CCTV and Management	23,000
23,450		23,000
286,080	<b>Net Expenditure</b>	277,620

Head of Service: R. Back

**Service Description**

This relates to a commitment to enhance the Town Centre to promote businesses and increase tourism.

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
150,000	<b>Expenditure:</b>	
<hr/>	Development Activities	150,000
150,000		<hr/>
		150,000
<hr/>	<b>Net Expenditure</b>	<hr/>
<u>150,000</u>		<u>150,000</u>

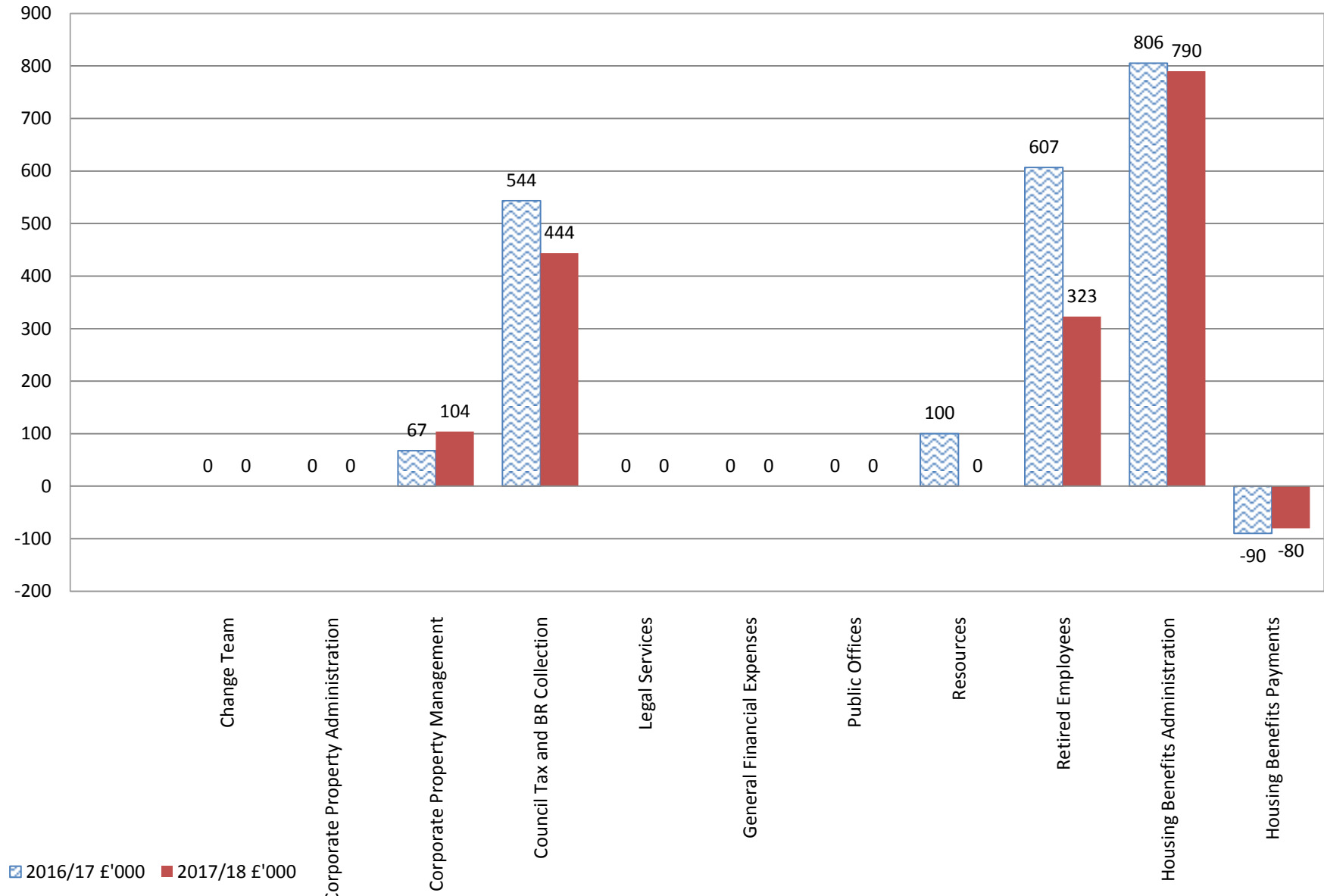


**C O R P O R A T E R E S O U R C E S**

**HEAD OF SERVICE - MANNIE KETLEY**

2016/17 Budget		2017/18 Budget			
		Expenditure	Income	Accounting Adjustments	Net
£		£	£	£	£
0	Change Team	0	0	0	0
0	Corporate Property Administration	741,540	-49,360	-692,180	0
67,450	Corporate Property Management	10,640	-21,100	114,160	103,700
543,770	Council Tax and BR Collection	444,340	-347,380	346,800	443,760
0	General Financial Expenses	205,520	-8,000	-197,520	0
0	Legal Services	296,140	-9,740	-286,400	0
0	Public Offices	194,590	0	-194,590	0
100,000	Resources	1,367,750	-2,290	-1,365,460	0
606,620	Retired Employees/Unapportionable	314,690	0	8,720	323,410
805,510	Housing Benefits Administration	531,700	-39,310	297,840	790,230
-89,980	Housing Benefits Payments	21,395,200	-21,475,500	0	-80,300
<u>2,033,370</u>	<b>Total</b>	<u>25,502,110</u>	<u>-21,952,680</u>	<u>-1,968,630</u>	<u>1,580,800</u>

BUDGET COMPARISON FOR CORPORATE RESOURCES 2016/17 AND 2017/18



Head of Service: M. Ketley

**Service Description**

The administration and management of all corporate properties including repairs and maintenance, utility costs and energy efficiency improvements.

**Staffing**

7 FTEs

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
249,070	Employee Expenses	290,330
1,070	Transportation Costs	970
460,240	Property Expenses	447,150
2,880	General Running Expenses	3,090
<hr/> 713,260		<hr/> 741,540
	<b>Income:</b>	
-59,850	WCC Contribution to running expenses	-49,360
<hr/> -59,850		<hr/> -49,360
	<b>Accounting Adjustments:</b>	
-653,410	Net Internal Recharges to Corporate Property Adminis	-750,780
0	Capital Charges	58,600
<hr/> -653,410		<hr/> -692,180
<hr/> <hr/> <u>0</u>	<b>Net Expenditure</b>	<hr/> <hr/> <u>0</u>



Head of Service: M. Ketley

### Service Description

The costs associated with properties owned (but not occupied) by the Council and land-holdings excluding council housing.

### Staffing

No staff are directly employed on this service, but officer time is charged through 'Internal Recharges: Charges to Corporate Property Management'.

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
10,140	General Running Expenses	10,140
750	Other Running Expenses	500
<hr/> 10,890		<hr/> 10,640
	<b>Income:</b>	
-18,200	Rental Income	-21,100
<hr/> -18,200		<hr/> -21,100
	<b>Accounting Adjustments:</b>	
74,760	Net Internal Recharges to Corporate Property Management	114,160
<hr/> 74,760		<hr/> 114,160
<hr/> <hr/> 67,450	<b>Net Expenditure</b>	<hr/> <hr/> 103,700

Head of Service: M. Ketley

**Service Description**

The billing, collection and recovery of amounts due for Council Tax and Business Rates (BR).

**Staffing**

12 FTEs

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
391,030	Employee Expenses	373,060
5,500	Transportation Expenses	5,500
40,280	General Running Expenses	40,780
25,000	Other Running Expenses	25,000
461,810		444,340
	<b>Income:</b>	
-200,000	Contribution from Collection Fund	-200,000
-134,780	Costs Recovered	-134,780
-12,600	Other Income	-12,600
-347,380		-347,380
	<b>Accounting Adjustments:</b>	
429,340	Net Internal Recharges to Council Tax and BR Collection	346,800
429,340		346,800
543,770	<b>Net Expenditure</b>	443,760

Head of Service: M. Ketley

**Service Description**

This service takes the lead in ensuring that the Council complies with its legal obligations, that compliant means are found to deliver the Council's Corporate Strategy and that its governance arrangements are fit for purpose.

**Staffing**

6.7 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
215,830	Employee Expenses	261,820
3,380	Transportation Expenses	3,080
26,510	General Running Expenses	26,240
5,000	Other Running Expenses	5,000
250,720		296,140
	<b>Income:</b>	
-6,240	Costs Recovered	-6,240
-3,500	Legal Fees	-3,500
-9,740		-9,740
	<b>Accounting Adjustments:</b>	
-240,980	Net Internal Recharges to Democratic and Legal Services	-286,400
-240,980		-
0		0

Head of Service: M. Ketley

**Service Description**

This service deals mainly with the Council's audit fees, bank charges, payment card costs and general financial subscriptions.

**Staffing**

No staff are directly employed on this service, but officer time is charged through 'Internal Recharges: Charges to General Financial Expenses'.

<b>2016/17 Budget £</b>	<b>Expenditure:</b>	<b>2017/18 Budget £</b>
19,550	Subscriptions	44,550
0	Insurance	18,000
16,800	Post Office Payments	16,800
20,000	Payment Card Costs	20,000
1,660	Consultancy Costs	1,660
6,540	Audit Commission Inspection Fee	6,540
49,970	External Audit Fees	49,970
23,000	Bank Charges	48,000
<hr/> 137,520		<hr/> 205,520
	<b>Income:</b>	
-8,000	Credit Card Surcharges	-8,000
<hr/> -8,000		<hr/> -8,000
	<b>Accounting Adjustments:</b>	
-129,520	Net Internal Recharges to General Financial Expenses	-197,520
<hr/> -129,520		<hr/> -197,520
<hr/> <hr/> <u>0</u>	<b>Net Expenditure</b>	<hr/> <hr/> <u>0</u>

Head of Service: M. Ketley

**Service Description**

The general running cost of the Town Hall and the Lawn and Retreat buildings. The cost of Public Offices is fully recharged to services throughout the Council.

**Staffing**

No staff are directly employed on this service, these are now shown under 'Corporate Property Administration' but officer time is charged through 'Internal Recharges : Charges to Public Offices'.

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
194,030	Property Expenses	162,200
27,140	General Running Expenses	27,140
5,250	Other Running Expenses	5,250
226,420		194,590
	<b>Accounting Adjustments:</b>	
-267,950	Net Internal Recharges to Public Offices	-236,120
41,530	Capital Charges	41,530
-226,420		-194,590
0	<b>Net Expenditure</b>	0

Head of Service: M. Ketley

**Service Description**

This service takes strategic responsibility for the Council's resources, ensuring that these are available to deliver the Council's Corporate Strategy in a way which meets value for money criteria. It includes Human Resources, Financial Services, and Corporate Assurance.

**Staffing**

29.5 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
1,097,930	Employee Expenses	1,249,240
4,520	Transportation Expenses	4,890
27,580	General Running Expenses	84,590
137,950	Other Running Expenses	29,030
1,267,980		1,367,750
	<b>Income:</b>	
-2,290	Other Income	-2,290
-2,290		-2,290
	<b>Accounting Adjustments:</b>	
-1,165,690	Net Internal Recharges to Resources	-1,365,460
-1,165,690		-1,365,460
100,000		0

Head of Service: M. Ketley

**Service Description**

Annual contributions made to the Warwickshire County Council Pension Scheme in respect of Rugby Borough Council ex-employees. The cost of retirement benefits in respect of past service costs are not charged to services and are defined as Non Distributed Costs.

**Staffing**

No staff are directly employed on this service but officer time is charged through Internal Recharges : Charges to Retired Employees'.

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
581,820	Employee Expenses	314,690
<u>581,820</u>		<u>314,690</u>
	<b>Accounting Adjustments:</b>	
24,800	Net Internal Recharges to Retired Employees	8,720
<u>606,620</u>	<b>Net Expenditure</b>	<u>323,410</u>

Head of Service: M. Ketley

**Service Description**

This service deals with the determination, award and payment of Housing Benefit and Council Tax Reduction.

**Staffing**

15.8 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
498,520	Employee Expenses	507,220
1,010	Transportation Expenses	530
21,630	General Running Expenses	22,530
3,750	Other Running Expenses	1,420
524,910		531,700
	<b>Income:</b>	
0	Grants	-39,310
0		-39,310
	<b>Accounting Adjustments:</b>	
280,600	Net Internal recharges to Housing Benefit Administration	297,840
280,600		297,840
805,510	<b>Net Expenditure</b>	790,230



Head of Service: M. Ketley

**Service Description**

This service deals with the determination, award and payment of Housing Benefit. Part of the cost of these payments is met by Government subsidy grant as shown below.

