

REVENUE AND CAPITAL BUDGETS 2017/18

CONTENTS

Revenue Budget	Page No.
1. Contents.....	1
2. General Introduction - Annual Budget	2
3. Annual Budget Summary.....	11
4. Reconciliation of 2017/18 Original Budget to SAP Plan 0.....	14
5. Contingency Estimate.....	16
6. Interest and Capital Charges Account.....	17
7. Provisions and Reserves	18
8. History of Council Tax 2011/12 - 2017/18.....	21
9. Analysis of Budgets over Services.....	22
10. Pie Charts - Analysis of Budgets over Services	23
11. Analysis of Staffing.....	24
12. Statistics and Performance Indicators.....	25
13. Glossary of Terms.....	29
14. Subjective and Directorate Analysis.....	32
Chief Executive's.....	33
Families & Homes.....	34
Property & Asset Management.....	51
Regeneration & Growth.....	56
Finance & Governance.....	61
Corporate Development.....	71
Neighbourhoods & Commercial Services.....	78
Corporate Expenditure.....	85
15a Overall subjective analysis by cost element including HRA & DSG.....	86
15b Overall subjective analysis by cost element excluding HRA & DSG.....	96
Capital Budget	
16. General Introduction.....	105
17. Capital Expenditure and Financing.....	106
18. Detailed Capital Expenditure 2017 - 2021.....	107
Financial Strategy	
19. Savings 2017/18 and beyond.....	113
20. Fees and Charges.....	129
21. Medium Term Financial Strategy 2016 - 2020.....	184
22. Revenue Budget Risk Assessment.....	186

ANNUAL BUDGET

INTRODUCTION

The approval of the Annual Budget is an important stage in the Council's annual planning and budgetary process, as the revenue estimates form the basis for setting the Council Tax for the following year. This section aims to put finance into its corporate context. Not all matters can be covered in detail, but it is intended to give a flavour of how finance influences the way Waltham Forest Council operates and is governed.

Finance as a resource:-

Finance is one of the five key resources available to the authority, ie.

- People
- Property (land and buildings)
- Systems
- Information
- Finance

All of these resources are essential to making the organisation successful. However, finance is arguably the key resource, because it enables Waltham Forest to pay staff, acquire and maintain property, maintain systems and gather and disseminate information.

Managing the Council's finances is an important activity, not just because of the importance of Finance as a resource, but because the Council's finances represent public money entrusted to the Council.

Finance and Corporate Planning

Within the framework of legislation and Government controls, local authorities retain responsibility for determining the level of their budgets and how those budgets will be spent, subject to legislation and grant conditions.

A budget is simply a plan expressed in financial terms. The purpose of the Council's budget is;

- To enable the Council to fulfil its statutory duty to set a Council Tax and rent levels each financial year.
- To ensure that use of the Council's financial resources is planned.
- To set financial targets for service managers against which their use of financial resources can be measured and controlled.
- To facilitate the delivery of the Council's corporate and service priorities by allocating resources between services according to agreed strategies and plans.

The first of these is a statutory requirement and the Council's process, if it does nothing else, must fulfil this obligation.

None of these points can be overlooked, but arguably the fourth - about resource allocation - is the most important. It means that Finance always needs to be seen in the context of other Council plans, whether at service level or, ultimately, at corporate level. Thus, Waltham Forest will wish to ensure that its financial resources, subject

to all other constraints, are allocated in accordance with Council priorities. This is easier said than done, of course, and in practice any number of constraints prevent the Council from spending purely in accordance with its current priorities, for example:-

- Government constraints over use of resources.
- Legal requirements to provide certain services.
- Financial and legal commitments, and other agreements, e.g. staff contracts.
- Costs incurred in implementing change.
- Limited availability of resources.
- Time needed to plan for change.
- Pressure to maintain and improve services and not to cut back.

Some of these constraints relate to 'fixed costs', i.e. costs which cannot be removed in the short-term. In the medium to long term, however, the proportion of fixed costs may be very much less as the costs that cannot be varied are fewer.

For this reason, it is important to plan the use of resources, as medium-term planning can allow changes to be foreseen and fixed costs to be reduced in a planned way.

Government Control over Finance

In the UK, Central Government through Parliament exercises overall authority over public expenditure. Public expenditure needs to be controlled as it plays a major part in the country's economy. The Government therefore has a keen interest in controlling local government expenditure. It does this by:-

- Limiting the grants and subsidies it gives to local authorities to what it considers to be an affordable level.
- Applying pressure through referendum limits over Council Tax increases.
- Determining the NNDR retention ratio.
- Setting the NNDR multiplier.
- Legal limitations to what local authorities can do.
- Allocating some resources for specific purposes only (ring fencing specific grants).
- Setting guidelines and frameworks for local authority income, eg. restructuring Housing Rents.
- In the case of Education, keeping reserve powers to set the schools budget (sometimes known as 'ring-fencing').

Setting the Council's annual revenue budget has been a challenging process for a number of years. In addition, the 2016/17 budget provided the first increase in local council tax since 2010. The reductions in Government support as contained in both the 2010 and 2015 Spending Reviews have resulted in an unprecedented level of savings being required. This, coupled with budget pressures, has meant that savings of £98 million since 2011/12 have been approved. The Council has in every year of the Government's fiscal consolidation programme delivered a balanced MTFS against the backdrop of growing population and an increase in the demand for services.

Efficiency savings have continued to remain a priority, in order to minimise the effect on front-line services but with savings of this magnitude required it has been impossible to guarantee that service levels would remain unaffected.

Budget Strategy

The main aims of the budget strategy are as follows:

- to continue to set a balanced budget for 2017/18 and over the MTFS period;
- to invest in the Council's agreed priorities;
- that no additional funding for growth other than for new burdens and demographic pressure is approved as part of these proposals;
- where grants are ceasing or funding streams of services are reducing, that exit strategies must be adhered to;
- to strengthen the Council's financial position, so that it has sufficient reserves and balances to address future risks and unforeseen events without detriment to service delivery;
- to align budgeting and service planning, ensuring that any reductions required are considered within a corporate and strategic framework;
- to adopt a strategic approach to meeting the budgetary challenges for the remainder of the decade, using as appropriate, the Budget Strategy Reserve to support the budget so that savings can be delivered in a planned way optimising outcomes for residents and investment in improving the way that the Council delivers services (contributing to future savings requirements);
- to ensure that the Council delivers value for money and continues to identify savings, while demonstrating efficiency;
- to continue to refresh the MTFS during the annual financial planning cycle to reflect all known changes and to realistically predict potential future Spending Review assumptions;
- to ensure that savings are genuinely achievable, that the estimated financial implications are robust and subject to an assessment in accordance with equalities legislation.

2017/18 Financial Settlement

The Provisional Local Government Finance Settlement 2017/18 was announced by the Secretary of State for Communities and Local Government on 15 December 2016. This settlement announcement contained a number of important changes alongside some policy changes which have affected the financial modelling assumptions up to the end of the decade.

At the start of the 2010 Spending Review almost 80% of council expenditure was financed by central government grants. The Government predicts that by 2020 this proportion will have fallen to 5% of Core Spending Power. By 2020 RSG is expected to disappear altogether as we move to a 100% business rates retention system. Consequently local government will be funded locally, through council tax and business rates.

The Government recognise that local authorities are facing real pressures in adult social care and that additional resources are required to respond to the growing demand pressures. A major policy shift occurred in 2016/17 as the Government indicated that local authorities should prepare the way for locally raised resources being the primary funding source in the future and consider increasing council tax within defined referendum limits.

The key announcements in the settlement are:

- The settlement outlines provisional figures for the three years 2017/18 to 2019/20 and confirms the significant funding cuts set out in the four year settlement of 2016/17.
- Local authorities will be allowed to increase the Social Care Precept up to 3% in 2017/18 and 2018/19, but increases cannot exceed 6% over the three years to 2019/20.
- Councils wishing to use the extra freedom to raise their precept by 3% instead of 2% in 2017/18 must also show how they plan to use this extra money to improve social care.
- The Council Tax referendum threshold will remain at 2%.
- There will be a new one off ASC Support Grant of £241.1 million in 2017/18.
- This is funded by reducing NHB by £241.1 million as a result of moving from a 6 to 5 year rolling scheme in 2017/18. There will be a further reduction to 4 years from 2018/19.
- Business rates baselines, tariffs and top-ups will be adjusted to reflect the impact of the 2017 Revaluation.
- The settlement confirms the Improved BCF will be £105 million in 2017/18 rising to £1.5 billion by 2019/20 across England.

Medium Term Financial Strategy (MTFS)

The MTFS was refreshed to set out the likely financial position facing the Council over the three years 2017/18 up to 2019/20 and has been modelled on a series of assumptions following the Chancellor's 2016 Autumn Statement, the Financial Settlement for 2017/18 and the Four-Year Settlement offer.

The MTFS approved in October 2016 noted a potential funding gap of £21.2 million for the three years 2017/18 to 2019/20 and was modelled on the basis of the four year funding settlement. Since the approval of the existing MTFS, the authority's Efficiency Plan has been accepted by Government and so the RSG figures through to 2019/20 are now confirmed. Only ten local authorities have not taken up the four year offer, one of which is a London authority.

Funding Gap

The Council could be facing the following in terms of a funding gap over the MTFS period depending on modelled council tax assumptions:

	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000
2% Efficiency Savings Target	3,000	3,000	3,000	9,000
Funding Shortfall	2,984	6,220	2,548	11,752
Total Funding Gap	5,984	9,220	5,548	20,752
2% Efficiency Savings Agreed to Date	3,000	1,167	430	4,596
2% Efficiency Savings to be Identified	0	1,833	2,570	4,404
Net Funding Gap	2,984	6,220	2,548	11,752

The total funding gap over the period is estimated at £20.7 million which is broadly in line with the previously reported position. The MTFS assumes that all departments will deliver 2% efficiency savings each year and that these will be achieved through regularly reviewing normal business activities.

The MTFS assumes an annual 2% efficiency savings target of £3 million effective from 2017/18, continuing through to the end of the spending review period, which equates to a total of £9 million. Savings of £4.596 million have been agreed towards the 2% efficiency savings target, delivering in full the £3 million required for 2017/18. If there is any slippage on these efficiency targets, the base shortfalls above would increase.

Redefining Waltham Forest

The above analysis assumes the full delivery of the package of savings totalling £30.847 million from Redefining Waltham Forest. A significant proportion of the total RWF savings have been delivered, with only £3.36 million to be delivered in 2017/18 and £926,000 in 2018/19 as set out in the table below.

	2015/16	2016/17	2017/18	2018/19	TOTAL
	£'000	£'000	£'000	£'000	£'000
RWF1	9,425	5,039	2,121	500	17,085
RWF2	-	12,096	1,240	426	13,762
Total RWF Savings	9,425	17,136	3,360	926	30,847
Adjustments Agreed & Incorporated within Savings					
Reprofile of Savings		678	(678)		-
Total RWF Incorporated within the MTFS	9,425	17,814	2,682	926	30,847

The total savings proposals that are currently programmed for delivery and monitored as part of the budget monitor are £41.156 million. This includes the RWF savings of £30.847 million, 2% Efficiency savings of £4.596 million, Public Health of £2.124 million, residual MTFS savings of £3.266 million and investment proposals of £322,000.

The total value of delivered proposals (i.e. closed with no further action required to achieve the saving) is £29.884 million. Whereas the value of proposals RAG rated "RED" is £3.056 million or 7% of the total requirement.

	2015/16 Savings	2016/17 Savings	2017/18 Savings	2018/19 Savings	2019/20 Savings	Total Savings
	£'000	£'000	£'000	£'000	£'000	£'000
Total Proposals in Delivery	12,104	17,416	7,651	3,022	963	41,156
Closed Savings (Delivered)	11,949	15,485	2,012	598	(161)	29,884
Green	115	532	1,461	260	327	2,695
Amber	40	619	2,827	1,238	797	5,520
Red	-	780	1,350	926	-	3,056

Budget Strategy Reserve (BSR)

As part of the approved budget strategy, a Budget Strategy Reserve (BSR) was set up to help fund future years' funding gaps to give the Council some time to formulate new sustainable reductions. The revised MTFS now includes a planned contribution of £7.432 million to the BSR in 2016/17. This contribution is predicated on the approved savings being secured as profiled within the MTFS.

The Budget Strategy Reserve will be available to support the MTFS and as a source of investment to achieve savings and/or assist with securing the planned savings contained in the Redefining Waltham Forest programme. The table below sets out the planned use of the reserve over the MTFS period.

	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Opening Balance	47.4	30.9	20.8	6.6
Planned Surplus on General Fund	7.4	-	-	-
Planned Support to Budget Gap	-	-3.0	-9.2	-
RWF 1 & 2	-8.5	-0.1	-	-
Investment Pot 2020	-8.0	-6.0	-4.0	-2.0
Council Priorities & Budget Pressures	-2.4	-	-	-
Set Aside Redundancies etc	-5.0	-1.0	-1.0	-1.0
Closing Balance	30.9	20.8	6.6	3.6

As can be seen from the above table, there are sufficient resources in the BSR to support the MTFS up to 2018/19 based on the existing set of assumptions. Savings proposals will be required by 2019/20 to ensure a balanced MTFS.

BASE BUDGET 2017/18

The Base Budget is updated to take account of the approved full year effects of budget changes, other cost increases and commitments.

Pay Awards, Price Inflation

The pay award for APTC staff already agreed is a rise of 1% from April 2017 and is included in the estimates. The allocation to contingency for pay awards is 1% in 2018/19 and 2019/20.

In general, the 2017/18 service budgets do not include any increase for pay and prices. The allocation to contingency for price increases is based on 1.5% of contractor payments in 2017/18 (£1.712 million) and 2% for 2018/19 and 2019/20.

Cabinet agreed the proposed fees and charges for 2017/18 on 15 January 2017 and these increases have been reflected in the service budgets.

Central Contingency

The amount held in central contingency is £3.196 million in 2017/18. It is considered prudent to increase the level of contingency held due to the service risks the Council is facing around Homelessness, Adult Social Care and No Recourse to Public Funds cases. The increased level of central contingency is good practice in an uncertain financial environment. Cabinet will be requested to approve the use of contingency funding as part of the regular budget monitoring process during the year.

GENERAL FUND

The General Fund includes all expenditure and income relating to the Council's main services other than the provision of Council housing for rent. This is accounted for separately in the Housing Revenue Account (HRA) and a separate MTFS has been developed and reported to Cabinet on the 28 February 2017. The Council also operates other specialist funds not related to the main services, for example, the Pension Fund, which deals with pensions on behalf of its employees.

The Council's net budget for General Fund services for 2017/18 after allowing for contributions from balances and reserves and the Interest and Capital Charges Account, is shown on page 11. To this is added the amount the Council is required to pay in levies to other Authorities, totalling £8.436 million. By law, this is required to be met from Waltham Forest's General Fund.

Collection Fund

The level of surplus or deficit on the Collection Fund for future years cannot be predicted precisely, as it is dependent on two variables:

- The collection rate
- The provision for bad debts

For accounting purposes, the business rate collection fund and the council tax collection fund must be recorded separately.

Cabinet agreed in October 2016 that the net surplus on the collection fund would be allocated to a Tax Base Fluctuation reserve to offset future deficits on the NNDR collection fund.

Council Tax Collection Fund

The collection rate for council tax has been retained at the 2017/18 level of 97.5%. The surplus in respect of 2015/16 for LBWF was £5.320 million of which £3.874 million was accounted for in 2016/17. The balance of £1.446 million will be accounted for in 2017/18 along with the estimated surplus for 2016/17 of £1.718 million.

NNDR Collection Fund

The authority's 30% share of the deficit for 2015/16 was £0.508 million but £0.452 million was accounted for in 2016/17. The balance of £56,000 will be accounted for in 2017/18 along with the estimated deficit for 2016/17 of £1.004 million.

Receipts from Business Rates Retention, Revenue Support Grant, Top Up, Dedicated Schools Grant and a number of other Exchequer Grants are treated as income to the General Fund. The Budget Requirement, less total exchequer support brings the amount required from Council Tax payers to support Waltham Forest's spending to £92.784 million (page 11).

COUNCIL TAX 2017/18

The Council approved its budget and precepting requirements on the 2 March 2017. As set out above, the amount required from Council Tax by Waltham Forest to support its expenditure in 2017/18 is £92.784 million. In addition, the precept upon this borough by the Greater London Authority amounts to £20.653 million. This brings the total expenditure to be met by Waltham Forest Council Taxpayers to £113.437 million.

The Localism Act introduced new provisions for council tax referenda and replaced the previous capping rules. Authorities are required to determine whether the amount of council tax they plan to raise is excessive. The Secretary of State defines annually a set of principles which determine the level of increase that would be 'excessive'.

For 2017/18, the relevant basic amount of council tax is deemed excessive if it is more than 2% greater than its relevant basic amount of council tax for 2016/17. The relevant figures for determining whether the 2017/18 council tax increase is excessive are set out in the following table:

	2016/17 £	2017/18 £
Council Tax Requirement	86,128	92,784
Council Tax Base	71,882	73,757
Relevant Basic Amount	1,198.18	1,257.97
Precept for Social Care	+2%	+3%
General increase	+1.99%	+1.99%
Total % increase/decrease in Relevant Basic amount of Council Tax	+3.99%	+4.99%

As can be seen from the above table, the “relevant basic amount of council tax” has increased by 4.99% but this includes a 3% precept for Social Care leaving a 1.99% general increase. Consequently, there was no obligation to hold a referendum.

The Mayor of London has proposed that the Greater London Authority (GLA) precept is increased by £4.02 to £276.00 per band D property for 2017/18 which represents a reduction of 1.46%.

CAPITAL BUDGET

The Council agreed its Capital Budget in March, in conjunction with the Prudential Indicators for capital investment it is now required to adopt under the statutory Code of Practice. This takes into consideration capital grants issued by Government departments, Capital Receipts and Prudential Borrowing. The Capital Budget is provided towards the end of this book (white pages). This indicates the overall estimated level of expenditure on existing and committed schemes and the resources expected to be available for new projects, including capital receipts from sales of land and assets.

Bids for capital projects are presented to Leadership Team and implementation of any scheme is subject to a Gateway Review, the availability of resources to finance the expenditure involved and approval of the scheme by Members.

The recommended capital programme comprises £114.316 million in 2017/18, £51.520 million in 2018/19, £56.142 million in 2019/20 and £31.101million in 2020/21. The total approved programme for 2017/18 to 2020/21 is £253.079 million. The programme fully utilises the previously approved envelope of prudential borrowing and the revenue consequences of this are included within the MTFS.

This programme is subject to change in-year as a result of slippage of schemes or in-year bids arising as new resources become available. At the end of 2016/17, those schemes that have not completed will apply to have their expenditure and resources added to the programme for the new financial year. This will be reported to Members with the Financial Monitoring report for Month 2 in 2017/18 as part of the now established budget change process for Capital.

ANNUAL REVENUE BUDGET 2017/18

	2015/16 Actual	2016/17 Current Budget	Gross Exp 2017/18	Gross Income 2017/18	Net 2017/18 Budget
	£	£	£	£	£
Chief Executive	(110)	0	224,900	(224,900)	0
Families & Homes Directorate					
Deputy Chief Executive Families	(2,265,149)	(963,500)	256,700	(856,700)	(600,000)
Children and Families	35,754,675	32,383,010	33,402,510	(1,252,000)	32,150,510
Education Improvement	2,485,052	2,560,400	13,800,500	(11,027,900)	2,772,600
Schools REFFCUS	864,854	0	0	0	0
Dedicated Schools Budget	186,977,365	155,675,200	176,660,600	(20,540,400)	156,120,200
School Support	26,151,960	18,903,600	21,051,600	0	21,051,600
Early Help	9,261,843	6,201,500	15,463,700	(9,383,200)	6,080,500
Adult Social Care	76,324,645	71,813,200	91,081,200	(18,800,300)	72,280,900
Public Health (Ring-fenced)	(106,289)	6,100	16,533,200	(16,510,700)	22,500
Public Health (Other)	4,035,026	3,468,000	4,923,800	(1,028,100)	3,895,700
Waltham Forest Traded Services	(160,507)	1,156,200	9,856,300	(8,819,400)	1,036,900
Inclusion Division	8,078,077	6,539,190	7,644,490	(1,425,500)	6,218,990
Housing - General Fund	7,343,033	7,860,200	34,366,300	(26,197,600)	8,168,700
Housing Revenue Account	0	0	68,594,500	(68,594,500)	0
Total Families Directorate	354,744,585	305,603,100	493,635,400	(184,436,300)	309,199,100
Corporate Expenditure	3,563,798	6,398,900	8,692,700	(797,900)	7,894,800
Total Corporate Expenditure	3,563,798	6,398,900	8,692,700	(797,900)	7,894,800
Property & Asset Management Directorate					
Director Property & Asset Management	392,615	96,400	1,038,500	(781,000)	257,500
Corporate Asset Management	(6,623,078)	(7,687,800)	19,743,300	(28,571,400)	(8,828,100)
Capital Programmes	1,112,461	446,900	2,317,400	(2,119,400)	198,000
Total Property & Asset Management	(5,118,002)	(7,144,500)	23,099,200	(31,471,800)	(8,372,600)
Regeneration & Growth Directorate					
Director of Regeneration & Growth	699,501	(16,000)	1,061,800	(225,500)	836,300
AD Planning, Strategy & Development	1,680,529	1,054,700	4,702,100	(3,343,700)	1,358,400
Assistant Director Investment & Delivery	4,484,631	4,223,300	9,161,600	(4,403,500)	4,758,100
Total Regeneration & Growth Directorate	6,864,661	5,262,000	14,925,500	(7,972,700)	6,952,800
Finance Department					
Director of Finance	351,025	(7,700)	467,400	(467,400)	0
Financial Planning	373,196	202,800	4,318,200	(4,143,400)	174,800
Internal Audit and Anti-Fraud Unit	(359,524)	(104,500)	1,032,100	(1,032,100)	0
Revenues and Benefits	6,702,341	4,900,300	194,429,800	(190,135,600)	4,294,200
Corporate Finance	(139,223)	(13,700)	1,059,300	(735,400)	323,900
Supply Chain	1,337,358	248,200	2,984,500	(2,921,000)	63,500
Governance	491,401	853,400	5,049,000	(4,206,300)	842,700
Total Finance Department	8,756,574	6,078,800	209,340,300	(203,641,200)	5,699,100
Corporate Development					
Strategic Director Corporate Development	331,416	92,200	1,041,900	(857,400)	184,500
Director of Communications & Communities	1,288,736	584,400	3,024,200	(2,536,500)	487,700
Culture and Communities	2,723,906	2,215,900	3,674,900	(1,328,900)	2,346,000
Digital & ICT	1,108,602	85,400	8,168,400	(7,900,700)	267,700
Transformation & HR	6,518,212	(360,200)	4,449,600	(4,399,900)	49,700
Total Corporate Development	11,970,872	2,617,700	20,359,000	(17,023,400)	3,335,600
Neighbourhoods & Commercial Services					
Director of Neighbourhoods & Commercial Services	(1,812,491)	(4,700,800)	470,500	(208,000)	262,500
Highways	20,042,573	14,070,900	17,444,400	(3,353,300)	14,091,100
Parking/Transport/CCTV	(5,630,003)	(4,709,900)	7,113,900	(12,146,700)	(5,032,800)
Neighbourhoods Service	5,303,767	16,269,400	27,658,300	(17,338,600)	10,319,700
Commercial Services	14,931,566	14,431,000	17,398,000	(3,516,100)	13,881,900
Total Neighbourhoods	32,835,412	35,360,600	70,085,100	(36,562,700)	33,522,400
DIRECTORATE & SERVICE TOTAL	413,617,790	354,176,600	840,362,100	(482,130,900)	358,231,200
Contingency	0	4,196,100	3,195,700	0	3,195,700
Contingency to be allocated	0	4,221,300	6,852,500	0	6,852,500
DIRECTORATE & SERVICE TOTAL INCL CONTGY	413,617,790	362,594,000	850,410,300	(482,130,900)	368,279,400

ANNUAL REVENUE BUDGET 2017/18

	2015/16 Actual £	2016/17 Current Budget £	Gross Exp 2017/18 £	Gross Income 2017/18 £	Net 2017/18 Budget £
Pooling of Housing Capital Receipts	1,337,946	0	0	0	0
Gains/losses on disposal of assets	4,712,239	0	0	0	0
Financing and Investment Income & Expenditure	(2,051,004)	8,352,400	21,172,600	(12,717,100)	8,455,500
Capital grants & contributions	(22,829,091)	(104,100)	0	0	0
Proper charges to the General Fund	9,009,592	8,275,500	6,807,100		6,807,100
Reversal of capital charges	(46,400,445)	(31,291,300)	0	(35,710,800)	(35,710,800)
Other accounting adjustments	811,508	419,700	521,100	0	521,100
Financing from capital grants	20,935,559	0	0	0	0
Contribution to/(from) working balance	3,888,126	0	0	0	0
Contribution to/(from) other funds	(633,295)	7,150,600	2,103,600	(2,985,200)	(881,600)
Contribution to/(from) Pension Fund reserve	4,355,000	0	0	0	0
Contribution to/(from) revenue grant reserves	615,913	137,000		0	0
Contribution to/(from) capital grant reserves	1,893,532	104,100	0	0	0
SUB TOTAL AMOUNT REQUIRED	389,263,370	355,637,900	881,014,700	(533,544,000)	347,470,700
(Surplus)/deficit on the Collection Fund	(3,598,749)	(3,421,300)	0	(2,103,600)	(2,103,600)
DEDUCT:					
Revenue Support Grant	(55,990,977)	(44,483,600)	0	(33,462,600)	(33,462,600)
New Homes Bonus Grant	(3,283,157)	(5,987,600)	0	(5,842,700)	(5,842,700)
Council Tax Incentive Grant	(940,306)	0	0	0	0
Local Services Support Grant	(930)	0	0	0	0
Other grants	(229,866)	0	0	0	0
Education Support Grant	(3,047,076)	(2,665,000)	0	(711,000)	(711,000)
Dedicated Schools Grant	(176,496,302)	(147,702,800)	0	(149,260,200)	(149,260,200)
Pupil Premium	(10,481,063)	(8,027,600)	0	(6,860,000)	(6,860,000)
NNDR Local share	(18,788,584)	(18,829,700)	0	(20,245,600)	(20,245,600)
NNDR Top Up	(45,830,071)	(46,212,000)	0	(44,636,500)	(44,636,500)
RELEVANT BASIC AMOUNT OF COUNCIL TAX	70,576,289	78,308,300	881,014,700	(796,666,200)	84,348,500
Levies/contributions counting as Waltham Forest expenditure					
Environment Agency	156,865	163,400	167,300	0	167,300
Lee Valley Regional Park Authority	205,667	205,400	193,700	0	193,700
London Pension Fund Authority	260,075	263,600	264,300	0	264,300
North London Waste Authority	7,757,104	7,187,300	7,810,200	0	7,810,200
SUB TOTAL LEVIES	8,379,711	7,819,700	8,435,500	0	8,435,500
BASIC AMOUNT OF COUNCIL TAX (BAND D)	78,956,000	86,128,000	889,450,200	(796,666,200)	92,784,000

	2015/16 Actual £	Original 2016/17 £	Current 2016/17 £	Original 2017/18 £
COLLECTION FUND BUDGET - COUNCIL TAX				
OPENING BALANCE (Surplus)/Deficit	(8,713,821)	(4,865,500)	(6,682,761)	(3,892,377)
EXPENDITURE				
Precepts on the Collection Fund:				
London Borough of Waltham Forest	78,956,000	86,128,000	86,128,000	92,784,000
Greater London Authority	20,215,170	19,839,400	19,839,400	20,653,436
	99,171,170	105,967,400	105,967,400	113,437,436
Prior Year Surplus paid to Preceptors	6,811,100	4,865,500	4,865,500	3,892,377
Council Tax Provision for Bad Debts	711,745	2,717,100	1,857,484	2,908,664
TOTAL EXPENDITURE	106,694,015	113,550,000	112,690,384	120,238,477
INCOME				
Council Tax	104,662,955	108,684,500	109,900,000	116,346,100
TOTAL INCOME	104,662,955	108,684,500	109,900,000	116,346,100
CLOSING BALANCE (Surplus)/Deficit	(6,682,761)	0	(3,892,377)	0
STATISTICS:				
Council Tax Base (adjusted)	68,526	71,882	71,882	73,757
Standard Band D Council Tax	1,447.21	1,474.18	1,474.18	1,537.99

ANNUAL REVENUE BUDGET 2017/18

	2015/16 Actual £	Original 2016/17 £	Current 2016/17 £	Original 2017/18 £
COLLECTION FUND BUDGET - BUSINESS RATES				
OPENING BALANCE (Surplus)/Deficit	4,563,665	1,507,952	(1,694,469)	3,533,463
EXPENDITURE				
Precepts on the Collection Fund:				
London Borough of Waltham Forest	16,265,569	17,054,213	17,054,213	18,901,418
Greater London Authority	10,843,713	11,369,475	11,369,475	23,311,749
Central Government	27,109,282	28,423,689	28,423,689	20,791,559
	54,218,564	56,847,377	56,847,377	63,004,726
Prior Year (Deficit) recovered from Preceptors	(6,030,070)	(1,507,952)	(1,507,952)	(3,533,463)
NNDR Provision for Bad Debts/Appeals	1,266,662	1,710,556	8,167,249	11,039,750
TOTAL EXPENDITURE	49,455,156	57,049,981	63,506,674	70,511,013
INCOME				
National Non Domestic Rates - Net Yield	55,713,290	58,557,933	58,278,742	74,044,476
TOTAL INCOME	55,713,290	58,557,933	58,278,742	74,044,476
CLOSING BALANCE (Surplus)/Deficit	(1,694,469)	0	3,533,463	0

ANNUAL REVENUE BUDGET 2017/18

	Original Estimate 2017/18 Council 2/3/17 (Excluding Int'l Recharges) £	Internal Recharges & other adjustments £	Final Original Estimate 2017/18 SAP Plan 0 2018 £
Chief Executive	206,000	(206,000)	0
Families Directorate			
Deputy Chief Executive Families	(880,400)	280,400	(600,000)
Children and Families	28,879,210	3,271,300	32,150,510
Education Improvement	1,340,800	1,431,800	2,772,600
Dedicated Schools Budget	156,120,200	0	156,120,200
School Support	20,546,500	505,100	21,051,600
Early Help	6,264,900	(184,400)	6,080,500
Adult Social Care	67,268,200	5,012,700	72,280,900
Public Health (Ring-fenced)	(2,655,400)	2,677,900	22,500
Public Health (Other)	3,766,400	129,300	3,895,700
Waltham Forest Traded Services	243,300	793,600	1,036,900
Inclusion Division	5,859,490	359,500	6,218,990
Housing - General Fund	6,996,100	1,172,600	8,168,700
Housing Revenue Account	0	0	0
Total Families Directorate	293,749,300	15,449,800	309,199,100
Corporate Expenditure	3,700,700	4,194,100	7,894,800
Total Corporate Expenditure	3,700,700	4,194,100	7,894,800
Property & Asset Management Directorate			
Director Property & Asset Management	132,600	124,900	257,500
Corporate Asset Management	(4,922,100)	(3,906,000)	(8,828,100)
Capital Programmes	70,900	127,100	198,000
Total Property & Asset Management	(4,718,600)	(3,654,000)	(8,372,600)
Regeneration & Growth Directorate			
Director of Regen & Growth	1,195,000	(358,700)	836,300
AD Planning, Strategy & Development	370,800	987,600	1,358,400
AD Investment & Delivery	3,194,500	1,563,600	4,758,100
Total Regeneration & Growth Directorate	4,760,300	2,192,500	6,952,800
Finance Department			
Director of Finance	307,200	(307,200)	0
Financial Planning	3,006,400	(2,831,600)	174,800
Internal Audit and Anti-Fraud Unit	629,700	(629,700)	0
Revenues and Benefits	2,337,700	1,956,500	4,294,200
Corporate Finance	39,800	284,100	323,900
Supply Chain	2,051,100	(1,987,600)	63,500
Governance	712,000	130,700	842,700
Total Finance Department	9,083,900	(3,384,800)	5,699,100
Corporate Development			
Strategic Director Corporate Development	396,200	(211,700)	184,500
Director of Communications & Communities	1,963,600	(1,475,900)	487,700
Culture and Communities	1,722,700	623,300	2,346,000
Digital & ICT	6,820,700	(6,553,000)	267,700
Transformation & HR	3,016,800	(2,967,100)	49,700
Total Corporate Development	13,920,000	(10,584,400)	3,335,600

	Original Estimate 2017/18 Council 2/3/17 (Excluding Int'l Recharges) £	Internal Recharges & other adjustments £	Final Original Estimate 2017/18 SAP Plan 0 2018 £
Neighbourhoods & Commercial Services			
Director of Neighbourhoods & Financial Services	199,200	63,300	262,500
Highways	13,558,500	532,600	14,091,100
Parking/Transport/CCTV	(5,177,000)	144,200	(5,032,800)
Neighbourhoods Service	14,821,200	(4,501,500)	10,319,700
Commercial Services	13,695,300	186,600	13,881,900
Total Neighbourhoods	37,097,200	(3,574,800)	33,522,400
DIRECTORATE & SERVICE TOTAL	357,798,800	432,400	358,231,200
Contingency	3,195,700	0	3,195,700
Contingency to be allocated	7,284,900	(432,400)	6,852,500
DIRECTORATE & SERVICE TOTAL INCL CONTGY	368,279,400	0	368,279,400
Financing and Investment Income & Expenditure	8,455,500	0	8,455,500
Proper charges to the General Fund	6,807,100	0	6,807,100
Reversal of capital charges	(35,710,800)	0	(35,710,800)
Other accounting adjustments	521,100	0	521,100
Contribution to/(from) other funds	(881,600)	0	(881,600)
SUB TOTAL AMOUNT REQUIRED	347,470,700	0	347,470,700
(Surplus)/deficit on the Collection Fund	(2,103,600)	0	(2,103,600)
DEDUCT:			
Revenue Support Grant	(33,462,600)	0	(33,462,600)
New Homes Bonus Grant	(5,842,700)	0	(5,842,700)
Education Support Grant	(711,000)	0	(711,000)
Dedicated Schools Grant	(149,260,200)	0	(149,260,200)
Pupil Premium	(6,860,000)	0	(6,860,000)
NNDR Local share	(20,245,600)	0	(20,245,600)
NNDR Top Up	(44,636,500)	0	(44,636,500)
RELEVANT BASIC AMOUNT OF COUNCIL TAX	84,348,500	0	84,348,500
Levies/contributions counting as Waltham Forest expenditure			
Environment Agency	167,300	0	167,300
Lee Valley Regional Park Authority	193,700	0	193,700
London Pension Fund Authority	264,300	0	264,300
North London Waste Authority	7,810,200	0	7,810,200
SUB TOTAL LEVIES	8,435,500	0	8,435,500
WALTHAM FOREST PRECEPT ON THE COLLECTION FUND	92,784,000	0	92,784,000

COST ELEMENT	ANNUAL BUDGET	2016/17 ORIGINAL ESTIMATE	2017/18 ORIGINAL ESTIMATE
	CONTINGENCY ESTIMATE - 1013	£	£
	SUBJECTIVE ANALYSIS		
	EMPLOYEES		
401001	Staffing Costs - pay award (to be allocated)	714,500	1,334,000
	PREMISES		
402321	Homelessness (to be allocated)	1,300,000	1,300,000
402400	National Business Rates (to be allocated)	116,300	0
402402	Projected Council Tax income (to be allocated)	0	(500,000)
	SUPPLIES AND SERVICES		
404050	Other contingency	5,926,400	2,453,900
404525	Care Management (to be allocated)	1,656,000	0
404540	Apprenticeship levy (to be allocated)	0	464,000
404550	Inflation Held Back (to be allocated)	1,911,000	3,622,800
404622	Council Priorities (to be allocated)	511,000	236,000
	OTHER		
405001	Deprivation of Liberties (to be allocated)	500,000	500,000
405005	Children & Families (to be allocated)	0	1,000,000
405012	Youth Criminal Board Funding (to be allocated)	456,000	456,000
405038	Leisure Contract (to be allocated)	1,000,000	73,000
406010	No Recourse to Public Funds (to be allocated)	1,550,000	1,550,000
406201	Vulnerable Persons resettlement (to be allocated)	0	100,000
409491	Efficiency Review Reductions (to be allocated)	(2,758,100)	(2,541,500)
	TOTAL	12,883,100	10,048,200
	TOTAL EXCLUDING ITEMS TO BE ALLOCATED	5,926,400	2,453,900

INTEREST AND CAPITAL CHARGES

	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
	£	£	£	£
COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT				
1016 409485 (Gain)/Loss on Asset Disposal	4,712,239	0	0	0
Financing and Investment Income and Expenditure				
1010 410001 External Interest Payable	12,103,880	12,854,200	12,854,200	13,102,200
1010 404550 Operating Expenses	100,200	108,500	108,500	108,500
1010 404923 PFI Contingent Rentals	2,318,443	2,428,000	2,428,000	2,428,000
1010 404924 PFI Finance Lease Interest	5,062,547	4,863,800	4,863,800	4,863,800
1010 409503 Rent - Investment Properties	(2,755,779)	(2,865,800)	(2,865,800)	(2,865,800)
1010 410032 Finance Lease Interest Payable	331,376	331,300	331,300	331,300
1010 410033 Finance Lease Contingent Rentals	248,430	338,800	338,800	338,800
1010 409600 External Interest Receivable	(2,070,521)	(375,500)	(375,500)	(120,800)
1010 409605 Finance Lease Interest Receivable	(254,232)	(254,200)	(254,200)	(254,200)
1010 409606 Finance Lease Contingent Rentals Receivable	(48,573)	(103,000)	(103,000)	(103,000)
1010 409801 Contribution from HRA	(8,757,796)	(8,973,700)	(8,973,700)	(9,373,300)
1010 410017 Movement in Fair Value of Investment Properties	(8,349,121)	0	0	0
1010 410051 Movement in Fair Value of Financial Assets through CIES	20,141	0	0	0
	(2,051,005)	8,352,400	8,352,400	8,455,500
MOVEMENT IN RESERVES STATEMENT				
Proper Charges to the General Fund				
2951 410004 Direct Revenue Funding of Capital	1,849,823	0	0	0
2951 410006 Minimum Revenue Provision - Supported Borrowing	891,504	3,464,400	3,464,400	2,026,900
2951 410007 Minimum Revenue Provision - Unsupported Borrowing	2,565,253	1,140,400	1,090,100	1,059,200
2951 410026 Minimum Revenue Provision - PFI	3,702,846	3,720,800	3,720,800	3,720,800
2951 410027 Minimum Revenue Provision - Finance Leases	167	200	200	200
	9,009,593	8,325,800	8,275,500	6,807,100
Reversal of Capital Charges				
2951 410018 Reverse Movement in Fair Value of Investment Properties	8,349,121	0	0	0
2951 409802 Reversal of Depreciation	(36,407,927)	(31,291,300)	(31,291,300)	(35,710,800)
2951 410050 Reversal of REFFCUS	(6,782,381)	0	0	0
2951 409487 Reverse Gain/(Loss) on Asset Disposal	(4,668,066)	0	0	0
2951 410013 Reversal of Impairment Loss	(6,891,193)	0	0	0
	(46,400,446)	(31,291,300)	(31,291,300)	(35,710,800)
Other Accounting Adjustments				
2951 410045 Premiums Written Out from FI A/c	484,815	521,100	521,100	521,100
2951 410046 Premiums HRA Contribution	(305,452)	(101,400)	(101,400)	0
Other adjustments	0			
	179,363	419,700	419,700	521,100
TOTAL	(34,550,256)	(14,193,400)	(14,243,700)	(19,927,100)

Capital charges include any gain or loss on the disposal of non-current assets, depreciation and impairments. To ensure that these have a neutral effect on the Council's General Fund, they are reversed 'below the line' in the Movement in Reserves Statement (MiRS).

Interest items include External Interest Payable on outstanding debt and External Interest Receivable on investments. Some of the external interest payable is chargeable to the Housing Revenue Account (HRA) and the HRA's contribution is shown as a credit to the General Fund.

Local authorities are required by statute to make a Minimum Revenue Provision (MRP) in their General Fund for the repayment of their capital financing and this provision is also shown in the MiRS.

Revenue Expenditure Funded from Capital Under Statute (REFFCUS) is charged to services and reversed out through the Movement in Reserves Statement so that it can be financed from capital resources.

Prior to 2016/17, accounting entries arising from PFI schemes and Finance Leases were not budgeted for at the start of the year; rather the annual rental costs or income were budgeted for in the relevant services, then separated into service, interest and principal repayment components, with interest elements being coded to this part of the accounts. For 2016/17, these entries have been budgeted for in advance.

