

Agenda Item No: 7
Report To: Cabinet
Date of Meeting: 7 December 2017
Report Title: Draft Budget 2018/19
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Jo Stocks – Senior Accountant
Portfolio Holder Cllr. Neil Shorter
Portfolio Holder for: Finance & ICT



Summary: This paper presents the draft budget for 2018/19 for the General Fund and the Housing Revenue Account.

The MTFP was presented at the November Cabinet meeting at which time Cabinet was asked to note that 2018/19 is the third year of the four year funding settlement, which was accepted at the October 2016 Cabinet meeting.

The Chancellor of the Exchequer presented his Autumn Budget on 22 November and the report asks Members to approve an increase to the long-term empty homes premium for Council Tax.

The draft budget outlined in this report will form the basis of budget scrutiny and budget consultation processes. Overall there is a balanced budget for 2018/19, however there are a number of risks with this projection that are explored in the body of the report.

The report also includes the draft Housing Revenue Account budget which incorporates the Housing review proposals and the 30 year business plan assumptions, both reports are elsewhere on the agenda.

Key Decision: YES

Significantly Affected Wards:

Recommendations: **The Cabinet is recommended to:-**

- I. Note the budget context (Section 1 Context)
- II. Approve the draft budget for 2018/19
- III. Approve the draft Housing Revenue Account budget for 2018/19 (
- IV. Section 3 Housing Revenue Account).

- V. Agree that this report will be used as the basis for budget consultation with the public, the business community, parish councils and staff.
- VI. Agree the draft budget as set out in the report should now be submitted to the Overview and Scrutiny Committee's Budget Task Group for formal scrutiny.
- VII. Approve an increase to the long-term empty homes premium for Council Tax from 50% to 100%

Policy Overview: The council's revenue budget is intended to support the priorities set out within the Business Plan and flows through from the Medium Term Financial Plan (MTFP).

The Business Plan is geared to ensuring that priorities are delivered and that the council's service activities are managed within the constraints of the forecast cuts in government funding.

Financial Implications: The council has a requirement to produce a MTFP and a balanced budget. This report contains the four year settlement levels of government funding.

The HRA budget has been prepared on the basis of the 30 year business plan and the HRA review, reports that are also on this agenda. The plans for maintaining investment in housing stock are affordable within the current resource forecasts.

Equalities Impact Assessment No not at this stage, however an assessment will be included in the February report.

Other Material Implications: Consultation will be undertaken with the Joint Consultative Committee and business community, with findings reported back in February.

Exempt from Publication: **NO**

Background Papers: **None**

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Report Title: Draft Budget 2018/19

Introduction and Background

1. This report sets the scene for the Cabinet to consider its draft budget for 2018/19. The report explains the important background and contextual information to the medium term financial plan (MTFP) and next year's budget.
2. The Council agreed the corporate plan covering the period 2015-20 outlining the four proposed priorities for the Council during 2015/16. The underpinning Medium Term Financial Plan has also been approved (Cabinet November 2017) and is in line with the Council's business plan. This draft budget has been built based on the MTFP and reflects the corporate plan priorities.
3. The corporate plan sets the broad context for financial planning over the short and medium term.
4. As detailed in the MTFP report the Council agreed to accept the four year settlement and this year is the third year of that settlement.
5. The detailed budget for 2018/19 has now been drafted which is broadly in line with the targets established within the MTFP. The budget is based upon a 2.28% (£3.50 for a Band D) increase in Council Tax which will see the Council maintaining its position as the lowest in Kent.
6. The report includes the draft budget for the Housing Revenue Account (

7. Section 3 Housing Revenue **Account**) that is in line with the HRA business plan that was reported to members in November.
8. The forecast for the Council's capital reserves (Section 4 - Capital Resources) is included and shows that these resources remain under pressure and as a consequence borrowing will need to be used to fund the majority of capital investments which carries a higher revenue budget cost.
9. This report seeks Cabinets approval to the draft budget that will then form the basis of the budget scrutiny and consultation processes with the final budget due to be reported to the February Cabinet for approval and recommendation to Full Council.