**Staffing**

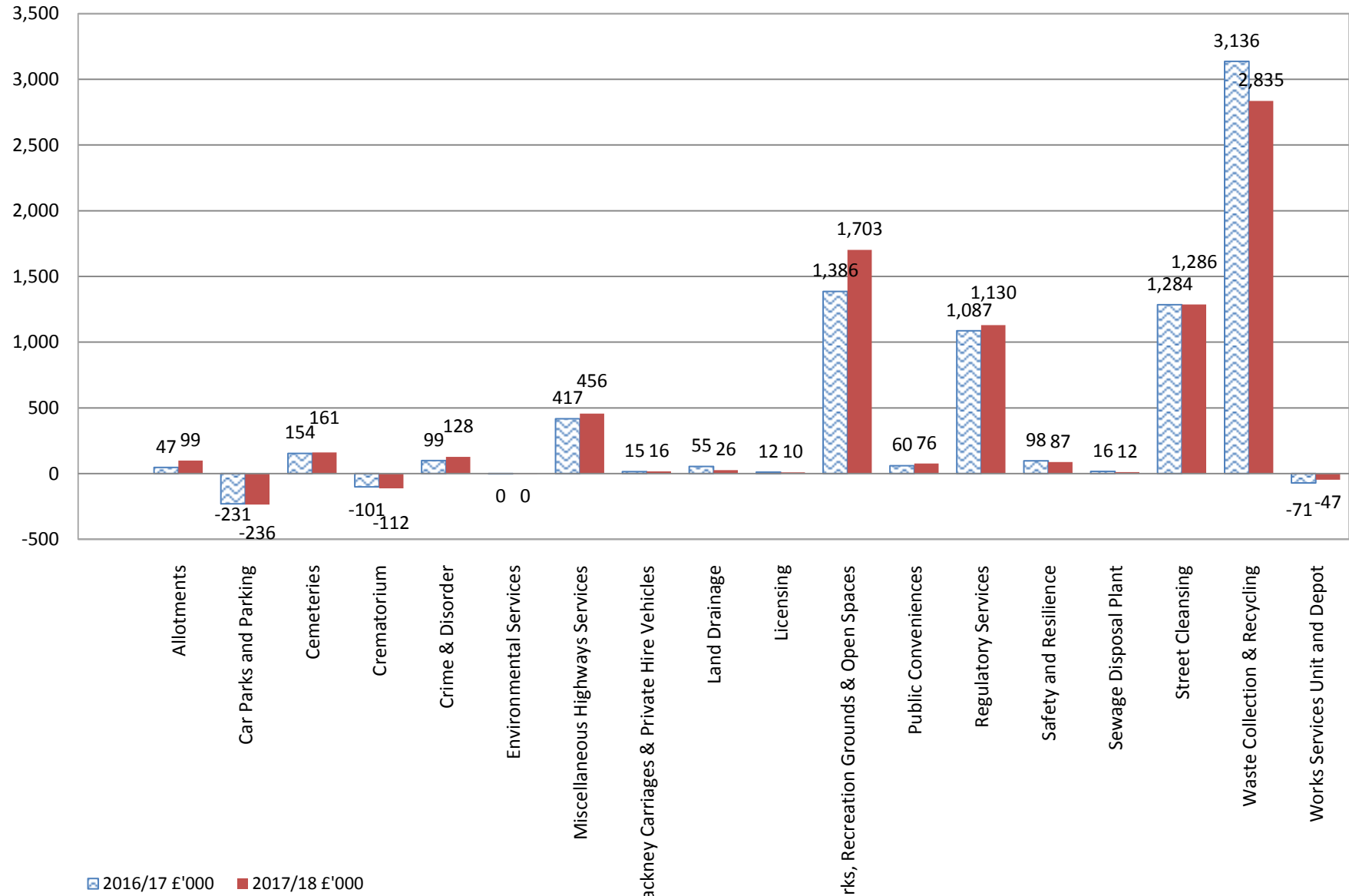
The staffing for this service is shown within Housing Benefits Administration.

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
100,000	General Running Expenses	327,630
23,547,120	Housing Benefits Payments	21,067,570
<hr/> 23,647,120		<hr/> 21,395,200
	<b>Income:</b>	
-23,299,420	Housing Benefits Subsidy	-20,304,920
-437,680	Sundry Debtor Overpayments	-1,170,580
<hr/> -23,737,100		<hr/> -21,475,500
<hr/> <hr/> -89,980	<b>Net Expenditure</b>	<hr/> <hr/> -80,300

**HEAD OF SERVICE**

2016/17 Budget		2017/18 Budget			
		Expenditure	Income	Accounting Adjustments	Net
£		£	£	£	£
47,180	Allotments	18,270	-13,500	94,610	99,380
-231,150	Car Parks and Parking	146,650	-578,500	195,990	-235,860
154,170	Cemeteries	208,120	-130,640	83,640	161,120
-101,170	Crematorium	584,310	-813,600	117,630	-111,660
99,230	Crime and Disorder	126,930	-30,000	31,490	128,420
-50	Environmental Services	102,540	0	-102,540	0
417,270	Miscellaneous Highways Services	300,030	-133,320	289,360	456,070
15,390	Hackney Carriages and Private Hire Vehicles	8,850	-66,740	73,810	15,920
54,680	Land Drainage	20,000	0	5,800	25,800
11,680	Licensing	2,690	-101,010	108,640	10,320
1,385,930	Parks, Recreation Grounds and Open Spaces	1,184,930	-125,650	643,880	1,703,160
60,210	Public Conveniences	44,670	- 1,250	32,920	76,340
1,086,850	Regulatory Services	1,180,320	- 55,400	5,460	1,130,380
97,580	Safety and Resilience	69,460	0	17,610	87,070
15,820	Sewage Disposal Plant	9,810	-2,000	4,360	12,170
1,284,170	Street Cleansing	1,075,450	0	210,600	1,286,050
3,136,430	Waste Collection and Recycling	3,277,990	- 920,500	477,910	2,835,400
-70,700	Works Services Unit and Depot	6,474,490	- 6,743,870	222,750	-46,630
<u>7,463,520</u>	<b>Total</b>	<u>14,835,510</u>	<u>-9,715,980</u>	<u>2,513,920</u>	<u>7,633,450</u>

BUDGET COMPARISON FOR ENVIRONMENT & PUBLIC REALM 2016/17 AND 2017/18



**Head of Service:**

**Service Description**

The Council owns a number of allotment sites mostly within the urban area. The majority of plots are let to individual tenants for a yearly rental, but some sites are rented annually to local allotment associations.

**Staffing**

No staff are directly employed on this service, but officer time is charged through 'Internal Recharges: Charges to Allotments'

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
9,870	Property Expenses	9,870
8,350	Other Running Expenses	8,400
18,220		18,270
	<b>Income:</b>	
-13,500	Rents	-13,500
-13,500		-13,500
	<b>Accounting Adjustments:</b>	
42,460	Net Internal Recharges to Allotments	94,610
42,460		94,610
47,180	<b>Net Expenditure</b>	99,380

**Head of Service:**

**Service Description**

The provision, operation and maintenance of Council owned off-street car parks mainly to serve the needs of motorists visiting the town centre and other council owned or managed sites.

**Staffing**

No staff are directly employed on this service, but officer time is charged through 'Internal Recharges: Charges to Car Parks and Parking'.

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
75,040	Employee Expenses	4,470
112,480	Property Expenses	107,240
4,440	Transportation Expenses	4,440
8,940	General Running Expenses	8,940
21,560	Other Running Expenses	21,560
222,460		146,650
	<b>Income:</b>	
-578,500	Car Parking Charges	-578,500
-578,500		-578,500
	<b>Accounting Adjustments:</b>	
98,020	Net Internal Recharges to Car Parks	163,450
26,870	Capital Charges	32,540
124,890		195,990
-231,150	<b>Net Expenditure</b>	-235,860

Head of Service:

**Service Description**

This budget is for community safety initiatives to support the Council's priorities and is grant aided by the Warwickshire Police and Crime Commissioner.

**Staffing**

2 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
47,460	Employee Expenses	69,220
2,540	Transportation Expenses	2,540
51,420	General Running Expenses	55,170
101,420		126,930
	<b>Income:</b>	
-31,590	Grants	-30,000
-31,590		-30,000
	<b>Accounting Adjustments:</b>	
29,400	Net Internal Recharges to Crime and Disorder	31,490
29,400		31,490
99,230	<b>Net Expenditure</b>	128,420

Head of Service:

**Service Description**

The Council has five cemeteries for burial purposes which it administers within the Borough. Clifton Road and Whinfield Cemetery are located in the centre of the Borough with Watts Lane to the east and Croop Hill to the west. The new Rainsbrook Cemetery will be opened for burial within the next few years.

**Staffing**

0.5 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
23,420	Employee Expenses	17,000
11,340	Property Expenditure	13,800
3,340	General Running Expenses	4,450
120,460	Grounds Maintenance - Scheduled Works	123,030
16,450	Burial Charges	16,800
13,100	Tree Surgery	13,100
19,940	Other Grounds Improvements / Maintenance	19,940
208,050		208,120
	<b>Income:</b>	
-130,650	Fees, Charges and Rents	-130,640
-130,650		-130,640
	<b>Accounting Adjustments:</b>	
64,380	Net Internal Recharges to Cemeteries	66,930
12,390	Capital Charges	16,710
76,770		83,640
154,170	<b>Net Expenditure</b>	161,120

Head of Service:

**Service Description**

Rainsbrook Crematorium opened in the spring of 2014 and is operated as part of a joint venture with Daventry District Council. It is located towards the northern part of the Hillmorton Grounds Farm.

**Staffing**

5.3 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
171,950	Employee Expenses	181,600
135,280	Property Expenditure	138,030
100,590	General Running Expenses	107,960
124,920	Profit Share Payment to Daventry	133,780
28,840	Grounds Maintenance	29,540
10,500	Other Running Expenses	8,800
572,080		599,710
	<b>Income:</b>	
-782,480	Fees, Charges and Rents	-813,600
-782,480		-813,600
	<b>Accounting Adjustments:</b>	
85,480	Net Internal Recharges to Crematorium	81,320
23,750	Capital Charges	20,910
109,230		102,230
-101,170	<b>Net Expenditure</b>	-111,660



Head of Service:

**Service Description**

This service is primarily for the Head of Environmental Services, but includes the qualification training budget for Regulatory Services.

**Staffing**

1 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
90,660	Employee Expenses	99,700
2,800	Transportation Expenses	2,800
40	General Running Expenses	40
93,500		102,540
	<b>Accounting Adjustments:</b>	
-93,550	Net Internal Recharges to Environmental Services	-102,540
-93,550		-102,540
-50	<b>Net Expenditure</b>	0

Head of Service:

**Service Description**

The provision and maintenance of facilities to improve the appearance and usefulness of the Borough's streets. The facilities include benches, litter and dog waste bins, non-primary route bus shelters, street nameplates and trees. A high standard of street furniture maintenance is provided in the town centre. The provision of the town centre Christmas tree installation is also now included within this service.

**Staffing**

No staff are directly employed on this service, but officer time is charged through 'Internal Recharges: Charges to Miscellaneous Highways Services'

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
6,630	Property Expenses	6,630
34,840	General Running Expenses	34,840
52,560	Street Furniture	52,560
46,000	Great Central Way Bridge	48,000
59,770	Hedges and Trees	59,770
45,100	Street Trees	45,100
55,640	Grass Cutting	50,130
3,000	Viaduct	3,000
303,540		300,030
	<b>Income:</b>	
-133,320	Reimbursement from Highways Agency	-133,320
-133,320		-133,320
	<b>Accounting Adjustments:</b>	
105,550	Net Internal Recharges to Misc. Highways	150,870
141,500	Capital Charges	138,490
247,050		289,360
417,270	<b>Net Expenditure</b>	456,070

Head of Service:

**Service Description**

The monitoring of the standards of service provided for the public by issuing licences and enforcing statutory requirements.

**Staffing**

The staffing of this service is included within Regulatory Services but officer time is charged through 'Internal Recharges: Charges to Hackney Carriage and Private Hire Vehicles'.

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
5,550	General Running Expenses	5,550
3,300	Other Running Expenses	3,300
8,850		8,850
	<b>Income:</b>	
-66,740	Licence Fees	-66,740
-66,740		-66,740
	<b>Accounting Adjustments:</b>	
73,280	Net Internal Recharges to Hackney Carriages and Private Hire Vehicles	73,810
73,280		73,810
15,390	<b>Net Expenditure</b>	15,920

**Head of Service:**

**Service Description**

Stretches of watercourse that run through Council owned land are maintained. Flood prevention works take place in response to emergencies and to multiple ownership lengths of watercourse.

**Staffing**

No staff are directly employed on this service, but officer time is charged through 'Internal Recharges: Charges to Land Drainage'.

2016/17 Budget £		2017/18 Budget £
20,000	<b>Expenditure:</b>	
20,000	Running Expenses	20,000
<hr/>		<hr/>
20,000		20,000
	<b>Accounting Adjustments:</b>	
34,680	Net Internal Recharges to Land Drainage	5,800
<hr/>		<hr/>
34,680		5,800
<hr/>		<hr/>
<u>54,680</u>	<b>Net Expenditure</b>	<u>25,800</u>

Head of Service:

**Service Description**

This service deals with the administration, issue and monitoring of nearly all of the licences issued by the Council.

**Staffing**

No staff are directly employed on this service, but officer time is charged through 'Internal Recharges: Charges to Licensing'.

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
410	General Running Expenses	410
2,280	Other Running Expenses	2,280
2,690		2,690
	<b>Income:</b>	
-500	Reimbursements	-500
-100,510	Licences	-100,510
-101,010		-101,010
	<b>Accounting Adjustments:</b>	
110,000	Net Internal Recharges to Licensing	108,640
110,000		108,640
11,680	<b>Net Expenditure</b>	10,320

Head of Service:

**Service Description**

The Council provides parks, recreation grounds, children's play areas, playing fields and extensive areas of informal open space.

**Staffing**

The staffing of this service is included in the Works Services Unit and is charged through 'Internal Recharges: Charges to Parks, Recreation Grounds and Open Spaces'.

