



Agenda

Meeting: **Cabinet**
Date: **14 December 2017**
Time: **5.00 pm**
Place: **Council Chamber - Civic Centre Folkestone**

To: **All members of the Cabinet**

All Councillors for information

The cabinet will consider the matters listed below on the date and at the time and place shown above. The meeting will be open to the press and public.

1. **Apologies for Absence**
2. **Declarations of Interest**

Members of the Council should declare any interests which fall under the following categories. Please see the end of the agenda for definitions*:

- a) disclosable pecuniary interests (DPI);
- b) other significant interests (OSI);
- c) voluntary announcements of other interests.

3. **Minutes (Pages 5 - 12)**

To consider and approve, as a correct record, the minutes of the meeting held on 15 November 2017.

4. **Annual Audit Letter (Pages 13 - 26)**

This report considers Grant Thornton's Annual Audit Letter which summarises the findings from the 2016/17 audit.

5. **Car Parking Review (Pages 27 - 40)**

Queries about the agenda? Need a different format?

Contact Jemma West – Tel: 01303 853369
Email: committee@shepway.gov.uk or download from our website
www.shepway.gov.uk

This report considers the use of the free parks and the current charging structure of car parking fees and permits. It puts forward proposals for car park charges and permits to be increased in some car parks and for the introduction of charges in three of the nine free car parks.

6. **Community Infrastructure Levy (CIL) Annual Monitoring Report 2016/17 and minor amendments to Payment in Kind Policy (Pages 41 - 52)**

The Council adopted a Community Infrastructure Levy (CIL) in August 2016, herein referred to as 'the levy'. This report provides a copy of the draft CIL Monitoring Report for 2016/17. In addition, minor changes are proposed to the CIL Payment in Kind Policy in order to clarify that the delivery of appropriate infrastructure can satisfy a charge arising from the levy.

7. **LGA Corporate Peer Challenge proposal for Shepway (Pages 53 - 58)**

This report outlines the purpose of a Corporate Peer Challenge review undertaken by the Local Government Association (LGA) and recommends that Cabinet approve to proceed with a Corporate Peer Challenge for Shepway District Council in 2018.

8. **Quarter 1 Performance Report Update (Pages 59 - 104)**

This report provides an update on the Council's performance for the first quarter of 2017/18, covering 1st April 2017 to 30th June 2017. The report enables the Council to assess progress against the approved performance indicators for each service area.

This report includes the full list of performance indicators and key performance indicators that will be monitored during 2017/18 and reported to CMT and Members quarterly.

9. **Draft General Fund Budget 2018/19 (Pages 105 - 164)**

This report sets out the Council's Draft General Fund budget for 2018/19.

10. **Housing Revenue Account Revenue and Capital Original Budget 2018/19 (Pages 165 - 178)**

This report sets out the Housing Revenue Account Revenue and Capital Budget for 2018/19 and proposes a decrease in rents and an increase in service charges for 2018/19.

*Explanations as to different levels of interest

(a) A member with a disclosable pecuniary interest (DPI) must declare the nature as well as the existence of any such interest and the agenda item(s) to which it relates must be stated. A member who declares a DPI in relation to any item must leave the meeting for that item (unless a relevant dispensation has been granted).

(b) A member with an other significant interest (OSI) under the local code of conduct relating to items on this agenda must declare the nature as well as the existence of any such interest and the agenda item(s) to which it relates must be stated. A

Cabinet - 14 December 2017

member who declares an OSI in relation to any item will need to remove him/herself to the public gallery before the debate and not vote on that item (unless a relevant dispensation has been granted). However, prior to leaving, the member may address the meeting in the same way that a member of the public may do so.

(c) Members may make voluntary announcements of other interests which are not required to be disclosed under (a) and (b). These are announcements made for transparency reasons alone, such as:

- membership of outside bodies that have made representations on agenda items, or
- where a member knows a person involved, but does not have a close association with that person, or
- where an item would affect the well-being of a member, relative, close associate, employer, etc. but not his/her financial position.

Voluntary announcements do not prevent the member from participating or voting on the relevant item

This page is intentionally left blank

Minutes

Cabinet

Held at: Council Chamber - Civic Centre Folkestone

Date: Wednesday, 15 November 2017

Present: Councillors Mrs Ann Berry, John Collier,
Malcolm Dearden, Alan Ewart-James, David Godfrey,
Mrs Jennifer Hollingsbee, Rory Love, David Monk,
Dick Pascoe and Stuart Peall

Officers Present: Kate Clark (Committee Services Officer), Mark Damiral (Housing Options Manager), Adrian Hammond (Housing Strategy Manager), Graham Hammond (Senior Economic Development Officer), Katharine Harvey (Head of Economic Development), Amandeep Khroud (Head of Democratic Services and Law), Tim Madden (Corporate Director - Organisational Change), Susan Priest (Corporate Director - Strategic Development), Andrew Rush (Corporate Contracts Manager), Charlotte Spendley (Head of Finance), Alistair Stewart (Chief Executive) and Jemma West (Senior Committee Services Officer)

Others Present: Councillor Mrs Clare Jeffery.

NOTE: All decisions are subject to call-in arrangements. The deadline for call-in is 24 November 2017 at 5pm. Decisions not called in may be implemented on 27 November 2017..

49. **Declarations of Interest**

There were no declarations of interest at the meeting.

50. **Minutes**

The minutes of the meetings held on 11 and 18 October 2017 were submitted, approved and signed by Chairman.

51. **Waste and Street Cleansing Project 2021**

The waste partnership agreement and Veolia contract ends in January 2021. It is proposed that the East Kent Districts and KCC work together to develop options for new joint service arrangements to start in 2021, before if practicable. This report summarises the current issues and risks, the likely options to be considered and presents a project plan to develop and deliver the new service arrangements.

Proposed by Councillor Godfrey,
Seconded by Councillor Peall; and

RESOLVED:

1. That report C/17/52 be received and noted.
2. That the following be approved –
 - a. SDC to participate in a multi-authority project group tasked to deliver as a first stage an options report and strategy to take forward the joint approach across East Kent for the provision of Waste, Recycling and Street Cleansing services from 2021.
 - b. Options report to be completed and reported to Cabinet by July 2018 and to include:
 - i. Review of the current service operating model with recommendations that will form East Kent Waste Strategy from 2021 onwards, or before if practicable.
 - ii. Review of options to develop the waste management infrastructure in East Kent.
 - iii. Review of service delivery options for in-house service, local authority owned company and outsourced service.
 - c. Draft Project Plan and timeline to be recommended for adoption by other participating councils.
 - d. Approval of project budget of £50,000 for 2017/18.

(Voting: For 10; Against 0; Abstentions 0)

Reason for Decision:

- a) The current service arrangements end in 2021 and due to the long lead-in times for service design and procurement, project planning needs to start well in advance.
- b) The East Kent Districts and KCC already work within a waste partnership that has delivered benefits in both cost and service delivery. There will be significant cost pressures on the next waste and street cleansing contract which may be best addressed working jointly. It also potentially creates a level of scale in processing that makes options to improve the waste infrastructure in East Kent feasible.

52. **Oportunitas Quarterly Progress Report 17/18 (Q1 & Q2)**

Report C/17/53 provides an update from the Board of Oportunitas Ltd (“the company”) covering activities undertaken in Q1 & Q2 of the current 2017/18 financial year, including a financial statement in-line with the requirement contained in the Shareholder’s Agreement between the company and the Council.

Proposed by Councillor Pascoe,
Seconded by Councillor Ewart-James; and

RESOLVED:

That report C/17/53 be received and noted.

(Voting: For 10; Against 0; Abstentions 0)

Reason for Decision:

Oportunitas Ltd (“the company”) is required to provide quarterly updates to Cabinet as set out in the Shareholder’s Agreement between the company and the Council.

53. **General Fund Revenue Budget Monitoring - 2nd Quarter 2017/18**

The monitoring report provided a projection of the end of year financial position of the General Fund revenue budget, based on expenditure to the 31 August 2017.

This report had been considered by the Overview and Scrutiny Committee at their meeting on 14 November 2017. Their comments had been circulated to Cabinet Members at the meeting.

Proposed by Councillor Dearden,
Seconded by Councillor Love; and

RESOLVED:

That report C/17/60 be received and noted.

(Voting: For 10; Against 0; Abstentions 0)

Reason for Decision:

Cabinet was asked to agree the recommendations because it needed to be informed of the council’s General Fund revenue budget position and take appropriate action to deal with any variance from the approved budget.

54. **Update to the General Fund Medium Term Capital Programme and Quarter 2 Capital Budget Monitoring 2017/18 - 2nd Quarter 2017/18**

The report provided a projected outturn for the General Fund capital programme in 2017/18, based on expenditure to 30 September 2017, and identified variances compared to the latest approved budget. The report also sought full Council's approval to include three new schemes in the General Fund Medium Term Capital Programme previously considered by Cabinet during 2017/18.

This report had been considered by the Overview and Scrutiny Committee at their meeting on 14 November 2017. Their comments had been circulated to Cabinet Members at the meeting.

Proposed by Councillor Dearden,
Seconded by Councillor Ewart-James; and

RESOLVED:

1. That report C/17/55 be received and noted.
2. That Council's approval be sought to update the General Fund Medium Term Capital Programme for the schemes set out in section 3 to the report.

(Voting: For 10; Against 0; Abstentions 0)

Reason for decision:

- a) Cabinet was asked to agree the recommendations because it needed to be kept informed of the General Fund capital programme position and take appropriate action to deal with any variance from the approved budget.
- b) Proposed changes to the Medium Term Capital Programme need to be submitted to full Council for approval.

55. **Housing Revenue Account and Capital Budget Monitoring - 2nd Quarter 2017/18**

The monitoring report provided a projection of the end of year financial position for the Housing Revenue Account (HRA) revenue expenditure and HRA capital programme based on net expenditure to 30 September 2017.

This report had been considered by the Overview and Scrutiny Committee at their meeting on 14 November 2017. Their comments had been circulated to Cabinet Members at the meeting.

Proposed by Councillor Ewart-James,
Seconded by Councillor Dearden; and

RESOLVED:

1. That report C/17/57 be received and noted.

2. That loan finance of £92,500 be made available to East Kent Housing for the Single IT System project, as set out in section 4.

(Voting: For 10; Against 0; Abstentions 0)

Reason for decision:

Cabinet was asked to agree the recommendations because Cabinet needed to be kept informed of the Housing Revenue Account position and take appropriate action to deal with any variance from the approved budget.

56. **Budget Strategy 2018/19**

The Budget Strategy set out the guidelines for preparing the 2018/19 Budget. It supports the Corporate Plan and aligns with the direction and objectives of the Medium Term Financial Strategy (MTFS).

The Budget Strategy takes account of current and future financial issues, sets out the underlying assumptions and initial budget-setting proposals and provides a timetable for delivering a balanced budget in 2018/19.

This report had been considered by the Overview and Scrutiny Committee at their meeting on 14 November 2017. Their comments had been circulated to Cabinet Members at the meeting.

Proposed by Councillor Dearden,
Seconded by Councillor Monk; and

RESOLVED:

1. That report C/17/56 be received and noted.
2. That the Budget Strategy for 2018/19 set out in the report be approved.
3. That the General Fund revenue growth proposals for 2018/19 (Appendix 2) be approved.
4. That the General Fund revenue savings proposals for 2018/19 (Appendix 3) be approved.
5. That the General Fund capital growth proposals for 2018/19 (Appendix 4) be approved.
6. That the proposed timetable for preparing 2018/19 budgets (Appendix 5) be agreed.

(Voting: For 10; Against 0; Abstentions 0)

Reason for decision:

- (i) The Budget Strategy provides the framework for compiling the detailed 2018/19 budgets;
- (ii) The Budget Strategy will support the delivery of the MTFS; and
- (iii) The council's constitution requires approval of such a Strategy at least two months in advance of final budget approval.

57. Fees and Charges 2018/19

The report focused on the proposed fees and charges for 2018/19. These will contribute towards meeting the council's budget objectives and Medium Term Financial Strategy.

This report had been considered by the Overview and Scrutiny Committee at their meeting on 14 November 2017. Their comments had been circulated to Cabinet Members at the meeting.

Proposed by Councillor Dearden,
Seconded by Councillor Ewart-James; and

RESOLVED:

1. That report C/17/54 be received and noted.
2. That the following be approved:
 - (i) The 2018/19 fees and charges which are set at the discretion of the council for the General Fund and Housing Revenue Account, as outlined at Appendix 2;
 - (ii) The statutory charges subject to discretionary charges at Appendix 3; and
 - (iii) To note the statutory charges at Appendix 4.
3. That the recommended changes to the Fees and Charges Policy, as detailed in the report, be approved.

(Voting: For 9; Against 0; Abstentions 1)

Reasons for decision:

Cabinet agreed the recommendations set out below because:-

- a) The fees and charges are essential to support the delivery of the MTFS and Budget Strategy
- b) The Councils charging framework requires updating to ensure it remains relevant and up to date.

58. Property purchase initiative to increase the supply of affordable and good quality temporary accommodation

The report set out a proposal to purchase a property to be used as temporary accommodation as an alternative to expensive and less suitable Bed and Breakfast accommodation. The proposed temporary accommodation was the most appropriate and cost effective method for meeting the statutory requirements of the Homelessness Reduction Act.

This report had been considered by the Overview and Scrutiny Committee at their meeting on 14 November 2017. Their comments had been circulated to Cabinet Members at the meeting.

Proposed by Councillor Ewart-James,
Seconded by Councillor Dearden; and

RESOLVED:

1. That report C/17/58 be received and noted.
2. That principles set out in the draft Business Plan be approved.
3. That it be agreed for a request to be made to full Council establish a Capital budget of £1 million for the acquisition and conversion of a suitable property or properties to provide 12 units of temporary accommodation for homeless households.

(Voting: For 10; Against 0; Abstentions 0)

Reason for decision:

1. The Council's temporary accommodation costs have increased considerably over the last 2 years.
2. The implementation of the Homelessness Reduction Act will further increase the need for temporary accommodation in the district.
3. It is essential for the council to identify a good quality and cost effective supply of temporary accommodation.
4. Direct delivery of temporary accommodation by the Council is a cost effective delivery model.
5. The acquisition/conversion process proposed in this report will be in line with the principles set out in the attached business plan (Appendix 1).

59. **Exclusion of the Public**

Proposed by Councillor Monk,
Seconded by Councillor Pascoe; and

RESOLVED:

That the public be excluded for the following item of business on the grounds that it is likely to disclose exempt information, as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 –

'Information relating to the financial or business affairs of any particular person (including the authority holding that information).

'Financial or business affairs" includes contemplated as well as current activities.'

(Voting: For 10; Against 0, Abstentions 0)

60. **Biggins Wood - Site for Business Expansion**

The report set out an option to create more jobs locally through facilitating the growth of a local business by constructing suitable premises on the Council's employment land at Biggins Wood, Folkestone.

Proposed by Councillor Collier,
Seconded by Councillor Mrs Hollingsbee; and

RESOLVED:

1. That report C/17/59 be received and noted.
2. That the draft Heads of Terms for the basis of negotiations with the business as detailed in the exempt report and taking into account the issues raised by Cabinet members, be agreed.
3. Cabinet be updated on progress with negotiations in January 2018 and a report on final terms for an offer be received by Cabinet in February/March.

(Voting: For 10; Against 0; Abstentions 0)

Reasons for decision:

To approve draft Heads of Terms to enable negotiations with the company to be progressed.

This report will be made public 6 December 2017

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report number **C/17/70**

To: Cabinet
Date: 14 December 2017
Key Decision: Non-Key Decision
Head of Service: Charlotte Spendley, Head of Finance
Cabinet Member: Councillor Malcolm Dearden – Cabinet Member for Finance

SUBJECT: Annual Audit Letter 2016/17

SUMMARY: This report considers Grant Thornton's Annual Audit Letter which summarises the findings from the 2016/17 audit.

REASONS FOR RECOMMENDATION:

Cabinet is asked to note the report as set out below because the council is required to receive and note the findings and summary of Grant Thornton's annual assessment of the Council. The report was also considered by the Audit and Governance Committee on 29 November 2017.

RECOMMENDATIONS:

1. To receive and note report C/17/70.
2. To consider Grant Thornton's Annual Audit Letter 2016/17.

1. INTRODUCTION AND BACKGROUND

1.1 The Annual Audit Letter 2016/17 summarises the findings from Grant Thornton's audit of the council. These findings have previously been set out in Grant Thornton's report that was considered by Audit and Governance Committee on 13 September 2017 (Report AuG/17/09 refers) and are summarised here.

1.2 Cabinet is asked to consider Grant Thornton's Annual Audit Letter 2016/17.

2. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

2.1 Legal Officer's Comments (DK)

There are no legal implications arising directly out of this report.

2.2 Finance Officer's Comments (CS)

There are no financial implications arising directly out of this report.

2.3 Diversity and Equalities Implications (CS)

There are no diversity and equality implications arising directly out of this report.

3. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

Charlotte Spendley, Head of Finance

Tel: 01303 853420

E-mail: charlotte.spendley@shepway.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

Appendices:

Appendix 1: Grant Thornton's Annual Audit Letter 2016/17

The Annual Audit Letter for Shepway District Council

Year ended 31 March 2017

October 2017

Page 15

Elizabeth L Jackson

Engagement lead

T 0207 728 3329

E Elizabeth.L.Jackson@uk.gt.com

Andy N Conlan

Manager

T 07393 762 443

E Andy.N.Conlan@uk.gt.com



Contents

Section	Page
1. Executive summary	3
2. Audit of the accounts	4
3. Value for Money conclusion	8

Appendices

A Reports issued and fees

Executive summary

Purpose of this letter

Our Annual Audit Letter (Letter) summarises the key findings arising from the work we have carried out at Shepway District Council (the Council) for the year ended 31 March 2017.

This Letter provides a commentary on the results of our work to the Council and its external stakeholders, and highlights issues we wish to draw to the attention of the public. In preparing this letter, we have followed the National Audit Office (NAO)'s Code of Audit Practice (the Code) and Auditor Guidance Note (AGN) 07 – 'Auditor Reporting'.

We reported the detailed findings from our audit work to the Council's Audit and Governance Committee (as those charged with governance) in our Audit Findings Report on 1 September 2017.

Our responsibilities

We have carried out our audit in accordance with the NAO's Code of Audit Practice, which reflects the requirements of the Local Audit and Accountability Act 2014 (the Act). Our key responsibilities are to:

- give an opinion on the Council's financial statements (section two)
- assess the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources (the value for money conclusion) (section three).

In our audit of the Council's financial statements, we comply with International Standards on Auditing (UK and Ireland) (ISAs) and other guidance issued by the NAO.

Our work

Financial statements opinion

We gave an unqualified opinion on the Council's financial statements on 7 September 2017.

Value for money conclusion

We were satisfied that the Council put in place proper arrangements to ensure economy, efficiency and effectiveness in its use of resources during the year ended 31 March 2017. We reflected this in our audit opinion on 7 September 2017.

Use of additional powers and duties

We are required under the Act to give electors the opportunity to raise questions about the Council's accounts and we consider and decide upon objections received in relation to the accounts. We have two outstanding objections from 2015/16 which we are currently finalising.

Certification of grants

We also carry out work to certify the Council's Housing Benefit subsidy claim on behalf of the Department for Work and Pensions.. Our work on this claim is not yet complete and will be finalised by 30 November 2017.

We will report the results of this work to the Audit and Governance Committee in our Annual Certification Letter.

Working with the Council

We would like to record our appreciation for the assistance and co-operation provided to us during our audit by the Council's staff.

Grant Thornton UK LLP
October 2017

Audit of the accounts

Our audit approach

Materiality

In our audit of the Council's accounts, we applied the concept of materiality to determine the nature, timing and extent of our work, and to evaluate the results of our work. We define materiality as the size of the misstatement in the financial statements that would lead a reasonably knowledgeable person to change or influence their economic decisions.

We determined materiality for our audit of the Council's accounts to be £1.7 million, which is 2% of the Council's gross revenue expenditure. We used this benchmark, as in our view, users of the Council's accounts are most interested in how it has spent the income it has raised from taxation and grants during the year.

The scope of our audit

Our audit involves obtaining enough evidence about the amounts and disclosures in the financial statements to give reasonable assurance they are free from material misstatement, whether caused by fraud or error. This includes assessing whether:

- the Council's accounting policies are appropriate, have been consistently applied and adequately disclosed;
- significant accounting estimates made by the Corporate Director of Organisational Change are reasonable; and
- the overall presentation of the financial statements gives a true and fair view.

We also read the narrative report and annual governance statement to check they are consistent with our understanding of the Council and with the accounts included in the Statement of Accounts on which we gave our opinion.

We carry out our audit in line with ISAs (UK and Ireland) and the NAO Code of Audit Practice. We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach was based on a thorough understanding of the Council's business and is risk based.

We identified key risks and set out overleaf the work we performed in response to these risks and the results of this work.

Audit of the accounts

These are the risks which had the greatest impact on our overall strategy and where we focused more of our work.

Risks identified in our audit plan	How we responded to the risk	Findings and conclusions
<p>The revenue cycle includes fraudulent transactions</p> <p>Under ISA (UK&I) 240 there is a presumed risk that revenue may be misstated due to the improper recognition of revenue.</p> <p>This presumption can be rebutted if the auditor concludes that there is no risk of material misstatement due to fraud relating to revenue recognition.</p>	<p>Having considered the risk factors set out in ISA240 and the nature of the revenue streams at Shepway District Council, we have determined that the risk of fraud arising from revenue recognition can be rebutted, because:</p> <ul style="list-style-type: none"> • there is little incentive to manipulate revenue recognition; • opportunities to manipulate revenue recognition are very limited; and • the culture and ethical frameworks of local authorities, including Shepway District Council, mean that all forms of fraud are seen as unacceptable. <p>Regardless of this we carry out the following work in relation to this risk:</p> <ul style="list-style-type: none"> • Reviewed the revenue recognition policies; • Reviewed accounting estimates, judgments and decisions made by management and review any unusual significant transactions • Substantively tested a sample of grant and other revenues 	<p>Our audit work did not identify any issues in respect of revenue recognition.</p>
<p>Valuation of property plant and equipment</p> <p>The Council revalues its assets on a rolling basis over a five year period. The Code requires that the Council ensures that the carrying value at the balance sheet date is not materially different from the current value. This represents a significant estimate by management in the financial statements.</p>	<p>We have undertaken the following work in relation to this risk:</p> <ul style="list-style-type: none"> • Assessed the revaluation control environment and carried out a walkthrough to confirm that controls have been implemented • Reviewed the competence, expertise and objectivity of management experts used, the instructions issued to valuation experts and the scope of their work • Discussed with valuer the basis on which the valuation is carried out and challenged the key assumptions • Reviewed and challenged the information used by the valuer to ensure it is robust and consistent with our understanding • Reviewed management's processes and assumptions for the calculation of the estimate • Tested revaluations made during the year to ensure they are input correctly into the Council's asset register • Evaluated the assumptions made by management for those assets not revalued during the year and how management has satisfied themselves that these are not materially different to current value • Reviewed the disclosures made by the Council in its financial statements to ensure they are in accordance with the requirements of the CIPFA Code of Practice and IFRS 	<p>Our audit work did not identify any issues in respect of the valuation of property, plant and equipment.</p>

Audit of the accounts

Risks identified in our audit plan	How we responded to the risk	Findings and conclusions
<p>Valuation of pension fund net liability The Council's pension fund asset and liability as reflected in its balance sheet represent a significant estimate in the financial statements</p>	<p>We have undertaken the following work in relation to this risk:</p> <ul style="list-style-type: none"> Identified the controls put in place by management to ensure that the pension fund liability is not materially misstated. We also assessed whether these controls were implemented as expected and whether they are sufficient to mitigate the risk of material misstatement Reviewed the competence, expertise and objectivity of the actuary who carried out your pension fund valuation. We gained an understanding of the basis on which the valuation is carried out Undertook procedures to confirm the reasonableness of the actuarial assumptions made Reviewed the consistency of the pension fund asset and liability and disclosures in notes to the financial statements with the actuarial report from your actuary Enquired about any data which was provided to the actuary in making their valuation and we reviewed the reasonableness and accuracy of this data 	<p>Our audit work did not identified any issues in respect of the valuation of the pension fund net liability.</p> <p>However, we identified that the discount rate factor used by the actuary, Barnett Waddingham, is outside of the auditors expert assessment and we performed additional procedures to confirm the factor used and variance is reasonable.</p>
<p>Changes to the presentation of local authority financial statements CIPFA introduced changes to the 2016/17 Code of Practice during the year to improve the accessibility of the financial statements.</p> <p>The changes affect the presentation of income and expenditure in the financial statements and associated disclosure notes. A prior period adjustment (PPA) to restate the 2015/16 comparative figures is also required.</p>	<p>We have undertaken the following work in relation to this risk:</p> <ul style="list-style-type: none"> Documented and evaluated the process for the recording the required financial reporting changes to the 2016/17 financial statements Reviewed the re-classification of the Comprehensive Income and Expenditure Statement (CIES) comparatives to ensure that they are in line with the Authority's internal reporting structure Reviewed the appropriateness of the revised grouping of entries within the Movement In Reserves Statement (MIRS) Tested the classification of income and expenditure for 2016/17 recorded within the Cost of Services section of the CIES Tested the completeness of income and expenditure by reviewing the reconciliation of the CIES to the general ledger Tested the classification of income and expenditure reported within the new Expenditure and Funding Analysis (EFA) note to the financial statements Reviewed the new segmental reporting disclosures within the 2016/17 financial statements to ensure compliance with the CIPFA Code of Practice 	<p>There were a number of errors and issues found in the new presentation of the these statements and in the new Expenditure and Funding Analysis note.</p> <p>Once these were corrected, our audit work did not identify any further issues in respect of the risk identified.</p>

Audit of the accounts

Audit opinion

We gave an unqualified opinion on the Council's accounts on 7 September 2017, in advance of the 30 September 2017 national deadline.

The Council made the accounts available for audit in line with the agreed timetable. There were some delays in the initial fieldwork due to difficulties in isolating populations for testing and in tying the Council's working papers into the general ledger and accounts. The audit team have since met with the Council's finance team to carry out a detailed and collaborative debrief and forward planning session.

Although our audit work did not highlight any adjustments which affected the overall financial position, there were quite a significant number of changes to classifications of items and to disclosures. We also made an adjustment to the Group Balance Sheet where the consolidation accounting entries had not been made correctly (this did not affect the overall Group financial position).

Issues arising from the audit of the accounts

We reported the key issues from our audit of the accounts of the Council to the Council's Audit and Governance Committee on 26 July 2017 and an updated Audit Findings Report with the final messages of the audit on 1 September 2017. Two control weaknesses around small value expenditure items and soft loans which were incorrectly retained in the accounts were highlighted in our work and we made recommendations to improve controls here. Additionally, we made recommendations around improving the clarity of records supporting the calculation of HRA depreciation and applying a practical de-minimus for accruals. Management agreed all these recommendations and provided a reasonable timescale to implement the improvements within the 2017-18 financial year.

Annual Governance Statement and Narrative Report

We are required to review the Council's Annual Governance Statement and Narrative Report. It published them on its website with the draft accounts in line with the national deadlines.

Both documents were prepared in line with the relevant guidance and were consistent with the supporting evidence provided by the Council and with our knowledge of the Council.

Other statutory duties

We also have additional powers and duties under the Act, including powers to issue a public interest report, make written recommendations, apply to the Court for a declaration that an item of account is contrary to law, and to give electors the opportunity to raise questions about the Council's accounts and to raise objections received in relation to the accounts.

Value for Money conclusion

Background

We carried out our review in accordance with the NAO Code of Audit Practice (the Code), following the guidance issued by the NAO in November 2016 which specified the criterion for auditors to evaluate:

In all significant respects, the audited body takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes for taxpayers and local people.

Key findings

Our first step in carrying out our work was to perform a risk assessment and identify the key risks where we concentrated our work.

The key risks we identified and the work we performed are set out in table 2 overleaf.

Overall VfM conclusion

We are satisfied that in all significant respects the Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2017.

Value for Money Table 2: Value for money risks

Risk identified	Work carried out	Findings and conclusions
<p>Medium term financial resilience</p> <p><i>Revenue Funding Gap</i> This financial year the Council is on track to achieve a £1.4m deficit outturn on its General Fund; this being a positive variance against an initial budget deficit of £3.9m. However, looking further ahead the latest version of the MTFs (published in August 2016) sets out a cumulative deficit position of around £3 million over the next four years primarily caused by the gradual reduction and then ceasing of Central Government revenue through to 2019/20. This gap in funding represents a significant challenge for the Council.</p> <p>To help address these challenges the Council is moving forward with a series of business process engineering reviews and is focused on maximising its revenue earning opportunities, for example, the acquisition of land at Otterpool Manor Farm.</p> <p><i>Capital Investment</i> As part of your plan to benefit residents and to increase revenue funding for the region you have ambitious capital plans proposed in the form of a large Otterpool Park Garden City, and the redevelopment of Princess Parade. Both of these proposed developments have significant potential to bring funds into the area through housing and employment, but there are downside risks if not managed appropriately. The plans will require significant borrowing and careful treasury management and it is imperative that financial planning is robust and long term benefits can be demonstrated.</p> <p>In March 2016 the government produced Statutory Guidance on the Flexible Use of Capital Receipts. This provides for greater flexibility in the use of capital receipts. Given the greater flexibility there is more opportunity and risk attached to the Council's arrangements for delivery of strategic priorities.</p>	<ul style="list-style-type: none"> • We reviewed the Council's arrangements for updating and developing its medium term financial planning, including the actions proposed to address the medium term financial shortfall. • We reviewed managements sensitivity analysis carried out to ensure that alternative outcomes are considered in the medium term planning. • We reviewed the governance arrangements and decision making processes which are planned before these large capital investment plans are approved. • We reviewed how the council has measured the public and financial benefits of these capital investments. 	<p>Revenue funding gap <i>The Council achieved a better outturn position for 2016/17 than planned. The original budget showed a deficit of £3.9m and the outturn was an underspend of £1.45m. The reasons for the improved performance has been reported in the 2016/17 outturn report n July 2017.</i></p> <p><i>The Cabinet considered and approved the Council's final General Fund budget for 2017/18 and the council tax requirement at its meeting on 22 February 2017. This was then ratified by Full Council later that evening. The Council worked hard to close the original budget gap in 2017/18, moving from a medium term strategy funding gap of £1.54m to a balanced budget by year end. However, the budget does include a planned contribution from reserves of £1.59m which will see the General Fund reserve reduced to £3.9m by 31/3/18 and without this the outturn position is a deficit.</i></p> <p><i>Due to the East Kent merger proposals falling through in March 2017 the Council has had to reassess its revenue budget and future funding gaps. It is looking increasingly difficult to balance the budget in the future and there are large gaps in the MTFs proposals. Management has been realistic in its reporting to members and has identified that a different course of action is required to ensure that the budget is balanced in 2018/19 and beyond. As the Council is putti arrangements in place about the budget gap we are satisfied</i></p> <p>Capital Investment <i>The Council is progressing with its capital investment plans although it is recognised that these are still at an early stage during the year. The Council has put in place proper arrangements for making decisions about the capital developments through its reporting to members. Governance arrangements are understood by key officers. The consultation with the public is made through its website. The Council needs to ensure that governance arrangements are maintained as the projects develop beyond the initial stages and that transparency is maintained. A full business case process should be used. There needs to be robust project and capital budget monitoring in place to ensure that the developments do not slip from the agreed timetables.</i></p> <p>Based on our work we have found no evidence that the Council does not have proper arrangements and therefore the risk is mitigated.</p>

Appendix A: Reports issued and fees

We confirm below our final fees charged for the audit and provision of non-audit services.

Fees

	Proposed fee £	Actual fees £
Statutory audit of Council	60,458	60,458
Challenge work	TBC	TBC
Housing Benefit Grant Certification	11,166	TBC
Total fees (excluding VAT)	71,264	TBC

The proposed fees for the year were in line with the scale fee set by Public Sector Audit Appointments Ltd (PSAA)

Reports issued

Report	Date issued
Audit Plan	6 March 2017
Audit Findings Report	1 September 2017
Annual Audit Letter	October 2017

Fees for other services

Service	Fees £
Audit related services:	
• Certification of housing pooling capital receipts return	2,000
Non-audit services	3,783
East Kent Partnerships Workshops	

Non-audit services

- For the purposes of our audit we have made enquiries of all Grant Thornton UK LLP teams providing services to the Council. The table above summarises all other services which were identified.
- We have considered whether other services might be perceived as a threat to our independence as the Council's auditor and have ensured that appropriate safeguards are put in place, as reported in our Audit Findings Report.

The above non-audit services are consistent with the Council's policy on the allotment of non-audit work to your auditor and have been approved by the Audit Committee.



© 2017 Grant Thornton UK LLP. All rights served.

'Grant Thornton' refers to the brand under which the Grant Thornton member firms provide assurance, tax and advisory services to their clients and/or refers to one or more member firms, as the context requires.

Grant Thornton UK LLP is a member firm of Grant Thornton International LTD (GTIL). GTIL and the member firms are not a worldwide partnership. GTIL and each member firm is a separate legal entity. Services are delivered by the member firms. GTIL does not provide services to clients. GTIL, and its member firms are not agents of, and do not obligate, one another and are not liable for one another's acts or omissions.

grant-thornton.co.uk

This page is intentionally left blank

This Report will be made public on 6 December 2017.



Report Number **C/17/65**

To: Cabinet
Date: 14th December 2017
Status: Key Decision
Head of service: Andy Blaszkowicz, Head of Commercial and Technical Services
Cabinet Member: Councillor Ann Berry, Cabinet Member for Transport and Commercial

SUBJECT: CAR PARKING REVIEW

SUMMARY: This report considers the use of the free parks and the current charging structure of car parking fees and permits. It puts forward proposals for car park charges and permits to be increased in some car parks and for the introduction of charges in three of the nine free car parks.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below because:

- a) The car parking fees and charges have remained static since 2011
- b) A review of the fees and charges and charging in free car parks will assist with the budget challenge
- c) There are increasing costs to maintain and operate car parks and those using such facilities should pay to do so

RECOMMENDATIONS:

1. To receive and note report C/17/65.
2. To agree to proposals to introduce charges from the 1st April 2018 in three of the nine free car parks (Stripes Club, The Lade, Wilberforce Road)
3. To agree capital funding of £7,800 to cover the costs of installing machines and signs in the three free car parks where charging is proposed.
4. To agree to proposals to increase residents and business permits by £10 per year for the next three financial years and hotel guest vouchers by 50p from 1st April 2018.
5. To agree to proposals to increase charges in some of the chargeable car parks from 1 April 2018 as detailed in the report

1. INTRODUCTION AND BACKGROUND

1.1 The council's medium term financial strategy sets out the financial position over the next five years. With the central government grant for local authorities ending and uncertainty about business rates, it is imperative that all Council services and assets (including car parks) are managed efficiently.

1.2 The table below shows the budget pressures the council faces moving forward:

Accounting Year	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£
Revised Shortfall					
In year deficit	0	574,791	1,151,439	1,742,126	3,057,398
(cumulative)	0	574,791	1,726,230	3,468,352	6,525,755

1.3 The Council owns and/or operates 34 car parks throughout the district. 22 of the car parks are already pay and display; the remaining 12 are free (three of the free car parks are in the ownership of the Folkestone Parks and Pleasure Grounds Charity and will be considered in a separate report).

1.4 Income receipts generated over the past three years from each car park are shown in appendix 1. As can be seen, the figures suggest an upward trend for the vast majority of the chargeable car parks. Very few car parks recorded a downward income trend.

1.5 The total income receipts from parking charges from all car parks are summarised in table below.

Total income receipts from all car parks

2014/15	£922,031
2015/16	£964,191
2016/17	£1,041,831

2. Chargeable car parks

2.1 The current charges in chargeable car parks range from 60p per hour (New Romney car parks) to £1.20 per hour. Two car parks- Sandgate Road, Folkestone and Castle Road, Sandgate have both had charges reduced to a lower rate to encourage more usage.

2.2 Officers carried out benchmarking exercise on car parks fees and charges recently. The table below shows the current car park charges in districts across Kent.

District	Hourly Charges
	2017
Ashford	90p-£1.10
Canterbury	£1.50-£1.70
Dartford	50p
Dover	60p-£1.30
Gravesham	£1.10
Maidstone	£1.00-£1.50
Sevenoaks	£1.00-£1.50
Shepway	60p-£1.20
Swale	80p
Thanet	80p-£1.30
Tonbridge & Malling	60p-£1.20
Tunbridge Wells	50p-£1.30

2.3 Officers are now proposing a more standardised approach with the maximum charge remaining at £1.20 per hour. The special discounted rate will continue to apply to Sandgate Road car park and Castle Road car park to encourage usage. However, an increase is recommended for Sandgate Road car park, which is now on many occasions used to capacity and also has significant maintenance costs (£45k in last 18 months).

2.4 Officers are also proposing linear per minute charging in the majority of the car parks. This will allow customers to pay for the proportion of time spent (per minute) rather than fixed hourly rates. The table below shows the proposals and the additional income expected from the changes. Appendix 2 provides full details of current and proposed charges for each car park.

CAR PARK / AREA	POTENTIAL INCOME
Folkestone Car parks: Removal of 30 min tariff (minimum charge 1 hour)	£2,900
Increase charges in Sandgate Rd car park, Folkestone. £1– 2hrs, £2- 4hrs, £3-5hrs, £4 – all day	£61,000
New Romney short stay Car park, removal of reduced 1 st hour tariff of 60p to be replaced by £1.00	£16,000
Long stay car parks across district. 10p increase in all day charge to accommodate linear charging	-
Folkestone car parks £1.00 per hour charge to increase to £1.20	£34,516
TOTAL	£114,416

3. FREE CAR PARKS

3.1 The 9 non-chargeable car parks are shown below. Officers recommend that charges shown below are introduced in three of the nine car parks (highlighted) to help cover some of the costs for maintaining them.

SDC CAR PARK LOCATION	PROPOSED CHARGE	CAPITAL COST OF INSTALLATION	ANTICIPATED INCOME
Broomfield Road, Cheriton	Un-made not suitable for charging.	£0	£0
Folkestone Sports Ground, Cheriton	Land leased to Shepway Sports Trust who are not supportive of charging	£0	£0
Stripes Club, Cheriton Rd, Folkestone	£1 4 hours £2 5 hours £3 All day	£3,500	£5,400
Golden Valley, Digby Rd, Folkestone	Low occupancy rates even though free. Charging would have detrimental effect on shop owners.	£0	£0
Wilberforce Rd, Sandgate	Recommended to make permit holders only. Residents / business / season ticket <i>(there is possibility to make this shared use with pay and display)</i>	£300	£5,000
Gough Road, Sandgate	Small size – non viable for charging	£0	£0
Station Road Lyminge	Not deemed suitable for charging due to Village location.	£0	£0

The Lade, Coast Drive Lydd	£1.20 first hour then linear charging	£4,000	£21,600
Pound Lane, Elham	Not deemed suitable for charging due to Village location.	£0	£0
TOTAL		£7,800	£32,000

FPPG CHARITY – East Cliff Pavilion, East Cliff Bowls and the Rotunda Car Park, Lower Sandgate Road - Subject to separate report

4. PERMITS AND SEASON TICKETS

4.1 The council offers discounted season tickets for workers in the towns to use in car parks. A five day season ticket cost £468 and allows all-day parking in long stay car parks. This is very competitive and works out at around £1.80 per day.

4.2 Sales of season tickets have been declining over the years as fewer organisations and businesses are cutting back on buying such permits for staff. The budget has been reduced by around £20k to reflect this trend. It is therefore recommended that season ticket charges remain unchanged and that further publicity be given to this discounted parking.

4.3 Residents and business permits for controlled parking zones (CPZ's) were increased by £5 this financial year. However, when compared with permit charges in other districts they are still relatively low. The table below shows the permit charges for some of the Kent districts.

Ashford		
Resident	Varying Zones	£30-£100
Visitor Permit	Single	£1.00
Canterbury		
Business	Canterbury	£390.00
	Herne Bay	£132.00
Resident	Canterbury	£40-£138
Visitor Permit	All varying zones	£1.80-£4.00
Dover		
Business	Snargate Street	£155.00
Resident	Varying Zones	£60-£90
Visitor Permit	Single	£1.00

Medway		
Business	All Zones	£136.00
Resident	All Zones	£27.00
Visitor Permit	Single	£0.80
Shepway		
Business	All Zones	£60
Residents	All Zones	£30
Visitor permits	All Zones	£5.20 for 5 sessions
Swale		
Business	All Zones	£40.00
Resident	All Zones	£40.00
Thanet		
Business	All zones	£350.00
Resident	All Zones	£60.00
Visitor Permit	Single	£3.00

4.4 Officers recommend that Shepway CPZ permit charges (resident and business) are increased by £10 each year for 3 years. It is also proposed that resident visitors' permit charges are increased to £6 for 5 parking sessions.

4.5 Officers also recommend that hotel guest permits be increased by 50p to £2. It should be noted that even with the increases, Shepway permit charges will remain one of the lowest in Kent as can be seen in the above table. The table below shows the potential additional income for such increases.

PERMIT TYPE	POTENTIAL ADDITIONAL INCOME PER YEAR
CPZ RESIDENT PERMIT £10 increase per year for 3 years	£17,500
CPZ BUSINESS PERMIT £10 increase per year for 3 years	£2,500
Hotel Guest Vouchers 50p increase	£5,000
TOTAL	£25,000

5. CONCLUSION

- 5.1 The report has considered our car parks charging structure, whether some or our free car parks are suitable for charging and our CPZ and visitor vouchers and benchmarked these against other Kent authorities. Officers recommend the increases in charges and permit prices and that charging is implemented in 3 of the 9 free car parks from 1st April 2018. Minimum capital funding will be required to cover the costs of implementation. These proposals will create the potential additional income of £171,416 which will go some way in easing the budget pressures the council will face in the coming years.

6. RISK MANAGEMENT ISSUES

- 6.1 The risks associated with the proposed changes are considered to be minimal. The small element of risk is as follows:

Perceived risk	Seriousness	Likelihood	Preventative action
The non-chargeable car parks historically have been free and if they became chargeable there is likely to be some opposition from residents in the areas concerned and users of the facility. There will also be some objections from residents and businesses on the proposed increases in permit charges.	Medium	Medium	Residents need to be well informed about the reasons behind the Council's decision.
There is a close relationship between parking enforcement, car park charges and other available parking. Officers have attempted to consider these issues in a	High	Low	Civil Enforcement Officers to frequently patrol surrounding roads to dissuade motorists from breaking parking restrictions. Officers will seek to introduce further on-street restrictions in locations where

holistic way, but there is a risk that income will not be achieved.			parking is unsuitable.
---	--	--	------------------------

7. LEGAL/FINANCIAL IMPLICATIONS

7.1 Legal Officer's Comments (DK)

There are legal implications arising directly out of this report. Members must be aware that charges for car parking and penalties imposed in the event of failure to pay must be fair and not excessive.

7.2 **Finance Officer's Comments (RH)** – finance implications are covered in the body of the report. By introducing charging to 3 car parks and increasing permit and season tickets, additional income of £171,416 per annum could be achieved. Please note the Parking Fees & Schedule for 2018/19 has been updated, see Appendix 2.