PROVISIONS, RESERVES AND BALANCES	2016/17			2017/18	
	Actual 1st April 2016	Total 2016/17 movement	Projected Balance 31st March 2017	Projected movement 2017/18	Projected Balance 31st March 2018
Central Reserves:-					
Municipal Election	150,000.00	50,000.00	200,000.00	(150,000.00)	50,000.00
Repairs & Maintenance	729,645.00	(100,000.00)	629,645.00	(500,000.00)	129,645.00
Revenues & Benefits	662,491.99	0.00	662,491.99	0.00	662,491.99
Budget Strategy	47,441,579.83	(16,541,545.00)	30,900,034.83	(10,100,000.00)	20,800,034.83
Priorities Fund	2,740,878.52	(1,281,000.00)	1,459,878.52	(500,000.00)	959,878.52
Growth Fund	3,820,149.74	(553,214.00)	3,266,935.74	0.00	3,266,935.74
Hardship Fund	750,000.00	0.00	750,000.00	0.00	750,000.00
Central Reserves total	56,294,745.08	(18,425,759.00)	37,868,986.08	(11,250,000.00)	26,618,986.08
Directorate Reserves:-					
Culture & Communities					
Ward Forums	373,861.48	(220,000.00)	153,861.48	(50,000.00)	103,861.48
Grants to Voluntary Organisations	124,400.00	(12,300.00)	112,100.00	(112,100.00)	0.00
Museum of The Year	100,000.00	(20,000.00)	80,000.00	(20,000.00)	60,000.00
Arts Development	347,200.00	(109,100.00)	238,100.00	(200,000.00)	38,100.00
Volunteer Programme	118,600.00	(53,700.00)	64,900.00	(64,900.00)	0.00
Culture & Communities total	1,064,061.48	(415,100.00)	648,961.48	(447,000.00)	201,961.48
Regeneration & Growth					
Building Regulations	405,073.48	(231,203.00)	173,870.48	0.00	173,870.48
Regeneration Reserve	118,553.09	(118,553.09)	0.00	0.00	0.00
UDP/Local Development	78,379.00	0.00	78,379.00	0.00	78,379.00
Blackhorse Lane	207,311.00	0.00	207,311.00	0.00	207,311.00
Planning Delivery	492,000.00	0.00	492,000.00	0.00	492,000.00
Climate Change	15,803.53	0.00	15,803.53	0.00	15,803.53
Land Charges	164,195.88	0.00	164,195.88	0.00	164,195.88
Walthamstow Wetlands	93,292.60	(18,292.60)	75,000.00	0.00	75,000.00
LGFL contract	36,069.65	0.00	36,069.65	0.00	36,069.65
Planning Legal	39,458.81	(39,458.81)	0.00	0.00	0.00
HEAT Networks Delivery Unit	43,900.00	0.00	43,900.00	0.00	43,900.00
Regeneration & Growth total	1,694,037.04	(407,507.50)	1,286,529.54	0.00	1,286,529.54
Neighbourhoods & Commercial					
Street Trading	692,706.99	0.00	692,706.99	0.00	692,706.99
S38 & S278 Agreements	259,898.59	(22,000.00)	237,898.59	(50,000.00)	187,898.59
CCTV Repairs & Upgrade	1,989.00	(1,989.00)	0.00	0.00	0.00
Leisure Contract	1,192,769.79	0.00	1,192,769.79	0.00	1,192,769.79
Parking	323,152.01	(67,000.00)	256,152.01	(50,000.00)	206,152.01
CPZ Programme	947,000.00	(725,000.00)	222,000.00	(222,000.00)	0.00
Libraries Improvement	39,729.12	(39,729.12)	0.00	0.00	0.00
Highways Winter Service	30,000.00	(30,000.00)	0.00	0.00	0.00
Rolling CCTV	13,800.00	0.00	13,800.00	0.00	13,800.00
Selective Licensing	3,235,000.00	0.00	3,235,000.00	0.00	3,235,000.00
Neighbourhoods & Commercial total	6,736,045.50	(885,718.12)	5,850,327.38	(322,000.00)	5,528,327.38
Property & Asset Management					
Salix Energy Financing Fund	231,385.43	39,085.00	270,470.43	89,329.00	359,799.43
Schools Forum Carbon Reduction	36,000.00	0.00	36,000.00	0.00	36,000.00
Corporate Solar Panel FiT Income	43,616.46	40,000.00	83,616.46	40,000.00	123,616.46
Property & Asset Management total	311,001.89	79,085.00	390,086.89	129,329.00	519,415.89
Families - Adult Services					
ISIS Phase 3	16,956.75	(16,956.75)	0.00	0.00	0.00
Service Priorities	140,000.00	0.00	140,000.00	(140,000.00)	0.00
Disabled Facilities	99,613.33	(40,000.00)	59,613.33	(59,613.33)	0.00
Older Peoples Homes	85,733.07	(85,733.07)	0.00	0.00	0.00
Families - Adult Services total	342,303.15	(142,689.82)	199,613.33	(199,613.33)	0.00
Families - Childrens Services					
Youth Service	43,200.00	(7,708.00)	35,492.00	(35,200.00)	292.00
Lammas PFI	1,847,272.49	185,285.00	2,032,557.49	158,985.00	2,191,542.49
Grouped Schools PFI	(2,478,318.08)	(348,273.00)	(2,826,591.08)	(212,089.00)	(3,038,680.08)

PROVISIONS, RESERVES AND BALANCES	2016/17			2017/18	
	Actual 1st April 2016	Total 2016/17 movement	Projected Balance 31st March 2017	Projected movement 2017/18	Projected Balance 31st March 2018
Remand Placements	85,000.00	0.00	85,000.00	(85,000.00)	0.00
Community Safety	131,578.06	(5,377.00)	126,201.06	0.00	126,201.06
Frederick Bremer	941,972.90	(17,702.00)	924,270.90	(42,166.00)	882,104.90
Violent Extremism	28,801.00	(16,342.00)	12,459.00	0.00	12,459.00
School Kitchens	562,711.84	(334,886.00)	227,825.84	(227,825.84)	0.00
Gangs Programme	3,943.33	(3,943.33)	(0.00)	0.00	(0.00)
2 Year Old Fund	136,500.00	0.00	136,500.00	(136,500.00)	0.00
Youth Offer	10,000.00	0.00	10,000.00	(4,300.00)	5,700.00
Families - Childrens Services total	1,312,661.54	(548,946.33)	763,715.21	(584,095.84)	179,619.37
Finance & Governance					
Audit & Investigations	179,577.04	116,971.36	296,548.40	0.00	296,548.40
Webcasting & Shared Services	6,866.13	(6,866.13)	0.00	0.00	0.00
Discretionary Housing Payments	241,900.00	0.00	241,900.00	0.00	241,900.00
Risk Management	35,100.00	19,000.00	54,100.00	0.00	54,100.00
FIDAS	64,300.00	0.00	64,300.00	(64,300.00)	0.00
Finance & Governance total	527,743.17	129,105.23	656,848.40	(64,300.00)	592,548.40
TOTAL EARMARKED RESERVES	68,282,598.85	(20,617,530.54)	47,665,068.31	(12,737,680.17)	34,927,388.14
HRA Combined Heat & Power	635,504.36	0.00	635,504.36	0.00	635,504.36
HRA General Reserve	3,124,042.27	0.00	3,124,042.27	0.00	3,124,042.27
HRA Leaseholder Valuation Tribunal	121,142.39	0.00	121,142.39	0.00	121,142.39
HRA New Build Planning Obligation	55,226.00	0.00	55,226.00	0.00	55,226.00
HRA Rent deficit	1,500,000.00	(500,000.00)	1,000,000.00	0.00	1,000,000.00
HRA Public Realm works	1,640,789.19	0.00	1,640,789.19	0.00	1,640,789.19
Overcrowding Pathfinder	173,470.00	0.00	173,470.00	0.00	173,470.00
HRA CBHA	315,836.81	0.00	315,836.81	0.00	315,836.81
HRA Reserves	7,566,011.02	(500,000.00)	7,066,011.02	0.00	7,066,011.02
Schools Revenue Reserves	9,199,396.69	1,596,574.73	10,795,971.42	(896,937.00)	9,899,034.42
GRANT RELATED RESERVES REVENUE					
Schools Improvement	668,347.37	(329,221.00)	339,126.37	(35,000.00)	304,126.37
DAT-CADI 3 year	89,541.54	0.00	89,541.54	0.00	89,541.54
Drugs Dev Fund	1,940.27	0.00	1,940.27	0.00	1,940.27
Youth Justice	16,191.27	0.00	16,191.27	0.00	16,191.27
Met.Police-CPCG	34,114.32	0.00	34,114.32	(34,114.32)	0.00
Community Safety	24,030.00	0.00	24,030.00	0.00	24,030.00
Migration Impacts Fund	26,197.00	0.00	26,197.00	0.00	26,197.00
Housing Sub-Reg	212,354.53	(16,000.00)	196,354.53	0.00	196,354.53
Supporting People	23.08	0.00	23.08	0.00	23.08
Growth Area Fund	63,038.03	(3,070.00)	59,968.03	0.00	59,968.03
Safer Stronger	177,399.88	0.00	177,399.88	(88,680.00)	88,719.88
Handy Person Grants	69,991.36	(20,000.00)	49,991.36	(49,991.36)	0.00
Tenancy Fraud	236,329.00	0.00	236,329.00	0.00	236,329.00
SFA Employer/Le	273,055.23	0.00	273,055.23	0.00	273,055.23
Local Housing	20,059.54	(20,059.54)	0.00	0.00	0.00
Income Support	23,056.54	(23,056.54)	0.00	0.00	0.00
Atlas Grant	629.00	(629.00)	0.00	0.00	0.00
NHS Support for Social Care	503,274.62	(250,000.00)	253,274.62	(253,274.62)	0.00
Neighbourhood Planning Front Runner Grants	38,000.00	0.00	38,000.00	0.00	38,000.00
Empty Property	293,385.63	(150,000.00)	143,385.63	0.00	143,385.63
Council Tax Localisation Grant	261,562.00	(40,000.00)	221,562.00	0.00	221,562.00
CBHA Regeneration	1,330,873.77	0.00	1,330,873.77	(1,000,000.00)	330,873.77
Sport England	6,960.24	0.00	6,960.24	0.00	6,960.24
NHS Healthy Living	9,582.78	0.00	9,582.78	0.00	9,582.78
CTax - Social Fund	1,294,900.00	(170,000.00)	1,124,900.00	(200,000.00)	924,900.00
DWP Individual Electoral Registration	76,602.23	0.00	76,602.23	0.00	76,602.23
DWP HB Transition Funding	234,589.00	73,955.45	308,544.45	(12,000.00)	296,544.45
DH Public Health	1,190,364.66	(700,000.00)	490,364.66	(490,364.66)	0.00
DEFRA - Air Quality	51,700.00	0.00	51,700.00	0.00	51,700.00
DCSF - Music Ed	23,485.30	0.00	23,485.30	0.00	23,485.30

PROVISIONS, RESERVES AND BALANCES	2016/17			2017/18	
	Actual 1st April 2016	Total 2016/17 movement	Projected Balance 31st March 2017	Projected movement 2017/18	Projected Balance 31st March 2018
DWP Additional Transitional Funding	154,521.00	93,200.00	247,721.00	0.00	247,721.00
Early Years Pupil Premium	12,885.60	0.00	12,885.60	0.00	12,885.60
DWP FERIS	180,760.00	13,000.00	193,760.00	0.00	193,760.00
London Childcare	264,925.00	(30,000.00)	234,925.00	(234,925.00)	0.00
SD - LGA Care & Heal	20,000.00	(20,000.00)	0.00	0.00	0.00
ESF Lottery	100,000.00	0.00	100,000.00	0.00	100,000.00
SC - Vestry House	14,100.00	0.00	14,100.00	(14,100.00)	0.00
DEFRA - Flood	97,613.56	(37,100.00)	60,513.56	0.00	60,513.56
TOTAL REVENUE GRANT RESERVES	8,096,383.35	(1,628,980.63)	6,467,402.72	(2,412,449.96)	4,054,952.76
OVERALL TOTAL RESERVES	93,144,389.91	(21,149,936.44)	71,994,453.47	(16,047,067.13)	55,947,386.34
PROVISIONS					
GENERAL FUND					
Insurance Provision	5,820,437.42	(1,261,957.39)	4,558,480.03	0.00	4,558,480.03
Third Party Claims	500,000.00	0.00	500,000.00	0.00	500,000.00
Short term compensating absences	2,674,104.77	0.00	2,674,104.77	0.00	2,674,104.77
Parking Contract Uplift	15,706.84	(4,000.00)	11,706.84	0.00	11,706.84
Termination Pay	580,679.20	(560,692.62)	19,986.58	0.00	19,986.58
	9,590,928.23	(1,826,650.01)	7,764,278.22	0.00	7,764,278.22
TOTAL PROVISIONS	9,590,928.23	(1,826,650.01)	7,764,278.22	0.00	7,764,278.22
WORKING BALANCES					
GENERAL FUND	14,571,914.15	0.00	14,571,914.15	0.00	14,571,914.15
HOUSING REVENUE ACCOUNT	1,506,404.27	700,000.00	2,206,404.27	0.00	2,206,404.27

LBWF - COUNCIL TAX HISTORY

	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Expenditure LBWF	411,241	448,932	445,754	450,045	404,766	389,941	362,025	355,907
Total Exchequer support	(324,291)	(361,509)	(356,224)	(377,291)	(310,632)	(291,120)	(255,422)	(242,118)
as a % Business Rate Retention	78.9%	80.5%	79.9%	83.8%	76.7%	74.7%	70.6%	68.0%
To be raised locally	86,950	87,423	89,530	72,754	77,764	82,555	89,549	94,888
Collection Fund (surplus)/deficit	0	0	(500)	(1,400)	(2,350)	(3,599)	(3,421)	(2,104)
Met from Council Tax	86,950	87,423	89,030	71,354	75,414	78,956	86,128	92,784
Council Tax Base	75,464	75,874	77,269	61,928 *	65,452 *	68,526 *	71,882 *	73,757 *
** LBWF Council Tax at band D	£ 1,152.21	£ 1,152.21	£ 1,152.21	£ 1,152.21	£ 1,152.21	£ 1,152.21	£ 1,198.18	£ 1,257.97
LBWF increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.99%	4.99%
Greater London Authority	£ 309.82	£ 309.82	£ 306.72	£ 303.00	£ 299.00	£ 295.00	£ 276.00	£ 280.02
Total Council Tax at band D	£ 1,462.03	£ 1,462.03	£ 1,458.93	£ 1,455.21	£ 1,451.21	£ 1,447.21	£ 1,474.18	£ 1,537.99
Overall increase	0.0%	0.0%	-0.2%	-0.3%	-0.3%	-0.28%	1.86%	4.33%
Ratio of expenditure to every £1 of Council Tax	4.73	5.14	4.98	6.19	5.21	4.72	4.04	3.75
Social Care Precept	0	0	0	0	0	0	£ 23.04	£ 58.99

* with effect from 1 April 2013 the Council Tax Base is reduced in respect of Council Tax benefits

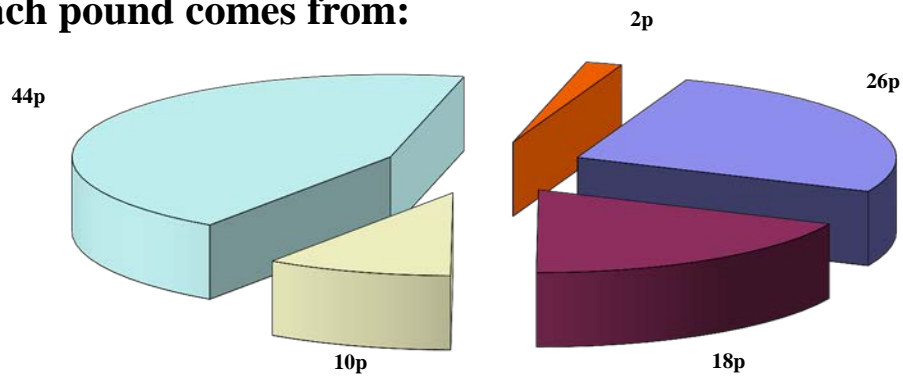
** includes Social Care Precept

ANALYSIS OF BUDGETS OVER SERVICES

	Original 2016/17	Original 2017/18
Service	£'000	£'000
Dedicated Schools Grant	155,731	156,120
Families - Children's group	64,938	68,711
Families - Adults group	71,724	76,199
Families - Housing	7,576	8,169
Neighbourhoods & Commercial Regeneration and Growth	33,883	33,522
Corporate Development	5,275	6,953
Property & Asset Management	2,868	3,336
Central Services	(7,286)	(8,373)
Corporate Expenditure	5,329	5,699
Service Total	347,092	358,231
 Add Contingency Estimate	 5,926	 10,048
 Interest and Capital charges	 17,097	 15,784
Depreciation contra entry	(31,291)	(35,711)
Contribution to/(from) Funds	8,424	(882)
Sub Total	347,248	347,470
 Levies counting as Waltham Forest expenditure:	 7,820	 8,436
 Budget Required	 355,068	 355,906

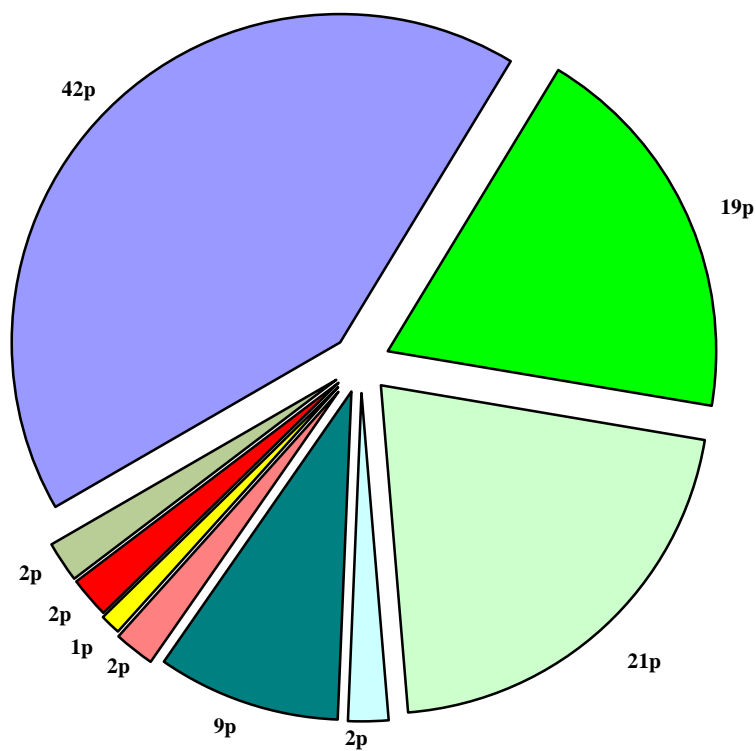
Set out above is the total budgeted expenditure for services. This is equivalent to the total of Directorate budgets, but is analysed in a way that is more meaningful for service users. This type of analysis is included in the Council Tax leaflet.

Where each pound comes from:



- | | |
|---|--|
| ■ Council Tax | ■ NNDR |
| ■ Revenue Support Grant | ■ Dedicated Schools and Pupil Premium Grant |
| ■ Other Government Grants | |

Where each pound is spent:



- | | | |
|---|--|---|
| ■ Dedicated Schools Grant | ■ Families - Children's group | ■ Families - Adults group |
| ■ Families - Housing | ■ Neighbourhoods & Commercial | ■ Regeneration and Growth |
| ■ Corporate Development | ■ Central services | ■ Corporate Expenditure |

ANNUAL BUDGET - STAFFING PAY	2017/18	2016/17	2016/17	2017/18
LONDON BOROUGH OF WALTHAM FOREST	ESTABLISHMENT	ORIGINAL	CURRENT	ORIGINAL
ANALYSIS OF STAFFING	NUMBERS	ESTIMATE		ESTIMATE
	FTE	£	£	£
CHIEF EXECUTIVE				
Chief Executive	1	221,900	221,900	224,100
	1	221,900	221,900	224,100
FAMILIES & HOMES				
Deputy Chief Executive Families	1	225,400	208,100	210,000
Children and Families	201	9,912,100	11,123,500	11,080,600
Education Improvement/ Learning Directorate	61	2,769,000	2,752,100	2,634,100
Early Help	154	6,558,200	6,907,900	7,215,500
Adult Social Care	422	16,110,100	16,147,200	15,763,300
Public Health (ring-fenced)	15	33,400	33,400	883,400
Public Health (other)	7	572,700	598,500	708,400
Housing General Fund	61	2,320,700	2,567,800	2,433,600
Housing Revenue Account	120	5,788,100	5,696,900	7,093,700
Waltham Forest Traded Services *	203	6,546,000	6,519,500	6,568,900
Inclusion Division/Disability Enablement Service	35	2,365,400	2,156,300	1,787,100
	1,280	53,201,100	54,711,200	56,378,600
PROPERTY & ASSET MANAGEMENT				
Director Property & Asset Mgmt	1	74,600	114,000	134,000
Corporate Asset Management	27	1,578,800	1,592,300	1,453,200
Capital Programmes	23	1,393,200	1,406,500	1,420,000
	51	3,046,600	3,112,800	3,007,200
REGENERATION & GROWTH				
Director Regeneration & Growth	2	195,800	181,100	182,800
Director Planning, Strategy & Development	53	2,038,300	2,348,800	2,106,900
Director Investment & Delivery	26	3,714,300	3,765,600	3,680,200
	80	5,948,400	6,295,500	5,969,900
FINANCE & GOVERNANCE				
Director of Finance & Governance	1	182,100	174,400	176,000
Financial Management & Accountancy	62	3,035,000	3,240,700	3,255,600
Audit, Fraud & Risks	13	568,900	581,600	586,900
Revenues and Benefits	110	5,139,500	5,167,700	4,180,300
Treasury & Pensions Management	4	230,200	222,100	224,100
FIDAS	9	305,700	300,200	344,200
Financial Services & Service Design	0	510,200	79,800	-
Supply Chain	48	2,164,800	2,415,100	2,354,800
Governance	56	3,139,900	3,077,300	3,210,400
	303	15,276,300	15,258,900	14,332,300
CORPORATE DEVELOPMENT				
Strat Director Corporate Development	1	175,700	269,100	338,200
Director of Comm & Communities	36	1,604,400	1,634,000	1,545,800
Culture & Communities	32	1,200,300	1,215,000	1,285,600
Digital & ICT	63	3,099,800	3,097,000	3,213,400
Transformation & HR	52	2,985,000	2,614,400	2,684,300
	183	9,065,200	8,829,500	9,067,300
NEIGHBOURHOODS & COMMERCIAL SERVICES				
Director of Neighbourhoods & Commercial	1	233,500	144,400	173,000
Highways	75	3,337,200	3,388,500	3,467,800
Parking/Transport	12	821,800	825,200	877,400
Neighbourhoods Service	567	17,889,200	19,316,200	17,320,200
Commercial Services	23	911,800	1,107,100	1,163,200
	678	23,193,500	24,781,400	23,001,600
TOTAL NON-SCHOOL STAFF	2,577	109,953,000	113,211,200	111,981,000
Staff in schools (Dedicated Schools budget)	3,300	141,047,300	140,992,100	141,381,900
GRAND TOTAL	5,877	251,000,300	254,203,300	253,362,900

* 168 fte for catering staff in kitchens included above, FTE unknown in previous years

STATISTICAL INFORMATION
Families Statistical Information

Description		2014/15	2015/16	2015/16	2016/17	2016/17	2017/18
		Actual	Updated Projected	Actual	Original Projected	Updated Projected	Projected
Residential Homes	Older Persons In-House residential care	3	3	3	3	3	3
	Learning Disability	1	1	1	1	1	1
Average Annual Placements	Older People Residential	265	260	280	255	294	280
	Physical Disabilities Residential	30	30	29	30	26	29
	Mental Health Residential	50	45	52	45	50	48
	Learning Disabilities Residential	190	185	160	185	157	154
	Adults Direct Payments (all groups)	925	950	959	1,000	1,055	1,105
Schools	Nursery	3	3	3	3	3	3
	Infant	2	2	2	2	2	2
	Junior	1	1	1	1	1	1
	Primary	33	32	32	29	30	29
	Secondary	9	9	9	9	8	8
	Special	1	1	1	1	1	1
	Academies	23	26	26	29	29	30
	All through	2	2	2	2	2	2
	Pupil Referral Unit	3	3	3	3	3	3
Pupils	Nursery	164	137.5	137.5	138	161.5	162
	Infant	507	520	520	520	521	602
	Junior	234	232	232	232	224	224
	Primary	16,194	16,423	15,719	15,348	13,691	14,107
	Secondary	7,683	7,796	7,796	7,829	7,261	7,261
	Special	64	65	65	65	45	45
	Academies	13,106	13,586	14,326	15,187	17,347	17,027
	All through	2,424	2,416.5	2,417	2,447	2,434.0	2,488
	Pupil Referral Unit	123	106	106	106	71	71
	Total Pupils	40,499	41,282	41,318	41,872	41,755	41,987
Youth Centres	Fixed	3	3	3	3	3	3
	Mobile	1	0	0	0	0	0
Children's Centres	Hubs	6	6	6	6	4	4
Average Annual Placements	Residential	30	34	30	35	28	28
	P & V Fostering	143	125	124	128	115	115
	In House	52	73	68	73	68	68
	Kinship	13	24	24	24	35	35
	Supported Lodgings >18	2	0	0	0	0	0
	Semi Independent 16-18	14	20	21	31	35	35
	Average Total Looked After Children	254	276	267	291	281	281
	Supported Lodgings <18	22	21	21	21	22	22
	P & V Fostering <18	8	11	11	9	8	8
	In House <18	1	0	0	0	0	0
	Kinship <18	1	0	0	0	0	0
	Semi Independent 18+	81	55	53	59	61	61
	Residence Orders	36	34	31	34	29	29
	Special Guardianship	93	103	106	103	122	122
	Adoption Orders	73	69	66	69	62	62
	Average Total placements	569	569	555	586	585	585
	Average Asylum seekers (incl above)	46	54	54	71	71	71
Pupil Meals	Primary/Nursery/Special Schools	2,409,885	2,518,461	2,511,574	2,612,628	2,608,600	2,493,098
	Secondary Schools	292,670	271,646	279,949	328,240	384,750	390,282
	Staff Meals	96,941	80,775	73,334	83,257	80,058	76,632
	Total Schools	2,799,496	2,870,882	2,864,857	3,024,125	3,073,408	2,960,012
	Number of Feeding Days	191	190	190	194	194	186
Meals per day	14,657	15,110	15,078	15,588	15,842	15,914	

Culture & Communities Statistical Information

Description		2014/15	2015/16	2015/16	2016/17	2016/17	2017/18
		Actual	Updated Projected	Actual	Original Projected	Updated Projected	Projected
Waltham Forest Direct Shops	Number of shops	1					
	Number of Visits	39,159					
	% Queries Resolved Same Day	100					
	% Customers Satisfied	N/A					
		N/A as there are no longer any WFD shops open					
Libraries	Number of Libraries	8	8	8	8	8	8
	Number of Visits	1,076,716	1,080,000	1,093,600	1,100,000	1,120,000	1,130,000
Contact Centre	Number of Calls	611,510	533,427	533,427	350,000	688,449	700,000
Museums & Galleries	Museums	1	1	1	1	1	1
	Galleries	1	1	1	1	1	1
Community & Culture	Halls	2	2	2	2	2	2

Growth & Regeneration Services Statistical Information

Description		2014/15	2015/16	2015/16	2016/17	2016/17	2017/18
		Actual	Updated Projected	Actual	Original Projected	Updated Projected	Projected
Culture and Leisure	Leisure Centres	6	6	6	6	6	6
Business, Emp. & Skills	Adult Education Centres	3	3	3	3	3	3
Area of Borough	Total Area (Hectares)	3882	3882	3882	3882	3882	3882
Parks & Open Spaces	Number	95	95	95	95	95	95
	Total Area (Hectares)	192	192	192	192	192	192
Cemeteries		2	2	2	2	2	2
Public Car Parks		11	11	11	9	10	9
Allotments	Council owned and managed	18	18	18	18	18	18
	Council owned, non-council managed	9	9	9	9	9	9
	Council leased, council managed	7	7	7	7	7	7
	Private	4	4	4	4	4	4
Housing	Properties sold under 'Right to Buy'	100	60	88	30	75	30
	Number of Sheltered Hsg Blocks/Units	14/459	14/459	14/459	14/459	14/459	14/459
	Hostels (properties/rooms)	11/128	11/128	11/128	11/128	11/128	11/128
Households in Temporary Accommodation Schemes	B&B & Annexes	1241	1353	1353	1353	1419	1558
	Private Sector-leased Accommodation	573	527	565	527	495	468

PROGRESS TOWARDS DELIVERING THE COUNCIL'S PRIORITIES

1. KEEPING YOUR NEIGHBOURHOOD CLEAN AND SAFE

Outcomes for Residents

Reductions in the total number of recorded crimes

- The number of recorded crimes has continued to fall steadily in each quarter in 2016/17. Waltham Forest has had one of the largest reductions in recorded crimes in London.

Waste Management

- The percentage of large item collections that are picked up on the agreed date has improved compared to the previous year and during the year, from 78% to 94%.

Areas for Improvement

Anti-Social Behaviour calls

- The number of calls to the police related to anti-social behaviour has been growing, increasing to just over 8,000 reports during 2016.

2. BUILD A STRONG LOCAL ECONOMY & THRIVING TOWN CENTRES

Outcomes for residents

Business Growth

- The number of businesses has increased by 10% on the previous year, reaching almost 10,000. Investment continues to flow into town centres and regeneration areas such as Blackhorse Road.

Fall in Unemployment

- The percentage of residents who are unemployed in the borough has been reducing year on year. Currently 6.4% of residents are unemployed, compared with 8.2% at the end of 2015/16.

Improvements in Early Years Achievement

- In 2016, the percentage of children achieving a Good Level of Development in early years increased to over 72%. Results in Waltham Forest is improving more quickly than in other areas.

Areas for Improvement

Performance at KS5

- In 2016, the average score for Key Stage 5 assessments in Waltham Forest remained significantly below London and England. When converted to grades, this shows a C- in Waltham Forest compared with a C nationally and in London.

3. SUPPORTING AFFORDABLE HOUSING FOR EVERYONE'S NEEDS

Outcomes for residents

Improving standards in the Private Rented Sector

- By December 2016, the Council had issued licenses for more than 20,000 private rented properties, exceeding the target of 80% of the estimated total. The Licensing Scheme is helping the Council to improve housing standards and tackle anti-social behaviour, for example through regular Action Days.

Homelessness Preventions

- Progress has been made in tackling homelessness, with almost 500 households supported to avoid becoming homeless each quarter, and fewer households accepted for re-housing due to homelessness.

Areas for Improvement

New affordable homes for residents

- The delivery of new affordable housing has slipped slightly against the original target timescales. By the end of December 2016, 144 affordable homes had been completed during the year, down from last year's figure of 450.

4. HELPING ALL OF OUR RESIDENTS ENJOY A GOOD QUALITY OF LIFE

Outcomes for residents

More people accessing leisure centres

- Targets for the number of visits to leisure centres have been consistently exceeded; almost 38,000 residents under the age of 18 had taken a free swim by the end of December 2016, well ahead of the 33,750 target. This trend is expected to continue following the opening of the Feel Good Centre.

Areas for Improvement

Visits to the area's cultural heritage sites

- Despite the number of visitors increasing each quarter, targets are not currently being met for visits to the William Morris Gallery. After a bad summer across all London Museums, performance on this indicator has been slightly lower than the previous year.

5. KEEPING VULNERABLE ADULTS AND CHILDREN SAFE AND HEALTHY, AND ENSURE ALL RESIDENTS ARE SAFE, WELL, INDEPENDENT AND RESILIENT

Outcomes for residents

Community Safety

- The Gangs Prevention Programme has been successful in reducing the number of reoffences by the gang members in Waltham Forest. As at the end of December 2016, the number of reoffences dropped from 133 before referral to just 45.

Outcomes for young people

- The percentage of young people aged 16-18 who are 'NEET' (not in education, employment or training) continues to remain low at only 1.6% as at the end of December 2016.

Areas for Improvement

End of Life Care services

- Waltham Forest has one of the highest proportions of people who die away from their usual place of residence, at over 70%

6. ACHIEVING EXCELLENCE

Outcomes for residents

Digital by Default

- There were 11,273 service requests and transactions made online in December 2016, more than double the previous year. Along with the successes of the council's 'Digital Month' and 'Paper-Free League', performance has improved in this area.

Areas for Improvement

Agency Workers

- The council is beginning to reduce its reliance on agency workers; however this is currently still higher than in most other local authorities, making up around one-sixth of the workforce.

GLOSSARY OF TERMS

BAND PROPORTIONS

(Also known as VALUATION BANDS)

This is the relation that a Council Tax property band bears to the 'standard' Band D tax. The band proportions are expressed in ninths and are specified in the Local Government Finance Act 1992 as A-6, B-7, C-8, D-9, E-11, F-13, G-15, H-18. This means that Band A is six ninths of Band D, and so on.

BASELINE FUNDING LEVEL

The amount of a local authority's 'settlement funding assessment' which is provided through the local share of the estimated business rate aggregate at the start of the scheme. It is compared to the Business Rate Baseline and any shortfall is provided by a Top-up Grant from Central Government (any surplus is paid to Government as a Tariff).

BILLING AUTHORITY

A district, unitary or London Borough Council, or the Council of the Scilly Isles. The billing authority is responsible for levying and collecting the Council Tax in its area, both on its own behalf and that of its precepting authorities.

BUDGET

The budget represents a statement of the Council's planned expenditure and income.

BUSINESS RATE RETENTION

The NNDR pool was replaced in 2013/14 by the Business Rate Retention scheme, whereby Authorities retain a percentage of the Business Rates collected. In London, half of the rates collected goes to Central Government and 20% to the GLA, leaving 30% for Waltham Forest.

CAPITAL EXPENDITURE

Expenditure on acquisition of a fixed asset or expenditure that adds to and not merely maintains the value of an existing asset.

COLLECTION FUND

A fund operated by a billing authority into which are paid all receipts of Council Tax and National Non Domestic Rates. Payments are made from the Fund to support the Council's general fund services and to precepting

authorities. The Fund must be maintained separately from the authority's general fund.

COUNCIL TAX

A system of local taxation, which is set by both the billing and precepting authorities at a level determined by the revenue expenditure requirement for each authority, divided by the Council Tax Base for its area.

COUNCIL TAX BASE

An amount calculated by the billing authority, by applying the band proportions to the total properties in each band in order to calculate the number of Band D equivalent properties in the authority's area. The calculation allows for exemptions and discounts, appeals and a provision for non-collection. The tax base is also used by the precepting and some levying bodies in determining their charge to the area.

DEDICATED SCHOOLS GRANT

A ring-fenced grant from the Department for Education paid to Local Education Authorities for the Education of Children and Young Adults up to the age of 25.

DEPRECIATION

A provision made in the accounts to reflect the cost of consuming assets during the year, e.g. a vehicle purchased for £30,000 with a life of five years would depreciate on a straight-line basis at the rate of £6,000 per annum. Depreciation forms part of the 'capital charges' made to service revenue accounts and is covered by International Accounting Standard (IAS) 16.

EARMARKED RESERVES

Amounts set aside for a specific purpose to meet future commitments or potential liabilities, for which it is not appropriate to establish a provision

EDUCATION SERVICES GRANT

This funding is for each pupil in maintained settings to cover the cost of educational services provided by the Council.

ESTIMATED BUSINESS RATES AGGREGATE

The total business rates forecast to be collected by all billing authorities in England.

This will include two adjustments, one to address volatility in outturn compared to forecast and the other to cover future appeals losses.

FINANCIAL YEAR

The local authority financial year starts on 1 April and ends the following 31 March.

FULL YEAR EFFECTS

The net change in costs in the following financial year, arising from service developments or reductions, pay awards, etc., included in the budget for part of a year. For example, if a completed capital project becomes operational from January, provision would be made in the current budget for a quarter of the running costs, and the full year effects in the next year's budget would be the other three-quarters.

GENERAL FUND

This is the main revenue account of the Council. It includes the cost of all services provided which are paid from Government grants, generated income, NNDR retention and borough's share of Council Tax. It excludes the HRA. By law, it includes the cost of services provided by other bodies who charge a levy to the Council.

HOUSING REVENUE ACCOUNT (HRA)

An account which includes expenditure and income arising from the provision of rented dwellings. It is, in effect, a landlord account. Statute provides for this account to be separate from the General Fund, and any surplus or deficit must be retained within the HRA. No costs may be charged to Council Tax nor can housing rent income be used to support General Fund expenditure.

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

From the 1 April 2010 the rules governing the production of the Council's external financial reporting changed. Local Authorities are required to adopt a new code of practice based on an internationally agreed set of financial rules. These are commonly referred to as International Financial Reporting Standards (IFRS). These standards dictate a greater level of analysis and disclosure than previous requirements and allow readers of the accounts to gain a much clearer

understanding of the Council's financial position and activities.

LEVIES

The Council is statutorily required to pay levies to a number of national, London-wide and local bodies - for example, the North London Waste Authority.

LOCAL SERVICES SUPPORT GRANT

A grant introduced in 2011/12 which replaced specific grants such as Preventing Homelessness, Neighbourhood Management and Lead Local Flood. It is not ring-fenced.

MINIMUM REVENUE PROVISION (MRP)

A statutory amount, that has to be charged to revenue, to provide for the redemption of debt.

NATIONAL NON-DOMESTIC RATES (NNDR)

More commonly known as 'business rates', these are collected by billing authorities from all non-residential buildings. Since 1 April 1990 the poundage level has been set by the Treasury. Amounts payable are based on rateable values multiplied by this poundage level.

NEW HOMES BONUS

The New Homes Bonus is a Government scheme which is aimed at encouraging local authorities to grant planning permissions for the building of new houses, as well as bringing long-term empty properties back into use. The non ring-fenced grant is based on the number of properties.

PENSION FUNDS

For the Local Government Pension Scheme, the funds that invest employers' and employees' pension contributions in order to provide pensions for employees on their retirement and pensions for employees' dependants in the event of death of an employee.

PRIVATE FINANCE INITIATIVE (PFI)

PFI started in 1997/98 and offers a form of Public-Private Partnership in which local authorities do not buy assets but rather pay

for the use of assets held by the private sector.

PRECEPT

This is the method by which a precepting authority (the Greater London Authority in London) obtains income from the billing authority to cover its net expenditure. This is calculated after deducting its own Revenue Support Grant. The precept levied by the precepting authority is incorporated within the Council Tax charge. The Council has to pay over the amount demanded on an agreed time scale.

PROVISION

Amount set aside for liabilities and losses, which are certain or very likely to occur but where the exact amount or timing of the payment is uncertain.

PRUDENTIAL CODE

Prior to 2004/05, the Government closely controlled capital spending by local authorities through their borrowing. The Prudential Code frees authorities to set their own borrowing limits having regard to affordability. In order to demonstrate that this has been done, and enable adherence to be monitored, authorities also have to adopt a number of appropriate 'Prudential Indicators'.

PUPIL PREMIUM GRANT

In addition to the DSG, schools also receive a Pupil Premium. This is based on Free School Meals (FSM) eligibility data. This is ring-fenced to schools in the same way as DSG.

RATEABLE VALUE

The Valuation Office Agency (part of HM Revenue and Customs) assesses the rateable value of individual non-domestic properties. Business Rate bills are set by multiplying the rateable value by the NNDR poundage set by the Government for the year. (Domestic properties no longer have individual rateable values but are assigned to one of the eight valuation bands for Council Tax.)

REVENUE EXPENDITURE

The regular day to day running costs an authority incurs in providing services, as distinct from Capital Expenditure.

REVENUE SUPPORT GRANT (RSG)

The general grant paid by the Government to local authorities to help them finance the revenue cost of their services. It is based on the Relative Needs Formula for each authority, after taking into account its Council Tax and NNDR resources.

SAFETY NET

Mechanism to protect any authority which sees its business rates income drop, in any year, by more than 7.5% below their baseline funding level. The baseline funding levels are updated each year by the September Retail Prices Index for the purposes of assessing eligibility for the safety net.

TARIFF/TOP-UP

This fee/grant is payable/receivable in respect of the amount by which the Baseline Funding Level is less than/exceeds the Business Rates Baseline. It is index linked to the Retail Prices Index.

VALUATION BANDS

Eight bands for Council Tax are specified in the Local Government Finance Act 1992. Domestic properties are assigned to a band, depending upon the valuation of the property set by the District Valuer.