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
65,880	Property Expenditure	70,160
58,490	General Running Expenses	58,490
1,026,350	Charges from Internal Contractor	1,056,280
1,150,720		1,184,930
	<b>Income:</b>	
-197,650	Fees and Charges	-198,380
-65,110	Land Rents	-65,110
-262,760		-263,490
	<b>Accounting Adjustments:</b>	
275,150	Net Internal Recharges to Parks, Recreation Grounds and Open Spaces	253,050
222,820	Capital Charges	528,670
497,970		781,720
1,385,930	<b>Net Expenditure</b>	1,703,160

Head of Service:

**Service Description**

The operation and maintenance of public conveniences in North Street and Caldecott Park.

**Staffing**

No staff are directly employed on this service, but officer time is charged through 'Internal Recharges: Charges to Public Conveniences'

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
4,900	Rates	3,690
1,500	Contract Cleaning	40,570
410	General Running Expenses	410
25,600	Other Running Expenses	0
32,410		44,670
	<b>Income:</b>	
-1,250	Caldecott Park Toilets	-1,250
-1,250		-1,250
	<b>Accounting Adjustments:</b>	
22,590	Net Internal Recharges to Public Conveniences	25,110
6,460	Capital Charges	7,810
29,050		32,920
60,210	<b>Net Expenditure</b>	76,340

Head of Service:

**Service Description**

Expenditure to meet the statutory requirements and responsibilities under the Civil Contingencies Act as well as staffing costs for corporate Health and Safety activities.

**Staffing**

0.8 FTE

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
60,230	Employee Expenses	61,680
590	Transportation Expenses	790
9,890	General Running Expenses	4,890
750	Other Running Expenses	2,100
71,460		69,460
	<b>Accounting Adjustments:</b>	
26,120	Net Internal Recharges to Safety and Resilience	17,610
26,120		17,610
97,580	<b>Net Expenditure</b>	87,070



Head of Service:

**Service Description**

This includes a range of services aimed at protecting public health and safety and environmental protection, including food safety, occupational health and safety, private housing, anti-social behaviour, fly tipping and littering, air quality and contaminated land, noise, dog control and pest control.

**Staffing**

32.5 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
992,040	Employee Expenses	1,082,200
40	Property Expenses	40
36,930	Transportation Expenses	33,710
24,660	General Running Expenses	38,160
26,210	Other Running Expenses	26,210
1,079,880		1,180,320
	<b>Income:</b>	
-45,400	Fees and Charges	-55,400
-45,400		-55,400
	<b>Accounting Adjustments:</b>	
44,140	Net Internal Recharges to Regulatory Services	-7,370
8,230	Capital Charges	12,830
52,370		5,460
1,086,850	<b>Net Expenditure</b>	1,130,380

## Head of Service:

## Service Description

The Council operates disposal plants and pumping stations in rural areas. A charge is made to households connected to them.

## Staffing

No staff are directly employed or charged to this service.

2016/17 Budget £		2017/18 Budget £
9,810	<b>Expenditure:</b>	
9,810	Property Expenses	9,810
-2,000		9,810
-2,000	<b>Income:</b>	
-2,000	Sewage Charges	-2,000
8,010		-2,000
8,010	<b>Accounting Adjustments:</b>	
8,010	Net Internal Recharges to Sewage Disposal Plant	4,360
15,820		4,360
15,820	<b>Net Expenditure</b>	<b>12,170</b>

## Head of Service:

## Service Description

Keeping the borough's streets in a clean condition by removing litter and emptying litter bins for the public to use; removing fly-tipped waste; controlling the growth of weeds and cutting grass verges in the borough's streets in order to maintain a pleasant street scene.

## Staffing

The staffing of this service is included within the Works Services Unit and is recharged through 'Internal Recharges: Charges to Street Cleansing'.

2016/17 Budget £		2017/18 Budget £
987,950	<b>Expenditure:</b>	
<hr/>	Charges from Internal contractor	1,075,450
987,950		<hr/>
		1,075,450
	<b>Accounting Adjustments:</b>	
296,220	Net Internal Recharges to Street Cleansing	210,600
<hr/>	<b>Net Expenditure</b>	<hr/>
<u>1,284,170</u>		<u>1,286,050</u>

Head of Service:

**Service Description**

Refuse and dry recycling collections are made on the same day of the week for the majority of our residents. An optional Green Waste collection service is available for all residents who wish to use this service.

**Staffing**

No staff are directly employed on this service, but officer time is charged through 'Internal Recharges: Charges to 'Waste Collection and Recycling'.

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
3,039,580	Charges from Internal Contractor	3,224,270
23,190	Employee Expenses	25,210
0	Transportation Expenses	1,000
27,510	Education / Promotion	27,510
3,090,280		3,277,990
	<b>Income:</b>	
-517,500	Sales, Fees and Charges	-920,500
-517,500		-920,500
	<b>Accounting Adjustments:</b>	
431,140	Net Internal Recharges to Waste Collection and Recycling	338,630
132,510	Capital Charges	139,280
563,650		477,910
3,136,430	<b>Net Expenditure</b>	2,835,400

**Head of Service:**

**Service Description**

All services intend to cover the operational costs of services delivered. These include Trade Waste, Waste Collection Street Cleansing, Grounds Maintenance, Drainage, Toilet Cleaning, Vehicle Maintenance and some residual Highways activities.

**Staffing**

26.7 FTEs

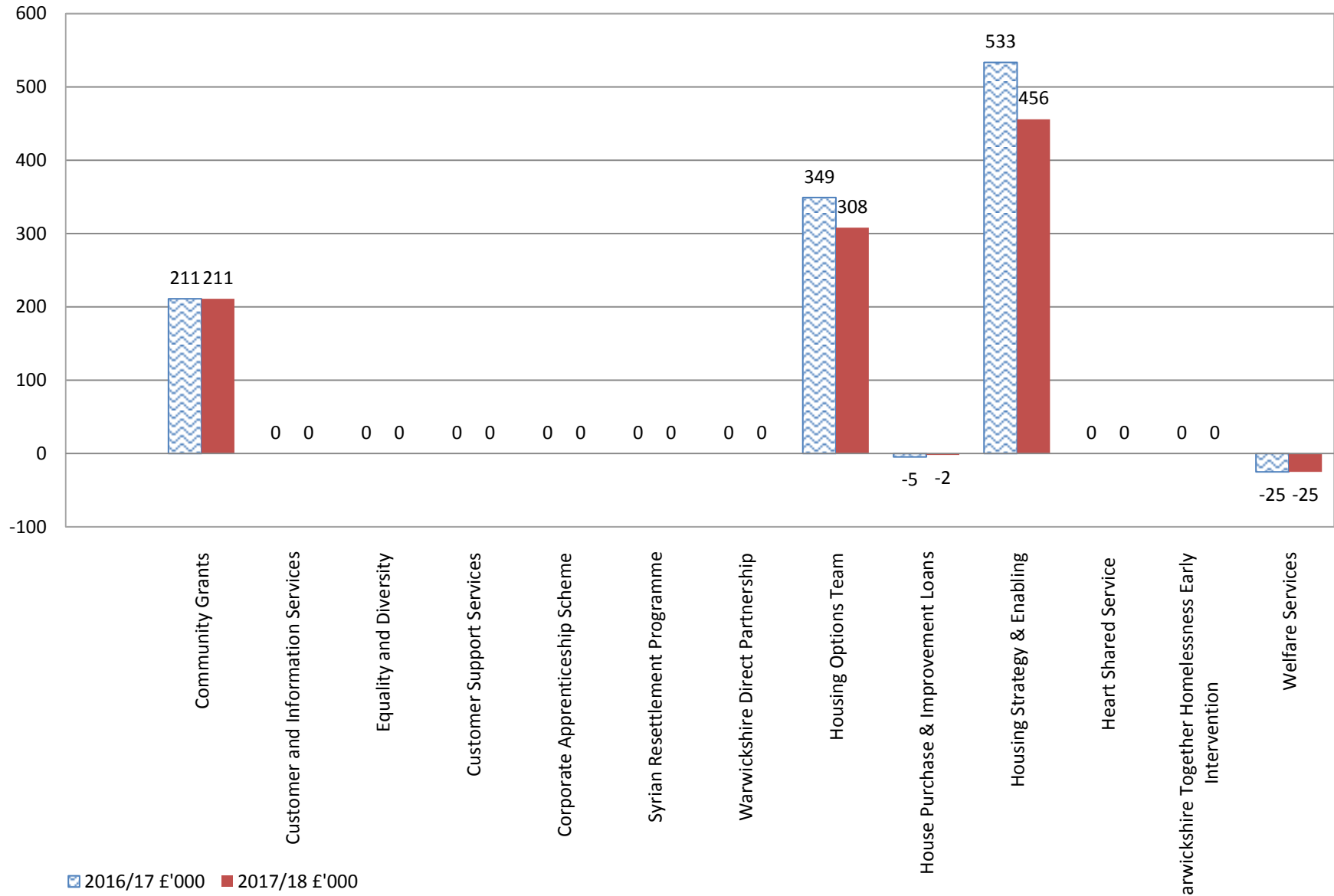
The above operative services also employ a number of manual workers but due to the commercial sensitivity of this information the number of FTEs is not published.

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
-653,200	Operational Expenses not Recharged	-682,950
<u>-653,200</u>		<u>-682,950</u>
	<b>Accounting Adjustments:</b>	
582,500	Capital Charges	636,320
<u>582,500</u>		<u>636,320</u>
<u><u>-70,700</u></u>	<b>Net Expenditure</b>	<u><u>-46,630</u></u>

**HEAD OF SERVICE - RAJ CHAND**

2016/17 Budget		2017/18 Budget			Net
		Expenditure	Income	Accounting Adjustments	
£		£	£	£	£
210,940	Community Grants	205,410	0	5,830	211,240
0	Customer and Information Services	1,788,610	-65,430	-1,723,180	0
0	Equality and Diversity	31,190	0	-31,190	0
0	Customer Support Services	858,600	-9,100	-849,500	0
0	Corporate Apprenticeship Scheme	93,150	-27,720	-65,430	0
0	Syrian Resettlement Programme	16,320	-16,320	0	0
0	Warwickshire Direct Partnership	23,220	0	-23,220	0
	Housing (General Fund) Services:				
349,330	Housing Options Team	675,890	-350,370	-17,950	307,570
-4,700	House Purchase & Improvement Loans	500	-2,460	0	-1,960
533,480	Housing Strategy and Enabling	270,080	-1,050	187,380	456,410
0	Heart Shared Service - Home, Environment, Assessment Response Team	109,400	-109,400	0	0
0	Warwickshire Together Homelessness Early Intervention Project	279,530	-279,530	0	0
-25,000	Welfare Services	75,000	-100,000	0	-25,000
80,980	Woodside Park	86,000	-105,590	98,610	79,020
0	Central Telephone Service	116,570	-2,080	-114,490	0
<u>1,145,030</u>	<b>Total</b>	<u>4,629,470</u>	<u>-1,069,050</u>	<u>-2,533,140</u>	<u>1,027,280</u>

BUDGET COMPARISON FOR COMMUNITIES & HOMES 2016/17 AND 2017/18



Head of Service: R. Chand

**Service Description**

The provision of grants to local voluntary organisations and village/community halls for use to enhance or develop activities delivered to the participants. This funding is allocated via the Grants Working Party.

**Staffing**

No staff are directly employed on this service, but officer time is charged through 'Internal Recharges: Charges to Community Grants'

2016/17 Budget £		2017/18 Budget £
205,410	<b>Expenditure:</b>	
	Grant Allocations	205,410
205,410		205,410
	<b>Accounting Adjustments:</b>	
5,530	Net Internal Recharges to Community Grants	5,830
5,530		5,830
210,940	<b>Net Expenditure</b>	211,240



Head of Service: R. Chand

**Service Description**

This service leads the Council's approach to Customer Services, Corporate Support Services and Information Communication and Technology (ICT).

**Staffing**

24.1 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
1,014,180	Employee Expenses	1,041,990
2,670	Property Expenses	2,670
6,920	Transportation Expenses	7,290
687,480	General Running Expenses	719,660
17,000	Other Running Expenses	17,000
1,728,250		1,788,610
	<b>Income:</b>	
-67,140	Reimbursements	-65,430
-67,140		-65,430
	<b>Accounting Adjustments:</b>	
-1,925,420	Net Internal Recharges to Housing Strategy and Enabling	-1,847,550
264,310	Capital Charges	124,370
-1,661,110		-1,723,180
0	<b>Net Expenditure</b>	0

Head of Service: R. Chand

**Service Description**

The Equality and Diversity service provides corporate advice and support for RBC Staff and Elected Members, ensuring equality of opportunities for all and equality of access to services the Council provides in line with the Corporate Plan.

**Staffing**

0.4 FTE

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
18,990	Employee Expenses	19,930
0	Transportation Expenses	250
3,010	General Running Expenses	3,010
8,000	Other Running Expenses	8,000
30,000		31,190
	<b>Accounting Adjustments:</b>	
-30,000	Net Internal Recharges to Woodside Park	-31,190
-30,000		-31,190
0	<b>Net Expenditure</b>	0

Head of Service: R. Chand

**Service Description**

This incorporates a number of services providing support to both the external customer and the Council and includes the Customer Service Centre.