7.3 **Diversities and Equalities Implications:** There are no implications arising directly from this report.

8. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

Andy Blaszkowicz
Head of Commercial and Technical Services
Telephone: 01303 853684
Email: andy.blaszkowicz@shepway.gov.uk

Frederick Miller, Transportation Manager
Telephone: 01303 853207
Email: frederick.miller@shepway.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

Appendices:

Appendix 1: Income receipts per car park
Appendix 2: Fees and charges spreadsheet

Car Park	2014/15 VAT			2015/16 VAT			2016/17 VAT			Trend
	Gross income	20% Net income		Gross income	20% Net income		Gross income	20% Net income		
LSR West	26497.10	5299.42	21197.68	30159.80	6031.96	24127.84	32997.3	6599.46	26397.84	↑ 2270.00
Foresters Way	37702.50	7540.50	30162.00	35521.07	7104.214	28416.86	36954.26	7390.85	29563.41	↑ 1146.55
Tram Road	107203.07	21440.61	85762.46	105923.17	21184.634	84738.54	113976.43	22795.29	91181.14	↑ 6442.61
Harbourside	11449.26	2289.85	9159.41	12604.89	2520.978	10083.91	11827.94	2365.59	9462.35	↓ -621.56
Upper Payers	28461.28	5692.26	22769.02	60970.7	12194.14	48776.56	68801.43	13760.29	55041.14	↑ 6264.58
Shellons Street	75680.41	15136.08	60544.33	73798.57	14759.714	59038.86	80909.67	16181.93	64727.74	↑ 5688.88
Pleydell Gardens	48135.71	9627.14	38508.57	51307.94	10261.588	41046.35	55123.92	11024.78	44099.14	↑ 3052.78
Sandgate Road	90965.90	18193.18	72772.72	106186.4	21237.28	84949.12	135087.05	27017.41	108069.64	↑ 23120.52
Mount Street	199993.50	39998.70	159994.80	201869.49	40373.898	161495.59	208834.95	41766.99	167067.96	↑ 5572.37
Military Road	62767.50	12553.50	50214.00	60945.15	12189.03	48756.12	68484.96	13696.99	54787.97	↑ 6031.85
The Paddocks	32309.75	6461.95	25847.80	33953.4	6790.68	27162.72	36489.45	7297.89	29191.56	↑ 2028.84
Battery Point	7605.25	1521.05	6084.20	8366.1	1673.22	6692.88	9182.2	1836.44	7345.76	↑ 652.88
Sea Point	2231.60	446.32	1785.28	1677.35	335.47	1341.88	2196.15	439.23	1756.92	↑ 415.04
Twiss Fort	5983.80	1196.76	4787.04	6580.75	1316.15	5264.60	7206.25	1441.25	5765.00	↑ 500.40
Castle Road	14133.60	2826.72	11306.88	15907.75	3181.55	12726.20	15191.85	3038.37	12153.48	↓ -572.72
West Street	17267.95	3453.59	13814.36	17441.75	3488.35	13953.40	17909.7	3581.94	14327.76	↑ 374.36
Church Road	28735.70	5747.14	22988.56	31687.2	6337.44	25349.76	30524.6	6104.92	24419.68	↓ -930.08
Greatstone	23467.30	4693.46	18773.84	21933.95	4386.79	17547.16	28846.05	5769.21	23076.84	↑ 5529.68
Coast Drive	8454.20	1690.84	6763.36	11084.5	2216.9	8867.60	10954.55	2190.91	8763.64	↓ -103.96
High Knocke	30242.30	6048.46	24193.84	30272	6054.4	24217.60	44904.2	8980.84	35923.36	↑ 11705.76
Martello	81142.40	16228.48	64913.92	81492.35	16298.47	65193.88	100413.65	20082.73	80330.92	↑ 15137.04
Dymchurch Central	120887.70	24177.54	96710.16	120366.95	24073.39	96293.56	133017.25	26603.45	106413.80	↑ 10120.24

This page is intentionally left blank

Car Parking Fees and Charges 2018/19

VAT KEY	OS	Outside the scope of VAT	
	S	Standard Rated	20%
	E	Exempt	

Appendix 3

Service	Further Information	VAT Category	Charges for 2017/18 Net of VAT if applicable £	Charges for 2017/18 with VAT if applicable £	Proposed Charges for 2018/19 Net of VAT if applicable £	Proposed Charges for 2018/19 with VAT if applicable £
<i>Charges apply 8am - 6pm unless otherwise indicated</i>						
FOLKESTONE						
SHORT STAY Upper Payers Park, Shellons St., Foresters Way, Playdell Gardens						
Hourly charge with linear per minute charging. Minimum Stay 1 hour and maximum stay 3 hours	30 mins	S	0.42	0.50	N/A	N/A
	1 hour	S	0.83	1.00	1.00	1.20
	3 hour	S	2.50	3.00	3.00	3.60
LONG STAY Tram Road and Harbourside						
Hourly charge with linear per minute charging	1 hour	S	0.83	1.00	1.00	1.20
	All day	S	5.00	6.00	6.67	8.00
LONG STAY Sandgate Road Car Park (formerly Leas Cliff Hall)						
	Up to 2 hours	S	-	-	0.83	1.00
	Up to 4 hours	S	0.83	1.00	1.67	2.00
	Up to 5 hours	S	1.67	2.00	2.50	3.00
	All day	S	2.50	3.00	3.33	4.00
OTHER SHEPWAY AREAS						
SHORT TERM						
Hythe:						
Mount Street:	Up to 30 mins	S	0.67	0.80	0.67	0.80
Minimum stay 30 mins and maximum stay 2 hours	Up to 1 hour	S	1.00	1.20	1.00	1.20
	Up to 2 hours	S	1.92	2.30	2.00	2.40
New Romney:						
Church Road:	Up to 1 hour	S	0.50	0.60	0.83	1.00
Hourly charge with linear per minute charging. Minimum stay 1 hour and maximum stay 3 hours	Up to 2 hours	S	1.92	2.30	Linear per minute charging	
	Up to 3 hours	S	2.83	3.40	2.50	3.00
LONG TERM						
Hourly charge with linear per minute charging. Minimum stay 1 hour						
Hythe: Military Road, The Paddocks	Up to 1 hour*	S	1.00	1.20	1.00	1.20
Sandgate: Lower Sandgate Road West	Up to 2 hours	S	1.92	2.30	Linear per minute charging	
Dymchurch: Martello, High Knocke, Central	Up to 3 hours	S	2.83	3.40		
Greatstone: Jolly Fisherman	Up to 4 hours	S	3.75	4.50		
Littlestone: Coast Drive	Up to 5 hours	S	4.75	5.70		
New Romney: West Street (*£1 for first hr , £8 all day)	Up to 6 hours	S	5.58	6.70		
	Up to 12 hours	S	6.58	7.90	6.67	8.00
Hythe: Battery Point, Twiss Fort, Seapoint						
Hourly charge with inear per minute charging, minimum stay 1 hour proposed, all day £6	Up to 1 hour	S	1.00	1.20	0.83	1.00
	Up to 2 hours	S	1.92	2.30	Linear per minute charging	
	All day	S	-	-	5.00	6.00

Car Parking Fees and Charges 2018/19

VAT KEY	OS	Outside the scope of VAT	
	S	Standard Rated	20%
	E	Exempt	

Appendix 3

Service	Further Information	VAT Category	Charges for 2017/18 Net of VAT if applicable	Charges for 2017/18 with VAT if applicable	Proposed Charges for 2018/19 Net of VAT if applicable	Proposed Charges for 2018/19 with VAT if applicable
Sandgate , Castle Road	Up to 2 hours	S	0.83	1.00	0.83	1.00
	Up to 4 hours	S	2.50	3.00	2.50	3.00
	All day	S	4.15	5.00	4.15	5.00
Cheriton : Broomfield Road, Elham : Pound Lane; Lyminge : Station Road	ALL DAY - Free	S	0.00	0.00	0.00	0.00
Folkestone : Stripes	Up to 4 hours	S	0.00	0.00	0.83	1.00
	up to 5 hours	S	-	-	1.67	2.00
	All day	S	-	-	2.50	3.00
Folkestone : East Cliff Pavilion	1 hour	S	0.00	0.00	1.00	1.20
	All day		0.00	0.00	6.67	8.00
					Linear per minute charging	
Folkestone : Golden Valley; Sports Grounds,	ALL DAY - Free		0.00	0.00	0.00	0.00
Lydd :The Lade, Coast Drive (east of), Lydd on Sea	Up to 1 hour	S	0.00	0.00	1.00	1.20
			0.00	0.00	Linear per minute charging	
	Up to 12 hours		0.00	0.00	6.67	8.00
Sandgate : Gough Road	ALL DAY - Free	S	0.00	0.00	0.00	0.00
Sandgate : Wilberforce Road	ALL DAY - Free	S	0.00	0.00	Permit holders parking	
COACH PARKING						
Littlestone : Coast Drive	Up to 5 hours	S	6.33	7.60	6.33	7.60
Dymchurch : Central	Up to 10 hours	S	0.00	0.00	0.00	0.00
CAR PARK SEASON TICKETS						
All Long Stay Car Parks						
Valid 7 days per week	Annual	S	547.50	657.00	547.50	657.00
	6 month	S	274.17	329.00	274.17	329.00
	3 months	S	137.50	165.00	137.50	165.00
Valid 6 days per week	Annual	S	466.67	560.00	466.67	560.00
	6 month	S	233.33	280.00	233.33	280.00
	3 months	S	116.67	140.00	116.67	140.00
Valid 5 days per week	Annual	S	390.00	468.00	390.00	468.00
	6 month	S	195.00	234.00	195.00	234.00
	3 months	S	97.50	117.00	97.50	117.00
Valid 4 days per week	Annual	S	311.67	374.00	311.67	374.00
	6 month	S	155.83	187.00	155.83	187.00
	3 months	S	78.33	94.00	78.33	94.00
Valid 3 days per week	Annual	S	233.33	280.00	233.33	280.00
	6 month	S	116.67	140.00	116.67	140.00
	3 months	S	58.33	70.00	58.33	70.00
Valid 2 days per week	Annual	S	155.83	187.00	155.83	187.00
	6 month	S	78.33	94.00	78.33	94.00
	3 months	S	39.17	47.00	39.17	47.00

Car Parking Fees and Charges 2018/19

VAT KEY	OS	Outside the scope of VAT	
	S	Standard Rated	20%
	E	Exempt	

Appendix 3

Service	Further Information	VAT Category	Charges for 2017/18 Net of VAT if applicable	Charges for 2017/18 with VAT if applicable	Proposed Charges for 2018/19 Net of VAT if applicable	Proposed Charges for 2018/19 with VAT if applicable
Valid 1 days per week	Annual	S	78.33	94.00	78.33	94.00
	6 month	S	39.17	47.00	39.17	47.00
	3 months	S	20.00	24.00	20.00	24.00
HOTEL GUEST PERMITS		S		1.50		2.00
RESIDENT PERMITS						
Shepway District Car Park Resident Permits	12 months	S	50.00	60.00	50.00	60.00
On Street Parking Waiver	Daily	E	8.00	8.00	8.00	8.00
On Street Parking Waiver	Weekly	E	24.00	24.00	24.00	24.00
Temporary dispensation for parking on waiting restrictions and limited parking bays	Weekly	E	21.50	21.50	n/a	n/a
Parking permissions for Window Cleaners, pharmacists,	Annual	E	52.50	52.50	60.00	N/A
FOLKESTONE CONTROLLED PARKING ZONES						
1st Resident Permit		E	30.00	30.00	40.00	40.00
2nd Resident Permit		E	30.00	30.00	40.00	40.00
Resident Visitor Permit (5 sessions)		E	5.20	5.20	6.00	6.00
Business Permit		E	60.00	60.00	70.00	70.00
Replacement Permit		E	5.20	5.20	6.00	6.00
Special Permit - Free Health & Care Workers and Emergency services		E	0.00	0.00	0.00	0.00
ON STREET CAR PARKING						
Folkestone Town Centre CPZ A1 and A2	Linear per minute Min 30mins Max 3 hours	E	1.20	1.20	1.20	1.20
Folkestone Seafront Zone C2	Min 1 hour Max 5 hours	E	1.20	1.20	1.20	1.20
PRINCES PARADE, Hythe	Linear per minute minimum 30 minutes All day (6 hours+)	E	0.00	0.00	0.60	0.60
		E	0.00	0.00	7.20	7.20

This page is intentionally left blank

This Report will be made public on 6 December 2017.

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report Number **C/17/64**

To: Cabinet
Date: December 2017
Status: Non-key Decision
Head of service: Ben Geering - Strategic Development
Cabinet Member: Councillor John Collier, portfolio holder for the District Economy

SUBJECT: Community Infrastructure Levy (CIL) Annual Monitoring Report 2016/17 and minor amendments to Payment in Kind Policy

SUMMARY: The Council adopted a Community Infrastructure Levy (CIL) in August 2016, herein referred to as 'the levy'. This report provides a copy of the draft CIL Monitoring Report for 2016/17. In addition, minor changes are proposed to the CIL Payment in Kind Policy in order to clarify that the delivery of appropriate infrastructure can satisfy a charge arising from the levy.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to approve the recommendations set out below in order to enable CIL monitoring reporting to take place in accordance with legislative requirements, and to enable appropriate infrastructure via the Payment in Kind mechanism to be applied, where appropriate.

RECOMMENDATIONS:

1. To receive and note report C/17/64.
2. That the CIL Monitoring Report is agreed by Cabinet and subsequently added to the Council's website in accordance with legislative requirements.
3. That an amendment to the Payment in Kind policy is agreed by Cabinet, so as to clarify that the delivery of appropriate infrastructure to satisfy a charge arising from the levy can be met via a Payment in Kind when appropriate to do so.

1. OVERVIEW

1. CIL Monitoring Report 2016/17

1.1 The introduction of a CIL in August 2016 necessitates the development of new governance arrangements for spending the money to be collected. There are a number of reasons for this. Under CIL, SDC acts as a designated charging authority, conferring responsibility on to the Council to:

- Prepare and publish the CIL Charging Schedule (published August 2016),
- Apply the levy revenue it receives to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support development of its area (infrastructure requirements are set out in the Infrastructure Delivery Plan), and
- Report to the local community on the amount of levy revenue collected, spent and retained each year.

1.2 The Council must be committed to ensuring the use of CIL is open and transparent and as such needs to publish an annual report, which also includes details provided by Town and Parish Councils, setting out how much CIL money has been received and the infrastructure to which this has been applied (Reg 62).

1.3 The report should inform the Authority Monitoring Report however be a separate entity that is reported to CMT, Cabinet and the Planning and Licensing Committee for information purposes. The report must be published on the Council's website before the end of December following each financial year.

1.4 It is proposed that the draft report, attached as Appendix 1 is reported to and agreed by Cabinet before being published on the Council's website.

2. Suggestions amendments to the adopted CIL 'Payment in Kind' mechanism and further information

2.1 In adopting a CIL, the Council adopted a Payment in Kind Policy. Whilst this policy specifically mentions both Payments in Kind via the provision of land and the provision of infrastructure to comply with the CIL Regulations, the wording of the policy only specifically refers to the transfer of land within key sections and, therefore, the policy is ambiguous as currently worded.

2.2 An updated (draft) Payment in Kind policy is attached as Appendix 2 to this report. It is recommended that this updated policy replace the currently adopted wording, and that following Cabinet approval the Council's website is updated accordingly.

3. Implications

3.1 Please give consideration to the following and provide information here (if relevant):

Legal (DK) – There are no legal implications arising directly out of this report. Regulation 62 of the Community Infrastructure Levy Regulations 2010 (as amended) requires the charging authority to prepare a report for any financial year in which a) it collects CIL, or CIL is collected on its behalf; or b) an amount of CIL collected by it or by another person on its behalf has not been spent. In addition under regulation 73 of the CIL Regulations a charging authority may accept one or more land payments in satisfaction of the whole or part of the CIL due in respect of a chargeable development.

Finance (AK) – This report refers to a change in policy and as such there are no direct financial implications.

4. Contact officers and background documents

- 4.1 Councillors with any questions arising out of this report should contact the following officers prior to the meeting:-

James Hammond, Strategic Policy Officer
Telephone: 01303 853435
Email: James.Hammond@shepway.gov.uk

Ben Geering, Head of Planning
Telephone: 01303 853457
Email: Ben.Geering@shepway.gov.uk

APPENDICES

Appendix 1 – Community Infrastructure Levy (CIL) Monitoring report for the reported year 2016/17

Appendix 2 – suggested changes to Appendix 4 of the Council's Community Infrastructure Levy Charging Schedule

[James Hammond]
[Strategic Policy Officer]

This page is intentionally left blank

Community Infrastructure Levy (CIL) Monitoring report for the reported year 2016/17

1. Background

- 1.1 The Community Infrastructure Levy (CIL) is a mechanism to allow local planning authorities to raise funds from new development, in the form of a levy. Following two rounds of consultation and an examination in public, the Council adopted CIL at its meeting of 20 July 2016. CIL charges came into effect in Shepway on the 1st August 2016.
- 1.2 Under CIL, SDC acts as a designated charging authority, conferring responsibility on to the Council to:
- Prepare and publish the CIL Charging Schedule (published August 2016),
 - Apply the levy revenue it receives to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support development of its area, and
 - Report to the local community on the amount of levy revenue collected, spent and retained each year
- 1.3 The relationship between CIL and s106 is complicated and therefore it is necessary to identify which infrastructure will be funded via CIL contributions and those contributions that will be collected via s106, to mitigate the impact of that particular development (see Regulation 123 list, link via Appendix 1). The Infrastructure Delivery Plan (IDP), produced in support of the Core Strategy Local Plan and updated for the CIL examination identified key infrastructure requirements within the district over the plan period. This is currently being updated to include additional infrastructure needs arising from the development proposed within the emerging Places and Policies Local Plan (PPLP).
- 1.4 One of the purposes of CIL, particularly related to the neighbourhood proportion, is to incentivise communities to accept growth. The levy places a responsibility on the Council to pass a 'meaningful proportion' of CIL receipts to Parish/Town Councils twice a year. Government Regulations enacted on 25th April 2013 require that the meaningful proportion should be 25% of CIL receipts where a Neighbourhood Plan is in place and 15% in other areas (capped at £100 per dwelling), as set out in table 1 below:

Table 1 – Local Meaningful Proportion

Parish council	Neighbourhood plan	Levy
✓	✓	25% uncapped, paid to parish
✓	✗	15% capped at £100/dwelling, paid to parish
✗	✓	25% uncapped, local authority consults with community
✗	✗	15% capped at £100/dwelling, local authority consults with community

- 1.5 At present St Mary in the Marsh Parish Council are progressing a neighbourhood plan to consultation, however the plan does not seek to allocate sites for development within the parish. There are no allocations proposed within the PPLP in the parish that do not already have planning permission.
- 1.6 The local meaningful proportion does not have to be spent purely on infrastructure but may be used to fund other measures as long as they address demand placed by development in the area. Where possible the Council and town and parish councils are encouraged to identify agreed priorities for infrastructure in order that both CIL and the ‘local proportion’ is focused on delivering these priorities.
- 1.7 An additional 5% of receipts can be used for administrative costs after the introduction of CIL in an area. To help charging authorities with initial set up costs, the regulations allow for a ‘rolling cap’ for a period of three years after introduction (ie. 5% applied to total CIL receipts for the first three years). After this time the cap will be applied annually. The Council will need to utilise the full 5% of administration costs during the first 3 years of implementation so as to ensure the substantial costs in adopting a CIL are recovered in accordance with the provisions of the regulations.
- 1.8 Shepway District Council, as the CIL charging authority is required to prepare a report for any financial year it collects CIL (CIL Reg 62). This annual report for Shepway covers the period 1st April 2016 to 31st March 2017. It should be noted for this period that whilst the Council has issued a number of liability notices the Council did not received any receipts from CIL for the year 2016/17,

2. Report for 2016/17 Period

- 2.1 Table 2 shows an overall summary of CIL payments that have been received by the Council between 1st April 2016 and 31st March 2017 together with the total amount applied to administrative expenses and monies transferred to town or parish areas. As previously stated during the first financial year of collecting CIL, which was introduced midway through the year, no contributions were received.
- 2.2 It is not unusual for no or limited CIL expenditure to be incurred in the early stages of CIL implementation, due to the time lag between CIL introduction and CIL liabilities becoming due as funds are due upon the commencement of development. Officers can confirm that for the current financial year 2017/18 funds are now being received, with the first payment received 8th August 2017 for £13,300.

Table 2: Shepway CIL Summary April 2016 to March 2017

Total CIL receipts during 2016/17	£0
Total CIL Expenditure to support delivery of infrastructure during 2016/17	£0
Total CIL 'local proportion' payments that have been transferred to town and parish councils during 2016/17	£0
Total CIL applied to administrative expenses and proportion of total CIL received	£0 0%
Total CIL retained during 2016/17 and available to be spent on infrastructure to support development in the District	£0

- 2.3 As set out above 15% of all CIL receipts (capped at £100 per dwelling), under the Regulations, must be transferred to the Parish or Town Council where development has occurred in their area. In a regulation 62A report, the Parish/Town Council must publish, on an annual (retrospective) basis the amount of CIL money that it has received, spent, brought forward from previous

years, intends to carry forward in to the following year and on what the money has been spent. Where a Parish Council has an adopted neighbourhood plan in place they will receive 25% of all funding received.

- 2.4 The NPPG makes it clear that Charging authorities and parish, town and community councils are free to decide the timing of neighbourhood funding payments themselves. However, in the absence of such an agreement, regulation 59D specifies that the neighbourhood portion of levy receipts must be paid every 6 months, at the end of October and the end of April. Officers are currently putting in place procedures and guidance ahead of the first payment to Town and Parish Councils in April 2018.
- 2.5 For each year when they have received neighbourhood funds through the levy, Parish and Town Councils must publish the information specified in Regulation 62A. If they haven't received any money they do not have to publish a report, but may want to publish some information to this effect in the interests of transparency. If, at the request of a Town or Parish Council, SDC hold and spend the neighbourhood portion on behalf of the local community, The District Council need to report this information.
- 2.6 In future years the monitoring of CIL will include information provided from Town and Parish Council's within the annual CIL monitoring report presented to cabinet.

Administration

- 2.7 As noted in section 1 of this report the costs of adopting and administering CIL are substantial. As no CIL receipts were received for the year 2016/17 the costs of administering CIL over this period cannot be met. It is however acknowledged that in future years (up until March 2020) there is opportunity to recover the costs of adopting CIL via the retention of up to 5% of income for administration purposes.

CIL Expenditure

- 2.8 There have been no receipts and no infrastructure expenditure from CIL receipts in the monitoring year.
- 2.9 The Council is in the process of updating the Infrastructure Delivery Plan to support the allocation of sites within the Places and Policies Local Plan. The IDP is currently being refined so as to prioritise projects and ensure projects within the IDP are deliverable and that any funding gap is recognised. Details of the infrastructure projects that CIL receipts have supported or will be used to support will be provided in future annual monitoring reports.

Appendix 1 – Regulation 123 List

[https://www.shepway.gov.uk/media/3695/Shepway-R123-list-June-2016/pdf/Shepway_R123_list_\(June_2016\).pdf](https://www.shepway.gov.uk/media/3695/Shepway-R123-list-June-2016/pdf/Shepway_R123_list_(June_2016).pdf)

Appendix 2 – CIL report requirements

- a. Total CIL receipts for year
- b. Total CIL expenditure during year
- c. Summary of CIL expenditure during the reporting year, including
 - The items of infrastructure (including land) to which CIL has been applied
 - The amount of CIL expenditure on each item
 - The amount of CIL applied to repay borrowed money, including any interest, with details of the infrastructure items which that money was used to provide
 - The amount of CIL applied to administrative expenses pursuant to regulation 61 and that amount expressed as a percentage of CLL collected in that year.
- d. The amount of CIL passed to
 - Any local Council under regulation 59A or 59B
 - Any person under regulation 59(4)
- e. Summary details of the receipts and expenditure of CIL to which regulation 59E and 59F applied during the reporting year including –
 - The total receipts that Regulation 59E and 59F applied to
 - The items to which regulations 59E and 59F applied have been applied.
 - The amount of expenditure on each item
- f. Summary details of any notices served in accordance with regulation 59E, including
 - The total value of CIL receipts requested from each local Council
 - Any funds not yet recovered from each local council at the end of the financial year
- g. The total amounts of
 - CIL receipts for the reported year other than those to which regulation 59E and 59F applied and
 - CIL receipts from previous years retained at the end of the reported year other than those to which regulation 59E and 59F applied
 - CIL receipts for the reported year to which regulation 59E and 59F applied retained at the end of the reported year
 - CIL receipts from previous years to which regulation 59E and 59F applied retained at the end of the reported year
- h. In relation to any infrastructure payments accepted by the charging authority
 - The items of infrastructure to which the infrastructure payments relate
 - The amount of CIL to which item relates

This page is intentionally left blank

Appendix 2 – suggested changes to Appendix 4 of the Council’s Community Infrastructure Levy Charging Schedule

Appendix 4 Shepway District Council Community Infrastructure Levy (CIL) Payment in Kind Policy: Land, Buildings and Infrastructure (June 2016 **as Amended December 2017**)

Background

The Community Infrastructure Levy (CIL) Regulations 2010 (as amended), provide a local authority with the discretion to accept land, buildings or infrastructure payments, as all or part of a CIL payment due in respect of a liable development.

Regulation 73 specifies that an agreement to accept land and buildings as payment in kind would be where the value of CIL paid is equal to the agreed value of the land and buildings acquired in kind (as determined by an independent person). Other key aspects of regulation 73 include:

- the amount of CIL payable for a development must be greater than £50,000 (Regulation 73(6) (a));
- the person from whom land is acquired has assumed liability to pay CIL (Regulation 73(6) (c)); and
- an agreement to make a land payment must be entered into before the development is commenced (Regulation 73(6) (d)).

CIL Regulations 73A and 73B also provide a local authority with the discretion to accept infrastructure payments as all or part of a due CIL payment. A key requirement is for an infrastructure payment to be in scope with the types of project covered by a Council’s Regulation 123 list. An agreement for infrastructure payments must also be entered into before development commences.

The benefits of adopting a payment in kind policy include supporting the delivery of developments that are complex in their nature and scale. The disadvantages include a requirement for additional administrative and technical resources and costs for a Council and developers, in the administration of CIL.

Payments in Kind Policy

Shepway District Council has decided to adopt a discretionary payment in kind policy, in support of part or all payment of due CIL, subject to the following conditions:

- 1) The Council must be satisfied that the land to be transferred, and/or the infrastructure provided, represents an appropriate in kind payment to support delivery of the Local Plan.
- 2) The chargeable development must not have commenced before a written agreement **is in place** with the Council to pay **in kind either** part or the entire CIL amount **due** ~~to be paid in kind, has been made~~. This agreement must

state the value of the land and buildings to be transferred, **or the infrastructure provided** as verified by an independent valuation.

- 3) The person transferring the land to the charging authority **or providing the infrastructure** as payment must have assumed liability to pay CIL.
- 4) The land, subject to the transfer, must be free from any interest in the land and any encumbrance to the land, buildings or structures.
- 5) The land, subject to the transfer, must be fit for a relevant purpose to support delivery of the Local Plan. This may require the owner to demonstrate that the land is suitable through the submission of further information to the Council, including but not limited to, topographical information, reports on contamination and archaeology and details of any underground services.
- 6) The Council may transfer at its own discretion, the land, at nil cost, to a third party for the provision of infrastructure.
- 7) The agreement to pay in land **or via infrastructure provision** may not form part of a planning obligation entered into under Section 106 of the Town and Country Planning Act 1990 (as amended).

The Council is not obliged to accept any offer of payment in kind by land or infrastructure.

Adoption and Review

The Payment in Kind policy will take effect at the same time as the commencement date of the Council's adopted CIL Charging Schedule.

The CIL regulations require a Local Authority to produce an annual report, which indicates how CIL receipts have been used. Any Payments in Kind will be reported as part of this annual report.

This Report will be made public on 6 December 2017

Folkestone

Hythe & Romney Marsh
Shepway District Council



www.shepway.gov.uk

Report Number **C/17/66**

To: Cabinet
Date: 14 December 2017
Status: Non-Key Decision
Head of service: Suzy Tigwell, Leadership Support Manager
Cabinet Member: Councillor David Monk, Leader of the Council

SUBJECT: LGA CORPORATE PEER CHALLENGE PROPOSAL

SUMMARY: This report outlines the purpose of a Corporate Peer Challenge review undertaken by the Local Government Association (LGA) and recommends that Cabinet approve to proceed with a Corporate Peer Challenge for Shepway District Council in 2018.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below because: The LGA provide a free tool that can help drive improvement. It provides an opportunity to look at the work the council does and invites a team of local government officers and Councillors as peers to provide challenge and share learning.

In light of the ambitious Corporate Plan agenda and continuing financial challenges facing the council, now is a good time to take stock of our position through this process.

RECOMMENDATIONS:

1. To receive and note report C/17/66.
2. To approve the Council undertakes an LGA Corporate Peer Challenge in 2018.
3. That an additional focus for the challenge is around Commercialisation to enable this area to be explored in terms of existing and future opportunities.

1. BACKGROUND

- 1.1 The LGA has been conducting Corporate Peer Challenges across councils since 2011. The LGA has delivered over 700 peer challenge reviews including nine of the Kent authorities (Canterbury, Gravesham, Kent, Maidstone, Tonbridge & Malling, Tunbridge Wells, Sevenoaks, Swale and Thanet).
- 1.2 The Corporate Peer Challenges are co-ordinated by LGA officers, with peer team members comprising of senior members/ officers of councils in membership of the LGA and, where required, additional expertise from private and third sectors, and central government. They are provided free of charge to LGA members, however, office accommodation and daytime refreshment costs will be required for the on-site visit.
- 1.3 It is important to note that a corporate peer challenge is not an inspection. The peer team would come to Shepway at the invitation of the District Council in order to inform further improvement and learning of the council and how well placed we are to deliver the challenges facing us. The approach is more open and discursive than an inspection and provides a 'critical friend' perspective.

Why now?

- 1.4 Shepway District Council is considering the benefits of exploring a peer challenge that would provide an in-depth look at SDC's work around commercialisation. The challenge would provide external recognition for the things it believes it is doing well, and also highlight if there are any things it can learn from other councils in light of best practice elsewhere. A Corporate Peer Challenge will help with this through the provision of an independent team that will give their view of the way the council works and improvements we could consider. This will give us the opportunity to take stock and reconsider what is achievable for the council in the years ahead.

What does a Peer Challenge focus on?

- 1.5 In general, a LGA corporate peer challenge focuses on areas that provide reassurance about performance and the ability and capacity to deliver on future proposals and ambitions, as well as other areas agreed with the authority receiving the challenge. It will:
 - Provide an external perspective of major change and transformation projects to help inform and challenge options for the future
 - Explore and test thinking on new ways of working, service delivery and relationships with citizens and or partners
 - Provide feedback and observations on the realism, robustness and relevance of plans to support key priorities such as economic growth
 - Inform the corporate strategy, comment on the council's readiness for the future, and its current trajectory and rate of change
 - Provide feedback on how the council is working with partners, and harnessing internal capacity and leadership, to deliver priorities

- Provide external perspective, observation and critical friend challenge on the financial Strategy helping to assess the impact of joint working between two councils in terms of improved service delivery and efficiency gains.

2. THE PROPOSED PEER CHALLENGE FOR SHEPWAY

2.1 Every peer challenge has five core themes. These are:

- **Understanding of the local place and priority setting:** Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
- **Leadership of place:** Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
- **Financial planning and viability:** Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
- **Organisational leadership and governance:** Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
- **Capacity to deliver:** Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

2.2 In addition to the traditional core components of a Peer Challenge, additional focus can be added if required. In discussions with CMT, the Leader and the LGA Adviser it is suggested that Shepway considers the benefits of exploring a more in-depth look at its work around commercialisation as part of such a review.

2.3 To ensure that a peer challenge focussing on commercialisation would be comprehensive, it is essential to take a view of the way in which the council is approaching commercialisation in the round. As experience shows, if commercialisation work is not underpinned by clear prioritisation, strong political and managerial leadership, appropriate governance, a well-thought out financial strategy, and the skills and capacity to deliver it will not achieve its potential.

2.4 If agreed, the following questions will be built into the review based around the five core themes to direct the focus towards council's key area of focus on commercialisation: Is the council taking all appropriate opportunities to generate income and minimise costs through its commercialisation activities, including trading companies, property and asset investment?

- 2.5 The peer challenge will need to be mindful of the Transforming Shepway programme, being presented to Cabinet for consideration in January 2018. The programme, proposed to be delivered over 2 years, supports a council wide transformation. Whilst it focuses on a new operational model in terms of staffing and processes, there will clearly be some areas of common ground with the peer challenge in terms of thinking around new ways of working and service delivery that will need to be considered and captured.

3. THE PROCESS

- 3.1 If agreement to proceed, the LGA expects a 3-4 month lead-in to the visit. During this period the following will be undertaken:

Preparatory Work:

The preparatory work is the drafting of a position statement by SDC that sets out the council's current position telling the story of where we are. This should be no more than 15 pages that provide general contextual information about the council and summarise strengths and weaknesses in relation to the corporate themes and any additional areas of focus e.g. commercialisation.

The purpose is to provide the appointed peer team with background reading before coming on-site, and to provide links to key documents such as the Medium Term Financial Strategy, Corporate Plan etc.

Compilation and selection of the Peer team:

The Peer Team will be made up of peers with relevant experience at the vanguard of commercialisation and inward investment.

The team would comprise:

- Leader of a Conservative district/borough council
- Chief Executive of a comparable district/borough council
- Senior council officers with relevant experience in relation to commercialisation and inward investment
- There is also the potential to include one or more people from the private sector with experience and skills relevant to the above
- LGA peer review manager

They will be on site for 3 days and meet with internal staff and external partners to ask questions and gather information relevant to the scope.

Site Visit:

The peer team would spend three days on site at Shepway, meeting key people (from a range of officers, members, partners and stakeholders) that will give the team a well-rounded view of how things work at the council, particularly in relation to commercialisation.

Reporting:

The draft report is due from the LGA 3-4 weeks after visit. The council will have the opportunity to review this and request amendments before signing

off the final version. For transparency, the council is strongly encouraged to publish this report.

LGA Follow-up:

The LGA will meet with the council following the peer review to discuss any further support relevant to any areas for consideration. The council will have the opportunity for a follow-up visit to take place between 6-18 months after the review, to consider progress made.

4. RESOURCES AND TIMESCALES

- 4.1 If the review is supported, due to the lead in time and preparatory work, it is recommended that we aim for March/April 2018 for the onsite visit.
- 4.2 The LGA require a lead officer and admin co-ordinator appointed. It is suggested that the allocated manager is Susan Priest with the admin liaison provided by Donna Brace, Leadership Support Team.
- 4.3 Additionally, support will be required from Heads of Service and Cabinet members to prepare the supporting documentation. Other officers and councillors are likely to be engaged during the site visit.

5. RISK MANAGEMENT ISSUES

- 5.1 The risks have been considered and outlined below:

Perceived risk	Seriousness	Likelihood	Preventative action
<p>Reputational Risk</p> <p>A review could highlight areas for improvement that will need managing</p> <p>Not going ahead</p>	<p>Medium</p>	<p>Low</p>	<p>Depending on the outcome of the peer challenge, there could be elements for improvement that will need to be managed. The peer challenge is an iterative process and therefore the council will be kept informed of any potential issues throughout the process and given opportunity to challenge or prepare a response.</p> <p>On the flip side, not going ahead with a peer challenge could also be perceived negatively as it is a</p>

with an LGA Peer Challenge	Medium	Medium	free resource that provides an opportunity to take stock. A national FOI outlining the councils that have not taken the LGA up on the offer has recently been published in the Municipal Journal (MJ).
----------------------------	--------	--------	--

6. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

6.1 Legal Officer's Comments (DK)

There are no legal implications arising directly out of this report.

6.2 Finance Officer's Comments (CS)

The service and provision of the LGA resource and the officers/members conducting the review from other local authorities is fully funded by the Local Government Association, which includes the accommodation and travel of those visiting. The only cost to the council will be to provide suitable refreshments and an office within the Civic Centre as a base for the duration of the site visit, these are marginal costs which are not material to the council's budget position. Utilising the free provision of this service from our LGA subscription would represent good value for the Council in respect of obtaining an external perspective into its capacity to deliver against plans.

6.3 Diversities and Equalities Implications (ST)

There are no diversity or equality implications arising from this report.

7. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Suzy Tigwell, Leadership Support Manager
 Telephone: 01303 853232.
 Email: suzy.tigwell@shepway.gov.uk

Alistair Stewart, Chief Executive
 Telephone: 01303 853203
 Email: Alistair.stewart@shepway.gov.uk

This Report will be made public on 6 December 2017

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report Number **C/17/67**

To: Cabinet
Date: December 2017
Status: Non-Key Decision
Head of service: Suzy Tigwell, Leadership Support Manager
Cabinet Member: Councillor David Monk

SUBJECT: QUARTER 1 PERFORMANCE REPORT 2017/18

SUMMARY:

This report provides an update on the Council's performance for the first quarter of 2017/18, covering 1st April 2017 to 30th June 2017. The report enables the Council to assess progress against the approved performance indicators for each service area.

This report includes the full list of performance indicators and key performance indicators that will be monitored during 2017/18 and reported to CMT and Members quarterly.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below because:

- a) The Council is committed to monitoring performance across all of its service areas to ensure progress and improvement is maintained.
- b) The Council needs to ensure that performance is measured, monitored and the results are used to identify where services are working well and where there are failings and appropriate action needs to be taken.

RECOMMENDATIONS:

1. To receive and note report C/17/67.
2. To note the performance information for quarter 1.

1. BACKGROUND

- 1.1 On the 13th September 2017, Cabinet approved the key performance indicators for 2017/18, which would be reported quarterly to CMT and Members.
- 1.2 Appendix 1 provides an update on the key performance indicators being monitored for the first quarter of 2017/18, covering the period of 1st April 2017 to 30th June 2017. This performance report enables the Council to assess progress against the approved performance indicators.
- 1.3 Where the performance indicator is not being achieved explanations have been sought from the relevant Service Manager's and noted in the report.
- 1.4 Appendix 2 shows all of the performance indicators being monitored for 2017/18; the Key Performance Indicators have been highlighted in yellow.

2. PERFORMANCE – EXCEPTION REPORTING

Community Safety

- A total of 955 volunteer hours were recorded in Quarter 1 to assist with the 18 community litter picks that took place across the district.

Housing Options

- The average number of weeks families are staying in Bed & Breakfast has reduced significantly during this quarter. In April the average was 8.5 weeks however in May and June this was reduced to just 2 weeks.

Waste

- There have been 199 instances of fly tipping reported and dealt with during Quarter 1. The target is to remove the fly tipped waste within 3 days, during Quarter 1 the average was 0.2 days, which is excellent performance.
- The performance figures for the percentage of streets surveyed clear of litter within the district and the percentage of streets surveyed clear of detritus within the district are lower than the target for this quarter. Up until 1st April 2017, inspections in the district were undertaken in accordance with the old statutory National Indicators NI191 and NI192, which required a sample of 300 streets to be inspected over a four month period. Many of the inspections were carried out at the same time and it was felt that this was not a true reflection of the cleanliness within the district. Ad-hoc inspections were also carried out by the team but these were included in the calculation of the indicators.

From 1st April 2017 the recording of the district inspections have been moved from paper to digital. Random inspections are now generated from M3 on a monthly basis and 200 - 300 inspections are being carried out each month. Quarter 1 was a transition period and with more inspections being carried out each month this has identified some problems with cleansing in certain areas, which are being addressed by Veolia. Once the system has been completely transferred to M3 and the issues identified resolved the cleansing standards should improve and reflect in the indicators being reported.

- 2.1 Councillors are asked to raise any queries against the PIs before the meeting to enable a response to be sought from the appropriate officers.

3. RISK MANAGEMENT ISSUES

Perceived risk	Seriousness	Likelihood	Preventative action
The Council's strategic objectives are not met.	High	Medium	Monitor progress against performance indicators and take remedial action for those areas where targets and actions are unlikely to be achieved.

4. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

4.1 Legal Officer's Comments

Legal Officer's comments are not required for this report.

4.2 Finance Officer's Comments

Finance Officer's comments are not required for this report.

4.3 Diversities and Equalities Implications

There are no specific diversity and equality implications arising from this report.

5. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

Suzy Tigwell, Leadership Support Manager
 Tel: 01303 853232
 Email: suzy.tigwell@shepway.gov.uk

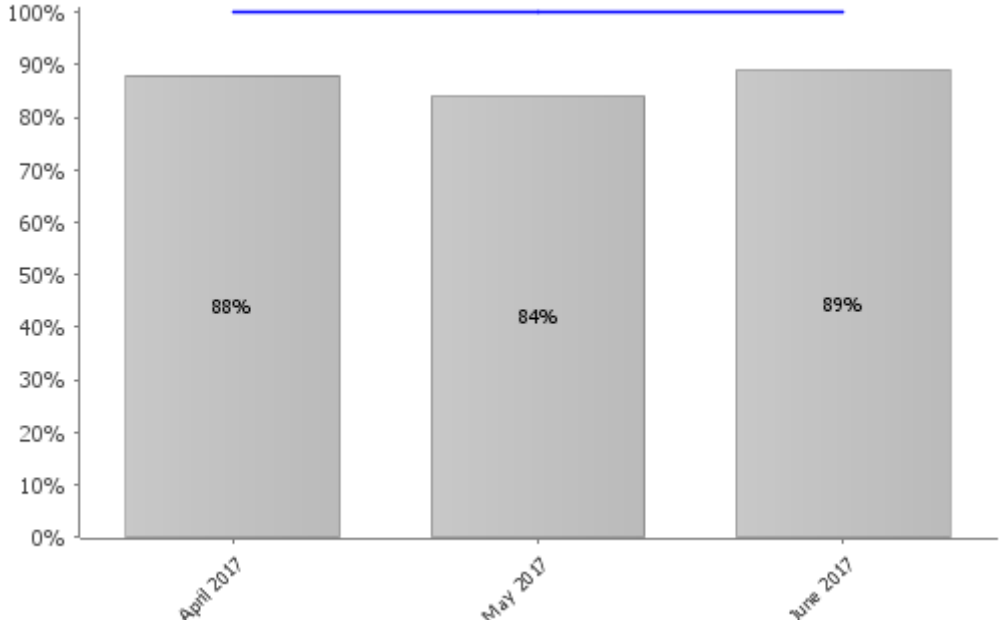
Appendices:

Appendix 1: Quarter 1 Key Performance Indicators Report

Appendix 2 – Performance Indicators 2017/18

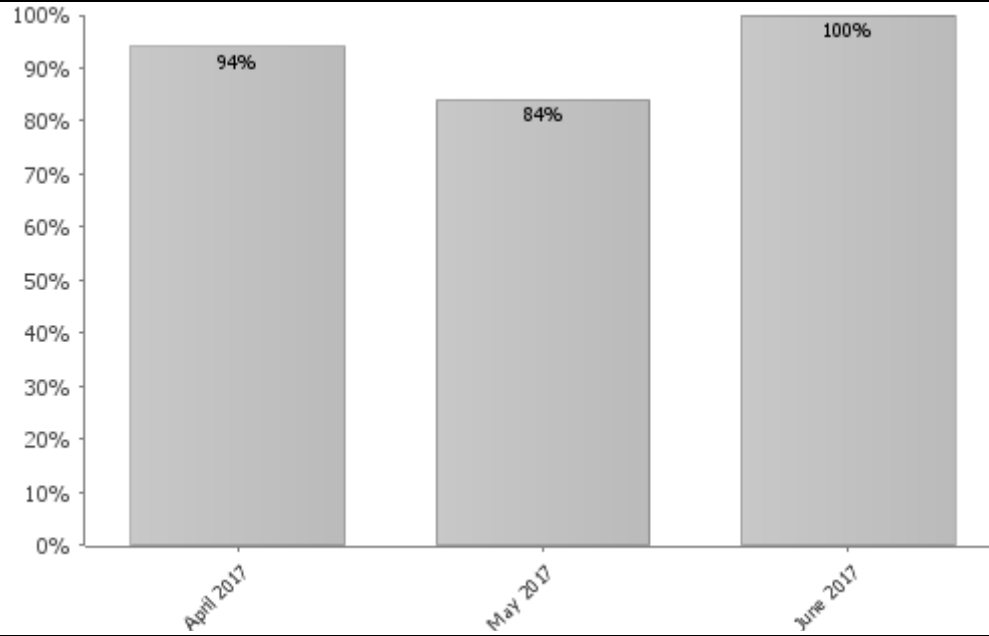
Appendix 1

Quarter 1 Key Performance Indicators

Performance Indicator	Performance	Notes								
Building Control - Number of full plan applications checked within 15 days from receiving a valid application	 <table border="1"> <caption>Building Control Performance Data</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>88%</td> </tr> <tr> <td>May 2017</td> <td>84%</td> </tr> <tr> <td>June 2017</td> <td>89%</td> </tr> </tbody> </table>	Month	Performance (%)	April 2017	88%	May 2017	84%	June 2017	89%	Target is 100% (this target is not statutory but a benchmark set by the Kent Building Control Authorities) Quarter 1 April – 25 checked May – 45 checked June – 37 checked
Month	Performance (%)									
April 2017	88%									
May 2017	84%									
June 2017	89%									

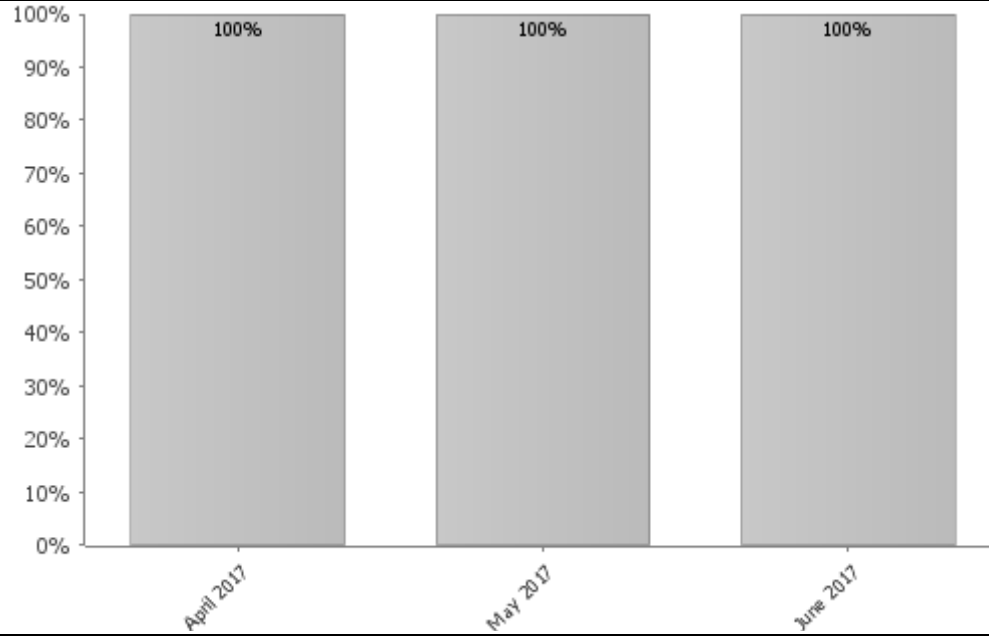
<p>Business Support – Local land charge searches responded to within 10 working days</p>	<p>A bar chart with a vertical axis from 0% to 100% in 10% increments. The horizontal axis lists three months: April 2017, May 2017, and June 2017. Each month has a single grey bar that reaches the 100% mark. The value '100%' is printed inside each bar.</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Response Rate</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>100%</td> </tr> <tr> <td>May 2017</td> <td>100%</td> </tr> <tr> <td>June 2017</td> <td>100%</td> </tr> </tbody> </table>	Month	Response Rate	April 2017	100%	May 2017	100%	June 2017	100%	<p>Quarter 1 April – 237 searches May – 258 searches June – 305 searches</p>
Month	Response Rate									
April 2017	100%									
May 2017	100%									
June 2017	100%									
<p>Business Support – Fixed penalty notice challenges responded to within 20 working days</p>	<p>A bar chart with a vertical axis from 0% to 100% in 10% increments. The horizontal axis lists three months: April 2017, May 2017, and June 2017. April and May have grey bars reaching the 100% mark. June has a grey bar reaching the 74% mark. The values '100%', '100%', and '74%' are printed inside their respective bars.</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Response Rate</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>100%</td> </tr> <tr> <td>May 2017</td> <td>100%</td> </tr> <tr> <td>June 2017</td> <td>74%</td> </tr> </tbody> </table>	Month	Response Rate	April 2017	100%	May 2017	100%	June 2017	74%	<p>Quarter 1 April – 263 May – 319 June - 314</p> <p>June was a busy month as a result of processing all the internal permit renewals for the council. This has had an impact on the capacity to deal with the number of challenges answered within 20 working days. The online process is currently being reviewed to streamline processes to prevent this occurring in future.</p>
Month	Response Rate									
April 2017	100%									
May 2017	100%									
June 2017	74%									

Business Support - Process Temporary Event Notice applications within 1 day



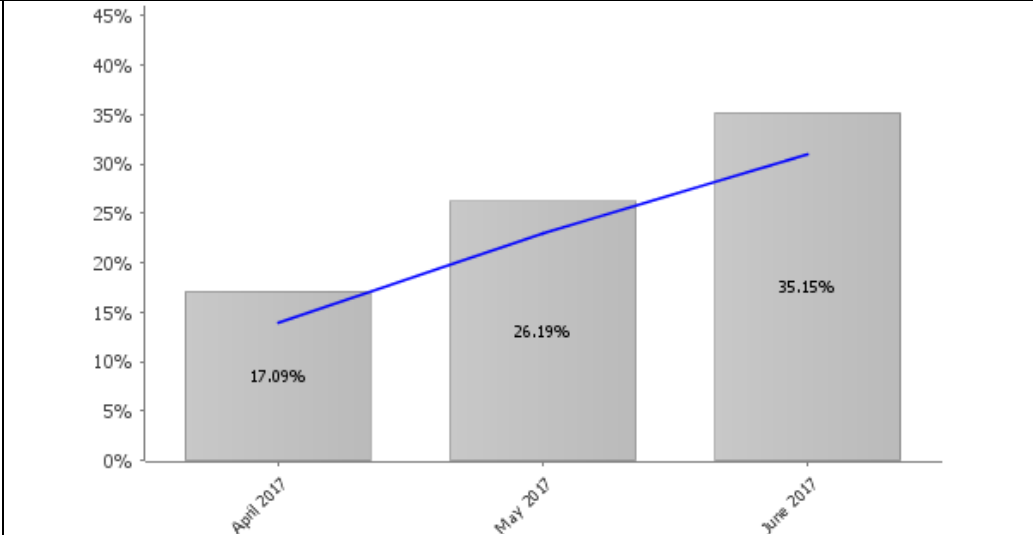
Quarter 1
April – 17 applications
May – 30 applications
June – 39 applications

Business Support - Process new licensing applications and renewals within 30 working days



Quarter 1
April – 52 applications
May – 45 applications
June – 36 applications

Corporate Debt -
Business rates
collection

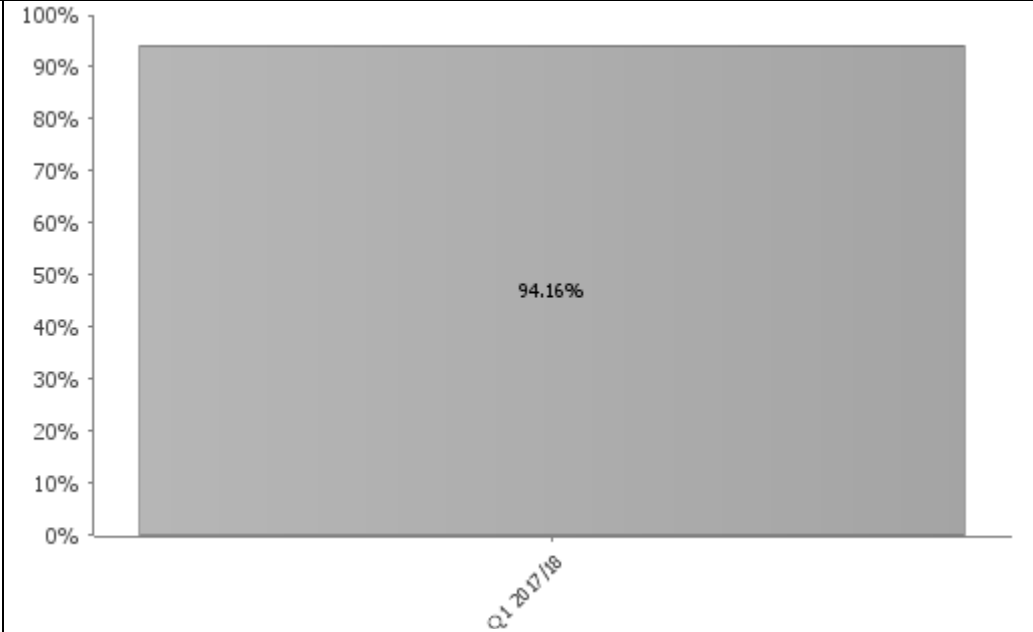


The annual target for Business Rates is a cumulative target of 97.5%.

April target was 14% and 17.09% was collected
 May target was 23% and 26.19% was collected
 June target was 31% and 35.15% was collected.

This is currently exceeding the annual target for business rates.

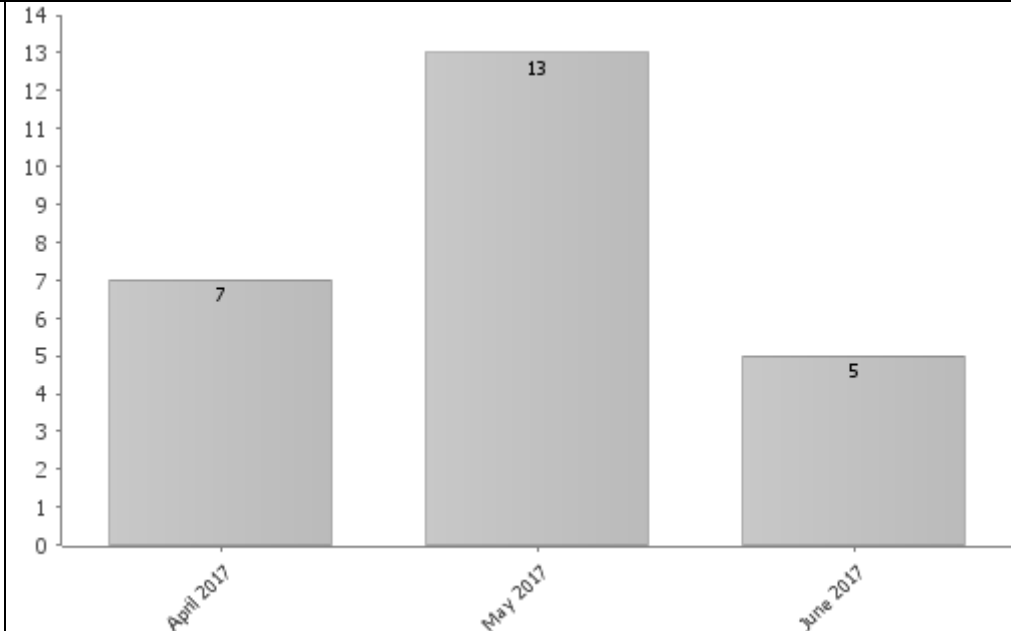
Environmental
Health - % of
premises rated 3 or
above



Premises rated 3 or above are broadly compliant, meaning that they meet the majority of the food safety legislation.

This allows the team resources to concentrate education and information on the poor performers who score 2 or less.

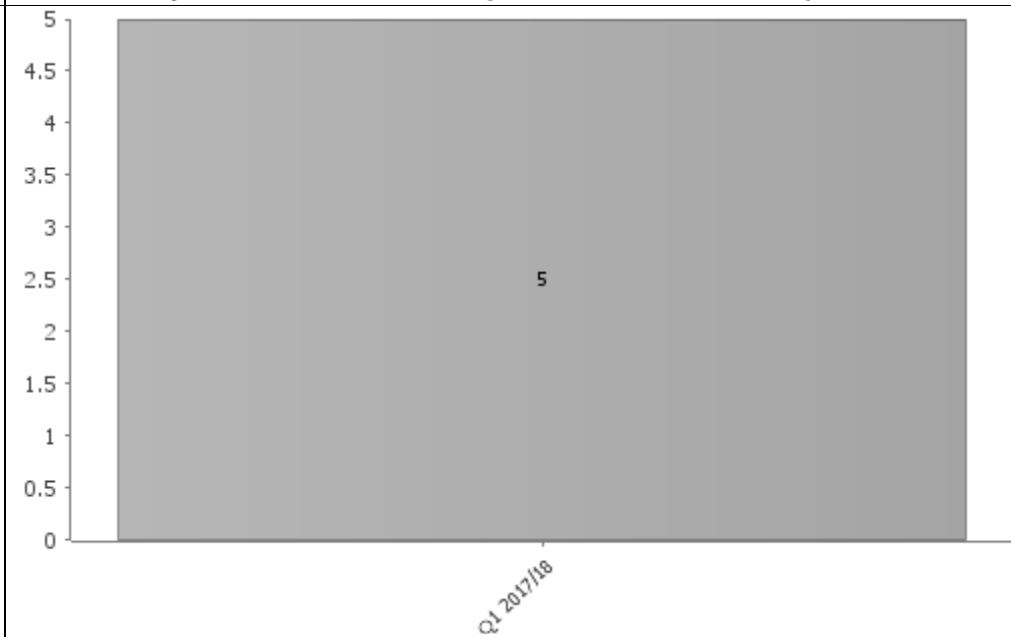
Environmental Health - Number of licensed premises inspected



The Licensing team undertakes a programme of targeted licensed premise inspections during the year based on risk assessments.

25 premises licence inspections have been undertaken to date, the majority of which are undertaken during the evening when premises are in operation.

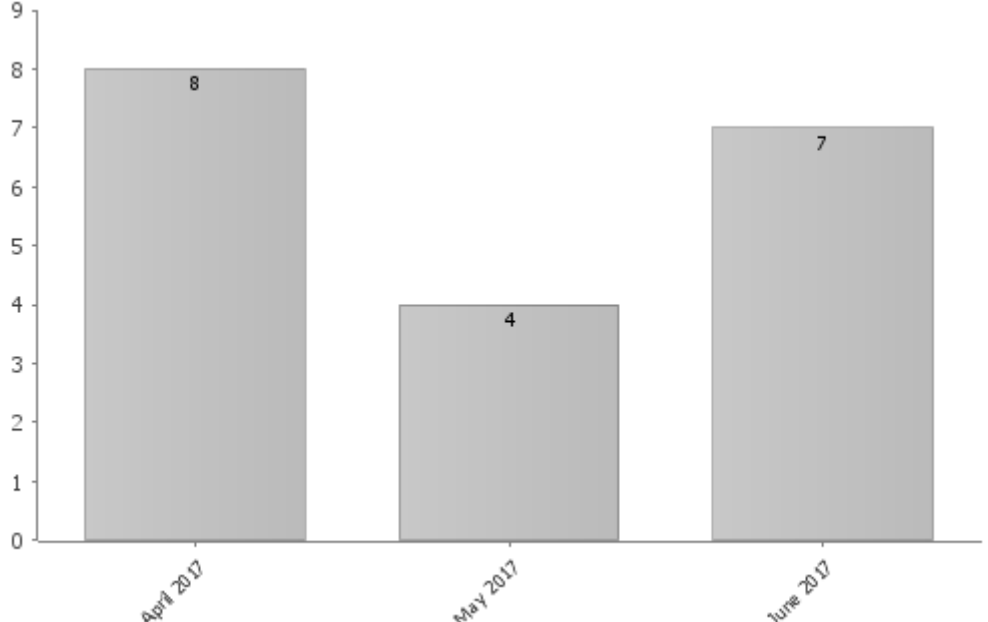
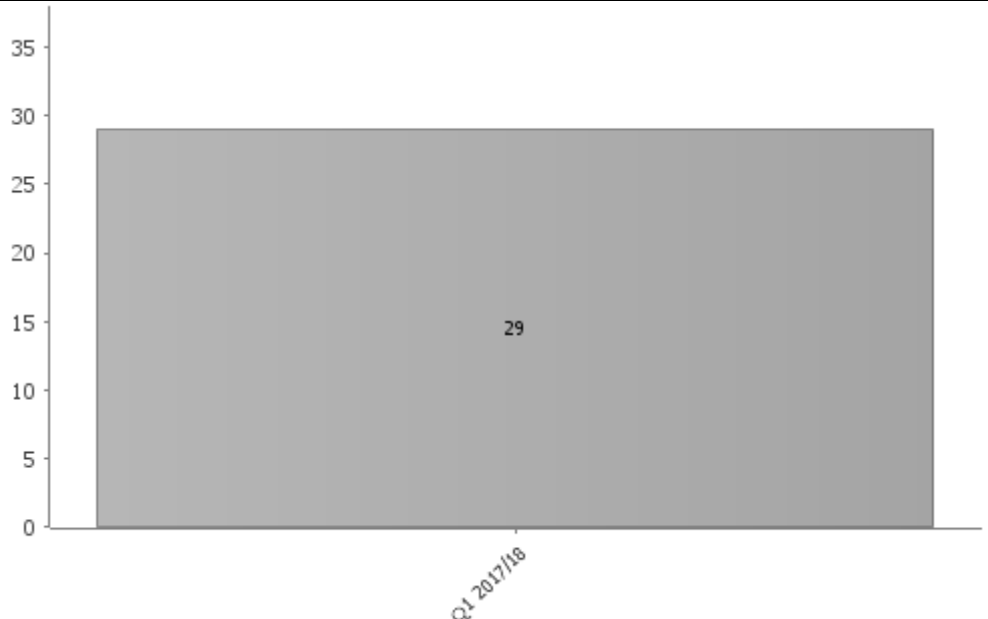
Environmental Health - Number of caravan sites inspected

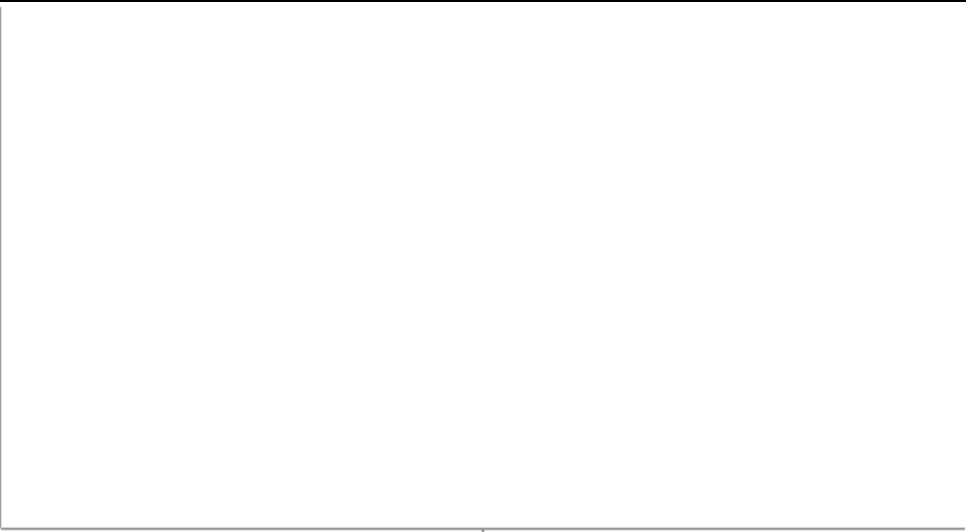


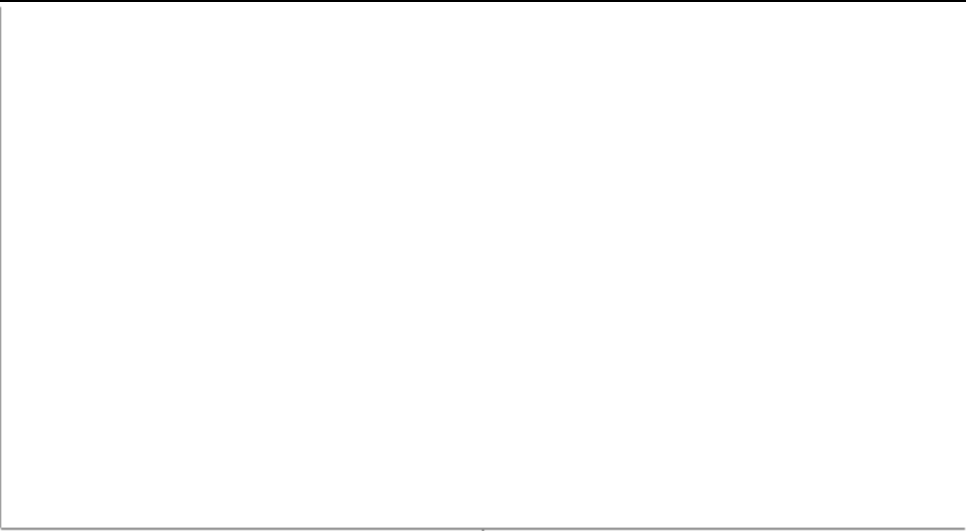
Quarter 1
 April - 3
 May - 2
 June - 0

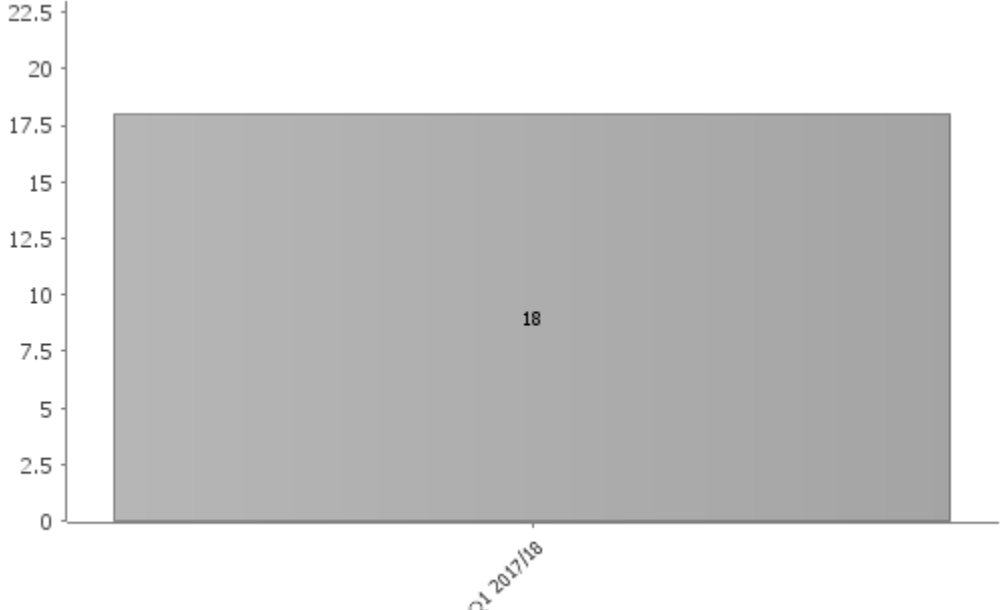

Inspections are undertaken to monitor and ensure site licence conditions are being met. The team has been focusing on holiday caravan sites that should be closed for periods in the winter.


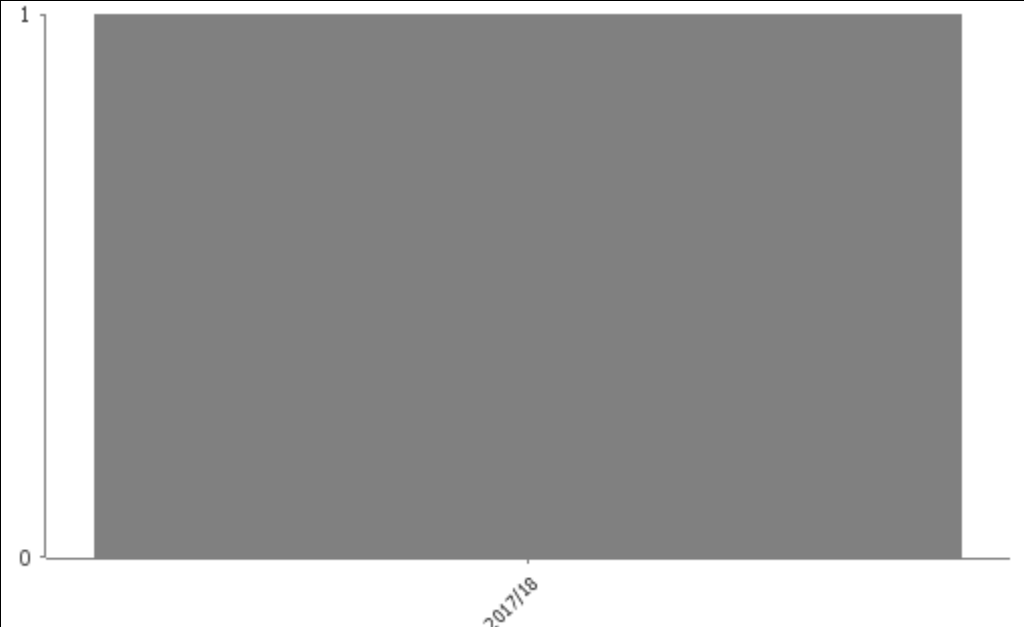
The Licensing Officer (Caravan sites) works in partnership with sites to provide education support and ensure compliance.

<p>Environmental Health – Number of licensing complaints investigated</p>	 <table border="1"> <caption>Number of licensing complaints investigated</caption> <thead> <tr> <th>Month</th> <th>Number of Complaints</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>8</td> </tr> <tr> <td>May 2017</td> <td>4</td> </tr> <tr> <td>June 2017</td> <td>7</td> </tr> </tbody> </table>	Month	Number of Complaints	April 2017	8	May 2017	4	June 2017	7	<p>The team receives a number of complaints regarding licensing issues (including licensed premises, caravan sites, taxi drivers, animal welfare etc.). As these are of a reactive nature, rather than planned, they can have a resource implication on the team. The performance demonstrates the number received, but also clearly shows that every complaint is duly investigated and resolved as appropriate.</p>
Month	Number of Complaints									
April 2017	8									
May 2017	4									
June 2017	7									
<p>Environmental Health - Number of complaints about food premises investigated</p>	 <table border="1"> <caption>Number of complaints about food premises investigated</caption> <thead> <tr> <th>Period</th> <th>Number of Complaints</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>29</td> </tr> </tbody> </table>	Period	Number of Complaints	Q1 2017/18	29	<p>The team ensures all complaints are investigated to ensure health and safety requirements are being adhered to, providing advice, education or enforcement as appropriate.</p>				
Period	Number of Complaints									
Q1 2017/18	29									

<p>Community Safety - CPN notices served</p>		<p>Up to 30 June 2017, the CPN work relates to CPNs served by the Environmental Protection team and is showing under community safety due to the ASB legislative function that was led by the Community Safety team at the time the PIs were introduced.</p> <p>More than 15 separate incidents of unauthorised encampments were reported directly to the Council during Q1 (and 5 reported from private landowners). The overwhelming staffing resource required to support and enforce this, created a lack of staffing resilience to execute CPNs.</p> <p>However, new CPN ticket books and processes were introduced in late June. CPN training was delivered to 24 staff (17 SDC including CSU, Housing, Licensing and Environmental Health as well as 7 Kent Police neighbourhood officers.) Further training to be delivered in September to more officers. This will enable more teams to issue CPNS.</p>
--	---	---

<p>Community Safety - PSPO breaches</p>	 <p>Q1 2017/18</p>	<p>No notices have been issued in Quarter 1, however a number of warnings have been issued.</p> <p>Due to the positive engagement the Council and partners have undertaken with the street homeless, professional beggars and street drinkers, we have ensured people are accessing the right support services. This has reduced issues arising, numbers on the street and hence the low rate of breaches.</p> <p>However, additional training is being undertaken with PSPOs, SDC staff and other partners to ensure opportunities for issuing FPNs and CPNs as necessary, where education/signposting is not effective.</p> <p>Once the new dog PSPO comes into effect (replaces the Dog Control Order) this may also see an increase in PSPO breaches.</p>
---	---	---

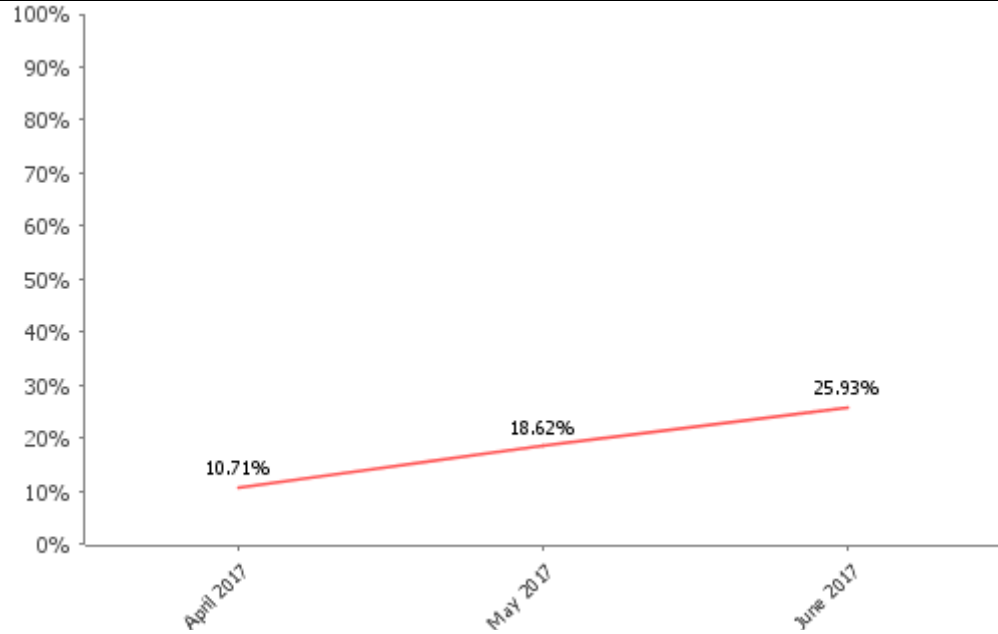
<p>Community Safety - Number of supported community litter picks</p>	 <p>A bar chart with a vertical axis ranging from 0 to 22.5 in increments of 2.5. A single grey bar represents the data for Q1 2017/18, with the value '18' printed inside the bar. The x-axis is labeled 'Q1 2017/18'.</p>	<p>Community litter picks have been carried out all over the district, some examples this quarter are:- 01.04.17 – 48 residents participated in collecting approx. 90 bags of litter at Twiss Road, Hythe. 23.04.17 – 18 volunteers participated in collecting 40 bags of litter and some larger items in Brenzett. 13.05.17 – 16 volunteers participated in collecting 60 bags of litter from around Lyminge. 11.06.17 – 48 volunteers from the Nepali community collected over 100 bags of litter in the Cheriton Ward. 24.06.17 – 8 volunteers took park in cleaning up and painting in the Harbour Ward.</p>
<p>Community Safety - Number of community volunteer hours</p>	 <p>A bar chart with a vertical axis ranging from 0 to 820 in increments of 82. A single dark grey bar represents the data for 2017/18, with the value '820' printed inside the bar. The x-axis is labeled '2017/18'.</p>	<p>820 volunteer hours were recorded in Quarter 1 for people assisting in the supported community litter picks.</p>

<p>Community Safety - Number of corporate social responsibility business volunteer hours</p>	 <p>A bar chart with a vertical y-axis labeled from 0 to 126 in increments of 14. A single dark grey bar represents the data for 2017/18, reaching a value of 135. The x-axis is labeled '2017/18'.</p> <table border="1"><thead><tr><th>Year</th><th>Hours</th></tr></thead><tbody><tr><td>2017/18</td><td>135</td></tr></tbody></table>	Year	Hours	2017/18	135	<p>In addition to the 820 volunteer hours, 135 business volunteer hours were undertaken in Quarter 1.</p>
Year	Hours					
2017/18	135					
<p>Community Safety - CPNWs issued for ASB related issues</p>	 <p>A bar chart with a vertical y-axis labeled from 0 to 1. A single dark grey bar represents the data for 2017/18, reaching a value of 1. The x-axis is labeled '2017/18'.</p> <table border="1"><thead><tr><th>Year</th><th>CPNWs</th></tr></thead><tbody><tr><td>2017/18</td><td>1</td></tr></tbody></table>	Year	CPNWs	2017/18	1	<p>Only 1 warning has been issued during quarter 1, this was for a neighbour nuisance complaint.</p>
Year	CPNWs					
2017/18	1					

<p>Customer Services - Calls served (versus number of calls received)</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Percentage of Calls Served</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>79.52%</td> </tr> <tr> <td>May 2017</td> <td>78.86%</td> </tr> <tr> <td>June 2017</td> <td>81.68%</td> </tr> </tbody> </table>	Month	Percentage of Calls Served	April 2017	79.52%	May 2017	78.86%	June 2017	81.68%	<p>April – 11,143 calls were received and of these 8,861 were served</p> <p>May – 11,732 calls were received and of these 9,252 were served</p> <p>June – 10,737 calls were received and of these 8,770 were served</p>
Month	Percentage of Calls Served									
April 2017	79.52%									
May 2017	78.86%									
June 2017	81.68%									
<p>Customer Services - Average wait time for calls (at peak times)</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Average Wait Time</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>0h 03m 27s</td> </tr> <tr> <td>May 2017</td> <td>0h 03m 49s</td> </tr> <tr> <td>June 2017</td> <td>0h 03m 34s</td> </tr> </tbody> </table> <p>— Target (Months)</p>	Month	Average Wait Time	April 2017	0h 03m 27s	May 2017	0h 03m 49s	June 2017	0h 03m 34s	<p>Due to the volume of calls received in Quarter 1 and resource issues the target of 3 minutes was not achieved.</p>
Month	Average Wait Time									
April 2017	0h 03m 27s									
May 2017	0h 03m 49s									
June 2017	0h 03m 34s									

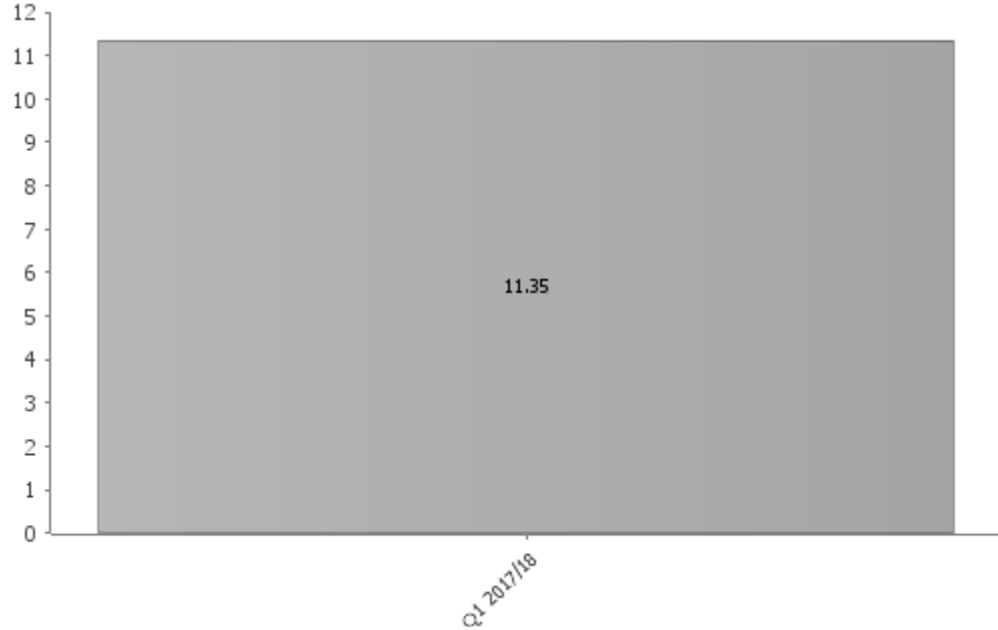
<p>Customer Services - Customers seen within 10 minutes of an appointment</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>90%</td> </tr> <tr> <td>May 2017</td> <td>99%</td> </tr> <tr> <td>June 2017</td> <td>100%</td> </tr> </tbody> </table>	Month	Percentage	April 2017	90%	May 2017	99%	June 2017	100%	<p>April – 80 appointments, all customers were seen within 20 minutes</p> <p>May – 122 appointments, all customers were seen within 20 minutes</p> <p>June – 40 appointments</p>
Month	Percentage									
April 2017	90%									
May 2017	99%									
June 2017	100%									
<p>Revenues - Council Tax Collection</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>11.05%</td> </tr> <tr> <td>May 2017</td> <td>20.54%</td> </tr> <tr> <td>June 2017</td> <td>29.75%</td> </tr> </tbody> </table>	Month	Percentage	April 2017	11.05%	May 2017	20.54%	June 2017	29.75%	<p>April target was 12% and 11.05% was collected</p> <p>May target was 21.5% and 20.54% was collected</p> <p>June target was 31% and 29.75% was collected</p>
Month	Percentage									
April 2017	11.05%									
May 2017	20.54%									
June 2017	29.75%									

Revenues - Council tax reduction collection rate



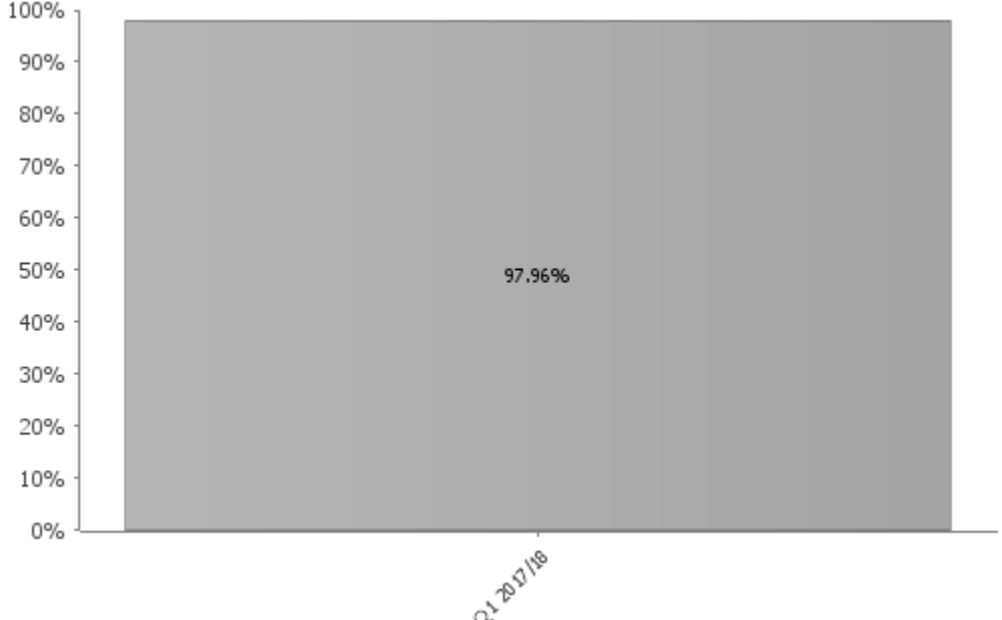
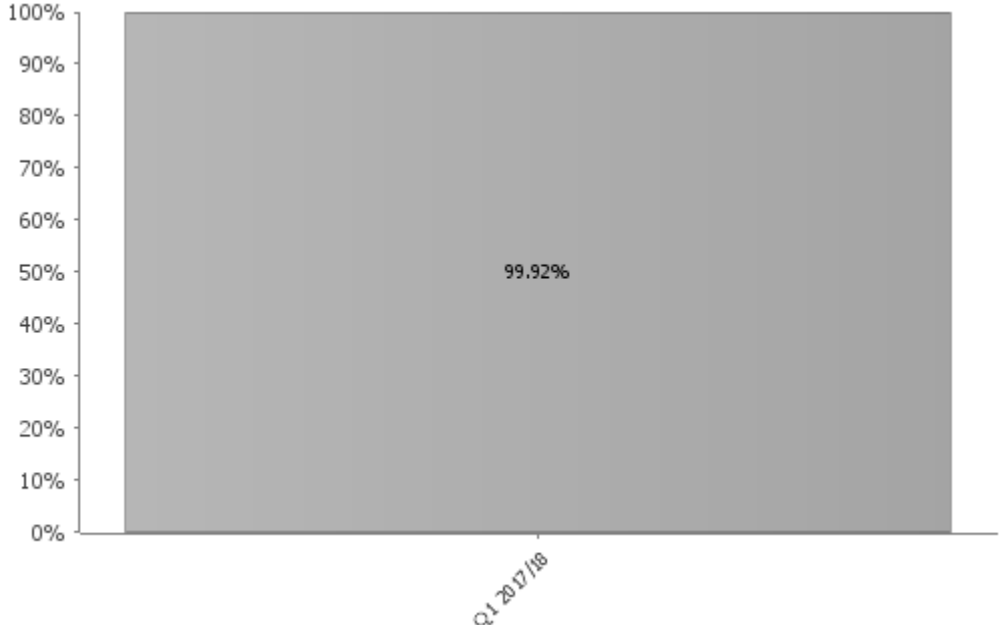
The annual target is 85% collection rate

Commercial Unit (EKH) - Average number of days taken to re-let council dwellings exc major works

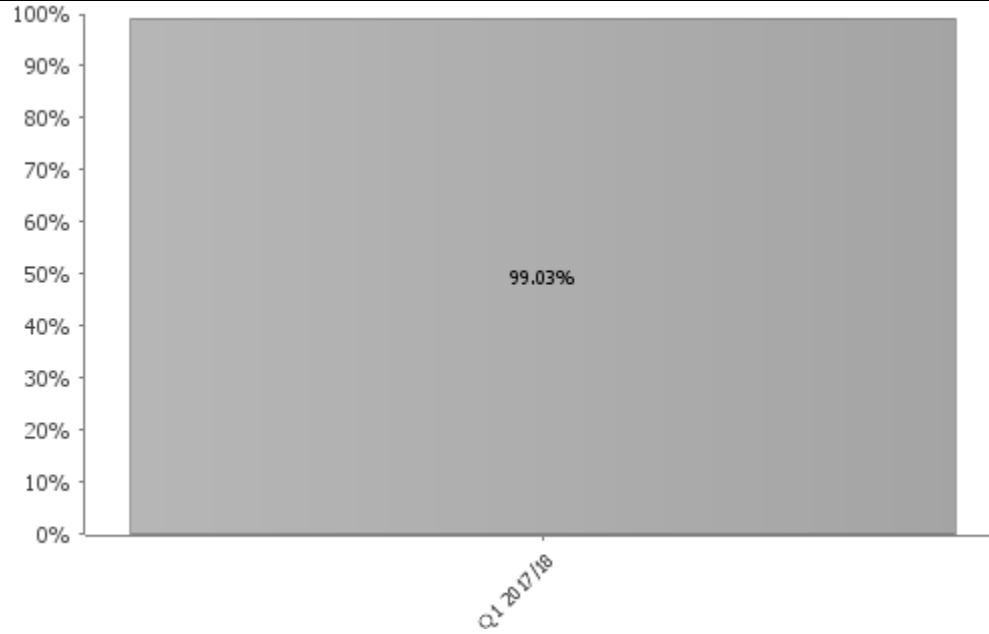


Target is less than 19 days

The actual for Quarter 1 in 2016 was 15.2 days.