LONDON BOROUGH OF WALTHAM FOREST

ANNUAL BUDGET

NON-SCHOOL STAFFING NUMBERS	2017/18
STAFFING NUMBERS IN SCHOOLS	2,577
TOTAL STAFFING NUMBERS	3,300
	5,877

COST ELEMENT / GROUP	SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
	SUBJECTIVE ANALYSIS OF ESTIMATES	£	£	£	£
	EXPENDITURE				
401	EMPLOYEES	246,564,607	251,815,100	255,343,929	253,086,100
402	PREMISES	50,353,711	35,921,140	43,563,240	43,050,840
403	TRANSPORT	4,839,009	4,633,050	4,634,000	4,660,350
404	SUPPLIES AND SERVICES	123,636,496	45,152,150	45,528,300	45,140,250
405	THIRD PARTY PAYMENTS	149,726,395	147,404,860	147,490,760	145,800,260
406	TRANSFER PAYMENTS	200,055,483	197,352,900	198,768,300	198,514,500
4070	RECHARGES WITHIN DIRECTORATE	38,207,601	29,528,800	30,309,072	6,061,400
4072	RECHARGES BETWEEN DIRECTORATES	41,033,400	38,874,600	38,504,700	37,174,100
4074	RECHARGES OUTSIDE GENERAL FUND	157,000	261,900	2,211,900	2,211,900
408	CAPITAL CHARGES	6,891,193	0	0	0
410	FINANCING	36,612,351	31,648,400	31,648,400	36,067,900
	TOTAL EXPENDITURE	898,077,246	782,592,900	798,002,601	771,767,600
	INCOME				
4090	GOVERNMENT GRANTS	(219,917,224)	(230,023,000)	(230,844,900)	(230,989,600)
409073	DEDICATED SCHOOLS GRANT & PUPIL PREMIUM	(186,977,365)	(155,730,400)	(155,730,400)	(156,120,200)
4093	OTHER GRANTS AND CONTRIBUTIONS	(55,888,984)	(30,127,900)	(29,536,000)	(28,634,700)
4094	CUSTOMER AND CLIENT RECEIPTS	(117,185,857)	(94,668,800)	(101,334,629)	(100,006,800)
4096	INTEREST RECEIVED	(156,133)	(117,400)	(117,400)	(117,400)
4097	RECHARGES	(86,956,257)	(80,565,100)	(79,748,672)	(53,787,900)
	TOTAL INCOME	(667,081,820)	(591,232,600)	(597,312,001)	(569,656,600)
	NET EXPENDITURE	230,995,425	191,360,300	200,690,600	202,111,000

SERVICE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
DIRECTORATE ANALYSIS	£	£	£	£
CE	CHIEF EXECUTIVE	(110)	0	0
FA	FAMILIES & HOMES	167,767,219	144,238,100	150,846,400
HG	PROPERTY & ASSET MANAGEMENT	(5,118,001)	(7,286,200)	(6,862,200)
GR	REGENERATION & GROWTH	6,864,662	5,275,200	5,598,700
FI	FINANCE & GOVERNANCE	8,756,574	5,328,900	6,263,000
CD	CORPORATE DEVELOPMENT	11,970,872	2,867,900	2,702,900
NC	NEIGHBOURHOODS & COMMERCIAL SERVICES	32,835,412	33,882,700	35,853,400
XP	CORPORATE EXPENDITURE	7,918,799	7,053,700	6,288,400
	NET EXPENDITURE	230,995,425	191,360,300	200,690,600

**CHIEF EXECUTIVE
DIRECTOR - MARTIN ESOM**

CHIEF EXECUTIVE 2CE01

Statutory Head of Paid Service has overall corporate management and operational responsibility, provides professional advice to all parties in the decision making process and represents the authority on partnership and external bodies.

STAFFING NUMBERS	2017/18
	1

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	220,890	222,000	222,000	224,200
Premises	0	0	0	0
Transport	54	700	700	700
Supplies and Services	545	0	0	0
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	0	0	0	0
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	221,490	222,700	222,700	224,900
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest Received	0	0	0	0
Recharges	(221,600)	(222,700)	(222,700)	(224,900)
Total Income	(221,600)	(222,700)	(222,700)	(224,900)
Net Expenditure / (Income)	(110)	0	0	0

SERVICE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Service Head Analysis	£	£	£	£
Chief Executive	(110)	0	0	0
Net Expenditure	(110)	0	0	0

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	2,200
Recharges adjustment	(2,200)
	0

**FAMILIES & HOMES
DIRECTOR - LINZI ROBERTS-EGAN**

ANNUAL BUDGET

The Families Directorate has been established to join up services around the needs of individuals and families and support the Council's regeneration aims through the development of a people/places agenda.

NON-SCHOOL STAFFING NUMBERS	2017/18
	1,280
STAFFING NUMBERS IN SCHOOLS	0
	1,280

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
	£	£	£	£
Subjective Analysis of Estimates				
Expenditure				
Employees	182,215,309	191,087,700	193,182,900	193,533,600
Premises	28,840,534	22,893,840	29,700,240	29,611,240
Transport	4,076,021	4,113,050	4,093,900	4,094,950
Supplies and Services	87,127,285	22,547,150	22,943,600	23,612,050
Third Party Payments	123,592,873	119,232,260	120,486,960	119,496,560
Transfer Payments	15,934,565	11,974,700	13,390,100	13,136,300
Recharges Within Directorate	18,711,992	16,538,700	17,069,400	668,200
Recharges Between Directorates	17,784,000	18,020,400	17,656,900	15,691,800
Recharges Outside General Fund	138,600	243,500	2,193,500	2,193,500
Capital Charges	6,257,226	0	0	0
Financing	22,757,600	20,441,100	20,432,200	23,002,700
Total Expenditure	507,436,005	427,092,400	441,149,700	425,040,900
Income				
Government Grants	(27,435,913)	(24,981,600)	(25,586,100)	(26,627,500)
Dedicated Schools Grant	(176,496,302)	(147,702,800)	(147,702,800)	(149,260,200)
Pupil Premium	(10,481,063)	(8,027,600)	(8,027,600)	(6,860,000)
Other Grants and Contributions	(42,301,097)	(28,220,800)	(27,801,500)	(27,138,500)
Customer and Client Receipts	(61,708,634)	(53,444,200)	(61,453,100)	(58,901,700)
Interest Received	0	0	0	0
Recharges	(21,245,777)	(20,477,300)	(19,732,200)	(3,174,100)
Total Income	(339,668,786)	(282,854,300)	(290,303,300)	(271,962,000)
Net Expenditure	167,767,219	144,238,100	150,846,400	153,078,900

SERVICE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
	£	£	£	£
Service Head Analysis				
Deputy Chief Executive Families	(2,265,149)	(2,241,800)	(963,500)	(600,000)
Children & Families	35,754,675	31,873,250	33,119,500	32,150,510
Education Improvement	2,485,052	2,234,200	2,650,200	2,772,600
School Support	27,016,813	18,843,200	18,929,600	21,051,600
Early Help	9,261,843	6,009,600	6,185,900	6,080,500
Adult Social Care	76,324,645	68,205,700	72,057,000	72,280,900
Public Health (Ring-fenced)	(106,289)	6,100	7,200	22,500
Public Health (Other)	4,035,026	3,511,800	3,620,400	3,895,700
Housing General Fund	7,343,033	7,576,500	7,463,500	8,168,700
Waltham Forest Traded Services	(160,507)	1,148,000	1,159,600	1,036,900
Inclusion Division	8,078,077	7,071,550	6,617,000	6,218,990
Dedicated Schools Budget	0	0	0	0
Net Expenditure	167,767,219	144,238,100	150,846,400	153,078,900

**FAMILIES & HOMES
DIRECTOR - LINZI ROBERTS-EGAN**

ANNUAL BUDGET

The Families Directorate has been established to join up services around the needs of individuals and families and support the Council's regeneration aims through the development of a people/places agenda.

	2017/18
NON-SCHOOL STAFFING NUMBERS	1,280
STAFFING NUMBERS IN SCHOOLS	0
	1,280

SERVICE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Service Head Analysis	£	£	£	£
Deputy Chief Executive Families				
Deputy Chief Executive Families	(2,265,149)	(2,241,800)	(963,500)	(600,000)
Deputy Chief Executive Families	(2,265,149)	(2,241,800)	(963,500)	(600,000)
Children & Families				
Divisional Director Children & Families	1,863,070	2,302,800	2,598,100	4,662,500
Safeguarding & Family Support Group	3,489,775	1,064,700	1,281,100	574,860
Safeguarding & Family Support 1	2,383,591	2,179,400	2,536,900	2,196,800
Safeguarding & Family Support 2	2,380,736	2,201,950	2,494,200	2,092,150
Protection and Partnership	1,791,111	1,583,500	1,663,000	1,375,500
Looked After Childrens Service	3,394,333	3,175,600	3,433,200	2,983,800
Asylum Services	1,141,511	1,284,400	1,315,600	1,220,200
Placement and Resource Service	19,310,548	18,080,900	17,797,400	17,044,700
Children & Families	35,754,675	31,873,250	33,119,500	32,150,510
Education Improvement / Learning				
Divisional Director Education Improvement	69,991	54,000	41,300	1,603,900
School Effectiveness	1,624,642	1,418,400	1,496,500	349,300
Education Support Service	652,151	722,000	1,076,700	815,700
Welfare Catering	0	(1,700)	0	0
Careers	138,268	41,500	35,700	3,700
Education Improvement / Learning	2,485,052	2,234,200	2,650,200	2,772,600
School Support				
School REFFCUS	864,854	0	0	0
Education Overheads	26,151,960	18,843,200	18,929,600	21,051,600
School Support	27,016,813	18,843,200	18,929,600	21,051,600
Early Help				
Youth Service Management	851,691	518,800	384,400	230,100
Early Help 11-18 Inclusion	688,961	757,600	698,000	634,600
Early Help 11-18 Participation	316,650	412,100	464,100	419,800
Troubled Families	123,145	(39,400)	235,700	1,471,300
Youth Offending Team (YOT)	964,483	846,400	939,800	529,900
Community Safety	993,445	983,600	1,010,600	784,700
Education Welfare (Service)	171,857	232,000	240,200	190,700
Early Help 0-11	5,151,611	2,298,500	2,213,100	1,819,400
Early Help	9,261,843	6,009,600	6,185,900	6,080,500
Adult Social Care				
Provision and Independence Services	10,914,034	9,474,300	9,458,400	8,410,300
OP/PD Assessment & Care Management	17,914,667	16,191,800	17,251,900	16,633,900
NELFT	8,564,679	6,698,000	7,006,200	6,676,900
LD Assessment & Care Management	20,648,418	18,566,200	18,910,500	18,646,800
Div Director Adult Social Care	8,163,658	10,378,500	12,014,700	14,770,000
OP/PD Assessment	6,319,631	5,055,600	4,989,400	3,979,400
Adult Safeguarding & DOLS	607,112	373,800	370,900	394,000
Strategic Commissioning	3,192,446	1,467,500	2,055,000	2,769,600
Adult Social Care	76,324,645	68,205,700	72,057,000	72,280,900

Continued:-

**FAMILIES & HOMES
DIRECTOR - LINZI ROBERTS-EGAN**

ANNUAL BUDGET

The Families Directorate has been established to join up services around the needs of individuals and families and support the Council's regeneration aims through the development of a people/places agenda.

NON-SCHOOL STAFFING NUMBERS	2017/18
	1,280
STAFFING NUMBERS IN SCHOOLS	0
	1,280

SERVICE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
	£	£	£	£
Service Head Analysis				
Continued:-				
Public Health (Ring-fenced)				
Public Health (Service)	(35,098)	3,022,000	0	16,700
Partnership & Sexual Health	(187,483)	0	0	0
Health Care	(105,591)	(3,022,000)	0	0
Health Improvement	221,882	6,100	7,200	5,800
Public Health (Ring-fenced)	(106,289)	6,100	7,200	22,500
Public Health (Other)				
Strategic Partnerships	185,308	178,200	176,000	65,300
Leisure (Serv)	3,531,618	2,998,600	3,109,400	3,495,400
CAMHS (Division)	318,100	335,000	335,000	335,000
Public Health (Other)	4,035,026	3,511,800	3,620,400	3,895,700
Housing General Fund				
Housing and Neighbourhood Services	3,315,626	1,784,000	1,423,600	2,444,400
Homelessness (Service)	4,027,173	5,792,500	6,039,900	5,724,300
Improvement & Efficiencies - Housing	234	0	0	0
Housing General Fund	7,343,033	7,576,500	7,463,500	8,168,700
Waltham Forest Traded Services				
Traded Service Management	0	25,200	163,500	938,800
School HR (Trading)	(251,509)	0	(121,000)	(69,400)
Music Service (Trading)	(104,154)	165,100	153,400	(116,000)
Governor Services (Trading)	75,442	139,300	134,800	43,200
Education Psychology (Trading)	127,391	388,000	339,800	71,900
Suntrap (Trading)	166,348	58,900	82,400	(26,700)
Waltham Forest Catering	(174,026)	371,500	406,700	195,100
Waltham Forest Traded Services	(160,507)	1,148,000	1,159,600	1,036,900
Inclusion Division / Disability Enablement Service				
Assistant Director Inclusion	0	0	11,600	360,300
Inclusion Service	8,078,077	7,071,550	6,605,400	5,858,690
Inclusion Division / Disability Enablement Service	8,078,077	7,071,550	6,617,000	6,218,990
Net Expenditure	167,767,219	144,238,100	150,846,400	153,078,900

Note: The Dedicated Schools Grant nets out expenditure within Families, the detail is shown below

Dedicated Schools Budget				
Central Expenditure Schools Block	0	0	55,200	55,200
Central Expenditure Early Years	0	0	0	0
Central Expenditure High Needs	0	0	0	0
Nursery Schools	0	0	0	0
Primary Schools	0	0	0	0
Secondary Schools	0	0	0	0
Special Schools	0	0	0	0
All through schools	0	0	0	0
Academies	0	0	0	0
Pupil Referral Unit & Alternative Provision	0	0	(55,200)	(55,200)
Dedicated Schools Budget	0	0	0	0

FAMILIES & HOMES

**DEPUTY CHIEF EXECUTIVE FAMILIES 2FA01
RESPONSIBLE OFFICER - LINZI ROBERTS-EGAN**

Lead Officer for Families & Homes

STAFFING NUMBERS	2017/18 1
-------------------------	----------------------------

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	(1,621,979)	225,600	209,300	211,200
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Service	443	0	0	0
Third Party Payments	114,216	63,400	63,400	7,300
Transfer Payments	(55)	0	0	0
Recharges Within Directorate	0	5,200	5,200	0
Recharges Between Directorates	6,941,100	7,744,400	7,744,400	38,200
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	5,433,724	8,038,600	8,022,300	256,700
Income				
Government Grants	(80,000)	0	0	0
Dedicated Schools Grant	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(2,673)	(1,899,100)	(954,500)	(600,000)
Interest Received	0	0	0	0
Recharges	(7,616,200)	(8,381,300)	(8,031,300)	(256,700)
Total Income	(7,698,873)	(10,280,400)	(8,985,800)	(856,700)
Net Expenditure / (Income)	(2,265,149)	(2,241,800)	(963,500)	(600,000)

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	1,900
Other changes	1,632,800
Recharges adjustment	7,100
	1,641,800

FAMILIES & HOMES

**CHILDREN AND FAMILIES 2FA02
RESPONSIBLE OFFICER - HEATHER FLINDERS**

Children's Safeguarding & Protection (Referral & Assessment); Children's Safeguarding & Protection (Planning & Intervention); Placement and Resource Service; Children in Care Service; Protection, Plans and Partnerships; Asylum Service.

STAFFING NUMBERS	2017/18 201
-------------------------	------------------------

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	11,707,424	10,017,500	11,276,300	11,187,900
Premises	50,266	52,200	52,200	52,200
Transport	198,289	201,500	203,200	203,240
Supplies and Service	1,742,413	1,651,550	1,650,200	1,623,570
Third Party Payments	13,314,895	12,697,300	12,716,900	12,058,300
Transfer Payments	5,918,675	4,182,300	4,351,800	4,386,200
Recharges Within Directorate	4,957,600	4,472,800	4,472,800	32,200
Recharges Between Directorates	913,900	895,000	895,000	3,828,800
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	36,852	27,400	27,400	30,100
Total Expenditure	38,840,315	34,197,550	35,645,800	33,402,510
Income				
Government Grants	(1,329,106)	(885,900)	(1,233,000)	(1,233,000)
Dedicated Schools Grant	0	0	0	0
Other Grants and Contributions	(409,170)	(135,000)	0	0
Customer and Client Receipts	(95,463)	(111,700)	(90,600)	0
Interest Received	0	0	0	0
Recharges	(1,251,900)	(1,191,700)	(1,202,700)	(19,000)
Total Income	(3,085,640)	(2,324,300)	(2,526,300)	(1,252,000)
Net Expenditure / (Income)	35,754,675	31,873,250	33,119,500	32,150,510

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Digital savings (rephased 16/17 savings)	(21,100)
<u>Other</u>	
1% Pay award	101,200
Other changes	470,960
Recharges adjustment	(317,300)
Inflation	40,800
Asset Depreciation	2,700
	277,260

FAMILIES & HOMES

**EDUCATION IMPROVEMENT / LEARNING 2FA03
RESPONSIBLE OFFICERS - DAVID KILGALLON**

Education Support Service; School Effectiveness; Welfare Catering; Careers

STAFFING NUMBERS	2017/18 61
-------------------------	-----------------------

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	2,943,440	2,797,900	2,891,600	2,703,000
Premises	94,602	39,300	50,500	38,700
Transport	7,387	12,200	8,800	8,800
Supplies and Service	1,833,607	1,437,200	2,154,900	1,854,800
Third Party Payments	3,223,385	7,992,700	7,781,100	7,716,100
Transfer Payments	0	2,700	2,700	2,700
Recharges Within Directorate	1,284,150	1,334,900	1,334,900	8,100
Recharges Between Directorates	24,500	15,600	15,600	1,468,300
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	9,411,072	13,632,500	14,240,100	13,800,500
Income				
Government Grants	(1,415,711)	(6,090,500)	(5,995,700)	(5,871,000)
Dedicated Schools Grant	0	0	0	0
Other Grants and Contributions	(279,428)	(232,300)	(232,300)	(232,300)
Customer and Client Receipts	(4,728,195)	(4,908,900)	(5,195,300)	(4,806,300)
Interest Received	0	0	0	0
Recharges	(502,685)	(166,600)	(166,600)	(118,300)
Total Income	(6,926,020)	(11,398,300)	(11,589,900)	(11,027,900)
Net Expenditure / (Income)	2,485,052	2,234,200	2,650,200	2,772,600

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	16,600
Other changes	242,800
Recharges adjustment	279,600
Inflation	(600)
	538,400

FAMILIES & HOMES

SCHOOL REFFCUS 2FA04
CC GROUP NO LONGER USED

STAFFING NUMBERS	2017/18 0
-------------------------	----------------------------

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	0	0	0	0
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Service	8,584,360	0	0	0
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	0	0	0	0
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	8,584,360	0	0	0
Income				
Government Grants	0	0	0	0
Dedicated Schools Grant	0	0	0	0
Other Grants and Contributions	(7,719,507)	0	0	0
Customer and Client Receipts	0	0	0	0
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	(7,719,507)	0	0	0
Net Expenditure / (Income)	864,854	0	0	0

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
Nil	
	0

FAMILIES & HOMES

**DEDICATED SCHOOLS BUDGET 2FA05
RESPONSIBLE OFFICER - CATE DUFFY**

A ring-fenced grant is received from Department for Education which is delegated to Schools and Academies and Private, Voluntary and Independent organisations for the provision of 2, 3, 4 Year Old Early Education provision, 5-16 Year Old Education provision and High Needs education provision. The grant is also used to support education services managed by the LA.

STAFFING NUMBERS	2017/18
	0

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	132,870,710	141,269,700	141,214,500	141,604,300
Premises	(83,577)	(73,700)	(73,700)	(73,700)
Transport	0	0	0	0
Supplies and Service	60,169,723	10,147,900	10,203,100	10,203,100
Third Party Payments	27,558,061	24,926,900	24,926,900	24,926,900
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	0	0	0	0
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	308,313	0	0	0
Total Expenditure	220,823,229	176,270,800	176,270,800	176,660,600
Income				
Government Grants	(18,673,093)	(12,449,400)	(12,449,400)	(12,449,400)
Dedicated Schools Grant	(176,496,302)	(147,702,800)	(147,702,800)	(149,260,200)
Pupil Premium	(10,481,063)	(8,027,600)	(8,027,600)	(6,860,000)
Other Grants and Contributions	(4,731,178)	0	0	0
Customer and Client Receipts	(10,441,593)	(8,091,000)	(8,091,000)	(8,091,000)
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	(220,823,229)	(176,270,800)	(176,270,800)	(176,660,600)
Net Expenditure / (Income)	0	0	0	0

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
Changes in Government Funding	0
	0

FAMILIES & HOMES

SCHOOL SUPPORT 2FA06

RESPONSIBLE OFFICER - RAINA TURNER

This service area includes historic teachers' pension costs. Financing costs in relation to depreciation for educational establishments area also included.

STAFFING NUMBERS	2017/18 0
-------------------------	----------------------------

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	55,165	1,101,100	1,187,500	1,101,100
Premises	135	0	0	0
Transport	546	400	400	400
Supplies and Service	1,142,083	45,000	45,000	45,000
Third Party Payments	199	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	32,600	297,100	297,100	16,100
Recharges Between Directorates	0	0	0	489,000
Recharges Outside General Fund	0	0	0	0
Capital Charges	5,970,920	0	0	0
Financing	19,241,304	17,399,600	17,399,600	19,400,000
Total Expenditure	26,442,952	18,843,200	18,929,600	21,051,600
Income				
Government Grants	(272,825)	0	0	0
Dedicated Schools Grant	0	0	0	0
Other Grants and Contributions	(18,167)	0	0	0
Customer and Client Receipts	0	0	0	0
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	(290,992)	0	0	0
Net Expenditure / (Income)	26,151,960	18,843,200	18,929,600	21,051,600

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
Recharges adjustment	208,000
Asset Depreciation	2,000,400
	2,208,400

FAMILIES & HOMES

EARLY HELP 2FA07

RESPONSIBLE OFFICER - DANIEL PHELPS

Provision of Education Welfare, Community Safety, Youth Offending Service, Youth Support Services , Early Help and Troubled Families.

STAFFING NUMBERS	2017/18 154
-------------------------	------------------------------

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	7,097,045	7,102,100	7,639,200	7,937,600
Premises	304,089	551,540	299,540	326,840
Transport	103,334	59,500	71,200	70,300
Supplies and Service	2,363,272	1,634,700	2,102,700	2,348,000
Third Party Payments	3,039,195	2,082,960	2,373,160	2,382,660
Transfer Payments	0	0	0	0
Recharges Within Directorate	2,923,942	1,726,900	2,257,600	515,300
Recharges Between Directorates	194,800	209,200	209,200	1,579,600
Recharges Outside General Fund	0	154,900	154,900	154,900
Capital Charges	(24,376)	0	0	0
Financing	154,483	137,500	137,500	148,500
Total Expenditure	16,155,782	13,659,300	15,245,000	15,463,700
Income				
Government Grants	(3,416,998)	(3,283,200)	(3,531,200)	(3,686,400)
Dedicated Schools Grant	0	0	0	0
Other Grants and Contributions	(228,119)	(460,200)	(631,400)	(631,400)
Customer and Client Receipts	(371,530)	(827,000)	(2,219,600)	(2,573,600)
Interest Received	0	0	0	0
Recharges	(2,877,292)	(3,079,300)	(2,676,900)	(2,491,800)
Total Income	(6,893,939)	(7,649,700)	(9,059,100)	(9,383,200)
Net Expenditure / (Income)	9,261,843	6,009,600	6,185,900	6,080,500

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Digital savings (rephased 16/17 savings)	(3,600)
<u>Other</u>	
1% Pay award	61,700
Other changes	146,700
Recharges adjustment	(140,000)
Inflation	400
Fees & Charges	(5,300)
Asset Depreciation	11,000
	70,900

FAMILIES & HOMES

**ADULTS SOCIAL CARE 2FA08
RESPONSIBLE OFFICERS - BERNICE SOLVEY**

Provision of Assessment & Care Management, Learning Disability Services, Provision & Independent Services and Mental Health (NELFT)

STAFFING NUMBERS	2017/18 422
-------------------------	------------------------

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	18,203,852	16,291,300	16,398,000	15,963,000
Premises	552,638	539,400	517,600	521,700
Transport	737,230	688,800	686,800	690,800
Supplies and Service	3,169,783	3,751,600	2,937,800	3,739,500
Third Party Payments	59,938,704	52,923,700	55,676,100	56,299,800
Transfer Payments	8,795,073	6,775,800	8,058,700	7,770,500
Recharges Within Directorate	8,262,800	6,786,500	6,786,500	48,300
Recharges Between Directorates	8,438,500	7,015,100	6,929,600	5,385,600
Recharges Outside General Fund	0	0	0	0
Capital Charges	(750,946)	0	0	0
Financing	714,755	678,900	669,300	662,000
Total Expenditure	108,062,389	95,451,100	98,660,400	91,081,200
Income				
Government Grants	(1,024,216)	(1,210,000)	(1,210,000)	(2,270,200)
Other Grants and Contributions	(13,462,248)	(9,484,400)	(9,028,000)	(8,778,000)
Customer and Client Receipts	(8,910,980)	(9,131,800)	(8,946,200)	(7,700,200)
Interest Received	0	0	0	0
Recharges	(8,340,300)	(7,419,200)	(7,419,200)	(51,900)
Total Income	(31,737,744)	(27,245,400)	(26,603,400)	(18,800,300)
Net Expenditure / (Income)	76,324,645	68,205,700	72,057,000	72,280,900

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Digital savings (rephased 16/17 savings)	(143,100)
Redefining Waltham Forest Savings	(1,229,400)
<u>Other</u>	
1% Pay award	145,800
Adult Social Care precept	4,350,900
Other changes	1,852,600
Recharges adjustment	(911,500)
Inflation	2,600
Asset Depreciation	7,300
	4,075,200

FAMILIES & HOMES

**PUBLIC HEALTH (Ring-fenced) 2FA09
RESPONSIBLE OFFICERS - JOSEPH McDONNELL**

Provision of Public Health, Partnerships & Sexual Health, Health Care and Health Improvement

STAFFING NUMBERS	2017/18 15
-------------------------	-----------------------

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	898,713	34,900	34,900	884,900
Premises	19,813	0	400	0
Transport	588	0	0	0
Supplies and Service	2,109,910	0	0	0
Third Party Payments	10,414,033	15,827,500	14,227,500	13,236,600
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	1,042,300	1,067,400	717,400	455,800
Recharges Outside General Fund	50,000	0	1,950,000	1,950,000
Capital Charges	0	0	0	0
Financing	0	0	700	5,900
Total Expenditure	14,535,356	16,929,800	16,930,900	16,533,200
Income				
Government Grants	(39,463)	0	0	0
Other Grants and Contributions	(14,438,570)	(16,923,700)	(16,923,700)	(16,510,700)
Customer and Client Receipts	(163,613)	0	0	0
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	(14,641,646)	(16,923,700)	(16,923,700)	(16,510,700)
Net Expenditure / (Income)	(106,289)	6,100	7,200	22,500

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
Other changes	(200)
Recharges adjustment	16,600
	16,400

FAMILIES & HOMES

**PUBLIC HEALTH (Other) 2FA12
RESPONSIBLE OFFICERS - JOSEPH McDONNELL**

Public Health Strategic Partnerships and Parks & Leisure

STAFFING NUMBERS	2017/18 7
-------------------------	----------------------------

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	633,586	584,000	609,400	719,300
Premises	545,391	343,700	403,500	340,100
Transport	11,414	10,300	10,300	10,300
Supplies and Service	218,457	111,300	210,600	136,000
Third Party Payments	1,882,412	1,634,000	1,659,000	1,659,000
Transfer Payments	0	0	0	0
Recharges Within Directorate	157,000	261,600	261,600	0
Recharges Between Directorates	48,600	48,600	48,600	177,900
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	1,897,033	1,318,400	1,318,400	1,881,200
Total Expenditure	5,393,894	4,311,900	4,521,400	4,923,800
Income				
Government Grants	(385,247)	0	0	0
Other Grants and Contributions	(465,230)	(418,400)	(419,300)	(419,300)
Customer and Client Receipts	(508,391)	(381,700)	(481,700)	(608,800)
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	(1,358,868)	(800,100)	(901,000)	(1,028,100)
Net Expenditure / (Income)	4,035,026	3,511,800	3,620,400	3,895,700

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	5,500
Other changes	(40,400)
Recharges adjustment	(135,700)
Inflation	(8,300)
Asset Depreciation	562,800
	383,900

FAMILIES & HOMES

**HOUSING GENERAL FUND 2HG01
RESPONSIBLE OFFICERS - DARREN WELSH**

Providing housing to people in the borough as well as a range of services for those who are homeless or need support.

STAFFING NUMBERS	2017/18 61
-------------------------	-----------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	808,041	2,328,600	2,591,300	2,439,900
Premises	27,058,280	21,320,000	28,320,100	28,277,700
Transport	2,702	2,600	2,600	2,600
Supplies and Service	1,869,795	962,800	977,800	1,051,500
Third Party Payments	2,511,651	323,000	323,000	474,000
Transfer Payments	0	0	0	0
Recharges Within Directorate	62,400	2,200	2,200	40,100
Recharges Between Directorates	150,100	995,300	995,300	1,126,600
Recharges Outside General Fund	88,600	88,600	88,600	88,600
Capital Charges	1,061,627	0	0	0
Financing	363,554	854,500	854,500	865,300
Total Expenditure	33,976,750	26,877,600	34,155,400	34,366,300
Income				
Government Grants	(126,000)	0	0	0
Other Grants and Contributions	(429,359)	(505,700)	(505,700)	(505,700)
Customer and Client Receipts	(25,769,558)	(18,625,500)	(26,016,300)	(25,455,500)
Interest Received	0	0	0	0
Recharges	(308,800)	(169,900)	(169,900)	(236,400)
Total Income	(26,633,717)	(19,301,100)	(26,691,900)	(26,197,600)
Net Expenditure / (Income)	7,343,033	7,576,500	7,463,500	8,168,700

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	23,600
Other changes	335,700
Structural changes	12,600
Recharges adjustment	209,800
Inflation	(300)
Asset Depreciation	10,800
	592,200

FAMILIES & HOMES

HOUSING REVENUE ACCOUNT 2HG02 RESPONSIBLE OFFICERS - DARREN WELSH

The Housing Revenue Account is a ring-fenced account showing the income and expenditure incurred on the Council's rented housing. It includes income from rents and service charges. Expenditure includes the repair and maintenance of the housing stock, the cost of collecting rent, and other landlord functions. Also included are the cost of money borrowed to build and maintain the houses, and an allowance for depreciation (capital charges). There were 10,129 rented and 2,081 leasehold properties at 1 April 2016. Any surplus or deficit does not accrue to the General Fund but is transferred to the HRA balance.

STAFFING NUMBERS	2017/18 120
-------------------------	------------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	2,621,258	5,955,900	5,864,700	7,261,500
Premises	9,387,771	17,019,200	17,099,200	17,015,800
Transport	9,465	39,500	39,500	33,500
Supplies and Service	19,137,453	5,546,500	5,491,800	6,017,200
Third Party Payments	15,509,559	741,400	927,200	579,400
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	1,850,600	1,850,600	1,815,500	1,815,500
Recharges Outside General Fund	2,495,704	4,823,000	4,759,200	4,870,900
Recharges from General Fund	0	0	0	0
Capital Charges	(15,997,139)	9,136,600	9,136,600	9,601,500
Financing	46,728,987	22,249,400	22,249,400	21,399,200
Total Expenditure	81,743,659	67,362,100	67,383,100	68,594,500
Income				
Government Grants	(9,570)	0	0	0
Other Grants and Contributions	(5,431,000)	(4,649,900)	(4,670,900)	(6,057,500)
Customer and Client Receipts	(65,555,814)	(63,658,400)	(63,658,400)	(63,839,900)
Interest Received	(675,291)	(619,400)	(619,400)	(629,400)
Recharges	(10,071,985)	1,565,600	1,565,600	1,932,300
Total Income	(81,743,659)	(67,362,100)	(67,383,100)	(68,594,500)
Net Expenditure / (Income)	0	0	0	0

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
Nil	
	0

FAMILIES & HOMES

**WALTHAM FOREST TRADED SERVICES 2FA11
RESPONSIBLE OFFICER - GERALD KEMBLE**

Traded services including Schools HR, Music service, Governor Services, Education Psychology, Suntrap and Waltham Forest Catering

STAFFING NUMBERS	2017/18 203
-------------------------	------------------------

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	6,025,056	6,615,200	6,619,400	6,644,800
Premises	152,729	120,500	130,000	127,600
Transport	107,026	124,700	100,900	100,900
Supplies and Service	3,598,056	2,276,500	2,148,400	2,169,300
Third Party Payments	19,700	38,800	20,600	16,600
Transfer Payments	0	0	0	0
Recharges Within Directorate	512,600	985,300	985,300	0
Recharges Between Directorates	17,900	17,900	17,900	793,600
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	3,862	3,400	3,400	3,500
Total Expenditure	10,436,930	10,182,300	10,025,900	9,856,300
Income				
Government Grants	(408,452)	(302,300)	(404,800)	(404,800)
Other Grants and Contributions	(45,794)	(61,100)	(61,100)	(61,100)
Customer and Client Receipts	(9,842,791)	(8,620,800)	(8,350,300)	(8,353,500)
Interest Received	0	0	0	0
Recharges	(300,400)	(50,100)	(50,100)	0
Total Income	(10,597,437)	(9,034,300)	(8,866,300)	(8,819,400)
Net Expenditure / (Income)	(160,507)	1,148,000	1,159,600	1,036,900

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	49,400
Other changes	(15,800)
Recharges adjustment	(141,600)
Fees & Charges	(3,200)
Asset Depreciation	100
	(111,100)

FAMILIES & HOMES

**INCLUSION DIVISION / DISABILITY ENABLEMENT SERVICE 2FA16
RESPONSIBLE OFFICER - ANDREW BECKETT**

Integrated Disability Services which include Early Years SEND, SEN, 14-19 Services, Social Inclusion

STAFFING NUMBERS	2017/18 35
-------------------------	-----------------------

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	2,594,257	2,719,800	2,511,500	2,136,600
Premises	146,169	900	100	100
Transport	2,907,505	3,013,050	3,009,700	3,007,610
Supplies and Service	325,382	528,600	513,100	441,280
Third Party Payments	1,576,423	722,000	719,300	719,300
Transfer Payments	1,220,873	1,013,900	976,900	976,900
Recharges Within Directorate	518,900	666,200	666,200	8,100
Recharges Between Directorates	12,300	11,900	83,900	348,400
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	37,444	21,400	21,400	6,200
Total Expenditure	9,339,252	8,697,750	8,502,100	7,644,490
Income				
Government Grants	(264,802)	(760,300)	(762,000)	(712,700)
Other Grants and Contributions	(74,327)	0	0	0
Customer and Client Receipts	(873,846)	(846,700)	(1,107,600)	(712,800)
Interest Received	0	0	0	0
Recharges	(48,200)	(19,200)	(15,500)	0
Total Income	(1,261,175)	(1,626,200)	(1,885,100)	(1,425,500)
Net Expenditure / (Income)	8,078,077	7,071,550	6,617,000	6,218,990

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	18,500
Other changes	(552,760)
Recharges adjustment	(303,100)
Asset Depreciation	(15,200)
	(852,560)

**PROPERTY AND ASSET MANAGEMENT
DIRECTOR - AIDEN MCMANUS**

ANNUAL BUDGET

Provision of Property Business Support, Asset Planning, Facilities Management, Rent Accounting, Operational Properties, Building Cleaning and Corporate Capital Programme Management. Also includes Compliance & Contracts (PFI, AMEY).

STAFFING NUMBERS	2017/18 51
-------------------------	-----------------------

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	4,732,806	3,121,300	3,186,500	3,075,100
Premises	4,583,425	4,336,100	4,236,600	4,317,200
Transport	36,032	4,500	4,500	4,500
Supplies and Services	6,350,876	7,774,500	7,808,300	7,774,500
Third Party Payments	1,866,182	3,311,400	3,785,900	3,423,000
Transfer Payments	45	0	0	0
Recharges Within Directorate	3,901,600	801,400	801,400	1,983,700
Recharges Between Directorates	1,138,000	852,100	845,700	1,138,500
Recharges Outside General Fund	0	0	0	0
Capital Charges	514,803	0	0	0
Financing	1,348,640	1,228,100	1,237,000	1,382,700
Total Expenditure	24,472,408	21,429,400	21,905,900	23,099,200
Income				
Government Grants	(8,822,336)	(15,526,700)	(15,600,800)	(15,526,700)
Other Grants and Contributions	(6,182,843)	(345,600)	(345,600)	(345,600)
Customer and Client Receipts	(5,065,291)	(7,293,400)	(6,668,100)	(6,648,800)
Interest Received	(3,193)	0	0	0
Recharges	(9,516,747)	(5,549,900)	(6,153,600)	(8,950,700)
Total Income	(29,590,409)	(28,715,600)	(28,768,100)	(31,471,800)
Net Expenditure	(5,118,001)	(7,286,200)	(6,862,200)	(8,372,600)

SERVICE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Service Head Analysis	£	£	£	£
Director of Property & Asset Management	392,615	76,400	96,400	257,500
Corporate Asset Management	(6,623,078)	(7,797,300)	(7,405,500)	(8,828,100)
Capital Programmes	1,112,462	434,700	446,900	198,000
Net Expenditure	(5,118,001)	(7,286,200)	(6,862,200)	(8,372,600)

**PROPERTY AND ASSET MANAGEMENT
DIRECTOR - AIDEN MCMANUS**

ANNUAL BUDGET

Provision of Property Business Support, Asset Planning, Facilities Management, Rent Accounting, Operational Properties, Building Cleaning and Corporate Capital Programme Management. Also includes Compliance & Contracts (PFI, AMEY).

STAFFING NUMBERS				2017/18
				51
SERVICE SUMMARY	2015/16	2016/17	2016/17	2017/18
	Actual	Original	Current	Original
		Estimate		Estimate
Service Head Analysis	£	£	£	£
Director of Property & Asset Management				
Director of Property & Asset Management	392,615	76,400	96,400	257,500
Director of Property & Asset Management	392,615	76,400	96,400	257,500
Corporate Asset Management				
Corporate Asset Management	210,675	0	122,200	81,700
Estates & Valuation	737,629	(108,500)	(39,600)	(35,600)
Compliance & Contracts	1,061,707	385,300	491,800	578,900
Schools ICT And Contracts	(10,753,579)	(11,012,600)	(11,086,700)	(11,012,600)
Energy Management	208,751	86,900	109,900	150,100
Facilities Management - Premises	2,272,741	1,674,700	1,391,700	0
Facilities Management	(1,010,505)	0	331,500	0
Operational Properties	(4,435)	(19,100)	11,300	78,300
Building Cleaning	(388,856)	100	0	0
Asset Planning & Systems	170,348	0	24,500	0
Strategic Development	132,673	55,100	65,000	66,000
Rent Accounting	739,773	1,140,800	1,172,900	1,265,100
Corporate Asset Management	(6,623,078)	(7,797,300)	(7,405,500)	(8,828,100)
Capital Programmes				
Schools Delivery	653,020	207,000	213,000	105,000
Head of Capital Programmes	232,740	172,500	175,600	77,600
Corporate Capital Programmes	226,701	55,200	58,300	15,400
Capital Programmes	1,112,462	434,700	446,900	198,000
Net Expenditure	(5,118,001)	(7,286,200)	(6,862,200)	(8,372,600)

PROPERTY AND ASSET MANAGEMENT

**DIRECTOR OF PROPERTY & ASSET MANAGEMENT 2HG03
RESPONSIBLE OFFICERS - AIDEN MCMANUS**

Provision of Property Business Support, Asset Planning, Facilities Management, Rent Accounting, Operational Properties, Building Cleaning, and Corporate Capital Programme Management and Compliance & Contracts (inc PFI).

STAFFING NUMBERS	2017/18 1
-------------------------	---------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	221,806	75,300	114,600	134,600
Premises	353	0	0	0
Transport	930	100	100	100
Supplies and Service	89,386	1,000	1,000	1,000
Third Party Payments	2,610	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	147,600	0	0	0
Recharges Between Directorates	0	0	0	902,800
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	462,683	76,400	115,700	1,038,500
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(5,610)	0	(19,300)	0
Interest Received	0	0	0	0
Recharges	(64,459)	0	0	(781,000)
Total Income	(70,068)	0	(19,300)	(781,000)
Net Expenditure / (Income)	392,615	76,400	96,400	257,500

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	1,800
Other changes	99,500
Structural changes	(42,000)
Recharges adjustment	121,800
	181,100

PROPERTY AND ASSET MANAGEMENT

**CORPORATE ASSET MANAGEMENT 2HG04
RESPONSIBLE OFFICERS - GLENN MILLER**

Corporate Asset Management, Estates & Valuations, Schools ICT and Contracts, Energy Management, Facilities Management, Rent Accounting, Operational Properties, Building Cleaning, Asset Planning.

STAFFING NUMBERS	2017/18 27
-------------------------	-----------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	2,811,170	1,608,100	1,621,800	1,476,900
Premises	4,575,687	4,336,100	4,236,600	4,317,200
Transport	29,906	2,900	2,900	2,900
Supplies and Service	5,505,812	7,048,300	7,082,100	7,048,300
Third Party Payments	1,840,128	3,311,400	3,785,900	3,423,000
Transfer Payments	45	0	0	0
Recharges Within Directorate	2,803,600	22,400	22,400	1,856,600
Recharges Between Directorates	1,094,000	852,100	845,700	235,700
Recharges Outside General Fund	0	0	0	0
Capital Charges	514,803	0	0	0
Financing	1,348,640	1,228,100	1,237,000	1,382,700
Total Expenditure	20,523,790	18,409,400	18,834,400	19,743,300
Income				
Government Grants	(8,822,336)	(15,526,700)	(15,600,800)	(15,526,700)
Other Grants and Contributions	(6,182,843)	(345,600)	(345,600)	(345,600)
Customer and Client Receipts	(2,730,208)	(5,174,000)	(4,529,400)	(4,529,400)
Interest Received	(3,193)	0	0	0
Recharges	(9,408,288)	(5,160,400)	(5,764,100)	(8,169,700)
Total Income	(27,146,868)	(26,206,700)	(26,239,900)	(28,571,400)
Net Expenditure / (Income)	(6,623,078)	(7,797,300)	(7,405,500)	(8,828,100)

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Efficiency Savings	(41,800)
<u>Other</u>	
1% Pay award	13,100
Other changes	47,700
Recharges adjustment	(1,263,100)
Inflation	77,000
Asset Depreciaton	136,300
	(1,030,800)

PROPERTY AND ASSET MANAGEMENT

CAPITAL PROGRAMMES 2HG05
RESPONSIBLE OFFICERS - PACEY CHEALES

Covers Schools Capital Programme and Corporate Capital Programme.