**Staffing**

27.4 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
699,160	Employee Expenses	721,880
1,030	Transportation Expenses	1,030
131,880	General Running Expenses	131,080
2,080	Other Running Expenses	4,610
834,150		858,600
	<b>Income:</b>	
-7,300	Reimbursements	-7,300
-1,000	Fees & Charges	-1,800
-8,300		-9,100
	<b>Accounting Adjustments:</b>	
-825,850	Net Internal Recharges to Customer Support Services	-850,620
0	Capital Charges	1,120
-825,850		-849,500
0	<b>Net Expenditure</b>	0

Head of Service: R. Chand

**Service Description**

The Corporate Apprenticeship Scheme is a mutually beneficial arrangement where apprentices gain meaningful paid work experience, qualifications and skills and the Council gains a degree of additional input across a range of areas.

**Staffing**

6.5 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
87,370	Employee Expenses	92,840
270	Transportation Expenses	270
40	General Running Expenses	40
<hr/> 87,680		<hr/> 93,150
	<b>Income:</b>	
-22,320	Transfer from Reserves	-27,720
<hr/> -22,320		<hr/> -27,720
	<b>Accounting Adjustments:</b>	
-65,360	Net Internal Recharges to Corporate Apprenticeship Scheme	-65,430
<hr/> -65,360		<hr/> -65,430
<hr/> <hr/> 0	<b>Net Expenditure</b>	<hr/> <hr/> 0

Head of Service: R. Chand

**Service Description**

Syrian Resettlement Programme is a Central Government Scheme where all expenditure is fully funded by grant.

**Staffing**

No staff are directly employed on this service.

2016/17 Budget £		2017/18 Budget £
0	<b>Expenditure:</b>	
	General Running Expenses	16,320
<hr/> 0		<hr/> 16,320
	<b>Income:</b>	
0	Contribution from WCC	-4,000
0	Contribution Transfer	4,000
0	PSLS Rents Reimbursements	-16,320
<hr/> 0		<hr/> -16,320
<hr/> <hr/> 0	<b>Net Expenditure</b>	<hr/> <hr/> 0

Head of Service: R. Chand

**Service Description**

The IT costs associated with the Customer Services Centre are shown here and are recharged to service users.

**Staffing**

No staff are directly employed on this service.

2016/17 Budget £		2017/18 Budget £
35,220	<b>Expenditure:</b>	
<u>35,220</u>	General Running Expenses	23,220
		<u>23,220</u>
	<b>Accounting Adjustments:</b>	
-35,220	Net Internal Recharges to Warwickshire	-23,220
<u>-35,220</u>	On-Line Partnership	<u>-23,220</u>
<u><u>0</u></u>	<b>Net Expenditure</b>	<u><u>0</u></u>

Head of Service: R. Chand

**Service Description**

The cost of funding a service for the provision of housing options advice across housing tenures. This will include options on accessing the councils waiting list, private rented housing and other housing options including shared ownership and supported housing. The service also deals with homeless applicants and where possible prevents homelessness from taking place by early intervention and partnership working. Where this isn't possible the Housing Options Team can provide (for eligible households) temporary accommodation, which includes a block within the councils own stock.

**Staffing**

9.41 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
314,900	Employee Expenses	303,000
284,040	Property Expenses	340,540
880	Transportation Expenses	2,570
4,930	General Running Expenses	5,930
20,780	Other Running Expenses	23,850
625,530		675,890
	<b>Income:</b>	
0	Private Sector Leasing Scheme HB Income	-35,100
-96,980	Charges for Lettings - HRA Properties	-96,980
-168,000	Reimbursements for B&B Temp. Accommodation	-180,000
-17,330	Lease Income from Hostel	-20,400
-13,890	Other Income	-17,890
-296,200		-350,370
	<b>Accounting Adjustments:</b>	
20,000	Net Internal Recharges to Housing Options Team	-17,950
20,000		-17,950
349,330	<b>Net Expenditure</b>	307,570

Head of Service: R. Chand

**Service Description**

The management and administration of loans outstanding for either house purchase or improvement.

**Staffing**

No staff are directly employed or charged to this service.

2016/17 Budget £		2017/18 Budget £
0	<b>Expenditure:</b>	
0	General Running Expenses	500
		<u>500</u>
	<b>Income:</b>	
-1,000	Interest on Loans	-1,200
-3,700	Insurances Recharged	-1,260
<u>-4,700</u>		<u>-2,460</u>
<u><u>-4,700</u></u>	<b>Net Income</b>	<u><u>-1,960</u></u>



Head of Service: R. Chand

**Service Description**

This service includes the review of housing needs e.g. housing condition surveys, preparation of strategic plans, government initiative bids and liaising with external bodies. This service now incorporates Renewal Areas which are areas of housing where investment in both housing and environmental improvements takes place to secure the future of the areas.

**Staffing**

5.7 FTEs

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
279,880	Employee Expenses	238,700
1,300	Transportation Expenses	920
4,070	General Running Expenses	4,070
40,940	Other Running Expenses	26,390
<hr/> 326,190		<hr/> 270,080
	<b>Income:</b>	
-13,230	Property Rental	-1,050
<hr/> -13,230		<hr/> -1,050
	<b>Accounting Adjustments:</b>	
220,520	Net Internal Recharges to Housing Strategy and Enabling	187,380
<hr/> 220,520		<hr/> 187,380
<hr/> <u>533,480</u>	<b>Net Expenditure</b>	<hr/> <u>456,410</u>

Head of Service: R. Chand

**Service Description**

A joint service with Warwickshire Councils responsible for the delivery of Disabled Facilities Grant home adaptations in the private sector.

**Staffing**

1 FTE

Staff are employed by RBC but seconded to the HEART scheme - RBC are reimbursed for these expenses by the Shared Service Contract Income.

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
0	Employee Expenses	104,620
0	Transportation Expenses	3,000
0	General Running Expenses	1,780
<hr/> 0		<hr/> 109,400
<hr/> 0		<hr/> 109,400
	<b>Income:</b>	
0	Contribution from HEART Capital Scheme	-30,000
0	Shared Service External Contract Income	-79,400
<hr/> 0		<hr/> -109,400
<hr/> 0	<b>Net Expenditure</b>	<hr/> <hr/> 0

Head of Service: R. Chand

**Service Description**

The Warwickshire Together Homelessness Early Intervention Project is fully funded by grant from the Department for Communities and Local Government's Homelessness Prevention Trailblazers fund. The joint project comprises Rugby Borough Council, Nuneaton and Bedworth Borough Council, North Warwickshire Borough Council, Stratford-on-Avon District Council and Warwick District Council.

**Staffing**

5 FTE

2016/17 Budget £		2017/18 Budget £
0	<b>Expenditure:</b>	
0	Employee Expenses	200,530
0	General Running Expenses	79,000
<hr/> 0		<hr/> 279,530
	<b>Income:</b>	
0	DCLG Grant Income	-279,530
<hr/> <hr/> 0	<b>Net Expenditure</b>	<hr/> <hr/> 0

Head of Service: R. Chand

**Service Description**

Welfare Services provided by the Council e.g. lifeline alarm service.

**Staffing**

No staff are directly employed or charged to this service.

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
75,000	<b>Expenditure:</b>	
75,000	Running Expenses	75,000
<u>75,000</u>		<u>75,000</u>
	<b>Income:</b>	
-100,000	Income from Lifeline Service	-100,000
<u><u>-25,000</u></u>	<b>Net Expenditure</b>	<u><u>-25,000</u></u>

Head of Service: R. Chand

**Service Description**

This service shows the maintenance, security costs and rental income of Woodside Park Gypsy and Travellers Site.

**Staffing**

1 FTE

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
23,630	Employee Expenses	25,020
33,360	Property Expenses	42,530
500	Transportation Expenses	1,500
180	General Running Expenses	30
17,040	Other Running Expenses	17,040
74,710		86,120
	<b>Income:</b>	
-94,750	Rental Income	-105,590
-94,750		-105,590
	<b>Accounting Adjustments:</b>	
18,510	Net Internal Recharges to Woodside Park	18,940
4,000	Contribution for HRA staff	4,000
78,510	Capital Charges	75,550
101,020		98,490
80,980	<b>Net Expenditure</b>	79,020

Head of Service: R. Chand

**Service Description**

The provision and management of the Council's telephone services including the purchase and maintenance of equipment and wiring, line and circuit rentals, call charges and information services. The total cost of this service is recharged to users through out the Council.

**Staffing**

No staff are directly employed on this service.

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
116,570	General Running Expenses	116,570
<u>116,570</u>		<u>116,570</u>
	<b>Income:</b>	
-2,080	Sales, Fees and Charges	-2,080
<u>-2,080</u>		<u>-2,080</u>
	<b>Accounting Adjustments:</b>	
-137,710	Net Internal Recharges to Central Telephone Service	-133,320
23,220	Capital Charges	18,830
<u>-114,490</u>		<u>-114,490</u>
<u><u>0</u></u>	<b>Net Expenditure</b>	<u><u>0</u></u>



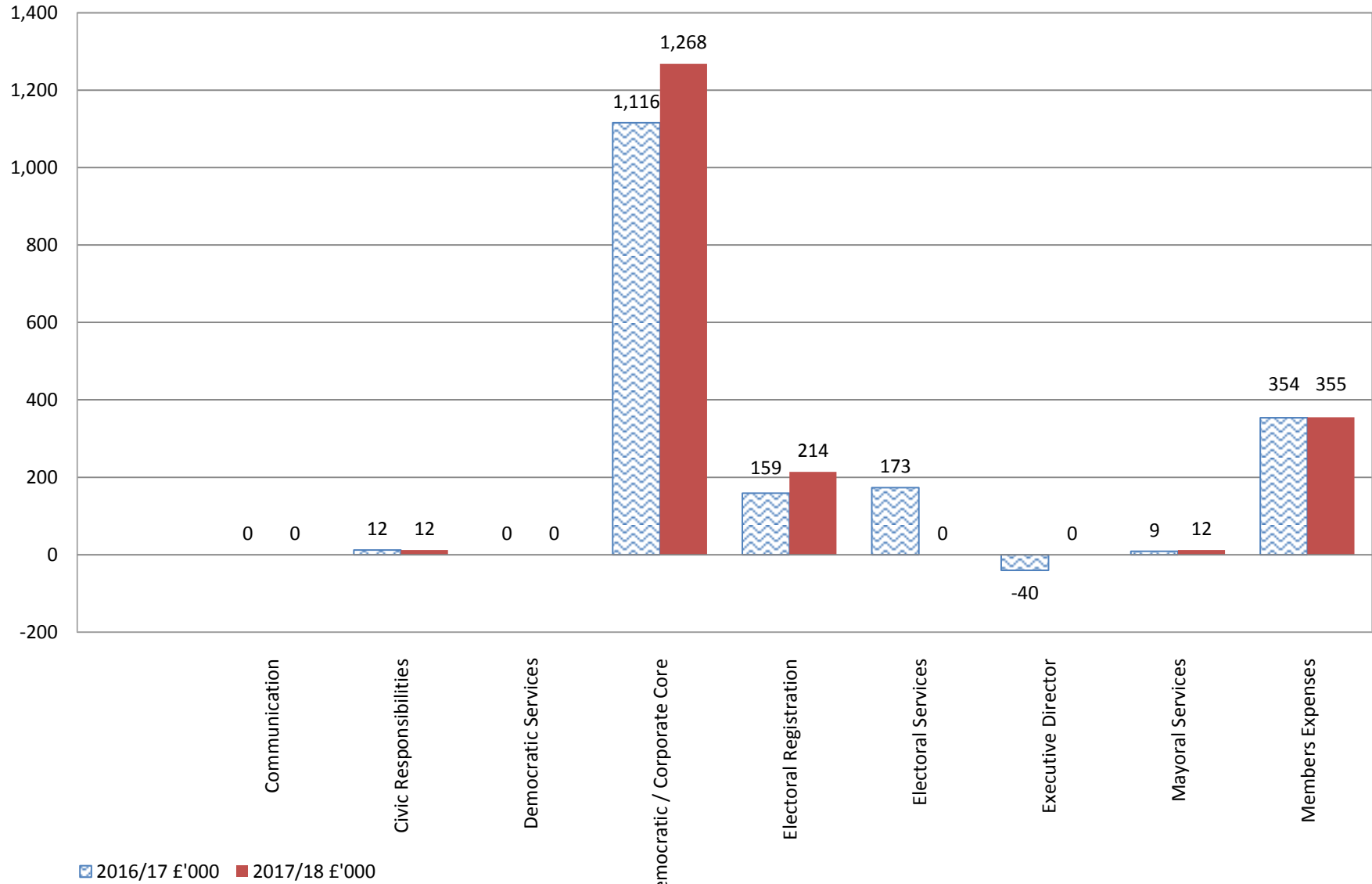
**EXECUTIVE DIRECTOR'S OFFICE**

**EXECUTIVE DIRECTOR - ADAM NORBURN**

2016/17 Budget		2017/18 Budget			
		Expenditure	Income	Accounting Adjustments	Net
£		£	£	£	£
0	Communication	242,770	0	-242,770	0
11,880	Civic Responsibilities	11,880	0	0	11,880
0	Democratic Services	176,720	0	-176,720	0
1,115,950	Democratic / Corporate Core	1,428,420	-160,210	0	1,268,210
158,790	Electoral Registration	200,360	-41,210	54,470	213,620
172,510	Electoral Services	118,670	-118,670	0	0
-40,000	Executive Director	135,820	0	-135,820	0
9,400	Mayoral Services	9,410	0	2,180	11,590
353,650	Members Expenses	354,740	0	0	354,740
<u>1,782,180</u>	Total	<u>2,678,790</u>	<u>-320,090</u>	<u>-498,660</u>	<u>1,860,040</u>



BUDGET COMPARISON FOR EXECUTIVE DIRECTOR'S OFFICE 2016/17 AND 2017/18



**Executive Director: A Norburn**

**Service Description**

Promoting the Council and the services it provides across a wide range of media channels, also dealing with complaints and Freedom of Information requests.