<p>Commercial Unit (EKH) - % of emergency repairs completed on time</p>	 <p>A bar chart with a vertical axis from 0% to 100% in 10% increments. A single grey bar represents the data for Q1 2017/18, reaching a value of 97.96%.</p> <table border="1"><thead><tr><th>Period</th><th>Completion Rate</th></tr></thead><tbody><tr><td>Q1 2017/18</td><td>97.96%</td></tr></tbody></table>	Period	Completion Rate	Q1 2017/18	97.96%	<p>Target is 98%</p> <p>The actual for Quarter 1 in 2016 was 98.57%</p>
Period	Completion Rate					
Q1 2017/18	97.96%					
<p>Commercial Unit (EKH) - % of routine repairs completed on time</p>	 <p>A bar chart with a vertical axis from 0% to 100% in 10% increments. A single grey bar represents the data for Q1 2017/18, reaching a value of 99.92%.</p> <table border="1"><thead><tr><th>Period</th><th>Completion Rate</th></tr></thead><tbody><tr><td>Q1 2017/18</td><td>99.92%</td></tr></tbody></table>	Period	Completion Rate	Q1 2017/18	99.92%	<p>Target is 98%</p> <p>The actual for Quarter 1 in 2016 was 98.55%</p>
Period	Completion Rate					
Q1 2017/18	99.92%					

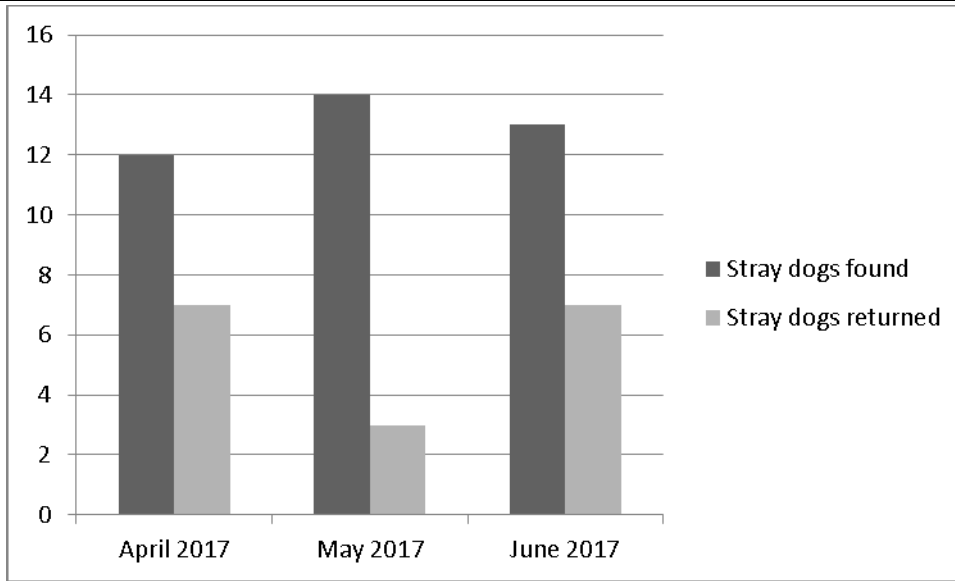
Commercial Unit - % of invoices paid within the agreed timescales



Department	On Time
Charities	100%
Communications	91.67%
Communities	100%
Commercial & Technical Services	99.19%
Democratic Services & Law	100%
Director – Strategic Operations	100%
Director – Strategic Development	100%
Economic Development	100%
East Kent Housing	99.12%
Finance	98.55%
Human Resources	100%
Leadership Support	100%
Planning	85.71%
Strategic Development Projects	100%

<p>Environmental Health (Pollution) - Number of enforcement notices served</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Number of enforcement notices served</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>20</td> </tr> <tr> <td>May 2017</td> <td>10</td> </tr> <tr> <td>June 2017</td> <td>9</td> </tr> </tbody> </table>	Month	Number of enforcement notices served	April 2017	20	May 2017	10	June 2017	9	<p>Enforcement Notices have been served for a number of offences including noise abatement, fly tipping and waste offences. On some occasions warning letters and visits are enough for people to comply with action that is needed instead of a notice being issued.</p> <p>In comparison during 2016 the following notices were issued:- April – 1 May – 12 June – 3</p>
Month	Number of enforcement notices served									
April 2017	20									
May 2017	10									
June 2017	9									
<p>Environmental Health (Pollution) - Compliant air quality monitoring sites</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Number of compliant air quality monitoring sites</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>13</td> </tr> <tr> <td>May 2017</td> <td>13</td> </tr> <tr> <td>June 2017</td> <td>13</td> </tr> </tbody> </table>	Month	Number of compliant air quality monitoring sites	April 2017	13	May 2017	13	June 2017	13	<p>There are 13 air quality monitoring sites in the district.</p>
Month	Number of compliant air quality monitoring sites									
April 2017	13									
May 2017	13									
June 2017	13									

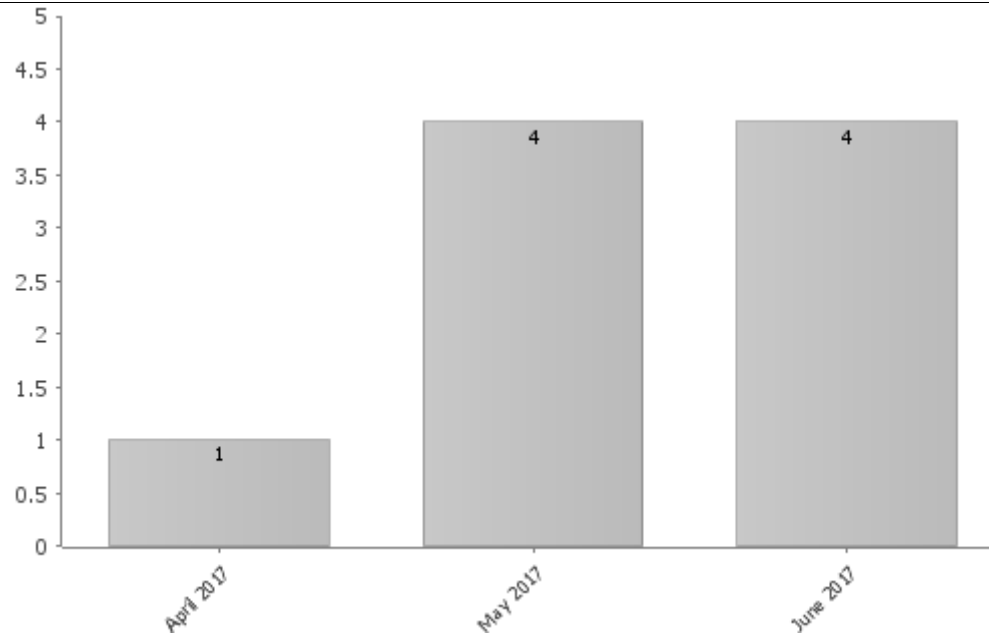
Environmental Health (Dog Control) - Stray dogs found/returned



April – 12 found, 7 returned
 May – 14 found, 3 returned
 June – 13 found, 7 returned

The returned figure is direct returns by SDC.

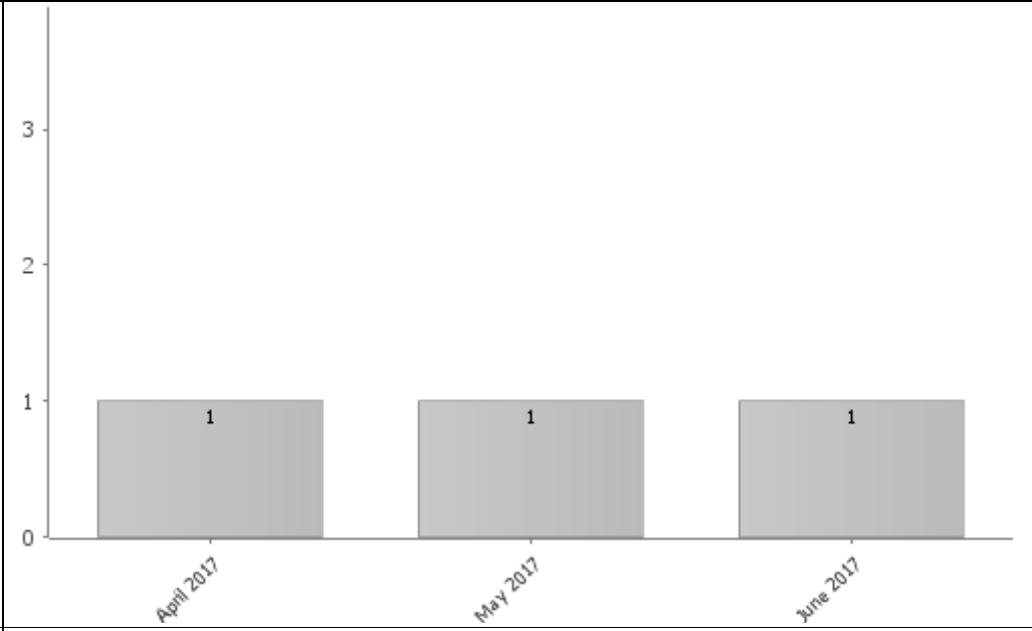
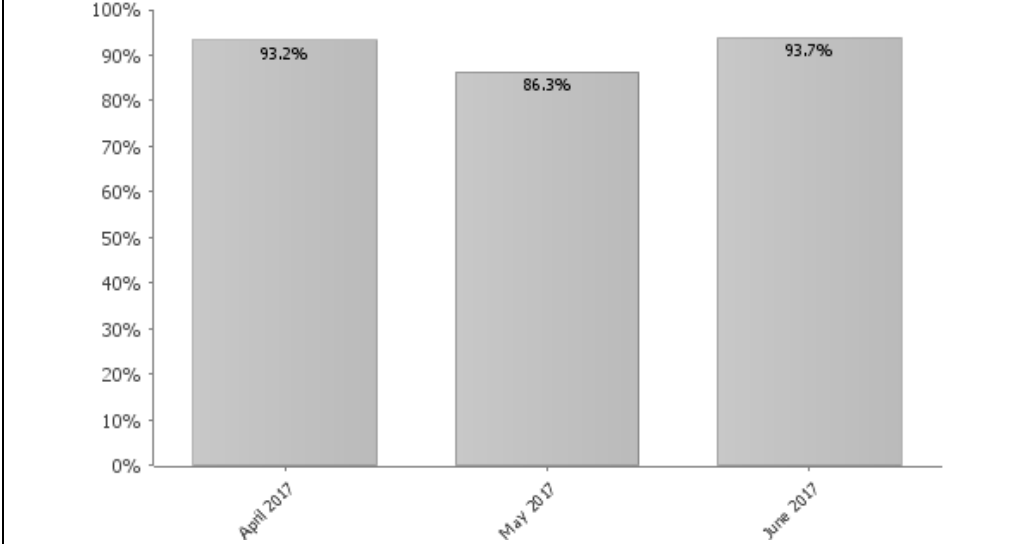
Environmental Health (Enforcement) - fixed penalty notices issued



FPN output has fallen in Quarter 1 due to officer resources being allocated to dealing with unauthorised encampments.

More than 15 separate incidents of unauthorised encampments were reported directly to the Council during quarter 1 (and 5 reported from private landowners). The overwhelming staffing resource required to support and enforce this, created a lack of staffing resilience to execute FPNs.

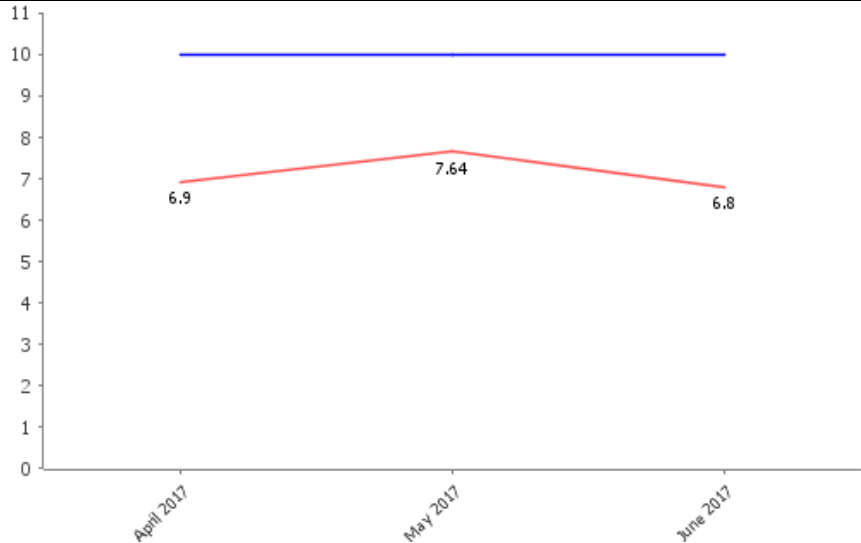
<p>Environmental Health (Enforcement) - number of hours spent on environmental crime patrol</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Hours</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>157</td> </tr> <tr> <td>May 2017</td> <td>117</td> </tr> <tr> <td>June 2017</td> <td>114</td> </tr> </tbody> </table>	Month	Hours	April 2017	157	May 2017	117	June 2017	114	<p>The team continues to work smarter and more effectively to ensure our patrol hours are proactively targeting key areas of the district and to ensure opportunities for Enforcement Notices are being maximised.</p> <p>However, more than 15 separate incidents of unauthorised encampments were reported directly to the Council during quarter 1 (5 reported from private landowners). The overwhelming staffing resource required to support and enforce this, created a lack of staffing resilience to undertake patrols.</p>
Month	Hours									
April 2017	157									
May 2017	117									
June 2017	114									
<p>Environmental Health (Enforcement) - % of successful legal prosecutions against number of prosecution files passed to Legal</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>% of successful legal prosecutions</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>0%</td> </tr> <tr> <td>May 2017</td> <td>100%</td> </tr> <tr> <td>June 2017</td> <td>0%</td> </tr> </tbody> </table>	Month	% of successful legal prosecutions	April 2017	0%	May 2017	100%	June 2017	0%	<p>In April and June, there were no prosecutions, however in May there were 5 and the Council was successful with them all.</p>
Month	% of successful legal prosecutions									
April 2017	0%									
May 2017	100%									
June 2017	0%									

<p>Environmental Health (Enforcement) - Number of warning letters issued</p>	 <table border="1"> <thead> <tr> <th>Month</th> <th>Number of warning letters issued</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>1</td> </tr> <tr> <td>May 2017</td> <td>1</td> </tr> <tr> <td>June 2017</td> <td>1</td> </tr> </tbody> </table>	Month	Number of warning letters issued	April 2017	1	May 2017	1	June 2017	1	
Month	Number of warning letters issued									
April 2017	1									
May 2017	1									
June 2017	1									
<p>Complaints & FOI - Standard FOI requests will be satisfactorily replied to within stat timeframe of 20 working days</p>	 <table border="1"> <thead> <tr> <th>Month</th> <th>Percentage of requests satisfactorily replied to</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>93.2%</td> </tr> <tr> <td>May 2017</td> <td>86.3%</td> </tr> <tr> <td>June 2017</td> <td>93.7%</td> </tr> </tbody> </table>	Month	Percentage of requests satisfactorily replied to	April 2017	93.2%	May 2017	86.3%	June 2017	93.7%	<p>Quarter 1 April – 88 received, 6 requests answered outside of the time limit May - 95 received, 13 requests answered outside of the time limit June – 111 received, 7 requests answered outside of the time limit</p>
Month	Percentage of requests satisfactorily replied to									
April 2017	93.2%									
May 2017	86.3%									
June 2017	93.7%									

<p>Complaints & FOI - All subject access requests will be satisfactorily replied to within the stat timeframe of 40 days</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Response Rate</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>50%</td> </tr> <tr> <td>May 2017</td> <td>100%</td> </tr> <tr> <td>June 2017</td> <td>100%</td> </tr> </tbody> </table>	Month	Response Rate	April 2017	50%	May 2017	100%	June 2017	100%	<p>Quarter 1 April – 2 requests received, 1 answered out of the timeframe May – no requests were received June – 2 requests were received, both were answered in time.</p>
Month	Response Rate									
April 2017	50%									
May 2017	100%									
June 2017	100%									
<p>Complaints & FOI - All complaints will be acknowledged within 5 days</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Acknowledgment Rate</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>100%</td> </tr> <tr> <td>May 2017</td> <td>100%</td> </tr> <tr> <td>June 2017</td> <td>100%</td> </tr> </tbody> </table>	Month	Acknowledgment Rate	April 2017	100%	May 2017	100%	June 2017	100%	<p>Quarter 1 April – 24 complaints received May – 44 complaints received June – 34 complaints received</p>
Month	Acknowledgment Rate									
April 2017	100%									
May 2017	100%									
June 2017	100%									

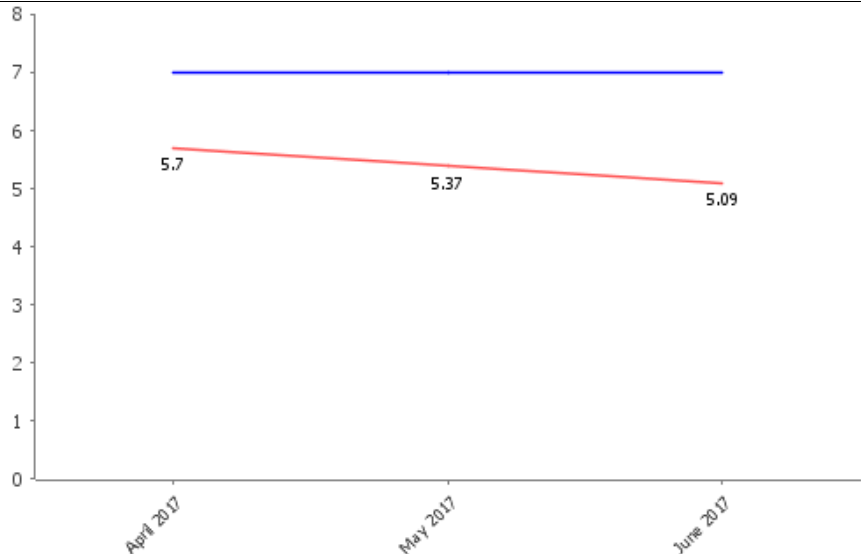
<p>Benefits - Average number of days taken to process new claims for Housing Benefit</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Average number of days</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>41.52</td> </tr> <tr> <td>May 2017</td> <td>32.57</td> </tr> <tr> <td>June 2017</td> <td>29.29</td> </tr> </tbody> </table>	Month	Average number of days	April 2017	41.52	May 2017	32.57	June 2017	29.29	<p>Target – to process within 18 days.</p> <p>Outstanding workloads are being cleared and therefore the number of days has reduced since April. However customers are not providing information in a timely manner and this is having an effect on the processing time.</p>
Month	Average number of days									
April 2017	41.52									
May 2017	32.57									
June 2017	29.29									
<p>Benefits - Average number of days to process new claims for Housing Benefit from the date the complete evidence is received.</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Average number of days</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>12.62</td> </tr> <tr> <td>May 2017</td> <td>9.85</td> </tr> <tr> <td>June 2017</td> <td>5.77</td> </tr> </tbody> </table>	Month	Average number of days	April 2017	12.62	May 2017	9.85	June 2017	5.77	<p>Target - to process within 10 days.</p>
Month	Average number of days									
April 2017	12.62									
May 2017	9.85									
June 2017	5.77									

Benefits - Average number of days taken to process change of circumstances for Housing Benefit



Target – to process within 10 days

Benefits - Average number of days to process change of circumstances for Housing Benefit from the date complete evidence is received.

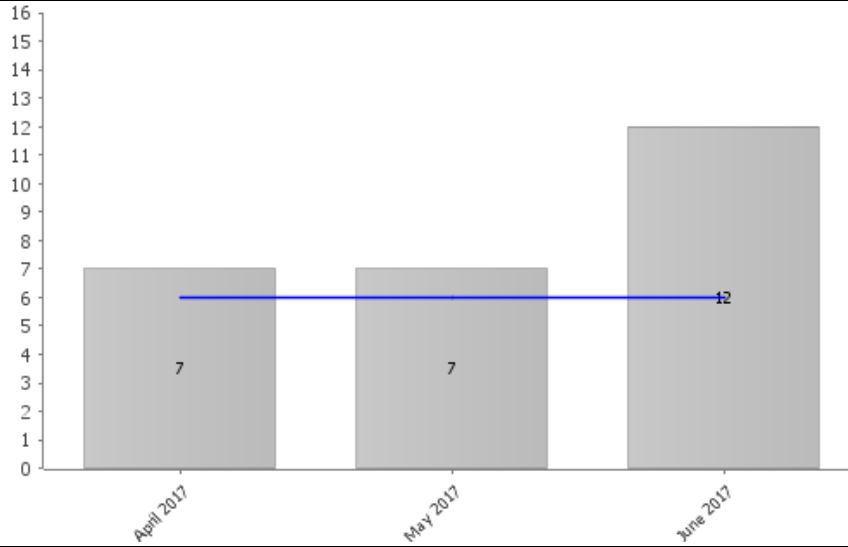


Target – to process within 7 days.

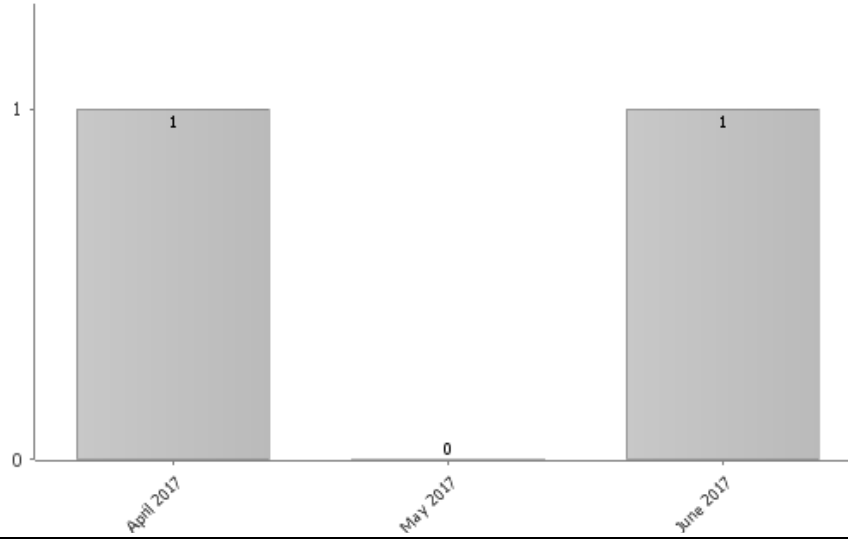
<p>Benefits - Average number of days taken to process new claims for Council Tax Reduction</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Average number of days</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>37.9</td> </tr> <tr> <td>May 2017</td> <td>31.55</td> </tr> <tr> <td>June 2017</td> <td>24.36</td> </tr> </tbody> </table>	Month	Average number of days	April 2017	37.9	May 2017	31.55	June 2017	24.36	<p>Target – to process within 18 days</p> <p>Outstanding workloads are being cleared and therefore the number of days has reduced since April. However customers are not providing information in a timely manner and this is having an effect on the processing time.</p>
Month	Average number of days									
April 2017	37.9									
May 2017	31.55									
June 2017	24.36									
<p>Benefits - Average number of days taken to process change of circumstances for Council Tax Reduction</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Average number of days</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>17.6</td> </tr> <tr> <td>May 2017</td> <td>13.62</td> </tr> <tr> <td>June 2017</td> <td>10.34</td> </tr> </tbody> </table>	Month	Average number of days	April 2017	17.6	May 2017	13.62	June 2017	10.34	<p>Target – to process within 10 days</p> <p>A combination of the delay from customers providing required information which adds days to the figures (as identified in HB performance), clearing older outstanding work that had built up over year end, new working practices and fewer staff than required according to the organisational structure has resulted in the target still not being met. However the number of days is reducing due to employing additional temporary staff to assist in clearing older work.</p>
Month	Average number of days									
April 2017	17.6									
May 2017	13.62									
June 2017	10.34									

<p>Housing Options - Number of homeless decisions made</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Number of decisions made</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>27</td> </tr> <tr> <td>May 2017</td> <td>14</td> </tr> <tr> <td>June 2017</td> <td>28</td> </tr> </tbody> </table>	Month	Number of decisions made	April 2017	27	May 2017	14	June 2017	28	<p>Decisions dropped in May due to lack of resilience because of staff absence/sickness.</p> <p>Making quicker decisions ensures we can either end our duty to accommodate in temporary accommodation or ensure that households who are accepted are assisted into the necessary accommodation or support.</p>
Month	Number of decisions made									
April 2017	27									
May 2017	14									
June 2017	28									
<p>Housing Options - Number of households in temporary accommodation</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Number of households in temporary accommodation</th> </tr> </thead> <tbody> <tr> <td>April 2017</td> <td>69</td> </tr> <tr> <td>May 2017</td> <td>82</td> </tr> <tr> <td>June 2017</td> <td>96</td> </tr> </tbody> </table>	Month	Number of households in temporary accommodation	April 2017	69	May 2017	82	June 2017	96	<p>Homelessness approaches have significantly increased over the past 6 months due to the impact of welfare reform and will continue to increase, particularly with the Homelessness Reduction Act. Whilst we investigate cases, we are bound to provide temporary accommodation placements.</p>
Month	Number of households in temporary accommodation									
April 2017	69									
May 2017	82									
June 2017	96									

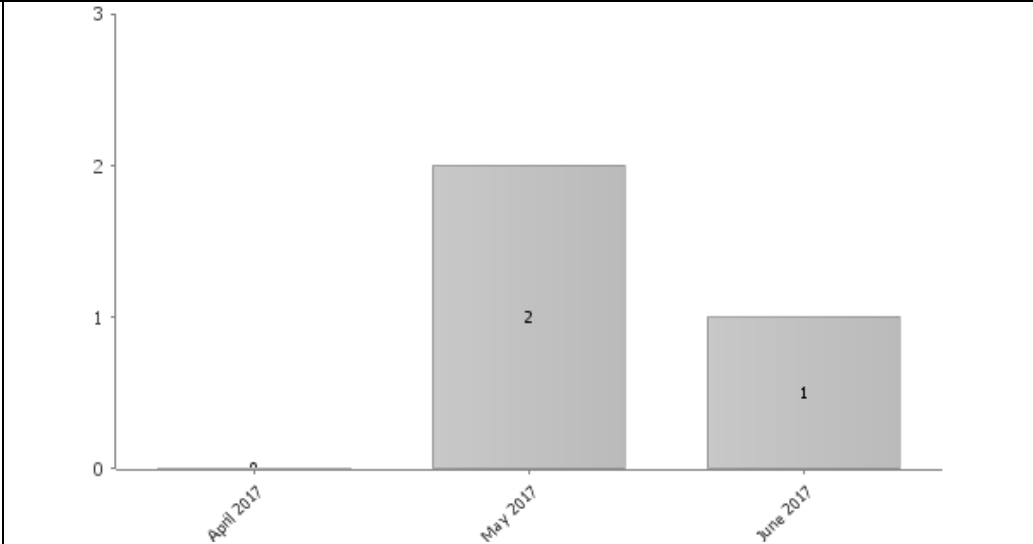
Housing Options -
Number of families
in temporary (B & B)
accommodation



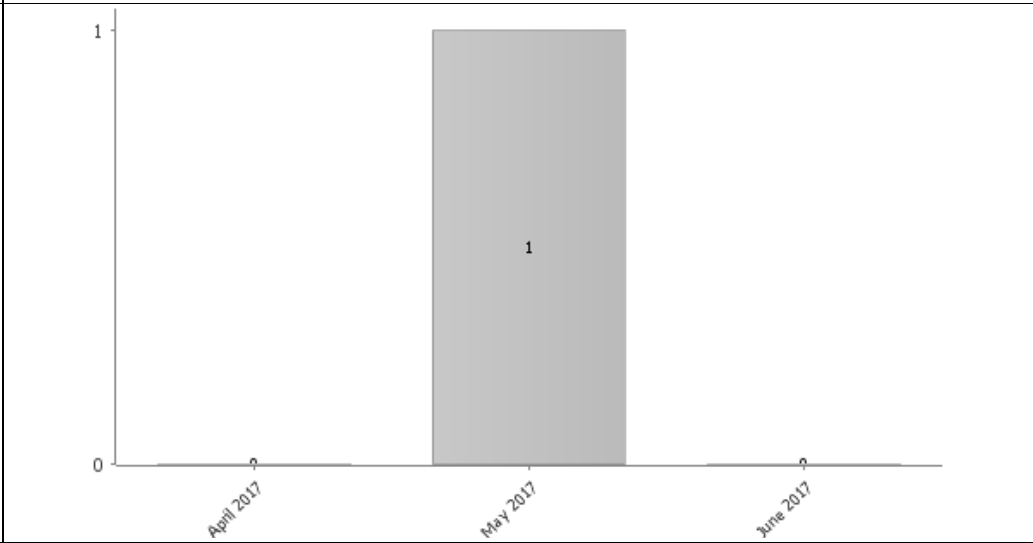
Housing Options -
Number of families
in temporary (B & B)
accommodation
over 6 weeks



Housing Options -
Number of 16/17
year olds in
temporary (B & B)
accommodation

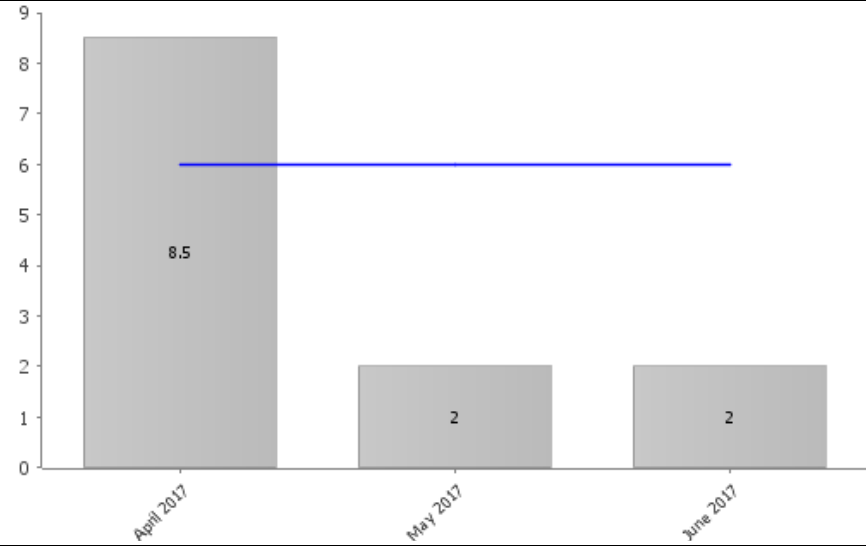


Housing Options -
Number of 16/17
year olds in
temporary
accommodation (B
& B) over 6 weeks



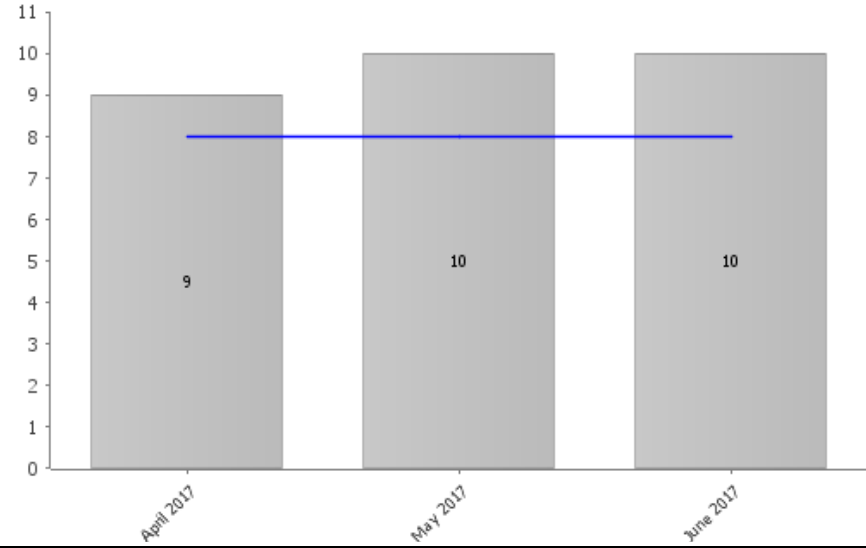
Cases are referred to Social Services,
where the homeless person is under 18
years old.

Housing Options - Average number of weeks families are staying in Bed & Breakfast



Target – 6 weeks or less

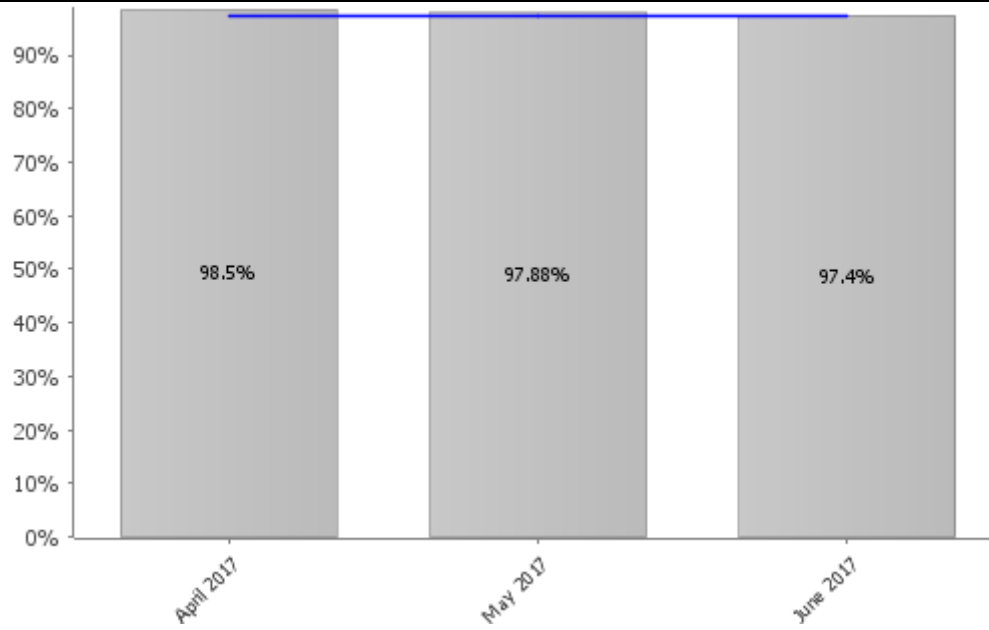
Housing Options - Average number of weeks single persons are staying in Bed & Breakfast



Target – 8 weeks or less

The Council is struggling to find suitable and affordable 'move on' accommodation.

Lifeline - Number of calls answered within 60 seconds



The new Thanet Out of Hour's contract went live at the end of May. June was the first month the operators were answering calls for this area. The procedures for Thanet are not engrained with the operators at the moment so time is spent checking the manual which elongates calling times and call wait times.

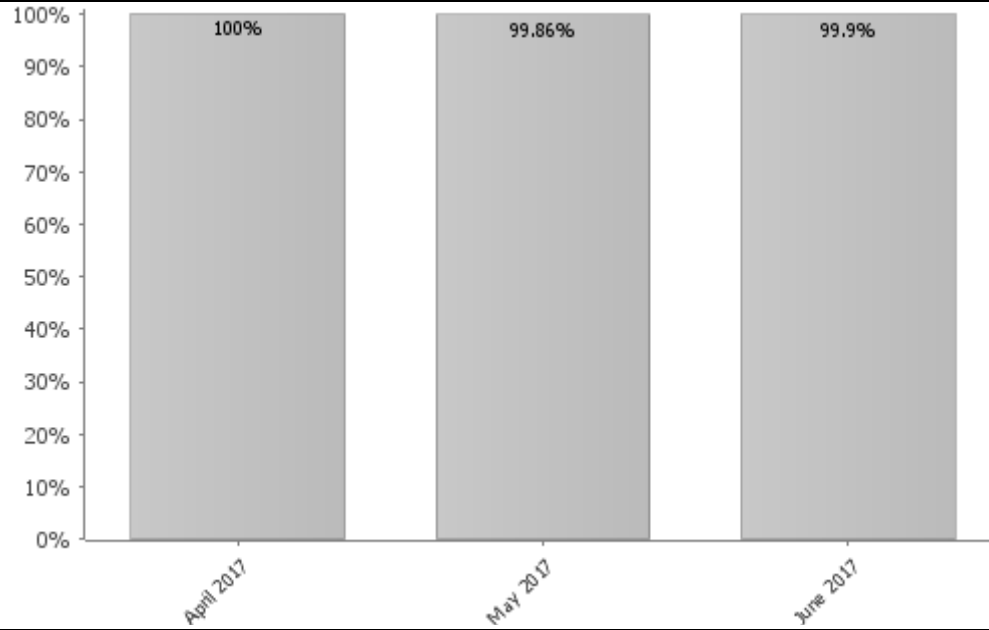
Number of calls:-

- April – 5,903
- May – 6,110
- June – 5,848

The figures for the same period in 2016 are

- April – 6105 calls
- May – 6011 calls
- June – 5900 calls

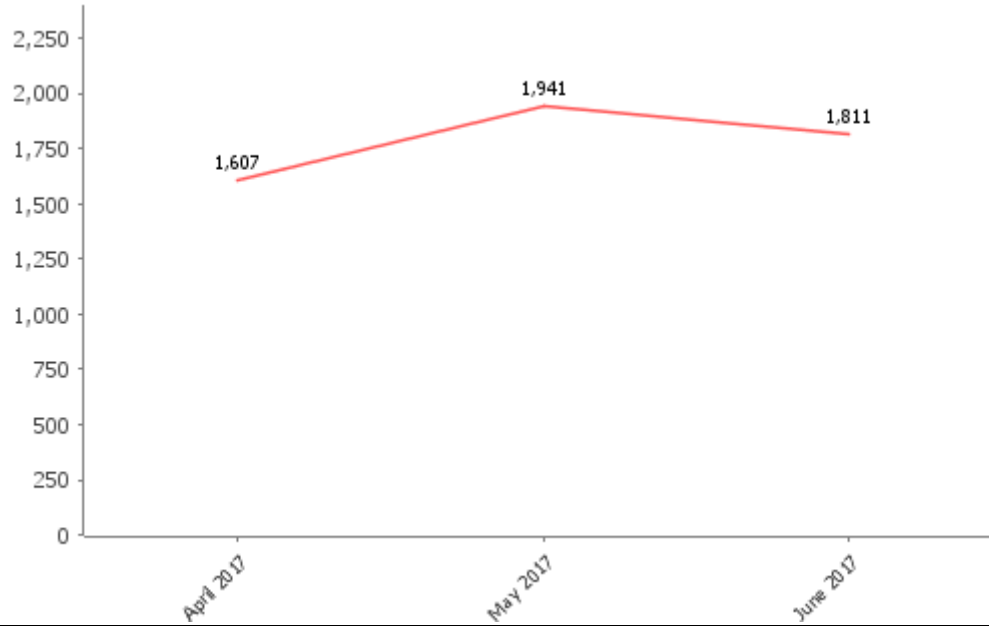
Lifeline - Number of calls answered within 180 seconds



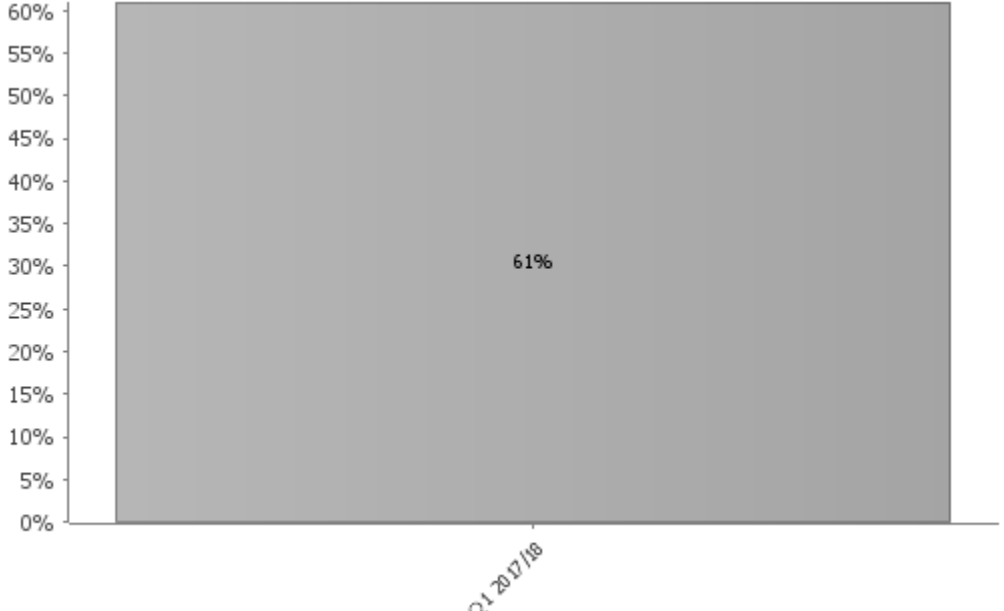
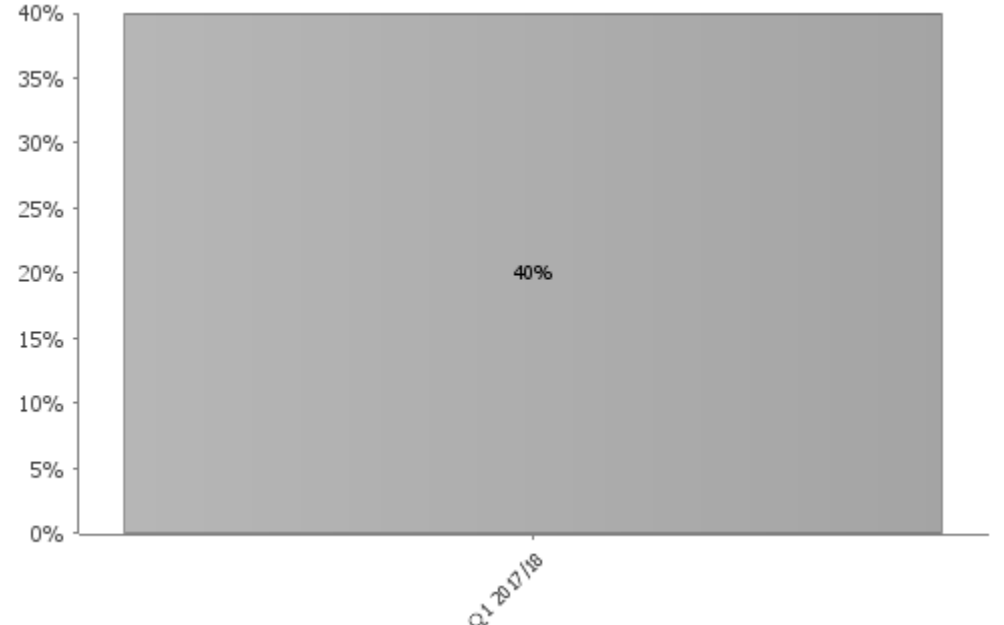
Number of calls:-

April – 5,933
May – 6,135
June – 5,877

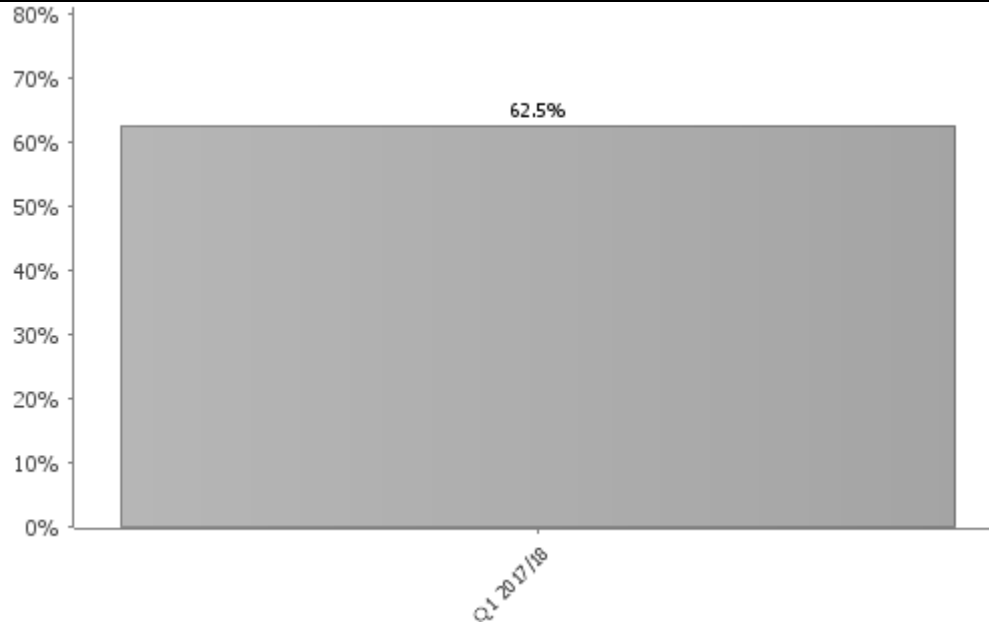
Parking - Number of PCN's issued



The number of notices issued is monitored by the Transportation Manager.

