

NORTH HERTFORDSHIRE  
DISTRICT COUNCIL



# BUDGET ESTIMATES 2018/19

## Summary of Contents

	Pages
Statement by the Leader of the Council	1-2
Statement by the Executive Member for Finance and IT	3-9
Council Tax Estimates	10
Schedule of Council Taxes	11
General Fund Estimates – 2018/19 – 2021/22 Summary	12
General Fund Estimates – Service Analysis	13-17
Financial Risks	18-19
Capital Estimates - Summary	20
Capital Estimates – Programme Detail	21-24
Workforce Statement	25

**STATEMENT BY  
THE LEADER OF THE COUNCIL  
ON THE BUDGET FOR 2018/2019**

**COUNCIL MEETING – 8 FEBRUARY 2018**

**Chairman, Fellow Members**

1. This evening the Council has the duty to set a budget for the forthcoming year.
2. The Council accepted the four year settlement offered by the Department for Communities and Local Government (DCLG) in February 2016. Whilst this gave us some certainty over our future funding, it does mean that the Council needs to expect a significant further reduction in its funding in 2019/20 when 'negative Revenue Support Grant (RSG)' is due to become a reality. This means the Council will have to hand back to Central Government a further £1million of business rates income, meaning that of every £1 of Business Rates we collect we will keep less than 5 pence. The four year settlement period also comes to an end in 2019/20, and forecasting funding beyond then becomes very uncertain.
3. The provisional finance settlement did not make any further changes to the way that New Homes Bonus is funded. So this means that the only change that has an additional impact this year is the reduction in the period over which the grant is received down to 4 years. Again it is uncertain what will happen to this funding source in the future that still provides income of £1.2 million per year.
4. The Council has achieved significant expenditure reduction and income generation in recent years, delivering efficiencies totalling £6.5 million since 2011/12, and striving for continuous improvement and value for money has become a regular part of the annual corporate business planning process.
5. The Medium Term Financial Strategy agreed by Council in August forecast the need to deliver a further £4.2 million of annual savings by 2021/22. Of this £1.9 million had been identified as to where it would come from, but still needed to be delivered. The successful tendering of the Council's waste and street cleansing contract has significantly increased the level of savings that have been identified, but there is still work to do to ensure that they are delivered.
6. Whilst the level of efficiencies that still need to be identified is significantly reduced, it is clear that achieving them is going to be very challenging, particularly if we want to continue delivering the services that are most valued by residents. Recognising the limited opportunity for savings from reducing resources and staffing levels, the focus is now on investment to deliver service transformation, working with others and commercialisation opportunities.
7. At a time when everyone is facing financial pressures, Cabinet faced a very difficult decision on how to balance continuing provision of those services which our residents desire with a need to raise more income from Council Tax. Given that there are more savings to find and the uncertainty over future funding, the proposal is to increase Council Tax by 2.99% for 2018/19.

8. I would like to thank all members and officers who have taken part in working up the proposals before us this evening, especially Mr Ian Couper and his team, and our Executive Member for Finance, Cllr Cunningham, who will be presenting the details of the Administration's recommendations to you.
9. The three major priorities of the Council for 2018/19 continue to be providing an attractive and safe environment for our residents, promoting sustainable growth, and delivering cost effective and necessary services.
10. In short, I can report that we have continued to review our services to ensure that they provide best value for money and looked for opportunities to improve our services.
11. The Green Space Strategy for 2017-21 will continue to ensure significant, sustainable investment in the District's green spaces over the coming years. This includes funding for a Multi-Use Games Area at Bancroft (Hitchin) and renovating the play area at the District Park in Great Ashby during the next year.
12. We have continued to enhance our leisure facilities. This includes the opening of the new teaching pool at North Hertfordshire Leisure Centre and continued investment in our other facilities. We have set aside capital funding next year for the Royston Leisure Centre to see if the centre can be expanded to provide a better facility for our residents whilst also providing additional income to the Council.
13. We have maintained the allocation of funding for John Barker Place in Hitchin. Whilst North Herts Homes are leading on the redevelopment of this area, the Council can see the benefits that a contribution to a successful scheme in this area would provide.
14. Members have contributed to the Corporate Business Planning process through a series of workshops. I feel sure that this level of participation will assist the agreement of our budget, which I believe represents a reasonable balance of savings and income generation.
15. I now invite Cllr Cunningham to expand on the budget situation and proposals.

**As Presented by COUNCILLOR L. Needham**  
*Leader of the Council*

**STATEMENT BY  
EXECUTIVE MEMBER FOR FINANCE & IT  
ON COUNCIL TAX ESTIMATES 2018/2019**

COUNCIL MEETING – 8 FEBRUARY 2018

## THE CURRENT YEAR FINANCIAL STATEMENT

When Full Council approved the budget for this financial year, it was based on the Council needing to use its general fund reserves to make up for the shortfall in funding from the reduction in Government funding. The expectation was that £1.3 million of reserves would be required to cover the in-year deficit, reducing the general fund balance to £5 million by the 31 March 2018. Due to favourable variances and carry forwards towards the end of 2016/17, the opening General Fund balance at 1 April was higher than budgeted at £8.2m. However the expectation of using reserves to balance the budget for this year was still there.

As at the end of November, the estimated use of these reserves in the financial year 2017/18 has decreased by £0.5 million, due to both favourable variances reported during the year and the request to carry budgets forward into 2018/19 and delay the spending on specific projects. The revised forecast is that the General Fund balance at the end of this financial year will be around £7m.

As expected the general fund balance has been significantly greater than the budgeted minimum of £1.6m approved by Members at the time of setting the 2017/18 budget.

All the various funds and other earmarked reserves held in the General Fund are estimated to total £12.1 million at 31 March 2018 and comprise of the general fund balances of £7million and other earmarked reserves of £5.1million. The detail of the earmarked reserves can be found in Table 5 of the budget report.

## CAPITAL ACCOUNTS

The Council continues to have a negative Capital Financing Requirement (CFR), due to the set-aside receipts it received from the housing stock transfer. This is forecast to be £5.7 million at 31<sup>st</sup> March 2018, although may be higher depending on the rate of spend in delivering capital projects towards the end of the year. Cabinet have confirmed that the use of these receipts is the most affordable and prudent way of continuing to invest in North Herts.

It is estimated that at 31 March 2018 the Council will have a capital receipts balance of £2.3million. In the 2015 Spending Review, the Chancellor announced the "flexible use of Capital Receipts direction". Subject to certain conditions this allows Local Authorities to use new Capital Receipts to fund the revenue costs of reform projects. This flexibility only applies to capital receipts received since the 1st April 2016. By the end of the current financial year, NHDC expect to have generated £1.2m in capital receipts since that date, with further receipts expected during 2018/19, and potential revenue costs have been identified that could be funded under the direction.

Following the recent update to the Prudential Code, the accompanying new guidance issued by the Ministry of Housing, Communities and Local Government (MHCLG) last

week requires Local Authorities to now prepare and publish annually a Capital Strategy, which must be approved by Council prior to its application. This would be additional to the annual Treasury Management Strategy and would include additional information. While the new guidance applies from April 2018, MHCLG have confirmed that Local Authorities have the option to defer meeting all the disclosure requirements to the following year if it is not practical to do so in time for 2018/19. Given that the guidance was only announced last week, I confirm that it is not practical to incorporate it for this coming year.

## **CORPORATE BUSINESS PLANNING AND GENERAL FUND ESTIMATES 2018/2019**

The priority-led budgeting principle continues to be used. This approach seeks to ensure that policy drives financial planning and gives members choices on their budget priorities. However at the same time policy also has to consider the available resources of the Council. The Corporate Business Planning process began early in the year, due to the extent of the efficiencies required to balance the budget over the medium term. The planning also had to consider the future funding uncertainties, particularly in relation to longer-term funding beyond the current national parliament term.

The Council's Medium Term Financial Strategy adopted by Full Council on 31<sup>st</sup> August 2017 indicated that to balance expenditure and funding the Council would need to find and deliver on-going annual efficiencies of around £4.2million by 2021/22. As only £1.9million had been identified where it was expected to come from, the assumed phasing of these savings allowed time for the identification, development and implementation of initiatives. This meant that over this period there would be a need to use £2.8 million of reserves.

The strategy recognised that the ability to be more efficient by reducing resources and staffing levels was becoming extremely limited, hence the Council's financial strategy going forward would focus on:

- Transformation of services so that they can be delivered at lower cost. This may involve up-front investment to allow the transformation to take place. This could include sharing of services with other organisations to make best use of resources and realise potential economies of scale.
- Reviewing existing service provision and planned capital investment to ensure there is a strong case for the continued provision of the service, particularly where the service is not statutory.
- Commercialisation and the options available to make use of our assets (e.g. capital resources) to generate revenue income (or reduce revenue costs). This would include increasing investment returns from our assets.

The Corporate Business Planning process allowed for initial high level proposals to be put forward for consideration by each Political group, followed by Member workshops on detailed options in November. The General Fund estimates for 2018/19 include the results of those proposals, with total planned efficiencies of £2.3million and revenue investments totalling £147k incorporated in the proposed budget of £14.6million for financial year 2018/19.

The majority of the total of planned efficiencies expected to be delivered in 2018/19 relate to the new contract awarded for the provision of Waste, Recycling and Street Cleansing services within the District. The contract award was the culmination of a joint procurement exercise with East Herts District Council. While the key services received by residents

remain broadly the same, the full year cost to the Council is anticipated to reduce by £1.9million (£1.7million in 2018/19). The new contract will also be supported by a shared client team, with further savings incorporated in the budget estimates from this new way of working. As detailed in the post-script to the Cabinet referral, the savings from the client team were agreed to be recommended to Council at their meeting in December. The impact was included in the totals presented to Cabinet at their meeting in January but it was not included in the appendix that lists all the efficiencies. This error has been corrected in the papers presented to you tonight, and it is included in Appendix B.

The most notable pressure on Council resources in 2018/19 is likely to be expenditure associated with the progress of the District's Local Plan, the inspection of which is ongoing. An extended examination time period or a requirement to make extensive modifications to the submitted plan would be likely to result in significant additional costs, as indicated in the identified financial risks for 2018/19. In addition, resource may be required to challenge the plans of neighbouring areas where there are adverse consequences for North Herts. In seeking to mitigate the financial impact in 2018/19, the Council is planning to transfer resources into an earmarked reserve in the current year.