**Staffing**

3 FTEs

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
119,670	Employee Expenses	126,940
460	Transportation Expenses	460
85,870	Publicity	85,870
10,000	Community Engagement	10,000
10,000	Public Notices	10,000
9,500	General Running Expenses	9,500
<hr/> 235,500		<hr/> 242,770
	<b>Accounting Adjustments:</b>	
-235,500	Net Internal Recharges to Communication	-242,770
<hr/> -235,500		<hr/> -242,770
<hr/> <hr/> 0	<b>Net Expenditure</b>	<hr/> <hr/> 0

Executive Director: A Norburn

**Service Description**

The production of the Council's year book and the organisation of civic events.

**Staffing**

No staff are directly employed on this service.

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
6,500	Training	6,500
5,380	General Running Expenses	5,380
<hr/> 11,880		<hr/> 11,880
<hr/> <hr/> 11,880	<b>Net Expenditure</b>	<hr/> <hr/> 11,880

**Executive Director: A Norburn**

**Service Description**

This service takes the lead in ensuring that the Council complies with its legal obligations, that compliant means are found to deliver the Council's Corporate Strategy and that its governance arrangements are fit for purpose.

**Staffing**

4.6 FTEs

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
204,150	Employee Expenses	175,150
380	Transportation Expenses	380
1,190	General Running Expenses	1,190
<hr/> 205,720		<hr/> 176,720
	<b>Income:</b>	
-205,720	Net Internal Recharges to Democratic Services	-176,720
<hr/> -205,720		<hr/> -176,720
<hr/> <hr/> <u>0</u>		<hr/> <hr/> <u>0</u>

**Executive Director: A Norburn**

**Service Description**

The Corporate and Democratic Core comprises two divisions of service: Democratic Representation and Management (DRM) and Corporate Management (CM).

DRM concerns policy making and all other member based activities. CM concerns those activities and costs that provide the infrastructure that allows services to be provided, and the information that is required for public accountability.

The costs shown below are only part of the costs that are reported to the Government as 'Corporate and Democratic Core (CDC) Costs'. CDC costs include the cost of Civic Responsibilities, Mayoral Services, Members Expenses, General Financial Services (External Audit Fee, Bank Charges and Corporate Subscriptions), Parish Councils and Contributions and Overview & Scrutiny Management Board.

These costs are shown separately within this book so that members can see the true cost of these particular services.

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
1,386,060	<b>Expenditure:</b>	
1,386,060	Officer Allocations	1,428,420
		1,428,420
	<b>Income:</b>	
-270,110	Recharge to HRA	-160,210
-270,110		-160,210
<u>1,115,950</u>	<b>Net Expenditure</b>	<u>1,268,210</u>

Executive Director: A Norburn

**Service Description**

The co-ordination and conduct of the electoral canvass and the preparation, maintenance and publication of the Electoral Register. A proportion of the service cost is recharged to Borough Elections.

**Staffing**

3 FTEs

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
93,820	Employee Expenses	101,480
340	Transportation Expenses	340
9,760	External Printing	9,760
42,650	Postages	42,650
8,100	Canvassers fees	8,100
12,700	Follow Up Calls	12,700
1,870	Special Events	21,870
3,460	General Running Expenses	3,460
172,700		200,360
	<b>Income:</b>	
-41,210	Grant Income	-41,210
-41,210		-41,210
	<b>Accounting Adjustments:</b>	
27,300	Net Internal Recharges to Electoral Registration	54,470
27,300		54,470
158,790	<b>Net Expenditure</b>	213,620

**Executive Director: A Norburn**

**Service Description**

The preparation and conduct of Borough Council elections. This is a non election year for Borough Councillors. The budget shown is for the planned County Council Elections that will be fully reimbursed by Warwickshire County Council.

**Staffing**

The staffing of this service is included within Electoral Registration and is recharged to this service through 'Internal Recharges: Charges to Electoral Services.

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
74,720	Personnel	43,700
34,350	Specialist Stationery & Printing	21,750
37,000	Postages	9,670
21,000	Hire of Polling Stations	10,000
7,000	Elections Duties	10,000
3,400	Specialist Equipment	900
7,680	Misc. Costs	22,650
<hr/> 185,150		<hr/> 118,670
	<b>Income:</b>	
-98,730	Reimbursements	-118,670
<hr/> -98,730		<hr/> -118,670
	<b>Accounting Adjustments:</b>	
86,090	Net Internal Recharges to Electoral Services	0
<hr/> 86,090		<hr/> 0
<hr/> <hr/> 172,510	<b>Net Expenditure</b>	<hr/> <hr/> 0

Executive Director: A Norburn

**Service Description**

Previously called 'Chief Executive and Deputy Chief Executives' the service now only employs an Executive Director.

**Staffing**

1 FTE

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
159,740	Employee Expenses	130,530
4,130	Transportation Expenses	3,380
3,170	General Running Expenses	1,910
167,040		135,820
	<b>Accounting Adjustments:</b>	
-207,040	Net Internal Recharges to Executive Directors	-135,820
-207,040		-135,820
-40,000	<b>Net Expenditure</b>	0



**Executive Director: A Norburn**

**Service Description**

The administrative costs of the Mayor's office, mayoral car and expenditure on civic functions.

**Staffing**

No staff are directly employed on this service, but a small budget is available for Casual Staff. Officer time is charged through 'Internal Recharges: Charges to Mayoral Services'.

<b>2016/17 Budget £</b>		<b>2017/18 Budget £</b>
	<b>Expenditure:</b>	
2,240	Employee Expenses	2,250
2,340	Transportation Expenses	2,340
4,820	General Running Expenses	4,820
9,400		9,410
	<b>Accounting Adjustments:</b>	
0	Capital Charges	2,180
0		2,180
9,400	<b>Net Expenditure</b>	11,590

Executive Director: A Norburn

**Service Description**

The calculation and payment of expenses/allowances due to Councillors and the cost of administrative support. These costs are recharged to the Democratic/Corporate Core.

**Staffing**

No staff are directly employed on this service, but officer time is charged through Internal Recharges: Charges to Members Expenses'

2016/17 Budget £		2017/18 Budget £
	<b>Expenditure:</b>	
338,710	Members Expenses	339,710
13,580	Employee Expenses	13,580
1,360	Transportation Expenses	1,450
353,650		354,740
353,650	<b>Net Expenditure</b>	354,740



# HOUSING REVENUE ACCOUNT

## Service Description

The provision, management, repair and maintenance of rented council houses, flats and sheltered accommodation throughout the Borough. The cost of this service is charged to tenants in weekly rents and service charges. This is solely used to account for the cost of council housing services and does not form part of General Fund expenditure.

2016/17 Budget £		2017/18 Budget £	Notes
	<b>INCOME :-</b>		
-16,347,600	Rent Income From Dwellings	-16,253,330	*1
-280,640	Rent Income From Non - Dwellings	-151,730	*2
-1,408,750	Charges For Services	-1,473,300	*3
-274,980	Contributions Towards Expenditure	-215,340	*4
<u>-18,311,970</u>	<b>Total Income</b>	<u>-18,093,700</u>	
	<b>EXPENDITURE :-</b>		
3,286,070	Transfer to Housing Repairs Account	3,236,680	*5
4,859,080	Supervision & Management	4,621,600	*6
3,000	Rents, Rates, Taxes & Other Charges	3,000	
3,816,630	Depreciation and Impairment	3,681,210	*7
7,000	Debt Management Cost	15,000	*8
131,250	Provision For Bad or Doubtful Debt	131,250	*9
6,900,000	Amounts Set Aside for the Repayment of Debt	4,921,570	*10
-800,930	Less: Corporate Savings/Income Generation Target	0	
<u>18,202,100</u>	<b>Total Expenditure</b>	<u>16,610,310</u>	
	<b>NET COST OF SERVICES AS INCLUDED IN THE WHOLE AUTHORITY INCOME &amp; EXPENDITURE ACCOUNT</b>		
<u>-109,870</u>		<u>-1,483,390</u>	
209,630	HRA Share of Corporate & Democratic Core Costs	200,470	*11
<u>99,760</u>	<b>NET COST OF HRA SERVICES</b>	<u>-1,282,920</u>	
	<b>HRA SHARE OF OPERATING INCOME &amp; EXPENDITURE INCLUDED IN THE WHOLE AUTHORITY INCOME AND EXPENDITURE ACCOUNT</b>		
1,326,660	Interest Payable & Similar Changes	1,251,470	*12
-76,420	Interest & Investment Income	-26,220	*13
<u>1,350,000</u>	<b>NET OPERATING EXPENDITURE</b>	<u>-57,670</u>	
0	Revenue Contributions to Capital Expenditure	0	
-1,350,000	Contributions to (+) / from (-) Reserves	57,670	
<u>0</u>	<b>Surplus(-)/Deficit for year</b>	<u>0</u>	

## HOUSING REVENUE ACCOUNT BUDGET ACTIVITY EXPLANATIONS

The Housing Revenue Account (HRA) includes all council housing financial activity representing the landlord function of the Council. The HRA covers management, repair and maintenance of council houses, flats and sheltered accommodation within the Borough. The cost of this service is charged to tenants in weekly rents and service charges.

The HRA does not form any part of the General Fund and all its activities are 'ringfenced', i.e. council housing expenditure and income must be recorded within the HRA.

Some of the wording used in the Housing Revenue Account (HRA) is explained below:

### Notes :

#### Income – Service Description

- \*1 Rent Income From Dwellings**  
Income from dwellings has been calculated to include a 1% rent reduction in accordance with the Welfare Reform and Work Bill.
- \*2 Rent Income From Non - Dwellings**  
Includes rent from other HRA property such as garages.
- \*3 Charges For Services**  
Income from tenants for specific services such as lighting and cleaning in multi-storey flats or the provision of wardens in aged person dwellings.
- \*4 Contributions Towards Expenditure**  
Other miscellaneous income.

#### Expenditure - Service Description

- \*5 Transfer to Housing Repairs Account**  
The estimated annual cost of responsive and unplanned maintenance and repair for council-housing property is transferred into a separate 'Housing Repairs Account'. Actual costs of responsive and ad-hoc maintenance in the year are charged to the Housing Repairs Account and any ongoing balances are carried forward at the end of each financial year. The use of the Housing Repairs Account aims to equalise the cost of maintenance to the HRA over time.
- \*6 Supervision and Management**  
This covers general property management and supervision and also the operational costs of sheltered accommodation and multi-story flats.
- \*7 Depreciation and Impairment**  
Depreciation represents the value of an asset which has been 'used' during the year where an asset loses value over time (e.g. a car) or which represents the average cost of maintaining that asset to an acceptable standard (e.g. a building).
- \*8 Debt Management Costs**  
These are the costs of managing the Housing Revenue Account's borrowing.
- \*9 Provision For Bad or Doubtful Debt**  
An estimated annual provision is made on the possible (or probable) likelihood that not all council-housing rental income will be received during a financial year.

## HOUSING REVENUE ACCOUNT

**\*10 Amounts Set Aside for the Repayment of Debt**

The HRA medium term financial plan assumes that all in-year surpluses will be utilised in the repayment of debt except where major capital expenditure relating to new build has been programmed.

**\*11 HRA Share of Corporate and Democratic Core Costs**

The cost of officer time spent on Corporate and Democratic Core activities, such as public accountability and corporate policy making.

**\*12 Interest Payable and Similar Charges**

Interest payable on any borrowing undertaken on behalf of the HRA.