Structure of the report

10. For ease of consideration this report is split into sections;
 - i. Context
 - ii. Draft budget
 - iii. Housing Revenue Account
 - iv. Capital resource forecast and capital programme implications
 - v. Next steps

Section 1 Context

11. In October 2015 the council agreed the Corporate Plan that contained the key themes as areas of important focus over the period 2015 - 2020. These are:
 - a. Enterprising Ashford
 - b. Living Ashford
 - c. Active and Creative Ashford
 - d. Attractive Ashford
12. Since then the Council has developed a Programme Management Plan with a number of priority projects many of which are underway, nearing completion or complete such as Ashford International College, commercial quarter and the Elwick Place development, including a multiscreen cinema, hotel and restaurants.
13. This budget and medium term financial plan has been set to enable key priorities to be the focus over the next five years.

The Autumn Budget Statement

The Chancellor presented his Autumn Budget to parliament on 22 November at this time the announcement does not materially affect the Draft Budget the following should be noted:

14. Business rate increases will switch from RPI (retail price index) to CPI (consumer price index) in 2018, two years earlier than expected. The Council should be compensated for this change with a Section 31 grant from Government for this period. It is good news for businesses as increases will be lower than expected next year.
15. Long term empty property premium, currently 50% will be increased to 100% next year. The Council has around 60 long term empty properties with the borough and although this will not have a significant increase on Council income it will encourage home owners to bring these properties back into use. Members are asked to approve the increase in premium.
16. There is a drive to increase the level of affordable homes in area with high demand. This has led Government to consider the Housing Revenue Account Debt Cap and opportunities for this to be increased to build more homes.

The Economy

17. The economic outlook is complicated by the BREXIT negotiations and there is a weakening outlook due to the uncertainty. The pound remains weak, with inflation expected to rise and action taken this month by the Monetary Policy Committee (MPC) raising base rate by 0.25%. This action may strengthen the pound going forward and weaken inflation.
18. With a weakening economy we may see the UK enter a period of recession however this shouldn't be felt as hard as the 2007 global crash as it should be isolated to the UK.

The Medium Term Financial Plan

19. The Medium Term Financial Plan was reported to Members in November. Although there is an affordable plan it should be noted that there the plan relies on investment and projects coming forward in later years. There is a small funding gap between 2019/20 and 2022/23 so the Council need to monitor expenditure closely to ensure the overall pressure does not increase.

20. It should also be noted that the plan assumes contributions to projects from New Homes Bonus funding of £5m over the 5 year period. This excludes the corporate projects funded by New Homes Bonus already built into the Draft Budget.

Building the Draft Budget 2018/19

21. The Service's draft budgets have been prepared alongside the relevant Service Plans and in consultation with the Portfolio Holders.
22. There are a number of corporate projects yet to be approved and are not reflected in the draft revenue budget. Approved projects that fall under capital will be included in the capital budget which will be presented to members for scrutiny.
23. There is corporate project funding available in revenue reserves and includes an unallocated amount of £1.6m at the time of writing this report, with upcoming projects requiring around £500k.

Table 1: MTFP 2018-2023 (excluding HRA)

	2018/19 £'000's	2019/20 £'000's	2020/21 £'000's	2021/22 £'000's	2022/23 £'000's
Revenue Support Grant	(264)	140	211	283	358
S31 Grant NNDR reliefs	(1,060)	(59)	(68)	(69)	(70)
Retained Business Rates	(3,317)	(3,985)	(3,702)	(4,144)	(4,746)
New Homes Bonus (50% allocated to support base budget)	(2,694)	(3,074)	(3,310)	(3,291)	(3,366)
Government Funding	(7,335)	(6,978)	(6,869)	(7,221)	(7,824)
Council Tax	(7,195)	(7,522)	(7,855)	(8,210)	(8,588)
Total Income Receipts (Including Specific Grants)	(49,106)	(48,254)	(48,098)	(47,945)	(47,773)
Base Budget Gross Expenditure	64,680	64,971	65,465	66,149	66,811
Budget Increases	(1,110)	(1,979)	(2,510)	(2,723)	(2,840)
BUDGET GAP	(66)	238	133	50	(214)

24. Managing the plan will need to be handled carefully. The Corporate Plan is focused on the delivery of business and housing growth as well as income generation by commercial activities; these items are important planks to the delivery of the financial strategy. Therefore whilst cost management is going to be an important focus, this must not be at the cost of delivery of these priorities.