Last year's budget highlighted a risk in relation to a review that was due to be carried out by the National Joint Council (NJC) on Local Government pay scales. This was in relation to the impact of pay freezes, the increases for the new National Living Wage and that salaries are no longer in line with the general market. Assumptions in the MTFS for 2018-2023 were consequently revised to assume a 3% increase in 2018/19 and 2019/20, followed by a 2% increase each year thereafter. The previous assumption had been 1% wage inflation per year. With the NJC pay offer for 2018/19, published in December 2017, still subject to negotiation and agreement at this point, the assumptions in the MTFS remain in the budget estimates.

The Central Government settlement funding allocation for 2018/19, published in December 2017, is in line with the four year funding allocations for 2016/17 to 2019/20 previously announced in February 2016 and which the Council subsequently signed up to by submitting a sustainability plan. The reduction in settlement funding in 2018/19 represents a lower decrease than in prior years and that expected in 2019/20, when the prospect of 'negative RSG' is expected to become a reality. Negative RSG requires the Council to pay over an additional amount of business rates income collected, expected to be £1.1m, to Central Government. Whilst the provisional Local Government Finance Settlement in December 2017 stated that Government would look at "fair and affordable" options for dealing with negative Revenue Support Grant (RSG), the prudent forecast is that this review will unfortunately not lead to a significant change. A further announcement on this is due in the spring, so this will be kept under review. Beyond the end of the four year settlement period it is highly uncertain what the Council's funding will be. The introduction of increased Business Rates retention within Local Government and a Fair Funding review are both expected. As a worst case, this could result in additional responsibilities for the Council and also the redistribution of funding to other areas and to social care Authorities.

New Homes Bonus is also a significant element of the Council's funding. Changes announced last year to how the Bonus is calculated mean that the expectation of under £1.3m in 2018/19 is considerably lower than the almost £2 million received in the current year (and £2.7 million in 2016/17). The confirmed total for 2018/19 is however in line with the estimates in the Council's MTFS for 2018-23 and hence has not impacted on the level of efficiencies required. There remains scope for New Homes Bonus to be reduced or even withdrawn in the future. The baseline of 0.4% that was introduced last year can be

increased at any time, which reduces the number of homes that the Council receives a bonus for. There has also been a consultation on not paying the bonus for any homes that are built on appeal.

The draft Council Tax referendum principles for 2018/19 were published on 19 December 2017. The Principles include the option for Local Authorities to increase Council Tax by up to 3% or £5 (for Band D properties), whichever is the greater amount, without the requirement for a referendum. The Medium Term Financial Strategy agreed by Council in August stated that "the Council will continue to raise Council Tax by as much as it is allowed to without triggering a local referendum" and therefore Cabinet resolved at its meeting on the 23<sup>rd</sup> January 2018 to recommend to Council a 2.99% increase in the District Council Tax.

## **BUSINESS RATES**

Locally retained business rates give Local Authorities some limited financial incentive to promote growth in the business base of the district. The amount of Business Rates that are collected is dependent on the number and type of business premises in the area, the success in collecting what is owed, eligibility for relief and the number of successful appeals.

As of the 1 April 2013, 50% of the collectible Business Rates are retained by Local Government with the remaining 50% paid to central government. NHDC then passes 20% of the retained 50% to the County Council and then, as a tariff authority, pays around 80% to Central Government to reflect the fact that our anticipated income from Business Rates is higher than our assessed need. The outcome is that for every £1 collected in Business rates, NHDC keeps approximately 7p. The introduction of Negative RSG would see this drop below 5p.

Hertfordshire was unsuccessful in its application to become a Business Rates Pilot area for 2018/19. There may be an opportunity to apply again for 2019/20. North Hertfordshire will be part of a Hertfordshire Business Rates pool in 2018/19. The financial benefit from being in the pool is a reduction in the levy required to be paid to Central Government (compared to being outside a pool). As any gain is uncertain and would be a one-off, we have not forecast for it in the budget. If it does materialise, then we will review how this funding can be invested in North Hertfordshire.

As in previous years, and in accordance with the Local Government Finance Act 1992, I arranged a consultation meeting with representatives of Business Ratepayers on 29 January 2018.

## **DISTRICT COUNCIL REQUIREMENTS 2018/2019**

The budget proposals were put together after taking into consideration the comments and recommendations from the various consultation meetings and reflecting on the priorities of the Council.

The overall estimates considered by the Cabinet at its meeting on 23 January 2018, indicate a net expenditure for the Council's own requirements in 2018/19 of £14.6million. In response to feedback and consultation, the Cabinet made several changes to the proposed budget, including ceasing the annual review of the Council's Apprenticeship scheme. This will mean that this scheme will now be invested in on an ongoing basis. Council will be asked to approve this evening further amendments to the budget, which relate to initiatives previously approved by Council and therefore require Council's

authority to amend. These include the removal of the saving in relation to four yearly District Council Elections and deferring for a year the savings in relation to an NHDC Lottery and an alternative format for Area Committees. Table 8 in the budget report summarises the impact on the budget estimates from these changes.

If these changes are approved then it will increase General Fund expenditure by £115k in 2018/19, and by £89k on an ongoing basis from 2020/21. This will increase projected net expenditure in 2018/19 up to £14.7 million, and therefore increase forecast use of reserves. This, combined with the changes made by Cabinet at their January meeting, mean that the savings that are forecast as needing to be identified and delivered by 2021/22 will need to increase. Based on current forecasts, to achieve a balance between funding and expenditure in 2021/22, the required additional savings will increase from £150k up to around £400k.

The revised projected net expenditure of £14.7million in 2018/19 is a notable reduction from the 2017/18 original budget of £16.5million. The planned implementation of £2.3m of efficiencies identified for next year mitigates the growth pressures facing the Council in the year ahead and the reduction in Central Government funding to the extent that the Council is currently anticipating making a small contribution to reserves from General Fund activities in 2018/19. This contribution will help to cushion the impact of the significant further reduction in funding expected in 2019/20.

An assessment of the risks faced in the coming year has identified items where the financial impact is not wholly known and prudence would therefore indicate the need to set the General Fund balance substantially higher than 5% of net expenditure. The full list of all the identified financial risks is attached to the budget report as appendix C. Although the total assessment of risk is £7.5million, the level of risk varies low to high. Taking a proportion of the risk into account would mean it would be prudent to maintain balances that are £1.4million above the minimum level. As required by the Local Government Act 2003, the Chief Finance Officer, must give an assurance on the robustness of the estimates and the adequacy of reserves allowed for in the budget. The Head of Finance, Performance and Asset Management advises that a General Fund minimum balance of £2.15million for 2018/19 is necessary.

Returning to the generality of the report, even the revised level of additional savings to be identified and delivered by 2020/21 is still relatively small. In the light of this, it could be argued that the level of proposed general reserves that the Council was carrying was not necessary. However, this needs to be considered alongside:

- The general uncertainty surrounding Local Government finance mentioned previously
- That the significant savings that have been identified still need to be delivered, and:
- The need for the Council to find new ways of financing its activities, such as commercialisation. These activities may need investment from reserves during the early years. They also fundamentally increase the risk profile of the Council, such that the 5% base assumption may need to be reviewed.

The proposed level of reserves is still significantly below the maximum CIPFA recommended level.

Cabinet recommend that a 2.99% increase on Council Tax (average band D of £223.45) be levied upon the Collection Fund for 2018/19. The make-up of funding for a band D property is shown below (prior to any budget amendments agreed this evening):



**DISTRICT COUNCIL TAX AT BAND D**

		Change from 2017/2018
	£	%
<b>NHDC Budget</b>	<u>297.91</u>	-12.27
Contribution to / (from) reserves	3.88	
Less:		
Government Grant & Business Rates	(52.59)	-3.36
<u>New Homes Bonus</u>	<u>(25.75)</u>	<u>-36.92</u>
<b>NHDC (All Areas)</b>	<u>223.45</u>	+2.99

The Council Tax requirement for the Council's own purposes (excluding Parish precepts) is £10,975,529. Parish Precepts, as listed in the addendum report tonight, total £1,095,531. Therefore, the total District Council Tax requirement including Parish Precepts is £12,071,060.

Formal notification of precept requirements from the Hertfordshire Police and Crime Commissioner and Hertfordshire County Council are expected shortly. The Police and Crime Panel reviewed the recommendations by the Police and Crime Commissioner on the 1 February and raised no objections. Formal notification is therefore expected shortly. The County Council will meet to set their budget on 20 February. The NHDC formal Council Tax Resolution will be presented to the Council Tax Setting Committee for approval on 28 February 2018.

**CAPITAL PROGRAMME 2018/19 – 2021/22**

Total capital expenditure planned for 2018/19 amounts to £12.5million, and £17.1million for the four year period to 2021/22.

The Cabinet at their meeting on 23 January 2018 considered the proposed capital programme and resolved to recommend approval of the programme. The budget allocations for each capital scheme are provided as an appendix to the capital report, alongside the forecast funding arrangements.

The capital report shows that on current forecasts the Council would use up all its capital reserves during 2018/19. This would result in having to borrow or using revenue reserves. The Council is forecasting to generate £8.5 million of capital receipts over the next four years, however this forecast could be affected by the inspection and adoption of the Local Plan. Achieving this level of receipts also involves the sale of the majority of the Council's remaining land that is suitable for residential development. Beyond this four year period, in common with most Councils, it is inevitable that the Council will need to borrow to fund its ongoing capital investments in the District.

Included within the capital programme is a commitment to fund extension to the Hitchin Swim Centre car park. The Council was advised recently of the outcome of a public enquiry in to carrying out restricted works on Common Land. The inspector decided against the proposal. The implications of this decision will be reviewed and for now the capital funding allocation will be kept. The detailed review of the decision may mean that there is no financially viable case for this work that can be made, and if this is the case the item will be removed from the capital programme.

Finally I would like to thank all the officers across the Council, for their hard work and commitment in producing the budget information under such continued difficult financial circumstances.

**As Presented by COUNCILLOR Julian Cunningham.**  
*Executive Member for Finance & IT*

## COUNCIL TAX ESTIMATES 2018/2019

COUNCIL TAX SETTING COMMITTEE – 28 FEBRUARY 2018

At its meeting on 8 February 2018 the Council approved a 2.99% increase on the Council Tax for North Herts (equivalent to £6.49 for a band D property), resulting in a District Council Tax of £223.45 for a Band D property. The Council was unable to formally approve the Council Tax Resolution because at that time NHDC had not been notified of the respective Precept requirements of Hertfordshire County Council and the Hertfordshire Police and Crime Commissioner.