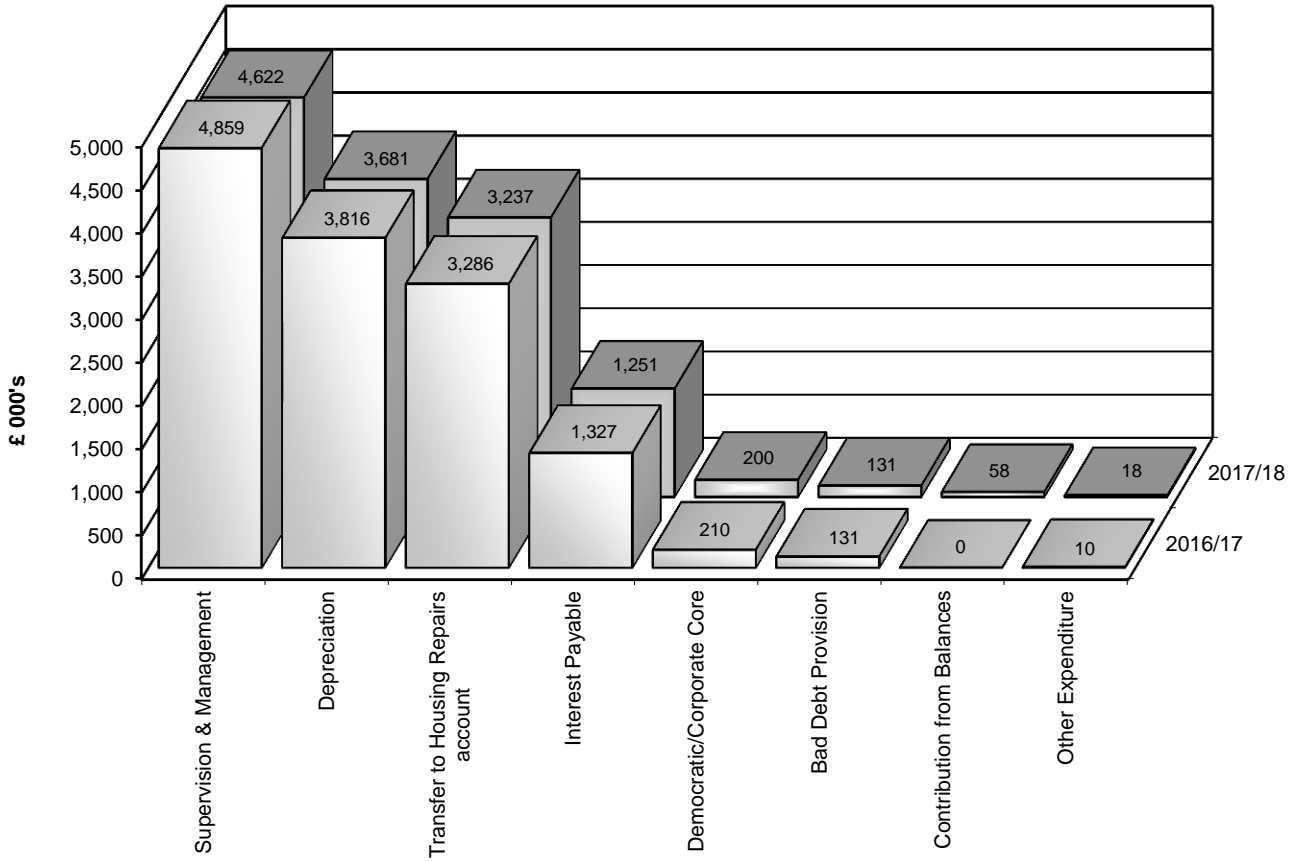
**\*13 Interest and Investment Income**

Amounts received from investments and mortgages.

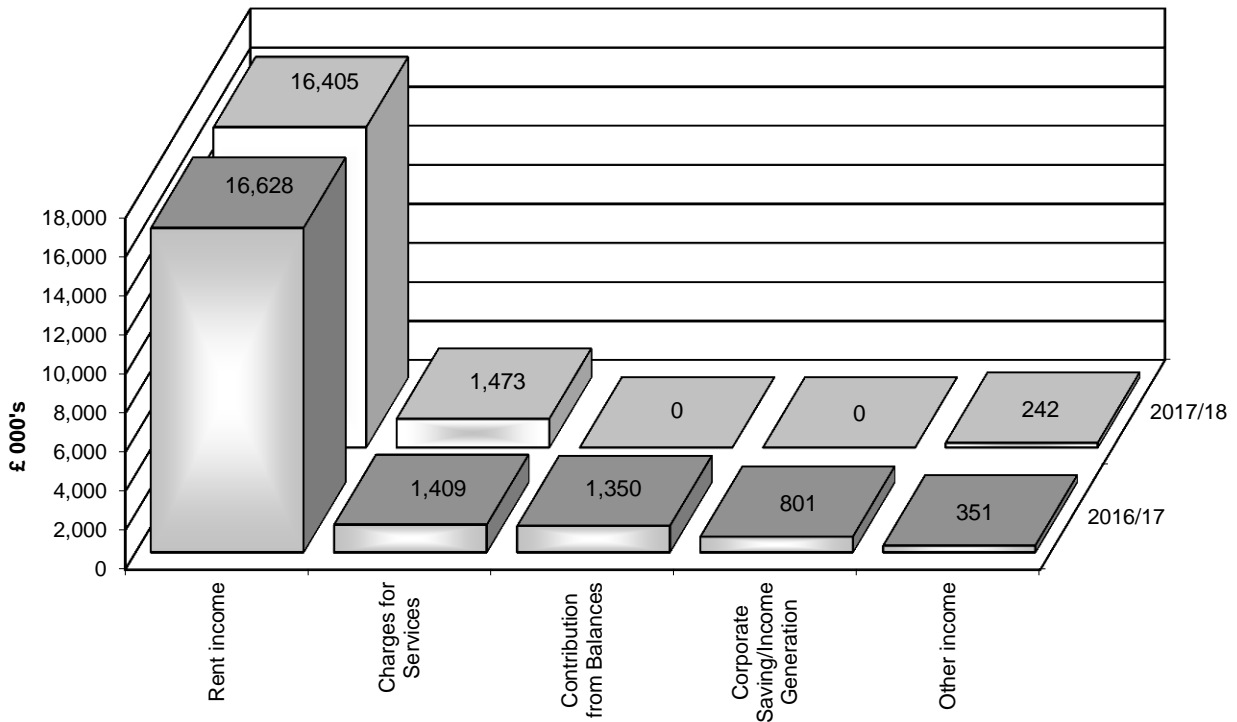
Any further clarification or information about the HRA can be obtained from the Financial Services Manager on request.

# HOUSING REVENUE ACCOUNT

## HRA Expenditure 2016/17 and 2017/18



## HRA Income 2016/17 and 2017/18



**Capital Programme 2017/18 - 2019/20**

SERVICE PORTFOLIOS	Expenditure to 31/03/16	2016/17 Amended Budget	2016/17 Budgets carried forward into 2017/18	2017/18 Original Budget	2018/19 Draft Budget	2019/20 Draft Budget	Total Scheme Cost
<b>General Fund</b>							
<b>RUGBY WORLD CUP</b>	17,310	5,000	0	0	0	0	22,310
<b>GROWTH &amp; INVESTMENT</b>	13,718,750	1,336,330	0	0	0	0	15,055,080
<b>CORPORATE RESOURCES</b>	1,679,070	847,740	347,000	100,000	100,000	100,000	3,173,810
<b>ENVIRONMENT &amp; PUBLIC REALM</b>	7,340,590	1,739,180	1,083,340	1,942,810	886,510	886,510	13,878,940
<b>COMMUNITIES &amp; HOMES Housing General Fund</b>	11,847,200	1,089,550	0	786,370	683,370	683,370	15,089,860
<b>Total General Fund</b>	<b>34,602,920</b>	<b>5,017,800</b>	<b>1,430,340</b>	<b>2,829,180</b>	<b>1,669,880</b>	<b>1,669,880</b>	<b>47,220,000</b>
<b>HOUSING REVENUE ACCOUNT</b>	30,677,310	7,074,090	2,101,290	4,065,200	3,869,800	3,179,800	50,967,490
<b>Total Capital Programme</b>	<b>65,280,230</b>	<b>12,091,890</b>	<b>3,531,630</b>	<b>6,894,380</b>	<b>5,539,680</b>	<b>4,849,680</b>	<b>98,187,490</b>

**Note**

The Capital Programme shown above includes Housing Revenue Account and Housing General Fund activity.



Capital Programme 2017/18 - 2019/20

Code	Head of Service	Scheme	Forecast of Expenditure					Total Scheme Cost	
			Expenditure to 31/03/16	2016/17 Amended Budget	2016/17 Budgets carried forward into 2017/18	2017/18 Original Budget	2018/19 Draft Budget		2019/20 Draft Budget
			£	£	£	£	£		£
		<b>RUGBY WORLD CUP</b>							
		<b>Housing General Fund</b>							
RWC00	S Lawson	Pathway of Fame	17,310	5,000		0	0	0	22,310
		<b>Sub-Total c/f</b>	<b>17,310</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,310</b>

<b>Financing Resources:</b>
Replacement Reserves
<b>Total Planned Financing</b>

0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Capital Programme 2017/18 - 2019/20**

Code	Head of Service	Scheme	Forecast of Expenditure						
			Expenditure to 31/03/16	2016/17 Amended Budget	2016/17 Budgets carried forward into 2017/18	2017/18 Original Budget	2018/19 Draft Budget	2019/20 Draft Budget	Total Scheme Cost
			£	£	£	£	£	£	£
ART00	R Back	Purchase of Artwork	4,100	8,000	0	0	0	0	12,100
HOF00	R Back	Hall of Fame Exhibition	22,630	930,000	0	0	0	0	952,630
HOF01	R Back	Hall of Fame Foyer & Retail	0	270,000	0	0	0	0	270,000
HOF02	R Back	Rugby Roman Gallery	0	45,000	0	0	0	0	45,000
BHR00	R Back	Benn Hall refurbishment	14,690	46,310	0	0	0	0	61,000
LEI03	R Back	Queen's Diamond Jubilee Leisure Centre	13,518,330	22,020	0	0	0	0	13,540,350
MIG00	R Back	Moving In Grants	159,000	15,000	0	0	0	0	174,000
<b>Total</b>			<b>13,718,750</b>	<b>1,336,330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,055,080</b>

<b>Financing Resources:</b>
Borrowings
Capital Receipts
<b>Total Planned Financing</b>

0	0	0	0
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Capital Programme 2017/18 - 2019/20

Code	Head of Service	CORPORATE RESOURCES Scheme	Forecast of Expenditure						Total Scheme Cost £
			Expenditure to 31/03/16	2016/17 Amended Budget	2016/17 Budgets carried forward into 2017/18	2017/18 Original Budget	2018/19 Draft Budget	2019/20 Draft Budget	
			£	£	£	£	£	£	
CMS00	M Ketley	Market Quarter Development	336,470	59,180	0	0	0	0	395,650
GAU00	M Ketley	Gauge Software	0	8,000	0	0	0	0	8,000
CPE00	M Ketley	Corporate Property Enhancement	963,240	288,940	0	100,000	100,000	100,000	1,552,180
LCF01	M Ketley	Carbon Management Plan	379,360	341,620	347,000	0	0	0	1,067,980
BEL00	M Ketley	Strategic Property Acquisition	0	150,000	0	0	0	0	150,000
<b>Total</b>			<b>1,679,070</b>	<b>847,740</b>	<b>347,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>3,173,810</b>

**Financing Resources:**

Borrowings
Capital Receipts
Government Grant
<b>Total Planned Financing</b>

347,000	100,000	100,000	100,000
0	0	0	0
0	0	0	0
<b>347,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>

**Capital Programme 2017/18 - 2019/20**

Code	Head of Service	ENVIRONMENT & PUBLIC REALM Scheme	Forecast of Expenditure						
			Expenditure to 31/03/16	2016/17 Amended Budget	2016/17 Budgets carried forward into 2017/18	2017/18 Original Budget	2018/19 Draft Budget	2019/20 Draft Budget	Total Scheme Cost
			£	£	£	£	£	£	£
BUR04	S Lawson	Crematorium Project	2,911,200	57,610	0	0	0	0	2,968,810
BUR05	S Lawson	Cemetery Infrastructure Work	113,930	16,860	0	11,420	11,420	11,420	165,050
BUR06	S Lawson	Rainsbrook Cemetery preparation	0	6,810	197,600	0	0	0	204,410
LEI08	S Lawson	Open Spaces Refurbishments	2,711,430	205,730	0	0	0	0	2,917,160
LEI14	S Lawson	Great Central Walk Bridge	1,038,540	4,430	365,000	160,770	160,770	160,770	1,890,280
LEI20	S Lawson	Great Central Walk Trackbed Replacement	0	70,000	0	0	0	0	70,000
LEI21	S Lawson	Hollowell Way Park Refurbishment	0	213,480	0	0	0	0	213,480
LEI22	S Lawson	Street Furniture	0	69,380	0	42,820	42,820	42,820	197,840
LEI23	S Lawson	Open Spaces Refurbishments -Whitehall Rec Ground	0	0	0	489,130	0	0	489,130
LEI24	S Lawson	Open Spaces Refurbishments - Safety Improvements	0	0	0	50,000	150,000	150,000	350,000
PWB00	S Lawson	Purchase of Waste Bins	161,170	95,100	0	87,500	87,500	87,500	518,770
WCP00	S Lawson	Woodland Creation Project	255,390	107,560	0	0	0	0	362,950
VHC00	S Lawson	Vehicles	on going	665,830	520,740	1,101,170	434,000	434,000	3,155,740
CPC02	S Lawson	Upgrade Pay & Display Machines in Council Car Parks	0	35,000	0	0	0	0	35,000
CMP35	S Lawson	Route Optimiser	0	127,000	0	0	0	0	127,000
FST00	S Lawson	Fuel Storage Tanks	0	36,000	0	0	0	0	36,000
VWE00	S Lawson	Vehicle Workshop Extension	148,930	28,390	0	0	0	0	177,320
<b>Total</b>			<b>7,340,590</b>	<b>1,739,180</b>	<b>1,083,340</b>	<b>1,942,810</b>	<b>886,510</b>	<b>886,510</b>	<b>13,878,940</b>

<b>Financing Resources:</b>	
External Funding	
Borrowings	
Capital Projects Reserve	
Capital Receipts	
Revenue Contribution Capital Outlay	
Government Grant	
<b>Total Planned Financing</b>	

	0	310,470	50,000	50,000
	1,083,340	1,544,840	749,010	749,010
	0	0	0	0
	0	0	0	0
	0	87,500	87,500	87,500
	0	0	0	0
	<b>1,083,340</b>	<b>1,942,810</b>	<b>886,510</b>	<b>886,510</b>