STAFFING NUMBERS	2017/18 23
-------------------------	-----------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	1,699,831	1,437,900	1,450,100	1,463,600
Premises	7,385	0	0	0
Transport	5,196	1,500	1,500	1,500
Supplies and Service	755,678	725,200	725,200	725,200
Third Party Payments	23,445	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	950,400	779,000	779,000	127,100
Recharges Between Directorates	44,000	0	0	0
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	3,485,934	2,943,600	2,955,800	2,317,400
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(2,329,473)	(2,119,400)	(2,119,400)	(2,119,400)
Interest Received	0	0	0	0
Recharges	(44,000)	(389,500)	(389,500)	0
Total Income	(2,373,473)	(2,508,900)	(2,508,900)	(2,119,400)
Net Expenditure / (Income)	1,112,462	434,700	446,900	198,000

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	13,500
Other changes	12,200
Recharges adjustment	(262,400)
	(236,700)

**REGENERATION AND GROWTH
DIRECTOR - LUCY SHOMALI**

ANNUAL BUDGET

Budgets relating to the Regeneration of the borough - Planning, Policy and Strategy, Building Control, Land Charges, Design and Conservation, Investment Business and Employment, Skills, Strategic and Physical Regeneration, Sustainable Development and Transport.

STAFFING NUMBERS	2017/18 80
-------------------------	-----------------------

SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	7,368,949	5,985,500	6,345,129	6,005,200
Premises	318,323	209,300	213,800	227,800
Transport	15,098	13,700	13,700	15,200
Supplies and Services	2,510,683	1,570,800	1,525,000	1,519,500
Third Party Payments	909,810	210,200	155,900	142,700
Transfer Payments	0	0	0	0
Recharges Within Directorate	4,303,559	4,977,200	5,226,772	1,535,300
Recharges Between Directorates	7,076,800	1,971,900	1,971,900	2,732,500
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	2,821,760	2,246,600	2,246,600	2,747,300
Total Expenditure	25,324,981	17,185,200	17,698,801	14,925,500
Income				
Government Grants	(3,559,799)	(3,224,600)	(3,224,600)	(3,145,200)
Other Grants and Contributions	(952,204)	(167,400)	(121,000)	(81,600)
Customer and Client Receipts	(3,537,240)	(2,734,800)	(2,721,729)	(2,870,200)
Interest Received	0	0	0	0
Recharges	(10,411,077)	(5,783,200)	(6,032,772)	(1,875,700)
Total Income	(18,460,320)	(11,910,000)	(12,100,101)	(7,972,700)
Net Expenditure	6,864,662	5,275,200	5,598,700	6,952,800

SERVICE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Service Head Analysis	£	£	£	£
Director Regeneration and Growth	699,501	0	(1,500)	836,300
Director Planning, Strategy & Development	1,680,529	1,010,100	1,281,600	1,358,400
Director Investment & Delivery	4,484,631	4,265,100	4,318,600	4,758,100
Net Expenditure	6,864,662	5,275,200	5,598,700	6,952,800

**REGENERATION AND GROWTH
DIRECTOR - LUCY SHOMALI**

ANNUAL BUDGET

Budgets relating to the Regeneration of the borough - Planning, Policy and Strategy, Building Control, Land Charges, Design and Conservation, Investment Business and Employment, Skills, Strategic and Physical Regeneration, Sustainable Development and Transport.

STAFFING NUMBERS				2017/18 80
SERVICE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Service Head Analysis	£	£	£	£
Director Regeneration and Growth				
Director Regeneration and Growth	699,501	0	(1,500)	836,300
Director Regeneration and Growth	699,501	0	(1,500)	836,300
Director Planning, Strategy & Development				
Director Planning, Strategy & Development	146,605	74,300	82,900	0
Head of Development & Building Control	429,906	282,700	313,000	597,000
Land charges	(58,204)	(20,000)	33,100	(23,400)
Building Control	119,077	(24,000)	155,100	(3,700)
Planning, Policy & Strategy	696,514	405,500	413,100	469,600
Design and Conservation	346,631	291,600	284,400	318,900
Director Planning, Strategy & Development	1,680,529	1,010,100	1,281,600	1,358,400
Director Investment & Delivery				
Director Investment & Delivery	(12,361)	399,800	408,600	0
Investment Business & Employment	2,087,840	1,425,400	1,418,600	1,824,900
Skills	(73,349)	969,400	934,200	1,123,100
Strategic Regeneration	97,890	72,600	80,600	97,900
Physical Regen. Programme Management	2,091,913	1,068,300	1,138,100	1,353,700
Sustainable Development	61,853	191,400	201,500	215,000
Sustainable Transport	230,846	138,200	137,000	143,500
Director Investment & Delivery	4,484,631	4,265,100	4,318,600	4,758,100
Net Expenditure	6,864,662	5,275,200	5,598,700	6,952,800

REGENERATION AND GROWTH

DIRECTOR REGENERATION AND GROWTH 2GR01
RESPONSIBLE OFFICER - LUCY SHOMALI

Director of Regeneration and Growth

STAFFING NUMBERS	2017/18 2
-------------------------	----------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	420,826	197,100	181,100	182,800
Premises	14,235	0	14,500	14,500
Transport	1,306	500	500	500
Supplies and Service	274,671	105,800	105,800	105,800
Third Party Payments	358,159	81,000	81,000	81,000
Transfer Payments	0	0	0	0
Recharges Within Directorate	1,233,600	1,400	1,400	0
Recharges Between Directorates	7,010,800	1,905,900	1,905,900	292,600
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	392,351	317,600	317,600	384,600
Total Expenditure	9,705,946	2,609,300	2,607,800	1,061,800
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(101,045)	0	0	0
Interest Received	0	0	0	0
Recharges	(8,905,400)	(2,609,300)	(2,609,300)	(225,500)
Total Income	(9,006,445)	(2,609,300)	(2,609,300)	(225,500)
Net Expenditure / (Income)	699,501	0	(1,500)	836,300

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	1,700
Other changes	(16,000)
Recharges adjustment	769,100
Inflation	14,500
Asset Depreciation	67,000
	836,300

REGENERATION AND GROWTH

DIRECTOR PLANNING, STRATEGY & DEVELOPMENT 2GR02
RESPONSIBLE OFFICERS - JANE CUSTANCE

Planning, Policy and Strategy, Building Control, Land Charges, Design and Conservation.

STAFFING NUMBERS	2017/18 53
-------------------------	-----------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	2,503,916	2,049,500	2,357,729	2,115,800
Premises	122,001	21,600	18,100	21,600
Transport	7,013	6,900	6,900	6,900
Supplies and Service	684,499	643,400	597,600	640,800
Third Party Payments	74,793	7,000	7,000	7,000
Transfer Payments	0	0	0	0
Recharges Within Directorate	2,107,459	2,051,600	2,301,172	946,600
Recharges Between Directorates	0	0	0	908,200
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	72,548	55,200	54,700	55,200
Total Expenditure	5,572,230	4,835,200	5,343,201	4,702,100
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	(174,259)	(72,900)	(72,900)	(17,900)
Customer and Client Receipts	(2,926,783)	(2,267,500)	(2,254,429)	(2,356,600)
Interest Received	0	0	0	0
Recharges	(790,659)	(1,484,700)	(1,734,272)	(969,200)
Total Income	(3,891,701)	(3,825,100)	(4,061,601)	(3,343,700)
Net Expenditure / (Income)	1,680,529	1,010,100	1,281,600	1,358,400

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Efficiency Savings	(31,000)
<u>Other</u>	
1% Pay award	19,100
Other changes	44,100
Recharges adjustment	318,700
Fees & Charges	(3,100)
Asset Depreciation	500
	348,300

REGENERATION AND GROWTH

DIRECTOR INVESTMENT & DELIVERY 2GR03
RESPONSIBLE OFFICERS - JONATHAN MARTIN

Investment Business & Employment, Skills, Strategic & Physical Regeneration, Sustainable Development and Transport.

STAFFING NUMBERS	2017/18 26
-------------------------	-----------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	4,444,207	3,738,900	3,806,300	3,706,600
Premises	182,087	187,700	181,200	191,700
Transport	6,780	6,300	6,300	7,800
Supplies and Service	1,551,514	821,600	821,600	772,900
Third Party Payments	476,857	122,200	67,900	54,700
Transfer Payments	0	0	0	0
Recharges Within Directorate	962,500	2,924,200	2,924,200	588,700
Recharges Between Directorates	66,000	66,000	66,000	1,531,700
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	2,356,861	1,873,800	1,874,300	2,307,500
Total Expenditure	10,046,805	9,740,700	9,747,800	9,161,600
Income				
Government Grants	(3,559,799)	(3,224,600)	(3,224,600)	(3,145,200)
Other Grants and Contributions	(777,946)	(94,500)	(48,100)	(63,700)
Customer and Client Receipts	(509,412)	(467,300)	(467,300)	(513,600)
Interest Received	0	0	0	0
Recharges	(715,018)	(1,689,200)	(1,689,200)	(681,000)
Total Income	(5,562,174)	(5,475,600)	(5,429,200)	(4,403,500)
Net Expenditure / (Income)	4,484,631	4,265,100	4,318,600	4,758,100

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Efficiency Savings	(8,000)
Redefining Waltham Forest Savings	(47,000)
<u>Other</u>	
1% Pay award	18,400
Other changes	(41,800)
Recharges adjustment	132,900
Inflation	5,300
Asset Depreciation	433,200
	493,000

**FINANCE & GOVERNANCE
DIRECTOR - JOHN TURNBULL**

ANNUAL BUDGET

Provision of Chief Finance/ Section 151 Officer, Revenues & Benefits, Financial Management & Accountancy, Audit, Treasury, FIDAS, Supply Chain, Governance Law

STAFFING NUMBERS	2017/18 303
-------------------------	------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	15,341,571	15,421,700	15,443,600	14,449,900
Premises	67,097	55,400	56,900	48,800
Transport	20,744	32,600	32,600	30,800
Supplies and Services	6,816,493	3,768,500	3,863,800	3,642,500
Third Party Payments	1,569,251	1,093,000	1,144,500	1,104,200
Transfer Payments	184,120,604	185,378,200	185,378,200	185,378,200
Recharges Within Directorate	2,280,200	670,100	670,100	600,600
Recharges Between Directorates	5,031,900	4,345,200	4,345,200	4,245,000
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	(159,800)	(160,700)	(160,700)	(159,700)
Total Expenditure	215,088,060	210,604,000	210,774,200	209,340,300
Income				
Government Grants	(178,801,163)	(185,910,100)	(186,053,400)	(185,310,200)
Other Grants and Contributions	(736,856)	(775,200)	(644,900)	(696,700)
Customer and Client Receipts	(15,344,657)	(6,103,600)	(5,758,100)	(6,338,800)
Interest Received	(1)	0	0	0
Recharges	(11,448,809)	(12,486,200)	(12,054,800)	(11,295,500)
Total Income	(206,331,486)	(205,275,100)	(204,511,200)	(203,641,200)
Net Expenditure	8,756,574	5,328,900	6,263,000	5,699,100

SERVICE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Service Head Analysis	£	£	£	£
Director of Finance & Governance	351,025	0	2,000	0
Financial Management & Accountancy	373,196	0	241,000	174,800
Internal Audit & Anti-Fraud Unit	(359,524)	0	(35,600)	0
Treasury & Pensions and FIDAS	(139,223)	0	(13,700)	323,900
Revenues and Benefits	6,702,341	4,613,400	4,924,300	4,294,200
Financial Services & Service Design	0	0	(6,800)	0
Supply Chain	1,337,359	0	383,800	63,500
Governance & Law	491,401	715,500	768,000	842,700
Net Expenditure	8,756,574	5,328,900	6,263,000	5,699,100

FINANCE & GOVERNANCE
DIRECTOR - JOHN TURNBULL

ANNUAL BUDGET

Provision of Chief Finance/ Section 151 Officer, Revenues & Benefits, Financial Management & Accountancy, Audit, Treasury, FIDAS, Supply Chain, Governance Law

STAFFING NUMBERS				2017/18
				303
SERVICE SUMMARY	2015/16	2016/17	2016/17	2017/18
	Actual	Original	Current	Original
	£	£	£	£
Service Head Analysis				
Director of Finance & Governance				
Director of Finance & Governance	351,025	0	2,000	0
Director of Finance & Governance	351,025	0	2,000	0
Financial Management & Accountancy				
Director of Financial Management & Accountancy	2,307	0	10,700	0
Corporate Accountancy	151,759	0	(35,500)	174,800
Environment & Housing Finance	(49,071)	0	237,200	0
Families Finance	268,200	0	28,600	0
Financial Management & Accountancy	373,196	0	241,000	174,800
Internal Audit & Anti-Fraud Unit				
Internal Audit & Anti-Fraud Unit	(359,524)	0	(35,600)	0
Internal Audit & Anti-Fraud Unit	(359,524)	0	(35,600)	0
Treasury & Pensions and FIDAS				
Treasury & Pensions Management	(11,644)	0	(8,100)	0
FIDAS	(127,580)	0	(5,600)	323,900
Treasury & Pensions and FIDAS	(139,223)	0	(13,700)	323,900
Revenues and Benefits				
Head of Service	2,959,984	1,328,300	1,733,300	1,947,600
Revenues	614,478	1,081,600	1,116,000	737,300
Benefits	2,016,899	2,830,400	2,736,500	2,270,800
Housing Benefits	910,788	(626,900)	(661,500)	(661,500)
CT - Social Fund	200,191	0	0	0
Revenues and Benefits	6,702,341	4,613,400	4,924,300	4,294,200
Financial Services & Service Design				
Financial Services & Service Design	0	0	(6,800)	0
Financial Services & Service Design	0	0	(6,800)	0
Supply Chain				
Procurement	27,523	0	166,200	98,600
Insurance & Risk Management	(12,028)	0	(31,300)	0
Business Intelligence	1,352,054	0	226,000	(35,100)
Complaints	(30,191)	0	22,900	0
Supply Chain	1,337,359	0	383,800	63,500
Governance & Law				
Director of Governance	154,713	0	(17,500)	0
Legal Services	(113,866)	0	121,800	99,200
Committee Services	(37,872)	0	(10,200)	0
Electoral Services	502,370	596,200	553,200	613,000
Health & Safety	(35,788)	0	500	0
Coroners	21,845	119,300	120,200	130,500
Governance & Law	491,401	715,500	768,000	842,700
Net Expenditure	8,756,574	5,328,900	6,263,000	5,699,100

FINANCE & GOVERNANCE

**DIRECTOR OF FINANCE & GOVERNANCE 2FI01
RESPONSIBLE OFFICER - JOHN TURNBULL**

The Chief Finance / Section 151 Officer provides professional financial advice, maintaining financial admin and stewardship and supports members and officers in the authority.

STAFFING NUMBERS	2017/18 1
-------------------------	----------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
	£	£	£	£
Subjective Analysis of Estimates				
Expenditure				
Employees	177,073	183,600	175,900	177,500
Premises	0	0	0	0
Transport	116	100	100	100
Supplies and Service	41,636	14,000	23,700	14,000
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	1,358,400	191,800	191,800	275,800
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	1,577,225	389,500	391,500	467,400
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest Received	0	0	0	0
Recharges	(1,226,200)	(389,500)	(389,500)	(467,400)
Total Income	(1,226,200)	(389,500)	(389,500)	(467,400)
Net Expenditure / (Income)	351,025	0	2,000	0

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	1,600
Other changes	(7,700)
Recharges adjustment	6,100
	0

FINANCE & GOVERNANCE

FINANCIAL MANAGEMENT & ACCOUNTANCY 2FI02 RESPONSIBLE OFFICER - TERRY BORKETT

Preparation and reporting of Estimates and the Medium Term Financial Strategy, assessing risks to Council funding going forward.

STAFFING NUMBERS	2017/18 62
-------------------------	-----------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	2,960,643	3,074,500	3,306,600	3,295,600
Premises	74	700	700	700
Transport	435	2,800	2,800	2,800
Supplies and Service	78,468	94,300	103,200	99,300
Third Party Payments	147,855	3,500	3,500	3,500
Transfer Payments	0	0	0	0
Recharges Within Directorate	518,800	279,300	279,300	366,100
Recharges Between Directorates	0	905,500	905,500	550,200
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	3,706,275	4,360,600	4,601,600	4,318,200
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(68,079)	(28,000)	(28,000)	(28,000)
Interest Received	0	0	0	0
Recharges	(3,265,000)	(4,332,600)	(4,332,600)	(4,115,400)
Total Income	(3,333,079)	(4,360,600)	(4,360,600)	(4,143,400)
Net Expenditure / (Income)	373,196	0	241,000	174,800

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Efficiency Savings	(200,000)
<u>Other</u>	
1% Pay award	27,700
Other changes	398,600
Recharges adjustment	(51,500)
	174,800

FINANCE & GOVERNANCE

**INTERNAL AUDIT & ANTI-FRAUD UNIT 2FI03
RESPONSIBLE OFFICER - GEMMA YOUNG**

The Corporate Audit, Fraud and Risk service encompasses Internal Audit, Investigations & Fraud Prevention

STAFFING NUMBERS	2017/18 13
-------------------------	-----------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	594,113	583,400	597,000	601,200
Premises	124	0	0	0
Transport	853	3,000	3,000	3,000
Supplies and Service	88,357	37,800	98,100	37,800
Third Party Payments	237,383	218,200	225,700	218,200
Transfer Payments	0	0	0	0
Recharges Within Directorate	400,400	20,200	20,200	26,000
Recharges Between Directorates	0	176,600	176,600	145,900
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	1,321,230	1,039,200	1,120,600	1,032,100
Income				
Government Grants	(162,354)	(44,600)	(161,600)	(44,600)
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest Received	0	0	0	0
Recharges	(1,518,400)	(994,600)	(994,600)	(987,500)
Total Income	(1,680,754)	(1,039,200)	(1,156,200)	(1,032,100)
Net Expenditure / (Income)	(359,524)	0	(35,600)	0

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	5,300
Other changes	12,500
Recharges adjustment	(17,800)
	0

FINANCE & GOVERNANCE

REVENUES AND BENEFITS 2FI07

RESPONSIBLE OFFICER - NALDA RUSSELL-STOWE

Administration and Collection of Business rates, Council Tax. Dealing with Housing Benefits and Council Tax Benefits.

STAFFING NUMBERS	2017/18 110
-------------------------	------------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	5,178,594	5,183,800	5,211,600	4,205,500
Premises	271	600	600	0
Transport	9,629	12,900	12,900	11,300
Supplies and Service	5,376,145	2,373,200	2,377,800	2,264,700
Third Party Payments	494,569	515,600	515,600	587,700
Transfer Payments	184,120,604	185,378,200	185,378,200	185,378,200
Recharges Within Directorate	127,400	55,700	55,700	26,000
Recharges Between Directorates	2,989,900	2,125,100	2,125,100	1,941,300
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	15,050	14,400	14,400	15,100
Total Expenditure	198,312,162	195,659,500	195,691,900	194,429,800
Income				
Government Grants	(178,004,912)	(185,865,500)	(185,891,800)	(185,265,600)
Other Grants and Contributions	(4,739)	0	0	0
Customer and Client Receipts	(13,600,170)	(5,180,600)	(4,875,800)	(4,870,000)
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	(191,609,821)	(191,046,100)	(190,767,600)	(190,135,600)
Net Expenditure / (Income)	6,702,341	4,613,400	4,924,300	4,294,200

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Digital savings (rephased 16/17 savings)	(304,800)
Redefining Waltham Forest Savings	(155,400)
<u>Other</u>	
1% Pay award	42,900
Other changes	310,900
Recharges adjustment	(213,500)
Asset Depreciation	700
	(319,200)

FINANCE & GOVERNANCE

**TREASURY & PENSIONS AND FIDAS TEAM 2FI08
RESPONSIBLE OFFICER - JOHN TURNBULL**

Treasury & Pensions functions and FIDAS team which reports to Revs & Bens

STAFFING NUMBERS	2017/18 13
-------------------------	-----------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	723,607	539,400	525,700	571,700
Premises	3,813	22,700	22,700	9,700
Transport	1,301	3,300	3,300	1,700
Supplies and Service	(36,980)	106,800	106,800	149,400
Third Party Payments	506,303	340,900	340,900	271,700
Transfer Payments	0	0	0	0
Recharges Within Directorate	318,100	135,500	135,500	37,000
Recharges Between Directorates	0	110,000	110,000	198,700
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	(180,600)	(180,600)	(180,600)	(180,600)
Total Expenditure	1,335,544	1,078,000	1,064,300	1,059,300
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(191,365)	(130,500)	(130,500)	(130,500)
Interest Received	(1)	0	0	0
Recharges	(1,283,401)	(947,500)	(947,500)	(604,900)
Total Income	(1,474,767)	(1,078,000)	(1,078,000)	(735,400)
Net Expenditure / (Income)	(139,223)	0	(13,700)	323,900

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	4,800
Other changes	(13,700)
Recharges adjustment	332,800
	323,900

FINANCE & GOVERNANCE

**FINANCIAL SERVICES AND SERVICE DESIGN 2F115
RESPONSIBLE OFFICER - NONE**

Financial Services - CC Group defunct in 2017/18

STAFFING NUMBERS	2017/18 0
-------------------------	----------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	167,101	510,200	79,800	0
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Service	9,708	7,800	0	0
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	10,200	10,200	0
Recharges Between Directorates	0	17,500	17,500	0
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	176,808	545,700	107,500	0
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest Received	0	0	0	0
Recharges	(176,808)	(545,700)	(114,300)	0
Total Income	(176,808)	(545,700)	(114,300)	0
Net Expenditure / (Income)	0	0	(6,800)	0

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	1,500
Other changes	(128,600)
Structural changes	123,100
Recharges adjustment	4,000
	0

FINANCE & GOVERNANCE

**SUPPLY CHAIN 2FI16
RESPONSIBLE OFFICER - DAVID LEVY**

Supply chain includes Procurement, Insurance & Risk Management, Business Intelligence & Complaints

STAFFING NUMBERS	2017/18 48
-------------------------	-----------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	2,017,772	2,179,900	2,443,700	2,370,100
Premises	(126)	1,000	1,000	1,000
Transport	2,044	2,100	2,100	2,100
Supplies and Service	116,592	131,400	123,400	123,400
Third Party payments	98,550	14,800	58,800	22,800
Transfer Payments	0	0	0	0
Recharges Within Directorate	247,200	33,700	33,700	52,000
Recharges Between Directorates	0	373,200	373,200	413,100
Recharges Outside General Fund	0	0	0	0
Capital charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	2,482,032	2,736,100	3,035,900	2,984,500
Income				
Government Grants	(5,737)	0	0	0
Other Grants and Contributions	(56,446)	(78,500)	0	0
Customer and Client Receipts	(167,990)	(142,700)	(137,200)	(138,700)
Interest Received	0	0	0	0
Recharges	(914,500)	(2,514,900)	(2,514,900)	(2,782,300)
Total Income	(1,144,673)	(2,736,100)	(2,652,100)	(2,921,000)
Net Expenditure / (Income)	1,337,359	0	383,800	63,500

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Efficiency Savings	(38,900)
<u>Other</u>	
1% Pay award	20,600
Other changes	243,700
Recharges adjustment	(161,900)
	63,500

FINANCE & GOVERNANCE

GOVERNANCE & LAW 2FI17 RESPONSIBLE OFFICER - MARK HYNES

Provision of Legal Services, Electoral Services, Democratic Services, Council's Monitoring Officer, Health & Safety and Coroners Service.

STAFFING NUMBERS	2017/18 56
-------------------------	-----------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	3,522,668	3,166,900	3,103,300	3,228,300
Premises	62,941	30,400	31,900	37,400
Transport	6,366	8,400	8,400	9,800
Supplies and Service	1,142,568	1,003,200	1,030,800	953,900
Third Party payments	84,591	0	0	300
Transfer Payments	0	0	0	0
Recharges Within Directorate	668,300	135,500	135,500	93,500
Recharges Between Directorates	683,600	445,500	445,500	720,000
Recharges Outside General Fund	0	0	0	0
Capital charges	0	0	0	0
Financing	5,750	5,500	5,500	5,800
Total Expenditure	6,176,784	4,795,400	4,760,900	5,049,000
Income				
Government Grants	(628,160)	0	0	0
Other Grants and Contributions	(675,671)	(696,700)	(644,900)	(696,700)
Customer and Client Receipts	(1,317,052)	(621,800)	(586,600)	(1,171,600)
Interest Received	0	0	0	0
Recharges	(3,064,500)	(2,761,400)	(2,761,400)	(2,338,000)
Total Income	(5,685,383)	(4,079,900)	(3,992,900)	(4,206,300)
Net Expenditure / (Income)	491,401	715,500	768,000	842,700

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Efficiency Savings	(32,000)
<u>Other</u>	
1% Pay award	25,700
Other changes	(4,100)
Recharges adjustment	137,300
Asset Depreciation	300
	127,200

**CORPORATE DEVELOPMENT
DIRECTOR - RHONA CADENHEAD**

ANNUAL BUDGET

Responsible for supporting and promoting the Council's priorities, services and initiatives. It covers Communications, Community Development, Culture & Communities, Digital & ICT, Transformation, Human Resources and Insight & Intelligence.

STAFFING NUMBERS	2017/18 183
-------------------------	------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	12,373,841	9,294,000	9,098,800	9,296,300
Premises	268,030	245,600	256,500	265,000
Transport	29,804	49,700	49,700	45,400
Supplies and Services	6,655,055	4,871,800	4,603,000	4,003,100
Third Party Payments	4,407,763	2,269,900	1,864,900	1,578,300
Transfer Payments	269	0	0	0
Recharges Within Directorate	680,200	1,061,300	1,061,300	1,098,600
Recharges Between Directorates	3,168,900	2,465,100	2,465,100	2,604,700
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	2,383,107	1,765,400	1,765,400	1,467,600
Total Expenditure	29,966,968	22,022,800	21,164,700	20,359,000
Income				
Government Grants	(206,000)	0	0	0
Other Grants and Contributions	(191,144)	(64,500)	(69,500)	(69,500)
Customer and Client Receipts	(3,536,552)	(2,457,000)	(2,318,000)	(2,555,000)
Interest Received	0	0	0	0
Recharges	(14,062,400)	(16,633,400)	(16,074,300)	(14,398,900)
Total Income	(17,996,097)	(19,154,900)	(18,461,800)	(17,023,400)
Net Expenditure	11,970,872	2,867,900	2,702,900	3,335,600

SERVICE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Service Head Analysis	£	£	£	£
Strategic Director Corporate Development	331,416	0	92,200	184,500
Director of Comm & Communities	1,288,736	516,300	765,500	487,700
Culture & Communities	2,723,906	2,189,600	2,233,000	2,346,000
Digital & ICT	1,108,602	0	85,400	267,700
Transformation & HR	6,518,212	162,000	(473,200)	49,700
Net Expenditure	11,970,872	2,867,900	2,702,900	3,335,600

**CORPORATE DEVELOPMENT
DIRECTOR - RHONA CADENHEAD**

ANNUAL BUDGET

Responsible for supporting and promoting the Council's priorities, services and initiatives. It covers Communications, Community Development, Culture & Communities, Digital & ICT, Transformation, Human Resources and Insight & Intelligence.

STAFFING NUMBERS				2017/18
				183
SERVICE SUMMARY	2015/16	2016/17	2016/17	2017/18
	Actual	Original	Current	Original
		Estimate		Estimate
Service Head Analysis	£	£	£	£
Strategic Director Corporate Development				
Strategic Director Corporate Development	331,416	0	92,200	184,500
Strategic Director Corporate Development	331,416	0	92,200	184,500
Director of Comm & Communities				
Chief Executive's Office	125,793	0	3,600	0
Communications	32,968	(95,200)	40,200	(126,300)
Policy & Public Affairs	290,706	0	79,500	0
Members' Services	970	0	31,000	0
Community Development	838,299	611,500	611,200	614,000
Director of Comm & Communities	1,288,736	516,300	765,500	487,700
Culture & Communities				
Head Of Culture & Communities	276,645	347,600	347,100	508,100
Museums & Galleries	783,046	839,300	836,100	879,200
Culture & Arts	902,406	784,500	823,400	589,500
Events	892,934	426,300	424,300	396,700
Halls	(131,126)	(208,100)	(197,900)	(20,300)
Aveling Park Hub	0	0	0	(7,200)
Culture & Communities	2,723,906	2,189,600	2,233,000	2,346,000
Digital & ICT				
Head of ICT	720,618	0	373,100	597,200
IT Operations	943,758	0	(292,400)	(329,500)
IT Change	(555,773)	0	4,700	0
Digital & ICT	1,108,602	0	85,400	267,700
Transformation & HR				
Director of Transformation & HR	132,756	0	(89,400)	14,600
Human Resources	(269,352)	0	109,200	0
Transformation Team	(9,389)	162,000	20,200	0
Transformation Projects	5,931,157	0	47,000	0
Insight & Intelligence	457,874	0	(151,900)	35,100
Service Design	275,166	0	(408,300)	0
Transformation & HR	6,518,212	162,000	(473,200)	49,700
Net Expenditure	11,970,872	2,867,900	2,702,900	3,335,600

CORPORATE DEVELOPMENT

**STRATEGIC DIRECTOR CORPORATE DEVELOPMENT 2CD01
RESPONSIBLE OFFICER - RHONA CADENHEAD**

Responsible for supporting and promoting the Council's priorities, services and initiatives. It covers Communications, Community Development, Culture & Communities, Digital & ICT, Transformation, Human Resources and Insight & Intelligence.

STAFFING NUMBERS	2017/18 1
-------------------------	----------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	127,194	177,200	269,300	338,400
Premises	0	0	0	0
Transport	94	0	0	0
Supplies and Services	4,028	2,900	2,900	2,900
Third Party Payments	0	0	0	56,100
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	746,200	0	0	644,500
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	877,516	180,100	272,200	1,041,900
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	0	(1,200)	(1,100)	0
Interest Received	0	0	0	0
Recharges	(546,100)	(178,900)	(178,900)	(857,400)
Total Income	(546,100)	(180,100)	(180,000)	(857,400)
Net Expenditure / (Income)	331,416	0	92,200	184,500

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Digital savings (rephased 16/17 savings)	(100)
<u>Other</u>	
1% Pay award	2,700
Other changes	144,600
Structural changes	71,300
Recharges adjustment	(34,000)
	184,500

CORPORATE DEVELOPMENT

**DIRECTOR OF COMMS & COMMUNITIES 2CD02
RESPONSIBLE OFFICER - LINDSAY COULSON**

The department includes Chief Executive's Office, Communications, Policy & Public Affairs, Members' Services & Community Development.

STAFFING NUMBERS	2017/18 36
-------------------------	-----------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	1,592,598	1,611,200	1,641,500	1,553,300
Premises	(3,249)	12,900	12,000	12,900
Transport	16,984	19,900	19,900	19,900
Supplies and Service	900,096	736,000	903,400	708,700
Third Party payments	718,993	276,200	328,600	272,700
Transfer Payments	165	0	0	0
Recharges Within Directorate	227,700	68,400	68,400	233,900
Recharges Between Directorates	0	279,100	279,100	214,000
Recharges Outside General Fund	0	0	0	0
Capital charges	0	0	0	0
Financing	8,750	7,900	7,900	8,800
Total Expenditure	3,462,037	3,011,600	3,260,800	3,024,200
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	(263)	(500)	(500)	(500)
Customer and Client Receipts	(622,039)	(562,500)	(562,500)	(562,500)
Interest Received	0	0	0	0
Recharges	(1,551,000)	(1,932,300)	(1,932,300)	(1,973,500)
Total Income	(2,173,301)	(2,495,300)	(2,495,300)	(2,536,500)
Net Expenditure / (Income)	1,288,736	516,300	765,500	487,700

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Efficiency Savings	(5,500)
<u>Other</u>	
1% Pay award	14,600
Other changes	(97,800)
Recharges adjustment	59,200
Asset Depreciation	900
	(28,600)

CORPORATE DEVELOPMENT

**CULTURE AND COMMUNITIES 2CD03
RESPONSIBLE OFFICER - LORNA LEE**

Head of Culture & Communities, Museums & Galleries, Culture & Arts, Events, Halls & Aveling Park Hub within this service area.

STAFFING NUMBERS	2017/18 32
-------------------------	-----------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	1,362,942	1,205,600	1,254,500	1,292,300
Premises	235,277	185,700	197,500	205,100
Transport	3,686	8,600	8,600	8,600
Supplies and Service	1,537,733	821,500	814,100	860,100
Third Party payments	186,909	131,700	131,700	151,700
Transfer Payments	0	0	0	0
Recharges Within Directorate	292,100	84,600	84,600	388,300
Recharges Between Directorates	306,400	590,100	590,100	521,200
Recharges Outside General Fund	0	0	0	0
Capital charges	0	0	0	0
Financing	247,635	239,000	239,000	247,600
Total Expenditure	4,172,682	3,266,800	3,320,100	3,674,900
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	(170,882)	(64,000)	(69,000)	(69,000)
Customer and Client Receipts	(1,277,894)	(1,013,200)	(1,018,100)	(1,259,900)
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	(1,448,776)	(1,077,200)	(1,087,100)	(1,328,900)
Net Expenditure / (Income)	2,723,906	2,189,600	2,233,000	2,346,000

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Efficiency Savings	(62,000)
Redefining Waltham Forest Savings	(400)
<u>Other</u>	
1% Pay award	10,900
Other changes	(35,400)
Recharges adjustment	234,800
Inflation	(100)
Asset Depreciation	8,600
	156,400

CORPORATE DEVELOPMENT

DIGITAL AND ICT 2CD04

RESPONSIBLE OFFICER - PAUL NEVILLE

Provides ICT Operations including networks, infrastructure, telephony, application support and Service Desk. Leads on Digital Services, ICT Security and ICT Change.

STAFFING NUMBERS	2017/18 63
-------------------------	-----------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	3,699,744	3,127,100	3,124,100	3,240,500
Premises	0	0	0	0
Transport	7,642	15,900	15,900	15,900
Supplies and Services	2,832,812	3,061,500	2,626,700	2,185,100
Third Party Payments	1,141,061	1,009,900	1,009,900	1,009,900
Transfer Payments	0	0	0	0
Recharges Within Directorate	118,000	859,000	859,000	59,100
Recharges Between Directorates	1,334,200	726,100	726,100	446,700
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	2,126,722	1,518,500	1,518,500	1,211,200
Total Expenditure	11,260,181	10,318,000	9,880,200	8,168,400
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(1,587,079)	(666,800)	(724,200)	(732,600)
Interest Received	0	0	0	0
Recharges	(8,564,500)	(9,651,200)	(9,070,600)	(7,168,100)
Total Income	(10,151,579)	(10,318,000)	(9,794,800)	(7,900,700)
Net Expenditure / (Income)	1,108,602	0	85,400	267,700

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Efficiency Savings	(89,000)
Digital savings (rephased 16/17 savings)	(40,000)
Redefining Waltham Forest Savings	(175,000)
<u>Other</u>	
1% Pay award	28,100
Other changes	72,800
Structural changes	(37,000)
Recharges adjustment	815,100
Asset Depreciation	(307,300)
	267,700

CORPORATE DEVELOPMENT

**TRANSFORMATION AND HR 2CD05
RESPONSIBLE OFFICER - BEN PLANT**

Responsible for Transformation, Programme and Projects Management. Department also includes Human Resources and Insight & Intelligence.

STAFFING NUMBERS	2017/18 52
-------------------------	-----------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	5,591,362	3,172,900	2,809,400	2,871,800
Premises	36,002	47,000	47,000	47,000
Transport	1,398	5,300	5,300	1,000
Supplies and Service	1,380,386	249,900	255,900	246,300
Third Party payments	2,360,801	852,100	394,700	87,900
Transfer Payments	104	0	0	0
Recharges Within Directorate	42,400	49,300	49,300	417,300
Recharges Between Directorates	782,100	869,800	869,800	778,300
Recharges Outside General Fund	0	0	0	0
Capital charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	10,194,553	5,246,300	4,431,400	4,449,600
Income				
Government Grants	(206,000)	0	0	0
Other Grants and Contributions	(20,000)	0	0	0
Customer and Client Receipts	(49,541)	(213,300)	(12,100)	0
Interest Received	0	0	0	0
Recharges	(3,400,800)	(4,871,000)	(4,892,500)	(4,399,900)
Total Income	(3,676,341)	(5,084,300)	(4,904,600)	(4,399,900)
Net Expenditure / (Income)	6,518,212	162,000	(473,200)	49,700

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Efficiency Savings	(88,000)
Digital savings (rephased 16/17 savings)	(23,000)
<u>Other</u>	
1% Pay award	24,300
Other changes	(752,300)
Structural changes	5,000
Recharges adjustment	721,700
	(112,300)

**NEIGHBOURHOODS & COMMERCIAL SERVICES
DIRECTOR - MICHELE MOLONEY**

ANNUAL BUDGET

Management of the Borough's Highways, Parking, Transport, Neighbourhoods Enforcement, Parks & Leisure, Business Hub, Customer Services, CCTV, Major Contracts and Commercial Services.

STAFFING NUMBERS	2017/18 678
-------------------------	------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	21,002,781	23,354,900	25,340,100	23,173,800
Premises	16,276,303	8,180,900	9,099,200	8,580,800
Transport	661,256	418,800	438,900	468,800
Supplies and Services	13,017,242	3,870,400	3,997,800	3,788,300
Third Party payments	17,090,676	21,005,900	19,770,400	19,805,600
Transfer Payments	0	0	0	0
Recharges Within Directorate	8,330,050	5,480,100	5,480,100	175,000
Recharges Between Directorates	2,791,300	7,634,800	7,634,800	6,465,600
Recharges Outside General Fund	0	0	0	0
Capital charges	119,164	0	0	0
Financing	7,384,440	6,127,800	6,127,800	7,627,200
Total Expenditure	86,673,212	76,073,600	77,889,100	70,085,100
Income				
Government Grants	(1,092,014)	(380,000)	(380,000)	(380,000)
Other Grants and Contributions	(5,332,432)	(354,100)	(353,200)	(267,000)
Customer and Client Receipts	(27,459,935)	(22,135,800)	(21,915,600)	(22,192,300)
Interest Received	(8,173)	(13,200)	(13,200)	(13,200)
Recharges	(19,945,246)	(19,307,800)	(19,373,700)	(13,710,200)
Total Income	(53,837,800)	(42,190,900)	(42,035,700)	(36,562,700)
Net Expenditure / (Income)	32,835,412	33,882,700	35,853,400	33,522,400

SERVICE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Service Head Analysis	£	£	£	£
Director of Neighbourhoods & Comm Serv	(1,812,491)	(4,609,800)	(4,700,800)	262,500
Highways	20,042,573	13,810,600	14,530,600	14,091,100
Parking/Transport	(5,630,003)	(4,631,000)	(4,791,400)	(5,032,800)
Neighbourhoods Service	5,303,767	14,907,200	16,364,600	10,319,700
Commercial Services	14,931,566	14,405,700	14,450,400	13,881,900
Net Expenditure	32,835,412	33,882,700	35,853,400	33,522,400

NEIGHBOURHOODS & COMMERCIAL SERVICES
DIRECTOR - MICHELE MOLONEY

ANNUAL BUDGET

Management of the Borough's Highways, Parking, Transport, Neighbourhoods Enforcement, Parks & Leisure, Business Hub, Customer Services, CCTV, Major Contracts and Commercial Services.

STAFFING NUMBERS	2017/18 678
-------------------------	------------------------------

SERVICE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Service Head Analysis	£	£	£	£
Director of Neighbourhoods & Comm Serv				
Director of Neighbourhoods & Commercial Serv	(1,812,491)	(4,609,800)	(4,700,800)	262,500
Director of Neighbourhoods & Comm Serv	(1,812,491)	(4,609,800)	(4,700,800)	262,500
Highways				
Highways	20,042,573	13,810,600	14,530,600	14,091,100
Highways	20,042,573	13,810,600	14,530,600	14,091,100
Parking/Transport				
Parking	(5,633,152)	(4,385,500)	(4,542,500)	(4,768,200)
Transport	3,149	(245,500)	(248,900)	(264,600)
Parking/Transport	(5,630,003)	(4,631,000)	(4,791,400)	(5,032,800)
Neighbourhoods Service				
Neighbourhood - Management	2,686,218	3,141,000	3,234,600	2,264,100
Neighbourhood - Selective Licensing	(1,575,014)	6,962,000	6,896,400	1,182,100
Neighbourhood - Housing	0	12,000	196,000	210,700
Parks	869,298	872,100	993,500	915,700
Customer Services Unit	(5,377,850)	(2,000)	175,700	89,800
Libraries	2,930,788	3,001,200	3,080,500	3,016,900
Library Development	444,497	537,600	473,800	473,800
Registrars	110,848	170,100	171,800	131,400
Allotments	126,919	74,900	142,700	164,700
Business Hub	4,929,073	0	835,100	1,704,800
Civil Contingencies	158,990	138,300	164,500	165,700
Neighbourhoods Service	5,303,767	14,907,200	16,364,600	10,319,700
Commercial Services				
Major Contracts & Delivery	1,192,315	1,166,100	1,543,200	1,183,000
Commercial Services Unit	290,904	192,300	241,500	189,500
CCTV	480,764	457,500	427,700	332,400
Waste Management	12,967,583	12,589,800	12,238,000	12,177,000
Commercial Services	14,931,566	14,405,700	14,450,400	13,881,900
Net Expenditure	32,835,412	33,882,700	35,853,400	33,522,400

NEIGHBOURHOODS & COMMERCIAL SERVICES

**DIRECTOR OF NEIGHBOURHOODS & COMMERCIAL SERVICES 2NC01
RESPONSIBLE OFFICER - MICHELE MOLONEY**

Unit Head oversees the management of the Borough's Highways, Parking, Transport, Neighbourhoods Enforcement, Parks & Leisure, Business Hub, Customer Services, CCTV, Major Contracts and Commercial Services.