Local Government Funding

25. The Cabinet made the decision to accept the Governments four year settlement and these funding levels have been built into the MTFP and the draft budget build. Including negative RSG from 2019/20 with a net payment of £140,000 rising to £358,000 by 2022/23.

Local Retention of Business Rates

26. Under the current scheme government retain 50% of business rates with 40% being retained by the district council and the remaining 10% being allocated to the county council and fire authorities. Local authorities then either pay tariffs (ABC's is circa £16m out of £20m retained) or top-ups in a system to equalise resources between authorities. Finally a levy is paid on growth over a baseline

figure (ABC's levy rate is 50%) and a government safety net is offered to authorities who's income falls by 7.5% below the baseline.

27. The Council is part of the Kent Business Rates Pool, along with 12 other Authorities including Kent County Council and Kent Fire Authority, which helps to reduce the levy paid on business rates growth but also reduces reliance on Government should business rates drop, the pool members would help to fund the safety net payment that would have been made.
28. As previously reported to Cabinet the Council is looking to be part of a pilot bid for 100% rates retention and Members will be updated more fully as government make announcements on the pilot bids.

New Homes Bonus

29. New Homes Bonus is measured on the number of properties that have been completed for a year October to September using data submitted on the council tax base return to government, this amount is then paid to the Council for a period of four years.
30. The amount was originally paid for six years however is has been reduced to four (2017/18 was the transitional year with one year dropping out so a five year receipt) a reduction of £1,132,726 from 2016/17 of £3,788,826 to 2018/19 forecast of £2,656,100.
31. Currently this reduction has been managed however should there be further cuts to New Homes Bonus or there is a major reduction in future house building there could be a serious impact on the MTFP and future corporate projects. The draft budget 2018/19 currently has £1.6m supporting the base budget with a further £522k supporting corporate projects which also form part of the base budget. If total New Homes Bonus falls below £2.1m there will not be the resources available to fund the base budget.
32. This Council Tax Base return has been completed showing 641 new properties and 20 conversions of long term empty properties, giving a total of 661 for new homes bonus, this equates to circa £717,000 potential payment from next April. This is less than the number estimated in the MTFP which was 712 properties, circa £755,000.

Council Tax and Local Referendums on Council Tax

33. The draft budget includes a Council Tax increase of £3.50 which equates to a rise of 2.28% resulting in a Band D equivalent charge of £157.50; this is a reduction to last year's increase which was £4.

34. The current administration has a commitment to remain the lowest council tax in Kent. For 2017/18 the Kent districts council taxes were:

District	Increase on previous year		Band D charge
Ashford	£4.00	2.67%	£154.00
Canterbury	£4.95	2.55%	£199.26
Dartford	£4.95	3.04%	£167.85
Dover	£4.95	2.87%	£177.39
Gravesham	£4.95	2.65%	£191.61
Maidstone	£4.95	2.06%	£245.61
Sevenoaks	£4.95	2.50%	£202.77
Shepway	£4.45	1.91%	£237.01
Swale	£4.95	3.10%	£164.88
Thanet	£4.95	2.30%	£219.87
Tonbridge & Malling	£5.00	2.60%	£197.51
Tunbridge Wells	£4.98	3.04%	£168.59

35. This means that should the other Kent districts decide to freeze council tax Ashford will remain the lowest in Kent by £7.38.
36. The Localism Act replaced the Secretary of State's powers to cap council tax increases with a requirement for councils, who are minded to agree 'excessive increases' in council tax, to hold a local referendum, with the result determined by a simple majority.
37. The level of increase that triggers a referendum is set by the Secretary of State and for 2018/19 that level is expected to remain at the higher of 2% or £5. The form of the question to be put in any local referendum is also determined by the Secretary of State. Should a referendum be necessary councils must have a shadow budget in place in the event that a referendum does not support the proposed council tax increase.
38. Whilst there is a long held ambition for the Council to grow its income streams from commercial activities it needs to be recognised that this strategy needs to mature before this will be achieved. Therefore with the risks to the council's funding and ambitions to improve services the increase is considered necessary, however planning to achieve a lower increase next year reducing in future years will begin as this budget cycle draws to a close.