The Council has now been notified of the precepts of both Hertfordshire County Council and the Hertfordshire Police and Crime Commissioner. For the Hertfordshire Police and Crime Commissioner it equates to a Council Tax of £162.00 for a Band D property, which is a £12.00 increase on the Council Tax for the current year. For Hertfordshire County Council it equates to a Council Tax of £1,320.46 for a Band D property. This is a 5.99% increase on the current year (or £74.63 for a band D property), which includes the levy of a precept to fund Adult Social Care expenditure.

The effect of the Council's decision on 8 February coupled with the County and Police precepts result in a Council Tax of £1,707.91 for a Band D property, which is 5.77% higher than the Council Tax for the current year.

This is made up as follows:-

### COUNCIL TAX AT BAND D

	£	Change from 2017/2018
<b>NHDC</b>	300.25	-11.7%
Contribution to / (from) reserves	1.54	-
Less:		
New Homes Bonus	(25.75)	-36.9%
Government Grant & Business Rates	(52.59)	-3.4%
<b>NHDC (all areas)</b>	<b>223.45</b>	<b>+2.99%</b>
Social Care Precept (cumulative amount)	95.79	
County Precept	1,224.67	
<b>Hertfordshire County Council Total</b>	<b>1,320.46</b>	<b>+5.99%</b>
<b>Hertfordshire Police &amp; Crime Commissioner</b>	<b>164.00</b>	<b>+7.9%</b>
<b>Total Council Tax (excluding Parishes)</b>	<b>1,707.91</b>	<b>+5.77%</b>

Figures in this table include the effect of the changes made to the budget at the Council meeting on 8 February 2018.

The effect of this on the various council tax bands is given below:-

A	B	C	D	E	F	G	H
1,138.61	1,328.37	1,518.14	1,707.91	2,087.45	2,466.98	2,846.52	3,415.82

The charges shown above will be increased by any Parish precept in the Rural Areas and, in the case of Royston, increased by the Royston Town Council precept.

# SCHEDULE OF COUNCIL TAX LEVELS 2018/19

BUDGET ESTIMATES 2018/19

## COUNCIL TAX BILLS

Parish/Town	Fraction of Band D	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
		6/9	7/9	8/9	1	11/9	13/9	15/9	18/9
		£	£	£	£	£	£	£	£
Ashwell		1,188.07	1,386.09	1,584.10	1,782.11	2,178.13	2,574.16	2,970.18	3,564.22
Barkway		1,202.46	1,402.87	1,603.28	1,803.69	2,204.51	2,605.33	3,006.15	3,607.38
Barley		1,182.67	1,379.79	1,576.90	1,774.01	2,168.23	2,562.46	2,956.68	3,548.02
Bygrave		1,173.16	1,368.69	1,564.21	1,759.74	2,150.79	2,541.85	2,932.90	3,519.48
Caldecote and Newnham		1,157.27	1,350.14	1,543.02	1,735.90	2,121.66	2,507.41	2,893.17	3,471.80
Clothall		1,153.85	1,346.16	1,538.47	1,730.78	2,115.40	2,500.02	2,884.63	3,461.56
Codicote		1,181.29	1,378.17	1,575.05	1,771.93	2,165.69	2,559.45	2,953.22	3,543.86
Graveley		1,161.83	1,355.47	1,549.11	1,742.75	2,130.03	2,517.31	2,904.58	3,485.50
Great Ashby		1,151.85	1,343.83	1,535.80	1,727.78	2,111.73	2,495.68	2,879.63	3,455.56
Hexton		1,138.61	1,328.37	1,518.14	1,707.91	2,087.45	2,466.98	2,846.52	3,415.82
Hinxworth		1,181.31	1,378.19	1,575.08	1,771.96	2,165.73	2,559.50	2,953.27	3,543.92
Holwell		1,174.13	1,369.81	1,565.50	1,761.19	2,152.57	2,543.94	2,935.32	3,522.38
Ickleford		1,180.25	1,376.95	1,573.66	1,770.37	2,163.79	2,557.20	2,950.62	3,540.74
Kelshall		1,163.06	1,356.90	1,550.75	1,744.59	2,132.28	2,519.96	2,907.65	3,489.18
Kimpton		1,183.98	1,381.31	1,578.64	1,775.97	2,170.63	2,565.29	2,959.95	3,551.94
Kings Walden		1,183.93	1,381.25	1,578.57	1,775.89	2,170.53	2,565.17	2,959.82	3,551.78
Knebworth		1,167.57	1,365.49	1,563.42	1,761.35	2,171.21	2,573.06	2,968.92	3,562.70
Langley		1,138.61	1,328.37	1,518.14	1,707.91	2,087.45	2,466.98	2,846.52	3,415.82
Lilley		1,179.87	1,376.51	1,573.16	1,769.80	2,163.09	2,556.38	2,949.67	3,539.60
Nuthampstead		1,138.61	1,328.37	1,518.14	1,707.91	2,087.45	2,466.98	2,846.52	3,415.82
Offley		1,172.71	1,368.17	1,563.62	1,759.07	2,149.97	2,540.88	2,931.78	3,518.14
Pitton		1,181.37	1,378.27	1,575.16	1,772.06	2,165.85	2,559.64	2,953.43	3,544.12
Preston		1,157.77	1,350.74	1,543.70	1,736.66	2,122.58	2,508.51	2,894.43	3,473.32
Radwell		1,149.55	1,341.14	1,532.73	1,724.32	2,107.50	2,490.68	2,875.87	3,448.64
Reed		1,155.60	1,348.20	1,540.80	1,733.40	2,118.60	2,503.80	2,889.00	3,466.80
Rushden and Wallington		1,152.39	1,344.46	1,536.52	1,728.59	2,112.72	2,496.85	2,880.98	3,457.18
St Ippolyts		1,156.09	1,348.78	1,541.46	1,734.14	2,119.50	2,504.87	2,890.23	3,468.28
St Pauls Walden		1,198.81	1,398.62	1,596.42	1,796.22	2,197.82	2,597.43	2,997.03	3,596.44
Sandon		1,160.33	1,353.71	1,547.10	1,740.49	2,127.27	2,514.04	2,900.82	3,480.98
Therfield		1,152.92	1,345.07	1,537.23	1,729.38	2,113.69	2,497.99	2,882.30	3,458.76
Weston		1,167.64	1,362.25	1,556.85	1,751.46	2,140.67	2,529.89	2,919.10	3,502.92
Wymondley		1,188.33	1,386.38	1,584.44	1,782.49	2,178.60	2,574.71	2,970.82	3,564.98
Royston		1,166.96	1,361.45	1,555.95	1,750.44	2,139.43	2,528.41	2,917.40	3,500.88
Letchworth		1,138.61	1,328.37	1,518.14	1,707.91	2,087.45	2,466.98	2,846.52	3,415.82
Hitchin		1,138.61	1,328.37	1,518.14	1,707.91	2,087.45	2,466.98	2,846.52	3,415.82
Baldock		1,138.61	1,328.37	1,518.14	1,707.91	2,087.45	2,466.98	2,846.52	3,415.82

**General Fund Estimates for 2018/19 to 2021/22**

2.99% Council Tax increase in 2018/19 and 2019/20

<b>All amounts £000</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Net expenditure brought forward	16,354	14,748	14,514	15,006
Savings previously identified (excluding Waste savings)	-378	-9	-98	0
New savings proposals	-2,301	-430	-61	-50
Adjustments reported after 2017/18 budget was set	18	-252	79	-10
Pay inflation and increments	464	375	250	250
Contractual inflation	444	420	430	430
Income inflation	-332	-289	-259	-273
Pension scheme contribution increases	134	0	0	0
Investment budget	147	150	150	150
2017/18 Budgets Carried Forward	199	-199	0	0
Further savings tbc	0	0	0	-150
<b>Total net expenditure (excluding Housing Benefit subsidy)</b>	<b>14,748</b>	<b>14,514</b>	<b>15,006</b>	<b>15,353</b>
Council Tax	-10,976	-11,417	-11,781	-12,152
Revenue Support Grant	0	1,071	1,103	1,136
Business Rates- including tariff adjustment	-2,622	-2,680	-2,761	-2,844
New Homes Bonus	-1,265	-1,119	-1,252	-1,252
Other	39	24	24	24
<b>Net funding position (use of reserves)</b>	<b>-76</b>	<b>393</b>	<b>339</b>	<b>265</b>
General Fund b/f	7,025	7,101	6,708	6,369
General Fund c/f	7,101	6,708	6,369	6,104