STAFFING NUMBERS	2017/18 1
-------------------------	----------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	145,842	235,500	144,500	173,100
Premises	0	0	0	0
Transport	826	0	0	0
Supplies and Services	3,589	2,500	2,500	1,900
Third Party payments	28,160	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	953,600	24,200	24,200	295,500
Recharges Outside General Fund	0	0	0	0
Capital charges	0	0	0	0
Financing	0	0	0	0
Total Expenditure	1,132,017	262,200	171,200	470,500
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(8)	0	0	0
Interest Received	0	0	0	0
Recharges	(2,944,500)	(4,872,000)	(4,872,000)	(208,000)
Total Income	(2,944,508)	(4,872,000)	(4,872,000)	(208,000)
Net Expenditure / (Income)	(1,812,491)	(4,609,800)	(4,700,800)	262,500

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Nil	
<u>Other</u>	
1% Pay award	1,600
Other changes	(72,500)
Structural changes	7,900
Recharges adjustment	4,935,300
	4,872,300

NEIGHBOURHOODS & COMMERCIAL SERVICES

HIGHWAYS 2NC02

RESPONSIBLE OFFICER - VALA VALAVAN

Service manages the Highways Programme, including TFL and Mini Holland. Other areas covered include Street Lighting, Winter Maintenance, Gulley Maintenance, Traffic Management (domestic crossing) and Borough Roads.

STAFFING NUMBERS	2017/18 75
-------------------------	-----------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	3,299,104	3,353,200	3,404,500	3,483,800
Premises	7,174,896	5,150,300	6,061,600	5,334,400
Transport	229,937	44,800	44,800	40,700
Supplies and Services	10,523,530	1,080,700	1,104,500	1,100,400
Third Party payments	397,464	799,400	477,300	592,900
Transfer Payments	0	0	0	0
Recharges Within Directorate	1,318,950	1,540,000	1,540,000	21,600
Recharges Between Directorates	0	0	0	523,400
Recharges Outside General Fund	0	0	0	0
Capital charges	0	0	0	0
Financing	6,114,946	5,013,100	5,013,100	6,347,200
Total Expenditure	29,058,827	16,981,500	17,645,800	17,444,400
Income				
Government Grants	(622,709)	(380,000)	(380,000)	(380,000)
Other Grants and Contributions	(4,988,498)	0	0	0
Customer and Client Receipts	(1,660,205)	(1,431,500)	(1,375,800)	(1,613,900)
Interest Received	0	0	0	0
Recharges	(1,744,842)	(1,359,400)	(1,359,400)	(1,359,400)
Total Income	(9,016,254)	(3,170,900)	(3,115,200)	(3,353,300)
Net Expenditure / (Income)	20,042,573	13,810,600	14,530,600	14,091,100

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Efficiency Savings	(103,000)
Digital savings (rephased 16/17 savings)	(25,100)
<u>Other</u>	
1% Pay award	30,000
Other changes	55,100
Structural changes	1,100
Recharges adjustment	(995,000)
Fees & Charges	(16,700)
Asset Depreciation	1,334,100
	280,500

NEIGHBOURHOODS & COMMERCIAL SERVICES

PARKING/TRANSPORT 2NC03

RESPONSIBLE OFFICER - KAREN NAYLOR / JON SHAW

Management of the Council's transport fleet and distribution of fuel from Low Hall Depot. Parking unit manages collection of income from Borough's Car Parks, CPZ, staff permits, penalties, vouchers.

STAFFING NUMBERS	2017/18 12
-------------------------	-----------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	934,154	826,100	868,600	893,800
Premises	1,229,198	305,300	316,900	545,900
Transport	161,270	116,000	116,000	155,000
Supplies and Services	626,780	610,600	570,600	498,000
Third Party payments	4,864,096	4,751,500	4,772,000	4,761,500
Transfer Payments	0	0	0	0
Recharges Within Directorate	348,700	429,700	429,700	2,900
Recharges Between Directorates	0	0	0	141,300
Recharges Outside General Fund	0	0	0	0
Capital charges	0	0	0	0
Financing	126,710	88,600	88,600	115,500
Total Expenditure	8,290,908	7,127,800	7,162,400	7,113,900
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	(2,096)	0	0	0
Customer and Client Receipts	(13,918,815)	(11,723,800)	(11,918,800)	(12,146,700)
Interest Received	0	0	0	0
Recharges	0	(35,000)	(35,000)	0
Total Income	(13,920,911)	(11,758,800)	(11,953,800)	(12,146,700)
Net Expenditure / (Income)	(5,630,003)	(4,631,000)	(4,791,400)	(5,032,800)

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Efficiency Savings	(80,000)
<u>Other</u>	
1% Pay award	7,600
Other changes	3,100
Recharges adjustment	(285,500)
Inflation	(73,900)
Asset Depreciation	26,900
	(401,800)

NEIGHBOURHOODS & COMMERCIAL SERVICES

NEIGHBOURHOODS SERVICE 2NC05 RESPONSIBLE OFFICER - JARLATH GRIFFIN

Each section of the Borough managed by a Neighbourhoods Team, covering Enforcement, Dog control, ASB, Grounds Maintenance contract. Monitors Cemeteries, Food Safety, Licensing, Public Health, Housing Standards, Open Spaces (Parks), Allotments, Abandoned Vehicles. Includes Libraries, Registrars, Business Hub and Civil Contingencies.

STAFFING NUMBERS	2017/18 567
-------------------------	------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	15,971,670	18,018,600	19,785,000	17,449,600
Premises	1,018,871	1,112,800	1,097,300	1,073,900
Transport	263,529	249,700	250,200	249,600
Supplies and Services	1,687,157	1,845,200	1,939,400	1,822,400
Third Party payments	1,671,384	1,618,300	611,400	735,600
Transfer Payments	0	0	0	0
Recharges Within Directorate	6,256,100	3,220,100	3,220,100	144,200
Recharges Between Directorates	1,810,100	7,583,000	7,583,000	5,291,300
Recharges Outside General Fund	0	0	0	0
Capital charges	119,164	0	0	0
Financing	865,155	803,500	803,500	891,700
Total Expenditure	29,663,129	34,451,200	35,289,900	27,658,300
Income				
Government Grants	(225,835)	0	0	0
Other Grants and Contributions	(341,837)	(174,100)	(173,200)	(178,400)
Customer and Client Receipts	(8,527,612)	(6,315,300)	(5,631,600)	(5,004,200)
Interest Received	(8,173)	(13,200)	(13,200)	(13,200)
Recharges	(15,255,904)	(13,041,400)	(13,107,300)	(12,142,800)
Total Income	(24,359,362)	(19,544,000)	(18,925,300)	(17,338,600)
Net Expenditure / (Income)	5,303,767	14,907,200	16,364,600	10,319,700

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Efficiency Savings	(187,500)
Digital savings (rephased 16/17 savings)	(395,800)
<u>Other</u>	
1% Pay award	166,700
Other changes	219,200
Recharges adjustment	(4,403,100)
Inflation	(41,300)
Fees & Charges	(33,900)
Asset Depreciation	88,200
	(4,587,500)

NEIGHBOURHOODS & COMMERCIAL SERVICES

COMMERCIAL SERVICES 2NC06

RESPONSIBLE OFFICER - JOHN HUBBARD

Major Contracts and Commercial Services Unit - Manages the Waste & Streets Contract, monitors the Selective Licencing function, Waste and CCTV

STAFFING NUMBERS	2017/18 23
-------------------------	-----------------------------

SUBJECTIVE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	652,012	921,500	1,137,500	1,173,500
Premises	6,853,339	1,612,500	1,623,400	1,626,600
Transport	5,695	8,300	27,900	23,500
Supplies and Services	176,186	331,400	380,800	365,600
Third Party payments	10,129,571	13,836,700	13,909,700	13,715,600
Transfer Payments	0	0	0	0
Recharges Within Directorate	406,300	290,300	290,300	6,300
Recharges Between Directorates	27,600	27,600	27,600	214,100
Recharges Outside General Fund	0	0	0	0
Capital charges	0	0	0	0
Financing	277,628	222,600	222,600	272,800
Total Expenditure	18,528,331	17,250,900	17,619,800	17,398,000
Income				
Government Grants	(243,470)	0	0	0
Other Grants and Contributions	0	(180,000)	(180,000)	(88,600)
Customer and Client Receipts	(3,353,294)	(2,665,200)	(2,989,400)	(3,427,500)
Interest Received	0	0	0	0
Recharges	0	0	0	0
Total Income	(3,596,764)	(2,845,200)	(3,169,400)	(3,516,100)
Net Expenditure / (Income)	14,931,566	14,405,700	14,450,400	13,881,900

EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18	£
<u>Growth/ New Burdens</u>	
Nil	
<u>Savings</u>	
Efficiency Savings	(415,000)
Digital savings (rephased 16/17 savings)	(6,600)
Redefining Waltham Forest Savings	(130,600)
<u>Other</u>	
1% Pay award	9,500
Other changes	95,700
Structural changes	1,100
Recharges adjustment	(97,500)
Inflation	9,100
Fees & Charges	(39,700)
Asset Depreciation	50,200
	(523,800)

CORPORATE EXPENDITURE 3XP0101

STAFFING NUMBERS				2017/18
				0
SUBJECTIVE SUMMARY	2015/16 ACTUAL	2016/17 ORIGINAL ESTIMATE	2016/17 CURRENT	2017/18 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
Expenditure				
Employees	3,308,460	3,328,000	2,524,900	3,328,000
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	1,158,317	749,000	786,800	800,300
Third Party Payments	289,840	282,200	282,200	249,900
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	4,042,500	3,585,100	3,585,100	4,296,000
Recharges Outside General Fund	18,400	18,400	18,400	18,400
Capital Charges	0	0	0	0
Financing	76,605	100	100	100
Total Expenditure	8,894,122	7,962,800	7,197,500	8,692,700
Income				
Government Grants	0	0	0	0
Other Grants and Contributions	(192,407)	(200,300)	(200,300)	(35,800)
Customer and Client Receipts	(533,550)	(500,000)	(500,000)	(500,000)
Interest Received	(144,766)	(104,200)	(104,200)	(104,200)
Recharges	(104,600)	(104,600)	(104,600)	(157,900)
Total Income	(975,323)	(909,100)	(909,100)	(797,900)
Net Expenditure / (Income)	7,918,799	7,053,700	6,288,400	7,894,800
SERVICE SUMMARY	2015/16 Actual	2016/17 Original Estimate	2016/17 Current	2017/18 Original Estimate
Service Head Analysis	£	£	£	£
Corporate Expenditure	7,918,799	7,053,700	6,288,400	7,894,800
Net Expenditure	7,918,799	7,053,700	6,288,400	7,894,800
EXPLANATION OF MAJOR CHANGES AFFECTING 2017/18				£
<u>Growth/ New Burdens</u>				
Nil				
<u>Savings</u>				
Nil				
<u>Other</u>				
Other changes				183,400
Recharges adjustment				657,700
				841,100

**OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS**

Cost elements	Original Estimate	Original Estimate	
	2016/17	2017/18	
	£	£	£
** 401 Employees			
401001 APTC - OFFICERS	127,583,700	129,540,900	
401005 CHIEF OFFICERS	3,154,900	3,436,600	
401007 CORONERS	168,800	177,400	
401008 LECTURERS	913,400	850,300	
401009 TEACHERS	78,673,200	99,172,800	
401010 SOULBURY	550,800	666,500	
401014 MEMBERS	1,017,000	1,017,000	
401020 MANAGEMENT SPINE SALARIES	621,500	599,300	
401025 SALARY SACRIFICE NI	1,800	1,800	
401040 AGENCY STAFF	840,300	587,400	
401041 TEMPORARY STAFF	43,900	119,900	
401042 ELECTORAL STAFF	117,500	117,500	
401051 X EMPLOYER SUPER DEFICIT CONTRIBUTION	8,135,300	8,167,100	
* 4010 Employee direct costs	221,822,100	244,454,500	
401500 EMPLOYEE RELATED INSURANCE	280,500	280,600	
401501 STAFF TRAINING	675,000	670,400	
401502 IN-SERVICE EDUCATION	69,200	69,200	
401503 STAFF ADVERTISING	97,300	92,600	
401504 REDUNDANCY/SEVERANCE PAYMENTS	1,163,000	1,163,000	
401506 PENSION ENHANCEMENTS	1,731,600	1,731,600	
401507 SPECTACLES COST	2,500	2,700	
401508 LONG SERVICE MEMENTOS	12,400	12,400	
401514 OTHER EMPLOYEE RELATED EXPENSES	304,000	307,900	
401515 PRE DSO PENSION COSTS	199,200	199,200	
401516 ILL HEALTH RETIREMENTS	390,700	390,700	
* 4015 Employee indirect	4,925,400	4,920,300	
** 401 Employees	226,747,500		249,374,800
** 402 Premises			
402001 REPAIRS AND MAINTENANCE	4,167,400	4,089,700	
402004 ASBESTOS	20,000	20,000	
402005 REPAIRS AND MAINTENANCE - ELECTRICAL	62,600	62,600	
402010 PLUMBING	2,400	2,400	
402012 REPAIRS AND MAINTENANCE - MECHANICAL	2,600	2,600	
402015 EXTERNAL REDECORATIONS	7,800	7,800	
402016 INTERNAL REDECORATION	32,000	32,000	
402030 REPAIRS & MAINTENANCE - VOIDS	27,100	1,326,100	
402020 REPAIRS & MAINTENANCE - PLANNED	1,017,000	27,100	
402040 REPAIRS & MAINTENANCE - CENTRAL RECHARGE	702,000	701,900	
402051 CYCLICAL ELECTRICAL	1,468,700	1,468,500	
402052 CYCLICAL MECHANICAL	430,100	430,100	
402091 BOARDING UP	24,200	9,700	
* 4020 Repairs to buildings	7,963,900	8,180,500	
402200 GAS	642,700	632,500	
402201 ELECTRICITY	2,273,000	2,241,400	
402202 OTHER ENERGY COSTS	1,554,200	1,554,200	
402220 CYCLO CONTROL HEATING	95,900	95,900	
402221 C H P CHARGES	1,000,000	677,900	
* 4022 Energy Costs	5,565,800	5,201,900	
402300 RENTS PAYABLE	589,800	492,000	
402301 RENT VOIDS	799,000	799,000	
402302 OTHER VOIDS	127,300	127,300	
402303 VOIDS - GARAGE RENT	711,700	711,700	
402320 PAYMENTS TO PRIVATE LANDLORDS	9,391,600	9,494,600	
402321 BED AND BREAKFAST RENTS	12,106,400	20,484,400	
402323 RENT DEPOSIT SCHEME	1,800,000	280,000	
402324 SELF HELP RENT DEPOSIT	105,700	105,700	
* 4023 Rent	25,631,500	32,494,700	

**OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS**

Cost elements	Original Estimate	Original Estimate		
	2016/17	2017/18		
	£		£	£
402400 NATIONAL BUSINESS RATE	2,078,700	2,109,300		
402401 EMPTY RATES	237,400	237,400		
402402 COUNCIL TAX	36,900	32,100		
* 4024 Rates	2,353,000		2,378,800	
402450 WATER CHARGES	3,841,700	3,823,700		
402451 SEWERAGE & ENVIRONMENTAL CHARGES	1,300	1,300		
* 40245 Water Services	3,843,000		3,825,000	
402500 PREMISES INSURANCE	613,200	612,600		
402515 PREMISES INSURANCE - SERVICE CONTROLLED	15,800	15,800		
* 40250 Premises Insurance	629,000		628,400	
402550 GROUNDS MAINTENANCE - GENERAL	397,500	398,300		
402600 MAINTENANCE OF ROADS & PATHS - GENERAL	10,700	217,400		
402620 MAINTENANCE OF ROADS & PATHS - SPECIAL	5,200	5,200		
402625 MAINTENANCE OF SIGNS & MARKINGS	10,200	10,000		
402626 DRAINAGE	100	100		
402650 TREES & SHRUBS MAINTENANCE	2,100	2,100		
402651 Horticultural - NEC	0	7,600		
402660 Cemetery & Cremator	0	12,000		
* 4026 Grounds and Roads maintenance	425,800		652,700	
402700 FIXTURES AND FITTINGS	241,600	239,500		
402702 CCTV	0	67,700		
402706 FIRE EQUIPMENT	25,000	25,000		
402750 FIRE ALARM SYSTEMS	2,400	2,400		
402751 SECURITY SYSTEMS	1,000	1,000		
402753 COMMUNITY ALARMS	192,300	192,300		
* 4027 Fixtures and fittings	462,300		527,900	
402800 BUILDING CLEANING CONTRACT	917,240	893,640		
402801 CLEANING AND DOMESTIC SUPPLIES	89,600	96,600		
402802 REFUSE COLLECTION AND DISPOSAL	281,600	271,000		
402803 WINDOW CLEANING	35,100	34,100		
402807 HOME COMPOSTING	1,000	1,000		
402808 RECYCLING	36,700	43,700		
402809 SPECIAL CLEANSING	1,500	0		
402810 CLEANING AND JANITORIAL	60,900	62,100		
402812 Pest Control	0	80,000		
* 4028 Cleaning	1,423,640		1,482,140	
** 402 Premises	48,297,940			55,372,040
** 403 Transport				
403001 VEHICLE REPAIRS AND MAINTENANCE	26,400	26,400		
403002 DAMAGE RELATED REPAIRS	200	1,000		
403007 TAXI SERVICE	4,600	11,000		
403010 FUEL	61,900	72,300		
403011 LICENCES AND TAXES	8,400	6,900		
403012 PARKING PERMIT	7,100	7,100		
403013 BLUE BADGES PERMIT	15,000	15,000		
403014 Street & Traffic Ma	0	13,500		
* 4030 Direct transport costs	123,600		153,200	
403200 HIRE FROM VEHICLE POOL	638,200	625,500		
* 4032 Internal hire vehicles	638,200		625,500	
403300 HIRE OF TRANSPORT	3,333,700	3,400,600		
403301 LEASING CHARGES	71,400	45,000		
* 4033 External hire vehicles	3,405,100		3,445,600	
403400 STAFF TRAVEL	223,250	232,750		
* 4034 Public transport	223,250		232,750	
403500 VEHICLE INSURANCE	21,700	21,700		
* 4035 Transport insurance	21,700		21,700	
403600 CAR ALLOWANCES	260,700	215,100		
* 4036 Car allowances	260,700		215,100	
** 403 Transport	4,672,550			4,693,850

OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS

Cost elements	Original Estimate	Original Estimate	
	2016/17	2017/18	
	£		£
** 404 Supplies and Services			
404001 FURNITURE	44,100	46,100	
404010 EQUIPMENT	569,200	542,200	
404011 COMPUTER HARDWARE	208,400	222,900	
404012 COMPUTER NETWORK COSTS	1,334,900	1,066,500	
404013 INDEPENDENCE EQUIPMENT OVER 65	38,800	38,800	
404014 INDEPENDENCE EQUIPMENT 18 TO 65	51,300	51,300	
404015 INDEPENDENCE EQUIPMENT UNDER 18	17,600	17,600	
404016 INDEPENDENCE EQUIPMENT GENERAL	10,000	10,000	
404017 PCT INDEPENDENCE EQUIPMENT	112,200	112,200	
404019 CLEANING EQUIPMENT	10,000	10,000	
404020 EQUIPMENT HIRE	24,600	18,600	
404021 EQUIPMENT LEASES	6,400	0	
404022 ELECTRICAL GOODS	100,000	6,400	
404025 Minor Adaptations	0	100,000	
404030 BOOKS	355,900	309,600	
404032 AUDIO VISUAL AIDS	30,400	30,400	
404040 EDUCATION	-45,500	144,300	
404041 EDUCATION - NEC	4,000	27,600	
404050 GENERAL MATERIALS	25,156,000	4,488,400	
404060 ONE CARD - ID CARD	2,100	400	
* 4040 Furniture and equipment	28,030,400		7,243,300
404201 CATERING - NEC	12,900	153,400	
404210 REFRESHMENTS	53,300	53,200	
404211 PROVISIONS	2,417,900	2,463,900	
404212 Vending Mach Supp	0	300	
* 4042 Catering	2,484,100		2,670,800
404300 CLOTHING AND UNIFORM	70,600	71,300	
404301 LAUNDRY COSTS	900	900	
* 40430 Clothing uniform and laundry	71,500		72,200
404351 PRINTING AND STATIONARY	1,024,400	955,300	
404352 OFFICE SUPPLIES	63,200	53,600	
404353 FILE STORAGE	1,000	15,500	
404354 DRINKING WATER	8,800	5,700	
404355 FIRST AID	900	900	
404356 PHOTOGRAPHS AND FILMING	3,500	3,500	
404357 MAPS AND PLANS	36,600	36,600	
404358 PUBLIC CONSULTATIONS	78,100	78,100	
404359 HIRE OF ROOMS/HALLS	165,800	170,800	
404360 OTHER SURVEYS	132,700	134,200	
404361 INTERNAL REPROGRAPHICS	164,300	165,000	
* 40435 Office Expenses	1,679,300		1,619,200
404500 OTHER INSURANCE FEES	1,285,300	1,285,300	
404502 AUDITORS FEES	262,700	262,700	
404503 BANK & CREDIT CARD CHARGES	72,600	66,600	
404504 BAILIFFS' FEES	2,000	1,000	
404506 COURT COSTS	461,850	517,650	
404507 DELIVERY SERVICES	270,100	414,000	
404508 INTERPRETING FEES	137,700	137,700	
404509 LEGAL FEES	1,944,400	2,501,700	
404510 OTHER PROFESSIONAL FEES	2,817,600	3,354,400	
404511 SECURITY SERVICES	214,400	163,100	
404512 SURVEY FEES	7,300	7,300	
404513 EXAMINATION FEES	129,800	131,300	
404515 OTHER INSURANCE FEES-SERVICE CONTROLLED	144,700	142,200	
404516 VALUATION FEES	500	500	
404518 ABANDONED VEHICLE COSTS	1,500	1,500	
404519 Counselling Service	0	35,000	
404520 DESIGN FEES	600	0	
404521 OTHER EDUCATIONAL FEES	7,737,700	7,452,500	
404522 REGISTRATION FEES	35,900	37,500	
404523 RESPITE CARE	852,000	626,700	

**OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS**

Cost elements	Original Estimate	Original Estimate		
	2016/17	2017/18		
	£		£	£
404524 TRAINING COURSE FEES	54,600	64,100		
404525 CARE MANAGEMENT	276,500	271,500		
404526 FUNERAL SERVICES	107,400	87,000		
404527 FAMILY FINDING FEES	224,200	224,200		
404528 FAMILY ASSESSMENTS	71,500	71,500		
404529 PSYCHIATRIC ASSESSMENTS	11,700	11,700		
404531 CONTACT FOR LOOKED AFTER CHILDREN	117,500	117,500		
404539 INDEPENDENCE EQUIPMENT GENERAL	27,500	27,500		
404540 CONTINGENCY FEES	4,500	4,500		
404541 SLA Payments	0	10,000		
404544 Court Of Protection	0	8,000		
404545 SCHOOL FEES	3,087,800	3,087,800		
404546 BROKERAGE FEES	3,100	3,100		
404547 REMOVAL EXPENSES FE	174,000	174,000		
404548 MANAGEMENT FEES	906,400	906,400		
404549 ANIMAL UPKEEP	24,400	26,400		
404550 OPERATING EXPENSES	261,000	161,000		
404552 CARD ACQUIRING (DEBIT/CREDIT) FEES	146,000	163,900		
404553 BILL PAYMENT (ONECARD / BAR CODES) FEES	152,000	152,000		
404555 PRACTICING CERTIFICATE	9,600	7,000		
404556 PROPERTY MANAGEMENT	85,000	85,000		
404558 FACILITIES & MANAGEMENT	34,000	7,000		
404559 FINANCIAL SERVICES	29,300	8,100		
404560 Cemetery & Cremator	0	1,000		
404561 SOCIAL COMM - ADULT	116,100	5,000		
404562 SOCIAL COMM - CHILD	20,000	20,000		
* 4045 Fees and services	22,322,750		22,843,850	
404600 POSTAGE	409,400	436,100		
404601 TELEPHONE COSTS	452,800	314,400		
404602 MOBILE PHONE COSTS	188,900	202,300		
404603 FIBRE TRANSMISSION	20,000	20,000		
404610 COMPUTER SOFTWARE	1,367,800	1,248,600		
404611 COMPUTER LEASES	1,700	1,700		
404612 LICENCE COSTS	981,400	1,026,000		
404613 DATA HOSTING	982,700	443,100		
404614 ICT SERVICES	7,200	306,900		
404620 PUBLICITY	136,400	132,200		
404621 ADVERTISING (NON STAFF)	141,100	164,300		
404622 ACTIVITIES & EVENTS	674,000	687,500		
404624 LOCAL DEVELOPMENT FRAMEWORK	109,400	122,400		
* 4046 Communications and computing	5,472,800		5,105,500	
404701 MEMBERS' TRAINING	9,000	9,000		
404702 REFUNDS	28,100	38,600		
404703 GOODS FOR RESALE	176,400	62,500		
404710 SUBSISTENCE	7,300	7,700		
404711 CONFERENCE EXPENSES	17,100	17,100		
404712 MAYORAL ALLOWANCES	4,000	4,000		
404713 GENERAL CORPORATE EXPENSES	11,400	11,400		
404714 COMPENSATION	72,000	72,000		
404715 CORPORATE INITIATIVES	85,000	99,600		
* 4047 Expenses	410,300		321,900	
404800 PUBLICATIONS	127,800	111,100		
404810 SUBSCRIPTIONS	589,400	575,700		
404820 GRANTS PAID	9,841,500	10,113,700		
404823 ADOPTION & SUPPORT	5,800	5,800		
* 4048 Grants and subscriptions	10,564,500		10,806,300	

**OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS**

Cost elements	Original Estimate	Original Estimate	
	2016/17	2017/18	
	£		£
404900 PARTNERSHIP SCHEMES	447,900	447,900	
404901 ENVIRONMENTAL SCHEMES	17,200	16,300	
404920 PFI PAYMENTS	15,526,700	15,526,700	
404923 PFI CONTINGENT RENT	-2,428,000	-2,428,000	
404924 PFI FINANCE LEASE	-4,863,800	-4,863,800	
404925 PFI TRANSFERS TO BALANCE	-3,720,800	-3,720,800	
404926 X FINANCE LEASE TRANSFER	-313,100	-313,100	
404927 X INVESTMENT PROPERTY	2,757,300	2,757,300	
* 4049 PFI and partnership	7,423,400		7,422,500
404950 X CONTRIBUTIONS TO PROVISIONS	2,672,700	3,271,100	
404953 CONTRIBUTIONS TO EARMARKED RESERVES	60,000	60,000	
404954 CONTRIBUTIONS TO OTHER RESERVES	600	600	
* 40495 Contributions	2,733,300		3,331,700
** 404 Supplies and Services	81,192,350		61,437,250
** 405 Third Party payments			
405001 CONTRACTORS	52,127,760	52,609,460	
405002 OTHER LOCAL AUTHORITIES	8,990,000	8,990,000	
405003 HEALTH AUTHORITIES	957,200	868,400	
405004 VOLUNTARY ORGANISATIONS	8,640,900	7,069,400	
405005 OTHER AGENCIES	14,116,600	13,405,000	
405006 ALMO-FORMERLY TENANT MANAGEMENT	90,000	90,000	
405007 RESIDENTIAL CARE HOMES	20,955,500	20,658,100	
405008 RESIDENTIAL CHILDREN'S HOMES	3,219,900	3,807,400	
405011 OTHER PLACEMENTS	231,200	236,700	
405012 SECURE RESIDENTIAL	173,500	173,500	
405014 NURSING HOMES	3,621,800	3,496,300	
405017 LONDON BOROUGH GRANTS SCHEME	267,200	234,900	
405019 NORTH LONDON WASTE AUTHORITY	123,400	123,400	
405021 CONSULTANTS	1,743,600	1,201,600	
405022 TRANSPORT FOR LONDON	10,005,300	10,010,200	
405027 SOC SERV SEMI INDEPEND ACCOMMODATION	1,872,600	1,470,000	
405028 SOCIAL SERVICES SUPPORTED LODGINGS	354,100	400,000	
405030 SUPPORTED ACCOMODATION	7,565,900	8,979,400	
405032 FREE NURSING CARE	325,000	0	
405034 COMMISIONED DAY CARE	1,162,800	1,162,800	
405035 COMMISIONED HOME CAR	4,870,700	4,882,700	
405039 SOCIAL SERVICES SUPPORT COSTS	869,300	781,500	
405041 TAXICARD SCHEME	20,000	20,000	
405042 PAYMENTS TO ACADEMIES	11,011,200	11,011,200	
405047 Consultancy - NEC	0	5,800	
405048 HEALTHCARE	3,000	79,500	
* 4050 Third party payments	153,318,460		151,767,260
** 405 Third Party payments	153,318,460		151,767,260

OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS

Cost elements	Original Estimate	Original Estimate		
	2016/17		2017/18	
	£		£	£
** 406 Transfer Payments				
406200 DIRECT PAYMENTS	7,628,200	8,649,100		
406201 ASYLUM SEEKERS	140,000	105,000		
406202 SECTION 17 1989 CHILDREN'S ACT	368,300	331,300		
406204 FOSTER PARENTS ALLOWANCES	1,408,500	1,685,800		
406205 ADOPTION ALLOWANCES	564,500	485,600		
406206 LEAVING CARE ALLOWANCES	126,400	126,400		
406207 WEEKLY ALLOWANCE	157,200	157,200		
406208 BIRTHDAY ALLOWANCE	4,800	4,800		
406209 FESTIVAL ALLOWANCE	4,100	4,100		
406210 EDUCATIONAL ALLOWANCE	71,000	69,000		
406211 RESIDENCE ORDER ALLOWANCE	191,700	166,800		
406212 KINSHIP CARERS ALLOWANCE	205,300	253,900		
406213 FOOD ALLOWANCE / PAYMENT	10,600	10,600		
406214 CLIENT CLOTHING ALLOWANCE	14,400	14,400		
406215 CLIENT TRANSPORT ALLOWANCE / PAYMENT	117,100	110,100		
406216 RENT ALLOWANCE/PAYMENT	109,500	49,500		
406217 HOLIDAY ALLOWANCE / PAYMENT	1,700	1,700		
406218 DAYCARE ALLOWANCE/PAYMENT	16,500	16,500		
406219 BASIC EQUIPMENT ALLOWANCE	42,300	40,300		
406220 FURNITURE ALLOWANCE	300	300		
406221 UTILITIES ALLOWANCE / PAYMENT	3,500	3,500		
406222 SECTION 21 PAYMENTS	38,800	12,600		
406224 PANEL PAYMENTS	23,900	23,900		
406225 SPECIAL GUARDIANSHIP ORDER ALLOWANCE	670,200	758,000		
* 4062 Social Service Client	11,918,800		13,080,400	
406300 RENT ALLOWANCES	136,457,500	136,457,500		
406310 DISCRETIONARY ALLOWANCES	108,700	108,700		
406320 RENT REBATES	48,867,900	48,867,900		
* 4063 Housing Benefit	185,434,100		185,434,100	
** 406 Transfer Payments	197,352,900			198,514,500

**OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS**

Cost elements	Original Estimate	Original Estimate		
	2016/17	2017/18		
	£		£	£
** 407 Support				
407001 X EXECUTIVE DIRECTOR	1,489,500	2,291,800		
407002 X DIRECTORATE STRATEGY & RESOURCES	5,323,200	0		
407003 X OTHER INTRA DIRECT/ SERV RECHARGE	10,417,700	1,300,500		
407004 X SERVICE HEAD RECHARGES	10,743,000	1,297,700		
407005 X OTHER INTRA SD	646,100	0		
407006 BUILDING CONTROL REC	664,200	664,200		
407008 X INTERNAL SERVICE RECHARGE	245,100	507,200		
* 4070 Within Directorate	29,528,800		6,061,400	
407200 X CHIEF EXECUTIVE	222,700	221,600		
407202 X FINANCE - SUPPORT SERVICES	516,400	196,200		
407207 X INFORMATION COMMUNICATION TECHNOLOGY	8,234,100	7,104,800		
407208 X HUMAN RESOURCES	1,723,600	1,668,000		
407209 X LEGAL - SLA	1,573,100	1,756,800		
407210 X EN DEVELOPMENT	29,600	29,600		
407211 X ASSET PLANNING	217,000	551,600		
407212 X Corp Comms	0	540,200		
407214 X STRATEGIC FINANCE	3,703,700	3,409,900		
407219 X FACILITIES MANAGEMENT	566,500	3,631,000		
407222 X EXCHEQUER SERVICES	58,300	815,900		
407223 X CASHIERS	84,100	84,100		
407225 X PAYROLL	123,500	0		
407227 X PROCUREMENT	689,700	822,100		
407228 X WFD CALL CENTRE	2,263,300	2,051,200		
407231 X ADULT SOCIAL CARE	17,900	17,900		
407233 X PREMISES RECHARGE FROM PROPERTY	1,379,000	1,299,700		
407235 X OFFICE SERVICES WFTH	1,285,200	0		
407238 X INTERNAL AUDIT & ANTI FRAUD	1,321,900	1,056,900		
407240 X EX DIRECTORS TO CDC	342,400	405,800		
407242 X CORPORATE DEMOCRATIC CORE	104,600	104,600		
407243 X CUSTOMER SERVICES	331,100	331,100		
407246 X OTHER RECHARGES	350,000	0		
407247 X POLICY & PERFORMA	0	1,963,700		
407253 X Transformation Te	0	1,598,500		
407252 X GOVERNANCE AND LAW	182,300	0		
407254 X CORP LANDLORD	740,400	0		
407256 X STRATEGY AND COMMS	1,910,200	28,000		
407257 X PROPERTY SERVICES	836,300	782,000		
407258 X ACCOUNT RECEIVABLE	681,100	0		
407259 X ACCOUNT PAYABLE	835,400	0		
407264 X Governance	0	383,400		
407265 X OPERATIONS	144,800	109,700		
407267 X SERVICE DESIGN	3,213,300	246,100		
407268 X LOCALITY TEAM	4,828,600	63,200		
407269 X HRRT	663,500	557,400		
407270 X TRANSFORMATION	1,224,300	0		
407271 X CHIEF OFFICERS	327,300	242,800		
407272 X Insurance & Risk	0	193,000		
407273 X Executive Support	0	343,800		
407274 X Members Services	0	952,300		
407276 X Business Support	0	5,179,800		
407277 X Complaints	0	246,900		
* 4072 Between Directorates	40,725,200		38,989,600	
407401 X HRA COMMUNITY SERVICE	4,930,000	4,977,900		
407450 PH - Children Centr	0	1,600,000		
407451 PH - Substance M'us	0	350,000		
407501 X SERVICE DESIGN	154,900	154,900		
* 4074 Outside General fund	5,084,900		7,082,800	
** 407 Support	75,338,900			52,133,800

OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS

Cost elements	Original Estimate	Original Estimate	
	2016/17	2017/18	
	£	£	£
** 408 Capital charges			
408004 X ITEM 8 (HRA ONLY)	9,136,600	9,601,500	
* 4080 Capital Charges	9,136,600		9,601,500
** 408 Capital charges	9,136,600		9,601,500
** 410 Financing			
410001 INTEREST PAYMENTS	312,000	312,000	
410002 DEBT MANAGEMENT EXPENSES	180,600	180,600	
410003 MONTHLY ASSET DEPRECIATION	42,519,000	47,810,300	
410004 DIRECT REVENUE FUND	10,840,000	9,118,000	
410007 X MRP - UNSUPPORTED	226,800	226,800	
410008 X DEBT MANAGEMENT RECHARGE	(180,600)	(180,600)	
* 4010 Capital Financing Costs	53,897,800		57,467,100
** 410 Financing	53,897,800		57,467,100
GROSS EXPENDITURE	849,955,000		840,362,100
** 409 Income			
409002 ASYLUM SEEKERS	(596,500)	(893,400)	
409009 HOUSING & COUNCIL TAX BENEFIT	(183,303,600)	(183,303,600)	
409011 LEARNING SKILLS COUNCIL	(2,172,800)	(3,145,200)	
409012 LEARNING SKILLS COUNCIL - ACL	(966,900)	0	
409019 PRIVATE FINANCE INITIATIVE	(15,526,700)	(15,526,700)	
409030 TRANSPORT FOR LONDON	(380,000)	(380,000)	
409033 YOUTH JUSTICE BOARD	(637,400)	(596,900)	
409034 OTHER GOVT GRANTS	(3,422,800)	(4,836,400)	
409062 NNDR ADMIN SUBSIDY	(288,600)	(294,600)	
409063 BENEFITS ADMIN SUBSIDY	(2,273,300)	(1,667,400)	
409073 SCHOOLS BLOCK DSG	(103,685,000)	(100,470,400)	
409091 PUPIL PREMIUM	(8,027,600)	(7,268,500)	
409094 YPLA - YOUNG PEOPLE'S LEARNING AGENCY	(3,257,300)	(3,172,400)	
409096 DCLG - TROUBLED FAMILIES GRANT	(1,231,300)	(1,530,400)	
409097 EARLY YEARS DSG	(16,840,100)	(21,059,800)	
409098 HIGH NEEDS DSG	(27,177,700)	(27,730,000)	
409100 EARLY YEARS DSG B/F	(11,555,400)	(10,905,400)	
409101 SCHOOLS BLOCK DSG B/F	(1,250,000)	(1,250,000)	
409102 HIGH NEEDS DSG B/F	(2,366,500)	(2,312,100)	
409103 UNIVERSAL OFFER DSG	(749,300)	(722,000)	
* 4090 Government Grants	(385,708,800)		(387,065,200)
409300 CONTRIBUTIONS FROM PARTNERS	(405,400)	(375,100)	
409301 CONTRIBUTIONS FROM DEVELOPERS	(79,400)	(17,900)	
409302 CONTRIBUTIONS FROM OTHER PARTIES	(392,500)	(380,300)	
409304 CONTRIBUTION FROM HEALTH AUTHORITIES	(10,301,000)	(9,502,200)	
409305 CITIZENSHIP CEREMONIES CONTRIBUTION	(173,200)	(178,400)	
409320 FROM OTHER LOCAL AUTHORITIES	(786,500)	(762,500)	
409350 OTHER GRANTS	(547,400)	(491,000)	
409364 GRANTS - LOCAL REFORM AND COMMUNITY VOIC	(146,700)	(146,700)	
409368 GRANTS - PUBLIC HEALTH - DOH	(16,765,000)	(16,352,000)	
409370 HEATING CHARGES	(1,306,200)	(1,306,200)	
409372 INSURANCE PREMIUMS	(369,600)	(522,800)	
409373 RECOVERY EQUAL PAY LOANS FROM SCHOOL	(200,300)	(35,800)	
409383 CONTRIBUTION FROM EARMARKED RESERVES	(3,304,600)	(4,621,300)	
* 4093 Other Grants and Contributions	(34,777,800)		(34,692,200)

**OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS**

Cost elements	Original Estimate	Original Estimate	
	2016/17	2017/18	
	£	£	£
409400 SALES	(1,320,200)	(776,500)	
409401 PARKING INCOME	(412,000)	(395,300)	
409402 PARKING PENALTIES	(6,664,600)	(7,501,900)	
409403 PARKING PERMITS	(1,550,600)	(2,304,000)	
409404 STAFF PARKING PERMITS	(221,000)	(166,800)	
409405 MANAGEMENT FEE INCOME	(8,251,800)	(8,657,300)	
409409 PARKING BAY SUSPENSIONS	(120,000)	(204,700)	
409410 HIRE CHARGES	(842,700)	(1,163,200)	
409411 LOPS PERMIT INCOME	(477,400)	(477,400)	
409413 PAY BY PHONE	(160,000)	(281,800)	
409414 ONLINE SALES	(4,000)	(7,000)	
409415 TRADE WASTE	(4,000)	(4,000)	
409416 Trade Waste - Speci	0	(44,200)	
409417 NON-REFUNDABLE DEPOSITS	(67,700)	(78,800)	
409418 CATERING INCOME	(5,854,500)	(5,854,500)	
409420 MISCELLANEOUS INCOME	(4,492,700)	(4,603,600)	
409422 PH Allocation	0	(2,200,000)	
409430 ADMISSIONS	(93,300)	(93,300)	
409440 RECOVERED LEGAL EXPENSES	(140,600)	(160,600)	
409450 SERVICE FEES	(11,117,300)	(12,171,500)	
409451 INSPECTION FEES	(345,300)	(337,300)	
409452 PENALTY FEES	(1,119,900)	(1,248,100)	
409453 LAND SEARCH FEES	(765,200)	(766,700)	
409454 TELECOMMUNICATION INCOME	(94,000)	(400)	
409455 LICENCE FEE INCOME	(1,815,800)	(517,100)	
409460 LETTINGS INCOME	(1,447,600)	(1,394,200)	
409462 DOMESTIC CROSSINGS	(165,200)	(200,200)	
409463 SPONSORSHIP	(7,300)	(38,000)	
409466 LICENCING ACT INCOME	(247,500)	(237,700)	
409468 LEGAL SEARCH	(4,500)	(4,500)	
409469 PRE-APPLICATION ADVI	(102,600)	(102,600)	
409470 BREACH OF ENFORCEMEN	(8,400)	(8,400)	
409471 EDUCATION SERVICE INCOME	(5,405,900)	(5,728,900)	
409472 POOLED FUNDING FROM SCHOOLS INCOME	(15,000)	(15,000)	
409480 RENTS	(5,191,400)	(5,385,400)	
409481 DWELLING RENTS	(71,213,900)	(78,142,300)	
409482 GARAGE RENTS	(1,241,900)	(1,254,500)	
409483 RECOVERY OF OVERPAYMENTS	(4,090,000)	(4,090,000)	
409489 INCOME FROM INTERNAL PROCUREMENT	(799,600)	(866,400)	
409490 FEES CHARGED TO SCHOOLS	(2,805,500)	(2,978,200)	
409491 X POLICY REVIEW REDUCTIONS	(9,337,800)	0	
409492 RENT WATER CHARGES	(3,628,000)	(3,628,000)	
409496 UNACHIEVABLE TRADING	(603,400)	(719,200)	
409498 GAMBLING ACT FEES	(46,800)	(46,800)	
409501 INTERNAL ADVERTISING INCOME	(445,800)	(445,800)	
409502 EXTERNAL ADVERTISING INCOME	(70,200)	(70,200)	
409504 Mayoral CIL	0	(40,000)	
409505 Local Community Inf	0	(15,000)	
409508 TUITION FEES	(17,100)	(17,600)	
409514 ASC RESIDENTIAL CLIENT CONTRIBUTION	(4,480,800)	(4,468,600)	
409515 Selective Licence	0	(1,751,100)	
409516 ASC COMM CLIENT CONTRIBUTION	(266,000)	(266,000)	
409517 ENFORCEMENT AGENT	(720,000)	(720,000)	
409519 STREET NAMING AND NO	(75,000)	(33,000)	
* 4094 Customer and Client Receipts	(158,371,800)	(162,683,600)	

**OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
INCLUDING HRA AND SCHOOLS**

Cost elements	Original Estimate	Original Estimate	
	2016/17	2017/18	
	£	£	£
409700 X INTRA-DIRECTORATE	(26,183,400)	(3,761,400)	
409701 TRANS TO PROJECT OR INTERNAL ORDER	(2,159,900)	(3,177,100)	
409703 X ADULT & COMMUNITY - RESOURCES	(6,535,500)	0	
409706 X CORPORATE DEMOCRATIC CORE	(2,814,500)	(3,589,000)	
409708 X ENVIRONMENT - STRATEGY AND RESOURCES	(107,400)	0	
409709 X CHILDRENS RESOURCES	(7,877,000)	(7,579,700)	
409713 X COMM SERV - HOUSING PROVISION	(997,700)	(1,126,600)	
409714 X COMMUNITY SERV - SOCIAL SERVICES	(297,200)	(5,401,600)	
409715 X CORP COMMUNICATIO		(206,200)	
409716 X INFORMATION COMMUNICATION TECHNOLOGY	(789,800)	(406,000)	
409717 X HUMAN RESOURCES	(294,000)	(220,500)	
409718 X LEGAL & DEMOCRATIC	(524,100)	(502,200)	
409719 X PROPERTY SERVICES	(805,000)	(1,138,500)	
409720 X REVENUE & BENEFITS	(2,279,200)	(2,069,200)	
409721 X STRATEGIC FINANCE	(1,596,900)	(1,041,900)	
409723 X ENVIRONMENT HEALTH	(56,500)	(57,800)	
409725 X PUBLIC REALM	(27,600)	(25,400)	
409726 X CHILDRENS-EDUCATION FOR COMMUNITIES	(147,200)	(149,700)	
409727 X Culture & Leisure	0	(238,200)	
409732 X CHILDREN & FAMILIES	(348,000)	(241,800)	
409733 X OTHER RECHARGES	(58,600)	(220,500)	
409734 X POLICY & PERFORMA	0	(273,200)	
409736 X NON DISTRIBUTED COSTS	(799,200)	(707,000)	
409737 X NON DISTRIBUTED COSTS	(1,372,900)	(572,600)	
409739 X STRATEGY & COMMUNICATIONS	(1,022,100)	(982,400)	
409740 X Governance & Law	0	(198,500)	
409741 X Intern Audit &Ant	0	(166,500)	
409745 X Treasury	0	(105,000)	
409746 X Procurement	0	(317,900)	
409749 X Events	0	(16,300)	
409750 X CLASS	(66,000)	(65,300)	
409753 X LEGAL SLA - ADULTS	(175,300)	(189,800)	
409754 X LEGAL SLA - CHILDRENS	(581,700)	(629,900)	
409755 X LEGAL SLA - ENVIRONMENT	(455,400)	(493,100)	
409759 X LEGAL SLA - RESIDENTS FIRST	(24,200)	(26,200)	
409761 X LEGAL SLA - HUMAN RESOURCES	(144,700)	(144,700)	
409763 X LEGAL SLA - FINANCE	(191,800)	(191,800)	
409765 X OTHER INTRA INCOME	(757,500)	0	
409766 X OPERATIONS	(300,600)	0	
409767 X SERVICE DESIGN	(494,800)	(78,600)	
409768 X PUBLIC HEALTH	(2,741,300)	(382,700)	
409769 X REGEN & GROWTH	(1,451,900)	(2,173,800)	
409770 BUILDING CONTROL	(664,200)	(664,200)	
409771 X NEIGHBOURHOODS	(4,609,800)	(4,413,100)	
409772 X BUSINESS SUPPORT	(2,126,000)	(1,403,700)	
409773 X TRANSFORMATION	(244,000)	(555,800)	
409807 X INCOME FROM HRA - RECHARGES	(6,235,200)	(5,831,900)	
409812 X R&M Recharge	0	(723,600)	
409849 X HRA C/F BALANCE	1,584,000	2,279,300	
409880 INTERNAL SERVICE RECHARGES	(1,356,300)	(804,900)	
409901 X FAMILIES STAFF	(154,900)	(154,900)	
409999 X PENSION FUND	(714,200)	(714,200)	
* 4097 Recharges	(78,999,500)		(51,855,600)
409526 Income from HRA	0	(1,207,700)	
409600 INTEREST	(151,800)	(161,800)	
409601 COMMISSION	(550,000)	(550,000)	
409603 UNPRESENTED CHEQUES WRITTEN BACK	(35,000)	(35,000)	
* 4096 Interest Received	(736,800)		(1,954,500)
** 409 Income	(658,594,700)		(638,251,100)
*** LBWF	191,360,300		202,111,000

**OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original 2016/17	Original Estimate 2017/18		
	£	£	£	£
** 401 Employees				
401001 APTC - OFFICERS	88,666,800	89,079,200		
401005 CHIEF OFFICERS	2,849,400	3,220,300		
401007 CORONERS	168,800	177,400		
401008 LECTURERS	913,400	850,300		
401009 TEACHERS	1,518,300	1,401,500		
401010 SOULBURY	550,800	666,500		
401014 MEMBERS	1,017,000	1,017,000		
401020 MANAGEMENT SPINE SALARIES	621,500	599,300		
401025 SALARY SACRIFICE NI	1,800	1,800		
401040 AGENCY STAFF	690,300	587,400		
401041 TEMPORARY STAFF	43,900	119,900		
401042 ELECTORAL STAFF	117,500	117,500		
401051 X EMPLOYER SUPER DEFICIT CONTRIBUTION	8,053,800	8,140,800		
* 4010 Employee direct costs	105,213,300		105,978,900	
401500 EMPLOYEE RELATED INSURANCE	279,700	279,800		
401501 STAFF TRAINING	631,900	627,300		
401502 IN-SERVICE EDUCATION	68,800	68,800		
401503 STAFF ADVERTISING	93,800	89,100		
401504 REDUNDANCY/SEVERANCE PAYMENTS	1,133,000	1,133,000		
401506 PENSION ENHANCEMENTS	1,681,600	1,681,600		
401507 SPECTACLES COST	2,500	2,700		
401508 LONG SERVICE MEMENTOS	12,400	12,400		
401514 OTHER EMPLOYEE RELATED EXPENSES	41,600	45,500		
401515 PRE DSO PENSION COSTS	199,200	199,200		
401516 ILL HEALTH RETIREMENTS	390,700	390,700		
* 4015 Employee indirect	4,535,200		4,530,100	
** 401 Employees	109,748,500			110,509,000
** 402 Premises				
402001 REPAIRS AND MAINTENANCE	86,100	86,300		
402005 REPAIRS AND MAINTENANCE - ELECTRICAL	2,600	2,600		
402010 PLUMBING	2,400	2,400		
402012 REPAIRS AND MAINTENANCE - MECHANICAL	2,600	2,600		
402015 EXTERNAL REDECORATIONS	7,800	7,800		
402016 INTERNAL REDECORATION	2,000	2,000		
402020 REPAIRS & MAINTENANCE - PLANNED	22,100	22,100		
402040 REPAIRS & MAINTENANCE - CENTRAL RECHARGE	702,000	701,900		
402051 CYCLICAL ELECTRICAL	21,600	21,400		
402091 BOARDING UP	24,200	9,700		
* 4020 Repairs to buildings	873,400		858,800	
402200 GAS	301,300	291,100		
402201 ELECTRICITY	1,691,300	1,659,700		
402202 OTHER ENERGY COSTS	4,400	4,400		
* 4022 Energy Costs	1,997,000		1,955,200	
402300 RENTS PAYABLE	542,200	444,400		
402301 RENT VOIDS	100,000	100,000		
402320 PAYMENTS TO PRIVATE LANDLORDS	9,391,600	9,494,600		
402321 BED AND BREAKFAST RENTS	12,106,400	20,484,400		
402323 RENT DEPOSIT SCHEME	1,800,000	280,000		
402324 SELF HELP RENT DEPOSIT	105,700	105,700		
* 4023 Rent	24,045,900		30,909,100	

**OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original	Original Estimate		
	2016/17	2017/18		
	£	£	£	£
402400 NATIONAL BUSINESS RATE	2,152,400	2,183,000		
402402 COUNCIL TAX	10,700	5,900		
* 4024 Rates	2,163,100		2,188,900	
402450 WATER CHARGES	257,000	239,000		
* 40245 Water Services	257,000		239,000	
402500 PREMISES INSURANCE	141,400	140,800		
402515 PREMISES INSURANCE - SERVICE CONTROLLED	5,500	5,500		
* 40250 Premises Insurance	146,900		146,300	
402550 GROUNDS MAINTENANCE - GENERAL	247,500	248,300		
402600 MAINTENANCE OF ROADS & PATHS - GENERAL	10,700	217,400		
402620 MAINTENANCE OF ROADS & PATHS - SPECIAL	4,200	4,200		
402625 MAINTENANCE OF SIGNS & MARKINGS	10,200	10,000		
402626 DRAINAGE	100	100		
402650 TREES & SHRUBS MAINTENANCE	2,100	2,100		
402651 Horticultural - NEC	0	7,600		
402660 Cemetery & Cremator	0	12,000		
* 4026 Grounds and Roads maintenance	274,800		501,700	
402700 FIXTURES AND FITTINGS	238,400	236,300		
402702 CCTV	0	67,700		
402750 FIRE ALARM SYSTEMS	2,400	2,400		
402751 SECURITY SYSTEMS	1,000	1,000		
402753 COMMUNITY ALARMS	89,000	89,000		
* 4027 Fixtures and fittings	330,800		396,400	
402800 BUILDING CLEANING CONTRACT	917,240	893,640		
402801 CLEANING AND DOMESTIC SUPPLIES	89,600	96,600		
402802 REFUSE COLLECTION AND DISPOSAL	131,600	121,000		
402803 WINDOW CLEANING	25,000	24,000		
402807 HOME COMPOSTING	1,000	1,000		
402808 RECYCLING	36,700	36,200		
402809 SPECIAL CLEANSING	1,500	0		
402810 CLEANING & JANITORIAL	60,900	62,100		
* 4028 Cleaning	1,263,540		1,234,540	
** 402 Premises	31,352,440			38,429,940
** 403 Transport				
403001 VEHICLE REPAIRS AND MAINTENANCE	26,400	26,400		
403002 DAMAGE RELATED REPAIRS	200	1,000		
403007 TAXI SERVICE	4,600	11,000		
403010 FUEL	61,900	72,300		
403011 LICENCES AND TAXES	8,400	6,900		
403012 PARKING PERMIT	7,100	7,100		
403013 BLUE BADGES PERMIT	15,000	15,000		
403014 Street & Traffic Ma	0	13,500		
* 4030 Direct transport costs	123,600		153,200	
403200 HIRE FROM VEHICLE POOL	638,200	625,500		
* 4032 Internal hire vehicles	638,200		625,500	
403300 HIRE OF TRANSPORT	3,332,200	3,399,100		
403301 LEASING CHARGES	71,400	45,000		
* 4033 External hire vehicles	3,403,600		3,444,100	
403400 STAFF TRAVEL	218,750	228,250		
* 4034 Public transport	218,750		228,250	
403500 VEHICLE INSURANCE	21,700	21,700		
* 4035 Transport insurance	21,700		21,700	
403600 CAR ALLOWANCES	227,200	187,600		
* 4036 Car allowances	227,200		187,600	
** 403 Transport	4,633,050			4,660,350

**OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original 2016/17	Original Estimate 2017/18		
	£	£	£	£
** 404 Supplies and Services				
404001 FURNITURE	29,300	31,300		
404010 EQUIPMENT	530,700	503,700		
404011 COMPUTER HARDWARE	208,000	222,500		
404012 COMPUTER NETWORK COSTS	1,334,900	1,066,500		
404013 INDEPENDENCE EQUIPMENT OVER 65	38,800	38,800		
404014 INDEPENDENCE EQUIPMENT 18 TO 65	51,300	51,300		
404015 INDEPENDENCE EQUIPMENT UNDER 18	17,600	17,600		
404016 INDEPENDENCE EQUIPMENT GENERAL	10,000	10,000		
404017 PCT INDEPENDENCE EQUIPMENT	112,200	112,200		
404019 CLEANING EQUIPMENT	10,000	10,000		
404020 EQUIPMENT HIRE	13,100	12,100		
404022 ELECTRICAL GOODS	6,100	6,100		
404025 MINOR ADAPTATIONS	100,000	100,000		
404030 BOOKS	355,900	309,600		
404032 AUDIO VISUAL AIDS	30,400	30,400		
404040 EDUCATION	-45,500	144,300		
404041 EDUCATION - NEC	4,000	27,600		
404050 GENERAL MATERIALS	1,590,100	1,426,600		
404060 ONE CARD - ID CARD	2,100	400		
* 4040 Furniture and equipment	4,399,000		4,121,000	
404201 CATERING - NEC	12,900	153,400		
404210 REFRESHMENTS	49,000	48,900		
404211 PROVISIONS	2,415,300	2,461,300		
404212 Vending Mach Supp	0	300.00		
* 4042 Catering	2,477,200		2,663,900	
404300 CLOTHING AND UNIFORM	70,400	71,100		
404301 LAUNDRY COSTS	200	200		
* 40430 Clothing uniform and laundry	70,600		71,300	
404351 PRINTING AND STATIONARY	938,300	869,200		
404352 OFFICE SUPPLIES	48,600	39,000		
404353 FILE STORAGE	1,000	15,500		
404354 DRINKING WATER	8,800	5,700		
404355 FIRST AID	900	900		
404356 PHOTOGRAPHS AND FILMING	3,500	3,500		
404357 MAPS AND PLANS	36,600	36,600		
404358 PUBLIC CONSULTATIONS	78,100	78,100		
404359 HIRE OF ROOMS/HALLS	160,100	165,100		
404360 OTHER SURVEYS	132,700	134,200		
404361 INTERNAL REPROGRAPHICS	164,300	165,000		
* 40435 Office Expenses	1,572,900		1,512,800	
404500 OTHER INSURANCE FEES	1,227,800	1,227,800		
404502 AUDITORS FEES	241,500	241,500		
404503 BANK & CREDIT CARD CHARGES	72,600	66,600		
404504 BAILIFFS' FEES	2,000	1,000		
404506 COURT COSTS	461,850	517,650		
404507 DELIVERY SERVICES	270,100	414,000		
404508 INTERPRETING FEES	135,300	135,300		
404509 LEGAL FEES	1,715,700	2,183,000		
404510 OTHER PROFESSIONAL FEES	2,665,100	3,081,900		
404511 SECURITY SERVICES	206,100	154,800		
404512 SURVEY FEES	6,700	6,700		
404513 EXAMINATION FEES	129,800	131,300		
404515 OTHER INSURANCE FEES-SERVICE CONTROLLED	39,500	37,000		
404516 VALUATION FEES	500	500		
404518 ABANDONED VEHICLE COSTS	1,500	1,500		
404519 Conselling Service	0	35,000		
404520 DESIGN FEES	600	0		
404521 OTHER EDUCATIONAL FEES	1,170,500	885,300		
404522 REGISTRATION FEES	34,900	36,500		
404523 RESPITE CARE	852,000	626,700		
404524 TRAINING COURSE FEES	54,600	64,100		

**OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original 2016/17	Original Estimate 2017/18		
	£	£	£	£
404525 CARE MANAGEMENT	276,500	271,500		
404526 FUNERAL SERVICES	107,400	87,000		
404527 FAMILY FINDING FEES	224,200	224,200		
404528 FAMILY ASSESSMENTS	71,500	71,500		
404529 PSYCHIATRIC ASSESSMENTS	11,700	11,700		
404531 CONTACT FOR LOOKED AFTER CHILDREN	117,500	117,500		
404539 INDEPENDENCE EQUIPMENT GENERAL	27,500	27,500		
404541 SLA Payments	0	10,000		
404544 Court Of Protection	0	8,000		
404546 BROKERAGE FEES	3,100	3,100		
404547 REMOVAL EXPENSES FE	174,000	174,000		
404549 ANIMAL UPKEEP	24,400	26,400		
404550 OPERATING EXPENSES	261,000	161,000		
404552 CARD ACQUIRING (DEBIT/CREDIT) FEES	146,000	163,900		
404553 BILL PAYMENT (ONECARD / BAR CODES) FEES	152,000	152,000		
404555 PRACTICING CERTIFICATE	9,600	7,000		
404556 PROPERTY MANAGEMENT	85,000	85,000		
404558 FACILITIES & MANAGEMENT	34,000	7,000		
404559 FINANCIAL SERVICES	29,300	8,100		
404560 Cemetery & Cremator	0	1,000		
404561 SOCIAL COMM - ADULT	116,100	5,000		
404562 SOCIAL COMM - CHILD	20,000	20,000		
* 4045 Fees and services	11,179,450		11,490,550	
404600 POSTAGE	350,800	377,500		
404601 TELEPHONE COSTS	386,300	247,900		
404602 MOBILE PHONE COSTS	183,500	196,900		
404603 FIBRE TRANSMISSION	20,000	20,000		
404610 COMPUTER SOFTWARE	1,274,300	1,155,100		
404611 COMPUTER LEASES	1,700	1,700		
404612 LICENCE COSTS	974,100	1,018,700		
404613 DATA HOSTING	982,700	443,100		
404614 ICT SERVICES	7,200	306,900		
404620 PUBLICITY	136,400	132,200		
404621 ADVERTISING (NON STAFF)	141,100	164,300		
404622 ACTIVITIES & EVENTS	655,700	669,200		
404624 LOCAL DEVELOPMENT FRAMEWORK	109,400	122,400		
* 4046 Communications and computing	5,223,200		4,855,900	
404701 MEMBERS' TRAINING	9,000	9,000		
404702 REFUNDS	28,100	38,600		
404703 GOODS FOR RESALE	176,400	62,500		
404710 SUBSISTENCE	7,300	7,700		
404711 CONFERENCE EXPENSES	9,500	9,500		
404712 MAYORAL ALLOWANCES	4,000	4,000		
404713 GENERAL CORPORATE EXPENSES	11,400	11,400		
404714 COMPENSATION	23,100	23,100		
404715 CORPORATE INITIATIVES	85,000	99,600		
* 4047 Expenses	353,800		265,400	
404800 PUBLICATIONS	126,800	110,100		
404810 SUBSCRIPTIONS	511,500	497,800		
404820 GRANTS PAID	390,700	662,900		
404823 ADOPTION AND SUPPORT	5,800	5,800		
* 4048 Grants and subscriptions	1,034,800		1,276,600	
404900 PARTNERSHIP SCHEMES	447,900	447,900		
404901 ENVIRONMENTAL SCHEMES	17,200	16,300		
404920 PFI PAYMENTS	15,526,700	15,526,700		
404923 PFI CONTINGENT RENT	-2,428,000	-2,428,000		
404924 PFI FINANCE LEASE	-4,863,800	-4,863,800		
404925 PFI TRANSFERS TO BALANCE	-3,720,800	-3,720,800		
404926 X FINANCE LEASE TRANSFER	-313,100	-313,100		
404927 X INVESTMENT PROPERTY	2,757,300	2,757,300		
* 4049 PFI and partnership	7,423,400		7,422,500	

**OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original 2016/17	Original Estimate 2017/18		
	£	£	£	£
404950 X CONTRIBUTIONS TO PROVISIONS & RESERVES	1,476,400	1,476,400		
404953 CONTRIBUTIONS TO EARMARKED RESERVES	60,000	60,000		
404954 CONTRIBUTIONS TO OTHER RESERVES	600	600		
* 40495 Contributions	1,537,000		1,537,000	
** 404 Supplies and Services	35,271,350			35,216,950
** 405 Third Party payments				
405001 CONTRACTORS	52,099,760	52,581,460		
405002 OTHER LOCAL AUTHORITIES	100,000	100,000		
405003 HEALTH AUTHORITIES	957,200	868,400		
405004 VOLUNTARY ORGANISATIONS	3,615,200	2,043,700		
405005 OTHER AGENCIES	14,093,400	13,381,800		
405006 ALMO-FORMERLY TENANT MANAGEMENT	90,000	90,000		
405007 RESIDENTIAL CARE HOMES	20,955,500	20,658,100		
405008 RESIDENTIAL CHILDREN'S HOMES	3,219,900	3,807,400		
405011 OTHER PLACEMENTS	231,200	236,700		
405012 SECURE RESIDENTIAL	173,500	173,500		
405014 NURSING HOMES	3,621,800	3,496,300		
405017 LONDON BOROUGH GRANTS SCHEME	267,200	234,900		
405019 NORTH LONDON WASTE AUTHORITY	123,400	123,400		
405021 CONSULTANTS	1,053,400	673,400		
405022 TRANSPORT FOR LONDON	10,005,300	10,010,200		
405027 SOC SERV SEMI INDEPEND ACCOMMODATION	1,872,600	1,470,000		
405028 SOCIAL SERVICES SUPPORTED LODGINGS	354,100	400,000		
405030 SUPPORTED ACCOMODATION	7,565,900	8,979,400		
405032 FREE NURSING CARE	325,000	0		
405034 COMMISIONED DAY CARE	1,162,800	1,162,800		
405035 COMMISIONED HOME CAR	4,870,700	4,882,700		
405039 SOCIAL SERVICES SUPPORT COSTS	869,300	781,500		
405041 TAXICARD SCHEME	20,000	20,000		
405047 Consultancy - NEC	0	5,800		
405048 HEALTHCARE	3,000	79,500		
* 4050 Third party payments	127,650,160		126,260,960	
** 405 Third Party payments	127,650,160			126,260,960
** 406 Transfer Payments				
406200 DIRECT PAYMENTS	7,628,200	8,649,100		
406201 ASYLUM SEEKERS	140,000	105,000		
406202 SECTION 17 1989 CHILDREN'S ACT	368,300	331,300		
406204 FOSTER PARENTS ALLOWANCES	1,408,500	1,685,800		
406205 ADOPTION ALLOWANCES	564,500	485,600		
406206 LEAVING CARE ALLOWANCES	126,400	126,400		
406207 WEEKLY ALLOWANCE	157,200	157,200		
406208 BIRTHDAY ALLOWANCE	4,800	4,800		
406209 FESTIVAL ALLOWANCE	4,100	4,100		
406210 EDUCATIONAL ALLOWANCE	71,000	69,000		
406211 RESIDENCE ORDER ALLOWANCE	191,700	166,800		
406212 KINSHIP CARERS ALLOWANCE	205,300	253,900		
406213 FOOD ALLOWANCE / PAYMENT	10,600	10,600		
406214 CLIENT CLOTHING ALLOWANCE	14,400	14,400		
406215 CLIENT TRANSPORT ALLOWANCE / PAYMENT	117,100	110,100		
406216 RENT ALLOWANCE/PAYMENT	109,500	49,500		
406217 HOLIDAY ALLOWANCE / PAYMENT	1,700	1,700		
406218 DAYCARE ALLOWANCE/PAYMENT	16,500	16,500		
406219 BASIC EQUIPMENT ALLOWANCE	42,300	40,300		
406220 FURNITURE ALLOWANCE	300	300		
406221 UTILITIES ALLOWANCE / PAYMENT	3,500	3,500		
406222 SECTION 21 PAYMENTS	38,800	12,600		
406224 PANEL PAYMENTS	23,900	23,900		
406225 SPECIAL GUARDIANSHIP ORDER ALLOWANCE	670,200	758,000		
* 4062 Social Service Client	11,918,800		13,080,400	

OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS

Cost elements	Original	Original Estimate		
	2016/17	2017/18		
	£	£	£	£
406300 RENT ALLOWANCES	136,457,500	136,457,500		
406310 DISCRETIONARY ALLOWANCES	108,700	108,700		
406320 RENT REBATES	48,867,900	48,867,900		
* 4063 Housing Benefit	185,434,100		185,434,100	
** 406 Transfer Payments	197,352,900			198,514,500
** 407 Support				
407001 X EXECUTIVE DIRECTOR	1,489,500	2,291,800		
407002 X DIRECTORATE STRATEGY & RESOURCES	5,323,200	0		
407003 X OTHER INTRA DIRECT/ SERV RECHARGE	10,417,700	1,300,500		
407004 X SERVICE HEAD RECHARGES	10,743,000	1,297,700		
407005 X OTHER INTRA SD	646,100	0		
407006 BUILDING CONTROL REC	664,200	664,200		
407008 X INTERNAL SERVICE RECHARGE	245,100	507,200		
* 4070 Within Directorate	29,528,800		6,061,400	
407200 X CHIEF EXECUTIVE	203,800	202,700		
407202 X FINANCE - SUPPORT SERVICES	320,200	0		
407207 X INFORMATION COMMUNICATION TECHNOLOGY	8,153,900	7,024,600		
407208 X HUMAN RESOURCES	1,692,800	1,637,200		
407209 X LEGAL - SLA	1,573,100	1,756,800		
407211 X ASSET PLANNING	0	334,600		
407212 X Corp Comms	0	540,200		
407214 X STRATEGIC FINANCE	3,570,000	3,276,200		
407219 X FACILITIES MANAGEMENT	533,700	3,598,200		
407222 X EXCHEQUER SERVICES	0	757,600		
407225 X PAYROLL	123,500	0		
407227 X PROCUREMENT	689,700	822,100		
407228 X WFD CALL CENTRE	2,263,300	2,051,200		
407233 X PREMISES RECHARGE FROM PROPERTY	1,379,000	1,299,700		
407235 X OFFICE SERVICES WFTH	1,285,200	0		
407238 X INTERNAL AUDIT & ANTI FRAUD	1,054,300	789,300		
407240 X EX DIRECTORS TO CDC	342,400	405,800		
407246 X OTHER RECHARGES	350,000	0		
407247 X POLICY & PERFORMA	0	1,963,700		
407252 X GOVERNANCE AND LAW	182,300	0		
407254 X CORP LANDLORD	740,400	1,598,500		
407256 X STRATEGY AND COMMS	1,882,200	0		
407257 X PROPERTY SERVICES	761,300	707,000		
407258 X ACCOUNT RECEIVABLE	681,100	0		
407259 X ACCOUNT PAYABLE	835,400	0		
407264 X Governance	0	383,400		
407267 X SERVICE DESIGN	3,213,300	246,100		
407268 X LOCALITY TEAM	4,828,600	63,200		
407269 X HRRT	663,500	557,400		
407270 X TRANSFORMATION	1,224,300	0		
407271 X CHIEF OFFICERS	327,300	242,800		
407272 X Insurance & Risk	0	193,000		
407273 X Executive Support	0	343,800		
407274 X Members Services	0	952,300		
407276 X Business Support	0	5,179,800		
407277 X Complaints	0	246,900		
* 4072 Between Directorates	38,874,600		37,174,100	
407401 X HRA COMMUNITY SERVICE	107,000	107,000		
407450 PH - Children Centr	0	1,600,000		
407451 PH - Substance M'us	0	350,000		
407501 X SERVICE DESIGN	154,900	154,900		
* 4074 Outside General fund	261,900		2,211,900	
** 407 Support	68,665,300			45,447,400

OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS

Cost elements	Original 2016/17	Original Estimate 2017/18	
	£	£	£
** 410 Financing			
410001 INTEREST PAYMENTS	312,000	312,000	
410003 MONTHLY ASSET DEPRECIATION	31,290,200	35,709,700	
410007 X MRP - UNSUPPORTED	226,800	226,800	
410008 X DEBT MANAGEMENT RECHARGE	(180,600)	(180,600)	
* 4010 Capital Financing Costs	31,648,400		36,067,900
** 410 Financing	31,648,400		36,067,900
GROSS EXPENDITURE	606,322,100		595,107,000
** 409 Income			
409002 ASYLUM SEEKERS	(596,500)	(893,400)	
409009 HOUSING & COUNCIL TAX BENEFIT	(183,303,600)	(183,303,600)	
409011 LEARNING SKILLS COUNCIL	(2,172,800)	(3,145,200)	
409012 LEARNING SKILLS COUNCIL - ACL	(966,900)	0	
409019 PRIVATE FINANCE INITIATIVE	(15,526,700)	(15,526,700)	
409030 TRANSPORT FOR LONDON	(380,000)	(380,000)	
409033 YOUTH JUSTICE BOARD	(637,400)	(596,900)	
409034 OTHER GOVT GRANTS	(3,422,800)	(4,836,400)	
409062 NNDR ADMIN SUBSIDY	(288,600)	(294,600)	
409063 BENEFITS ADMIN SUBSIDY	(2,273,300)	(1,667,400)	
409091 PUPIL PREMIUM	0	(408,500)	
409094 YPLA - YOUNG PEOPLE'S LEARNING AGENCY	(84,900)	0	
409096 DCLG - TROUBLED FAMILIES GRANT	(1,231,300)	(1,530,400)	
409100 EARLY YEARS DSG B/F	(5,840,500)	(5,190,500)	
409102 HIGH NEEDS DSG B/F	(54,400)	0	
409103 UNIVERSAL OFFER DSG	(749,300)	(722,000)	
* 4090 Government Grants	(217,529,000)		(218,495,600)
409300 CONTRIBUTIONS FROM PARTNERS	(405,400)	(375,100)	
409301 CONTRIBUTIONS FROM DEVELOPERS	(79,400)	(17,900)	
409302 CONTRIBUTIONS FROM OTHER PARTIES	(392,500)	(380,300)	
409304 CONTRIBUTION FROM HEALTH AUTHORITIES	(10,301,000)	(9,502,200)	
409305 CITIZENSHIP CEREMONIES CONTRIBUTION	(173,200)	(178,400)	
409320 FROM OTHER LOCAL AUTHORITIES	(786,500)	(762,500)	
409350 OTHER GRANTS	(547,400)	(491,000)	
409364 GRANTS - LOCAL REFORM AND COMMUNITY VOIC	(146,700)	(146,700)	
409368 GRANTS - PUBLIC HEALTH - DOH	(16,765,000)	(16,352,000)	
409370 HEATING CHARGES	(275,600)	(275,600)	
409372 INSURANCE PREMIUMS	(54,900)	(54,500)	
409373 RECOVERY EQUAL PAY LOANS FROM SCHOOL	(200,300)	(35,800)	
409383 CONTRIBUTION FROM EARMARKED RESERVES	0	(62,700)	
* 4093 Other Grants and Contributions	(30,127,900)		(28,634,700)

**OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original 2016/17	Original Estimate 2017/18		
	£	£	£	£
409400 SALES	(1,204,400)	(607,500)		
409401 PARKING INCOME	(412,000)	(395,300)		
409402 PARKING PENALTIES	(6,664,600)	(7,501,900)		
409403 PARKING PERMITS	(1,550,600)	(2,304,000)		
409404 STAFF PARKING PERMITS	(221,000)	(166,800)		
409405 MANAGEMENT FEE INCOME	(130,800)	(536,300)		
409409 PARKING BAY SUSPENSIONS	(120,000)	(204,700)		
409410 HIRE CHARGES	(842,700)	(1,163,200)		
409411 LOPS PERMIT INCOME	(477,400)	(477,400)		
409413 PAY BY PHONE	(160,000)	(281,800)		
409414 ONLINE SALES	(4,000)	(7,000)		
409415 TRADE WASTE	(4,000)	(4,000)		
409416 Trade Waste - Speci	0	(44,200)		
409417 NON-REFUNDABLE DEPOSITS	(67,700)	(78,800)		
409418 CATERING INCOME	(5,854,500)	(5,854,500)		
409420 MISCELLANEOUS INCOME	(4,302,800)	(4,413,700)		
409422 PH Allocation	0	(2,200,000)		
409430 ADMISSIONS	(93,300)	(93,300)		
409440 RECOVERED LEGAL EXPENSES	(140,600)	(160,600)		
409450 SERVICE FEES	(6,735,800)	(7,562,700)		
409451 INSPECTION FEES	(345,300)	(337,300)		
409452 PENALTY FEES	(1,119,900)	(1,248,100)		
409453 LAND SEARCH FEES	(765,200)	(766,700)		
409454 TELECOMMUNICATION INCOME	(94,000)	(400)		
409455 LICENCE FEE INCOME	(1,815,800)	(517,100)		
409460 LETTINGS INCOME	(1,447,600)	(1,394,200)		
409462 DOMESTIC CROSSINGS	(165,200)	(200,200)		
409463 SPONSORSHIP	(7,300)	(38,000)		
409466 LICENCING ACT INCOME	(247,500)	(237,700)		
409468 LEGAL SEARCH	(4,500)	(4,500)		
409469 PRE-APPLICATION ADVI	(102,600)	(102,600)		
409470 BREACH OF ENFORCEMEN	(8,400)	(8,400)		
409471 EDUCATION SERVICE INCOME	(5,405,900)	(5,728,900)		
409472 POOLED FUNDING FROM SCHOOLS INCOME	(15,000)	(15,000)		
409480 RENTS	(5,012,000)	(5,206,000)		
409481 DWELLING RENTS	(17,322,000)	(24,362,000)		
409483 RECOVERY OF OVERPAYMENTS	(4,090,000)	(4,090,000)		
409489 INCOME FROM INTERNAL PROCUREMENT	(799,600)	(866,400)		
409490 FEES CHARGED TO SCHOOLS	(2,805,500)	(2,978,200)		
409491 X POLICY REVIEW REDUCTIONS	(9,337,800)	0		
409496 UNACHIEVABLE TRADING	(603,400)	(719,200)		
409498 GAMBLING ACT FEES	(46,800)	(46,800)		
409501 INTERNAL ADVERTISING INCOME	(445,800)	(445,800)		
409502 EXTERNAL ADVERTISING INCOME	(70,200)	(70,200)		
409504 Mayoral CIL	0	(40,000)		
409505 Local Community Inf	0	(15,000)		
409508 TUITION FEES	(17,100)	(17,600)		
409514 ASC RESIDENTIAL CLIENT CONTRIBUTION	(4,480,800)	(4,468,600)		
409515 Selective Licence	0	(1,751,100)		
409516 ASC COMM CLIENT CONTRIBUTION	(266,000)	(266,000)		
409517 ENFORCEMENT AGENT	(720,000)	(720,000)		
409519 STREET NAMING AND NO	(75,000)	(33,000)		
409526 Income from HRA	0	(1,207,700)		
* 4094 Customer and Client Receipts	(86,622,400)		(91,960,400)	

**OVERALL BUDGET 2017/18 - ANALYSIS OVER COST ELEMENT
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original 2016/17	Original Estimate 2017/18		
	£	£	£	£
409700 X INTRA-DIRECTORATE	(26,183,400)	(3,761,400)		
409701 TRANS TO PROJECT OR INTERNAL ORDER	(2,159,900)	(2,830,100)		
409703 X ADULT & COMMUNITY - RESOURCES	(6,535,500)	0		
409706 X CORPORATE DEMOCRATIC CORE	(2,796,100)	(3,589,000)		
409708 X ENVIRONMENT - STRATEGY AND RESOURCES	(107,400)	0		
409709 X CHILDRENS RESOURCES	(7,877,000)	(7,579,700)		
409713 X COMM SERV - HOUSING PROVISION	(997,700)	(1,126,600)		
409714 X COMMUNITY SERV - SOCIAL SERVICES	(297,200)	(5,401,600)		
409715 X CORP COMMUNICATIO	0	(206,200)		
409716 X INFORMATION COMMUNICATION TECHNOLOGY	(789,800)	(406,000)		
409717 X HUMAN RESOURCES	(294,000)	(220,500)		
409718 X LEGAL & DEMOCRATIC	(524,100)	(502,200)		
409719 X PROPERTY SERVICES	(805,000)	(1,138,500)		
409720 X REVENUE & BENEFITS	(2,279,200)	(2,069,200)		
409721 X STRATEGIC FINANCE	(1,596,900)	(1,041,900)		
409723 X ENVIRONMENT HEALTH	(56,500)	(57,800)		
409725 X PUBLIC REALM	(27,600)	(25,400)		
409726 X CHILDRENS-EDUCATION FOR COMMUNITIES	(147,200)	(149,700)		
409727 X Culture & Leisure	0	(238,200)		
409732 X CHILDREN & FAMILIES	(348,000)	(241,800)		
409733 X OTHER RECHARGES	(58,600)	(220,500)		
409734 X POLICY & PERFORMA	0	(273,200)		
409736 X NON DISTRIBUTED COSTS	(799,200)	(707,000)		
409737 X CUSTOMER SERVICES	(1,372,900)	(572,600)		
409739 X STRATEGY & COMMUNICATIONS	(1,022,100)	(982,400)		
409740 X Governance & Law	0	(198,500)		
409741 X Intern Audit &Ant	0	(166,500)		
409745 X Treasury	0	(105,000)		
409746 X Procurement	0	(317,900)		
409749 X Events	0	(16,300)		
409750 X CLASS	(66,000)	(65,300)		
409753 X LEGAL SLA - ADULTS	(175,300)	(189,800)		
409754 X LEGAL SLA - CHILDRENS	(581,700)	(629,900)		
409755 X LEGAL SLA - ENVIRONMENT	(455,400)	(493,100)		
409759 X LEGAL SLA - RESIDENTS FIRST	(24,200)	(26,200)		
409761 X LEGAL SLA - HUMAN RESOURCES	(144,700)	(144,700)		
409763 X LEGAL SLA - FINANCE	(191,800)	(191,800)		
409765 X OTHER INTRA INCOME	(757,500)	0		
409766 X OPERATIONS	(300,600)	0		
409767 X SERVICE DESIGN	(494,800)	(78,600)		
409768 X PUBLIC HEALTH	(2,741,300)	(382,700)		
409769 X REGEN & GROWTH	(1,451,900)	(2,173,800)		
409770 BUILDING CONTROL	(664,200)	(664,200)		
409771 X NEIGHBOURHOODS	(4,609,800)	(4,413,100)		
409772 X BUSINESS SUPPORT	(2,126,000)	(1,403,700)		
409773 X TRANSFORMATION	(244,000)	(555,800)		
409807 X INCOME FROM HRA - RECHARGES	(6,235,200)	(5,831,900)		
409812 X R&M Recharge	0	(723,600)		
409880 INTERNAL SERVICE RECHARGES	(1,356,300)	(804,900)		
409901 X FAMILIES STAFF	(154,900)	(154,900)		
409999 X PENSION FUND	(714,200)	(714,200)		
* 4097 Recharges	(80,565,100)		(53,787,900)	
409600 INTEREST	(71,800)	(71,800)		
409601 COMMISSION	(10,600)	(10,600)		
409603 UNPRESENTED CHEQUES WRITTEN BACK	(35,000)	(35,000)		
* 4096 Interest Received	(117,400)		(117,400)	
** 409 Income	(414,961,800)			(392,996,000)
*** LBWF	191,360,300			202,111,000

CAPITAL BUDGET 2017/18 TO 2020/21

The Capital Programme spans the four year period 2017/18 to 2020/21. The Capital Programme summarises anticipated capital spending and estimated resources available for financing. These resources include government grants, capital receipts, prudential borrowing, direct revenue funding (including reserves) and other capital income.

The capital programme has been categorised into nine blocks: Adult Social Care, Housing, Public Health, Schools, Neighbourhood and Commercial, Regeneration and Growth, Corporate Development, Property and Asset Management, plus an amount for programme Contingency. It shows the estimated costs for schemes in progress phased over the anticipated life of each scheme.

The Capital Programme is based upon an estimate of achieving a total of £24 million in capital receipts over the years 2016/17 to 2017/18. If the disposals programme realises more or less than anticipated, the Capital Programme will be reviewed.

External resources, in particular grant allocations, are usually announced over a one or two year time frame; therefore the majority of schemes will only be forecast over this period. The programme is updated quarterly for any changes in resources, and refreshed annually.