Section 2 - Draft Budget 2018/19

39. The draft budget has been built based on the four year settlement that was accepted at the October 2016 Cabinet as part of the MTFP report. This has given a little more certainty this year.
40. The draft budget presented below includes a 2.28% increase in council tax, with the borough Council's element of the charge now being £157.50 (2017/18 was £154) for a band D property.
41. Services were given targets from the MTFP against which they had to build their budgets. Budgets have then been built in detail and services have largely been able to manage within the expenditure limits set. Some pressures have come out during the process but these have mainly been managed within the services.
42. The draft budget is summarised below.

Table 2: Draft General Fund Budget 2018/19

Actuals 2016/17 £	Budget 2017/18 £	Projected Outturn 2017/18 £	Detail	Budget 2018/19 £
12,760,333	13,692,770	13,771,522	Service Expenditure	13,087,580
3,001,329	1,319,040	1,319,040	Contribution to/(from) Balances	1,437,972
(1,381,270)	(615,360)	(615,360)	Government Grant	(264,160)
(3,027,776)	(3,422,120)	(3,422,120)	Retained Business Rates	(3,351,000)
(669,587)	(500,000)	(500,000)	Business Rates S31 Grants	(1,059,600)
(3,788,826)	(3,394,890)	(3,394,890)	New Homes Bonus	(2,656,102)
(6,854,473)	(7,079,440)	(7,079,440)	Council Tax	(7,194,690)
39,730	0	78,752		0

43. The details of service expenditure are attached at **Appendix A**. Subject to Cabinet's approval this budget will then be scrutinised and form the basis of the budget consultation process that will be completed in time for a final draft budget to be presented to Cabinet and then Council in February.
44. The Council's Medium Term Financial Plan is predicated on the aim to become entrepreneurial and enterprising to raise revenues, however the need for continued economy and efficiency is ever present to ensure value for money for services. Accordingly, included within the budget is a 1% efficiency target with an aim to reduce costs by 1% per annum for a period of 5 years. This will continue to be achieved through a combination of service reviews and thematic reviews on council expenditure, to challenge the way services are delivered and procured and achieve savings.

Risks

45. There are a number of risks to the budget at this time including:
- Homelessness – cases could increase due to changes in the Homelessness Reduction Act
 - Planning reserves – balances are reducing due to planning appeals, these appeals will be reduced once the Local Plan is adopted which is currently underway
 - Accounting Standard changes to IFRS 9 (International Financial Reporting Standard) – Reduction in investment income resulting from changes in the standard could affect the Authorities strong Medium Term Financial Plan

- d. Inflation – the projections within the plan are based on Arlingclose forecasts, these could move positively or negatively over the next year this risk will be monitored closely and reported through the Financial Monitoring process
 - e. Legislative Charges – there are currently a consultations in process, looking at the Minimum Revenue Provision (MRP), this is the amount the Council sets aside to repay borrowing. Currently the Council sets aside MRP over 50 years for land and building but the consultation is proposing to change the maximum period to 40 years. This will impact on the bottom line of the Council.
 - f. Borrowing limit – the government are look at how they lend to local authorities and whether this should be capped for the General Fund as it is the Housing Revenue Account.
46. These risks will be monitored and reported through to Cabinet in the final budget if changes are required.

Section 3 Housing Revenue Account

HRA Business Plan

47. The HRA business plan will be presented to this Cabinet for approval elsewhere on this agenda. The HRA Business Plan originates from this budget.
48. It is proposed that the HRA business plan should be scrutinised alongside the general fund draft budget as part of the budget scrutiny process.

Draft HRA Budget 2018/19

49. The HRA Budget has been built to enable the council to maintain Decent Homes Standards, service the debt as a result of the HRA subsidy reform, and take account of the continuing 1% rent reduction running from 2016/17 to 2019/20.