# GENERAL FUND SUMMARY

Budget 2018/19

Actual	Original Budget	Net Direct Spend 2016/17	Net Direct Spend 2017/18	FTEs 2018/19 No.	Employee Costs 2018/19	Other Direct Expenditure 2018/19	Total Gross Direct Expenditure 2018/19	Fees and Charges 2018/19	Interest and Rental Income 2018/19	Other Grants and Contributions 2018/19	Total Gross Direct Income 2018/19	Net Direct Spend 2018/19	Capital Financing Charges 2018/19	Total Net Expenditure 2018/19
183,870	184,700	184,700	184,700	2.00	187,900	6,400	194,300	0	0	0	194,300	0	0	194,300
383,245	1,075,200	1,075,200	1,075,200	8.00	857,500	214,500	872,000	0	182,800cr	0	182,800cr	689,200	6,683,700cr	5,994,500cr
782,335	749,100	749,100	749,100	8.00	315,600	546,500	862,100	2,900cr	0	0	2,900cr	859,200	21,300	880,500
<b>1,349,450</b>	<b>2,009,000</b>	<b>2,009,000</b>	<b>2,009,000</b>	<b>18.00</b>	<b>1,161,000</b>	<b>767,400</b>	<b>1,923,400</b>	<b>2,900cr</b>	<b>182,800cr</b>	<b>0</b>	<b>185,700cr</b>	<b>1,742,700</b>	<b>6,662,400cr</b>	<b>4,919,700cr</b>
451,075	210,900	210,900	210,900	5.49	205,300	11,000	216,300	0	0	0	216,300	0	0	216,300
204,006	187,700	187,700	187,700	3.20	130,500	45,800	176,300	6,300cr	0	0	6,300cr	170,000	0	170,000
487,579	361,500	361,500	361,500	13.15	458,700	298,400	758,100	400,700cr	0	2,600cr	403,300cr	354,800	213,300	568,100
706,625	759,100	759,100	759,100	19.57	572,000	189,400	761,400	5,100cr	0	3,100cr	8,200cr	753,200	20,200	773,400
387,358	429,800	429,800	429,800	7.50	342,400	114,800	457,200	0	0	0	457,200	0	0	457,200
4,440,985	4,635,800	4,635,800	4,635,800	30.64	1,112,100	7,935,000	9,047,100	5,530,900cr	68,300cr	792,300cr	6,392,000cr	2,655,100	2,677,200	5,332,300
<b>6,677,627</b>	<b>6,584,800</b>	<b>6,584,800</b>	<b>6,584,800</b>	<b>79.55</b>	<b>2,821,000</b>	<b>3,858,400</b>	<b>11,416,400</b>	<b>5,943,000cr</b>	<b>68,300cr</b>	<b>798,500cr</b>	<b>6,809,800cr</b>	<b>4,606,600</b>	<b>2,910,700</b>	<b>7,517,300</b>
521,882	349,100	349,100	349,100	4.65	319,400	30,700	349,100	0	0	0	349,100	0	0	349,100
446,747	445,900	445,900	445,900	8.00	471,800	55,400	527,200	21,400cr	0	15,800cr	37,200cr	490,000	0	490,000
710,946	890,000	890,000	890,000	20.07	905,600	1,331,800	2,237,400	55,700cr	1,159,600cr	63,100cr	1,278,400cr	959,000	528,200	1,487,200
724,542	751,300	751,300	751,300	12.01	460,300	285,200	745,500	13,700cr	0	0	13,700cr	734,800	873,200	1,608,000
2,719,600	2,570,600	2,570,600	2,570,600	84.05	2,937,700	35,056,500	38,034,200	958,600cr	0	34,119,800cr	35,079,400cr	2,954,900	287,800	3,242,600
117,175	122,700	122,700	122,700	0.00	0	111,900	111,900	0	0	0	111,900	0	0	111,900
<b>5,240,522</b>	<b>5,119,600</b>	<b>5,119,600</b>	<b>5,119,600</b>	<b>128.78</b>	<b>5,052,800</b>	<b>36,914,500</b>	<b>42,008,300</b>	<b>1,050,400cr</b>	<b>1,159,600cr</b>	<b>34,198,700cr</b>	<b>36,408,700cr</b>	<b>5,599,600</b>	<b>1,689,200</b>	<b>7,288,800</b>
225,547	208,000	208,000	208,000	3.54	210,000	9,400	219,400	0	0	0	219,400	0	0	219,400
444,186	458,500	458,500	458,500	24.65	1,106,800	330,500	1,437,300	1,006,300cr	0	0	1,006,300cr	431,000	0	481,000
872,019	1,197,900	1,197,900	1,197,900	8.49	425,900	821,500	1,247,400	3,700cr	0	275,900cr	279,600cr	967,800	377,000	1,344,800
1,164,666	966,700	966,700	966,700	48.78	2,139,800	1,228,000	3,367,800	1,182,900cr	0	1,004,300cr	2,187,200cr	1,180,600	1,685,500	2,866,100
<b>2,706,417</b>	<b>2,831,100</b>	<b>2,831,100</b>	<b>2,831,100</b>	<b>85.46</b>	<b>3,882,400</b>	<b>2,389,500</b>	<b>6,271,900</b>	<b>2,192,900cr</b>	<b>0</b>	<b>1,280,200cr</b>	<b>3,473,100cr</b>	<b>2,798,800</b>	<b>2,062,500</b>	<b>4,861,300</b>
15,974,017	16,544,500	16,544,500	16,544,500	311.78	12,355,200	48,666,800	61,625,000	9,189,200cr	1,410,700cr	36,277,400cr	46,877,300cr	14,747,700	0	14,747,700
1,056,169	1,106,795	1,106,795	1,106,795	311.78	12,355,200	48,666,800	61,625,000	9,189,200cr	1,410,700cr	36,277,400cr	46,877,300cr	1,134,416	0	1,134,416
<b>17,030,186</b>	<b>17,651,295</b>	<b>17,651,295</b>	<b>17,651,295</b>	<b>311.78</b>	<b>12,355,200</b>	<b>48,666,800</b>	<b>61,625,000</b>	<b>9,189,200cr</b>	<b>1,410,700cr</b>	<b>36,277,400cr</b>	<b>46,877,300cr</b>	<b>15,882,116</b>	<b>0</b>	<b>15,882,116</b>
821,280cr	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3,226,965cr	2,459,400cr	2,459,400cr	2,459,400cr	0	0	0	0	0	0	0	0	2,535,900cr	0	2,535,900cr
2,732,638cr	1,985,600cr	1,985,600cr	1,985,600cr	0	0	0	0	0	0	0	0	1,264,600cr	0	1,264,600cr
86,300cr	86,300cr	86,300cr	86,300cr	0	0	0	0	0	0	0	0	86,300cr	0	86,300cr
144,732cr	140,600cr	140,600cr	140,600cr	0	0	0	0	0	0	0	0	0	0	0
10,171,908cr	10,554,900cr	10,554,900cr	10,554,900cr	0	0	0	0	0	0	0	0	10,975,500cr	0	10,975,500cr
1,005,472cr	1,067,851cr	1,067,851cr	1,067,851cr	0	0	0	0	0	0	0	0	1,095,531cr	0	1,095,531cr
<b>18,180,293cr</b>	<b>16,294,651cr</b>	<b>16,294,651cr</b>	<b>16,294,651cr</b>	<b>85.46</b>	<b>3,882,400</b>	<b>2,389,500</b>	<b>6,271,900</b>	<b>2,192,900cr</b>	<b>0</b>	<b>1,280,200cr</b>	<b>3,473,100cr</b>	<b>15,957,831cr</b>	<b>2,062,500</b>	<b>4,861,300</b>
1,150,107cr	1,356,585cr	1,356,585cr	1,356,585cr	0	0	0	0	0	0	0	0	75,715cr	0	75,715cr
<b>7,084,718cr</b>	<b>8,234,825cr</b>	<b>8,234,825cr</b>	<b>8,234,825cr</b>	<b>311.78</b>	<b>12,355,200</b>	<b>48,666,800</b>	<b>61,625,000</b>	<b>9,189,200cr</b>	<b>1,410,700cr</b>	<b>36,277,400cr</b>	<b>46,877,300cr</b>	<b>15,882,116</b>	<b>0</b>	<b>15,882,116</b>
1,150,107cr	1,356,585cr	1,356,585cr	1,356,585cr	0	0	0	0	0	0	0	0	75,715cr	0	75,715cr
<b>8,234,825cr</b>	<b>6,878,240cr</b>	<b>6,878,240cr</b>	<b>6,878,240cr</b>	<b>311.78</b>	<b>12,355,200</b>	<b>48,666,800</b>	<b>61,625,000</b>	<b>9,189,200cr</b>	<b>1,410,700cr</b>	<b>36,277,400cr</b>	<b>46,877,300cr</b>	<b>7,100,440cr</b>	<b>0</b>	<b>7,100,440cr</b>

General Fund Balance	
Balance B/fwd	7,024,725cr
In Year Surplus (cr) / Deficit	75,715cr
Contributions to/from (-) Reserves: Special Reserve	
Collection Fund	0
Parish Precept	0
<b>Total External Resources and Precepts</b>	<b>15,957,831cr</b>
Surplus (cr) / Deficit	<b>75,715cr</b>

# CHIEF EXECUTIVE

		Budget 2018/19											Total Net Expenditure 2018/19		
Actual	Original Budget	Net Direct Spend 2017/18	FTEs 2018/19 No.	Employee Costs 2018/19	Other Direct Expenditure 2018/19	Total Gross Direct Expenditure 2018/19	Fees and Charges 2018/19	Interest and Rental Income 2018/19	Other Grants and Contributions 2018/19	Total Gross Direct Income 2018/19	Net Direct Spend 2018/19	Capital Financing Charges 2018/19	Support Service Recharges 2018/19	Total Recharges 2018/19	
£	£	£		£	£	£	£	£	£	£	£	£	£	£	
183,970	184,700	184,700	2.00	187,900	6,400	194,300	0	0	0	0	194,300	0	0	0	194,300
183,970	184,700	184,700	2.00	187,900	6,400	194,300	0	0	0	0	194,300	0	0	0	194,300
359,886cr	45,300	45,300	0.00	0	42,000	42,000	0	0	0	0	42,000	9,183,700cr	0	9,183,700cr	9,141,700cr
737,130	1,029,900	1,029,900	8.00	657,500	172,500	830,000	0	182,800cr	0	182,800cr	647,200	2,500,000	0	2,500,000	3,147,200
383,245	1,075,200	1,075,200	8.00	657,500	214,500	872,000	0	182,800cr	0	182,800cr	689,200	6,683,700cr	0	6,683,700cr	5,994,500cr
176,874	176,000	176,000	4.00	180,900	4,400	185,300	0	0	0	0	185,300	0	0	0	185,300
62,010	0	0	0.00	0	89,600	89,600	0	0	0	0	89,600	0	0	0	89,600
190,586	181,100	181,100	4.00	126,400	60,900	187,300	2,900cr	0	0	2,900cr	184,400	0	0	0	184,400
352,855	392,000	392,000	0.00	8,300	391,600	399,900	0	0	0	0	399,900	21,300	0	21,300	421,200
732,335	749,100	749,100	8.00	315,600	546,500	862,100	2,900cr	0	0	2,900cr	859,200	21,300	0	21,300	880,500
1,349,450	2,009,000	2,009,000	18.00	1,161,000	767,400	1,928,400	2,900cr	182,800cr	0	185,700cr	1,742,700	6,662,400cr	0	6,662,400cr	4,919,700cr