<p>Parking - British vehicle PCN recovery rate</p>	 <p>A bar chart with a vertical axis representing the recovery rate percentage, ranging from 0% to 60% in 5% increments. A single grey bar represents the data for Q1 2017/18, reaching the 61% mark. The label 'Q1 2017/18' is positioned below the bar and rotated diagonally.</p> <table border="1"><thead><tr><th>Period</th><th>Recovery Rate</th></tr></thead><tbody><tr><td>Q1 2017/18</td><td>61%</td></tr></tbody></table>	Period	Recovery Rate	Q1 2017/18	61%	<p>Annual target is 70%</p>
Period	Recovery Rate					
Q1 2017/18	61%					
<p>Parking - Foreign vehicle PCN recovery rate</p>	 <p>A bar chart with a vertical axis representing the recovery rate percentage, ranging from 0% to 40% in 5% increments. A single grey bar represents the data for Q1 2017/18, reaching the 40% mark. The label 'Q1 2017/18' is positioned below the bar and rotated diagonally.</p> <table border="1"><thead><tr><th>Period</th><th>Recovery Rate</th></tr></thead><tbody><tr><td>Q1 2017/18</td><td>40%</td></tr></tbody></table>	Period	Recovery Rate	Q1 2017/18	40%	<p>Recovery procedures are in place; however it is difficult to recover monies from foreign drivers.</p>
Period	Recovery Rate					
Q1 2017/18	40%					

Planning - % of major planning applications to be determined within statutory period



Target is 50%

April: 0% - no applications were received

May: 66.67% - 6 applications were received, 4 were dealt with within the statutory period

June: 50% - 2 applications were received, 1 was dealt with within the statutory period

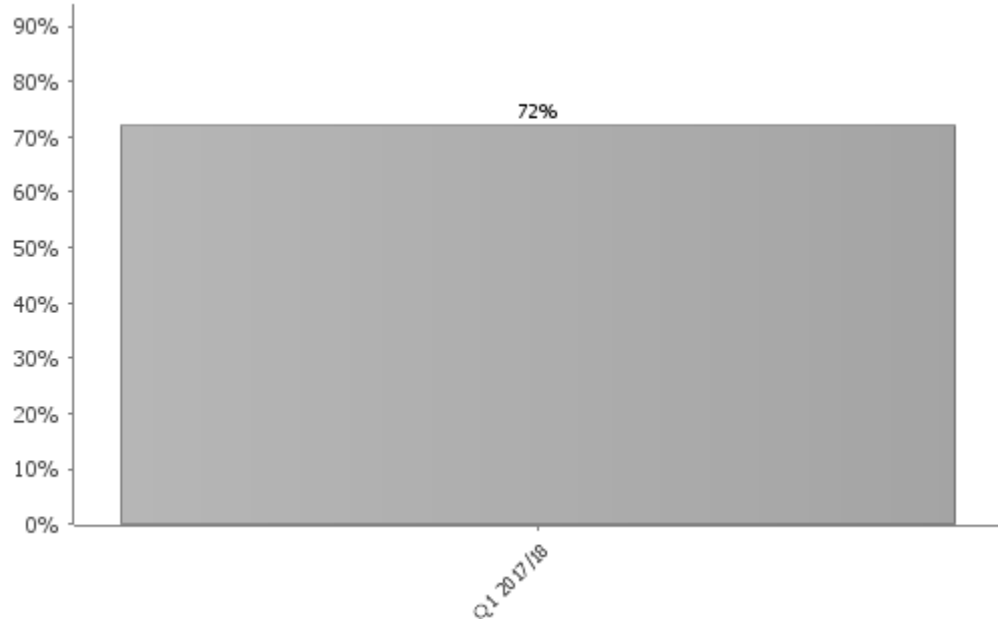
Major applications:

The number of applications received each month has no bearing on the number determined as applications are never determined in the same month that they are received. I am not sure of the purpose of providing the number of applications received each month as the monitoring figure is based on the percentage number of applications determined within the statutory time period out of all of those determined in that month.

No major applications were determined in April which is why the performance figure is 0%

In May and June the target was met. It is difficult to deal with all major applications within the statutory time period as they are due to their size and nature often very complex applications.

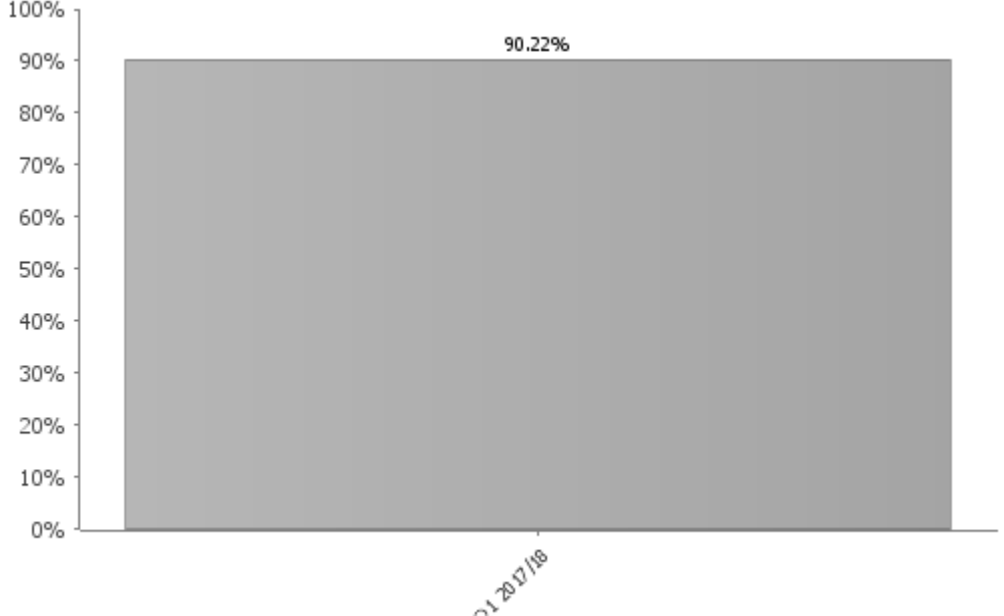
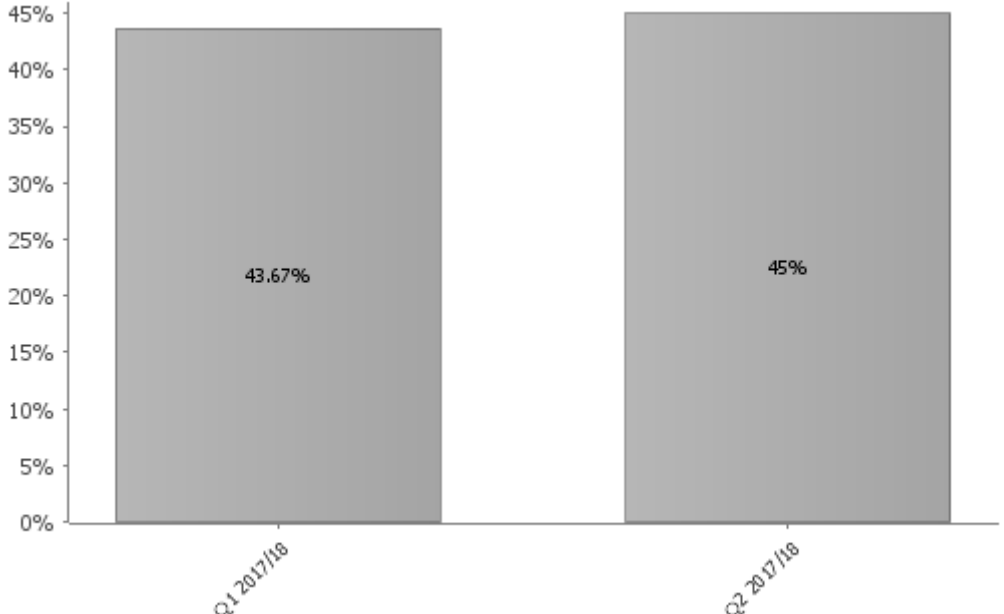
Planning - % of non-major planning applications to be determined within statutory period

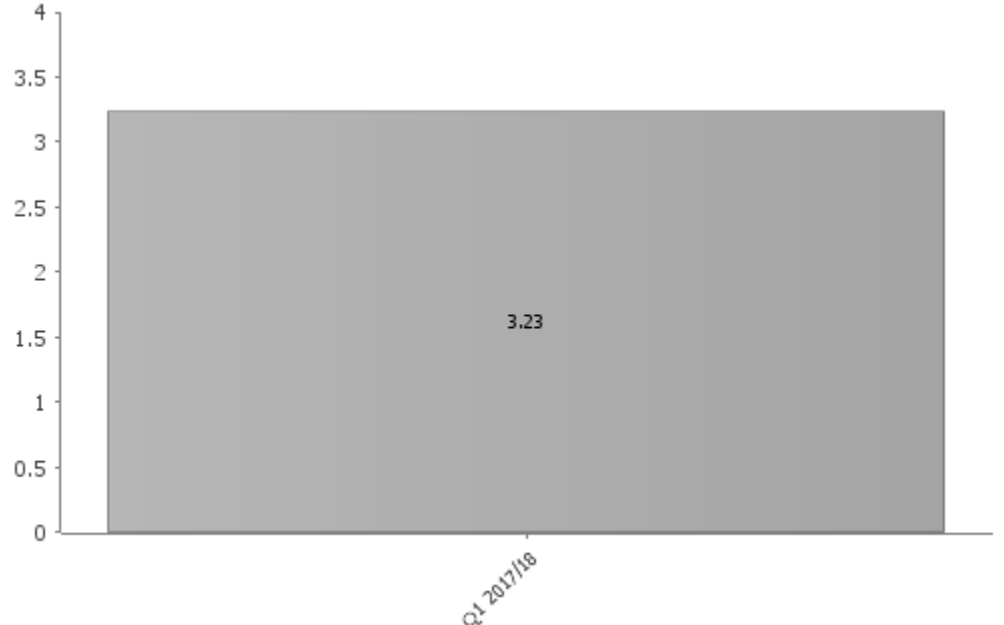
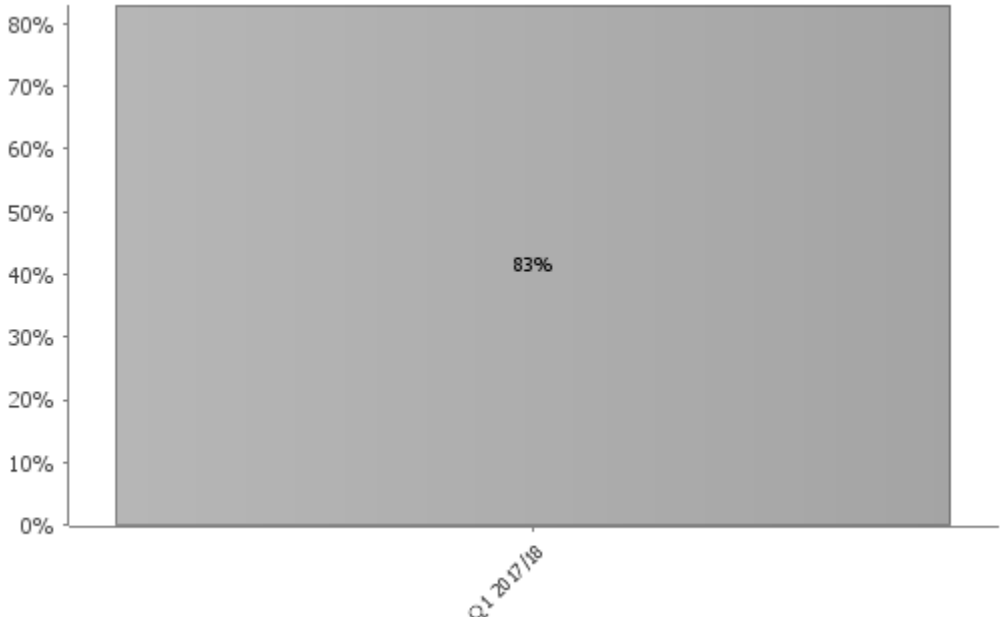


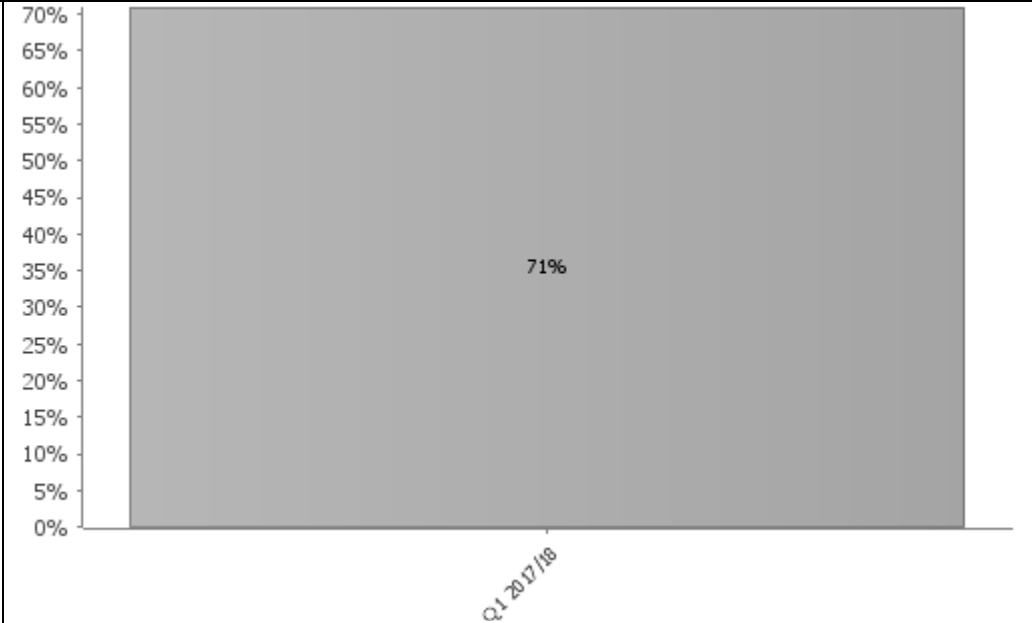
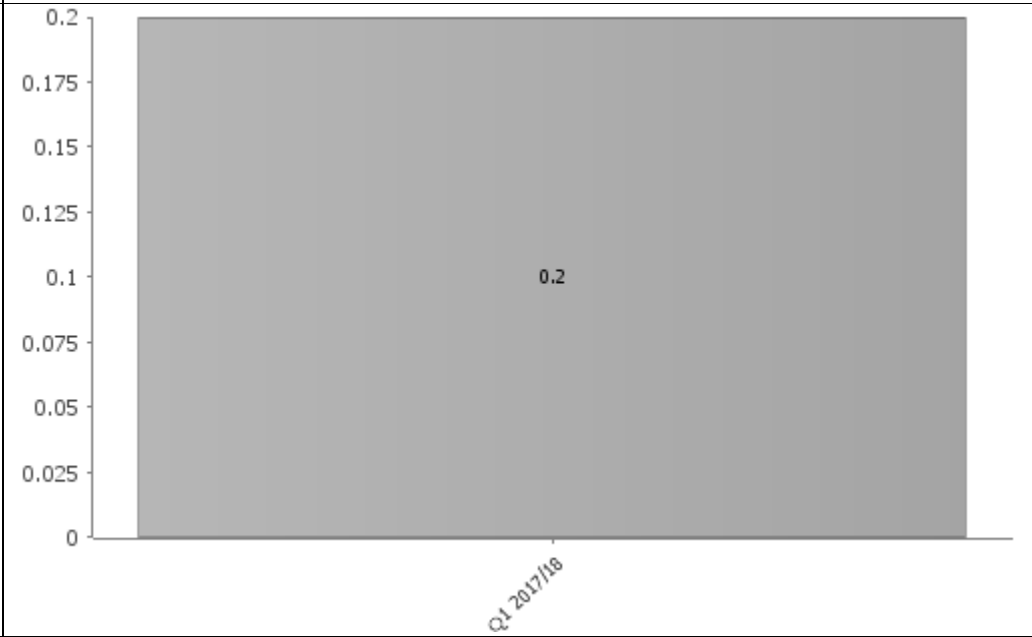
Target is 70%

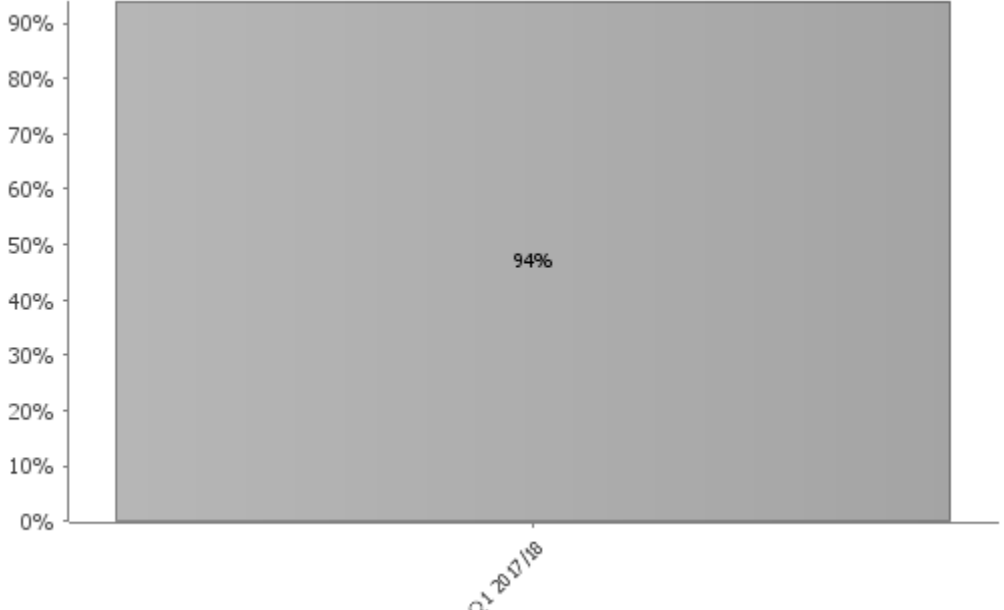
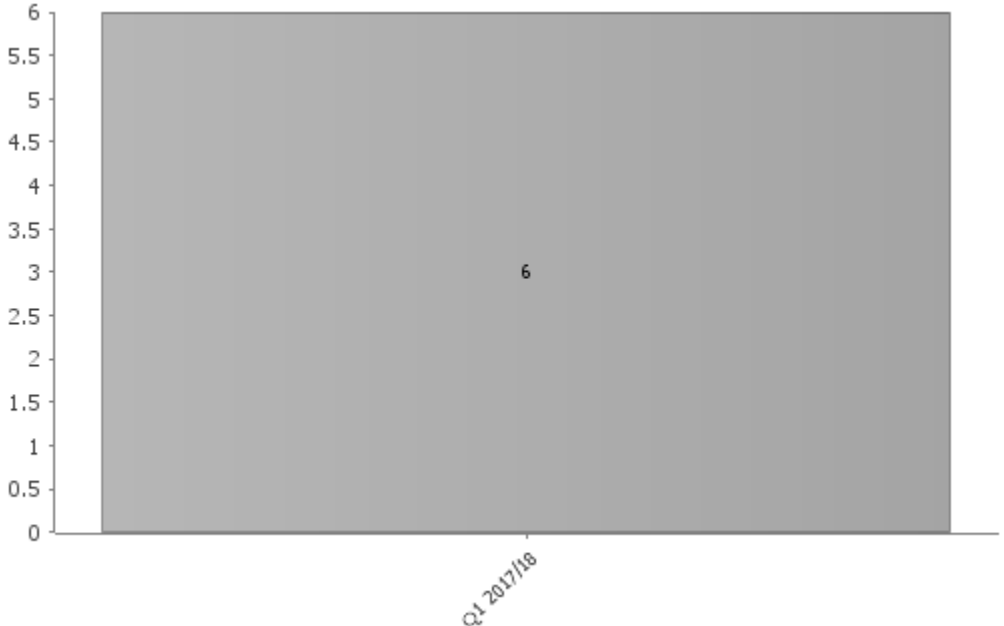
April: 100%
May: 60.87%
June: 70.59%

Due to a senior planning officer vacancy, the case load of the remaining officers has increased over time resulting in a reduction in performance. Following the return of the Development Manager and the appointment of an additional team leader, the managers are now able to focus more on monitoring performance and are working with planning officers to clear their backlog of out of time cases. This will impact negatively on performance figures for a few months while the out of time cases are cleared but officers are given the clear message that performance needs to improve as a result of this.

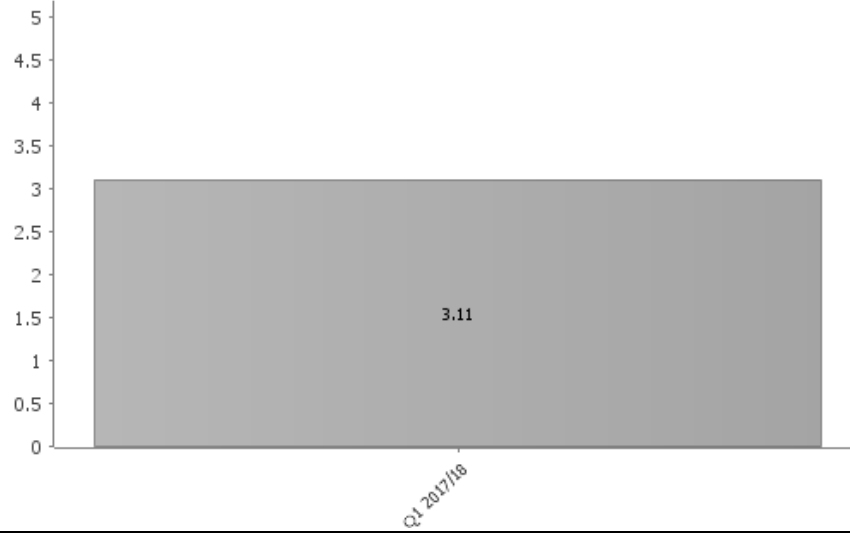
<p>Planning - % of other planning applications to be determined within statutory period</p>	 <p>A bar chart with a vertical axis from 0% to 100% in 10% increments. A single grey bar represents the value for Q1 2017/18, which is 90.22%.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>90.22%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1 2017/18	90.22%	<p>Target is 85%</p> <p>April: 90.63% May: 92.06% June: 87.72%</p>		
Quarter	Percentage							
Q1 2017/18	90.22%							
<p>Waste - Percentage of household waste recycled</p>	 <p>A bar chart with a vertical axis from 0% to 45% in 5% increments. Two grey bars are shown. The first bar for Q1 2017/18 is 43.67%. The second bar for Q2 2017/18 is 45%.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>43.67%</td> </tr> <tr> <td>Q2 2017/18</td> <td>45%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1 2017/18	43.67%	Q2 2017/18	45%	<p>Target is 47%</p> <p>April – 43% May – 44% June – 44%</p> <p>For comparison Quarter 1 2016, the actual was 43.81%.</p>
Quarter	Percentage							
Q1 2017/18	43.67%							
Q2 2017/18	45%							

<p>Waste - Number of missed collections per 100,000</p>	 <p>A bar chart with a vertical y-axis labeled from 0 to 4 in increments of 0.5. A single grey bar represents the data for Q1 2017/18, with its value labeled as 3.23.</p> <table border="1"><thead><tr><th>Period</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2017/18</td><td>3.23</td></tr></tbody></table>	Period	Value	Q1 2017/18	3.23	<p>Target is under 50 collections per 100,000</p> <p>For comparison Quarter 1 2016, the actual was 5.24.</p>
Period	Value					
Q1 2017/18	3.23					
<p>Waste - Percentage of streets surveyed clear of litter within the district</p>	 <p>A bar chart with a vertical y-axis labeled from 0% to 80% in increments of 10%. A single grey bar represents the data for Q1 2017/18, with its value labeled as 83%.</p> <table border="1"><thead><tr><th>Period</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2017/18</td><td>83%</td></tr></tbody></table>	Period	Value	Q1 2017/18	83%	<p>Target is 95%</p> <p>For comparison Quarter 1 2016, the actual was 96%.</p>
Period	Value					
Q1 2017/18	83%					

<p>Waste - Percentage of streets surveyed clear of detritus within the district</p>	 <p>A bar chart with a vertical y-axis labeled from 0% to 70% in 5% increments. A single grey bar represents the data for Q1 2017/18, reaching the 71% mark. The x-axis is labeled 'Q1 2017/18'.</p>	<p>Target is 90%</p> <p>For comparison Quarter 1 2016, the actual was 89%.</p>
<p>Waste - No of days to remove fly tipped waste on public land once reported</p>	 <p>A bar chart with a vertical y-axis labeled from 0 to 0.2 in 0.025 increments. A single grey bar represents the data for Q1 2017/18, reaching the 0.2 mark. The x-axis is labeled 'Q1 2017/18'.</p>	<p>Target is 3 days.</p> <p>There were 199 instances of fly tipping this quarter, all dealt with within the target time.</p>

<p>Waste - Percentage of returns to empty a missed bin by the end of the next working day if it is reported within 24 hours</p>	 <p>A bar chart with a vertical axis from 0% to 90% in 10% increments. A single grey bar represents the data for Q1 2017/18, reaching the 94% mark. The label '94%' is placed inside the bar. The x-axis is labeled 'Q1 2017/18'.</p>	<p>Target is 100%</p> <p>For comparison Quarter 1 2016, the actual was 75%.</p>
<p>Waste - Average number of days to respond to requests for unwanted bulky waste collections</p>	 <p>A bar chart with a vertical axis from 0 to 6 in 0.5 increments. A single grey bar represents the data for Q1 2017/18, reaching the 6 mark. The label '6' is placed inside the bar. The x-axis is labeled 'Q1 2017/18'.</p>	<p>Target is 5 days.</p> <p>There were 454 bulky collections this quarter.</p> <p>Bulky waste collection dates are selected by the resident when payment is made and not due to the contractor not collecting the item in time.</p>

Waste - Average number of hours to remove offensive graffiti in public places



Target is 4 hours

For comparison Quarter 1 2016, the actual was 5.327 hours.

This page is intentionally left blank

Appendix 2

PERFORMANCE INDICATOR	TIME PERIOD	TARGET
BENEFITS		
Average number of days taken to process new claims for Housing Benefit	Monthly	18
Average number of days taken to process new claims for Housing Benefit from the date complete evidence is received.	Monthly	10
Average number of days taken to process change of circumstances for Housing Benefit	Monthly	10
Average number of days taken to process change of circumstances for Housing Benefit from the date complete evidence is received.	Monthly	7
Average number of days taken to process new claims for Council Tax Reduction	Monthly	18
Average number of days taken to process change of circumstances for Council Tax Reduction	Monthly	10
BUILDING CONTROL		
Number of building control applications received	Monthly	
Number of days taken to check full plans applications from receiving a valid application	Monthly	15 Days
Respond to Dangerous Structure notifications within 2 hours	Monthly	100%
Register and acknowledge Building Notices within 3 days	Monthly	90%
Full plans application decisions issued within statutory time limits	Monthly	80%
BUSINESS SUPPORT (LAURA)		
Planning and Building Control		
Input planning & building control applications within 24 hours of receipt	Monthly	100%
Log pre-app requests within 24 hours of receipt	Monthly	100%
Acknowledge neighbour comments within 24 hours	Monthly	100%
Issue decisions the same day	Monthly	100%
Answer all general enquiries within 20 working days	Monthly	100%
Action amendments within 24 hours	Monthly	100%
Answer all LLC enquiries relating to Planning and Building Control within 5 working days	Monthly	100%
Local Land Charges		
Respond to all LLC searches within 10 working days	Monthly	100%
Private Sector Housing		
Carry out passport checks for DFG within 5 working days and once result received log on M3 within 2 working days	Monthly	100%
Answer all LLC enquiries relating to Private Sector Housing within 5 working days	Monthly	100%
Revenues and Benefits		
Indexing for incoming post to be completed within 2 working days	Monthly	100%
Housing		
Applications/change of circumstance to be completed within 10 working days	Monthly	100%
Request for documentation to be sent within 10 working days	Monthly	100%
Removals cleared within 30 days after deadline	Monthly	100%
Parking		
Respond to all FPN challenges within 20 working days	Monthly	100%
Issue permit within 5 working days of receipt of application	Monthly	100%
Licensing		
Process TENS applications within 24 hours	Monthly	100%
Process new applications and renewals within 30 working days	Monthly	100%
BUSINESS SUPPORT (SYSTEMS)		
Revenue system correctly set up and billed correctly.	Annual	100%
System availability	Monthly	99%
New projects delivered	Annual	5
Respond to system failures	Monthly	2 hours

COMMERCIAL AND LICENSING		
Inspections - Food Hygiene		
% of premises rated 3 or above	Quarterly	95%
% of premises due for inspection, which are completed	Annual	95%
Number of complaints about food premises investigated	Quarterly	<100
Health and Safety - Corporate		
No of corporate accidents reported to Environment Health	Monthly	< 40
No of corporate accidents reported to the HSE for further investigation	Monthly	< 4
No of corporate incidents reported to Environmental Health	Quarterly	< 20
Health and Safety		
No of RIDDOR reports received	Quarterly	< 100 Riddor < 100 Complaints
No of RIDDOR reports/complaints investigated by the Council (quarterly)	Quarterly	
Licensing		
No of Licensed Premises inspected (subject to training)	Monthly	>150
No of Hackney Cabs and Private Hire Vehicles viewed	Monthly	>100
No of premises inspected under the Gaming Act	Monthly	tbc
No of caravan sites inspected	Quarterly	>20
No of events logged on Event App	Monthly	>250
No of licensed premises complaints investigated	Monthly	<100
COMMERCIAL UNIT		
ICT Contract		
Total no of incidents logged during the period.	Monthly	
Number of incidents resolved during the period	Monthly	
Number of incidents unresolved during the period.	Monthly	
% of critical application availability	Monthly	
Average % of customers satisfied with service received.	Monthly	
East Kent Housing		
Average time taken to re-let council dwellings exc major works	Quarterly	19 Days
Rent arrears as % of projected annual rental income	Quarterly	1.04%
% of emergency repairs completed on time	Quarterly	98%
% of routine repairs completed on time	Quarterly	90%
Creditors		
% of invoices paid within the agreed timescales	Quarterly	100% (30 Days)
Leas Cliff Hall		
Ticket sales achieved	Annual	50,000
Hythe Pool		
Annual income	Annual	£260K
COMMUNITY SAFETY & WELLBEING		
Number of supported community litter picks	Quarterly	24
Number of community volunteer hours	Quarterly	1200
Number of corporate social responsibility business volunteer hours	Quarterly	240
Investigate and resolved ASB complaints	Quarterly	100
CPNWs issued for ASB related issues	Quarterly	24
CPNs issued for ASB related issues	Quarterly	6
PSPO Breaches by FPN/prosecution	Quarterly	10
Engagement		
Number of schools engaged in engagement/learning events	Quarterly	24 primary, 5 secondary and 1 special school
Health and wellbeing targeted public awareness events	Quarterly	3
Member ward grants allocated	Annual	100%
COMPLAINTS AND FOI		
All standard FOI requests will be satisfactorily replied to within the statutory timeframe of 20 working days after receipt	Monthly	100%
All subject access requests will be satisfactorily replied to within the statutory timeframe of 40 days	Monthly	100%
All complaints will be acknowledged within 5 days as required in the policy	Monthly	100%
Complainants will receive the appropriate stage response within 20 days as required in the policy	Monthly	100%
COMMUNICATIONS		
Number of articles in the press each month regarding SDC	Monthly	
Number of people reached through Social Media (Facebook and Twitter)	Monthly	
Number of people engaged through Social Media e.g. Liked,retweeted,shared	Monthly	
Number of new followers and likes on Social Media	Monthly	
Number of visits to the Council's website	Monthly	
CORPORATE DEBT		
Business Rates collection target is met	Monthly	97.50%
Council Tax CTRS arrears target is met	Annual	10%
Business Rates and Council Tax arrears reduction	Annual	15%
Reduction in Housing Benefit Overpayment arrears	Annual	15%
Reduction in Sundry Debts arrears	Annual	15%
Reduction in number of cheques received within Council	Annual	25%
Incoming telephone calls (answered/abandoned)	Monthly	

CUSTOMER SERVICES		
Calls served (versus volumes of calls received)	Monthly	80%
Reduce abandoned calls	Annual	1%
Reduce dissuaded calls	Annual	2%
Average wait time for calls (except at peak times)	Monthly	3 minutes
Increase of self serve transactions (compared to 2016/17)	Annual	10%
Customers seen within 10 minutes of an appointment	Monthly	90%
ECONOMIC DEVELOPMENT		
Apply for external funding.	Annual	Two successful applications
Investment in SDC area scheme	Annual	At least two
Delivery of business accommodation scheme.	Annual	At least two
Delivery of the engagement programme to key employers	Annual	At least 10 employees seen.
Apprenticeship grants are awarded	Annual	75
Skills related events are provided	Annual	At least two.
Folkestone.works website	Annual	A 10% increase in visitors accessing the site
ELECTORAL SERVICES		
Achieve a 90% return rate on household enquiry forms returned during the annual canvass	Annual	90%
ENVIRONMENTAL PROTECTION		
Pollution Control		
Number of enforcement notices served (i.e. EPA section 79 - Abatement Notices, CPN, PDPA, COPA)	Monthly	60
Compliant air quality monitoring sites	Annual	100%
Dog Control		
Stray dogs found	Monthly	330
Stray dogs successfully returned to owner	Monthly	280
Enforcement		
Fixed Penalty Notices issued	Monthly	50
Enviro Crime Patrol hours (dog fouling & littering)	Monthly	2800hrs (234 pm)
Percentage of successful legal prosecutions against number of prosecution files passed to Legal	Monthly	
Warning Letters Issued (EE and EP service combined)	Monthly	240
GROUNDS MAINTENANCE		
Maintain a 4+ rating on trip advisor for the Coastal Park	Annual	Above 4+
5 % increase on volunteer hours	Annual	3500
Opportunitas - value of works invoiced	Quarterly	£40,000
Opportunitas - net income retained	Annual	£8,000
Opportunitas - number of quotations given	Quarterly	250
Opportunitas - number of quotations accepted	Quarterly	150
Opportunitas - number of clients served	Quarterly	150
HOUSING OPTIONS		
Number of homeless decisions made	Monthly	66
Number of decisions made within 33 days	Monthly	46
Average number of days to complete homeless decisions	Monthly	25
Average number of households in temporary accommodation	Monthly	35
Of which how many families	Monthly	6
Of which how many families over 6 weeks	Monthly	0
Of which how many 16/17 year olds	Monthly	0
Of which how many 16/17 year old over 6 weeks	Monthly	0
Average length of stay for families in B & B	Monthly	6 weeks
Average length of stay for singles in B & B	Monthly	8 weeks
Number of homeless approaches	Monthly	300
Number of homeless approaches prevented including advice & of homeless prevented	Monthly	125
Average processing time for applicants on the housing list	Monthly	50%
Average number of working days to provide a Housing Options interview for anyone who is threatened with homelessness within 2 months	Monthly	8 working days
	Monthly	5 working days
HOUSING STRATEGY		
Long-term empty homes brought back into use	Annual	70
Council new builds/acquisitions completed	Annual	20
Additional affordable homes delivered in the district by the council and its partner agencies	Annual	80
Affordable homes provided in the district for low cost home ownership	Annual	32
Private sector homes improved as a result of intervention by the council and its partner agencies	Annual	130

HR		
Succession planning / talent management reviews with Heads of Service	Annual	2 per HoS
Completion of performance reviews for relevant staff	Annual	100%
ILM Level 3 qualification (Ashford)	Annual	95% pass rate
ILM Level 3 qualification (Dover x 2 cohorts)	Annual	95% pass rate
ILM Level 5 qualification (Dover)	Annual	95% pass rate
ILM Level 5 qualification (Thanet)	Annual	95% pass rate
Successful completion of the ILM L3 & L5 external verification assessments	Annual	100%
Development sessions for middle managers & team leaders on Leadership and Management	Annual	6 sessions
Compliance with mandatory / statutory training (eg safeguarding, prevention or radicalism & terrorism)	Annual	100%
Soft skills development sessions for all staff	Annual	4 sessions
Annual staff survey Net Promoter score increases	Annual	-25
Number of days absence per employee	Monthly	Less than 7 days per employee
Staff paid on time and correctly	Monthly	100%
Relevant staff completing DBS checks	Annual	100%
Relevant staff evidencing DBS certificate to HR	Annual	100%
LAND AND PROPERTY		
Rent reviews completed	Quarterly	100%
Asset condition surveys completed	Quarterly	100%
Planned maintenance work completed	Quarterly	100%
LIFELINE		
Number of calls answered within 60 seconds	Monthly	97.50%
Number of calls answered within 180 seconds	Monthly	100%
Urgent lifeline referrals installed within 2 days	Monthly	90%
Non-urgent lifeline referrals installed within 5 days	Monthly	90%
Urgent lifeline repairs carried out within 24 hours	Monthly	90%
Non-urgent lifeline repairs carried out within 5 days	Monthly	90%
PARKING		
Gross income per off-street parking space	Annual	£500
Gross income per on-street parking space	Annual	£520
Car park usage expressed as a percentage of capacity	Quarterly	10%
Number of PCNs issued	Monthly	16,500
British vehicle PCN recovery rate	Quarterly	70%
Foreign vehicle PCN recovery rate	Quarterly	50%
PLANNING		
% of major planning applications to be determined within statutory period	Quarterly	50%
% of non-major planning applications to be determined within statutory period	Quarterly	70%
% of other planning applications to be determined within statutory period	Quarterly	85%
National threshold for quality of decisions on applications for major development to be met or exceeded	Quarterly	Currently no more than 20% of decisions overturned at appeal, proposed to be 10%
Proposed national threshold for quality of decisions on applications for non major development to be met or exceeded		Proposed to be no more than 10-20% of decisions overturned at appeal
Breaches of planning control complaints acknowledged within 2 working days of receipt	Quarterly	80%
Complainant notified of how council intends to deal with breach of planning control complaint within 20 working days of receipt	Quarterly	80%
Written request for pre application advice acknowledged within 4 working days	Quarterly	90%
Written request for pre application advice not requiring a meeting to be sent a full written response within 20 working days or within 10 working days of meeting if one is requested	Quarterly	90%
Number of pre-applications received	Quarterly	
Amount of income received from pre-applications	Quarterly	
Number of planning applications received	Quarterly	
PLANNING POLICY		
The overall vacancy rate for the district's shopping areas	Annual	
Number of affordable dwellings provided	Annual	
50% of all planning completions consist of 3 (or more) bedroom dwellings	Annual	50%
Number of housing completions	Annual	
REVENUES		
Council tax collection	Monthly	97.30%
Council tax reduction collection rate	Monthly	85%
STRATEGIC PROJECTS		
Strategic Development		
Total number of dwellings for which planning permission is secured.	Annual	200
Feasibility studies completed for newly identified residential schemes and/or commercial schemes	Annual	4
HRA		
Number of homes delivered	Annual	30
WASTE		
Percentage of household waste recycled	Quarterly	47%
Number of missed collections per 100,000	Quarterly	50
Percentage of streets surveyed clear of litter within the district	Quarterly	95%
Percentage of streets surveyed clear of detritus within the district	Quarterly	90%
Number of days to remove fly tipped waste on public land once reported	Quarterly	3 days
Percentage of returns to empty a missed bin by the end of the next working day if it is reported within 24 hours	Quarterly	100%
Average number of days to respond to requests for unwanted bulky waste collections	Quarterly	5 working days
Average number of hours to remove offensive graffiti in public places.	Quarterly	4 hours

This report will be made public 6 December 2017

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report number **C/17/69**

To: Cabinet
Date: 14 December 2017
Status: Key Decision
Head of Service: Charlotte Spendley, Head of Finance
Cabinet Member: Councillor Malcolm Dearden – Portfolio Holder for Finance

SUBJECT: DRAFT GENERAL FUND BUDGET 2018/19

SUMMARY: This report sets out the Council's Draft General Fund budget for 2018/19.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below because they form part of the budget-setting process which will culminate in Full Council approving the budget and council tax for 2018/19 on 28 February 2018, in accordance with the Local Government Finance Act 1992.