Table 3 – Draft Housing Revenue Account Budget 2018/19

REVENUE BUDGET				
Housing Revenue Account				
Actual 2016/17 £	Budget 2017/18 £	Projected Outturn 2017/18 £	DETAIL	Budget 2018/19 £
4,142,152	5,149,750	5,127,730	Supervision & Management	5,264,580
(24,372,599)	(25,511,220)	(24,952,720)	Income	(24,978,930)
17,994,718	21,923,480	21,923,480	Other	17,449,220
3,350,305	3,328,470	3,352,704	Repairs & Maintenance	3,418,400
1,114,576	4,890,480	5,451,194	SERVICE EXPENDITURE	1,153,270

50. These figures are in line with the position forecast within the HRA business plan, with a deficit anticipated. There are a number of HRA projects currently underway and this in year deficit is financed from reserves for the purpose of financing capital projects.
51. Members are asked to approve the draft HRA budget for 2018/19 for scrutiny purposes.

Section 4 - Capital Resources

52. The Council prepares a capital programme annually based on the Corporate Priorities and approves capital projects throughout the year. Financing of these projects are included in the Project Initiation Documents, however final financing will be approved at the end of the year.
53. Due to the nature of some reserves it is best to utilise these first and retain flexibility for the Council, for example, capital receipts can only be used on capital purposes therefore it is better to use these reserves first and keep revenue reserves, which can be used for any purpose.
54. The Housing Revenue Account has two kinds of capital receipts, general capital receipts that can be used for any capital purpose, and one-for-one receipts that can only be used for the provision of new affordable housing. To ensure the Council has enough flexibility in its capital financing and complies with the one-for-one commitment to government, these latter receipts will always be used first before capital receipts and revenue reserves.

Capital Resources Forecast

55. Capital investment is currently made from the following funding streams:
 - a. Internal resources such as capital receipts and revenue reserves.
 - b. Prudential (external) borrowing. The Medium Term Financial Plan provides specific support to borrow for General Fund corporate projects that have been highlighted in the corporate plan. There is also specific borrowing for capital works on Council assets support by the planned maintenance schedule for capital works.
 - c. Third party grants and contributions from government, other authorities and other grant bodies.
 - d. Section 106 developer contributions – as at 31 March 2017 contributions amounting to £6.8m (capital & revenue) were held in reserves.
56. The table below shows the forecast based on current assumptions including that supported by revenue resources to support spending of a capital nature.

Table 4 – Capital resource forecast (General Fund)

Resources available	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Resources brought forward:				
Capital receipts	11	0	0	0
Repairs and renewals reserve	660	570	480	390
Borrowing limit unapplied	500	400	300	300
	1,171	970	780	690
Potential resources				
Estimate of capital receipts	250	250	250	250
Estimate of reserve contributions to the repairs & renewal reserve	260	260	260	260
Approved borrowing limit supported by the revenue budget	500	500	500	500
	1,010	1,010	1,010	1,010
Current planned outlay financed by:				
Use of capital receipts	261	250	250	250
Use of the repairs & renewal reserve	350	350	350	350
Use of prudential borrowing (principally for the asset maintenance programme)	600	600	500	500
	1,211	1,200	1,100	1,100
Uncommitted resources carried forward	970	780	690	600

Capital Investment

57. Elwick Place commenced in May 2017 with and expected completion date of December 2018. The build is currently on target at £42 million and is progressing to plan. The scheme is now generating interest with potential occupier of the eateries making enquiries.
58. Future expansion of A Better Choice Property Company will be supported by further loans. This will underpin the strategic aims of the company to grow and establish itself within the private letting sector.
59. In line with the Council's aims of supporting disadvantaged people within the borough the Mandatory Disabled Facilities grant has been increased in 2018/19 by £200,000 for one year. This will allow the team delivering these essential facilities to clear the backlog of applicants and ensure works are carried out in a timely manner.

Section 5 - Next Steps

60. Once approved by Cabinet it is proposed to submit the draft budget for formal scrutiny by the Overview and Scrutiny Committee and its Budget Scrutiny Task Group. This will include an examination of the base budget, assumptions on inflation, growth items and budget reduction proposals. The scrutiny process will continue throughout December and January with conclusions reported to the Cabinet in February.
61. The final budget report will be presented to Cabinet and then onto Council in February which will include any additional proposals for the budget and recommend to Cabinet the measures necessary to bridge any remaining budget gap.

Implications and Risk Assessment

62. Risk assessments are being completed by Services and will form part of the Scrutiny process and reported back to Council with any recommendations from the Budget Scrutiny Task Group.