## Capital Programme 2017/18 - 2019/20

Code	Head of Service	Scheme	Forecast of Expenditure						Total Scheme Cost
			Expenditure to 31/03/16	2016/17 Amended Budget	2016/17 Budgets carried forward into 2017/18	2017/18 Original Budget	2018/19 Draft Budget	2019/20 Draft Budget	
			£	£	£	£	£	£	
		<b>COMMUNITIES &amp; HOMES</b>							
CMP00	R Chand	ICT renewal programme - Desktop	on going	77,100	0	65,040	42,040	42,040	226,220
CMP01	R Chand	ICT renewal programme - Infrastructure	on going	94,960	0	138,410	148,410	148,410	530,190
CMP14	R Chand	iTRENT system development	131,240	6,210	0	0	0	0	137,450
CMP25	R Chand	Income Management and System Upgrade	1,380	9,000	0	10,000	0	0	20,380
CMP26	R Chand	Income Retention and Disposal	5,250	13,830	0	0	0	0	19,080
CMP32	R Chand	Business Continuity - Supporting Technology Upgrade	0	60,350	0	0	0	0	60,350
CMP33	R Chand	Upgrade of Agresso	0	24,100	0	0	0	0	24,100
CMP34	R Chand	Enhancement of Agresso	0	49,980	0	0	0	0	49,980
VMR00	R Chand	Vending Machine Replacement	5,190	4,110	0	0	0	0	9,300
ERG01	R Chand	Electoral Registration Hardware	5,800	4,600	0	0	0	0	10,400
RBB00	R Chand	CSW Superfast Broadband	239,690	161,500	0	80,000	0	0	481,190
RTV00	R Chand	CCTV for Reception Area	10,690	5,810	0	0	0	0	16,500
GRA03	R Chand	Home Safety Grants/Assessment and Handy Person	296,840	35,000	0	0	0	0	331,840
REN00	R Chand	Private Sector Renovation Loans	3,563,830	50,000	0	0	0	0	3,613,830
REN01	R Chand	Disabled Facilities Grants	3,855,260	493,000	0	492,920	492,920	492,920	5,827,020
RNA05	R Chand	Woodside Gypsy and Travellers Site	3,732,030	0	0	0	0	0	3,732,030
		<b>Sub-Total</b>	<b>11,847,200</b>	<b>1,089,550</b>	<b>0</b>	<b>786,370</b>	<b>683,370</b>	<b>683,370</b>	<b>15,089,860</b>

**Financing Resources:**

Borrowings

Government Grant

**Total Planned Financing**

0	293,450	190,450	190,450
0	492,920	492,920	492,920
<b>0</b>	<b>786,370</b>	<b>683,370</b>	<b>683,370</b>

**Capital Programme 2017/18 - 2019/20**

Code	Head of Service	HOUSING REVENUE ACCOUNT  Scheme	Forecast of Expenditure						
			Expenditure to 31/03/16	2016/17 Amended Budget	2016/17 Budgets carried forward into 2017/18	2017/18 Original Budget	2018/19 Draft Budget	2019/20 Draft Budget	Total Scheme Cost
			£	£	£	£	£	£	£
<b>Housing Revenue Account Improvements and Capitalised Repairs</b>									
CMP31	R Chand	Housing Repairs Service - IT system	188,360	58,560	0	0	0	0	246,920
HCE08	R Chand	Housing Management System	799,510	120,470	0	0	60,000	60,000	1,039,980
HCE21	R Chand	Lifeline renewal programme	33,140	71,000	0	30,000	30,000	30,000	194,140
HCE23	R Chand	CCTV upgrades	56,460	95,560	0	0	0	0	152,020
HCE18	M Ketley	Fire Risk Prevention Works	1,299,200	41,190	0	47,400	47,400	47,400	1,482,590
HCE24	M Ketley	Finlock Gutter Improvements	18,720	17,960	0	20,000	20,000	20,000	96,680
HCE25	M Ketley	Rebuilding Retaining Walls	98,310	40,000	0	50,000	50,000	50,000	288,310
HCE28	M Ketley	Roof Refurbishments - Rounds Gardens	0	0	283,930	0	0	0	283,930
HCE29	M Ketley	Roof Refurbishments - Biart Place	0	0	204,860	0	0	0	204,860
HCE30	M Ketley	Roof Refurbishments - Lesley Souter House	0	70,000	0	0	0	0	70,000
HCR01	M Ketley	Disabled Adaptations	1,858,480	256,190	0	257,400	257,400	257,400	2,886,870
HIK10	M Ketley	Kitchen Improvements	8,079,560	467,390	0	707,120	350,000	0	9,604,070
HIM01	M Ketley	Heating Upgrades	8,095,590	350,000	0	770,000	850,000	750,000	10,815,590
HCE31	M Ketley	Replacement Footpaths	0	20,000	0	20,000	20,000	20,000	80,000
HIS01	M Ketley	Bathrooms	4,779,040	0	0	321,780	500,000	260,000	5,860,820
HPS00	M Ketley	Patterdale Sheltered Scheme Improvements	0	0	262,500	0	0	0	262,500
HWI00	M Ketley	Energy Efficiency Long Lawford external cladding	0	400,000	0	0	0	0	400,000
HWR00	M Ketley	Window Replacement	3,987,280	4,010,900	1,340,000	0	0	0	9,338,180
LCF02	M Ketley	Carbon Management Plan	960	131,440	0	0	0	0	132,400
VHC01	M Ketley	Property Repairs Team Vehicles	on going	168,560	10,000	156,500	0	0	335,060
PUR00	M Ketley	Purchase of Council Houses	736,070	701,500	0	1,685,000	1,685,000	1,685,000	6,492,570
SLA00	M Ketley	Strategic Land Acquisition	646,630	53,370	0	0	0	0	700,000
<b>Housing Revenue Account</b>			<b>30,677,310</b>	<b>7,074,090</b>	<b>2,101,290</b>	<b>4,065,200</b>	<b>3,869,800</b>	<b>3,179,800</b>	<b>50,967,490</b>

<b>Financing Resources:</b>
Capital Receipts
DRF
Major Repairs Allowance (MRA)
<b>Total Planned Financing</b>

0	0	0	0
10,000	1,911,500	1,815,000	1,815,000
2,091,290	2,153,700	2,054,800	1,364,800
<b>2,101,290</b>	<b>4,065,200</b>	<b>3,869,800</b>	<b>3,179,800</b>



## SUMMARY OF INTERNAL RECHARGES

### Costs to be Allocated:-

2016/17 Charge £	<b>Service Costs</b>	2017/18 Charge £
654,990	Business Transformation	280,550
860	Civic Responsibilities	730
725,460	Corporate Property Administration	800,320
-	Council Tax	29,020
2,244,840	Customer and Information Services	2,070,240
1,231,470	Customer Support Services	1,282,860
574,900	Democratic and Legal Services	562,980
270,110	Democratic and Corporate Core	13,080
70,850	Electoral Registration	-
171,250	Environmental Services	158,850
736,100	Executive Directors	257,760
123,450	Housing Strategy & Enabling	113,800
72,250	Housing Benefits Administration	78,220
155,440	Housing Options Team	142,580
6,870	Mayoral Services	5,810
9,150	Members Expenses	10,540
188,140	Planning Services	127,080
344,400	Regulatory Services	422,400
1,743,790	Resources	1,733,290
7,800	Safety and Resilience	7,740
35,220	Warwickshire Direct Partnership	31,070
1,250,060	Works Services Unit - charges out	1,036,900
<u>10,617,400</u>		<u>9,165,820</u>
	<b>Other Operational Costs</b>	
133,290	General Financial Services	202,250
141,020	Central Telephone Service	136,550
408,190	Public Offices	413,380
<u>682,500</u>		<u>752,180</u>
<u>11,299,900</u>	<b>Total Costs to be Allocated</b>	<u>9,918,000</u>



## SUMMARY OF INTERNAL RECHARGES

### Allocation of Costs to Services :-

2016/17 Charge £	<b>Growth &amp; Investment</b>	2017/18 Charge £
200,130	Art Gallery and Museum	193,630
34,230	Building Control Services	29,480
95,850	Economic Development	97,250
-	Hall of Fame	-
650	Grants and Subscriptions	640
38,940	Land Charges	47,650
605,790	Planning Services	502,350
30,310	Queen's Diamond Jubilee Centre	32,010
179,190	Sports and Recreation	145,120
112,050	The Benn Hall	105,930
44,490	Visitor Centre	44,210
23,450	Town Centre CCTV and Management	23,000
<u>1,365,080</u>		<u>1,221,270</u>

2016/17 Charge £	<b>Corporate Resources</b>	2017/18 Charge £
72,050	Corporate Property Administration	49,540
74,760	Corporate Property Management	114,160
429,340	Council Tax and Business Rates Collection	375,820
3,770	General Financial Expenses	4,730
352,850	Housing Benefits Administration	376,060
-	Housing Benefits Payments	-
68,060	Legal Services	51,120
140,240	Public Offices	177,260
558,100	Resources	365,530
24,800	Retired Employees	8,720
<u>1,723,970</u>		<u>1,522,940</u>

## SUMMARY OF INTERNAL RECHARGES

### Allocation of Costs to Services :-

2016/17 Charge £	<b>Environment &amp; Public Realm</b>	2017/18 Charge £
42,460	Allotments	94,610
98,020	Car Parks and Parking	163,450
60,880	Cemeteries	63,430
85,480	Crematorium	81,320
29,400	Crime and Disorder	31,490
77,700	Environmental Services	56,310
73,280	Hackney Carriages and Private Hire Vehicles	73,810
34,680	Land Drainage	5,800
110,000	Licensing	108,640
105,550	Miscellaneous Highway Services	150,870
275,150	Parks, Recreation Grounds and Open Spaces	253,050
22,590	Public Conveniences	25,110
388,540	Regulatory Services	415,030
33,920	Safety and Resilience	25,350
8,010	Sewage Disposal Plant	4,360
296,220	Street Cleansing Services	210,600
431,140	Waste Collection and Recycling	338,630
630,330	Works Services Unit - charges in	662,500
<u>2,803,350</u>		<u>2,764,360</u>

2016/17 Charge £	<b>Non-General Fund Activity :-</b>	2017/18 Charge £
2,034,080	Housing Revenue Account - charges in	1,940,130
-191,140	Housing Revenue Account - charges out	-244,460
<u>1,842,940</u>	<b>Sub-Total Non-General Fund Activity</b>	<u>1,695,670</u>

## SUMMARY OF INTERNAL RECHARGES

### Allocation of Costs to Services :-

2016/17 Charge £	<b>Communities &amp; Homes</b>	2017/18 Charge £
3,310	Central Telephone Service	3,230
5,530	Community Grants	5,830
37,640	Corporate Apprenticeship Scheme	38,310
286,060	Customer and Information Services	188,490
3,360	Equality & Diversity	3,010
330,560	Customer Support Services	308,630
175,440	Housing Options Team	124,630
0	Housing Purchase and Improvement Loans	0
343,970	Housing Strategy and Enabling	301,180
0	Welfare Services	0
18,510	Woodside Park	18,940
<u>1,204,380</u>		<u>992,250</u>

2016/17 Charge £	<b>Executive Director's Office</b>	2017/18 Charge £
135,090	Business Transformation	0
48,710	Communication	37,780
860	Civic Responsibilities	730
60,140	Democratic Services	48,740
1,386,060	Democratic and Corporate Core	1,441,500
98,150	Electoral Registration	54,470
86,090	Electoral Services	0
529,060	Executive Directors	121,940
6,870	Mayoral Services	5,810
9,150	Members Expenses	10,540
<u>2,360,180</u>		<u>1,721,510</u>
<u><u>11,299,900</u></u>	<b>Total Allocations</b>	<u><u>9,918,000</u></u>

## EMPLOYEE ANALYSIS 2016/17 AND 2017/18

Estimated No. of Full-time Equivalents 2016/17	General Fund	Estimated No. of Full-time Equivalents 2017/18	Change	Notes
FTE		FTE		
<b>Growth &amp; Investment</b>				
10.1	Art Gallery and Museum	9.7	-0.4	*1
6.0	Economic Development	6.0	0.0	
1.0	Land Charges	1.0	0.0	
21.8	Planning Services	21.8	0.0	
14.0	Sports and Recreation	14.4	0.4	*2
5.9	The Benn Hall & Caldecott Park Cafe	5.5	-0.4	*3
3.3	Tourism and Visitor Centre	5.5	2.1	*4
<b>62.2</b>		<b>63.9</b>	<b>1.7</b>	
<b>Corporate Resources</b>				
5.0	Change Team	0.0	-5.0	*5
6.9	Corporate Property Administration	7.0	0.1	*6
12.3	Council Tax and Business Rates Collection	12.0	-0.3	*7
16.0	Housing Benefits Administration	15.8	-0.2	*8
5.7	Legal Services	6.7	1.0	*9
24.1	Resources	29.5	5.5	*10
<b>69.9</b>		<b>71.1</b>	<b>1.1</b>	
<b>Environment &amp; Public Realm</b>				
3.0	Car Parks and Parking	0.0	-3.0	*11
0.7	Cemeteries	0.5	-0.2	*12
5.3	Crematorium	5.3	0.0	
1.7	Crime and Disorder	2.0	0.3	*13
1.0	Environmental Services	1.0	0.0	
30.7	Regulatory Services	32.5	1.9	*14
1.7	Safety and Resilience	0.8	-0.9	*15
29.6	Works Services Unit (Administration)	26.7	-2.9	*16
<b>73.7</b>		<b>68.9</b>	<b>-4.8</b>	
<b>Communities &amp; Homes</b>				
6.5	Corporate Apprenticeship Scheme	6.5	0.0	
26.9	Customer and Information Services	24.1	-2.9	*17
26.6	Customer Support Services	27.4	0.8	*18
17.2	Housing (General Fund) Services	17.1	-0.1	*19
1.0	Woodside Park	1.0	0.0	
<b>78.3</b>		<b>76.1</b>	<b>-2.2</b>	
<b>Executive Director's Office</b>				
1.8	Executive Directors	1.0	-0.8	*20
3.0	Communication	3.0	0.0	
5.1	Democratic Services	4.6	-0.5	*21
3.0	Electoral Registration	3.0	0.0	
<b>12.9</b>		<b>11.6</b>	<b>-1.3</b>	
<b>297.0</b>	<b>General Fund</b>	<b>291.5</b>	<b>-5.5</b>	
<b>Housing Revenue Account</b>				
75.6	Supervision and Management	72.9	-2.7	*22
1.0	Multi Storey Flats	1.7	0.7	*23
9.3	Control Centre	9.3	0.0	
14.4	Aged Persons Accommodation	12.3	-2.1	*24
<b>100.3</b>	<b>Housing Revenue Account</b>	<b>96.2</b>	<b>-4.1</b>	
<b>397.3</b>		<b>387.7</b>	<b>-9.6</b>	