RECOMMENDATIONS:

1. To receive and note report C/17/69.
2. To approve the budget estimates, as detailed in the report, as the basis for preparing the final 2018/19 budget and council tax recommendations for approval by Full Council in February 2018.

1. INTRODUCTION AND BACKGROUND

- 1.1 Council approved the Medium Term Financial Strategy 2018/19 to 2021/22 (MTFS) on 15 November 2017 and Cabinet agreed the Budget Strategy for 2018/19 on 15 November 2017. These reports considered the council's forecast budget position for 2018/19 from a strategic perspective. This report now sets out the detail for the draft General Fund budget, prior to Full Council approving the final budget proposals and the level of council tax at its meeting on 28 February 2018.
- 1.2 The budget proposals in this report been prepared assuming a 2.0% council tax increase in 2018/19. The final decision will not be confirmed until 28 February 2018. In addition, the following remain to be finalised:
- the forecast for council tax and net business rates income
 - this council's share of Collection Fund balances
 - the Local Government Finance Settlement
- These items will be confirmed in the final budget report.
- 1.3 The MTFS identified that the Council faced a budget shortfall of £574k in 2018/19. The Corporate Management Team and Heads of Service have reviewed current budget allocations and savings proposals amounting to £593k were approved by Cabinet on 15 November. In addition the review of fees & charges resulted in additional income of £112k being identified, and unavoidable growth of £313k was also identified through the Budget Strategy process. The draft budget detailed in this report reflects the changes made as a result of these reviews.
- 1.4 The major reasons for changes to the budget are shown in section 3 below and in more detail at Appendix 1.

2. CONTEXT

- 2.1 The context and financial climate have previously been set out in the MTFS and Budget Strategy reports. The Council continues to face challenging times and tight financial restraint is expected to continue to be applied across the public sector well over the medium to longer term.

Chancellor's Autumn Statement 2017

- 2.2 The Chancellor announced his Autumn budget proposals on 22 November, which contained relatively few significant changes for Local Government, however a summary of the changes and the impact resulting will be built into the final budget due to be presented to Cabinet in February.

Local Government Finance Settlement

- 2.3 The provisional Local Government Finance Settlement for 2018/19 is expected to be published mid/late December.

3. GENERAL FUND BUDGET 2018/19

- 3.1 The draft budget for 2018/19 is presented in detail at Appendix 1 compared to the original budget for 2017/18 and the outturn for 2016/17. It includes the Council's contribution to the Folkestone Parks and Pleasure Grounds Charity, the cost of which determines the special expense falling on Folkestone and Sandgate taxpayers.
- 3.2 The budget estimates are presented on a 'controllable' basis only; all inter service area recharges, capital charges and certain other technical accounting adjustments are excluded. Focus can therefore be on real changes in expenditure and income within a service area.
- 3.3 Table 1 below sets out a summary of the budget, including the outturn for 2016/17. Appendix 1 provides a more detailed breakdown of the budget across service areas.

Table 1: General Fund Summary

2016/17 Outturn		2017/18 Original Budget (based on outturn prices) £	2018/19 Original Budget (based on outturn prices) £
£			
	SUMMARY OF NET EXPENDITURE		
	Service Heads		
220,536	Corporate Director – Strategic Development	94,500	253,830
1,073,782	Leadership Support	857,890	909,620
259,617	Communications	240,530	243,770
4,935,378	Head of Democratic Services & Law	4,789,840	4,882,470
2,495,481	Head of HR	2,493,460	2,459,240
2,380,413	Head of Finance	2,695,940	3,253,860
2,846,092	Head of Communities	2,214,850	2,181,620
828,294	Head of Strategic Development Projects	359,600	1,321,470
542,857	Head of Economic Development	470,740	336,540
814,381	Head of Planning	828,350	765,740
2,504,401	Head of Commercial & Technical Services	2,551,020	2,413,550
-	- Recharges	-1,980,500	-1,980,500
-	- Vacancy Target (not included above)	-224,000	-6,000
18,901,232	TOTAL HEAD OF SERVICE NET EXPENDITURE	15,392,220	17,035,210
435,774	Internal Drainage Board Levies	444,270	453,160
241,507	Interest Payable and Similar Charges	526,000	452,210
-948,430	Interest and Investment Income	-451,000	-578,430
-1,949,615	New Homes Bonus Grant	-1,571,780	-1,024,770
-2,320,264	Other non-service related Government Grants	-899,350	-788,350
14,360,204	TOTAL GENERAL FUND NET OPERATING EXPENDITURE	13,440,360	15,549,030
1,437,398	Net Transfers to/(from) Earmarked Reserves	-239,840	-1,241,000
405,134	Minimum Revenue Provision	388,930	373,370
2,190,295	Financing of Fixed Assets	2,190,000	197,000
18,393,031	TOTAL TO BE MET FROM REVENUE SUPPORT GRANT AND LOCAL TAXPAYERS	15,779,450	14,878,400
1,828,834	Town and Parish Council Precepts	2,052,910	2,093,970
-681,958	Transfer to/(from) the Collection Fund	-203,380	-100,000
-4,613,836	Business Rates Income	-3,747,190	-3,994,950
-1,736,222	Revenue Support Grant	-848,140	-305,130
13,189,849	TOTAL TO BE MET FROM DEMAND ON THE COLLECTION FUND AND GENERAL RESERVE	13,033,650	12,572,290
-10,838,835	Council Tax - Demand on Collection Fund	-11,444,950	-11,719,390
2,351,014	(SURPLUS) / DEFICIT FOR YEAR	1,588,700	852,900

Service Budget Changes 2018/19 Compared to 2017/18

3.4 Forecast Head of Service net expenditure has increased by £1,642,990 (10.7%):

	Budget £
Original 2017/18 General Fund Budget	15,392,220
Original 2018/19 General Fund Budget	<u>17,035,210</u>
Increase	<u>1,642,990</u>

3.5 A summary of the most significant changes is provided below and service budget variances over £10,000 are explained at Appendix 1:

	£
Budget Strategy Approvals – November 2017	
Budget savings	- 593,000
Budget growth	312,700
Increase in income being generated	-112,100
Temporary accommodation budget pressure	500,000
Technical adjustment to MTFS projection	24,000
	131,600
MTFS Service Budget Reductions and Growth:	
Head of Democratic Services & Law	
Elections – budget growth	30,000
Head of Economic Development	
Apprenticeships	-38,000
Other MTFS Budget Reductions and Growth:	
General contract inflation	120,000
Staff pay award	181,000
Staff salaries - incremental increases	132,000
Pension Scheme revaluation 2016	37,000
	462,000

In addition costs of £1.019 million over the base budget have been built into the net costs of services in respect of the anticipated costs of Otterpool Park. These costs are proposed to be met fully by the Earmarked reserve for this purpose.

The net cost of services also proposes a one off item for World War 1 commemoration, which is anticipated to be met from Earmarked Reserves.

4. RESERVES

4.1 The forecast balance on the General Reserve was reported in the Budget Strategy in November 2017 and will be updated to reflect planned use and 2017/18 outturn predictions for inclusion in the final budget reports to Cabinet and Council on 28 February 2018.

4.2 Estimates of changes to Earmarked Reserves are shown below:

Reserve	Balance 1/4/2017 £'000	2017/18 Movement £'000	Balance 1/4/2018 £'000	2018/19 Movement £'000	Balance 31/3/2019 £'000
Business Rates ¹	2,682	0	2,682	0	2,682
Carry Forward	1,117	(890)	227	(50)	177
Corporate Initiatives	754	(439)	315	0	315
IFRS ¹ Reserve	67	(18)	49	(11)	38
Invest to Save	366	0	366	0	366
Leisure	146	50	196	0	196
New Homes Bonus (NHB)	2,431	283	2,714	(189)	2,525
VET ² Reserve	876	(236)	640	28	668
Otterpool Economic Development	1,989	(970)	1,019	(1,019)	0
Maintenance of Graves	2,027	(150)	1,877	0	1,877
Total	12,467	(2,370)	10,097	(1,241)	8,856

Notes:

¹ IFRS = International Financial Reporting Standards

² VET = Vehicles, equipment and technology

5. BUDGET PREPARATION – NEXT STEPS

5.1 The following items remain subject to confirmation:

- Final Local Government Finance Settlement.
- The council's share of the Collection Fund surplus or deficit.
- Town and parish precepts.
- Business rates income forecast
- Notification of 100% Business Rates pilot submission.

5.2 These will be covered in the final budget reports to Cabinet and Council on 28 February 2018, along with details of the special expense charged to Folkestone and Sandgate taxpayers.

6. ROBUSTNESS OF ESTIMATES AND ADEQUACY OF RESERVES

- 6.1 The Local Government Act 2003 requires the Council's Chief Finance Officer to formally give an opinion on the robustness of the budget and adequacy of reserves.
- 6.2 The Chief Finance Officer's statement will be presented to Council when it considers the budget for 2018/19 on 28 February 2018; it will set out the assumptions used to arrive at the final budget recommendations.

7. BUDGET CONSULTATION

- 7.1 The objectives for consultation on the 2018/19 budget proposals will be to:
- (i) Engage with key stakeholder groups and local residents;
 - (ii) Seek feedback on specific budget proposals for 2018/9; and
 - (iii) Seek feedback on general spending and income generation priorities
- 7.2 The target audience and communication channels will include:

Group	Channel
Residents	<ul style="list-style-type: none">• Council website and social media• Dedicated e-mail address• Option to submit information by post
Business Community	<ul style="list-style-type: none">• Attendance at Shepway Business Advisory Board
Other Community Groups	Direct engagement with: <ul style="list-style-type: none">• Community Safety Partnership• Shepway Homelessness Forum• Shepway Older Person's Forum• Shepway Employment and Training Forum• Voluntary and Community Sector Forum• Youth Advisory Group
Town and Parish Councils.	Direct communication to invite feedback.

- 7.3 Consultation feedback responses will be summarised and reported to Cabinet in the New Year, along with any feedback received from the Parish Councils who will also be contacted.
- 7.4 In addition, in order to meet statutory responsibilities for consulting on the budget with the business community a presentation on the Council's financial strategy will be presented in the New Year to members of the Shepway Business Advisory Board.
- 7.6 The outcome of this consultation will be considered by Cabinet when making the final budget recommendations to Council in February 2018.

8. CONCLUSION

- 8.1 Cabinet is asked to approve the budget estimates, as detailed in this report, as the basis for preparing the final 2018/19 budget and council tax recommendations for approval by Council in February 2018.

9. RISK MANAGEMENT ISSUES

- 9.1 A summary of the perceived risks follows:

Perceived risk	Seriousness	Likelihood	Preventative action
Deteriorating economic climate	Medium	Medium	Setting of a prudential budget and continuing strong financial control in the Council's decision making.
Business Rates Localisation Scheme	High	Medium	Significant degree of uncertainty means close monitoring and modeling of the impact will be required. Budget to be reviewed in light of final NNDR1 claim in January.
Reduction in Government grant	High	High	Monitor closely Government announcements and identify early action to address any shortfall. Proactive work including revenue streams that the Council is pursuing in anticipation of further reduction in Government grant.
Budget strategy not achieved.	High	Low-medium	Close control of the budget making process and a prompt and decisive response to addressing budget issues. Stringent budget monitoring and reporting during 2018/19 and future years.
MTFS becomes out of date.	High	Low	The MTFS is reviewed annually through the budget process.
Assumptions may be inaccurate.	High	Medium	Budget monitoring is undertaken regularly and financial developments nationally are tracked. Assumptions are regularly reviewed.

Perceived risk	Seriousness	Likelihood	Preventative action
Incorrect assessment of Local Government Finance Settlement impact.	High	Low	Figures provided by Central Government have been used. The December Autumn Statement will inform latest forecast.

10. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

10.1 Legal Officer's Comments (DK)

Subject to Cabinet ensuring best value and having regard to its general fiduciary duties and those relating to equality, transparency and efficiency, there are no legal implications arising directly out of this report.

10.2 Finance Officer's Comments (CS)

The Budget for 2018/19 will be submitted for approval by Cabinet and Full Council in February 2018. This report is the latest stage in the detailed budget process and will be used to inform the preparation of the final budget proposals.

10.3 Diversities and Equalities Implications (CS)

The budget report to Council in February 2018 will include an Equality Impact Assessment of the budget recommendations for 2018/19.

11. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

Charlotte Spendley, Head of Finance

Tel: 01303 853340

07935 517986

E-mail: charlotte.spendley@shepway.gov.uk

The following background documents have been relied upon in the preparation of this report:

- Medium Term Financial Strategy 2018/19 to 2021/22
- Budget Strategy 2018/19

Appendices:

Appendix 1 – General Fund Budget Estimates (detail)

This page is intentionally left blank

**GENERAL FUND
SUMMARY**

Appendix 1

GENERAL FUND

2016/17		2017/18	2018/19
Actual		Original Budget	Original Budget
£		(Based on outturn prices)	
£		£	£
	SUMMARY OF NET EXPENDITURE		
	Service Heads		
220,536	Corporate Director - Strategic Development	94,500	253,830
1,073,782	Leadership Support	857,890	909,620
259,617	Communications	240,530	243,770
4,935,378	Democratic Services & Law	4,789,840	4,882,470
2,495,481	Head of HR	2,493,460	2,459,240
2,380,413	Head of Finance	2,695,940	3,253,860
2,846,092	Head of Communities	2,214,850	2,181,620
828,294	Head of Strategic Development Projects	359,600	1,321,470
542,857	Head of Economic Development	470,740	336,540
814,381	Head of Planning	828,350	765,740
2,504,401	Head of Commercial & Technical Services	2,551,020	2,413,550
	Recharges	(1,980,500)	(1,980,500)
	Various Employee related adjustments including vacancies and pay award	(224,000)	(6,000)
18,901,230	TOTAL HEAD OF SERVICE NET EXPENDITURE	15,392,220	17,035,210
435,774	Internal Drainage Board Levies	444,270	453,160
241,507	Interest Payable and Similar Charges	526,000	452,210
(948,430)	Interest and Investment Income	(451,000)	(578,430)
-	Council Tax Freeze Grant	-	-
(1,949,615)	New Homes Bonus Grant	(1,571,780)	(1,024,770)
(2,320,264)	Other non-service related Government Grants	(899,350)	(788,350)
1,828,834	Town and Parish Council Precepts	2,052,910	2,093,970
16,189,037	TOTAL GENERAL FUND OPERATING NET EXP	15,493,270	17,643,000
1,437,398	Net Transfers to/(from) Earmarked Reserves	(239,840)	(1,241,000)
405,134	Minimum Revenue Provision	388,930	373,370
2,190,295	Financing of Fixed Assets	2,190,000	197,000
20,221,864	TOTAL TO BE MET FROM REVENUE SUPPORT GRANT AND LOCAL TAXPAYERS	17,832,360	16,972,370
(681,958)	Transfer to/(from) the Collection Fund	(203,380)	(100,000)
(4,613,836)	Business Rates Income	(3,747,190)	(3,994,950)
(1,736,222)	Revenue Support Grant	(848,140)	(305,130)
13,189,847	TOTAL TO BE MET FROM DEMAND ON THE COLLECTION FUND & GENERAL RESERVE	13,033,650	12,572,290
(10,838,835)	Council Tax-Demand on Collection Fund	(11,444,950)	(11,719,390)
2,351,012	(SURPLUS)/DEFICIT FOR YEAR	1,588,700	852,900
	GENERAL RESERVE		
2,351,012	Balance at Beginning of Year	1,588,700	852,900
2,351,012	(Surplus)/Deficit for Year	1,588,700	852,900
	BALANCE AT END OF YEAR		

Susan Priest
Corporate Director - Strategic Development

		<u>Service</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
220,536	M20 J11 Study	94,500	253,830	159,330
220,536	Service Total	94,500	253,830	159,330

Susan Priest
Corporate Director - Strategic Development

		<u>Service</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Variances £
	EC14 M20 J11 Study			
100,677	1 Employees	92,360	107,030	14,670
115	Transport-Related Expenditure	0	0	0
118,674	2 Supplies & Services	910	145,290	144,380
1,070	Third Party Payments	1,230	1,510	280
220,536	Gross Expenditure	94,500	253,830	159,330
0	Other Income	0	0	0
220,536	Net Expenditure	94,500	253,830	159,330

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Permanent Virement	14,500
2 Increase in professional fees	140,000

**Suzy Tigwell
Leadership Support Summary**

		<u>Service</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
58,661	Other Environmental Services	40,000	40,000	0
8,840	Folkestone Airshow	12,000	12,000	0
17,102	Emergency Planning	20,600	18,600	-2,000
84,603	Service Total	72,600	70,600	-2,000

		<u>Administration</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
229,379	Corporate Centre	166,240	166,540	300
130,562	Corporate Director - Resources	140,420	135,500	-4,920
0	Future Operating Model	0	91,960	91,960
152,385	Corporate Director - Organisational Change	133,400	131,840	-1,560
214,260	Corporate Director-Operations	102,030	117,090	15,060
262,593	Leadership and PA Support	243,200	196,090	-47,110
989,179	Administration Total	785,290	839,020	53,730

Suzy Tigwell

Leadership Support Detail

		<u>Service</u>	2017/18 Original Budget £	2018/19 Original Budget £	Variances £
2016/17 Actual £					
	CE99	Other Environmental Services			
1,962		Employees	0	0	0
76		Premises-Related Expenditure	0	0	0
<u>56,622</u>		Supplies & Services	<u>40,000</u>	<u>40,000</u>	<u>0</u>
58,661		Gross Expenditure	40,000	40,000	0
0		Other Income	0	0	0
<u>58,661</u>		Net Expenditure	<u>40,000</u>	<u>40,000</u>	<u>0</u>
	EE23	Folkestone Airshow			
<u>12,840</u>		Supplies & Services	<u>12,000</u>	<u>12,000</u>	<u>0</u>
12,840		Gross Expenditure	12,000	12,000	0
<u>-4,000</u>		Other Income	<u>0</u>	<u>0</u>	<u>0</u>
<u>8,840</u>		Net Expenditure	<u>12,000</u>	<u>12,000</u>	<u>0</u>
	FH25	Emergency Planning			
<u>17,102</u>		Supplies & Services	<u>20,600</u>	<u>18,600</u>	<u>-2,000</u>
17,102		Gross Expenditure	20,600	18,600	-2,000
0		Other Income	0	0	0
<u>17,102</u>		Net Expenditure	<u>20,600</u>	<u>18,600</u>	<u>-2,000</u>

Suzy Tigwell

Administration

2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Variances £
	GB00 Corporate Centre			
176,117	Employees	161,210	161,200	-10
691	Transport-Related Expenditure	1,010	1,010	0
51,502	Supplies & Services	2,790	2,820	30
1,070	Third Party Payments	1,230	1,510	280
<u>229,379</u>	Gross Expenditure	<u>166,240</u>	<u>166,540</u>	<u>300</u>
0	Other Income	0	0	0
<u>229,379</u>	Net Expenditure	<u>166,240</u>	<u>166,540</u>	<u>300</u>
	GL05 Corporate Director - Resources			
119,223	1 Employees	116,910	128,740	11,830
2,255	Transport-Related Expenditure	350	250	-100
8,014	2 Supplies & Services	21,930	6,510	-15,420
1,070	Third Party Payments	1,230	0	-1,230
<u>130,562</u>	Gross Expenditure	<u>140,420</u>	<u>135,500</u>	<u>-4,920</u>
0	Other Income	0	0	0
<u>130,562</u>	Net Expenditure	<u>140,420</u>	<u>135,500</u>	<u>-4,920</u>
	Key Variances from Original Budget 2017/18 to Original Budget 2018/19			
	1 Employee Costs including Increments and Pension			12,000
	2 Approved Budget Strategy Savings			-15,000
	GL60 Future Operating Model			
0	1 Employees	0	90,160	90,160
0	Supplies & Services	0	290	290
0	Third Party Payments	0	1,510	1,510
<u>0</u>	Gross Expenditure	<u>0</u>	<u>91,960</u>	<u>91,960</u>
0	Other Income	0	0	0
<u>0</u>	Net Expenditure	<u>0</u>	<u>91,960</u>	<u>91,960</u>
	Key Variances from Original Budget 2017/18 to Original Budget 2018/19			
	1 Budget virement from GH51			87,000
	GM00 Corporate Director - Organisational Change			
141,344	Employees	130,040	128,620	-1,420
36	Transport-Related Expenditure	200	200	0
9,935	Supplies & Services	1,930	1,510	-420
1,070	Third Party Payments	1,230	1,510	280
<u>152,385</u>	Gross Expenditure	<u>133,400</u>	<u>131,840</u>	<u>-1,560</u>
0	Other Income	0	0	0
<u>152,385</u>	Net Expenditure	<u>133,400</u>	<u>131,840</u>	<u>-1,560</u>

Suzy Tigwell

	GM01	Corporate Director-Operations		
205,631		Employees	130,850	128,470
1,233		Transport-Related Expenditure	550	400
12,294		Supplies & Services	2,130	1,710
1,070		Third Party Payments	2,500	1,510
220,228		Gross Expenditure	136,030	132,090
-5,968	1	Other Income	-34,000	-15,000
214,260		Net Expenditure	102,030	117,090

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

	1	Reduction in Oportunitas Recharge Income		19,000
--	---	--	--	--------

	GM38	Leadership and PA Support		
244,165	1	Employees	225,170	179,700
1,350		Transport-Related Expenditure	1,000	1,000
9,084		Supplies & Services	9,520	8,640
8,540		Third Party Payments	7,510	9,050
263,139		Gross Expenditure	243,200	198,390
-545		Other Income	0	-2,300
262,593		Net Expenditure	243,200	196,090

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

	1	Establishment changes		-45,470
--	---	-----------------------	--	---------

**Mark Luetchford
Communications Summary**

		<u>Administration</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
259,617	Communications	240,530	243,770	3,240
<u>259,617</u>	Administration Total	<u>240,530</u>	<u>243,770</u>	<u>3,240</u>

**Mark Luetchford
Communications Detail**

		<u>Administration</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Variances £
	GM37 Communications			
222,267	Employees	211,600	213,340	1,740
447	Transport-Related Expenditure	250	250	0
40,182	Supplies & Services	31,660	31,620	-40
5,350	Third Party Payments	7,510	9,050	1,540
<u>268,247</u>	Gross Expenditure	<u>251,020</u>	<u>254,260</u>	<u>3,240</u>
-8,630	Other Income	-10,490	-10,490	0
<u>259,617</u>	Net Expenditure	<u>240,530</u>	<u>243,770</u>	<u>3,240</u>

Amandeep Khroud
Democratic Services and Law Summary

		<u>Service</u>		
2016/17 Actual		2017/18 Original Budget	2018/19 Original Budget	Original to Original Variance
£		£	£	£
996,687	Household Waste Collection	957,930	912,490	-45,440
-75,961	Recycling & Waste	-84,560	-7,020	77,540
79,574	Hythe Swimming Pool	10,540	6,080	-4,460
943,878	Cleansing	985,010	1,078,760	93,750
-21,346	Street Naming & Numbering	-14,000	-14,000	0
670,013	Leas Cliff Hall	693,100	709,100	16,000
359,523	Members Allowances & Expenses	383,100	403,500	20,400
20,247	Democratic Representation-Misc Expenditure	20,270	20,270	0
-124,623	Democratic Representation-Recharges	-123,000	-123,000	0
71,825	Registration of Electors	84,360	80,260	-4,100
16,839	Conducting Elections	5,250	48,000	42,750
13,297	Civic Ceremonials	15,190	15,030	-160
2,949,952	Service Total	2,933,190	3,129,470	196,280

		<u>Administration</u>		
2016/17 Actual		2017/18 Original Budget	2018/19 Original Budget	Original to Original Variance
£		£	£	£
144,708	Client Side Unit	133,500	134,260	760
141,862	Procurement	128,920	81,650	-47,270
847	Centralised Equipment	3,000	2,000	-1,000
3,439	Corporate Consumables - Floors 1 & 2	3,500	3,500	0
379,859	Legal Services	371,700	328,970	-42,730
111,508	Head of Democratic Services and Law	90,380	93,610	3,230
157,861	Electoral Services	120,450	129,190	8,740
146,494	Committee Services	157,500	148,830	-8,670
667,653	ICT Operations	617,370	599,350	-18,020
188,367	Waste Contract Management	183,290	185,750	2,460
1,942,596	Administration Total	1,809,610	1,707,110	-102,500

		<u>Holding</u>		
2016/17 Actual		2017/18 Original Budget	2018/19 Original Budget	Original to Original Variance
£		£	£	£
42,829	Civic Centre-Cleaning Contract	47,040	45,890	-1,150
42,829	Holding Total	47,040	45,890	-1,150

Amandeep Khroud

Democratic Services & Law Detail

		<u>Service</u>	2017/18 Original Budget £	2018/19 Original Budget £	Variances £
2016/17 Actual £					
	CE10	Household Waste Collection			
200,206		Premises-Related Expenditure	0	0	0
122,532		Supplies & Services	83,000	83,000	0
995,550	1	Third Party Payments	1,009,590	965,350	-44,240
<u>1,318,288</u>		Gross Expenditure	<u>1,092,590</u>	<u>1,048,350</u>	<u>-44,240</u>
-321,602		Other Income	-134,660	-135,860	-1,200
<u>996,687</u>		Net Expenditure	<u>957,930</u>	<u>912,490</u>	<u>-45,440</u>
		Key Variances from Original Budget 2017/18 to Original Budget 2018/19			
	1	Change in outsourced contract recharges (% allocation)			-44,240
	CE11	Recycling & Waste			
22,747		Supplies & Services	23,120	23,120	0
1,256,054	1	Third Party Payments	1,273,600	1,358,640	85,040
<u>1,278,801</u>		Gross Expenditure	<u>1,296,720</u>	<u>1,381,760</u>	<u>85,040</u>
-1,354,763		Other Income	-1,381,280	-1,388,780	-7,500
<u>-75,961</u>		Net Expenditure	<u>-84,560</u>	<u>-7,020</u>	<u>77,540</u>
		Key Variances from Original Budget 2017/18 to Original Budget 2018/19			
	1	Change in outsourced contract recharges (% allocation)			85,040
	CE31	Hythe Swimming Pool			
221,370		Employees	209,890	205,390	-4,500
33,457		Supplies & Services	43,440	41,690	-1,750
31,070		Third Party Payments	31,230	33,020	1,790
<u>285,896</u>		Gross Expenditure	<u>284,560</u>	<u>280,100</u>	<u>-4,460</u>
-206,323		Other Income	-274,020	-274,020	0
<u>79,574</u>		Net Expenditure	<u>10,540</u>	<u>6,080</u>	<u>-4,460</u>
	CE60	Cleansing			
4,583		Supplies & Services	17,000	17,000	0
965,228	1	Third Party Payments	978,860	1,072,610	93,750
<u>969,811</u>		Gross Expenditure	<u>995,860</u>	<u>1,089,610</u>	<u>93,750</u>
-25,933		Other Income	-10,850	-10,850	0
<u>943,878</u>		Net Expenditure	<u>985,010</u>	<u>1,078,760</u>	<u>93,750</u>
		Key Variances from Original Budget 2017/18 to Original Budget 2018/19			
	1	Change in outsourced contract recharges (% allocation)			93,750
	DA12	Street Naming & Numbering			
0		Gross Expenditure	0	0	0
-21,346		Other Income	-14,000	-14,000	0
<u>-21,346</u>		Net Expenditure	<u>-14,000</u>	<u>-14,000</u>	<u>0</u>

Amandeep Khroud

EA01	Leas Cliff Hall			
670,013	1 Third Party Payments	693,100	709,100	16,000
670,013	Gross Expenditure	693,100	709,100	16,000
0	Other Income	0	0	0
670,013	Net Expenditure	693,100	709,100	16,000

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Approved Budget Strategy Savings		-8,500
1 Contract Inflation		24,500

FE05	Members Allowances & Expenses			
6,786	Employees	17,000	16,500	-500
0	Premises-Related Expenditure	980	0	-980
11,145	Transport-Related Expenditure	8,000	8,000	0
341,592	Supplies & Services	357,120	347,310	-9,810
0	1 Third Party Payments	0	31,690	31,690
359,523	Gross Expenditure	383,100	403,500	20,400
0	Other Income	0	0	0
359,523	Net Expenditure	383,100	403,500	20,400

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Change in outsourced contract recharges (% allocation)		31,690
--	--	--------

FE15	Democratic Representation-Misc Expenditure			
20,247	Supplies & Services	20,270	20,270	0
20,247	Gross Expenditure	20,270	20,270	0
0	Other Income	0	0	0
20,247	Net Expenditure	20,270	20,270	0

FE70	Democratic Representation-Recharges			
0	Gross Expenditure	0	0	0
-124,623	Other Income	-123,000	-123,000	0
-124,623	Net Expenditure	-123,000	-123,000	0

FH03	Registration of Electors			
65,580	Employees	55,750	53,000	-2,750
5,485	Premises-Related Expenditure	0	0	0
0	Transport-Related Expenditure	150	0	-150
21,703	Supplies & Services	29,960	28,760	-1,200
92,768	Gross Expenditure	85,860	81,760	-4,100
-20,943	Other Income	-1,500	-1,500	0
71,825	Net Expenditure	84,360	80,260	-4,100

FH04	Conducting Elections			
16,839	1 Supplies & Services	5,250	48,000	42,750
16,839	Gross Expenditure	5,250	48,000	42,750
0	Other Income	0	0	0
16,839	Net Expenditure	5,250	48,000	42,750

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 MTFS adjustment		40,000
-------------------	--	--------

Amandeep Khroud

FE20	Civic Ceremonials			
3,833	Employees	5,000	5,000	0
4,340	Transport-Related Expenditure	3,310	3,110	-200
5,124	Supplies & Services	6,880	6,920	40
<u>13,297</u>	Gross Expenditure	<u>15,190</u>	<u>15,030</u>	<u>-160</u>
0	Other Income	0	0	0
<u>13,297</u>	Net Expenditure	<u>15,190</u>	<u>15,030</u>	<u>-160</u>

Administration

2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Variances £
	GA03 Client Side Unit			
139,478	Employees	126,940	126,920	-20
487	Transport-Related Expenditure	10	10	0
2,644	Supplies & Services	4,120	4,310	190
2,140	Third Party Payments	2,500	3,020	520
<u>144,750</u>	Gross Expenditure	<u>133,570</u>	<u>134,260</u>	<u>690</u>
-42	Other Income	-70	0	70
<u>144,708</u>	Net Expenditure	<u>133,500</u>	<u>134,260</u>	<u>760</u>

	GA10 Procurement			
136,756	1 Employees	132,580	88,350	-44,230
54	Transport-Related Expenditure	150	150	0
14,807	Supplies & Services	5,260	4,170	-1,090
4,280	Third Party Payments	4,970	3,020	-1,950
<u>155,897</u>	Gross Expenditure	<u>142,960</u>	<u>95,690</u>	<u>-47,270</u>
-14,036	Other Income	-14,040	-14,040	0
<u>141,862</u>	Net Expenditure	<u>128,920</u>	<u>81,650</u>	<u>-47,270</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Restructure of Establishment	-44,230
--------------------------------	---------

	GA11 Centralised Equipment			
847	Supplies & Services	3,000	2,000	-1,000
<u>847</u>	Gross Expenditure	<u>3,000</u>	<u>2,000</u>	<u>-1,000</u>
0	Other Income	0	0	0
<u>847</u>	Net Expenditure	<u>3,000</u>	<u>2,000</u>	<u>-1,000</u>

	GA24 Corporate Consumables - Floors 1 & 2			
3,439	Supplies & Services	3,500	3,500	0
<u>3,439</u>	Gross Expenditure	<u>3,500</u>	<u>3,500</u>	<u>0</u>
0	Other Income	0	0	0
<u>3,439</u>	Net Expenditure	<u>3,500</u>	<u>3,500</u>	<u>0</u>

Amandeep Khroud

GL00	Legal Services			
408,360	1 Employees	348,540	284,130	-64,410
1,383	Transport-Related Expenditure	500	1,100	600
42,296	2 Supplies & Services	57,880	69,570	11,690
9,620	Third Party Payments	9,980	12,070	2,090
<u>461,659</u>	Gross Expenditure	<u>416,900</u>	<u>366,870</u>	<u>-50,030</u>
-81,800	Other Income	-45,200	-37,900	7,300
<u>379,859</u>	Net Expenditure	<u>371,700</u>	<u>328,970</u>	<u>-42,730</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1	Approved Budget Strategy Savings		-56,010
2	Base budget review		-8,690
2	Restructure of Establishment		20,000

GL41	Head of Democratic Services and Law			
89,751	Employees	87,740	90,610	2,870
185	Transport-Related Expenditure	500	500	0
20,502	Supplies & Services	910	990	80
1,070	Third Party Payments	1,230	1,510	280
<u>111,508</u>	Gross Expenditure	<u>90,380</u>	<u>93,610</u>	<u>3,230</u>
0	Other Income	0	0	0
<u>111,508</u>	Net Expenditure	<u>90,380</u>	<u>93,610</u>	<u>3,230</u>

GL51	Electoral Services			
151,473	Employees	118,010	120,690	2,680
596	Transport-Related Expenditure	440	540	100
3,997	Supplies & Services	3,360	3,430	70
2,140	Third Party Payments	3,740	4,530	790
<u>158,206</u>	Gross Expenditure	<u>125,550</u>	<u>129,190</u>	<u>3,640</u>
-345	Other Income	-5,100	0	5,100
<u>157,861</u>	Net Expenditure	<u>120,450</u>	<u>129,190</u>	<u>8,740</u>

GL52	Committee Services			
129,310	Employees	146,340	139,300	-7,040
-20	Transport-Related Expenditure	150	150	0
13,096	Supplies & Services	4,770	4,850	80
4,280	Third Party Payments	6,240	4,530	-1,710
<u>146,667</u>	Gross Expenditure	<u>157,500</u>	<u>148,830</u>	<u>-8,670</u>
-173	Other Income	0	0	0
<u>146,494</u>	Net Expenditure	<u>157,500</u>	<u>148,830</u>	<u>-8,670</u>

GM19	ICT Operations			
711,733	1 Supplies & Services	661,450	643,430	-18,020
<u>711,733</u>	Gross Expenditure	<u>661,450</u>	<u>643,430</u>	<u>-18,020</u>
-44,081	Other Income	-44,080	-44,080	0
<u>667,653</u>	Net Expenditure	<u>617,370</u>	<u>599,350</u>	<u>-18,020</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1	Approved Budget Strategy Savings		-10,000
---	----------------------------------	--	---------

Amandeep Khroud

GM34 Waste Contract Management				
125,564	Employees	117,900	120,740	2,840
5,417	Transport-Related Expenditure	8,350	6,100	-2,250
4,844	Supplies & Services	7,070	7,870	800
<u>52,542</u>	Third Party Payments	<u>49,970</u>	<u>51,040</u>	<u>1,070</u>
188,367	Gross Expenditure	<u>183,290</u>	<u>185,750</u>	<u>2,460</u>
0	Other Income	0	0	0
<u>188,367</u>	Net Expenditure	<u>183,290</u>	<u>185,750</u>	<u>2,460</u>

Holding

2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Variances £
GX02 Civic Centre-Cleaning Contract				
36,055	Employees	39,640	38,490	-1,150
6,775	Transport-Related Expenditure	7,400	7,400	0
<u>42,829</u>	Gross Expenditure	<u>47,040</u>	<u>45,890</u>	<u>-1,150</u>
0	Other Income	0	0	0
<u>42,829</u>	Net Expenditure	<u>47,040</u>	<u>45,890</u>	<u>-1,150</u>

**Andrina Smith
Human Resources Summary**

		<u>Service</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
-130,404	Cemeteries	-179,220	-179,260	-40
2,801	Burials	2,000	2,000	0
19,409	Corporate Training	24,000	24,000	0
-188,485	Local Land Charges	-161,910	-164,120	-2,210
-34,540	Council Tax Benefits	0	0	0
-331,220	Service Total	-315,130	-317,380	-2,250

		<u>Administration</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
336,046	Business Support - Systems	340,170	327,640	-12,530
722,123	Business Support Unit	704,560	691,790	-12,770
170,178	Printing Services	188,600	188,850	250
1,610	New Romney One Stop	0	410	410
106,036	Civic Wardens	100,100	101,040	940
946,869	Customer Services	902,200	920,960	18,760
353,560	Organisational Development	398,040	363,180	-34,860
15,367	Pay Review Project	0	1,510	1,510
47,396	Payroll	47,950	47,950	0
44,694	Human Resources (Corporate Training)	67,210	53,150	-14,060
82,822	Human Resources (Central Costs)	59,760	80,140	20,380
2,826,700	Administration Total	2,808,590	2,776,620	-31,970

Andrina Smith

Human Resources Detail

		<u>Service</u>			
2016/17 Actual £			2017/18 Original Budget £	2018/19 Original Budget £	Variances £
	CE20	Cemeteries			
140		Supplies & Services	410	370	-40
140		Gross Expenditure	410	370	-40
-130,544		Other Income	-179,630	-179,630	0
-130,404		Net Expenditure	-179,220	-179,260	-40
	CE25	Burials			
10,754		Supplies & Services	3,000	3,000	0
10,754		Gross Expenditure	3,000	3,000	0
-7,953		Other Income	-1,000	-1,000	0
2,801		Net Expenditure	2,000	2,000	0
	FD16	Corporate Training			
19,409		Employees	24,000	24,000	0
19,409		Gross Expenditure	24,000	24,000	0
0		Other Income	0	0	0
19,409		Net Expenditure	24,000	24,000	0
	FH57	Local Land Charges			
47,926		Supplies & Services	53,090	50,880	-2,210
47,926		Gross Expenditure	53,090	50,880	-2,210
-236,411		Other Income	-215,000	-215,000	0
-188,485		Net Expenditure	-161,910	-164,120	-2,210

Andrina Smith

Administration

2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Variances £
	GA22 Business Support Systems			
323,774	Employees	312,940	297,480	-15,460
335	Transport-Related Expenditure	200	200	0
3,396	Supplies & Services	17,050	17,890	840
8,540	Third Party Payments	9,980	12,070	2,090
<u>336,046</u>	Gross Expenditure	<u>340,170</u>	<u>327,640</u>	<u>-12,530</u>
0	Other Income	0	0	0
<u>336,046</u>	Net Expenditure	<u>340,170</u>	<u>327,640</u>	<u>-12,530</u>
	GA23 Business Support Unit			
680,626	Employees	639,500	632,030	-7,470
469	Transport-Related Expenditure	100	400	300
16,448	Supplies & Services	15,610	20,130	4,520
24,580	1 Third Party Payments	49,350	39,230	-10,120
<u>722,123</u>	Gross Expenditure	<u>704,560</u>	<u>691,790</u>	<u>-12,770</u>
0	Other Income	0	0	0
<u>722,123</u>	Net Expenditure	<u>704,560</u>	<u>691,790</u>	<u>-12,770</u>
	Key Variances from Original Budget 2017/18 to Original Budget 2018/19			
	1 Change in outsourced contract recharges			-10,120
	GA54 Printing Services			
137,440	Employees	126,510	126,480	-30
2,770	Transport-Related Expenditure	1,390	550	-840
44,660	Supplies & Services	74,700	74,750	50
4,280	Third Party Payments	4,970	6,040	1,070
<u>189,151</u>	Gross Expenditure	<u>207,570</u>	<u>207,820</u>	<u>250</u>
-18,973	Other Income	-18,970	-18,970	0
<u>170,178</u>	Net Expenditure	<u>188,600</u>	<u>188,850</u>	<u>250</u>
	GA56 New Romney One Stop			
193	Premises-Related Expenditure	0	110	110
1,417	Supplies & Services	0	300	300
<u>1,610</u>	Gross Expenditure	<u>0</u>	<u>410</u>	<u>410</u>
0	Other Income	0	0	0
<u>1,610</u>	Net Expenditure	<u>0</u>	<u>410</u>	<u>410</u>
	GA60 Civic Wardens			
96,167	Employees	87,410	87,610	200
54	Transport-Related Expenditure	150	200	50
8,897	Supplies & Services	10,430	10,050	-380
4,280	Third Party Payments	4,970	6,040	1,070
<u>109,398</u>	Gross Expenditure	<u>102,960</u>	<u>103,900</u>	<u>940</u>
-3,361	Other Income	-2,860	-2,860	0
<u>106,036</u>	Net Expenditure	<u>100,100</u>	<u>101,040</u>	<u>940</u>

Andrina Smith

GA62	Customer Services			
867,947	Employees	785,340	812,690	27,350
484	Transport-Related Expenditure	950	1,100	150
35,747	Supplies & Services	41,380	49,290	7,910
71,115	Third Party Payments	103,950	87,300	-16,650
<u>975,293</u>	Gross Expenditure	<u>931,620</u>	<u>950,380</u>	<u>18,760</u>
-28,424	Other Income	-29,420	-29,420	0
<u>946,869</u>	Net Expenditure	<u>902,200</u>	<u>920,960</u>	<u>18,760</u>

GL45	Organisational Development			
334,957	1 Employees	344,050	306,260	-37,790
1,098	Transport-Related Expenditure	800	800	0
10,025	Supplies & Services	43,210	44,050	840
7,480	Third Party Payments	9,980	12,070	2,090
<u>353,560</u>	Gross Expenditure	<u>398,040</u>	<u>363,180</u>	<u>-34,860</u>
0	Other Income	0	0	0
<u>353,560</u>	Net Expenditure	<u>398,040</u>	<u>363,180</u>	<u>-34,860</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Remove of Pay Review Project post	-26,390
1 Approved Budget Saving	-9,500

GM02	Pay Review Project			
15,367	Employees	0	0	0
0	Third Party Payments	0	1,510	1,510
<u>15,367</u>	Gross Expenditure	<u>0</u>	<u>1,510</u>	<u>1,510</u>
0	Other Income	0	0	0
<u>15,367</u>	Net Expenditure	<u>0</u>	<u>1,510</u>	<u>1,510</u>

GM07	Payroll			
47,396	Premises-Related Expenditure	47,950	47,950	0
<u>47,396</u>	Gross Expenditure	<u>47,950</u>	<u>47,950</u>	<u>0</u>
0	Other Income	0	0	0
<u>47,396</u>	Net Expenditure	<u>47,950</u>	<u>47,950</u>	<u>0</u>

GM08	Human Resources (Corporate Training)			
52,306	1 Employees	67,210	53,150	-14,060
<u>52,306</u>	Gross Expenditure	<u>67,210</u>	<u>53,150</u>	<u>-14,060</u>
-7,612	Other Income	0	0	0
<u>44,694</u>	Net Expenditure	<u>67,210</u>	<u>53,150</u>	<u>-14,060</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Approved Budget Strategy Savings	-14,060
------------------------------------	---------

GM09	Human Resources (Central Costs)			
58,606	Employees	54,360	57,740	3,380
24,216	1 Supplies & Services	5,400	22,400	17,000
<u>82,822</u>	Gross Expenditure	<u>59,760</u>	<u>80,140</u>	<u>20,380</u>
0	Other Income	0	0	0
<u>82,822</u>	Net Expenditure	<u>59,760</u>	<u>80,140</u>	<u>20,380</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Approved Budget Strategy Growth	15,000
-----------------------------------	--------