The Capital Programme endeavours to deliver schemes and projects which meet Council objectives and priorities. When planning new capital projects, services should have regard to value for money objectives, and these need to be demonstrated when putting forward bids for capital resources.

CAPITAL PROGRAMME	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Adult Social Care	0	0	0	0	0
Housing	56,657	31,232	29,763	30,381	148,033
Public Health	0	0	0	0	0
Schools	29,466	16,513	23,700	0	69,679
Neighbourhood & Commercial Regeneration & Growth	14,276	0	0	0	14,276
Corporate Development	8,785	2,149	1,605	120	12,659
Property & Asset Management	300	626	1,074	600	2,600
Contingency	3,832	0	0	0	3,832
	1,000	1,000	0	0	2,000
TOTAL CAPITAL PROGRAMME	114,316	51,520	56,142	31,101	253,079
RESOURCES					
Government Grant	(46,684)	(17,452)	(23,700)	0	(87,836)
Other Contributions	(6,454)	(2,185)	(3,431)	(1,000)	(13,070)
Major Repairs Reserve	(12,100)	(12,366)	(12,638)	(12,915)	(50,019)
Revenue Contributions	(20,505)	(2,659)	(8,649)	(5,600)	(37,413)
Capital Receipts	(15,516)	(16,858)	(7,724)	(11,586)	(51,684)
Prudential Borrowing	0	0	0	0	0
HRA Borrowing	(13,057)	0	0	0	(13,057)
TOTAL RESOURCES	(114,316)	(51,520)	(56,142)	(31,101)	(253,079)

ADULT SOCIAL CARE	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Care Homes	0	0	0	0	0
CM 2000 upgrade	0	0	0	0	0
Frameworki	0	0	0	0	0
Day Opportunities Project	0	0	0	0	0
Better Care Fund	0	0	0	0	0
TOTAL ASC PROGRAMME	0	0	0	0	0
RESOURCES					
Social Care Capital Grant	0	0	0	0	0
Revenue Reserves - Care Homes	0	0	0	0	0
Capital Receipts - Frameworki	0	0	0	0	0
TOTAL ASC RESOURCES	0	0	0	0	0

HOUSING CAPITAL PROGRAMME	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Housing Major Works	17,016	13,696	14,614	15,177	60,503
Council Adaptations	747	766	766	766	3,045
Loft Conversions	580	500	500	500	2,080
Friday Hill	398	0	0	0	398
Marlowe Road	10,709	6,814	2,327	2,157	22,007
Montague Road	3,613	6,091	12,605	7,096	29,405
Sheltered & Hostels	1,200	0	0	0	1,200
Garage Strategy	0	0	0	0	0
Local Growth Fund Scheme	167	0	0	0	167
Mayor's Housing Covenant	14,147	0	0	0	14,147
Other Sites	5,134	2,693	168	0	7,995
community conversion programme	650			0	650
Corporate Sites	0	0	0	0	0
Almshouse Grant	24	0	0	0	24
Property Purchase	0	0	0	0	0
Interest on repayment of retained RTB re	664	672	1,013	0	2,349
Appropriation of former school caretaker	0	0	0	0	0
Schemes to be identified	0	0	0	4,685	4,685
slippage			(2,230)	0	(2,230)
Total HRA programme	55,049	31,232	29,763	30,381	146,425
Disabled Facilities Grant (Better Care Fu	1,608	0	0	0	1,608
Category 1 Hazard Grants	0	0	0	0	0
Total Housing General Fund	1,608	0	0	0	1,608
Total Housing	56,657	31,232	29,763	30,381	148,033
RESOURCES					
Borrowing	(12,940)	0	0	0	(12,940)
Local Growth funding - borrowing	(117)	0	0	0	(117)
Major Repairs Reserve	(12,100)	(12,366)	(12,638)	(12,915)	(50,019)
Revenue Contributions	(8,368)	(5,568)	(4,840)	(5,000)	(23,776)
Lessees charges	(1,000)	(1,000)	(1,000)	(1,000)	(4,000)
Capital Receipts	0	0	0	0	0
Reserves & S106 receipts	(11,882)	2,935	(3,681)	0	(12,628)
L&Q receipt	0	0	0	0	0
RTB receipts used for debt repayment	(532)	(532)	(532)	(532)	(2,128)
RTB buy-back allowance	0	0	0	0	0
ECO	0	0	0	0	0
GLA grant	(1,080)	0	0	0	(1,080)
Low Cost Home Ownership sales	0	(2,414)	0	0	(2,414)
Local Growth funding - RTB	0	0	0	0	0
RTB receipts	(3,676)	(2,612)	(848)	(6)	(7,142)
General Fund re Marlow commercial	(1,000)	(1,800)	0	0	(2,800)
CPO indemnity	(2,354)	(7,875)	(6,224)	0	(16,453)
Montague land value	0	0	0	(10,928)	(10,928)
Total HRA	(55,049)	(31,232)	(29,763)	(30,381)	(146,425)
Disabled Facilities Grant	(1,608)	0	0	0	(1,608)
Disabled Facilities Reserve	0	0	0	0	0
Sub Regional Funding	0	0	0	0	0
Total non-HRA	(1,608)	0	0	0	(1,608)
Total Housing Resources	(56,657)	(31,232)	(29,763)	(30,381)	(148,033)

PUBLIC HEALTH	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Leyton Sports Ground - CCTV	0	0	0	0	0
Feel Good Centre	0	0	0	0	0
Leyton Leisure retention release	0	0	0	0	0
Leisure contract lease obligations	0	0	0	0	0
Salisbury Hall	0	0	0	0	0
Ridgeway Park	0	0	0	0	0
TOTAL PUBLIC HEALTH	0	0	0	0	0
RESOURCES					
Capital Receipts	0	0	0	0	0
Borrowing - Leisure	0	0	0	0	0
HLF grant	0	0	0	0	0
Sport England/LTA	0	0	0	0	0
TOTAL PUBLIC HEALTH RESOURCES	0	0	0	0	0

SCHOOLS CAPITAL PROGRAMME	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Primary Schools	4,900	9,364	0	0	14,264
Secondary Schools	18,371	1,239	0	0	19,610
Capital Improvement Programme	5,080	4,804	0	0	9,884
Kitchen Improvement Programme	0	0	0	0	0
Targeted Basic Need	0	0	0	0	0
PSPB	282	272	0	0	554
Contingency	833	834	0	0	1,667
Unallocated	0	0	23,700	0	23,700
Schools Programme	29,466	16,513	23,700	0	69,679
Early Education for Two Year Olds	0	0	0	0	0
Outset Centre	0	0	0	0	0
Aiming High for Disabled Children	0	0	0	0	0
Schools Programme - Other	0	0	0	0	0
TOTAL SCHOOLS PROGRAMME	29,466	16,513	23,700	0	69,679
RESOURCES					
DfE Capital Grant	(26,566)	(16,513)	(23,700)	0	(66,779)
Louisa Oakes	(2,900)	0	0	0	(2,900)
s106	0	0	0	0	0
TOTAL SCHOOLS RESOURCES	(29,466)	(16,513)	(23,700)	0	(69,679)

NEIGHBOURHOOD & COMMERCIAL CAPITAL PROGRAMME	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Registrars	0	0	0	0	0
Transport for London	3,268	0	0	0	3,268
Drapers Field - Casey Group	0	0	0	0	0
Enjoy Waltham Forest	11,008	0	0	0	11,008
Salt Barn	0	0	0	0	0
Parks Play Equipment	0	0	0	0	0
CCTV	0	0	0	0	0
Parks CCTV	0	0	0	0	0
Leyton Jubilee Park	0	0	0	0	0
Marsh Lane/Abbotts Park (Idverde)	0	0	0	0	0
Lloyd Park	0	0	0	0	0
Ive Farm Pocket Park	0	0	0	0	0
Library Locals Overhead	0	0	0	0	0
TOTAL NEIGHBOURHOOD	14,276	0	0	0	14,276
RESOURCES					
Transport for London (TfL) grant	(14,276)	0	0	0	(14,276)
Capital Receipts	0	0	0	0	0
Reserves	0	0	0	0	0
TOTAL NEIGHBOURHOOD	(14,276)	0	0	0	(14,276)

REGENERATION & GROWTH CAPITAL PROGRAMME	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Lea Bridge Station	0	0	0	0	0
Town Hall	0	0	0	0	0
Wetlands	981	314	0	0	1,295
GAF projects	1,260	0	0	0	1,260
Eton Manor Redesign	0	0	0	0	0
s106	0	0	0	0	0
Town Square & Gardens	0	0	0	0	0
Development IT System	0	0	0	0	0
High Street Regeneration	373	0	0	0	373
Wood Street OLF	0	0	0	0	0
Chingford Library	0	0	0	0	0
Walthamstow Library	0	0	0	0	0
Libraries cross-cutting	0	0	0	0	0
Walthamstow Street Market	0	0	0	0	0
Harrow Green	0	0	0	0	0
Walthamstow Town Centre Fund	100	0	0	0	100
St James St HLF	407	0	0	0	407
Shop Fronts (GLA)	250	0	0	0	250
Housing Zone	2,564	1,210	1,485	0	5,259
BHL Creative Industries	0	0	0	0	0
Blackhorse Lane workshops	101	0	0	0	101
Ive Farm (transfer of pitches from Score)	0	0	0	0	0
Score Centre	0	0	0	0	0
Chingford Renaissance	0	0	0	0	0
Priory Court	0	0	0	0	0
Juniper House enabling	325	0	0	0	325
Central Parade enabling	2,424	625	120	120	3,289
SALIX	0	0	0	0	0
TOTAL REGENERATION	8,785	2,149	1,605	120	12,659
RESOURCES					
DfT New Stations Fund - Lea Bridge Sta	0	0	0	0	0
Heritage Lottery Fund Wetlands	0	(215)	0	0	(215)
Heritage Lottery Fund St James	(407)	0	0	0	(407)
Thames Water - Wetlands	(962)	0	0	0	(962)
Capital Receipts	(3,122)	(625)	(120)	(120)	(3,987)
GAF	(1,260)	0	0	0	(1,260)
GAF - Wetlands development	(19)	(99)	0	0	(118)
s106 - general	0	0	0	0	0
s106 - High Street Regen	0	0	0	0	0
s106- Housing Zone	(1,140)	(370)	(1,485)	0	(2,995)
GLA grant	(1,875)	(840)	0	0	(2,715)
Reserves	0	0	0	0	0
SALIX	0	0	0	0	0
TOTAL REGENERATION	(8,785)	(2,149)	(1,605)	(120)	(12,659)

CORPORATE DEVELOPMENT	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Pympe Hall Dovecote	0	0	0	0	0
Laurie Cunningham statue	0	0	0	0	0
William Morris Gallery	0	0	0	0	0
WMG refurb 2016	0	0	0	0	0
Leyton Sports ground -improvements	0	0	0	0	0
Leyton Sports Ground play area	0	0	0	0	0
Leyton Sports Ground HLF development	300	26	0	0	326
Leyton Sports Ground - HLF delivery	0	600	1,074	600	2,274
Vestry House museum - HLF bid	0	0	0	0	0
Leytonstone Library	0	0	0	0	0
One SAP	0	0	0	0	0
Laptops/Wireless Networking	0	0	0	0	0
Service Management Tool (ICT)	0	0	0	0	0
Council Chamber AV	0	0	0	0	0
TOTAL CORP DEVT PROGRAMME	300	626	1,074	600	2,600
RESOURCES					
Capital Receipts	0	0	0	0	0
Reserves	(255)	(26)	(128)	(600)	(1,009)
HLF grant	(45)	(600)	(946)	0	(1,591)
TOTAL CORP DEVT RESOURCES	(300)	(626)	(1,074)	(600)	(2,600)

PROPERTY	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Purchase of Magistrates Court	3,315	0	0	0	3,315
Social Club demolition	117	0	0	0	117
The Mall	0	0	0	0	0
The Scene	0	0	0	0	0
Compliance	0	0	0	0	0
CCTV at Low Hall depot (was H&S)	0	0	0	0	0
Willow House	0	0	0	0	0
Boundary Wall at LSG	200	0	0	0	200
Pastures Youth Centre roof	0	0	0	0	0
Clock Tower	200	0	0	0	200
TOTAL PROPERTY	3,832	0	0	0	3,832
RESOURCES					
Capital Receipts	(3,832)	0	0	0	(3,832)
Borrowing - The Scene	0	0	0	0	0
Reserves	0	0	0	0	0
TOTAL PROPERTY	(3,832)	0	0	0	(3,832)

CONTINGENCY	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
TOTAL CONTINGENCY	1,000	1,000	0	0	2,000
RESOURCES					
Capital Receipts	(1,000)	(1,000)	0	0	(2,000)
TOTAL CONTINGENCY	(1,000)	(1,000)	0	0	(2,000)

Summary Savings Schedules

	RWF Savings 2014/15 £	RWF Savings 2015/16 £	RWF Savings 2016/17 £	RWF Savings 2017/18 £	Efficiency Savings 2017/18 £	Total £
Operations	148,409	1,353,453	2,768,745	495,500	0	4,766,107
Adults Social Care	1,905,400	1,460,000	3,816,111	1,229,400	0	8,410,911
Children's Social Care	0	615,000	1,984,600	185,900	0	2,785,500
Families	135,000	0	60,000	0	336,300	531,300
Early Help	0	0	962,000	54,000	0	1,016,000
Health	0	0	2,000,000	0	0	2,000,000
Universal Services	0	1,845,600	543,400	306,000	0	2,695,000
Inclusion	264,000	200,000	100,000	0	0	564,000
Culture & Communities	22,700	82,300	281,200	400	0	386,600
Public Realm	96,645	954,802	2,951,395	208,500	0	4,211,342
Service Design	112,825	1,206,225	1,483,300	0	0	2,802,350
Growth & Housing	76,617	623,983	531,700	47,000	0	1,279,300
Neighbourhoods & Commercial	0	0	0	0	785,500	785,500
Finance & Governance	500,000	311,329	768,000	155,400	1,552,900	3,287,629
Corporate Development	0	0	0	0	239,000	239,000
Economic Growth	0	0	0	0	86,300	86,300
Total Savings	3,261,595	8,652,693	18,250,451	2,682,100	3,000,000	35,846,839

RWF Phase 1, 2 & MTFS - Savings List

Phase	Ref No	Directorate	Service Area	Portfolio	Detail	Impact	Savings Option	Savings Option	Savings Option	Savings Option	Total	FTE
							2014/15 £	2015/16 £	2016/17 £	2017/18 £		
RWF 1	C1	Operations	Coo	Cllr Loakes	<u>New Operating Model</u> - Proposal (Phase 1) to establish the senior management structure reporting to the COO. As set out in the agreed "blueprint" the proposal will reconfigure and consolidate several existing managerial roles to create a Head of HR, Head of Transformation and Business Change and a Customer and Business Operations Director post. (Implementation 1.12.14) Phase 2 includes a restructure of programme management capacity across Improvement & Efficiency, Families and Transformation (Implementation 5.1.15)	None	35,742	83,858			119,600	
RWF 1	C2	Operations	Business Support	Cllr Loakes	<u>Business Support</u> - Proposal is based on the Staff consultation which is planned for implementation Sept'15.	None	112,667	1,269,595	361,166		1,743,428	
RWF 1	C2	Operations	Business Support	Cllr Loakes	<u>Business Support</u> - Proposal is based on the Staff consultation which is planned for implementation Sept'15.	None			270,000		270,000	
RWF 1	C4	Operations	Digital	Cllr Loakes	<u>Digital</u> -				640,713	260,500	901,213	
RWF 2	O1	Operations	Transformation	Cllr Loakes	Reduce the number of places on the National Graduate Development Programme from five to four	Reduction of one in the number of places offered on the scheme. Will <u>not</u> affect graduates currently in post.			30,420		30,420	1
RWF 2	O2	Operations	Transformation	Cllr Loakes	Reduce consultancy spend	Expected to be negligible as capacity of in-house Transformation and Business Change resource is developed			113,850		113,850	-
RWF 2	O3	Operations	Governance	Cllr Loakes	Restructure including streamlining management; general efficiencies from shift to digital working; more flexible working within teams; greater provision for in-house advocacy reducing external spend. Review of budgeting with a view to reducing in-house contribution to base budget.	No impact on service delivery			140,000		140,000	1
RWF 2	O4	Operations	Customer Service & Business Support	Cllr Loakes	Review of Business Support function supported by delivery partner following initial implementation.	Expected to be low impact - greater detail after Business Support beds in and review undertaken			300,000		300,000	15
RWF 2	O8	Operations	Customer Service & Business Support	Cllr Loakes	Provide Business Support for Ascham Homes	Expected to be low impact - further detailed analysis to take place			60,000		60,000	4
RWF 2	O9	Operations	Customer Service & Business Support	Cllr Loakes	Further reduction of admin support to senior management and cabinet by creating flexible pool.	low impact			60,000		60,000	3
RWF 2	O11	Operations	Customer Service & Business Support	Cllr Loakes	Remodel service provision for libraries and Customer Services	Impact not known until analysis has taken place			120,000		120,000	4

RWF 2	O12	Operations	Customer Service & Business Support	Cllr Loakes	Registrars – vacate Grove Road - saving from operating costs plus any capital receipt	low impact				60,000	60,000	-
RWF 2	O13	Operations	Customer Service & Business Support	Cllr Loakes	Contact Centre - review of call answering time targets following the implementation of new Digital channels (e.g. new website, portal), which will modernise customer access.	medium impact - will be aligned with delivery of enhanced digital services			120,000		120,000	4
RWF 2	O14	Operations	Customer Service & Business Support	Cllr Loakes	Contact Centre - Reduction in supervisor levels post-digital service implementation	low impact - will be aligned with deliver of enhanced digital services			90,000		90,000	2
RWF 2	O15	Operations	ICT	Cllr Loakes	" THE BIG TENDER" - INFRASTRUCTURE, NETWORKING & EUC - The tendering of components that are currently in the scope of the Infrastructure, Network and EUC Teams which includes staffing, supply and maintenance of all technology. This procurement will include a full options appraisal for future delivery models. The timescale for procurement & implementation also need to be considered and may not be complete until September 2016.	No impact on service delivery			175,000		175,000	
RWF 2	O15	Operations	ICT	Cllr Loakes	" THE BIG TENDER" - INFRASTRUCTURE, NETWORKING & EUC - The tendering of components that are currently in the scope of the Infrastructure, Network and EUC Teams which includes staffing, supply and maintenance of all technology. This procurement will include a full options appraisal for future delivery models. The timescale for procurement & implementation also need to be considered and may not be complete until September 2016.	No impact on service delivery			175,000		175,000	-
RWF 2	O16	Operations	ICT	Cllr Loakes	APPLICATIONS REVIEW - Review all current applications again and take a much harder line in assessing their business value against their cost of continued running	No impact on service delivery			20,000		20,000	-
RWF 2	O17	Operations	ICT	Cllr Loakes	Further review of licenses and applications To review all current licensing of software to check for unused or situations where the number of licenses exceed the Council's needs	No impact on service delivery			20,000		20,000	-
RWF 2	O18	Operations	ICT	Cllr Loakes	CONTRACT RENEGOTIATIONS - The renegotiation of existing contracts held by ICT Services to see if reductions in the current costs can be achieved	No impact on service delivery			10,000		10,000	-
RWF 2	O19	Operations	ICT	Cllr Loakes	To review the current role and responsibilities of the Infrastructure Team's job descriptions which are out of date post the ICT Services restructure last summer as they were out of scope due to them being externalised to BT under the proposed Data Centre contract.	No impact on service delivery			10,000		10,000	-
RWF 2	O20	Operations	ICT	Cllr Loakes	Restructure Architecture Team - following the retendering of specific services covered in O15 above	No impact on service delivery			15,000		15,000	1

RWF 2	O20	Operations	ICT	Cllr Loakes	Restructure Architecture Team - following the retendering of specific services covered in O15 above	No impact on service delivery			50,000		50,000	1
RWF 2	O21	Operations	Schools HR	Cllr Loakes	Get more schools signed up (currently provide services to 33 schools, 2 out of borough - increase by 15 to deliver £75k)	No impact on service delivery			75,000		75,000	-
RWF 2	O22	Operations	HR	Cllr Loakes	Reduce 1 FTE	No impact on service delivery			38,200		38,200	1
RWF 2	O28	Operations	HR	Cllr Loakes	Reduction in facility time	Vacant posts therefore no impact on service delivery			49,396		49,396	2
					Total Operations		148,409	1,353,453	2,768,745	495,500	4,766,107	39
RWF 1	D1	Adult Social Care		Cllr Bean	<u>RWF Quick Win</u> - Identification of budget savings from current underspending identified from financial monitoring etc.	No impact on service delivery	400,000				400,000	
RWF 1	D2b	Adult Social Care	Day Opportunities	Cllr Bean	Day Opportunities Phase 2		406,400				406,400	
RWF 1			Day Opportunities	Cllr Bean					70,000	260,000	330,000	
RWF 1	D3	Adult Social Care		Cllr Bean	Customer Journey Phase 2 - LD			160,000			160,000	
RWF 1	D5	Adult Social Care		Cllr Bean	Customer Journey Phase 1 - Additional Savings.		369,000				369,000	
RWF 1	D7b	Adult Social Care	Reablement	Cllr Bean	Reablement				150,100		150,100	
RWF 1	D7b	Adult Social Care	Reablement	Cllr Bean	Reablement				329,900		329,900	
RWF 2	A10	Adult Social Care	Learning Disabilities (in-house)	Cllr Bean	Alternative proposal (utilisation of overachievement on ILF)				200,000		200,000	
RWF 2	A10	Adult Social Care	Learning Disabilities (in-house)	Cllr Bean	Remodelling the Service provision at Trumpington Road	Full options appraisal will be included within the decision report to Cabinet.			200,000	-	200,000	-
RWF 1	D4a	Adult Social Care		Cllr Bean	<u>Customer Journey Phase 2 - Mental Health</u> . - The current Customer Journey project has not made any proposals on care management arrangements for mental health services. It is intended to review these services as part of 'Phase 2' of the Customer Journey project.			150,000			150,000	
RWF 1	D4b	Adult Social Care		Cllr Bean					150,000			150,000
RWF 1	D6b	Adult Social Care	Supported Living	Cllr Bean	Supported Living		600,000				600,000	
RWF 1				Cllr Bean				600,000		600,000		
RWF 1	D7a	Adult Social Care		Cllr Bean	<u>Home Care (The 4 minutes)</u>			480,000			480,000	
MTFS	A33	Adult Social Care		Cllr Bean	Equipment	No impact on service delivery	50,000				50,000	
MTFS	A48	Adult Social Care		Cllr Bean	Telecare	No impact on service delivery	80,000				80,000	

RWF 2	A1	Adult Social Care	Cross-cutting	Cllr Bean	Adjust the Resource Allocation System (RAS) to reflect current support planning arrangement	Improvement in support planning and increase in use of personal budgets will enable service users and carers to be more innovative with care plans. The reduction will encourage social workers to look for alternative creative ways of meeting the need of individuals and to think holistically when devising support plans. The changes in RAS will not impact on service users wellbeing, as Quality Assessment Meeting (QAM) act as the final assurance on adequacy of all support plans before there are implemented.			-	274,000	700,000	-
RWF 2	A2	Adult Social Care	Transitions	Cllr Bean	Facilitate the transfers of transitional placements into Community placement settings	In line with our vision, we aim to provide independent living to all clients regardless of their disability age or dependency. Young Adults transitioning from Children Service to Adults will be given an opportunity to live independently (with support) in the community near their loved ones. Appropriate accommodation and support plans will always be validate by the housing accommodation panel and QAM.			180,000		180,000	-
RWF 2	A3	Adult Social Care	Residential Care	Cllr Bean	Facilitate the use of Community placements instead of external residential placements	We strongly believe that people are happiest in their own homes, therefore we are working hard to enable service users to continue living in their homes in community and move away from institutional care. This is also in line with our Housing Strategy, to offer Extra Care and Supported Living as home for live.			200,000	-	200,000	-
RWF 2	A4	Adult Social Care	Learning Disabilities	Cllr Bean	Review of All Learning Disabilities Care Packages	Effective engagement with Service Users and Carers to ensure sustainability/effectiveness and equality in Care support package allocation (ILF)			400,000	-	400,000	-
RWF 2	A5	Adult Social Care	Homecare	Cllr Bean	Review high cost homecare package and support in line with assessed needs.	Effective engagement with Service users and carers, leading to a firm assessment of need which will inform a coproduced support plan. These processes will ensure that service users and carers are confident, that revised support plans will maintain their wellbeing and independence.			100,000	300,000	400,000	-
RWF 2	A6	Adult Social Care	Cross-cutting	Cllr Bean	Care Act	Potential risk of inability to manage increased demand arising from new obligations. This will be mitigated by proactive demand management within ASC.		50,000	50,000	-	100,000	-

RWF 2	A6	Adult Social Care	Cross-cutting	Cllr Bean	Care Act	Potential risk of inability to manage increased demand arising from new obligations. This will be mitigated by proactive demand management within ASC.		270,000	580,000	-	850,000	-
RWF 2	A7	Adult Social Care	Drug and Alcohol Rehab (ASC/PH)	Cllr Bean	Rehab/Drug Budget	Public Health contract has been let to provide the full end to end service. The total cost of the new contract is full funded by PH. End to End service will provide better outcomes for service users.		200,000	140,000	-	340,000	-
RWF 2	A8	Adult Social Care	Learning Disabilities	Cllr Bean	Consolidation of all Carer Offer in line with the Care Act	As part of the review of Carer's offer, all carer services have been consolidated and will be allocated accordingly to need in line with the Care Act.		-	60,000	-	60,000	-
RWF 2	A9	Adult Social Care	Learning Disabilities	Cllr Bean	Consolidation of all Carer Offer in line with the Care Act	With the implementation of the Care Act (2014) LAs have been given more duties and responsibilities around carers. To comply with these new requirements we are now reviewing our carers offer, streamlining the services, making them more relevant to meet the demand and cutting down on duplication.			70,000	-	70,000	-
RWF 2	A11	Adult Social Care	Mental Health	Cllr Bean	Remodel the floating services	The overall usage of floating support has reduced, as more innovative and flexible personalised and preventative support have been included in service users support plans.			-	300,000	300,000	-
RWF 2	A12	Adult Social Care	Learning Disabilities	Cllr Bean	Remodel the floating services	Review of floating support contract , as more innovative and flexible personalised and preventative support have been included in service users support plans.			200,000	-	200,000	-
RWF 1	C4	Adult Social Care	Digital	Cllr Loakes	Digital Services Programme - ASC only				286,111	95,400	381,511	
					Total Adults Social Care		1,905,400	1,460,000	3,816,111	1,229,400	8,836,911	-
MTFS	D8 B	Children's Social Care	Children's Reviews / Children's Placements	Cllr Rusling	Children in Care			550,000	250,000		800,000	
MTFS	D8 B	Children's Social Care	Children's Reviews / Children's Placements	Cllr Rusling	Children in Care				300,000		300,000	
RWF 1	D21	Children's Social Care	Cross Directorate	Cllr Rusling	<u>Children Missing from Education</u>	<ul style="list-style-type: none"> Positive impact achieved through a more integrated response. Staffing consultation - potential 		65,000		60,000	125,000	
RWF 2	C1	Children's Social Care	Safeguarding	Cllr Rusling	The MTFS has provided a corporately-held earmarked budget of £1.5M for NPRF costs. The service commits to containing spend and reducing costs permanently by 50k in 16/17.This budget can be released towards the councils overall savings.	No impact on service delivery			50,000		50,000	-

RWF 2	C2	Children's Social Care	CIC	Cllr Rusling	Maximise efficiencies through more effective use of universal housing and other benefits available to care leavers which have not previously been utilised.	Maximise use of alternative provision & resources, therefore no impact on delivery			250,000		250,000	-	
RWF 2	C3	Children's Social Care	P & R	Cllr Rusling	Stretch 2 target sufficiency project (Placements Project)	No impact on service delivery			250,000		250,000	-	
RWF 2	C3	Children's Social Care	P & R	Cllr Rusling	Develop local providers market (out of borough placements)				250,000		250,000		
RWF 2	C3	Children's Social Care	P & R	Cllr Rusling	Reduce 1 complex high needs residential placements.				250,000		250,000		
RWF 2	C4	Children's Social Care	CIC	Cllr Rusling	Permanent reduction in the running costs associated with decrease in social work posts already achieved.	No impact on service delivery			75,000		75,000	-	
RWF 2	C5	Children's Social Care	CIC	Cllr Rusling	To reshape the leaving care service in order to provide more specialist support across housing employment and education as well as social work support. Changes in staffing structure will elicit reduction in base budget staffing costs.	No impact on service delivery			50,000		50,000	1	
RWF 2	C6	Children's Social Care	QA	Cllr Rusling	Deletion of a held vacant 0.5 FTE safeguarding post.	No impact on service delivery			29,000		29,000	1	
RWF 2	C7	Children's Social Care	QA	Cllr Rusling	Align the costs of the court proceedings advance practitioner to an alternative budget for two years and then cease activity as standards increase.	No impact on service delivery			65,000		65,000	-	
RWF 2	C8	Children's Social Care	QA	Cllr Rusling	Draw together two functions under one post – the audit manager and the LADO.	No impact on service delivery			54,000		54,000	1	
RWF 1	C4	Children's Social Care	Digital	Cllr Loakes	Digital Services Programme - Fostering & Adoption only				78,400	26,100	104,500		
RWF 1	C4	Children's Social Care	Digital	Cllr Loakes	Digital Services Programme - Social Care				33,200	99,800	133,000		
					Total Children's Social Care			-	615,000	1,984,600	185,900	2,785,500	3
MTFS	15	Commissioning Children's Social Care	Commissioning - Children's Social Care	Cllr Rusling	Complex Cases			80,000			80,000		
MTFS	16	Commissioning Children's Social Care	Commissioning - Children's Social Care	Cllr Rusling	Health Protocol			55,000			55,000		
RWF 1	D23	Families	Families Directorate	Cllr Rusling	<u>Strategic Boards</u>	The review and subsequent changes will need to link closely with work to establish a new Business Support Hub for the Council.			60,000		60,000		
RWF 1	D22	Early Help	Families Directorate (2015-16 EIG Exit strategy)	Cllr Rusling	<u>Invest to Prevent</u>							-	
					Think Families			135,000	-	60,000	-	195,000	
RWF 1	D17	Early Help	Education Improvement (2015-16 EIG Exit strategy)	Cllr Rusling	Recommissioning Children's Centres. - This project will redesign and recommission Waltham Forest's children's centre services.			240,000			240,000		
								260,000			260,000		
RWF 2	C9	Early Help/ CC		Cllr Rusling	Combining Early Help 0-11 staff with Children Centre outreach staff, reducing this total compliment of staff by 15% (9 FTE)	Rationalise staff resources across service areas.			360,000		360,000	9	
RWF 2	C10	Early Help		Cllr Rusling	Further explore the transfer to TF grant and reduce a further Youth Justice Officer post	No impact on service delivery			44,000		44,000	1	

RWF 2	CS1	Early Help	Community Safety	Cllr Ali	Staffing reduction 0.5fte Neighbourhood Problem Solver as a result of retirement plus cost shift £20k CST management costs from general fund to EU and Prevent External Grants	No impact on service delivery			40,000		40,000				
RWF 1	C4	Early Help	Digital	Cllr Loakes	Digital Services Programme - FIS & Early Years				10,700	32,200	42,900				
RWF 1	C4	Early Help	Digital	Cllr Loakes	Digital Services Programme - Admissions				7,300	21,800	29,100				
					Total Early Help				-	-	962,000	54,000	1,016,000	16	
RWF 2	P1	Public Health		Cllr Khan	Headcount savings	No impact on service delivery			250,000		250,000		4		
RWF 2	P2	Public Health		Cllr Rusling	Transform Children Centre offer to ensure Health Visitor delivery outcomes are achieved enabling a cost transfer of Health visitor grant to support delivery. This will result in an increased and improved Health visiting offer via the Children Centres.	Remodelled service offer therefore no impact to delivery			1,750,000		1,750,000		-		
					Total Health				-		2,000,000	-	2,000,000	4	
MTFS	D18	Families	Education Improvement	Cllr Rusling	DSG Cost Shift 1	Alternatives identified			35,500		35,500				
MTFS				Cllr Rusling					197,600		197,600				
MTFS				Cllr Rusling	DSG Cost Shift 1	Alternatives to be identified			64,900		64,900				
RWF 1				Cllr Rusling					52,900		52,900				
MTFS				Cllr Rusling					192,500	306,000	498,500				
RWF 1	D19			Cllr Rusling	DSG Cost Shift 1	Allocated as targets for universal services to identify alternatives		115,000			115,000				
RWF 1	D19	Families	Education Improvement	Cllr Rusling	DSG Cost Shift 1	Achieved through the Universal Offer		785,000			785,000				
RWF 1	D19			Cllr Rusling		Allocated as targets for universal services to identify alternatives		189,500		189,500					
MTFS	D19			Cllr Rusling		Delivered		150,600		150,600					
RWF 1	D19			Cllr Rusling		Delivered		455,500		455,500					
MTFS	D14			Universal Services		Education Improvement	Cllr Rusling	Inclusion - Education Psychology			50,000			50,000	
MTFS	D15	Universal Services	Education Improvement	Cllr Rusling	Inclusion - Home to School Transport			100,000			100,000				
					Total Universal Services			-	1,845,600	543,400	306,000	150,000			
RWF 1	D11	Families	Children & Families	Cllr Rusling	<u>Children & Families Redesign Phase 1 - Leyton Green Road</u>	Reconfiguration of services at Leyton Green Road, including increasing the		100,000			100,000				
MTFS	C63	Families	Children's Social Care	Cllr Rusling	Income at Leyton Green Road		64,000				64,000				
MTFS	D16	Families	CROSS DIV	Cllr Rusling	Inclusion - Service Redesign (0-25 Service)	SEND / LDD	200,000	100,000	100,000		400,000				
					Total Inclusion		264,000	200,000	100,000	-	564,000				
RWF 1	I1	Culture & Comm		Cllr Robbins	<u>New Operating Model</u> - Implementation of Blue Print Proposals (Implementation 5.1.15)		22,700	82,300			105,000				
RWF 2	CC1	Culture and Communities	Community Development	Cllr Ali	Deletion contribution to Cyberlink Building & reducing non-staffing costs for volunteering	No impact on service delivery			10,000		10,000		-		
RWF 2	CC2	Culture and Communities	Policy and Public Affairs	Cllr Robbins	Efficiency savings to scrutiny budget by reducing spend on subscriptions, external conferences and externally-commissioned member and officer training. Scrutiny training to be merged with overall member training programme.	No impact on service delivery			10,000		10,000		-		
RWF 2	CC3	Culture and Communities	Communications and Councillor Services	Cllr Robbins	Councillor Services: Reduce members training budget, telephone cost, mobile phone costs, mayors fuel and hire of transport - reductions will be obtained through better value for money	No impact on service delivery			32,900		32,900		-		

RWF 2	CC4	Culture and Communities	Communications and Councillor Services	Cllr Robbins	Community Engagement: reduce budget for consultants, publications, care management, car allowance and office supplies - reductions will be obtained through better value for money	No impact on service delivery				9,600		9,600	-	
RWF 2	CC5	Culture and Communities	Communications and Councillor Services	Cllr Robbins	Communications: replace PO4 with PO2, reduce photography and filming costs with new contract, and back office budgets and contracts.	No impact on service delivery				27,100		27,100	-	
RWF 2	CC6	Culture and Communities	Communications and Councillor Services	Cllr Robbins	Communications: increase income via Ascham recharge (charge for additional media support) and schools traded services	No impact on service delivery				15,000		15,000	-	
RWF 2	CC7	Culture and Communities	Culture and Heritage Services	Cllr Robbins	Events: core budget only - reshaped and increase efficiency in ancillary services	No impact on service delivery				26,200		26,200	-	
RWF 2	CC8	Culture and Communities	Culture and Heritage Services	Cllr Robbins	Cultural Programme - book purchasing services, remove Big Screen, extend commissioning, increase income, increase volunteering and Aveling Centre income	Minimal - will bring greater cost effectiveness				103,400		103,400	1	
RWF 2	CC9	Culture and Communities	Culture and Heritage Services	Cllr Robbins	Arts: Grants and Commissions - Reduce commissions and grants but maintain breadth of commissions	No impact on service delivery				17,800		17,800	-	
RWF 2	CC10	Culture and Communities	Culture and Heritage Services	Cllr Robbins	Museum, Gallery and Archives - Increase income, reduce costs	No impact on service delivery				28,000		28,000	-	
RWF 1	C4	Culture and Communities	Digital	Cllr Loakes	Digital Services Programme - Culture					1,200	400	1,600		
					Total Culture & Communities				22,700	82,300	281,200	400	386,600	1
RWF 1	F1a	Public Realm		Cllr Loakes	<u>New Operating Model</u> - Neighbourhood model				65,250	195,750			261,000	
RWF 1	F1b	Public Realm	Highways	Cllr Loakes	<u>New Operating Model</u> - Highways					93,300	31,100		124,400	
RWF 1	F1c	Public Realm		Cllr Loakes	Review of third party spend & income - Highways					61,000			61,000	
RWF 1	F1d	Public Realm		Cllr Loakes	Highways					14,600			14,600	
RWF 1	F2	Public Realm		Cllr Loakes	Review of overheads leading to increase recovery and income within the service				5,187	15,560			20,747	
RWF 1	J1	Cross Cutting		Cllr Coghill	<u>New Operating Model</u> - Senior Management Restructure- Neighbourhood & Commissioning				26,208	99,592			125,800	
RWF 2	PR1	Public Realm	Parks and Leisure / Neighbourhoods / Major Contracts / CCTV	Cllr Loakes	Explore opportunities to deliver services for others including Ascham Homes, RSLs etc.	Work required to scope in detail the extent of current and future opportunities.				123,000			123,000	-
RWF 2	PR1	Public Realm	Parks and Leisure / Neighbourhoods / Major Contracts / CCTV	Cllr Loakes	Explore opportunities to deliver services for others including Ascham Homes, RSLs etc.	Work required to scope in detail the extent of current and future opportunities.				121,600	100,600		222,200	-
RWF 2	PR2	Public Realm	Major Contracts / Neighbourhoods	Cllr Loakes	Review Gristwood and Toms contract and explore opportunities for joint/lower cost contract management and any efficiencies which may be made from operations (e.g. over specification).	Initial meeting held with LB Enfield and detailed scope of further work to identify options and savings in progress. Initial assessment suggests target saving is viable. Should be no adverse service impact.				30,000			30,000	-
RWF 2	PR3	Public Realm	Major Contracts / Neighbourhoods	Cllr Loakes	Look at opportunities to redesign services to deliver efficiencies, for example Bulky Waste.	Service redesign process will identify and mitigate impacts. The target saving was estimated by an independent LWARB study and needs to be re-verified, hence amber rating				143,600			143,600	-
RWF 2	PR4	Public Realm	Major Contracts / Neighbourhoods / Housing	Cllr Loakes	Selective Licensing - Opportunities to deliver efficiencies by locating the function within Neighbourhoods.	None identified.			300,000				300,000	-

RWF 2	PR5	Public Realm	Major Contracts / Parking	Cllr Loakes	Locate the Parking back office within Business Support.	The savings represents a calculated efficiency in back-office operations and should not have an adverse service impact. Other options are being pursued for a shared service or outsourcing which may produce a greater saving.			40,000		40,000	-	
RWF 2	PR9	Public Realm	Parking	Cllr Loakes	New model of enforcement allowing more efficient and effective enforcement for parking and moving traffic restrictions whilst reducing the contract costs.	Options currently being reviewed			836,100		836,100	-	
RWF 1	E8a	Neighbour'h'd & Comm	Parking	Cllr Loakes	Fees & Charges - Parking.			87,500	312,500		400,000		
RWF 2	PR6	Public Realm	Major Contracts / Highways	Cllr Loakes	Explore outdoor advertising opportunities.	Further discussions required with Culture and Communities Division.			-	30,000	30,000	-	
RWF 2	PR7	Public Realm	Highways	Cllr Loakes	Review the concrete column replacement programme.	Work underway to review the impact of this.			200,000		200,000		
RWF 2	PR8	Public Realm	Highways	Cllr Loakes	Introduce charging for the costs incurred for naming and numbering process.	No impact on service delivery			75,000		75,000		
RWF 2	PR10	Public Realm	Parks and Leisure	Cllr Loakes	Look at the potential of installing Family Burial Vaults.	Work underway to deliver this.			40,000		40,000		
RWF 2	PR11	Public Realm	Major Contracts / Neighbourhoods	Cllr Loakes	Redesign the static park keeper provision across the borough.				200,000		200,000	4	
RWF 2	PR12	Public Realm	Neighbourhoods	Cllr Loakes	Redesign Environmental Health and Trading Standards Service to better align with the Neighbourhoods model.	Work required to determine how service priorities can be maintained and viability of locality based EH & TS teams. KH			100,000		100,000		
RWF 2	PR13	Public Realm	Neighbourhoods	Cllr Loakes	Explore opportunities to fund key functions undertaken by Environmental Health and Trading Standards through the Public Health budget.	There would need to be a clear SLA in place to provide assurance that services were successfully delivering against key Public Health performance measures.			100,000		100,000		
RWF 1	E8b	Public Realm	Sport & Leisure	Cllr Loakes	Fees & Charges - Leisure			87,500	312,500		400,000		
RWF 2	PR14	Public Realm	Sport & Leisure	Cllr Khan	Maximise inward investment & income generation opportunities e.g. sponsorship of sports awards, host commercially focused events, programme funding and respond to forthcoming opportunities for Public Health Contracts.				60,000		60,000		
RWF 1	C4	Neighbourhoods	Digital	Cllr Loakes	Digital Services Programme - Neighbourhoods				225,995	77,900	303,895		
					Total Public Realm			96,645	954,802	2,951,395	208,500	4,211,342	4
RWF 1	B1	Neighbour'h'd & Comm	Service Design Hub	Cllr Coghill	New Operating Model - Service Design Hub.		112,825	356,225	53,200		522,250		
RWF 1	B2	Service Design	Commissioning (the definition of requirements & establishment of a strategic procurement path e.g. the call off of a care package from a trusted supplier)	Cllr Coghill	Facilities Management - Based on Strategic Sourcing Plans (20% of addressable spend excluding capital)			200,000	500,000		700,000		
RWF 1		Service Design		Cllr Coghill	RWF1 Shortfall in FM saving				100,000		100,000		
RWF 1		Service Design		Cllr Rusling	Transport & Fleet - Based on Strategic Sourcing Plan but adjusted for £150k included within current MTFS (D15).				-	45,000		45,000	
RWF 1		Service Design		Cllr Coghill	Advice Services - saving based on Strategic Sourcing Plans (10% of spend)				300,000	300,000		600,000	
RWF 1		Service Design		Cllr Khan	Public Health - Contract has been renegotiation and saving realised.				350,000	-		350,000	-
RWF 2	SD1	Service Design	Commissioning	Cllr Coghill	Mix of headcount reduction & commissioning savings	No impact on service delivery			140,000		140,000	1	