Equalities Impact Assessment

63. The assessment will be completed alongside the final budget reported to Cabinet and Council in February.

Consultation Planned or Undertaken

64. This report will form the basis of consultation with the business community, the public and parish councils. A summary document will be produced and sent to key stakeholders and posted on the website for comment.
65. The results from this consultation will help inform the final budget and will be reported back to the February Cabinet.

Conclusion

66. Members are asked to consider the contextual information against which the MTFP and draft budget have been developed.
67. To approve the draft budget for 2018/19 for the purpose of public consultation, consultation with the parish councils, and for the basis of budget scrutiny by the Overview and Scrutiny Committee.

Portfolio Holder's Views

68. To be given at the meeting

Contact and Email

69. Maria Seddon – 01233 330547

DRAFT REVENUE BUDGET				
DIRECTORATE SUMMARY				
Actuals 2016/17 £	Budget 2017/18 £	Projected Outturn 2017/18 £	Directorate	Budget 2018/19 £
817,720	838,340	987,330	Chief Executive	965,760
3,556,382	3,070,680	3,238,165	Director of Finance & Economy	2,945,230
1,381,241	1,967,940	1,877,491	Director of Law & Governance	2,088,570
9,392,290	9,598,720	9,641,446	Director of Place & Space	10,219,590
15,147,633	15,475,680	15,744,432	Service Expenditure	16,219,150
614,029	(463,870)	(653,870)	Non service specific	(1,693,600)
15,761,662	15,011,810	15,090,562	ABC Budget Requirement	14,525,550
(15,721,932)	(15,011,810)	(15,011,810)	Financing	(14,525,550)
39,730	0	78,752		0

DRAFT REVENUE BUDGET				
SERVICE SUMMARY				
Actuals 2016/17 £	Budget 2017/18 £	Projected Outturn 2017/18 £	Service	Budget 2018/19 £
817,720	838,340	987,330	Corporate Policy, Economic Development & Communications	965,760
1,281,899	1,361,440	1,254,852	Legal & Democratic Services	1,414,090
1,667,822	1,646,090	1,681,136	Planning	1,787,440
4,189,463	3,815,280	3,732,215	Finance & IT	3,668,940
(5,849)	90,010	115,610	HR & Customer Services	105,010
636,937	654,790	779,644	Housing Services	689,780
105,190	516,490	507,029	Health, Parking & Community Safety	569,470
4,464,702	4,939,690	4,929,960	Environmental & Land Management	5,186,090
(1,270,018)	(1,399,390)	(1,273,694)	Corporate Property & Projects	(1,413,490)
3,259,766	3,012,940	3,030,350	Culture	3,246,060
15,147,633	15,475,680	15,744,432	Service Expenditure	16,219,150
(2,632,128)	(2,032,910)	(2,222,910)	Capital Charges & Net Interest	(3,387,820)
244,828	250,000	250,000	Levies	256,250
3,001,329	1,319,040	1,319,040	Contribution to Balances	1,437,970
15,761,662	15,011,810	15,090,562	ABC Budget Requirement	14,525,550
			Income	
(1,381,270)	(615,360)	(615,360)	Government Grant	(264,160)
(3,027,776)	(3,422,120)	(3,422,120)	Retained Business Rates	(3,351,000)
(669,587)	(500,000)	(500,000)	Business Rates S31 Grants	(1,059,600)
(3,788,826)	(3,394,890)	(3,394,890)	New Homes Bonus	(2,656,100)
(6,854,473)	(7,079,440)	(7,079,440)	Council Tax	(7,194,690)
39,730	0	78,752		0