# CUSTOMER SERVICES

Actual	Original Budget	Budget 2018/19												
		FTEs 2018/19	Employee Costs 2018/19	Other Direct Expenditure 2018/19	Total Direct Expenditure 2018/19	Fees and Charges 2018/19	Interest and Rental Income 2018/19	Other Grants and Contributions 2018/19	Total Gross Direct Income 2018/19	Net Direct Spend 2018/19	Capital Financing Charges 2018/19	Total Net Expenditure 2018/19		
£	£	No.	£	£	£	£	£	£	£	£	£	£		
			Customer Services Management											
451,075	210,900	5.49	205,300	11,000	216,300	0	0	0	0	216,300	0	216,300		
451,075	210,900	5.49	205,300	11,000	216,300	0	0	0	0	216,300	0	216,300		
			Communications											
204,006	187,700	3.20	130,500	45,800	176,300	6,300cr	0	0	6,300cr	170,000	0	170,000		
204,006	187,700	3.20	130,500	45,800	176,300	6,300cr	0	0	6,300cr	170,000	0	170,000		
			Cultural Services											
487,579	361,500	13.15	458,700	299,400	758,100	400,700cr	0	2,600cr	403,300cr	354,800	213,300	568,100		
487,579	361,500	13.15	458,700	299,400	758,100	400,700cr	0	2,600cr	403,300cr	354,800	213,300	568,100		
			Customer Services											
427,481	458,200	15.57	426,800	43,500	470,300	0	0	0	0	470,300	20,200	490,500		
279,144	300,900	4.00	145,200	145,900	291,100	5,100cr	0	3,100cr	8,200cr	282,900	0	282,900		
706,625	759,100	19.57	572,000	189,400	761,400	5,100cr	0	3,100cr	8,200cr	753,200	20,200	773,400		
			Human Resources											
335,398	329,100	7.50	342,400	11,800	354,200	0	0	0	0	354,200	0	354,200		
571	2,600	0.00	0	900	900	0	0	0	0	900	0	900		
11,362	17,100	0.00	0	15,600	15,600	0	0	0	0	15,600	0	15,600		
30,679	71,700	0.00	0	75,700	75,700	0	0	0	0	75,700	0	75,700		
9,347	9,300	0.00	0	10,800	10,800	0	0	0	0	10,800	0	10,800		
387,358	429,800	7.50	342,400	114,800	457,200	0	0	0	0	457,200	0	457,200		
			Leisure & Environmental Services											
11,280cr	16,200cr	0.00	0	17,700	17,700	0	0	0	35,500cr	17,800cr	0	17,800cr		
1,456,594	1,469,200	0.00	0	1,753,500	1,753,500	20,200cr	0	219,600cr	271,400cr	1,482,100	649,300	2,125,400		
95,036cr	146,400cr	0.00	0	202,500	202,500	346,800cr	0	1,000cr	347,800cr	145,300cr	47,500	97,800cr		
59,984	56,000	0.50	26,200	33,900	60,100	0	0	0	0	60,100	0	60,100		
94,380	78,500	1.54	78,200	4,300	82,500	0	0	0	0	82,500	0	82,500		
357,950cr	528,100cr	0.00	0	642,400cr	642,400cr	0	0	12,800cr	12,800cr	655,200cr	1,162,400	507,200		
15,637cr	17,500cr	0.00	0	19,000cr	19,000cr	0	0	0	0	19,000cr	1,400	17,600cr		
1,741,885cr	1,482,800cr	13.00	388,500	780,600	1,169,100	2,915,200cr	200cr	12,800cr	2,928,200cr	1,778,100cr	127,100	1,652,000cr		
142,014	126,200	4.60	175,800	14,900	190,700	0	0	52,100cr	52,100cr	138,600	0	138,600		
187,265	193,400	3.00	157,500	15,300	172,800	0	0	0	0	172,800	0	172,800		
67,016	77,700	0.00	0	85,400	85,400	100cr	0	0	100cr	65,300	29,200	94,500		
33,548	41,800	0.00	0	1,895,300	1,895,300	121,400cr	0	414,200cr	535,600cr	1,359,700	514,300	1,874,000		
947,895	1,019,000	0.00	0	42,700	42,700	0	0	0	0	42,700	2,400	45,100		
351,961cr	327,600cr	0.00	0	786,000	786,000	6,000cr	0	0	6,000cr	760,000	3,800	763,800		
275,050	291,000	0.00	0	430,200	430,200	1,118,200cr	0	0	1,118,200cr	888,000cr	6,500	894,500cr		
1,926,523	1,941,300	8.00	305,900	42,300cr	263,600	1,003,000cr	0	81,300cr	1,084,300cr	1,592,100	139,300	1,731,400		
4,446,985	4,635,800	30.84	1,112,100	7,935,000	9,047,100	5,530,300cr	68,300cr	792,800cr	6,392,000cr	2,655,100	2,577,200	5,332,300		
			Leisure & Environmental Services Total											
6,671,627	6,584,800	79.65	2,821,000	8,595,400	11,416,400	5,943,000cr	68,300cr	796,500cr	6,809,800cr	4,606,600	2,910,700	7,517,300		
			Overall Net Expenditure											



# FINANCE, POLICY & GOVERNANCE

Original Budget		Budget 2018/19										
Actual	Not Direct Spend 2017/18	Not Direct Spend 2018/19	Employee Costs 2018/19	Other Direct Expenditure	Total Gross Direct Expenditure	Fees and Charges 2018/19	Interest and Rental Income 2018/19	Other Grants and Contributions 2018/19	Total Gross Direct Income 2018/19	Net Direct Spend 2018/19	Capital Financing Charges 2018/19	Total Net Expenditure 2018/19
£	£	£	£	£	£	£	£	£	£	£	£	£
		521,832	349,100	30,700	349,100	0	0	0	0	0	0	349,100
		521,832	349,100	30,700	349,100	0	0	0	0	0	0	349,100
		446,747	445,900	55,400	527,200	21,400cr	0	15,800cr	37,200cr	490,000	0	490,000
		446,747	445,900	55,400	527,200	21,400cr	0	15,800cr	37,200cr	490,000	0	490,000
		271,723	319,600	22,000	295,700	0	0	0	0	295,700	300	296,000
		100,604	112,800	107,700	107,700	0	0	0	0	107,700	0	107,700
		0	0	0	0	0	0	0	0	0	0	0
		5	2,500	0	0	0	0	0	0	0	0	0
		117,840	85,900	2,500	2,500	0	0	0	0	2,500	0	2,500
		1,191,455cr	1,015,200cr	144,000	144,000	0	0	51,300cr	51,300cr	92,200	24,000	116,200
		0	0	30,000	30,000	53,300cr	1,106,000cr	0	1,159,300cr	1,129,300cr	69,500	1,060,800cr
		128,938	111,400	9,800	123,900	2,400cr	0	0	2,400cr	121,200	0	121,200
		395cr	4,200cr	0	0	0	0	0	0	0	0	0
		2,792	3,800	8,600	8,600	0	0	7,500cr	7,500cr	1,100	0	1,100
		252,459	223,800	11,400	11,400	0	800cr	0	800cr	10,500	0	10,500
		552,018	554,700	234,800	234,800	0	0	0	0	234,800	0	234,800
		152,358	156,100	729,400	766,100	0	52,700cr	0	52,700cr	713,400	431,100	1,144,500
		32,210	44,800	4,400	168,800	0	0	0	0	168,800	400	169,200
		10,336	23,700	500	34,800	0	0	0	0	34,800	0	34,800
		280,207	284,900	1,600	24,900	0	0	0	0	24,900	0	24,900
		3,359	4,200cr	23,600	281,800	0	0	0	0	281,800	3,900	285,700
		710,946	820,000	2,700	2,700	55,700cr	1,159,600cr	63,100cr	1,278,400cr	959,000	528,200	1,487,200
		201,973	188,000	34,800	176,300	0	0	0	0	176,300	0	176,300
		0	0	0	0	0	0	0	0	0	0	0
		184,601	140,500	13,800	201,900	0	0	0	0	201,900	0	201,900
		40,000	85,200	20,600	47,300	13,700cr	0	0	13,700cr	33,600	237,200	270,800
		223,900	254,400	211,000	211,000	0	0	0	0	211,000	0	211,000
		0	0	0	0	0	0	0	0	0	0	0
		34,650	82,800	1,300	68,700	0	0	0	0	68,700	0	68,700
		39,418	40,400	800	42,300	0	0	0	0	42,300	0	42,300
		0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0
		724,542	751,300	288,200	748,500	13,700cr	0	0	13,700cr	734,800	873,200	1,608,000
		581,359cr	714,100cr	33,872,400	33,872,400	492,800cr	0	33,894,500cr	34,387,300cr	514,900cr	0	514,900cr
		293,443cr	321,900cr	179,200	179,200	288,000cr	0	211,300cr	499,300cr	321,100cr	3,800	317,300cr
		21,294	5,000	5,000	5,000	0	0	0	0	5,000	0	5,000
		0	0	0	0	0	0	0	0	0	0	0
		1,284,006	1,284,500	684,700	1,376,900	3,000cr	0	14,000cr	17,000cr	1,359,900	247,300	1,607,200
		109,009cr	109,100cr	37,300	66,100	174,300cr	0	0	174,300cr	108,200cr	0	108,200cr
		779,834	820,400	186,400	952,900	0	0	0	0	952,900	2,100	954,100
		1,452,022	1,468,900	40,500	1,417,900	0	0	0	0	1,417,900	2,600	1,419,600
		77,733	77,400	86,800	86,800	0	0	0	0	86,800	32,000	118,600
		75,101	76,500	80,000	80,000	1,500cr	0	0	1,500cr	78,500	0	78,500
		0	0	0	0	0	0	0	0	0	0	0
		2,719,280	2,970,600	35,096,500	38,034,200	959,600cr	0	34,119,800cr	35,079,400cr	2,954,800	287,800	3,242,600
		10,380	18,000	22,700	22,700	0	0	0	0	22,700	0	22,700
		41,503	40,400	28,200	28,200	0	0	0	0	28,200	0	28,200
		26,523	22,300	29,700	29,700	0	0	0	0	29,700	0	29,700
		15,400	14,100	8,500	8,500	0	0	0	0	8,500	0	8,500
		23,369	27,900	22,800	22,800	0	0	0	0	22,800	0	22,800
		117,175	122,700	111,900	111,900	0	0	0	0	111,900	0	111,900
		5,240,522	5,119,640	36,914,500	42,008,300	1,050,400cr	1,159,600cr	34,198,700cr	36,408,700cr	5,599,600	1,659,200	7,288,800