**Charlotte Spendley
Head of Finance Summary**

		<u>Service</u>		
2016/17 Actual		2017/18 Original Budget	2018/19 Original Budget	Original to Original Variance
£		£	£	£
7,562	Members Community Grant Bids	0	0	0
147,642	Corporate Management- Misc Expenditure	295,490	298,700	3,210
-97,087	Corporate Management-Recharges	-102,000	-102,000	0
1,680,100	Pensions Back Funding	1,577,000	1,577,000	0
-1,468,700	Early Retirement Contributions	0	0	0
-170,176	Business Rates Collection	-172,030	-172,030	0
-499,005	Council Tax Collection	-497,680	-497,680	0
-107,273	Council Tax Reduction Scheme	-111,010	-279,850	-168,840
582,490	Housing Benefits	-338,490	201,510	540,000
-123,449	Rent Rebates	5,720	5,720	0
-47,895	Service Total	657,000	1,031,370	374,370

		<u>Administration</u>		
2016/17 Actual		2017/18 Original Budget	2018/19 Original Budget	Original to Original Variance
£		£	£	£
880,573	Accountancy	697,220	708,120	10,900
317,962	Corporate Debt	312,070	383,600	71,530
46,118	Treasury Management	46,240	48,240	2,000
412,021	Revenues	302,840	987,530	684,690
674,362	Benefits	585,570	0	-585,570
97,273	Internal Audit	95,000	95,000	0
2,428,308	Administration Total	2,038,940	2,222,490	183,550

Charlotte Spendley

Head of Finance Detail

		<u>Service</u>	2017/18	2018/19	Variances
2016/17			Original	Original	
Actual			Budget	Budget	
£			£	£	£
	ED42	Members Community Grant Bids			
7,562		Supplies & Services	0	0	0
<u>7,562</u>		Gross Expenditure	<u>0</u>	<u>0</u>	<u>0</u>
0		Other Income	0	0	0
<u>7,562</u>		Net Expenditure	<u>0</u>	<u>0</u>	<u>0</u>
	FD15	Corporate Management- Misc Expenditure			
168,635	1	Supplies & Services	308,820	298,730	-10,090
<u>168,635</u>		Gross Expenditure	<u>308,820</u>	<u>298,730</u>	<u>-10,090</u>
-20,992	2	Other Income	-13,330	-30	13,300
<u>147,642</u>		Net Expenditure	<u>295,490</u>	<u>298,700</u>	<u>3,210</u>
		Key Variances from Original Budget 2017/18 to Original Budget 2018/19			
		1 Permanent virement to CMT Contingency			-10,000
		2 Base Budget review			13,300
					<u>3,300</u>
	FD70	Corporate Management-Recharges			
0		Gross Expenditure	0	0	0
<u>-97,087</u>		Other Income	<u>-102,000</u>	<u>-102,000</u>	<u>0</u>
<u>-97,087</u>		Net Expenditure	<u>-102,000</u>	<u>-102,000</u>	<u>0</u>
	FF15	Pensions Back Funding			
1,680,100		Employees	1,577,000	1,577,000	0
<u>1,680,100</u>		Gross Expenditure	<u>1,577,000</u>	<u>1,577,000</u>	<u>0</u>
0		Other Income	0	0	0
<u>1,680,100</u>		Net Expenditure	<u>1,577,000</u>	<u>1,577,000</u>	<u>0</u>
	FF16	Early Retirement Contributions			
-1,468,700		Employees	0	0	0
<u>-1,468,700</u>		Gross Expenditure	<u>0</u>	<u>0</u>	<u>0</u>
0		Other Income	0	0	0
<u>-1,468,700</u>		Net Expenditure	<u>0</u>	<u>0</u>	<u>0</u>
	FL05	Business Rates Collection			
0		Supplies & Services	2,900	2,900	0
<u>0</u>		Gross Expenditure	<u>2,900</u>	<u>2,900</u>	<u>0</u>
-170,176		Other Income	-174,930	-174,930	0
<u>-170,176</u>		Net Expenditure	<u>-172,030</u>	<u>-172,030</u>	<u>0</u>
	FL20	Council Tax Collection			
0		Supplies & Services	2,320	2,320	0
<u>0</u>		Gross Expenditure	<u>2,320</u>	<u>2,320</u>	<u>0</u>
-499,005		Other Income	-500,000	-500,000	0
<u>-499,005</u>		Net Expenditure	<u>-497,680</u>	<u>-497,680</u>	<u>0</u>

Charlotte Spendley

	FL22	Council Tax Reduction Scheme		
125,195		1 Employees	169,270	100
214		Transport-Related Expenditure	0	0
59,209		Supplies & Services	2,130	2,460
184,618		Gross Expenditure	171,400	2,560
-291,891		Other Income	-282,410	-282,410
-107,273		Net Expenditure	-111,010	-279,850

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

		1 Restructure of Establishment (GA05)		-57,480
		1 Restructure of Establishment (GA20)		-111,690
				-169,170

	FN01	Housing Benefits		
435,608		Supplies & Services	11,000	11,000
30,804,786		2 Transfer Payments	33,138,060	33,638,060
31,240,393		Gross Expenditure	33,149,060	33,649,060
-30,657,904		1 Other Income	-33,487,550	-33,447,550
582,490		Net Expenditure	-338,490	201,510

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

		1 Approved Budget Strategy Growth (Government grant)		40,000
		2 Pressure re Subsidy shortfall		500,000
				540,000

	FN02	Rent Rebates		
141,481		Supplies & Services	0	0
9,605,834		Transfer Payments	9,526,230	9,526,230
9,747,315		Gross Expenditure	9,526,230	9,526,230
-9,870,764		Other Income	-9,520,510	-9,520,510
-123,449		Net Expenditure	5,720	5,720

**Charlotte Spendley
Administration**

2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Variances £
	GA00 Accountancy			
792,376	Employees	655,200	648,160	-7,040
2,235	Transport-Related Expenditure	1,600	2,200	600
82,361	Supplies & Services	34,340	50,090	15,750
19,240	Third Party Payments	30,820	28,670	-2,150
896,212	Gross Expenditure	721,960	729,120	7,160
-15,640	Other Income	-24,740	-21,000	3,740
880,573	Net Expenditure	697,220	708,120	10,900

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Approved Budget Strategy Growth	15,760
	15,760

	GA05 Corporate Debt			
276,456	Employees	272,590	335,620	63,030
3,104	Transport-Related Expenditure	1,500	3,050	1,550
27,722	Supplies & Services	25,500	28,330	2,830
10,680	Third Party Payments	12,480	16,600	4,120
317,962	Gross Expenditure	312,070	383,600	71,530
0	Other Income	0	0	0
317,962	Net Expenditure	312,070	383,600	71,530

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Restructure of Establishment	63,030
	63,030

	GA08 Treasury Management			
302	Employees	0	0	0
45,815	Supplies & Services	46,240	48,240	2,000
46,118	Gross Expenditure	46,240	48,240	2,000
0	Other Income	0	0	0
46,118	Net Expenditure	46,240	48,240	2,000

	GA20 Revenues			
408,278	Employees	181,380	798,010	616,630
7,499	Transport-Related Expenditure	10,200	10,850	650
105,767	Supplies & Services	85,760	136,980	51,220
13,900	Third Party Payments	25,500	42,250	16,750
535,445	Gross Expenditure	302,840	988,090	685,250
-123,424	Other Income	0	-560	-560
412,021	Net Expenditure	302,840	987,530	684,690

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Restructure of Establishment	684,690
	684,690

	GA27 Benefits			
611,067	1 Employees	473,960	0	-473,960
2,192	1 Transport-Related Expenditure	2,100	0	-2,100
101,961	1 Supplies & Services	58,760	0	-58,760
28,850	1 Third Party Payments	51,310	0	-51,310
744,070	Gross Expenditure	586,130	0	-586,130
-69,708	1 Other Income	-560	0	560
674,362	Net Expenditure	585,570	0	-585,570

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Restructure of Establishment	-585,570
--------------------------------	----------

Charlotte Spendley

	GP00	Internal Audit			
97,273		Third Party Payments	95,000	95,000	0
97,273		Gross Expenditure	95,000	95,000	0
0		Other Income	0	0	0
97,273		Net Expenditure	95,000	95,000	0

**Communities
Community Saftey Manager Summary**

		<u>Service</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
-162,079	Licensing	-172,880	-172,880	0
-2,545	Caravan Sites	-3,000	-3,000	0
24,920	Crime and Disorder	20,750	20,750	0
317,072	Food Safety, Health and Safety etc	255,920	259,610	3,690
24,599	Pollution Reduction	34,590	43,390	8,800
390	Pest Control	0	0	0
6,510	Family Champions	2,120	0	-2,120
11,041	Dog Control	17,280	10,080	-7,200
23,736	Litter and Fouling Enforcement	8,050	8,050	0
8,143	CSE External Projects	0	0	0
-119,481	Hackney Carriage Licensing	-86,130	-86,130	0
0	Cultural Services	0	0	0
41,999	Community Chest	0	0	0
43,829	Members Ward Allowance	45,000	90,000	45,000
123,396	Community Grants	90,060	45,060	-45,000
20,112	Sports Development Initiatives	19,850	20,020	170
189,500	Folkestone Sports Centre	189,500	180,500	-9,000
22,761	Tall ships Project	20,000	20,000	0
616,799	General Grants	89,820	139,500	49,680
10,064	Housing Standards	-2,770	-550	2,220
3,500	Housing Strategy	3,500	3,500	0
111,470	Homelessness	47,150	47,150	0
-880,565	Renovation Loans	0	0	0
43,680	Care and Repair Scheme	43,680	44,550	870
738,146	Other Housing Improvement Services	100,000	100,000	0
250	Rent Deposits (Supp People-KCC)	1,000	1,000	0
1,217,246	Service Total	723,490	770,600	47,110

		<u>Administration</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
93,738	Head of Communities	90,520	0	-90,520
335,661	Housing Options	331,780	354,920	23,140
35,525	Social Lettings Agency	34,910	38,690	3,780
131,074	Housing Strategy & Support	121,640	122,430	790
353,477	Community Safety & Engagement	304,720	283,280	-21,440
259,979	Private Sector Housing	206,800	208,860	2,060
336,438	Environmental Protection	295,510	294,360	-1,150
82,954	Licensing	105,480	108,480	3,000
1,628,846	Administration Total	1,491,360	1,411,020	-80,340

Communities

Community Safety Manager Detail

Service

2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Variances £
	BE57 Licensing			
5,808	Premises-Related Expenditure	6,800	6,800	0
2,763	Supplies & Services	1,600	1,600	0
4,102	Third Party Payments	2,000	2,000	0
<u>12,673</u>	Gross Expenditure	<u>10,400</u>	<u>10,400</u>	<u>0</u>
-174,752	Other Income	-183,280	-183,280	0
<u>-162,079</u>	Net Expenditure	<u>-172,880</u>	<u>-172,880</u>	<u>0</u>
	BE58 Caravan Sites			
<u>0</u>	Gross Expenditure	<u>0</u>	<u>0</u>	<u>0</u>
-2,545	Other Income	-3,000	-3,000	0
<u>-2,545</u>	Net Expenditure	<u>-3,000</u>	<u>-3,000</u>	<u>0</u>
	BF53 Crime and Disorder			
<u>60,551</u>	Supplies & Services	<u>49,760</u>	<u>49,760</u>	<u>0</u>
60,551	Gross Expenditure	49,760	49,760	0
-35,631	Other Income	-29,010	-29,010	0
<u>24,920</u>	Net Expenditure	<u>20,750</u>	<u>20,750</u>	<u>0</u>
	BG50 Food Safety, Health and Safety etc			
272,899	Employees	238,030	239,740	1,710
7,415	Transport-Related Expenditure	6,750	6,750	0
33,115	Supplies & Services	6,370	6,670	300
6,420	Third Party Payments	12,370	9,050	-3,320
<u>319,849</u>	Gross Expenditure	<u>263,520</u>	<u>262,210</u>	<u>-1,310</u>
-2,777	Other Income	-7,600	-2,600	5,000
<u>317,072</u>	Net Expenditure	<u>255,920</u>	<u>259,610</u>	<u>3,690</u>
	BG51 Pollution Reduction			
<u>39,604</u>	1 Supplies & Services	<u>42,390</u>	<u>54,390</u>	<u>12,000</u>
39,604	Gross Expenditure	42,390	54,390	12,000
-15,005	Other Income	-7,800	-11,000	-3,200
<u>24,599</u>	Net Expenditure	<u>34,590</u>	<u>43,390</u>	<u>8,800</u>
	Key Variances from Original Budget 2017/18 to Original Budget 2018/19			
	1 Approved Budget Strategy Growth			10,000
	1 Base budget review			2,000
	BG52 Pest Control			
<u>390</u>	Premises-Related Expenditure	<u>0</u>	<u>0</u>	<u>0</u>
390	Gross Expenditure	0	0	0
0	Other Income	0	0	0
<u>390</u>	Net Expenditure	<u>0</u>	<u>0</u>	<u>0</u>

Communities

CE28	Family Champions			
127,117	1 Employees	138,750	0	-138,750
9,250	2 Transport-Related Expenditure	10,100	0	-10,100
16,240	3 Supplies & Services	4,600	0	-4,600
5,350	Third Party Payments	0	0	0
<u>157,956</u>	Gross Expenditure	<u>153,450</u>	<u>0</u>	<u>-153,450</u>
-151,446	4 Other Income	-151,330	0	151,330
<u>6,510</u>	Net Expenditure	<u>2,120</u>	<u>0</u>	<u>-2,120</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

- 1 Project ceased
- 2 Project ceased
- 4 Project ceased

CE51	Dog Control			
4,656	Transport-Related Expenditure	5,320	1,820	-3,500
11,124	Supplies & Services	18,760	13,060	-5,700
<u>15,780</u>	Gross Expenditure	<u>24,080</u>	<u>14,880</u>	<u>-9,200</u>
-4,739	Other Income	-6,800	-4,800	2,000
<u>11,041</u>	Net Expenditure	<u>17,280</u>	<u>10,080</u>	<u>-7,200</u>

CE54	Litter and Fouling Enforcement			
2,324	Employees	550	550	0
21,412	Supplies & Services	7,500	7,500	0
<u>23,736</u>	Gross Expenditure	<u>8,050</u>	<u>8,050</u>	<u>0</u>
0	Other Income	0	0	0
<u>23,736</u>	Net Expenditure	<u>8,050</u>	<u>8,050</u>	<u>0</u>

CE55	CSE External Projects			
33,161	Supplies & Services	0	0	0
<u>33,161</u>	Gross Expenditure	<u>0</u>	<u>0</u>	<u>0</u>
-25,018	Other Income	0	0	0
<u>8,143</u>	Net Expenditure	<u>0</u>	<u>0</u>	<u>0</u>

CE58	Hackney Carriage Licensing			
24,322	Supplies & Services	21,870	21,870	0
<u>24,322</u>	Gross Expenditure	<u>21,870</u>	<u>21,870</u>	<u>0</u>
-143,804	Other Income	-108,000	-108,000	0
<u>-119,481</u>	Net Expenditure	<u>-86,130</u>	<u>-86,130</u>	<u>0</u>

ED15	Community Chest			
89,324	Supplies & Services	95,000	95,000	0
<u>89,324</u>	Gross Expenditure	<u>95,000</u>	<u>95,000</u>	<u>0</u>
-47,325	Other Income	-95,000	-95,000	0
<u>41,999</u>	Net Expenditure	<u>0</u>	<u>0</u>	<u>0</u>

Communities

ED40	Members Ward Allowance			
43,829	1 Supplies & Services	45,000	90,000	45,000
<u>43,829</u>	Gross Expenditure	<u>45,000</u>	<u>90,000</u>	<u>45,000</u>
0	Other Income	0	0	0
<u>43,829</u>	Net Expenditure	<u>45,000</u>	<u>90,000</u>	<u>45,000</u>
				Key Variances from Original Budget 2017/18 to Original Budget 2018/19
	1 Budget virement within Communities			45,000
ED41	Community Grants			
123,396	1 Supplies & Services	90,060	45,060	-45,000
<u>123,396</u>	Gross Expenditure	<u>90,060</u>	<u>45,060</u>	<u>-45,000</u>
0	Other Income	0	0	0
<u>123,396</u>	Net Expenditure	<u>90,060</u>	<u>45,060</u>	<u>-45,000</u>
				Key Variances from Original Budget 2017/18 to Original Budget 2018/19
	1 Budget virement within Communities			-45,000
EE20	Sports Development Initiatives			
139	Employees	0	0	0
19,973	Supplies & Services	19,850	20,020	170
<u>20,112</u>	Gross Expenditure	<u>19,850</u>	<u>20,020</u>	<u>170</u>
0	Other Income	0	0	0
<u>20,112</u>	Net Expenditure	<u>19,850</u>	<u>20,020</u>	<u>170</u>
EE25	Folkestone Sports Centre			
189,500	Supplies & Services	189,500	180,500	-9,000
<u>189,500</u>	Gross Expenditure	<u>189,500</u>	<u>180,500</u>	<u>-9,000</u>
0	Other Income	0	0	0
<u>189,500</u>	Net Expenditure	<u>189,500</u>	<u>180,500</u>	<u>-9,000</u>
ER02	Tall Ships Project			
22,761	Supplies & Services	20,000	20,000	0
<u>22,761</u>	Gross Expenditure	<u>20,000</u>	<u>20,000</u>	<u>0</u>
0	Other Income	0	0	0
<u>22,761</u>	Net Expenditure	<u>20,000</u>	<u>20,000</u>	<u>0</u>
FH18	General Grants			
627,820	Supplies & Services	89,820	139,500	49,680
<u>627,820</u>	Gross Expenditure	<u>89,820</u>	<u>139,500</u>	<u>49,680</u>
-11,021	Other Income	0	0	0
<u>616,799</u>	Net Expenditure	<u>89,820</u>	<u>139,500</u>	<u>49,680</u>
				Key Variances from Original Budget 2017/18 to Original Budget 2018/19
	1 Proposed item for WW1 Comemerations			50,000
HE10	Housing Standards			
11,055	Supplies & Services	1,000	1,000	0
<u>11,055</u>	Gross Expenditure	<u>1,000</u>	<u>1,000</u>	<u>0</u>
-992	Other Income	-3,770	-1,550	2,220
<u>10,064</u>	Net Expenditure	<u>-2,770</u>	<u>-550</u>	<u>2,220</u>

Communities

	HH11	Housing Strategy			
	1,000	Premises-Related Expenditure	1,000	1,000	0
	<u>2,500</u>	Supplies & Services	<u>2,500</u>	<u>2,500</u>	<u>0</u>
	3,500	Gross Expenditure	<u>3,500</u>	<u>3,500</u>	<u>0</u>
	0	Other Income	0	0	0
	<u>3,500</u>	Net Expenditure	<u>3,500</u>	<u>3,500</u>	<u>0</u>

	HH21	Homelessness			
	305	Transport-Related Expenditure	300	300	0
	606,576	1 Supplies & Services	364,450	445,330	80,880
	<u>55,592</u>	2 Third Party Payments	<u>17,400</u>	<u>42,400</u>	<u>25,000</u>
	662,473	Gross Expenditure	<u>382,150</u>	<u>488,030</u>	<u>105,880</u>
	-551,003	3 Other Income	-335,000	-440,880	-105,880
	<u>111,470</u>	Net Expenditure	<u>47,150</u>	<u>47,150</u>	<u>0</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 DCLG grant - New burdens funding re: Homelessness Reduction Act	59,505
1 DCLG grant - Flexible Housing Support grant	20,000
2 DCLG grant - Flexible Housing Support grant	25,000
3 DCLG grant - Flexible Housing Support grant	-76,377
3 DCLG grant - New burdens funding re: Homelessness Reduction Act	-59,505
3 Reduction in miscellaneous income	30,000

	HH40	Renovation Loans			
	0	Supplies & Services	500,000	500,000	0
	0	Gross Expenditure	<u>500,000</u>	<u>500,000</u>	<u>0</u>
	-880,565	Other Income	-500,000	-500,000	0
	<u>-880,565</u>	Net Expenditure	<u>0</u>	<u>0</u>	<u>0</u>

	HH42	Care and Repair Scheme			
	43,680	Supplies & Services	43,680	44,550	870
	<u>43,680</u>	Gross Expenditure	<u>43,680</u>	<u>44,550</u>	<u>870</u>
	0	Other Income	0	0	0
	<u>43,680</u>	Net Expenditure	<u>43,680</u>	<u>44,550</u>	<u>870</u>

	HH48	Other Housing Improvement Services			
	738,146	Supplies & Services	100,000	100,000	0
	<u>738,146</u>	Gross Expenditure	<u>100,000</u>	<u>100,000</u>	<u>0</u>
	0	Other Income	0	0	0
	<u>738,146</u>	Net Expenditure	<u>100,000</u>	<u>100,000</u>	<u>0</u>

	HX02	Rent Deposits (Supp People-KCC)			
	250	Supplies & Services	1,700	1,700	0
	<u>250</u>	Gross Expenditure	<u>1,700</u>	<u>1,700</u>	<u>0</u>
	0	Other Income	-700	-700	0
	<u>250</u>	Net Expenditure	<u>1,000</u>	<u>1,000</u>	<u>0</u>

**Communities
Administration**

2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Variances £
	GH51 Head of Communities			
90,161	1 Employees	87,690	0	-87,690
79	2 Transport-Related Expenditure	20	0	-20
2,429	3 Supplies & Services	1,680	0	-1,680
1,070	4 Third Party Payments	1,230	0	-1,230
<u>93,738</u>	Gross Expenditure	<u>90,620</u>	<u>0</u>	<u>-90,620</u>
0	Other Income	-100	0	100
<u>93,738</u>	Net Expenditure	<u>90,520</u>	<u>0</u>	<u>-90,520</u>
	Key Variances from Original Budget 2017/18 to Original Budget 2018/19			
	1 Budget virement to GL60			-87,690
	GH58 Housing Options			
312,398	1 Employees	307,850	442,580	134,730
7,794	Transport-Related Expenditure	7,020	7,020	0
7,988	2 Supplies & Services	5,700	7,590	1,890
7,480	3 Third Party Payments	11,210	13,580	2,370
<u>335,661</u>	Gross Expenditure	<u>331,780</u>	<u>470,770</u>	<u>138,990</u>
0	4 Other Income	0	-115,850	-115,850
<u>335,661</u>	Net Expenditure	<u>331,780</u>	<u>354,920</u>	<u>23,140</u>
	Key Variances from Original Budget 2017/18 to Original Budget 2018/19			
	1 Employee Costs including Increments and Pension			19,876
	1 3 x new posts funded by Flexible Housing Support grant			114,854
	4 DCLG grant - Flexible Housing Support grant			-115,850
	GH61 Social Lettings Agency			
33,270	Employees	31,880	34,590	2,710
1,469	Transport-Related Expenditure	1,600	1,600	0
786	Supplies & Services	200	990	790
0	Third Party Payments	1,230	1,510	280
<u>35,525</u>	Gross Expenditure	<u>34,910</u>	<u>38,690</u>	<u>3,780</u>
0	Other Income	0	0	0
<u>35,525</u>	Net Expenditure	<u>34,910</u>	<u>38,690</u>	<u>3,780</u>
	GH62 Housing Strategy & Support			
142,810	Employees	133,820	133,810	-10
3,399	Transport-Related Expenditure	4,530	3,980	-550
9,252	Supplies & Services	7,050	7,610	560
3,210	Third Party Payments	3,740	4,530	790
<u>158,672</u>	Gross Expenditure	<u>149,140</u>	<u>149,930</u>	<u>790</u>
-27,598	Other Income	-27,500	-27,500	0
<u>131,074</u>	Net Expenditure	<u>121,640</u>	<u>122,430</u>	<u>790</u>

Communities

	GL21	Community Safety & Engagement			
305,418		Employees	255,200	244,740	-10,460
12,254		Transport-Related Expenditure	13,980	10,690	-3,290
25,125		Supplies & Services	26,790	18,800	-7,990
10,680		Third Party Payments	8,750	9,050	300
<u>353,477</u>		Gross Expenditure	<u>304,720</u>	<u>283,280</u>	<u>-21,440</u>
0		Other Income	0	0	0
<u>353,477</u>		Net Expenditure	<u>304,720</u>	<u>283,280</u>	<u>-21,440</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

	1	Employee Costs including Increments and Pension and Env Education Officer post not being filled			-16,410
--	---	---	--	--	---------

	GM29	Private Sector Housing			
205,103		Employees	192,750	192,370	-380
7,051		Transport-Related Expenditure	6,600	6,600	0
5,956		Supplies & Services	5,710	6,840	1,130
5,350		Third Party Payments	6,240	7,550	1,310
<u>262,290</u>		Gross Expenditure	<u>211,300</u>	<u>213,360</u>	<u>2,060</u>
-2,311		Other Income	-4,500	-4,500	0
<u>259,979</u>		Net Expenditure	<u>206,800</u>	<u>208,860</u>	<u>2,060</u>

	GM36	Environmental Protection			
308,230		Employees	258,250	260,940	2,690
8,345		Transport-Related Expenditure	8,200	6,140	-2,060
8,103		Supplies & Services	20,380	16,790	-3,590
11,760		Third Party Payments	8,750	10,560	1,810
<u>336,438</u>		Gross Expenditure	<u>295,580</u>	<u>294,430</u>	<u>-1,150</u>
0		Other Income	-70	-70	0
<u>336,438</u>		Net Expenditure	<u>295,510</u>	<u>294,360</u>	<u>-1,150</u>

	GM44	Licensing			
75,972		Employees	97,340	99,450	2,110
5,379		Transport-Related Expenditure	4,000	4,000	0
4,108		Supplies & Services	400	500	100
0		Third Party Payments	3,740	4,530	790
<u>85,459</u>		Gross Expenditure	<u>105,480</u>	<u>108,480</u>	<u>3,000</u>
-2,505		Other Income	0	0	0
<u>82,954</u>		Net Expenditure	<u>105,480</u>	<u>108,480</u>	<u>3,000</u>

Andy Jarrett
Head of Strategic Development Projects Summary

		<u>Service</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
372,742	Otterpool - Developer	0	885,210	885,210
23,105	Misc Regeneration Initiatives	-10,550	21,160	31,710
6,000	Strategic Prjjects	30,000	30,000	0
10,332	Otterpool Holiday Park	0	0	0
26,748	Greatstone Coast Drive Project	0	0	0
36,581	Hawkinge Fernfield Lane Proj	0	0	0
475,507	Service Total	19,450	936,370	916,920

		<u>Administration</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
145,007	Projects	129,980	131,440	1,460
97,414	Strategic Development Projects	91,220	95,170	3,950
110,366	Land Owner Projects	118,950	158,490	39,540
352,787	Administration Total	340,150	385,100	44,950

Andy Jarrett
Head of Strategic Development Projects Detail

		<u>Service</u>			
2016/17 Actual £			2017/18 Original Budget £	2018/19 Original Budget £	Variances £
	ED00 Otterpool - Developer				
0	1 Employees		0	85,200	85,200
1,810	Transport-Related Expenditure		0	0	0
685,061	2 Supplies & Services		0	1,447,990	1,447,990
0	Third Party Payments		0	3,020	3,020
686,871	Gross Expenditure		0	1,536,210	1,536,210
-314,129	3 Other Income		0	-651,000	-651,000
372,742	Net Expenditure		0	885,210	885,210
	Key Variances from Original Budget 2017/18 to Original Budget 2018/19				
	1 Permanent Virement of establishment roles to project				85,200
	2 Increase in scheme budget costs anticipated to be incurred in relation to Masterplanning phase				1,440,000
	3 Contribution from partner in relation to Masterplanning work				-651,000
	ED11 Misc Regeneration Initiatives				
48,523	1 Employees		48,100	9,560	-38,540
1,784	Transport-Related Expenditure		1,800	700	-1,100
21,504	Supplies & Services		20,910	20,990	80
1,070	Third Party Payments		1,230	0	-1,230
72,881	Gross Expenditure		72,040	31,250	-40,790
-49,776	2 Other Income		-82,590	-10,090	72,500
23,105	Net Expenditure		-10,550	21,160	31,710
	Key Variances from Original Budget 2017/18 to Original Budget 2018/19				
	1 Reduction in employee costs				-39,000
	2 Permanent Virement				36,000
	2 Reduction in external funding due to reduction in employee costs				37,000
	ED50 Strategic Projects				
6,000	Supplies & Services		30,000	30,000	0
6,000	Gross Expenditure		30,000	30,000	0
0	Other Income		0	0	0
6,000	Net Expenditure		30,000	30,000	0
	ED51 Otterpool Holiday Park				
10,332	Supplies & Services		0	0	0
10,332	Gross Expenditure		0	0	0
0	Other Income		0	0	0
10,332	Net Expenditure		0	0	0
	ED52 Greatstone Coast Drive Project				
26,748	Supplies & Services		0	0	0
26,748	Gross Expenditure		0	0	0
0	Other Income		0	0	0
26,748	Net Expenditure		0	0	0
	ED53 Hawkinge Fernfield Lane Project				
36,581	Supplies & Services		0	0	0
36,581	Gross Expenditure		0	0	0
0	Other Income		0	0	0
36,581	Net Expenditure		0	0	0

Andy Jarrett

Administration

2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Variances £
	GM33 Projects			
135,313	Employees	123,940	125,210	1,270
81	Transport-Related Expenditure	300	300	0
5,333	Supplies & Services	3,240	2,910	-330
4,280	Third Party Payments	2,500	3,020	520
<u>145,007</u>	Gross Expenditure	<u>129,980</u>	<u>131,440</u>	<u>1,460</u>
0	Other Income	0	0	0
<u>145,007</u>	Net Expenditure	<u>129,980</u>	<u>131,440</u>	<u>1,460</u>
	GM40 Strategic Development Projects			
94,306	Employees	89,080	92,670	3,590
377	Transport-Related Expenditure	0	0	0
1,661	Supplies & Services	910	990	80
1,070	Third Party Payments	1,230	1,510	280
<u>97,414</u>	Gross Expenditure	<u>91,220</u>	<u>95,170</u>	<u>3,950</u>
0	Other Income	0	0	0
<u>97,414</u>	Net Expenditure	<u>91,220</u>	<u>95,170</u>	<u>3,950</u>
	GM48 Land Owner Projects			
107,464	1 Employees	115,050	148,790	33,740
1,004	Transport-Related Expenditure	1,000	3,200	2,200
1,899	Supplies & Services	400	1,970	1,570
0	Third Party Payments	2,500	4,530	2,030
<u>110,366</u>	Gross Expenditure	<u>118,950</u>	<u>158,490</u>	<u>39,540</u>
0	Other Income	0	0	0
<u>110,366</u>	Net Expenditure	<u>118,950</u>	<u>158,490</u>	<u>39,540</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 New Post funded from Business Rates Growth Pool Fund	34,000
--	--------

Katharine Harvey
Head of Economic Development Summary

		<u>Service</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
204,766	Regeneration & Economic Development	175,330	77,330	-98,000
26,116	Rural Regeneration Initiatives	28,690	25,310	-3,380
20,165	European Initiatives	23,500	23,500	0
18,096	Folkestone CLLD	5,000	5,000	0
45,138	Environmental Initiatives	44,620	44,620	0
314,280	Service Total	277,140	175,760	-101,380

		<u>Administration</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
228,577	Regeneration & Economic Development	193,600	160,780	-32,820
228,577	Administration Total	193,600	160,780	-32,820

Katharine Harvey

Head of Economic Development Detail

		<u>Service</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Variances £
	ED10 Regeneration & Economic Development			
212,632	1 Supplies & Services	175,330	113,330	-62,000
212,632	Gross Expenditure	175,330	113,330	-62,000
-7,866	2 Other Income	0	-36,000	-36,000
204,766	Net Expenditure	175,330	77,330	-98,000
Key Variances from Original Budget 2017/18 to Original Budget 2018/19				
	1 Approved Budget Strategy Savings			-62,000
	2 Permanent Virement			-36,000
	ED12 Rural Regeneration Initiatives			
29,360	Employees	34,500	30,560	-3,940
2,171	Transport-Related Expenditure	2,300	2,300	0
28,515	Supplies & Services	20,660	20,940	280
1,070	Third Party Payments	1,230	1,510	280
61,116	Gross Expenditure	58,690	55,310	-3,380
-35,000	Other Income	-30,000	-30,000	0
26,116	Net Expenditure	28,690	25,310	-3,380
	ED13 European Initiatives			
20,165	Supplies & Services	23,500	23,500	0
20,165	Gross Expenditure	23,500	23,500	0
0	Other Income	0	0	0
20,165	Net Expenditure	23,500	23,500	0
	ED16 Folkestone CLLD			
10,972	Employees	0	0	0
345	Transport-Related Expenditure	0	0	0
25,472	Supplies & Services	5,000	5,000	0
36,790	Gross Expenditure	5,000	5,000	0
-18,694	Other Income	0	0	0
18,096	Net Expenditure	5,000	5,000	0
	ES05 Environmental Initiatives			
65,138	Supplies & Services	44,620	44,620	0
65,138	Gross Expenditure	44,620	44,620	0
-20,000	Other Income	0	0	0
45,138	Net Expenditure	44,620	44,620	0

Katharine Harvey

Administration

2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Variances £
	GM30 Regeneration & Economic Development			
216,952	1 Employees	183,400	150,730	-32,670
3,462	Transport-Related Expenditure	2,500	2,500	0
4,953	Supplies & Services	2,730	3,020	290
3,210	Third Party Payments	4,970	4,530	-440
<u>228,577</u>	Gross Expenditure	<u>193,600</u>	<u>160,780</u>	<u>-32,820</u>
0	Other Income	0	0	0
<u>228,577</u>	Net Expenditure	<u>193,600</u>	<u>160,780</u>	<u>-32,820</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Approved Budget Strategy Savings	-33,000
------------------------------------	---------

**Ben Geering
Head of Planning Summary**

		<u>Service</u>			
2016/17 Actual £			2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
-523,731	Development Control		-546,430	-601,430	-55,000
149,451	Planning Policy		92,380	77,880	-14,500
-374,280	Service Total		-454,050	-523,550	-69,500
		<u>Administration</u>			
			2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
1,188,661	Planning Control		1,282,400	1,289,290	6,890
1,188,661	Administration Total		1,282,400	1,289,290	6,890

**Ben Geering
Head of Planning Detail**

		<u>Service</u>			
2016/17 Actual £			2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
	DA11	Development Control			
13,687		1 Supplies & Services	13,570	68,570	55,000
13,687		Gross Expenditure	13,570	68,570	55,000
-537,417		2 Other Income	-560,000	-670,000	-110,000
-523,731		Net Expenditure	-546,430	-601,430	-55,000
Key Variances from Original Budget 2017/18 to Original Budget 2018/19					
		1 Approved Budget Strategy Growth			55,000
		2 Approved Budget Strategy Savings			-100,000
		2 Approved Budget Strategy Savings			-10,000
	EC12	Planning Policy			
157,041		1 Supplies & Services	92,880	107,880	15,000
157,041		Gross Expenditure	92,880	107,880	15,000
-7,590		2 Other Income	-500	-30,000	-29,500
149,451		Net Expenditure	92,380	77,880	-14,500
Key Variances from Original Budget 2017/18 to Original Budget 2018/19					
		1 Approved Budget Strategy Growth			15,000
		2 Approved Budget Strategy Savings			-30,000

**Ben Geering
Administration**

2016/17 Actual £	GM20		2017/18 Original Budget £	2018/19 Original Budget £	Variances £
		Planning Control			
1,070,768		Employees	1,151,110	1,146,380	-4,730
20,474		Transport-Related Expenditure	20,890	20,890	0
80,244	1	Supplies & Services	72,150	89,790	17,640
23,500	2	Third Party Payments	49,350	39,230	-10,120
1,194,986		Gross Expenditure	1,293,500	1,296,290	2,790
-6,325		Other Income	-11,100	-7,000	4,100
1,188,661		Net Expenditure	1,282,400	1,289,290	6,890

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Permanent Virement	10,000
1 Increase in Centrally Determined Costs	8,000
2 Change in outsourced contract recharges	-10,000

Andy Blaszkowicz
Head of Commercial & Technical Services Summary

		<u>Service</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
1,484	Highways Non-Partnership	1,000	0	-1,000
27,727	Street Furniture	20,040	20,040	0
19,022	Passenger Shelters	17,630	17,540	-90
75,160	Street Lighting	66,300	66,300	0
-35,601	Outdoor Sports and Recreation	-18,900	-23,980	-5,080
-5,032	Royal Military Canal (including Ecology & Habitat Maintenance (HLF))	-9,400	-10,520	-1,120
10,092	RMC Drainage Functions	8,440	8,440	0
17,926	RMC - Bridge Painting	22,480	22,480	0
720,171	Community Parks & Open Spaces	681,120	649,610	-31,510
-988,215	Off-Street Parking	-838,520	-924,440	-85,920
-290,819	On-Street Parking Enforcement	-141,370	-133,350	8,020
46,318	Public Toilets	31,920	30,120	-1,800
74	Oil Pollution	0	0	0
-232,669	Coast Protection	-222,840	-182,040	40,800
-29,175	Shoreline Management	-55,160	-32,160	23,000
632	Flood Defence & Land Drainage	14,650	14,650	0
-4,826	Flood Repair & Renew	0	0	0
-294,053	Building Control	-237,260	-237,260	0
2,491	Leas Bandstand	2,600	2,760	160
-8,243	Hythe Beach Chalets	-8,800	-8,800	0
-24,412	Mountfield Industrial Estate	-76,030	-76,030	0
-78,181	Lifeline Facilities	-156,860	-152,910	3,950
-1,070,129	Service Total	-898,960	-949,550	-50,590

		<u>Administration</u>		
2016/17 Actual £		2017/18 Original Budget £	2018/19 Original Budget £	Original to Original Variance £
61,057	Property Handymen	80,030	86,560	6,530
281,933	Building Control	266,890	302,770	35,880
114,841	Parking Services	111,160	113,000	1,840
68,956	Handyman Service	62,230	60,980	-1,250
85,674	Grounds Maintenance Contract Management	80,870	82,020	1,150
104,977	Engineers	137,410	222,590	85,180
268,605	Property Services	272,410	191,170	-81,240
100,082	Commercial & Technical Services	95,000	95,560	560
0	Control Room	0	0	0
1,086,126	Administration Total	1,106,000	1,154,650	48,650

Andy Blaszkowicz

		<u> Holding </u>			
2016/17			2017/18	2018/19	Original to
Actual			Original	Original	Original
£			Budget	Budget	Variance
£			£	£	£
1,273,643	Grounds Maintenance		1,263,700	1,244,420	-19,280
189,023	Charity Areas		210,820	209,180	-1,640
109,744	Royal Military Canal		90,550	87,870	-2,680
112,346	Toilet Cleaning		115,500	113,860	-1,640
14,000	Pump Maintenance Crew		9,230	4,870	-4,360
182,290	Civic Centre		160,500	145,830	-14,670
2,375	3/5 Shorncliffe Road		0	0	0
4,137	Hawkinge Depot		3,400	3,050	-350
3,968	Oss-New Romney		3,440	3,110	-330
97,570	Public Toilets		88,490	84,520	-3,970
27,045	Parks & Open Spaces Buildings		32,250	10,710	-21,540
5,048	Royal Military Canal Buildings		5,780	6,010	230
15,663	Hythe Beach Huts		0	0	0
1,682	Bandstand		2,590	2,400	-190
40,315	Sports & Recreation Buildings		13,740	24,620	10,880
68,496	Charity Parks & Open Spaces		33,220	32,040	-1,180
128,668	Hythe Swimming Pool		112,290	130,100	17,810
193,907	Car Parks		193,440	199,140	5,700
130,786	Prog Planned Maintenance		106,800	106,800	0
10,271	Cemeteries Buildings		8,690	8,420	-270
6,234	Oxenden Road Depot		6,130	6,570	440
18,376	Mountfield Rd Depot		15,520	18,450	2,930
-156,855	Misc Corporate Property		-158,560	-249,770	-91,210
1,018	Christchurch Tower		420	310	-110
4,319	Ross Depot & Murf		16,980	8,540	-8,440
497	Mountfield Industrial Estate		4,480	3,830	-650
-1,150	Miscellaneous Commercial Property		350	350	0
0	Misc Leisure Prop (Non-Op)		3,050	2,040	-1,010
5,000	Miscellaneous Agricultural Property		100	100	0
-10	Misc Vacant Land & Buildings		1,080	1,080	0
2,488,404	Holding Total		2,343,980	2,208,450	-135,530

Head of Commercial & Technical Services Detail

		<u>Service</u>	2017/18	2018/19	
2016/17			Original	Original	Variances
Actual			Budget	Budget	
£			£	£	£
	CE01	Highways Non-Partnership			
1,484		Supplies & Services	1,000	0	-1,000
1,484		Gross Expenditure	1,000	0	-1,000
0		Other Income	0	0	0
1,484		Net Expenditure	1,000	0	-1,000
	CE02	Street Furniture			
27,727		Supplies & Services	20,040	20,040	0
27,727		Gross Expenditure	20,040	20,040	0
0		Other Income	0	0	0
27,727		Net Expenditure	20,040	20,040	0
	CE03	Passenger Shelters			
19,022		Premises-Related Expenditure	17,630	17,540	-90
19,022		Gross Expenditure	17,630	17,540	-90
0		Other Income	0	0	0
19,022		Net Expenditure	17,630	17,540	-90
	CE04	Street Lighting			
34,777		Premises-Related Expenditure	30,000	30,000	0
40,384		Supplies & Services	36,300	36,300	0
75,160		Gross Expenditure	66,300	66,300	0
0		Other Income	0	0	0
75,160		Net Expenditure	66,300	66,300	0
	CE30	Outdoor Sports and Recreation			
7,500		Supplies & Services	10,000	10,000	0
7,968		Third Party Payments	0	0	0
15,468		Gross Expenditure	10,000	10,000	0
-51,069		Other Income	-28,900	-33,980	-5,080
-35,601		Net Expenditure	-18,900	-23,980	-5,080
	CE33/ CE34	Royal Military Canal (including Ecology & Habitat Maintenance (HLF))			
480		Employees	240	240	0
3,412		Premises-Related Expenditure	0	0	0
461		Supplies & Services	560	170	-390
4,353		Gross Expenditure	800	410	-390
-9,385		Other Income	-10,200	-10,930	-730
-5,032		Net Expenditure	-9,400	-10,520	-1,120
	CE36	RMC Drainage Functions			
10,092		Premises-Related Expenditure	8,440	8,440	0
10,092		Gross Expenditure	8,440	8,440	0
0		Other Income	0	0	0
10,092		Net Expenditure	8,440	8,440	0

Andy Blaszkowicz

CE37 RMC - Bridge Painting				
17,926	Premises-Related Expenditure	22,480	22,480	0
17,926	Gross Expenditure	22,480	22,480	0
0	Other Income	0	0	0
17,926	Net Expenditure	22,480	22,480	0

CE38 Community Parks & Open Spaces				
19,385	Premises-Related Expenditure	0	0	0
0	Transport-Related Expenditure	0	0	0
508,318	1 Supplies & Services	439,410	459,680	20,270
213,834	2 Third Party Payments	212,670	160,890	-51,780
50,300	Contributions to Provisions	52,200	52,200	0
791,837	Gross Expenditure	704,280	672,770	-31,510
-71,666	Other Income	-23,160	-23,160	0
720,171	Net Expenditure	681,120	649,610	-31,510