General Fund Draft Budget 2018/19				
Actuals 2016/17 £	Budget 2017/18 £	Projected Outturn 2017/18 £	Department	Budget 2018/19 £
			Corporate Policy, Economic Development & Communications	
60,431	0	69,910	Chilmington	71,400
168,032	210,400	268,720	Policy and Performance	245,100
270,538	291,840	292,600	Economic Development	318,740
318,720	336,100	356,100	Communications & Marketing	330,520
817,720	838,340	987,330		965,760
			Legal & Democratic Services	
864,812	876,850	867,320	Democratic Representation	852,470
371,145	435,320	417,030	Electoral Services	503,210
(7,001)	0	(78,768)	Legal	0
52,944	49,270	49,270	Mayor	58,410
1,281,899	1,361,440	1,254,852		1,414,090
			Planning	
142,150	110,240	114,300	Building Control	117,810
972,870	898,330	926,982	Development Control	1,066,350
(5,528)	(5,750)	(5,150)	Land Charges	(41,150)
(0)	(10)	(5,396)	Planning Administration	31,920
558,329	643,280	650,400	Strategic Planning	612,510
1,667,822	1,646,090	1,681,136		1,787,440
			Finance & IT	
52,805	65,800	(1,370)	Accountancy	35,840
0	50	50	Audit Partnership	(60)
738,794	766,220	783,750	Benefits Administration	912,910
275,037	457,150	460,610	Council Tax Collection	417,870
(1,145)	(1,030)	500	Debtors/Debt Recovery	120
47,809	(19,610)	(10,950)	Exchequer	10,840
(467,817)	(256,000)	(256,000)	Housing Benefits Payments	(256,040)
(109,197)	(65,230)	(69,100)	NNDR Collection	(64,220)
2,351,186	1,695,970	1,467,820	Non-Distributed Costs	1,653,810
(6,002)	7,070	22,210	ICT	7,760
(0)	40	160	Telephony	(30)
1,307,993	1,164,850	1,334,535	Allocable Corporate Costs	950,140
4,189,463	3,815,280	3,732,215		3,668,940
			HR & Customer Services	
(847)	90,000	151,270	Human Resources	105,000
(5,002)	10	(35,660)	Visitor & Call Centre	10
(5,849)	90,010	115,610		105,010

Appendix A

General Fund Draft Budget 2018/19				
Actuals 2016/17 £	Budget 2017/18 £	Projected Outturn 2017/18 £	Department	Budget 2018/19 £
			Housing Services	
178,342	141,260	128,720	Private Sector Housing	117,410
58,522	53,220	55,310	Housing Strategy and Enabling	36,880
606,812	528,390	664,991	Housing Options	535,270
(993)	(66,020)	(53,250)	Facilities Management	9,060
(211,159)	750	1,200	Refugee Project	0
5,412	(2,810)	(17,327)	Gypsy Site - Chilmington	(8,840)
636,937	654,790	779,644		689,780
			Health, Parking & Community Safety	
493,402	496,720	517,834	Community Safety,AMC,Licencing	574,040
622,263	659,710	677,664	Environmental Health	618,160
(1,010,475)	(639,940)	(688,469)	Parking & Engineering	(622,730)
105,190	516,490	507,029		569,470
			Environmental & Land Management	
701,703	568,800	572,070	Street Scene	502,690
2,628,747	3,010,760	3,070,760	Refuse,Recycling,Street Clean	3,292,380
1,134,252	1,360,130	1,287,130	Grounds Maintenance	1,391,020
4,464,702	4,939,690	4,929,960		5,186,090
			Corporate Property & Projects	
17,298	37,920	27,390	Project Delivery Team	6,960
111,245	144,430	164,660	Town Centre Development	157,410
(1,398,560)	(1,581,740)	(1,465,744)	Corporate Property	(1,577,860)
(1,270,018)	(1,399,390)	(1,273,694)		(1,413,490)
			Culture	
392,064	241,250	242,494	Cultural Services Management	279,780
1,562,308	1,539,240	1,568,540	Leisure Centres	1,591,700
199,050	267,380	248,936	Open Spaces and Conservation	260,080
363,466	359,760	359,760	Single Grants Gateway	359,760
137,895	144,180	144,830	Tourism & Heritage	236,440
604,983	461,130	465,790	Cultural Projects	518,300
3,259,766	3,012,940	3,030,350		3,246,060
15,147,633	15,475,680	15,744,432	NET EXPENDITURE ON SERVICES	16,219,150
			Other Items	
(2,632,128)	(2,032,910)	(2,222,910)	Capital Charges & Net Interest	(3,387,820)
244,828	250,000	250,000	Levies & Precepts	256,250
3,001,329	1,319,040	1,319,040	Contributions to/from Reserves	1,437,970
15,761,662	15,011,810	15,090,562		14,525,550