# PLANNING, HOUSING & ENVIRONMENT

Budget 2018/19

Actual	Original Budget	Total Net Expenditure 2016/17	Net Direct Spend 2017/18	Budget 2018/19							Total Net Expenditure 2018/19								
				FTEs 2018/19	Employee Costs 2018/19	Other Direct Expenditure 2018/19	Total Gross Direct Expenditure 2018/19	Fees and Charges 2018/19	Interest and Rental Income 2018/19	Other Grants and Contributions 2018/19		Total Gross Direct Income 2018/19	Net Direct Spend 2018/19	Capital Financing Changes 2018/19					
£	£	£	£	No.	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
225,547	208,000	225,547	208,000	3.54	210,000	9,400	219,400	0	0	0	0	219,400	0	219,400	0	219,400	0	219,400	
<b>Planning, Housing &amp; Enterprise Management</b>																			
				3.54	210,000	9,400	219,400	0	0	0	0	219,400	0	219,400	0	219,400	0	219,400	
<b>Directorate Management (PHI)</b>																			
<b>Planning, Housing &amp; Enterprise Management Total</b>																			
<b>Development &amp; Building Control</b>																			
98,346	0	0	0	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3,677	0	0	0	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
115,169	56,900	56,900	56,900	0.00	86,900	86,900	30,000cr	0	0	0	0	30,000cr	0	56,900	0	56,900	0	56,900	0
794	0	0	0	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
62,119cr	88,700	88,700	88,700	15.00	799,100	240,700	1,039,800	976,300cr	0	0	0	976,300cr	0	63,500	0	63,500	0	63,500	0
288,287	312,900	288,287	312,900	9.65	307,700	2,900	310,600	0	0	0	0	310,600	0	310,600	0	310,600	0	310,600	0
444,186	453,500	444,186	453,500	24.65	1,106,800	330,500	1,437,300	1,006,300cr	0	0	0	1,006,300cr	0	431,000	0	431,000	0	431,000	0
<b>Strategic Planning &amp; Enterprise</b>																			
0	0	0	0	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
209,247	180,300	209,247	180,300	0.00	437,200	437,200	3,100cr	0	0	0	0	3,100cr	0	158,200	0	158,200	0	158,200	0
0	0	0	0	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
457,818	528,900	457,818	528,900	8.49	425,800	79,200	505,000	0	0	0	0	505,000	0	59,000	0	59,000	0	59,000	0
210,954	488,700	210,954	488,700	0.00	0	305,200	600cr	0	0	0	0	600cr	0	304,600	0	304,600	0	304,600	0
0	0	0	0	0.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
872,019	1,197,900	872,019	1,197,900	8.49	425,800	821,600	1,247,400	3,700cr	0	0	0	3,700cr	0	967,800	0	967,800	0	967,800	0
<b>Strategic Planning &amp; Enterprise Total</b>																			
<b>Housing &amp; Public Protection</b>																			
158	0	158	0	0.00	0	1,000	1,000	0	0	0	0	1,000	0	500cr	0	500cr	0	500	0
19,402	21,400	19,402	21,400	0.00	0	21,400	21,400	0	0	0	0	21,400	0	21,400	0	21,400	0	21,400	0
341,814cr	575,900cr	341,814cr	575,900cr	16.75	656,100	1,183,900	1,840,000	899,000cr	0	0	0	1,883,700cr	0	43,700cr	0	43,700cr	0	8,200cr	0
117,180	194,900	117,180	194,900	0.00	0	234,000cr	234,000cr	0	0	0	0	234,000cr	0	97,800	0	97,800	0	234,000cr	0
82,093	90,900	82,093	90,900	2.00	95,300	2,500	97,800	0	0	0	0	97,800	0	97,800	0	97,800	0	97,800	0
938cr	13,400	938cr	13,400	0.00	0	16,500	16,500	15,600cr	0	0	0	15,600cr	0	900	0	900	0	900	0
246,991	229,200	246,991	229,200	4.00	224,500	18,400	242,900	0	0	0	0	242,900	0	242,900	0	242,900	0	242,900	0
315,868	309,100	315,868	309,100	7.59	348,300	25,400	373,700	1,000cr	0	0	0	372,700	0	372,700	0	372,700	0	372,700	0
10,572cr	6,400cr	10,572cr	6,400cr	0.00	0	4,400	4,400	9,400cr	0	0	0	9,400cr	0	5,000cr	0	5,000cr	0	5,000cr	0
407,002	410,700	407,002	410,700	10.62	401,800	52,700	454,500	0	0	0	19,100cr	19,100cr	0	439,400	0	439,400	4,000	439,400	0
62,620	57,200	62,620	57,200	0.00	0	48,300	48,300	0	0	0	0	48,300	0	48,300	0	48,300	0	48,300	0
149,662	144,600	149,662	144,600	2.00	140,800	11,000	151,800	0	0	0	0	151,800	0	151,800	0	151,800	0	151,800	0
142,251	74,100	142,251	74,100	1.41	71,500	6,400	77,900	0	0	0	0	77,900	0	77,900	0	77,900	0	77,900	0
142,856cr	130,000cr	142,856cr	130,000cr	0.00	0	4,500	4,500	138,200cr	0	0	0	138,200cr	0	133,700cr	0	133,700cr	0	133,700cr	0
194,054	215,800	194,054	215,800	5.00	201,500	27,300	228,800	0	0	0	0	228,800	0	228,800	0	228,800	0	228,800	0
1,568cr	2,100cr	1,568cr	2,100cr	0.00	0	0	0	1,100cr	0	0	0	1,100cr	0	1,100cr	0	1,100cr	0	1,100cr	0
42,598	27,000	42,598	27,000	0.00	0	34,200	34,200	1,700cr	0	0	0	1,700cr	0	32,500	0	32,500	1,646,000	1,678,500	0
4,276cr	5,800	4,276cr	5,800	0.00	0	0	0	1,100cr	0	0	0	1,100cr	0	1,100cr	0	1,100cr	0	1,100cr	0
113,187cr	112,800cr	113,187cr	112,800cr	0.00	0	4,100	4,100	116,900cr	0	0	0	116,900cr	0	112,800cr	0	112,800cr	0	112,800cr	0
1,164,666	966,700	1,164,666	966,700	46.78	2,139,800	1,228,000	3,367,800	1,182,900cr	0	0	0	1,182,900cr	0	1,180,600	0	1,180,600	1,665,500	2,846,100	0
<b>Housing &amp; Public Protection Total</b>																			
<b>Overall Net Expenditure</b>																			
2,706,417	2,831,100	2,706,417	2,831,100	85.46	3,892,400	2,389,500	6,271,900	2,192,900cr	0	0	0	2,192,900cr	0	2,798,800	0	2,798,800	2,062,500	4,861,300	0

Financial Risks 2018/19

Service	Financial Risk Ref. No.	Risk	Risk Reg no	High/Medium/Low	Risk Value £	%	Total Risk Assessment £
Legal Services	FR1	Legal team resources - requirement due to recruitment/retention issues to use temp. staff or outsource work. Additional external expertise for assistance with the delivery of key Corporate projects or Governance Issues	RR508	M	85,000	25%	21,250
	FR2	Legal expertise related to employment cases	RR508	M	50,000	25%	12,500
	FR3	The Council is required to meet the cost of any award from new or ongoing judicial reviews.		M	30,000	25%	7,500
	FR4	Possible procurement challenge. Legal costs and costs of re-tendering if necessary.	RR530	H	100,000	50%	50,000
	FR5	Costs incurred from an increased number of prosecutions pursued in court, for example due to persistent flytipping or benefit fraud		M	50,000	25%	12,500
Housing & Public Protection	FR6	Lack of resilience in delivering key statutory services when staff absence occurs (other than normal leave) e.g. medium/long term sickness, staff resignations, etc.	RR534	H	20,000	50%	10,000
	FR7	Failure to meet projected Careline sales income as a result of the loss of a corporate client or fall in the number of private clients.	RR467.001	H	50,000	50%	25,000
	FR8	The payment of compensation to Careline's corporate or retail customers arising from a service interruption.	RR466	M	10,000	25%	2,500
	FR9	Termination of North Hertfordshire Housing Partnership and end of shared policy/software arrangements with North Herts Homes.	RR543	L	20,000	0%	0
	FR10	Usage of bed and breakfast accommodation for homeless households.	TR60	M	180,000	25%	45,000
	FR11	Domestic Homicide Review – additional resources in relation to Domestic Homicide Reviews and other partnership requirements	RR475	L	15,000	0%	0
	FR12	External challenge to review of licensing fee structure.	RR525	M	40,000	25%	10,000
Development, Building Control & Strategic Planning	FR13	Costs associated with receipt of a 'hostile' planning application	TR54	L	50,000	0%	0
	FR14	Development & implementation of Town Centre Strategies (additional consultancy support to implement Town Centre Strategies e.g. Hitchin)	RR517	L	50,000	0%	0
	FR15	Vehicle Parking Town-wide Reviews: displacement issues following implementation of approved schemes may require further TRO's	RR468	L	30,000	0%	0
	FR16	Dangerous structures - additional costs to the Authority from either increase in numbers of dangerous structure cases or particularly severe cases. The risk covers staff time and the cost to make the structure safe. Costs may not be recoverable within the same financial year or not all, e.g. due to the owner declaring bankruptcy.	RR364	M	50,000	25%	12,500
	FR17	Specialist advice with regard to potential planning applications (e.g. town centre schemes)	RR517	M	50,000	25%	12,500
	FR18	Costs associated with challenges / work, to and in connection with, other authorities / organisations / bodies etc. plans, policies/strategies/proposals etc., due to their impact upon the District	TR52.002	H	250,000	50%	125,000
	FR19	Planning and building control applications – costs associated with an appeal, public inquiry, Secretary of State call in, judicial review or other challenge against the Council's decision.	RR398	H	500,000	50%	250,000
	FR20	Enforcement – costs in relation to the enforcement of planning enforcement notices through legal /direct action or appeal processes.	RR398	M	100,000	25%	25,000
	FR21	Changes to government policy relating to planning e.g.: impact of Housing & Planning Act, Neighbourhood Planning Bill etc...	TR52.001	L	25,000	0%	0
	FR22	Neighbourhood Planning: costs of consultants, consultation, examination and referendum incurred in the production of Neighbourhood Development Plans.	TR52.001	H	60,000	50%	30,000
	FR23	Local Plan: additional costs associated with progressing the Local Plan.	TR54	H	500,000	50%	250,000
	FR24	Local Plan: costs associated with a challenge to the Local Plan either from the Council or another stakeholder/authority	TR54	M	300,000	25%	75,000
Cultural Services	FR25	Further delay to the opening of the North Herts Museum and Cafe due to unanticipated incidents hinders the achievement of the operating surplus anticipated from the Community facility.	TR39	M	100,000	25%	25,000
	FR26	Net cost of operating the Hitchin Town Hall Cafe is greater than previously indicated to cabinet in July 2015 due to greater than estimated running costs or lower than anticipated demand.	TR39	M	70,000	25%	17,500
	FR27	The council is forced to re-tender a major contract if a contractor is unable to deliver a contract for any reason.	RR530	L	300,000	0%	0
	FR30	Unforeseen issues arising relating to the mobilisation of the new Waste, Recycling and Street Cleansing contract require additional staffing resource to resolve.		M	100,000	25%	25,000
Leisure & Environment	FR31	Increase in the net cost of recycling services due to either or all of; adverse changes in the market prices for commodities; a reduction in the volume of recyclates collected; a change in the material composition of the recyclates collected	TR59.007	H	50,000	50%	25,000
	FR32	Reduction in funding from third party agency agreements for contracted grounds and/or tree maintenance works.	RR320	L	50,000	0%	0
	FR33	Costs resulting from a localised flooding event that is associated with water courses within the responsibility of NHDC to maintain.	RR479	L	100,000	0%	0
	FR34	Cost of felling and destroying trees as a result of tree disease	RR099.002	M	75,000	25%	18,750
	FR35	Theft of or damage to parking pay & display equipment	RR308	M	20,000	25%	5,000