## General Notes

- i) A Full-time Equivalent (FTE) is an employee working a whole week. Where two employees each work for half a week only this is classed a 1.0 FTE.
- ii) This analysis shows the estimated number of employees in post as at 1st April in each year.
- iii) This analysis shows the areas where costs are recorded. A number of employees, e.g. those shown in the Customer Services Centre are recharged to front line services through Internal Recharges.
- iv) Manual employees working for the Council's Works Services Unit (WSU) are not shown in this analysis as numbers are subject to commercial confidentiality.
- v) Any additions to the establishment of the authority have to be approved by Council. Other long term changes that affect an employees working hours have to be approved by Leadership and Operations Team.  
If an employee wishes to change their working hours careful consideration is given to the individual circumstances and the effects that this will have on service provision.

## Notes

- \*1 Art Gallery and Museum - The decrease of 0.4 FTE staff is due to:-
  - i) The removal of a 0.5 FTE Temporary Research & Development Officer; and
  - ii) There has been a minor increase in working hours of 0.1 FTE staff.
- \*2 Sports & Recreation - The increase of 0.4 FTE staff is due to:-
  - i) The appointment of Two Part Time Play Rangers, resulting in a 0.7 FTE increase;
  - ii) The appointment of Two Senior On Track Sports Leaders, resulting in a 2.0 FTE increase;
  - iii) The removal of vacant posts resulting in a 2.1 FTE decrease; and
  - iv) There has been a minor reduction in working hours of 0.2 FTE staff.
- \*3 The Benn Hall - The decrease of 0.4 FTE staff is due to a Full Time post becoming Part Time.
- \*4 Tourism and Visitor Centre - The increase of 2.1 FTE staff is due to:-
  - i) There has been a minor increase of 0.2 FTE for a Part Time member of staff; and
  - ii) The appointment of Four Part Time Visitor Centre Assistants, resulting in a 1.9 FTE increase.
- \*5 Change Team - The decrease of 5.0 FTE staff is due to:-
  - i) The transfer of 3.0 FTE existing members of staff to Resources;
  - ii) The transfer of a 1.0 FTE existing member of staff to Legal Services; and
  - iii) The redundancy of a 1.0 FTE Head of Business Transformation Services post.
- \*6 Corporate Property Administration - There has been a minor increase in working hours of 0.1 FTE staff.
- \*7 Council Tax and Business Rates Collection - The decrease of 0.3 FTE staff is due to:-
  - i) The decrease of 0.2 FTE staff is due to a Full Time post becoming Part Time; and
  - ii) The removal of a 0.1 FTE Temporary Revenues Officer.
- \*8 Housing Benefits Administration- The decrease of 0.2 FTE staff is due to a Full Time post becoming Part Time.
- \*9 Legal Services - The increase of 1.0 FTE staff is due to the transfer of an existing member of staff from the Change Team.
- \*10 Resources - The increase of 5.5 FTE staff is due to:-
  - i) The appointment of a 1.0 FTE HR Business Partner post;
  - ii) The increase of 0.2 FTE staff is due to a Part Time member of staff becoming Full Time;

- iii) The transfer of 3.0 FTE existing members of staff from the Change Team;
- iv) The transfer of 3.0 FTE existing members of staff from Business Transformation.;
- v) The removal of a 0.8 FTE vacant Assistant Accountant post;
- vi) The removal of a 0.6 FTE vacant Commercial & Finance Assistant post; and
- vii) The decrease of 0.4 FTE staff is due to a Full Time post becoming Part Time.

- \*11** Car Parks and Parking - The decrease of 3.0 FTE staff is due to the transfer to Regulatory Services.
- \*12** Cemeteries - There has been a minor decrease in working hours of 0.2 FTE staff.
- \*13** Crime & Disorder - The increase of 0.3 FTE staff is due to:-
  - i) The transfer of a 0.7 FTE existing member of staff to Housing (General Fund) Services; and
  - ii) The transfer of a 1.0 FTE existing member of staff from Regulatory Services.
- \*14** Regulatory Services - The increase of 1.9 FTE staff is due to:-
  - i) The transfer of 3.0 FTE existing members of staff from Car Parks and Parking;
  - ii) The appointment of 2.0 FTE Environmental Enforcement Warden posts;
  - iii) The removal of a 1.0 FTE vacant Environmental Protection Team Leader post;
  - iv) The transfer of a 1.0 FTE existing member of staff to Crime & Disorder;
  - v) The removal of a 1.0 FTE vacant Environmental Protection Technician (Animal Welfare) post;
  - vi) The increase of 0.3 FTE staff is due to a Part Time member of staff becoming Full Time;
  - vii) The removal of a 0.5 FTE vacant Environmental Protection Officer post.
- \*15** Safety and Resilience - The decrease of 0.9 FTE is due to:-
  - i) The removal of a 1.0 vacant Emergency Planning Student Placement post; and
  - ii) There has been a minor increase in working hours of 0.1 FTE staff.
- \*16** Works Services Unit (Administration) - The decrease of 2.9 FTE staff is due to:-
  - i) The removal of a 1.0 FTE vacant Support Services Team Leader post;
  - ii) The appointment of a 1.0 FTE Environment & Waste Services Contract Officer post;
  - iii) The removal of a 1.0 FTE vacant Management Assistant post;
  - iv) The disestablishment of two Seasonal Park Rangers, resulting in a decrease of 1.0 FTE staff;
  - v) The removal of a 0.7 FTE Temporary Management Assistant post;
  - vi) The appointment of a 0.8 FTE Street Scene Officer post; and
  - vii) The removal of a 1.0 FTE vacant Senior Project Engineer post.
- \*17** Customer and Information Services - The decrease of 2.9 FTE staff is due to three ICT Officer posts being made Redundant.
- \*18** Customer Support Services - The increase of 0.8 FTE staff is due to the appointment of a Temporary Customer Services Advisor.
- \*19** Housing (General Fund) Services - There has been a minor decrease in working hours of 0.1 FTE staff.
- \*20** Executive Directors - The decrease of 0.8 FTE staff is due to the redundancy of the Part Time Executive Director post.
- \*21** Democratic Services - The decrease of 0.5 FTE staff is due to
  - i) The removal of a 0.5 FTE vacant Principal Scrutiny Officer post;
  - ii) The appointment of a 1.0 FTE Mayoral/Democratic Services Officer post; and
  - iii) The removal of a 1.0 FTE vacant Principal Democratic Services Officer post.
- \*22** Supervision and Management - The decrease of 2.7 FTE staff is due to:-
  - i) The appointment of a 1.0 FTE Multi Trade Operative;
  - ii) The appointment of a 1.0 FTE Property Repairs Operative;
  - iii) There has been a minor increase in working hours of 0.1 FTE;
  - iv) The appointment of a 1.0 FTE Property Services Technical Assistant;

- v) The redundancy of a 1.0 FTE Head of Housing & Property Services post.;
- vi) The redundancy of a 1.0 FTE Tenant Involvement Officer post;
- vii) The decrease of 0.3 FTE staff is due to a Full Time post becoming Part Time;
- viii) The increase of 0.5 FTE staff is due to a Part Time post becoming Full Time;
- ix) The removal of a 1.0 vacant FTE Housing Assistant post;
- x) The removal of a 1.0 FTE vacant Fixed Term Housing Officer post;
- xi) The removal of a 1.0 FTE vacant Trainee Housing Officer post; and
- xii) The removal of a 1.0 FTE vacant Tenancy Sustainment Officer post.

**\*23** Multi Storey Flats - The increase of 0.7 FTE staff is due to the appointment of a Fixed Term Ashwood Court Housing Officer post.

**\*24** Aged Persons Accommodation - The decrease of 2.1 FTE staff is due to:-

- i) The redundancy of a 0.7 FTE Community Warden post;
- ii) The redundancy of two Part Time Locality Warden posts, resulting in a decrease of 1.2 FTE staff; and
- iii) The decrease of 0.2 FTE staff is due to a Full Time post becoming Part Time;

**KEY FINANCIAL DATA 2016/17 AND 2017/18**

	2016/17 £	2017/18 £	Change £	Change %
Special Expenses (town area)	1,487,940	1,556,493	68,553	4.61
Parish Council Precept	688,530	718,691	30,161	4.38
Rugby Borough Basic Band D (restated) Including Special Expenses excluding Parish Precepts)	174.21	179.21	5.00	2.87
Parish Average	19.80	20.30	0.50	2.53
RBC's Average Band D Council Tax	<u>194.01</u>	<u>199.51</u>	5.50	2.83
Average Band D Council Tax	1,635.01	1,690.37	55.36	3.39
<b>Other Statistics</b>				
Resident Population	102,500	102,500	0	0.00
Council Tax Base	34,771.71	35,400.80	629.09	1.81
NDR Multiplier	49.7	47.9	-1.8p	-3.6%
NDR Multiplier (small hereditaments)	48.4	46.6	-1.8p	2.0%
Council Dwelling Stock at start of year	3,816	3,785	-31	-0.81
Average Council House Rent	£84.05	£83.21	-0.84	-1.00
% Rent Increase/Decrease (-)	-0.67%	-1.00%		





### **Expenditure Items:**

#### **Employee Expenses**

Includes salaries and the employer's costs of national insurance, pension contributions and insurance. Other employee expenses included are qualification training, professional fees and subscriptions.

#### **Transportation Expenses**

Includes car leasing, car allowances and public transport costs.

#### **Property Expenses**

Includes repairs and maintenance, rates, cleaning and insurance costs.

#### **Running Expenses**

The day to day costs of a service excluding any costs of employment. Expenses include the purchase of supplies or services and other general operating costs.

#### **Maintenance**

Includes works to preserve existing land, building or equipment items.

#### **Capital Charges**

The charge for the use of the Council's assets in the provision of a service. The charge reflects the allocation of cost these assets, such as land, buildings or equipment, over their estimated useful life.

#### **Internal Recharges**

Overheads recharged to services from central services. These include office costs such as heating, lighting, Business Rates and management and officer time chargeable to specific services.

### **Other Items:**

#### **Business Rates**

Rates paid on commercial business and non-residential properties. Amounts due are calculated from the property's rateable value, multiplied by the rate in the £, as determined by the Government for each year. The rate for 2016/17 for small hereditaments is 48.4p, other businesses the rate is 49.7p.

## **Collection Fund**

There is a statutory requirement for billing authorities to maintain a separate Collection Fund which shows the transactions of the authority in relation to business rates and council tax, and illustrates the way in which these have been distributed to preceptors (authorities for which the Council collects taxes) and the General Fund.

## **Formula Grant Allocation (FGA), Revenue Support Grant (RSG) & Retained Business Rates**

Prior to 2013/14 local authorities received a Formula Grant Allocation (FGA), which combined Revenue Support Grant (RSG) and National Non-Domestic Rates (NNDR). From 2013/14, under the Business Rates Retention system councils retain a proportion of the business rates generated in their local economies and also receive a revamped RSG allocation.

## **Net Cost of Borrowing**

The Council earns interest income through the investment of cash receipts from land or asset disposal and also from any temporary surplus revenue income from the normal day-to-day management of Council finances. The Council also pays interest on any external borrowing that may be required, for example to finance investment in the Council's assets, as well as any temporary revenue deficits from the from the normal day-to-day management of Council finances.

## **Leasing**

Rental payments for the provision and use of capital assets for a specific period of time.

## **Minimum Revenue Provision (MRP)**

The Council is required to set sums aside a minimum amount from revenue resources for the repayment of loans which have been used to finance capital investment. The amount to be set aside is calculated based on the estimated life of the assets for which borrowing has been undertaken.

## **Precepts**

The amount of money "requested" by the Borough, County and Parish Councils to meet part of the cost of services provided.

## **Replacement Reserves**

The accumulated amounts to be used in the future to finance the replacement costs of vehicles or specified equipment items.

## **Revenue Contributions to Capital Expenditure**

A means by which capital projects are paid for or "financed". This financing method enables capital costs to be charged to a revenue account in the year in which they are incurred.