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Recharge from Folkestone Parks and Pleasure Ground Charity - net increase to administration and grounds maintenance recharges.	20,270
2 Change in outsourced contract recharges - Waste Contract recharge reduction.	-51,780

CE40 Off-Street Parking				
27,845	Premises-Related Expenditure	17,030	17,560	530
84,202	Supplies & Services	77,770	78,020	250
128,943	Third Party Payments	130,830	134,130	3,300
240,990	Gross Expenditure	225,630	229,710	4,080
-1,229,205	1 Other Income	-1,064,150	-1,154,150	-90,000
-988,215	Net Expenditure	-838,520	-924,440	-85,920

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Fees & Charges Volume	-90,000
-------------------------	---------

CE45 On-Street Parking Enforcement				
17,345	Premises-Related Expenditure	29,200	29,200	0
101,163	Supplies & Services	67,910	69,190	1,280
260,724	Third Party Payments	264,520	271,260	6,740
379,232	Gross Expenditure	361,630	369,650	8,020
-670,051	Other Income	-503,000	-503,000	0
-290,819	Net Expenditure	-141,370	-133,350	8,020

CE52 Public Toilets				
44,679	Supplies & Services	39,720	39,070	-650
44,679	Gross Expenditure	39,720	39,070	-650
1,639	Other Income	-7,800	-8,950	-1,150
46,318	Net Expenditure	31,920	30,120	-1,800

CE91 Oil Pollution				
74	Premises-Related Expenditure	0	0	0
74	Gross Expenditure	0	0	0
0	Other Income	0	0	0
74	Net Expenditure	0	0	0

Andy Blaszkowicz

	CG80	Coast Protection			
10,157		Premises-Related Expenditure	32,470	32,470	0
123		Supplies & Services	500	500	0
<u>12,757</u>		Third Party Payments	<u>15,000</u>	<u>15,000</u>	<u>0</u>
23,037		Gross Expenditure	47,970	47,970	0
<u>-255,705</u>	1	Other Income	<u>-270,810</u>	<u>-230,010</u>	<u>40,800</u>
<u>-232,669</u>		Net Expenditure	<u>-222,840</u>	<u>-182,040</u>	<u>40,800</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1	Approved Budget Strategy Growth				40,800
---	---------------------------------	--	--	--	--------

	CG85	Shoreline Management			
1,670		Premises-Related Expenditure	9,010	9,010	0
<u>1,670</u>		Gross Expenditure	<u>9,010</u>	<u>9,010</u>	<u>0</u>
<u>-30,845</u>	1	Other Income	<u>-64,170</u>	<u>-41,170</u>	<u>23,000</u>
<u>-29,175</u>		Net Expenditure	<u>-55,160</u>	<u>-32,160</u>	<u>23,000</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1	Approved Budget Strategy Growth				23,000
---	---------------------------------	--	--	--	--------

	CG90	Flood Defence & Land Drainage			
-451		Premises-Related Expenditure	12,330	12,330	0
<u>1,083</u>		Supplies & Services	<u>2,320</u>	<u>2,320</u>	<u>0</u>
632		Gross Expenditure	14,650	14,650	0
<u>0</u>		Other Income	<u>0</u>	<u>0</u>	<u>0</u>
<u>632</u>		Net Expenditure	<u>14,650</u>	<u>14,650</u>	<u>0</u>

	CG97	Flood Repair & Renew			
<u>0</u>		Gross Expenditure	<u>0</u>	<u>0</u>	<u>0</u>
<u>-4,826</u>		Other Income	<u>0</u>	<u>0</u>	<u>0</u>
<u>-4,826</u>		Net Expenditure	<u>0</u>	<u>0</u>	<u>0</u>

	DA10	Building Control			
15		Supplies & Services	1,680	1,680	0
<u>15</u>		Gross Expenditure	<u>1,680</u>	<u>1,680</u>	<u>0</u>
<u>-294,068</u>		Other Income	<u>-238,940</u>	<u>-238,940</u>	<u>0</u>
<u>-294,053</u>		Net Expenditure	<u>-237,260</u>	<u>-237,260</u>	<u>0</u>

	EA11	Leas Bandstand			
8,491		Supplies & Services	8,760	8,760	0
<u>8,491</u>		Gross Expenditure	<u>8,760</u>	<u>8,760</u>	<u>0</u>
<u>-6,000</u>		Other Income	<u>-6,160</u>	<u>-6,000</u>	<u>160</u>
<u>2,491</u>		Net Expenditure	<u>2,600</u>	<u>2,760</u>	<u>160</u>

	EA12	Hythe Beach Chalets			
<u>0</u>		Gross Expenditure	<u>0</u>	<u>0</u>	<u>0</u>
<u>-8,243</u>		Other Income	<u>-8,800</u>	<u>-8,800</u>	<u>0</u>
<u>-8,243</u>		Net Expenditure	<u>-8,800</u>	<u>-8,800</u>	<u>0</u>

	EB02	Mountfield Industrial Estate			
<u>0</u>		Gross Expenditure	<u>0</u>	<u>0</u>	<u>0</u>
<u>-24,412</u>		Other Income	<u>-76,030</u>	<u>-76,030</u>	<u>0</u>
<u>-24,412</u>		Net Expenditure	<u>-76,030</u>	<u>-76,030</u>	<u>0</u>

Andy Blaszkowicz

HH51 Lifeline Facilities				
667,460	1 Employees	610,630	593,980	-16,650
9,379	Transport-Related Expenditure	10,440	10,570	130
72,053	2 Supplies & Services	94,050	114,830	20,780
10,680	Third Party Payments	12,380	12,070	-310
<u>759,572</u>	Gross Expenditure	<u>727,500</u>	<u>731,450</u>	<u>3,950</u>
-837,753	Other Income	-884,360	-884,360	0
<u>-78,181</u>	Net Expenditure	<u>-156,860</u>	<u>-152,910</u>	<u>3,950</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Employee Costs (reduction in enhancements)	-15,950
2 Approved Budget Strategy Growth	19,000

Administration

2016/17 Actual		2017/18 Original Budget	2018/19 Original Budget	Variances
£		£	£	£
GM18 Property Handymen				
46,335	Employees	55,600	56,500	900
2,428	Transport-Related Expenditure	0	640	640
12,569	Supplies & Services	24,430	26,400	1,970
0	Third Party Payments	0	3,020	3,020
<u>61,332</u>	Gross Expenditure	<u>80,030</u>	<u>86,560</u>	<u>6,530</u>
-275	Other Income	0	0	0
<u>61,057</u>	Net Expenditure	<u>80,030</u>	<u>86,560</u>	<u>6,530</u>

GM21 Building Control				
261,011	1 Employees	243,630	278,600	34,970
3,523	Transport-Related Expenditure	3,850	3,850	0
13,570	Supplies & Services	15,540	15,380	-160
4,280	Third Party Payments	4,970	6,040	1,070
<u>282,384</u>	Gross Expenditure	<u>267,990</u>	<u>303,870</u>	<u>35,880</u>
-451	Other Income	-1,100	-1,100	0
<u>281,933</u>	Net Expenditure	<u>266,890</u>	<u>302,770</u>	<u>35,880</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Approved Budget Strategy Growth	35,000
-----------------------------------	--------

GM23 Parking Services				
105,408	Employees	100,070	101,240	1,170
1,766	Transport-Related Expenditure	1,850	1,850	0
7,667	Supplies & Services	6,740	6,890	150
0	Third Party Payments	2,500	3,020	520
<u>114,841</u>	Gross Expenditure	<u>111,160</u>	<u>113,000</u>	<u>1,840</u>
0	Other Income	0	0	0
<u>114,841</u>	Net Expenditure	<u>111,160</u>	<u>113,000</u>	<u>1,840</u>

GM24 Handyman Service				
55,302	Employees	50,760	49,460	-1,300
5,773	Transport-Related Expenditure	6,890	6,690	-200
5,742	Supplies & Services	4,580	4,830	250
2,140	Third Party Payments	0	0	0
<u>68,956</u>	Gross Expenditure	<u>62,230</u>	<u>60,980</u>	<u>-1,250</u>
0	Other Income	0	0	0
<u>68,956</u>	Net Expenditure	<u>62,230</u>	<u>60,980</u>	<u>-1,250</u>

Andy Blaszkowicz

GM25		Grounds Maintenance Contract Management		
77,605	Employees	73,490	73,470	-20
4,275	Transport-Related Expenditure	3,500	3,500	0
1,654	Supplies & Services	1,380	2,030	650
2,140	Third Party Payments	2,500	3,020	520
<u>85,674</u>	Gross Expenditure	<u>80,870</u>	<u>82,020</u>	<u>1,150</u>
0	Other Income	0	0	0
<u>85,674</u>	Net Expenditure	<u>80,870</u>	<u>82,020</u>	<u>1,150</u>

GM31		Engineers		
73,623	1 Employees	92,800	172,550	79,750
1,982	Transport-Related Expenditure	2,300	5,700	3,400
24,022	Supplies & Services	39,810	38,300	-1,510
5,350	Third Party Payments	2,500	6,040	3,540
<u>104,977</u>	Gross Expenditure	<u>137,410</u>	<u>222,590</u>	<u>85,180</u>
0	Other Income	0	0	0
<u>104,977</u>	Net Expenditure	<u>137,410</u>	<u>222,590</u>	<u>85,180</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Permanent virement	79,830
----------------------	--------

GM32		Property Services		
230,729	Employees	254,450	177,380	-77,070
5,020	Transport-Related Expenditure	3,980	2,300	-1,680
27,190	Supplies & Services	6,470	5,450	-1,020
6,420	Third Party Payments	7,510	6,040	-1,470
<u>269,358</u>	Gross Expenditure	<u>272,410</u>	<u>191,170</u>	<u>-81,240</u>
-753	Other Income	0	0	0
<u>268,605</u>	Net Expenditure	<u>272,410</u>	<u>191,170</u>	<u>-81,240</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Restructure of Establishment	-77,000
--------------------------------	---------

GM39		Commercial & Technical Services		
96,869	Employees	92,860	93,060	200
227	Transport-Related Expenditure	0	0	0
1,917	Supplies & Services	910	990	80
1,070	Third Party Payments	1,230	1,510	280
<u>100,082</u>	Gross Expenditure	<u>95,000</u>	<u>95,560</u>	<u>560</u>
0	Other Income	0	0	0
<u>100,082</u>	Net Expenditure	<u>95,000</u>	<u>95,560</u>	<u>560</u>

Andy Blaszkowicz

		<u> Holding </u>			
2016/17 Actual £			2017/18 Original Budget £	2018/19 Original Budget £	Variances £
	GE01	Grounds Maintenance			
1,134,034		1 Employees	1,127,440	1,140,140	12,700
47,821		Premises-Related Expenditure	46,970	46,970	0
122,712		Transport-Related Expenditure	132,800	129,050	-3,750
182,722		2 Supplies & Services	192,980	202,900	9,920
12,820		Third Party Payments	6,240	15,090	8,850
<u>1,500,108</u>		Gross Expenditure	<u>1,506,430</u>	<u>1,534,150</u>	<u>27,720</u>
-226,466		3 Other Income	-242,730	-289,730	-47,000
<u>1,273,643</u>		Net Expenditure	<u>1,263,700</u>	<u>1,244,420</u>	<u>-19,280</u>
		Key Variances from Original Budget 2017/18 to Original Budget 2018/19			
		1 Approved Budget Strategy Growth - Additional Post for Hythe Town Council Grounds			20,650
		1 Approved Budget Strategy Savings - Two trainee posts deleted, trainee scheme discontinued			-30,100
		1 Employee Costs including Increments and Pension			21,690
		2 Approved Budget Strategy Growth - Materials expenses relating to Hythe Town Council Grounds Maintenance Contract			4,350
		3 Approved Budget Strategy Growth - Decrease in income from KCC highways grass cutting			7,300
		3 Approved Budget Strategy Savings - income from Hythe Town Council GM service			-39,000
		3 Approved Budget Strategy Savings - Income generated from selling logs			-10,000
		3 Fees & Charges - increased memorial bench income			-5,300
	GE05	Charity Areas			
167,735		Employees	188,090	187,000	-1,090
12,104		Transport-Related Expenditure	8,600	7,760	-840
9,185		Supplies & Services	14,130	14,420	290
<u>189,023</u>		Gross Expenditure	<u>210,820</u>	<u>209,180</u>	<u>-1,640</u>
0		Other Income	0	0	0
<u>189,023</u>		Net Expenditure	<u>210,820</u>	<u>209,180</u>	<u>-1,640</u>
	GE06	Royal Military Canal			
85,918		Employees	66,390	63,740	-2,650
8,934		Premises-Related Expenditure	5,000	5,000	0
4,501		Transport-Related Expenditure	4,380	4,380	0
10,391		Supplies & Services	14,780	14,750	-30
<u>109,744</u>		Gross Expenditure	<u>90,550</u>	<u>87,870</u>	<u>-2,680</u>
0		Other Income	0	0	0
<u>109,744</u>		Net Expenditure	<u>90,550</u>	<u>87,870</u>	<u>-2,680</u>
	GE07	Toilet Cleaning			
69,877		Employees	73,320	70,940	-2,380
15,571		Premises-Related Expenditure	16,000	16,000	0
9,067		Transport-Related Expenditure	9,310	9,770	460
17,830		Supplies & Services	16,870	17,150	280
<u>112,346</u>		Gross Expenditure	<u>115,500</u>	<u>113,860</u>	<u>-1,640</u>
0		Other Income	0	0	0
<u>112,346</u>		Net Expenditure	<u>115,500</u>	<u>113,860</u>	<u>-1,640</u>

Andy Blaszkowicz

GE08	Pump Maintenance Crew			
41,234	Employees	37,940	33,470	-4,470
10,798	Transport-Related Expenditure	5,390	5,390	0
35,509	Supplies & Services	38,240	38,350	110
<u>87,541</u>	Gross Expenditure	<u>81,570</u>	<u>77,210</u>	<u>-4,360</u>
-73,541	Other Income	-72,340	-72,340	0
<u>14,000</u>	Net Expenditure	<u>9,230</u>	<u>4,870</u>	<u>-4,360</u>

GX00	Civic Centre			
252,238	Premises-Related Expenditure	252,080	252,350	270
11,395	1 Supplies & Services	15,960	1,020	-14,940
5,927	Third Party Payments	3,460	3,460	0
<u>269,560</u>	Gross Expenditure	<u>271,500</u>	<u>256,830</u>	<u>-14,670</u>
-87,270	Other Income	-111,000	-111,000	0
<u>182,290</u>	Net Expenditure	<u>160,500</u>	<u>145,830</u>	<u>-14,670</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Permanent virements	-15,000
-----------------------	---------

GX01	3/5 Shorncliffe Road			
1,996	Premises-Related Expenditure	0	0	0
149	Supplies & Services	0	0	0
229	Third Party Payments	0	0	0
<u>2,375</u>	Gross Expenditure	<u>0</u>	<u>0</u>	<u>0</u>
0	Other Income	0	0	0
<u>2,375</u>	Net Expenditure	<u>0</u>	<u>0</u>	<u>0</u>

GX05	Hawkinge Depot			
3,687	Premises-Related Expenditure	2,840	2,650	-190
450	Supplies & Services	560	400	-160
<u>4,137</u>	Gross Expenditure	<u>3,400</u>	<u>3,050</u>	<u>-350</u>
0	Other Income	0	0	0
<u>4,137</u>	Net Expenditure	<u>3,400</u>	<u>3,050</u>	<u>-350</u>

GX06	Oss-New Romney			
3,498	Premises-Related Expenditure	2,440	3,110	670
470	Supplies & Services	720	0	-720
0	Third Party Payments	280	0	-280
<u>3,968</u>	Gross Expenditure	<u>3,440</u>	<u>3,110</u>	<u>-330</u>
0	Other Income	0	0	0
<u>3,968</u>	Net Expenditure	<u>3,440</u>	<u>3,110</u>	<u>-330</u>

GX10	Public Toilets			
97,570	Premises-Related Expenditure	88,490	84,520	-3,970
<u>97,570</u>	Gross Expenditure	<u>88,490</u>	<u>84,520</u>	<u>-3,970</u>
0	Other Income	0	0	0
<u>97,570</u>	Net Expenditure	<u>88,490</u>	<u>84,520</u>	<u>-3,970</u>

Andy Blaszkowicz

GX20	Parks & Open Spaces Buildings			
26,840	1 Premises-Related Expenditure	32,250	10,710	-21,540
233	Supplies & Services	0	0	0
<u>27,073</u>	Gross Expenditure	<u>32,250</u>	<u>10,710</u>	<u>-21,540</u>
-28	Other Income	0	0	0
<u>27,045</u>	Net Expenditure	<u>32,250</u>	<u>10,710</u>	<u>-21,540</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Permanent Virement	-21,000
----------------------	---------

GX21	Royal Military Canal Buildings			
5,048	Premises-Related Expenditure	5,780	6,010	230
<u>5,048</u>	Gross Expenditure	<u>5,780</u>	<u>6,010</u>	<u>230</u>
0	Other Income	0	0	0
<u>5,048</u>	Net Expenditure	<u>5,780</u>	<u>6,010</u>	<u>230</u>

GX22	Hythe Beach Huts			
15,663	Premises-Related Expenditure	0	0	0
<u>15,663</u>	Gross Expenditure	<u>0</u>	<u>0</u>	<u>0</u>
0	Other Income	0	0	0
<u>15,663</u>	Net Expenditure	<u>0</u>	<u>0</u>	<u>0</u>

GX23	Bandstand			
1,682	Premises-Related Expenditure	2,590	2,400	-190
<u>1,682</u>	Gross Expenditure	<u>2,590</u>	<u>2,400</u>	<u>-190</u>
0	Other Income	0	0	0
<u>1,682</u>	Net Expenditure	<u>2,590</u>	<u>2,400</u>	<u>-190</u>

GX24	Sports & Recreation Buildings			
40,315	Premises-Related Expenditure	20,350	24,590	4,240
0	Supplies & Services	260	0	-260
<u>40,315</u>	Gross Expenditure	<u>20,610</u>	<u>24,590</u>	<u>3,980</u>
0	Other Income	-6,870	30	6,900
<u>40,315</u>	Net Expenditure	<u>13,740</u>	<u>24,620</u>	<u>10,880</u>

GX25	Charity Parks & Open Spaces			
68,533	Premises-Related Expenditure	33,220	31,540	-1,680
-36	Supplies & Services	0	500	500
<u>68,497</u>	Gross Expenditure	<u>33,220</u>	<u>32,040</u>	<u>-1,180</u>
-1	Other Income	0	0	0
<u>68,496</u>	Net Expenditure	<u>33,220</u>	<u>32,040</u>	<u>-1,180</u>

GX27	Hythe Swimming Pool			
128,863	1 Premises-Related Expenditure	112,290	130,100	17,810
-195	Supplies & Services	0	0	0
<u>128,668</u>	Gross Expenditure	<u>112,290</u>	<u>130,100</u>	<u>17,810</u>
0	Other Income	0	0	0
<u>128,668</u>	Net Expenditure	<u>112,290</u>	<u>130,100</u>	<u>17,810</u>

Key Variances from Original Budget 2017/18 to Original Budget 2018/19

1 Approved Budget Strategy Growth	15,000
1 Permanent virements	5,000
1 Reduction in Centrally Determined Costs	-2,000

Andy Blaszkowicz

GX30	Car Parks			
193,907	Premises-Related Expenditure	193,440	199,140	5,700
193,907	Gross Expenditure	193,440	199,140	5,700
0	Other Income	0	0	0
193,907	Net Expenditure	193,440	199,140	5,700
GX40	Prog Planned Maintenance			
130,786	Premises-Related Expenditure	106,800	106,800	0
130,786	Gross Expenditure	106,800	106,800	0
0	Other Income	0	0	0
130,786	Net Expenditure	106,800	106,800	0
GX50	Cemeteries Buildings			
10,271	Premises-Related Expenditure	8,690	8,420	-270
10,271	Gross Expenditure	8,690	8,420	-270
0	Other Income	0	0	0
10,271	Net Expenditure	8,690	8,420	-270
GX51	Oxenden Road Depot			
5,838	Premises-Related Expenditure	5,930	6,570	640
0	Transport-Related Expenditure	0	0	0
396	Supplies & Services	200	0	-200
6,234	Gross Expenditure	6,130	6,570	440
0	Other Income	0	0	0
6,234	Net Expenditure	6,130	6,570	440
GX52	Mountfield Rd Depot			
17,793	Premises-Related Expenditure	15,390	17,870	2,480
608	Supplies & Services	130	580	450
18,401	Gross Expenditure	15,520	18,450	2,930
-25	Other Income	0	0	0
18,376	Net Expenditure	15,520	18,450	2,930
GX53	Misc Corporate Property			
8,945	Premises-Related Expenditure	15,210	20,000	4,790
15,128	Supplies & Services	10,000	10,000	0
24,073	Gross Expenditure	25,210	30,000	4,790
-180,928	Other Income	-183,770	-279,770	-96,000
-156,855	Net Expenditure	-158,560	-249,770	-91,210
GX54	Christchurch Tower			
1,018	Premises-Related Expenditure	420	310	-110
1,018	Gross Expenditure	420	310	-110
0	Other Income	0	0	0
1,018	Net Expenditure	420	310	-110
GX55	Ross Depot & Murf			
5,516	Premises-Related Expenditure	13,890	8,420	-5,470
0	Transport-Related Expenditure	0	0	0
-81	Supplies & Services	3,090	120	-2,970
5,436	Gross Expenditure	16,980	8,540	-8,440
-1,116	Other Income	0	0	0
4,319	Net Expenditure	16,980	8,540	-8,440

Andy Blaszkowicz

GX60	Mountfield Industrial Estate			
351	Premises-Related Expenditure	4,350	3,700	-650
146	Supplies & Services	130	130	0
<u>497</u>	Gross Expenditure	<u>4,480</u>	<u>3,830</u>	<u>-650</u>
0	Other Income	0	0	0
<u>497</u>	Net Expenditure	<u>4,480</u>	<u>3,830</u>	<u>-650</u>
GX69	Miscellaneous Commercial Property			
0	Premises-Related Expenditure	350	350	0
0	Gross Expenditure	350	350	0
-1,150	Other Income	0	0	0
<u>-1,150</u>	Net Expenditure	<u>350</u>	<u>350</u>	<u>0</u>
GX79	Misc Leisure Prop (Non-Op)			
0	Premises-Related Expenditure	3,050	2,040	-1,010
0	Gross Expenditure	3,050	2,040	-1,010
0	Other Income	0	0	0
<u>0</u>	Net Expenditure	<u>3,050</u>	<u>2,040</u>	<u>-1,010</u>
GX89	Miscellaneous Agricultural Property			
0	Premises-Related Expenditure	100	100	0
5,000	Supplies & Services	0	0	0
<u>5,000</u>	Gross Expenditure	<u>100</u>	<u>100</u>	<u>0</u>
0	Other Income	0	0	0
<u>5,000</u>	Net Expenditure	<u>100</u>	<u>100</u>	<u>0</u>
GX99	Misc Vacant Land & Buildings			
0	Premises-Related Expenditure	1,080	1,080	0
0	Gross Expenditure	1,080	1,080	0
-10	Other Income	0	0	0
<u>-10</u>	Net Expenditure	<u>1,080</u>	<u>1,080</u>	<u>0</u>

This page is intentionally left blank



This Report will be made public on 6 December 2017

Report Number **C/17/68**

To: Cabinet
Date: 14 December 2017
Status: Non-Key Decision
Head of Service: Charlotte Spendley, Head of Finance
Cabinet Members: Councillor Malcolm Dearden, Portfolio Holder for Finance and
Councillor Alan Ewart-James, Portfolio Holder for Housing

SUBJECT: HOUSING REVENUE ACCOUNT REVENUE AND CAPITAL ORIGINAL BUDGET 2018/19

SUMMARY: This report sets out the Housing Revenue Account Revenue and Capital Budget for 2018/19 and proposes a decrease in rents and an increase in service charges for 2018/19.

REASONS FOR RECOMMENDATION:

Cabinet is requested to agree the recommendations set out below as the Local Government Housing Act 1989 requires the Council, as a Local Housing Authority, to keep a separate Housing Revenue Account and to produce estimates to ensure that the account does not go into deficit. The authority also has a duty to set and approve rents in accordance with government guidelines that are outlined in the self financing determination. The Constitution requires that the annual Budget and any variations to the Budget are approved by Council.

RECOMMENDATIONS:

1. To receive and note Report C/17/68.
2. To recommend to Full Council the Housing Revenue Account Budget for 2018/19. (Refer to paragraph 2.1 and Appendix 1)
3. To recommend to Full Council the decrease in rents of dwellings within the HRA on average by £0.84 per week, representing a 1.0% decrease with effect from 2 April 2018. (Refer to paragraph 3.2)
4. To recommend to Full Council the increase in service charges. (Refer to section 3.5)
5. To approve the Housing Revenue Account Capital Programme budget 2018/19. (Refer to paragraph 4.1 and Appendix 2)

1. INTRODUCTION

- 1.1 The Housing Revenue Account (HRA) is a ring-fenced account and is outlined and projected within the HRA Business Plan. The HRA Business Plan determines HRA budget setting as estimates need to be closely aligned to the model to ensure that the HRA remains financially viable.
- 1.2 The Reform of Council Housing Finance came into effect from 1 April 2012, and significantly brought an end to the subsidy system where authorities such as Shepway made a contribution to the national pot. Instead, authorities are now part of the self-financing arrangements following a re-distribution of the national housing debt and the abolition of rent restructuring.

2. HOUSING REVENUE ACCOUNT REVENUE ESTIMATES

2.1 Original Budget 2018/19

The proposed HRA Budget for 2018/19, at Appendix 1, shows a forecast deficit of £456k. This is in line with the agreed HRA Business Plan which will continue to fluctuate from year to year, depending on the profile of the stock, size of the new build programme and the resources available. The year end HRA revenue reserve balance as at 31 March 2019 is expected to be £6.145m as shown at Table 1 below.

Table 1	£000's
Original estimate of balance at 31 March 2018	(6,601)
Movement from Original to Original budgets	
Decrease in depreciation costs (see 2.1.2)	(344)
Decrease in revenue contribution to capital expenditure (see 2.1.3)	(195)
Decrease in loan charges interest (see 2.1.4)	(80)
Decrease in rents and other service charges due to annual rent setting (see 2.1.5)	212
Increase in repairs and maintenance	53
Increase in special management costs	24
Other minor changes	7
	(323)
Deficit 2017/18	779
Original estimate of balance at 31 March 2019	(6,145)

2.1.1 HRA Revenue budget

The HRA revenue budgets are reflected in the HRA business plan. The business plan sets out the Council's income and expenditure plans for its landlord service over a 30 year period, including the capital costs of maintaining the decent homes standard and of any additional improvements agreed with tenants.

2.1.2 Depreciation costs

The decrease in depreciation costs relates to the combined decreases of depreciation on HRA dwellings and non-HRA dwellings. This is mainly due to having to charge the real depreciation cost to the HRA instead of using the Major Repairs Allowance as a proxy for depreciation which has been allowed and used in previous years.

2.1.3 Revenue Contribution to Capital

The amount of revenue contribution to capital will change from year to year depending on the profile of the new build/acquisition programme. This is reflected within the HRA Business Plan which was agreed by Cabinet on 23 March 2016.

2.1.4 Loan charges interest

The loan charges interest has reduced due to the average value of loans held for the HRA being lower in 2018/19 reflecting the maturities in 2017/18.

2.1.5 Rents

As part of the Summer Budget 2015 the Chancellor announced that rents in social housing would be reduced by an average of 1% a year for four years from April 2016.

The decrease in rents within the HRA revenue budget shows the impact of this change (see 3.2 below).

2.1.6 East Kent Housing (EKH) Management Fee

EKH have frozen the 2018/19 management fee and absorbed any inflation and contractual incremental increases in salaries within the base budget through identifying efficiencies.

Therefore, the total budget for the management fee in 2018/19 is £1,974,060.

2.2 HRA Reserve Balances

HRA Reserve – The HRA reserve consists of revenue balances that can be used for revenue or capital expenditure in line with the HRA Business Plan. The actual reserve balance on the HRA at the start of 2017/18 was £7.380m, this has increased due to the planned accumulation of balances to help fund the future new build programme. Table 2 below shows the estimated HRA balances to 31 March 2019.

<i>Table 2</i>	2017/18	2018/19
	£000's	£000's
Balance as at 1 April	7,380	6,601
Balance as at 31 March	6,601	6,145

The HRA reserve is expected to reduce by £456k from the close of 2017/18 and the end of the financial year 2018/19.

The changes with the introduction of Self-Financing have significantly increased the flexibility for the Council to manage the resources and debts within the HRA to best meet the needs of existing and future tenants. The estimated HRA balances, set out in table 2, are above the revised recommended minimum balance, which is £2m.

Major Repair Reserve (MRR) – This reserve is derived from the transfer of the depreciation charge from the revenue account and can be used to fund major repairs for capital expenditure or debt repayment. The Council's Business Plan requires that the reserve is allocated to fund capital expenditure. The proposed HRA capital programme should leave the Major Repairs Reserve with a nil balance. This is in line with the practice adopted by the Council in previous years, of using the Major Repairs Reserve in the year it is received.

3. RENT SETTING GUIDANCE & RENTS

3.1 Rent Guidance – National context

The purpose of this Government initiative, re-introduced in 2015/16, is to provide a consistent basis for the setting of local authority and Registered Social Landlords (RSLs) rents at an affordable level. Government rent policy aims to provide a closer link between the rent and the qualities tenants value in a property, and to reduce unjustifiable differences between rents set by Councils and by RSLs. The current self-financing business plan is based on continuing to adopt the government's rent policy.

3.2 Rent Decrease – Local context

In line with last years approved report, Housing Services will be charging the 'formula rent'¹ when a property is re-let to a new tenant and service charges that fall under utilities will be charged at the 'actual' cost on new lets.

The proposed decrease of 1%, in line with Government guidelines, equates to a decrease of £0.84 per week or £42.00 per annum. This gives an average rent of £86.35 (over 50 weeks) in 2018/19 (average rent in 2017/18 is £87.18). This decrease in rents is a reduction of approximately £141k in 2018/19 and has been factored into the latest approved HRA business plan.

The proposed decrease will keep our average rent below the Limit Rent set by the Government, therefore avoiding any Housing Benefit rebate costs.

¹ *The 'formula rent' is the amount an individual rent can be set at before taking into account the rent restructuring restrictions and maximises the rental income received without penalising any individual.*

3.3 New Build rents

In line with proposals set out in the Council's current HRA Business Plan, the rents for any new homes will be set at affordable rent levels. Affordable rents are defined as being a maximum of 80% of the prevailing average market rent for the area and should be no more than the prevailing local housing allowance (LHA) rates for the area to ensure that properties remain affordable.

The local housing allowances rates for 2018/19 will not be available until late January/February 2018. LHA rates for the area have not changed significantly over the last two years. The indicative 2018/19 affordable rents for the Shepway area are as follows:

Bedsits	£59.09 per week
1 bedroom houses	£86.30 per week
2 bedroom houses	£115.07 per week
3 bedroom houses	£143.84 per week
4 bedroom houses	£168.00 per week

3.4 Rent Comparisons

The table below compares Shepway's average weekly rent to that of other authorities in Kent.

<i>Table 3</i>	Average weekly rent over 52 weeks (2018/19) £	Difference between SDC and other authorities £
Shepway	83.03	-
Dover	84.11	1.08
Canterbury	89.82	6.79
Thanet	80.32	(2.71)

- Subject to Dover, Canterbury and Thanet's approval at their own Council meetings.

3.5 Service Charges

3.5.1 General Service Charges

The general principle for service charges for tenants is that they are set to recover the costs of the service they fund. However, the government also limits increases in service charges to the Consumer Price Index (CPI) plus 1.0% per annum as part of rent setting guidance. The CPI for September 2017 was 3.0%, CPI plus 1.0% is therefore 4.0%. As a result general

service charges within the HRA will increase by 4.0% with effect from 2 April 2018.

Local authorities can increase charges above this level where costs are increased that are beyond the authorities' control. Utility charges, such as heating and hot water in sheltered housing schemes are an example where this applies. Proposals for these charges for 2018/19 are set out in 3.5.2 below.

3.5.2 Heating charges in Sheltered Housing

Residents in 12 of the Council's sheltered housing schemes have heating and hot water provided to their flats by communal systems. Charges are made for this service based on the floor area of each flat.

As set out within last years report, over time fuel costs have increased significantly above the rate of inflation, so that the charges raised for this service no longer cover the costs. Therefore, the proposed charges for this service towards the actual cost of providing the service are in line with those agreed last year. This continued move to full cost recovery would result in some tenants facing significant increases and it is therefore proposed to set charges that provide some interim protection against the highest increases.

Following the same approach as previous years it is recommended that the 2018/19 service charges for heating and hot water in sheltered housing schemes should be set at actual cost or 10% increase, subject to the following limits:

- Bedsit flats £17.40 per week (£870 per year)
- 1 bed flats £19.40 per week (£970 per year)
- 2 bed flats £21.30 per week (£1,065 per year)

A few charges are already set above these levels, and these should be frozen at current levels for 2018/19.

These changes will reduce the amount the HRA subsidises tenants' heating charges to £4,000 in 2018/19 compared to £6,000 in 2017/18.

3.5.3 Leaseholder electrical maintenance

The Council provides an electrical maintenance service to all of the communal areas in blocks of flats, which is delivered through the responsive maintenance contract. The cost of this element of the service equates to £40 per visit per block. This covers silent testing of fire alarms, checking of any emergency lighting circuits and checking and replacing bulbs, as well as the first call-out on any electrical installations, such as door entry systems and communal TV aerials.

These charges are covered within the basic rent for all tenants. However, leaseholders who live in blocks that receive this service are recharged a proportion of the cost. There are 94 leaseholders that receive this service.

4. HOUSING REVENUE ACCOUNT CAPITAL ESTIMATES

4.1 Original Budget 2018/19

The proposed HRA Capital Budget for 2018/19, shown in Appendix 2, is £8.574m. Table 4 below shows the movements in the programme from the 2017/18 original budget to the original budget for 2018/19.

<i>Table 4</i>	£000's
Original estimate 2017/18	8,098
Reductions in programme	
External Enveloping (see 4.1.1)	(260)
Environmental Works (see 4.1.2)	(175)
Heating Improvements (see 4.1.3)	(135)
Lift Replacements (see 4.1.4)	(100)
Void Capital works	(50)
Sheltered Scheme upgrades	(30)
New Build programme (see 4.1.5)	(28)
Garages Improvements	(15)
Increases in programme	
Fire Protection works (see 4.1.6)	859
Rewiring (see 4.1.1)	200
Replacement Windows and Doors (see 4.1.1)	160
Disabled Adaptations (see 4.1.7)	50
Total increase in expenditure	476
Original estimate 2018/19	8,574

4.1.1 Stock Condition Survey (External Enveloping, Rewiring & Replacement Windows and Doors)

In Spring 2017 East Kent Housing commissioned RAND Associates to undertake a stock condition survey of 30% to identify works required to the council housing stock and to plan the investment needs over the next 30 years. This data has been used to inform the budget setting for 2018/19 showing a decrease in External Enveloping and an increase in the budget for both Replacement Windows & Doors and Rewiring.

The budgets needed across the capital programme will change from year to year depending on the profile of the stock condition data.

4.1.2 Environmental Works

The previously anticipated use of the Environmental Works budget for aspects of the new build programme for the use on HRA land is no longer required due to the new build programme using larger non-HRA sites to develop on.

4.1.3 Heating Improvements

The decrease in heating improvements is due to the number of boilers that need replacing being less than the previous year due to a re-appraisal of the programme identifying suitable candidates.

4.1.4 Lift Replacement

There are no lift replacements required in 2018/19.

4.1.5 New Builds

The budget required for the new build programme will vary from year-to-year depending on the profile of the programme.

This is reflected within the HRA Business Plan which was agreed by Cabinet on 23 March 2016 and stated that 200 new homes would be delivered over a 10 year period.

Table 5 below shows the original profile of the new build/acquisitions programme over a 10 year period.

<i>Table 5</i>	2015/16	2016/17	2017/18	2018/19	2019/20
	Year 1	Year 2	Year 3	Year 4	Year 5
New builds/acquisitions	20	20	45	42	26
	2020/21	2021/22	2022/23	2023/24	2024/25
	Year 6	Year 7	Year 8	Year 9	Year 10
New builds/acquisitions	27	17	4	4	1

All of the new build options will be subject to a detailed viability appraisal to ensure they meet the requirements of the HRA Business Plan.

4.1.6 Fire Protections works

East Kent Housing has undertaken new Type 3 Fire Risk Assessments of the blocks of flats within the Shepway area which have included assessing 10% of the flats within each block. The recommendations arising from this are in the process of being analysed and prioritised for completion in 2018/19 however, early indications show the need for a substantial increase in the budget. Where there is no demand or a low priority for works in other areas the budgets have been reduced to help fund the fire risk assessment works.

4.1.7 Disabled Adaptations

The increase in disabled adaptations is due to a one-off major adaptation which includes the conversion of an outhouse to a flush floor shower room and internal alterations to a property.

4.1.6 The HRA capital programme budgets are reflected in the HRA Business Plan, including the capital costs of maintaining the decent homes standard and of any additional improvements agreed with tenants.

4.2 HRA Reserve Balances

HRA Reserve – The HRA reserve consists of revenue balances that can be used for revenue or capital expenditure in line with the HRA Business Plan.

The following table shows the required resources to finance the original budget for 2017/18 and original budget for 2018/19 for the HRA capital programme.

<i>Table 6</i>	Major Repairs Reserve	Use of RTB Capital Receipts	Revenue Contribution	Total
	£000's	£000's	£000's	£000's
Original budget 2017/18	2,820	1,516	3,762	8,098
Original budget 2018/19	3,500	1,507	3,567	8,574

5. RISK MANAGEMENT ISSUES

5.1 A summary of the perceived risks follows:

Perceived risk	Seriousness	Likelihood	Preventative action
East Kent Housing management fee variation	Medium	Low	Officers are ensuring that the rules laid out in the management agreement are followed.
Budget not achieved	High	Low-Medium	Stringent budget monitoring during 2018/19 enabling early corrective action
Additional staffing resources required in relation to new build programme	Medium	Medium-High	Time recording analysis to be undertaken throughout 2018/19 to monitor impact

6. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

6.1 Legal Officer's Comments (DK)

There are no legal implications arising from this report.

6.2 Finance Officer's Comments (LH)

All financial effects are included in this report.

6.3 Diversities and Equalities Implications

This report is in line with the Council's Diversity and Equality policies.

7. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting.

This report has been prepared by:

Leigh Hall, Group Accountant HRA & Systems

Telephone 01303 853231 Email: leigh.hall@shepway.gov.uk

Adrian Hammond, Housing Strategy Manager

Telephone 01303 853392 Email: adrian.hammond@shepway.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

Appendices:

Appendix 1 - HRA Revenue Budgets

Appendix 2 - HRA Capital Programme

HOUSING SERVICES

ANNUAL ESTIMATES 2018/19

Actual 2016/17 £	<u>HOUSING REVENUE ACCOUNT</u>	Original 2017/18 £	Estimate 2018/19 £
	<u>INCOME</u>		
14,820,687	Dwelling rents	14,648,980	14,436,600
352,605	Non-dwelling rents	351,920	357,160
946,430	Other charges for services and facilities	978,980	983,170
50,300	Contributions from general fund	52,200	52,200
16,170,022	TOTAL INCOME	16,032,080	15,829,130
	<u>EXPENDITURE</u>		
2,840,513	Repairs and maintenance	3,279,450	3,332,530
3,018,933	General management *	3,110,460	3,118,610
999,885	Special management *	1,020,370	1,044,910
22,238	Rents, rates & taxes	22,750	21,750
43,680	Increase provision for bad or doubtful debts	140,000	140,000
	<u>Capital Financing Costs</u>		
3,909,530	Depreciation charges	3,884,870	3,540,700
24,612	Debt management expenses	22,030	20,940
10,859,391	TOTAL EXPENDITURE	11,479,930	11,219,440
-5,310,630	NET COST OF SERVICES	-4,552,150	-4,609,690
1,737,740	Loan charges - Interest	1,676,500	1,597,000
	<u>Investment Income</u>		
-100,107	Interest on notional cash balances	-85,490	-83,490
-26,451	Premiums & discounts	-22,270	-14,740
-3,699,449	NET OPERATING INCOME	-2,983,410	-3,110,920
2,169,037	Revenue Contribution to Capital Expenditure	3,762,110	3,566,720
0	Transfer to/from(-) Major Repairs Reserve	0	0
15,000	Pensions Interest costs	0	0
-1,515,412	TOTAL DEFICIT/SURPLUS(-) FOR YEAR	778,700	455,800
5,864,734	Balance as at 1st April	7,380,146	6,601,446
7,380,146	Balance as at 31st March	6,601,446	6,145,646

* General Management - relates to costs for the whole of the housing stock or all tenants such as EKH Management Fee and support costs.

* Special Management - relates to only some of the tenants such as cleaning communal areas of flats and maintenance of open spaces.

This page is intentionally left blank

HOUSING SERVICES

ANNUAL ESTIMATES 2018/19

Actual 2016/17 £	<u>HRA CAPITAL PROGRAMME</u>	Original 2017/18 £	Estimate 2018/19 £
	<u>EXPENDITURE</u>		
	<u>Decent Homes Standard</u>		
183,817	Doors	210,000	370,000
37,692	Re-roofing	200,000	200,000
489,797	Heating Improvements	450,000	315,000
534,103	Kitchen Replacement	300,000	300,000
171,200	Bathroom Improvements	200,000	200,000
198,344	Voids Capital Works	300,000	250,000
190,694	External Enveloping	380,000	120,000
137,815	Fire Protection Works	65,000	924,000
9,544	Thermal Insulations	50,000	50,000
1,953,007	Sub-Total	2,155,000	2,729,000
	<u>Non Decent Homes Standard</u>		
1,050	Treatment Works	10,000	10,000
375,889	Disabled Adaptations	300,000	350,000
97,930	Rewiring	100,000	300,000
444	Sheltered Scheme upgrades	110,000	80,000
30,812	Garages Improvements	45,000	30,000
14,136	Lift Replacements	100,000	0
520,260	Sub-Total	665,000	770,000
	<u>New Build Programme</u>		
2,919,250	New Builds	5,053,020	5,025,310
2,919,250	Sub-Total	5,053,020	5,025,310
	<u>Environment/Estate Improvement</u>		
108,589	Environmental Works	200,000	25,000
16,133	New Paths	15,000	15,000
840	Play Areas	10,000	10,000
125,562	Sub-Total	225,000	50,000
5,518,079	TOTAL EXPENDITURE	8,098,020	8,574,310
	<u>FINANCING</u>		
2,473,267	Major Repairs Reserve	2,820,000	3,500,000
875,775	1-4-1 Capital Receipts	1,515,910	1,507,590
2,169,037	Revenue Contribution	3,762,110	3,566,720
5,518,079	TOTAL FINANCING	8,098,020	8,574,310
0	SHORTFALL IN FINANCING	0	0

This page is intentionally left blank