Service	Financial Risk Ref. No.	Risk	Risk Reg no	High/Medium/Low	Risk Value £	%	Total Risk Assessment £
Finance, Performance and Asset Management	FR36	Achievement of vacancy control target of £200K in light of reduced staff levels and turnover, and the risk of cross-over with the saving from the Corporate restructure	TR08	M	200,000	25%	50,000
	FR37	Adverse possession of land/buildings. (litigation costs)Protection of "Village Greens". Signs/fences need to be constructed to avoid residents claiming ownership rights.	RR049	M	35,000	25%	8,750
	FR38	Contamination clear-up costs for disposal/vacant sites	RR481	L	100,000	0%	0
	FR39	Breach of partial-exemption calculation for VAT	RR527	L	300,000	0%	0
	FR40	Travellers eviction and clear-up costs	RR383	M	20,000	25%	5,000
	FR41	Exceptional repairs and maintenance required for Council properties	RR500	L	50,000	0%	0
	FR42	An emergency in the District leading to a shortfall in Belwin Funding and any costs from calling in support from our external contractors	RR553	L	40,000	0%	0
	FR43	The Council is obliged to make compensation payments to affected parties under the Assets of Community Value legislation.	RR512	L	20,000	0%	0
	FR44	Localisation of Business Rates -- The council is now directly exposed to a range of risks, including: impact of levy, assumed rates of growth, safety net.	TR08	M	200,000	25%	50,000
	FR45	Member/Officer Indemnity Agreement is called upon		L	100,000	0%	0
	FR46	Further levy is charged through the MMI Scheme of Arrangement	RR271	M	20,000	25%	5,000
	FR47	Treasury Management - potential default by a counter party	RR448	L	1,000,000	0%	0
	FR48	Difficulty in recruiting Facilities Assistants results in higher expenditure on agency staff		M	15,000	25%	3,750
	FR49	Indemnity provided by the Council is called upon by lenders following default(s) on mortgage(s) secured through the local authority mortgage scheme.		L	1,000,000	0%	
	FR50	Cost of energy efficiency improvements required to lower energy rated properties in order to comply with the minimum energy efficiency standards introduced by government legislation. The regulations will come into force for new lets and renewals of tenancies with effect from 1st April 2018 and for all existing tenancies on 1st April 2020.		M	50,000	25%	12,500
Revenues, Benefits and IT	FR51	Fines for breaches of the EU General Data Protection Regulation by the Council or by NHDC outsourced providers when handling and storing data originally collected by NHDC	RR304	L	500,000	0%	0
	FR52	Failure to hit target on collecting summons's costs	TR08	M	15,000	25%	3,750
	FR53	Bad Debt Provision may need to increase in light of changes to housing benefits, the Business Rates scheme, Council Tax Reduction Scheme and the general economic downturn.	RR516	M	70,000	25%	17,500
	FR54	Ransomware attack results in the write-off of IT hardware and infrastructure.	TR62	L	200,000	0%	0
Democratic Services	FR55	District by-election		L	4,000	0%	0
Human Resources	FR56	Employment related risks related to outsourcing, shared services and restructuring	RR248	H	150,000	50%	75,000
	FR57	Additional salary costs following the pay and job evaluation of the new Service Director posts introduced as part of the senior management restructure.	TR07	H	100,000	50%	50,000
	FR58	Unanticipated additional costs or delay in implementation of phase 2 of the corporate restructure.	TR07	M	200,000	25%	50,000

7,869,000

1,423,750

## SUMMARY OF CAPITAL ESTIMATES

## Capital Programme Summarised by Council Objective

	2017/18 Revised Budget £	2018/19 Estimate £	2019/20 Estimate £	2020/21 Estimate £	2021/22 Estimate £
<b>Council Objective</b>					
Attractive & Thriving	3,528,900	3,600,100	0	300,000	0
Prosper & Protect	1,075,800	4,459,000	150,000	0	0
Responsive & Efficient	10,465,100	4,451,500	1,677,600	1,125,000	1,312,000
<b>Grand Total</b>	<b>15,069,800</b>	<b>12,510,600</b>	<b>1,827,600</b>	<b>1,425,000</b>	<b>1,312,000</b>

## Capital Programme Summarised by Type of Service

	2017/18 Revised Budget £	2018/19 Estimate £	2019/20 Estimate £	2020/21 Estimate £	2021/22 Estimate £
<b>Service Group</b>					
Advances & Cash Incentives	0	1,096,000	0	0	0
Asset Management	5,753,000	3,525,000	150,000	0	0
CCTV	35,000	0	0	0	0
Community Services	371,200	636,000	250,000	120,000	0
Computer Software and Equipment	289,700	110,500	537,600	115,000	507,000
Corporate Items	10,600	2,500,000	0	0	0
Growth Fund Projects	0	713,000	0	0	0
Leisure Facilities	3,251,800	2,208,900	85,000	385,000	0
Museum & Arts	698,600	0	0	0	0
Parking	429,900	916,200	0	0	0
Renovation & Reinstatement Grant Expenditure	630,000	805,000	805,000	805,000	805,000
Waste collection	3,600,000	0	0	0	0
<b>Grand Total</b>	<b>15,069,800</b>	<b>12,510,600</b>	<b>1,827,600</b>	<b>1,425,000</b>	<b>1,312,000</b>

## Funding of the Capital Programme

	2017/18 Funding £	2018/19 Funding £	2019/20 Funding £	2020/21 Funding £	2021/22 Funding £
<b>Funding Source</b>					
Capital Receipt	2,106,400	4,812,700	1,082,600	393,000	567,000
Drawdown of cash Investments	11,496,600	5,145,200	0	0	0
Government Grant	600,000	1,508,000	745,000	745,000	745,000
Other Capital Contributions	520,000	163,000	0	250,000	0
Revenue Contribution / Borrowing	0	540,400	0	0	0
S106 Funding	346,800	341,300	0	37,000	0
<b>Grand Total</b>	<b>15,069,800</b>	<b>12,510,600</b>	<b>1,827,600</b>	<b>1,425,000</b>	<b>1,312,000</b>

## Capital Receipt Reserve Estimated Balances

	2017/18 Estimate £	2018/19 Estimate £	2019/20 Estimate £	2020/21 Estimate £	2021/22 Estimate £
B/fwd Capital Receipt Funding	-3,221,200	-2,315,200	-2,500	-2,919,900	-3,276,900
Capital Receipts Received in Year	-1,200,000	-2,500,000	-4,000,000	-750,000	-1,250,000
Capital Receipts Used In Year	2,106,000	4,812,700	1,082,600	393,000	567,000
<b>C/fwd Capital Receipt Funding</b>	<b>-2,315,200</b>	<b>-2,500</b>	<b>-2,919,900</b>	<b>-3,276,900</b>	<b>-3,959,900</b>

CAPITAL ESTIMATES - PROGRAMME DETAIL 2018/19 AND ONWARDS

BUDGET ESTIMATES 2018/19

Project	Spend in Earlier Years	2017/18 Revised Budget	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	Total Scheme Cost
	£	£	£	£	£	£	£
<b>Advances &amp; Cash Incentives</b>							
John Barker Place, Hitchin	-	-	1,096,000	-	-	-	1,096,000
<b>Advances &amp; Cash Incentives Total</b>	-	-	1,096,000	-	-	-	1,096,000
<b>Asset Management</b>							
Council property improvements following condition surveys	260,038	65,000	875,000	-	-	-	1,200,038
Energy efficiency measures	-	60,000	-	-	-	-	60,000
Provide housing at market rents	-	200,000	2,650,000	150,000	-	-	3,000,000
Refurbishment of DCO	811,094	5,268,000	-	-	-	-	6,079,094
Replacement of Walsworth Common Access Bridge	8,900	120,000	-	-	-	-	128,900
Storage Facilities	515,075	40,000	-	-	-	-	555,075
<b>Asset Management Total</b>	1,595,108	5,753,000	3,525,000	150,000	-	-	11,023,108
<b>CCTV</b>							
Replacement of neighbourhood CCTV equipment	-	35,000	-	-	-	-	35,000
<b>CCTV Total</b>	-	35,000	-	-	-	-	35,000
<b>Community Services</b>							
Area Visioning	321,087	26,400	-	-	-	-	347,487
Baldock Town Hall project	35,996	76,800	-	-	-	-	112,796
Demolition of Bancroft Hall	47,349	600	-	-	-	-	47,949
Refurbishment and improvement of community facilities	-	200,000	636,000	250,000	120,000	-	1,206,000
S106 Projects	635,006	67,400	-	-	-	-	702,406
<b>Community Services Total</b>	1,039,439	371,200	636,000	250,000	120,000	-	2,416,639

CAPITAL ESTIMATES - PROGRAMME DETAIL 2018/19 AND ONWARDS

BUDGET ESTIMATES 2018/19

Project	Spend in Earlier Years	2017/18 Revised Budget	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	Total Scheme Cost
	£	£	£	£	£	£	£
<b>Computer Software and Equipment</b>							
40 KVA UPS Device or Battery Replacement	6,869	-	-	7,000	-	-	13,869
Additional PC's - Support Home Working/OAP	-	13,000	-	13,000	-	-	26,000
Additional Storage	-	12,000	-	13,000	-	-	25,000
Alarm Receiving Centre (ARD) Upgrade	-	30,000	-	-	-	-	30,000
Alternative to safeword tokens for staff/members working remotely	-	-	-	8,000	-	-	8,000
Back-up Diesel 40 KVA Generator (DCO)	-	-	-	20,000	-	-	20,000
Cabinet Switches - 4 Floors	-	15,000	-	-	-	18,000	33,000
Cadcorp Local Knowledge & Notice Board Software	-	-	13,500	-	-	-	13,500
Careline Call Handling Hardware and Software	104,365	4,600	-	-	-	-	108,965
Channel shift - processing of housing register applications	-	20,000	20,000	-	-	-	40,000
Core Backbone Switches	10,135	-	-	20,000	-	-	30,135
Customer Self Serve Module	9,967	3,000	-	-	-	-	12,967
Cyber Attacks - Events Monitoring Software Solution	-	-	30,000	-	-	-	30,000
Dell Servers	-	-	-	65,000	-	-	65,000
Disaster Recovery Set Up	42,126	47,400	-	25,000	-	-	114,526
Email / Web Gateway with SPAM Filtering Software Solution - Licence 3 Year Contract	-	29,000	-	-	39,000	-	68,000
Email Encryption Software Solution	31,080	-	-	-	45,000	-	76,080
Laptops - Refresh Programme	-	-	6,000	-	6,000	-	12,000
Microsoft Enterprise Agreement	260,373	-	-	199,600	-	450,000	909,973
New Blade Enclosure	-	-	-	32,000	-	-	32,000
PC Refresh Programme	53,041	17,000	17,000	17,000	17,000	-	138,041
Permit gateway Citizen - to enable customers to renew permits on line	4,300	10,700	-	-	-	-	15,000
Recording of Council Meetings	-	64,000	-	-	-	-	64,000
Replacement SAN	-	-	-	110,000	-	-	110,000
Security - Firewalls	-	10,000	14,000	-	-	14,000	38,000
Software for personalised bills and annual billing	12,950	6,000	-	-	-	-	18,950
Tablets - Android Devices	7,075	8,000	10,000	8,000	8,000	-	49,075
<b>Computer Software and Equipment Total</b>	<b>542,300</b>	<b>289,700</b>	<b>110,500</b>	<b>537,600</b>	<b>115,000</b>	<b>507,000</b>	<b>2,102,100</b>
<b>Corporate Items</b>							
Capitalised Pension Fund Contribution	2,447,000	-	2,500,000	-	-	-	4,947,000
Telephony system	124,301	10,600	-	-	-	-	134,901
<b>Corporate Items Total</b>	<b>2,571,301</b>	<b>10,600</b>	<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,081,901</b>

CAPITAL ESTIMATES - PROGRAMME DETAIL 2018/19 AND ONWARDS

BUDGET ESTIMATES 2018/19

Project	Spend in Earlier Years	2017/18 Revised Budget	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	Total Scheme Cost
	£	£	£	£	£	£	£
<b>Growth Fund Projects</b>							
Cycle Strategy implementation (GAF)	121,746	-	278,000	-	-	-	399,746
Green Infrastructure implementation (GAF)	45,063	-	185,000	-	-	-	230,063
Transport Plans implementation (GAF)	108,781	-	250,000	-	-	-	358,781
<b>Growth Fund Projects Total</b>	<b>275,579</b>	<b>-</b>	<b>713,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>988,579</b>
<b>Leisure Facilities</b>							
Bancroft Gardens Play Area	21,084	53,900	-	-	-	-	74,984
Bancroft Recreation Ground, Hitchin, Multi Use Games Area (MUGA)	-	-	170,000	-	-	-	170,000
Construction of pathway and roadway, Wilbury Hills Cemetery, Letchworth	-	-	35,000	-	-	-	35,000
Decommissioning of Pavilions	-	-	120,000	-	-	-	120,000
Decommissioning of Play Areas	-	-	130,000	-	-	-	130,000
Dog / Litter Bins	-	40,000	-	-	-	-	40,000
Hitchin & Royston Fitness Equipment	206,283	520,000	-	-	-	-	726,283
Hitchin Outdoor Pool Showers and Toilets	-	75,000	-	-	-	-	75,000
Hitchin Swimming Centre Lift	-	100,000	-	-	-	-	100,000
Hitchin Swimming Pool Car Park extension	31,603	50,000	475,900	-	-	-	557,503
Jackmans Central Play Area Renovation	-	75,000	-	-	-	-	75,000
Letchworth Outdoor Pool safety surface	-	-	60,000	-	-	-	60,000
Letchworth Outdoor Pool Showers and Toilets	-	75,000	-	-	-	-	75,000
New changing rooms, Walsworth Common, Hitchin	-	-	-	-	300,000	-	300,000
North Herts Leisure Centre Development	1,697,239	1,922,200	-	-	-	-	3,619,439
Norton Common Wheeled Sports improvements	12,671	159,000	-	-	-	-	171,671
Relay concrete slabs that surround the Hitchin outdoor pool	24,578	35,400	-	-	-	-	59,978
Renew pathways at Bancroft Recreation Ground, Hitchin	-	50,000	-	-	-	-	50,000
Renovate play area Howard Park, Letchworth	-	-	-	-	75,000	-	75,000
Renovate play area King George V Recreation Ground, Hitchin	-	-	-	75,000	-	-	75,000
Renovate play area, District Park, Gt Ashby	-	-	75,000	-	-	-	75,000
Replace items of equipment, Brook View, Hitchin	-	10,000	-	-	-	-	10,000
Replace items of play equipment Holroyd Cres, Baldock	-	-	-	-	10,000	-	10,000
Replace items of play equipment Wilbury Recreation Ground, Letchworth	-	-	-	10,000	-	-	10,000
Replace items of play equipment, Chiltern Road, Baldock	-	-	10,000	-	-	-	10,000
Royston Leisure Centre extension	-	-	1,000,000	-	-	-	1,000,000
Serby Avenue Play Area renovation, Royston	67,222	7,800	-	-	-	-	75,022
Smithsons Recreation Ground	27,476	1,800	-	-	-	-	29,276
Splash Park at Bancroft Recreation Ground	186,478	11,700	-	-	-	-	198,178
Splash Park at Priory Memorial, Royston	157,025	15,000	-	-	-	-	172,025
Ultra Violet water disinfection system	-	50,000	-	-	-	-	50,000
Walsworth Common Pitch Improvements	-	-	103,000	-	-	-	103,000
Walsworth Common Reconstruction of Car Park	-	-	30,000	-	-	-	30,000
<b>Leisure Facilities Total</b>	<b>2,431,658</b>	<b>3,251,800</b>	<b>2,208,900</b>	<b>85,000</b>	<b>385,000</b>	<b>-</b>	<b>8,362,358</b>



CAPITAL ESTIMATES - PROGRAMME DETAIL 2018/19 AND ONWARDS

BUDGET ESTIMATES 2018/19

Project	Spend in Earlier Years	2017/18 Revised Budget	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	Total Scheme Cost
	£	£	£	£	£	£	£
<b>Museum &amp; Arts</b>							
Burymead Road - new roof waterproofing system	53,086	2,000	-	-	-	-	55,086
NH Museum & Community Facility	5,182,860	146,600	-	-	-	-	5,329,460
Purchase of 14 & 15 Brand Street	-	550,000	-	-	-	-	550,000
<b>Museum &amp; Arts Total</b>	<b>5,235,946</b>	<b>698,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,934,546</b>
<b>Parking</b>							
Lairage Multi Storey Safety and Equalities Act improvements	-	40,000	-	-	-	-	40,000
Installation of trial on-street charging (GAP)	-	-	50,000	-	-	-	50,000
Lairage Multi-Storey Car Park - Structural wall repairs	171,915	5,700	120,000	-	-	-	297,615
Letchworth Multi Storey Safety Edge Protection Fencing	0	120,000	-	-	-	-	120,000
Letchworth Multi_storey Car Park - parapet walls, soffit & decoration	2,950	146,500	-	-	-	-	149,450
Letchworth multi-storey car park - lighting	200,369	22,700	-	-	-	-	223,069
Off Street Car Parks resurfacing and enhancement	188,292	60,000	91,200	-	-	-	339,492
Refrubishment of lifts at Lairage Car Park	-	-	360,000	-	-	-	360,000
Replace and enhance lighting at St Mary's Car Park	-	-	60,000	-	-	-	60,000
St Mary's car park. Structural repairs to steps	6,177	35,000	-	-	-	-	41,177
Town Centre pay & display machines for on-street charging	-	-	235,000	-	-	-	235,000
<b>Parking Total</b>	<b>569,702</b>	<b>429,900</b>	<b>916,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,915,802</b>
<b>Renovation &amp; Reinstatement Grant Expenditure</b>							
Mandatory Disabled Facility Grants	8,590,909	600,000	745,000	745,000	745,000	745,000	12,170,909
Private Sector Grants	951,745	30,000	60,000	60,000	60,000	60,000	1,221,745
<b>Renovation &amp; Reinstatement Grant Expenditure Total</b>	<b>9,542,653</b>	<b>630,000</b>	<b>805,000</b>	<b>805,000</b>	<b>805,000</b>	<b>805,000</b>	<b>13,392,653</b>
<b>Waste collection</b>							
Waste and Street Cleansing Vehicles	-	3,600,000	-	-	-	-	3,600,000
<b>Waste collection Total</b>	<b>-</b>	<b>3,600,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,600,000</b>
<b>Grand Total</b>	<b>23,803,687</b>	<b>15,069,800</b>	<b>12,510,600</b>	<b>1,827,600</b>	<b>1,425,000</b>	<b>1,312,000</b>	<b>55,948,687</b>

# WORKFORCE STATEMENT

2018/19 STAFFING		Full-Time Equivalent	Estimates Original £'000
Chief Executive & Democratic Services		18.00	1,161
Customer Services		79.55	2,821
Planning, Housing & Enterprise		128.78	5,094
Finance, Policy & Governance		85.46	3,882
	<b>Total for 2018/19</b>	<u>311.78</u>	<u>12,958</u>

2017/18 STAFFING		Full-Time Equivalent	Estimates Original £'000
Chief Executive & Democratic Services		18.00	1,441
Customer Services		76.10	2,537
Planning, Housing & Enterprise		128.21	4,850
Finance, Policy & Governance		87.05	3,691
	<b>Total for 2017/18</b>	<u>309.36</u>	<u>12,519</u>

Year on Year Changes		Full-Time Equivalent	Estimates Original £'000
Increase in estimates from 2017/18 to 2018/19		2.42	439
<b>As a result of:</b>			
Corporate Restructure - Phase 1: saving delivery in 2017/18		-2.00	-
Corporate Restructure - Phase 2: estimated saving in 2018/19			(200)
Other Staffing Efficiency proposals approved by Council February 2018			(103)
Incorporation of Hitchin Town Hall Community Facility Staffing		5.27	138
Increase in Superannuation Contribution			134
Increments			87
Pay Award (assumption of 3% increase)			377
Net Other changes during 2017/18		-0.85	6
	<b>Total Changes</b>	<u>2.42</u>	<u>439</u>

2018/19 Additional Staffing Information		Full-Time Equivalent	Estimates Original £'000
Staff funded by NHDC		309.28	12,881
Staff funded by third party contributions		1.50	45
Staff funded by Grant		1.00	32
		<u>311.78</u>	<u>12,958</u>