RWF 2	SD1	Service Design	Supporting People	Cllr Coghill	Delivered from additional savings to Supporting People procurement (SD2)				110,000		110,000		
RWF 2	SD2	Service Design	Supporting People	Cllr Bean	Review of Supporting People contracts.	Review currently underway			200,000		200,000		
RWF 1	C4	Service Design	Digital	Cllr Loakes	Digital Services Programme - Fols, Complaints & Member Enquiries				35,100	-	35,100		
					Total Service Design			112,825	1,206,225	1,483,300	0	2,802,350	1
RWF 1	A1	Regen & Growth / Housing & Growth	Cross Cutting	Cllr Coghill / Cllr Limbajee	<u>New Operating Model</u>			28,575	85,725			114,300	
RWF 1	A2	Regen & Growth / Housing & Growth	Cross Cutting	Cllr Coghill / Cllr Limbajee	<u>New Operating Model</u> - this proposal is to create the new structures for both Regeneration & Growth and Housing & Growth.				202,700	29,000		231,700	
RWF 1	A3	Housing & Growth	Property	Cllr Coghill / Cllr Limbajee	<u>Redefining Property</u> - Gainsford Rd & Uplands will be vacated following the refurbishment of Willow House. Revenue saving will be achieved as a result of the lease on Uplands being surrendered.	No impact			103,000			103,000	
RWF 1	A4	Regen & Growth	Building Control	Cllr Coghill	Increase in income following the introduction of an "Approved Inspectorate" .				50,000	50,000		100,000	
RWF 1	J1	Regen & Growth	Cross Cutting	Cllr Coghill / Cllr Limbajee	<u>New Operating Model</u> - Senior Management Restructure- Regen & Growth / Housing & Growth			48,042	182,558			230,600	
RWF 2	GH1	Growth & Housing	Transport	Cllr Coghill	Headcount reduction - Senior Transport Planner & Sustainable Transport Manager	1 vacant post - significant proportion of role now within Mini-Holland Team. 0.5 post majority of role currently managing Lea Bridge Station project - completion anticipated Spring 2016				72,000		72,000	2
RWF 2	GH2	Growth & Housing	Energy Team	Cllr Coghill	Non staff cost reductions - reduction in energy team consultancy budget	Budget realigned through restructure into Regeneration and Asset Management				28,000		28,000	
RWF 2	GH3	Growth & Housing	Planning	Cllr Coghill	Income generation proposals - Increased use of S106 monitoring budget to cover staff costs in Planning Policy team	Significant available budget to support additional funding of officer time. Continued receipt of monitoring contributions through development pipeline is anticipated				60,000		60,000	
RWF 2	GH4	Growth & Housing	Housing	Cllr Limbarjee	Efficiencies within the consultancy fees budget	No impact on service delivery				10,000		10,000	
RWF 2	GH5	Growth & Housing	Asset Management & Delivery	Cllr Coghill	Delivery of Facilities Management outsourcing will exceed £800k saving anticipated as part of RWF1	Service delivery outsourced to a third party				180,000		180,000	
RWF 1	C4	Growth & Housing	Digital	Cllr Loakes	Digital Services Programme - Growth & Housing				102,700	47,000		149,700	
					Total Growth & Housing			76,617	623,983	531,700	47,000	1,279,300	2
RWF 1	E1 & E2	Finance	Finance	Cllr Robbins	<u>New Operating Model</u> - Restructuring within Finance - launched 15th December.	Consultation commences Autumn'14			520,800	74,400		595,200	
RWF 1	E3	Finance	Cross Cutting	Cllr Robbins	<u>Agency review</u> - detailed review of current interims to deliver a real volume reduction equivalent to 6% of 2013/14 actual spend of £18m.							-	
RWF 1	E4	Finance	Cross Cutting	Cllr Robbins	Capital financing (one off)			500,000	- 500,000			-	
RWF 1	E5	Finance	MRP Methodology Change	Cllr Robbins	Review/ revision to treatment of asset life assumptions.							-	
RWF 1	E6	Finance	Finance	Cllr Robbins	Cashiers - restructure of service				50,000			50,000	

RWF 1	E7	Finance	Revenues & Benefits	Cllr Robbins	Renegotiation of system maintenance costs			15,529			15,529		
RWF 1	H2	Finance	Members	Cllr Robbins	Reduction in employers contribution to Members Pension scheme			45,000			45,000		
RWF 1	H3	Finance	Cross Cutting	Cllr Robbins	Reduction in subscriptions			80,000			80,000		
RWF 2	F1	Finance	Financial Management & Accountancy	Cllr Robbins	Contract saving reduction in the Audit Fee resulting from assessment of auditing risk arising from accounting practice at LBWF	Reduction in external provider costs - requires continued effective accounting function			56,000		56,000		
RWF 2	F2	Finance	Financial management & Accountancy	Cllr Robbins	Headcount reduction - Anticipated reduction in support required by RWF Phase 1 programme and integration of support for savings programme into mainstream Financial Management & Accountancy	Headcount reduction. Specialist RWF 2 financial support would need to be funded from implementation budgets.			40,000		40,000	1	
RWF 2	F3	Finance	Internal Control	Cllr Robbins	Headcount reduction - deletion of AD Internal Control	Headcount reduction deletion of a Chief Officer Post. Will require the review of the role and Job description for the current Internal Audit/Fraud management.			110,000		110,000	1	
RWF 2	F4	Finance	Corporate Finance	Cllr Coghill	Treasury Management income generation - using current council assets under management to fund in advance pension contributions. The return earned by the Treasury Team over the next two years will be higher than the traditional short-term lending	Income generation - 2015/16 impact requires arrangements to be put in place early and gaining agreement of external auditors (who have previously indicated a positive view on the idea)		100,000	114,000		214,000		
RWF 2	F5	Finance	Corporate Finance	Cllr Coghill	Commercialisation - Insourcing of the Pension Payroll activities, linked to a review of the contracted pension admin arrangements	Commercialisation opportunity - enables the absorption of overheads over a wider business base outside of the General Fund			63,000		63,000		
					RWF 1 - £310600 for 2016/17 - only £5800 found - £304800 deferred to 2017/18								
RWF 1	C4	Finance	Digital	Cllr Loakes	Digital Services Programme - Revenues & Benefits				310,600	155,400	466,000		
					Total Finance			500,000	311,329	768,000	155,400	1,734,729	2
					Total Savings			3,261,595	8,652,693	18,250,451	2,682,100	30,727,839	71

RWF 2020 - 2% Efficiency Savings List

Ref No	Directorate	Service Area	Detail	Impact	Savings Option 2017/18 £	FTE's
FHI	Families & Housing	Cross Directorate	Line by line review of budgets within Families & Housing to deliver required efficiencies	No impact on service delivery	336,300	
Total Families & Housing					336,300	
CD1	Corporate Dev	Transformation	Reduce consultancy spend	No impact on service delivery	34,000	
CD2	Corporate Dev	HR	Reduce non-staffing costs	No impact on service delivery	34,000	
CD3	Corporate Dev	HR	Efficiencies from Medigold and Workplace Options contracts	No impact on service delivery	20,000	
CD4	Corporate Dev	HR	Reduce Learning & Development Advisor post from 1FTE to 0.6FTE	No impact on service delivery		0.4
CD5	Corporate Dev	Culture & Communities	Income generated from exploiting new potential income streams, with the focus on promoting the borough as a film location, and selling advertising space in Council publicity, including hard copy, external sites and e-communications. The full business case will be developed by Dec 2016,	Income from new income streams.	62,000	
CD6	Corporate Dev	Digital & ICT	Fundamental review of staffing levels within ICT following the tendering process of a number of services & activities within the Infrastructure 2020 project	Successful client management of the new infrastructure contract and appropriate planning & resource future change projects will ensure no impact to service delivery.	89,000	5
Total Corporate Development					239,000	5.4
EG1	Economic Growth	Regen & Growth	Increase in DM Fee income	No impact on service delivery	31,000	
EG2	Economic Growth	Regen & Growth	Reduction in Consultancy budget in Sustainable Development	No impact on service delivery	8,000	
EG3	Economic Growth	Regen & Growth	Reduction in match funding budget in Investment & Delivery	No impact on service delivery		
EG4	Economic Growth	Regen & Growth	Reduction in legal Fees budget	No impact on service delivery		
ED5	Economic Growth	Regen & Growth	Reduction in budget for Regen lawyer	No impact on service delivery		1
ED6	Economic Growth	Property	Greater efficiency following transfer of Estates & Valuation Service to NPSL.	No impact on service delivery	36,000	

ED7	Economic Growth	Property	Line by line review of non salaries budgets within the Property service	No impact on service delivery	5,800	
ED8	Economic Growth	Chief Executive	Line by line review of non salaries budgets within Chief Executive's		5,500	
Total Economic Growth					86,300	
FG1	Finance & Gov		Capital Financing efficiency review; The Council has a statutory requirement to set a Minimum Revenue Provision (MRP) each year, to set aside some of the revenue resources as a provision for reducing the underlying need to borrow. During 2015/16 the Council reviewed its MRP policy in order to spread the cost of financing more accurately over the lives of the assets financed.	No impact on service delivery	1,182,000	
FG2	Finance & Gov	Revenues & Benefits	Review current staffing establishment within Business Rates	No impact on service delivery	50,000	1.5
FG3	Finance & Gov	Revenues & Benefits	Review non staff budgets (e.g. print and mail)	No impact on service delivery	50,000	
FG4	Finance & Gov	Financial Planning	Review current establishment	No impact on service delivery	200,000	3.5
FG8	Finance & Gov	Governance	Pursue options for shared Election service with Islington	No impact on service delivery	32,000	0.4
FG10	Finance & Gov	Procurement	Income from the provision of procurement support to other boroughs or ALMOs	No impact on service delivery	38,900	
Total Finance & Gov					1,552,900	5
NC1	Neighbour'h'd & Commercial	Highways and Traffic Management	Network Licence Fees (highways usage) and sponsorship (e.g. roundabouts).	No impact on service delivery	50,000	
NC2	Neighbour'h'd & Commercial	Highways and Traffic Management	The implementation of new highway maintenance techniques (methods and material) has allowed increased efficiencies in the planned highway resurfacing programme	No impact on service delivery	53,000	0.5
NC3a	Neighbour'h'd & Commercial	Nhd Management	Restructure of Planning Enforcement to increase close-working with Regulatory Services.	Employing higher skilled officers to improve team effectiveness	35,000	1

NC3b	Neighbour'd & Commercial	Nhd Management	Restructure of Town Centre services to ensure that service provision is aligned with geographical service needs across the borough and to maximise to external income that funds the service.	Each Neighbourhoods area to target town centres on Action Days		1
NC3c	Neighbour'd & Commercial	Nhd Management	Restructure of Neighbourhood Services to ensure that service provision is in line with geographical service needs across the borough.	Managed through efficiency in team	32,500	1
NC3d	Neighbour'd & Commercial	Regulatory Services	Housing Licensing NEW OPERATING MODEL; Integrate Housing Standards in to Selective Licensing, creating new Enforcement model. Reduce team by 3 fte.	Managed through efficiency in team re-structure and integration. Improved operating model. Increased efficiency through digital solutions.	80,000	3
NC3e	Neighbour'd & Commercial	Regulatory Services	Proceeds of Crime (POCA) and charging for Hygiene Rating reinspections	Improved efficiency in planning enforcement to prioritise prosecution proceedings.	20,000	
NC4	Neighbour'd & Commercial	Nhd Management & Regulatory Services	The development of the 24/7 Neighbourhoods Model and processes have resulted in a decrease in demand for out of hours requests, thus decreasing the number of calls going to the provider and the contract costs.	No impact on service delivery	20,000	
NC5	Neighbour'd & Commercial	Nhd Management & Regulatory Services	Secure full cost recovery of events in parks through an appropriate fees and charging structure.	No impact on service delivery		
NC6	Neighbour'd & Commercial	Highways and Traffic Management	Implementation of a new operating model for parking services.	No impact on service delivery	80000	
NC7a	Neighbour'd & Commercial	Commercial	£200k FYE of various projects in 16/17 savings programme; A number of 16/17 projects (Bulk Bin Hire; Parking Back Office redesign and residual Parking Service	Both considerations have been assessed as part of 16/17 programme.	200,000	
NC7b	Neighbour'd & Commercial	Commercial	Staffing; Delete Project officer post in Commercial Services as part of minor restructure	No impact on service delivery	30,000	1
NC7c	Neighbour'd & Commercial	Commercial	Bulk Bin Hire; Charging private blocks for bulk bin hire. Could opt to purchase own bins so assume 2/3 take up	Medium Impact.	75,000	
NC7d	Neighbour'd & Commercial	Commercial	Wheeled Bins; Charge residents for replacement bins	Medium Impact.	30,000	
NC7e	Neighbour'd & Commercial	Commercial	New paid for collection Services: Commercial Bulky Waste; Residents Upgrade; White Goods.	Service changes already implemented and established.	40,000	
NC7f	Neighbour'd & Commercial	Commercial	Pest Control; Projected surplus	Low Impact. High Confidence	15,000	

NC7g	Neighbourh'd & Commercial	Commercial	Handyman Service - 40k contract already in place	Low Impact. High Confidence.	15,000	
NC7h	Neighbourh'd & Commercial	Commercial	Grounds Mtce; Landlords, RSLs, Business	Low Impact. High Confidence.	10,000	
NC7i	Neighbourh'd & Commercial	Nhd Management	Review of the service operating model for Parks, following the end of the contract.	No impact on service delivery	-	
Total Neighbourhoods & Commercial					785,500	8
Total 2% Efficiency Savings					3,000,000	19

RWF 2020 - Investment Fund Proposals

Ref No	Directorate	Service Area	Detail	Impact	Savings Option 2017/18 £	FTE's
I1	Families & Housing	Housing	Routes to Work; reduce the number of homelessness cases by helping people affected by welfare reform into employment	Reduce the total cost of homelessness		
I2	Neighbourh'd & Commercial	Commercial	Waltham Forest Lettings; creation of a market rent product as part of the Waltham Forest Lettings offer	New revenue opportunity		
Total Investment Fund Savings					-	-

FEEES AND CHARGES

2017/18

FAMILIES 2017/18 - FEES AND CHARGES REVIEW

Division/Service Area - YOUTH SUPPORT SERVICE

Description of Fee / Charge	Notes	Budget details				Budgeted Income 2016/17	Existing Charges				New Proposals						
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)		SAP VAT Indicator UI-20% or NI-0%	Current Charges Unit Price Net of VAT	Date of last increase	Volume of Existing Usage	2017/18 New Commercial Fees / Charges	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18		
								£			£					£	
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)		
Lettings Income																	
	Mainly used by internal customers in Early Help Service.																
Outset Centre																	
Meeting Room (hour)		409460	1903	I	BE	35,600	UI	15.30	01/04/2016		15.80	3.27%	01/04/2017		36,700		
Willow Room (hour)		409460	1903	I	BE		UI	12.50	01/04/2016		12.90	3.20%	01/04/2017				
ICT Training Suite (hour)		409460	1903	I	BE		UI	27.60	01/04/2016		28.40	2.90%	01/04/2017				
Performance Hall (hour)		409460	1903	I	BE		UI	26.50	01/04/2016		27.30	3.02%	01/04/2017				
Recording Studio (hour)		409460	1903	I	BE		UI	15.30	01/04/2016		15.80	3.27%	01/04/2017				
Weekend Rate - (hour for first 3 hrs)		409460	1903	I	BE		UI	40.80	01/04/2016		42.00	2.94%	01/04/2017				
Weekend Rate - (hour, after 3 hrs)		409460	1903	I	BE		UI	40.80	01/04/2016		42.00	2.94%	01/04/2017				
Pastures Youth Centre																	
Good Shepherd Building																	
Lower Hall		409460	2062	I	BE	46,800	NI	21.00	01/04/2016		21.60	2.86%	01/04/2017		48,200		
Upper Hall		409460	2062	I	BE		NI	14.50	01/04/2016		14.90	2.76%	01/04/2017				
Training Room		409460	2062	I	BE		NI	17.00	01/04/2016		17.50	2.94%	01/04/2017				
Cloisters		409460	2062	I	BE		NI	11.50	01/04/2016		11.80	2.61%	01/04/2017				
Library		409460	2062	I	BE		NI	13.00	01/04/2016		13.40	3.08%	01/04/2017				
Room		409460	2062	I	BE		UI	11.50	01/04/2016		11.80	2.61%	01/04/2017				
Main Building																	
General Area		409460	2062	I	BE		NI	25.00	01/04/2016		25.80	3.20%	01/04/2017				
I T Suite		409460	2062	I	BE		NI	15.75	01/04/2016		16.20	2.86%	01/04/2017				
Sports Hall		409460	2062	I	BE		UI	25.50	01/04/2016		26.30	3.14%	01/04/2017				
Kitchen		409460	2062	I	BE	UI	8.00	01/04/2016		8.20	2.50%	01/04/2017					
Mon - Fri Evening & Saturday		409460	2062	I	BE	NI	41.00	01/04/2016		42.20	2.93%	01/04/2017					
Sundays		409460	2062	I	BE	NI	41.00	01/04/2016		42.20	2.93%	01/04/2017					
Multi-User Rate - Fri & Sat		409460	2062	I	BE	NI	25.50	01/04/2016		26.30	3.14%	01/04/2017					
Multi-User Rate - Sunday		409460	2062	I	BE	NI	25.50	01/04/2016		26.30	3.14%	01/04/2017					
TOTAL						82,400									84,900		
KEY TO CHARGING POLICY																	
Profit (P), Break Even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)																	
KEY TO CREDIT POLICY																	
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)																	
Notes (all fees relate to an hourly charge unless otherwise stated)																	
Notes																	

FAMILIES 2017/18 - FEES AND CHARGES REVIEW															
Division/Service Area - EDUCATION WELFARE (Statutory Penalty Charges for Parents)															
Description of Fee / Charge	Budget details					Existing Charges					New Proposals				
	Notes	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17	SAP VAT Indicator UI-20% or NI-0%	Current Charges	Date of last increase	Volume of Existing Usage (hours)	2017/18 New Fees / Charges (See Note 1)	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18
(1)				(2)	(3)	£ (4)	(5)	£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
Truancy Penalty Notices	1,2,3	409450	2907	O	SM	40,000	NI	£60.00	01/09/2012		£60.00	0.0%			40,000
This income is dependant on the number of penalties issued and will vary each year															
						40,000									40,000
KEY TO CHARGING POLICY															
Profit (P), Break Even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
1. Education welfare officers work alongside schools to support children and young people in improving attendance.															
2. The above income relates to a fixed penalty notice for parents who fail to ensure their childrens regular attendance at school . The income generated funds the admin post that deals with the process from the issuing of the penalty notice through															
3.The number of truancy penalty notices fluctuates from year to year. From September 1st 2013, the payment due dates have changed from 28 days to 21 days at £60.00 and from 42 days to 28 days at £120.00. After the 28th day the PN is															

FAMILIES 2017/18 - FEES AND CHARGES REVIEW																	
Division/Service Area - QUEENS ROAD																	
Budget Details			Existing Charges									New Proposals					
Description of Fee / Charge	Notes	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 £	SAP VAT Indicator UI-20% NI-0% or XI-exempt	Total annual charge (rounded) £	Date of last increase	2015/16 Volume of Usage	Actual volume of existing Usage %	2017/18 New Fees / Charges £	% Price Increase	Effective Date	2017/18 increase of volume of Usage %	2017/18 Unit of usage Hours pa	Budgeted Income 2017/18 £
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8a)	(8)	(9)	(10)	(11)		(12)	(13)
Meeting room Sunday 2hrs x 48 wks per annum estimate		409460	2205	I	BE	2,500.00	XI	26.00	01/04/2016	96	100%	27.00	4%	01/04/2017	4%	96	2,600
Meeting room alternate Wednesdays 1.5hrs 24 weeks		409460	2205	I	BE	900.00	XI	26.00	01/04/2016	36	100%	27.00	4%	01/04/2017	0%	36	900
Meeting room Sunday 2hrs x 48 weeks		409460	2205	I	BE	2,500.00	XI	26.00	01/04/2016	96	100%	27.00	4%	01/04/2017	4%	96	2,600
Main Hall 2 hr every last Sunday of the month 12months x 2hrs		409460	2205	I	BE	1,200.00	XI	48.00	01/04/2016	24	100%	49.00	2%	01/04/2017	0%	24	1,200
Main Hall Sunday 4 hrs x 48 wks per annum estimate		409460	2205	I	BE	9,200.00	XI	48.00	01/04/2016	192	100%	49.00	2%	01/04/2017	3%	192	9,500
Main Hall Sunday 3 hrs x 48 wks per annum estimate		409460	2205	I	BE	6,900.00	XI	48.00	01/04/2016	144	100%	49.00	2%	01/04/2017	3%	144	7,100
Main Hall Tuesday 2.5hrs x 48 wks per annum estimate		409460	2205	I	BE	5,800.00	XI	48.00	01/04/2016	120	100%	49.00	2%	01/04/2017	3%	120	6,000
IT Suite estimate 2-3 hrs hire every week over 48 wks		409460	2205	I	BE	3,400.00	XI	27.00	01/04/2016	180	n/a	28.00	4%	01/04/2017	3%	126	3,500
Main Hall Adhoc weekday (estimate 130 hrs)		409460	2205	C	BE	5,400.00	XI	54.00	01/04/2016	115	n/a	56.00	4%	01/04/2017	3%	100	5,500
Main Hall Adhoc bookings weekend (estimate 330 hrs increase of 25% in usage for 16-17)		409460	2205	C	BE	23,100.00	XI	70.00	01/04/2016	413	n/a	72.00	3%	01/04/2017	3%	330	23,800
Main Hall (Afterschool Club Term time) (50% deduction for long term booking)3hrs per day x 5 days per week x 38 weeks per annum	1	409460	2205	I	BE	18,800.00	XI	33.00	01/04/2016	570	0%	34.00	3%	01/04/2017	3%	570	19,400
Main Hall (Holiday Scheme 10 wks per annum) (50% deduction for long term booking)10hrs per day(8am-6pm) x 5 days per week x 10 weeks per annum	2	409460	2205	I	BE	14,500.00	XI	28.50	01/04/2016	500	0%	29.00	2%	01/04/2017	3%	500	14,900
TOTAL						94,200											97,000
KEY TO CHARGING POLICY																	
Profit (P), Break Even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)																	
KEY TO CREDIT POLICY																	
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)																	
Notes:																	
1. Active marketing is underway to find a new provider for the after school and holiday club as there is a need in the area.																	
2. Queens Road Community Centre has to produce enough income to cover the cost of running the building.																	

FAMILIES 2017/18 - FEES AND CHARGES REVIEW																		
Division/Service Area - SNOWBERRY NURSERY 2, 3 and 4 Year Old Provision																		
	Budget details					Existing Charges					New Proposals							
	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17	SAP VAT Indicator UI-20% NI-0% or XI-	Current Charges	Date of last increase	Volume of Usage	Possible fte places available	2017/18 New Fees / Charges	% Increase	Effective Date	Anticip. Volume (% of existina	Budgeted Income 2017/18		
				(2)	(3)	£		£		(8a)	(8b)	£	%	(11)	(12a)	£		
(1)					(4)	(5)	(6)	(7)	(8a)	(8b)	(9)	(10)	(11)	(12a)	(13)			
The number of children will vary each year and their take up of places for which they get charges for varies each year.																		
New rates introduced 1st July 2016																		
Session Rates for 2,3,4 Year Olds																		
Daily Morning Nursery sessions 8.55 to 11.55		409450	1887	O	BE	327,600	6	01/07/2016			6	0%			327,600			
Daily Afternoon Sessions 12:55 to 15:55		409450	1887		BE		21	01/07/2016			21	0%						
Weekly morning or afternoon session if taken up 5 days a week is discounted to £95 pw		409450	1887		BE		95	01/07/2016			95	0%						
Wrap round care Breakfast 7:55 to 8:55		409450	1887		BE		21	01/07/2016			21	0%						
Wrap Round care Evening 15:55 to 18:00		409450	1887		BE		15	01/07/2016			15	0%						
Holiday Care																		
3 Year Old Daily Holiday care (for holiday periods including school half terms and school summer holiday) 7:55-18:00		409450	1887		BE		44	01/07/2016			44	0%						
4 Year Old Daily Holiday care (for holiday periods including school half terms and school summer holiday) 7:55-18:00		409450	1887	BE	46	01/07/2016			46	0%								
					327,600										327,600			
KEY TO CHARGING POLICY																		
Profit (P), Break Even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)																		
KEY TO CREDIT POLICY																		
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)																		
Notes:																		
A new charging structure and working sessions was introduced in July 2016 following consultation with parents and staff. The consultation set out that the existing session had to be split between morning and after noon sessions.																		
The revised charges were brought in for parents paying monthly in September 2016. New parents were charged the new rates from July 2016.																		

FAMILIES 2017/18 - FEES AND CHARGES REVIEW																
Division/Service Area - MUSIC SERVICE																
Description of Fee / Charge	Notes	Budget details					Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17	SAP VAT Indicator UI-20% NI-0% or XI-exempt	Current Charges	Date of last increase	Volume of Usage	2017/18 New Fees / Charges	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18	
						£ (4)	(5)	£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)	
(1)					(2)	(3)										
Fees to parents																
Individual lessons (and theory)																
15 minutes (deleted)		per child per term	409450	1840	C	BE	38,100	XI								
15 minutes - concessionary (deleted)		per child per term	409450	1840	C	BE										
20 minutes		per child per term	409450	1840	C	BE				£130.00	01/09/2016	£136.50	5.00%	01/09/2017	39,400	
20 minutes - concessionary		per child per term	409450	1840	C	BE			XI	£90.00	01/09/2016	£94.50	5.00%	01/09/2017		
30 minutes		per child per term	409450	1840	C	BE				£185.00	01/09/2016	£194.00	4.86%	01/09/2017		
30 minutes - concessionary		per child per term	409450	1840	C	BE				£130.00	01/09/2016	£136.50	5.00%	01/09/2017		
Adult lessons (note 1)																
Hourly rate							1,300		£45.00	01/09/2016	£45.00	0.00%	01/09/2017	1,300		
Mini Musicians, 10 classes per term																
First child per term (part term is pro-rata)		per term	409400	1840	C	BE	12,100	XI	£62.50	01/09/2016	£65.50	4.80%	01/09/2017	12,400		
Second child per term (part term is pro-rata)		per term	409400	1840	C	BE		XI	£50.00	01/09/2016	£52.50	5.00%	01/09/2017			
Mini Baby Musicians (Part term is pro-rata)		per term							£55.00	01/09/2016	£58.00	5.45%	01/09/2017			
Music School ensemble fees																
Music school ensemble 1 term		per child per term	409508	1840	C	BE	17,100		£28.00	01/09/2016	£29.00	3.57%	01/09/2017	17,600		
Music school ensemble 1 term - concessionary		per child per term	409508	1840	C	BE		XI	£14.00	01/09/2016	£14.50	3.57%	01/09/2017			
Theory lessons																
Theory - students already at Music School - 30 mins																
Group theory (6 students or more)		per child per term	409420	1840	C	BE	4,600	XI	£34.00	01/09/2016	£35.50	4.41%	01/09/2017	4,700		
Group theory (6 students or more) - concessionary		per child per term	409420	1840	C	BE		XI	£26.00	01/09/2016	£27.00	3.85%	01/09/2017			
Theory - not at Music School - 30 mins																
Group theory (6 students or more)		per child per term	409420	1840	C	BE		XI	£46.00	01/09/2016	£48.00	4.35%	01/09/2017			
Group theory (6 students or more) - concessionary		per child per term	409420	1840	C	BE		XI	£38.50	01/09/2016	£40.50	5.19%	01/09/2017			
Instrument hire																
Instrument hire, 1 term		per instrument	409410	1840	C	BE	22,100	UI	£20.00	01/09/2016	£20.00	0.00%	01/09/2017	22,800		
instrument hire, 1 term - concessionary		per instrument per term	409410	1840	C	BE		UI	£10.00	01/09/2016	£10.00	0.00%	01/09/2017			
							95,300							98,200		
KEY TO CREDIT POLICY																
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)																
Notes																

FAMILIES 2017/18 - FEES AND CHARGES REVIEW														
Division/Service Area - SUNTRAP - Outdoor Education Centre Epping														
Description of Fee / Charge	Budget details				Existing Charges					New Proposals WALTHAM FOREST SCHOOLS				
	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17	SAP VAT Indicator UI-20% or NI-0%	Current Charges Unit Price Net of VAT	Date of last increase	Volume of Existing Usage	2017/18New Fees / Charges	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18
(1)			(2)	(3)	£ (4)	(5)	£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
Lettings														
Camping field per night community/youth groups	409460	1899	I	BE	8,600	NI	195	01/04/2016	n/a	200	3%	01/04/2017	n/a	8,900
Camping field private group	409460	1899	I	BE		NI	290	01/04/2016	n/a	320	10%	01/04/2017	n/a	
					8,600									8,900
KEY TO CHARGING POLICY														
Profit (P), Break Even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)														
KEY TO CREDIT POLICY														
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)														
Note:														
The income generated from camping varies each year and it would not be realistic to add a 3% increased on the budget income plan of £12,900.														

FAMILIES & HOMES 2017/18 - FEES AND CHARGES REVIEW

Division/Service Area - ADULTS SOCIAL CARE & HEALTH

Description of Fee / Charge (1)	Budget details					Existing Charges					New Proposals					
	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2016/17 excl. VAT £	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2017/18 New Fees /Charges incl. VAT £	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2016/17 excl. VAT £	
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	
Community Care																
Community Alarm/Telecare (per week)	1	409450	2559	I	BE	150,600	0%	5.00	01/04/2016		5.00	0.00%	01/04/2017		150,600	
Community Alarm Basic (per week)	2	409450	2559	I	BE		0%	3.00	01/04/2016		3.00	0.00%	01/04/2017			
Mindme (Cost per Month)	2	409450	2559	I	BE		0%	14.50	01/04/2016		14.50	0.00%	01/04/2017			
Day Care without Transport (per day)	4	409450	Various	I	BE		0%	41.56	01/04/2016		42.11	1.32%	01/04/2017			
Day Care with Transport (per day)	4	409450	Various	I	BE		0%	54.59	01/04/2016		53.72	-1.59%	01/04/2017			
Day Care (Dementia) 1:1 per hour home visits	5	409450	1182	I			0%	15.79	01/04/2016		16.20	2.59%	01/04/2017			
Day Care (Dementia) Clubs per session without Transport	5	409450	1182	I			0%	11.47	01/04/2016		11.89	3.63%	01/04/2017			
Day Care (Dementia) Clubs per session with Transport	5	409450	1182	I			0%	13.56	01/04/2016		14.03	3.50%	01/04/2017			
Respite Care Trumpington	6	409450	1162	I	S	34,500	0%	The Respite Policy and proposals for charges is being developed	01/04/2015		n/a					
Respite Care Trumpington Road U25	6	409450	1162	I	S		0%		01/04/2015		n/a					
Respite Care: Trumpington	6	409450	1162	I	BE		0%		01/04/2015		n/a					
Residential Care (In-House)																
Residential Older People 65 plus (existing residents)	7	409450	Various	I	S/BE	1,117,200	0%	733.00	01/04/2016		746.78	1.88%				
Dementia Older People 65 plus (existing residents)	7	409450	Various	I	S/BE		0%	804.00	01/04/2016		819.42	1.88%			1,117,200	
Residential / Dementia Older People 65 plus (new residents)	7	409450	Various	I	S/BE		0%	868.75	01/04/2016		885.05	1.88%				
Trumpington Road		409450	1162	I	S/BE			1500.00	01/04/2016		1325.42	-11.64%			34,500	
TOTAL						1,302,300									1,302,300	

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes

- Community Alarms Telecare
- Community Alarms Basic / Community Alarm - call out only
- Day Care charges are based on a day rate. The session rate is half a day. One rate is with Community Transport and the other without
- Dementia - hourly rate paid per hour for 1:1 sessions
- Dementia - hourly rate paid per hour for group sessions with and without transport
- Respite charges taken out , to be charges as set out in the Care Act
- The residential care costs are based on unit costs of the setting. In practice, residential care is an assessed charge, so most residents will pay what they can afford

FAMILIES 2017/18 - FEES AND CHARGES REVIEW															
Division/Service Area - Sport Pitch & Open Space															
Description of Fee / Charge	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT Indict or UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Sports Pitch & Open Space Hire															
Pitches - Football/Rugby/Hockey - Sunday - Grade A - Every Sunday-26 Games	50% discount for Under 16s on grass	409410	2080	C/I	S		NI	1,947.00	01/04/16		2,005.00	3.0%	01/04/16		
Pitches - Football/Rugby/Hockey - Sunday - Grade A - Alt Sundays - 13 Games	10 games or more no VAT charged if block booking and paying all at once	409410	2080	C/I	S		NI	973.00	01/04/16		1,002.00	3.0%	01/04/16		
Pitches - Football/Rugby/Hockey - Sunday - Grade A - Casual		409410	2080	C/I	S		UI	135.00	01/04/16		139.00	3.0%	01/04/16		
Pitches - Football/Rugby/Hockey - Saturday - Grade A - Every Saturday-26 Games		409410	2080	C/I	S		NI	1,690.00	01/04/16		1,741.00	3.0%	01/04/16		
Pitches - Football/Rugby/Hockey - Saturday - Grade A - Alt Saturdays - 13 Games		409410	2080	C/I	S		NI	846.00	01/04/16		871.00	3.0%	01/04/16		
Pitches - Football/Rugby/Hockey - Saturday - Grade A - Casual		409410	2080	C/I	S		UI	112.00	01/04/16		115.00	2.7%	01/04/16		
Pitches - Football/Rugby/Hockey - Mon-Fri Grade A - 1 Day Per Week - 26 Games		409410	2080	C/I	S		NI	1,307.00	01/04/16		1,346.00	3.0%	01/04/16		
Pitches - Football/Rugby/Hockey - Mon-Fri Grade A - 1 Day Alt Weeks - 13 Games		409410	2080	C/I	S		NI	654.00	01/04/16		674.00	3.1%	01/04/16		
Pitches - Football/Rugby/Hockey - Mon-Fri Grade A - Casual		409410	2080	C/I	S		UI	103.00	01/04/16		106.00	2.9%	01/04/16		
Pitches - Football/Rugby/Hockey - Sunday - Grade B - Every Sunday-26 Games		409410	2080	C/I	S		NI	1,659.00	01/04/16		1,709.00	3.0%	01/04/16		
Pitches - Football/Rugby/Hockey - Sunday - Grade B - Alt Sundays - 13 Games		409410	2080	C/I	S		NI	829.00	01/04/16		854.00	3.0%	01/04/16		
Pitches - Football/Rugby/Hockey - Sunday - Grade B - Casual		409410	2080	C/I	S		UI	103.00	01/04/16		106.00	2.9%	01/04/16		
Pitches - Football/Rugby/Hockey - Saturday - Grade B - Every Saturday-26 Games		409410	2080	C/I	S		NI	1,307.00	01/04/16		1,346.00	3.0%	01/04/16		
Pitches - Football/Rugby/Hockey - Saturday - Grade B - Alt Saturdays - 13 Games		409410	2080	C/I	S		NI	654.00	01/04/16		674.00	3.1%	01/04/16		
Pitches - Football/Rugby/Hockey - Saturday - Grade B - Casual		409410	2080	C/I	S		NI	72.00	01/04/16		74.00	2.8%	01/04/16		
Pitches - Football/Rugby/Hockey - Mon-Fri Grade B - 1 Day Per Week - 26 Games		409410	2080	C/I	S		NI	1,087.00	01/04/16		1,120.00	3.0%	01/04/16		
Pitches - Football/Rugby/Hockey - Mon-Fri Grade B - 1 Day Alt Weeks - 13 Games	409410	2080	C/I	S		NI	542.00	01/04/16		558.00	3.0%	01/04/16			
Pitches - Football/Rugby/Hockey - Mon-Fri Grade B - Casual	409410	2080	C/I	S		UI	81.00	01/04/16		83.00	2.5%	01/04/16			

Pitches - Football/Rugby/Hockey - Schools -Football & Games		409410	2080	C/I	S	165,300	UI	30.00	01/04/16		31.00	3.3%	01/04/16	165,300
Pitches - Football/Rugby/Hockey - 7 A-Side (per 40 Mins)	50% discount up to 7pm for Under 16s on astro	409410	2080	C/I	S		UI	22.00	01/04/16		23.00	4.5%	01/04/16	
Pitches - Football/Rugby/Hockey - 7 A-Side (per 40 Mins) Block booking - 10 games min		409410	2080	C/I	S		UI	215.00	01/04/16		221.00	2.8%	01/04/16	
			2080											
			2080											
Training Areas (Per Hour) - A = Low Hall - New Synthetic		409410	2080	C/I	S		UI	69.00	01/04/16		71.00	2.9%	01/04/16	
Training Areas (Per Hour) - A = Low Hall - New Synthetic - Block booking (10 games min)		409410	2080	C/I	S		NI	575.00	01/04/16		592.00	3.0%	01/04/16	
Training Areas (Per Hour) - B = Low Hall - Old Synthetic, Salisbury Hall, Jubilee		409410	2080	C/I	S		UI	55.00	01/04/16		57.00	3.6%	01/04/16	
Training Areas (Per Hour) - B = Low Hall - Old Synthetic, Salisbury Hall, Jubilee - Block booking (10 games min)		409410	2080	C/I	S		NI	459.00	01/04/16		473.00	3.1%	01/04/16	
Salisbury Hall & Jubilee			2080											
5 a side		409410	2080	C/I	S		NI	37.50			37.50	0.0%	01/04/16	
7/9 a side		409410	2080	C/I	S		NI	75.00			75.00	0.0%	01/04/16	
Full size		409410	2080	C/I	S		NI	150.00			150.00	0.0%	01/04/16	
			2080											
Training on grass pitches and MUGAs (no goalposts, markings, etc provided)	50% reduction on grass pitch costs	409410	2080	C/I	S		UI		01/04/16					
Fitness Sessions in Parks	Negotiable based on numbers and fee charged	409410	2080	C/I	S		UI		01/04/16					
			2080										01/04/16	
5-A-Side Competitions - Site Hire		409410	2080	C/I	S		UI	179.00	01/04/16		184.00	2.8%	01/04/16	
5-A-Side Competitions - Cost Per Pitch		409410	2080	C/I	S		UI	90.00	01/04/16		93.00	3.3%	01/04/16	
			2080											
Pitches - Cricket - Sat & Sun - A - Every Week - 20 Games		409410	2080	C/I	S		NI	1,498.00	01/04/16		1,543.00	3.0%	01/04/16	
Pitches - Cricket - Sat & Sun - A - Alt Weeks - 10Games		409410	2080	C/I	S		NI	748.00	01/04/16		770.00	2.9%	01/04/16	
Pitches - Cricket - Sat & Sun - A - Casual		409410	2080	C/I	S		UI	152.00	01/04/16		157.00	3.3%	01/04/16	
Pitches - Cricket - Monday-Friday - A - 1 Day Per Week - 20 Games		409410	2080	C/I	S		NI	1,135.00	01/04/16		1,169.00	3.0%	01/04/16	
Pitches - Cricket - Monday-Friday - A - Alt Weeks - 10 Games		409410	2080	C/I	S		NI	568.00	01/04/16		585.00	3.0%	01/04/16	
Pitches - Cricket - Monday-Friday - A - Casual		409410	2080	C/I	S	UI	132.00	01/04/16		136.00	3.0%	01/04/16		
			2080											
Pitches - Cricket - Sat & Sun - B - Every Week - 20 Games		409410	2080	C/I	S	NI	1,178.00	01/04/16		1,213.00	3.0%	01/04/16		
Pitches - Cricket - Sat & Sun - B - Alt Weeks - 10Games		409410	2080	C/I	S	NI	589.00	01/04/16		607.00	3.1%	01/04/16		
Pitches - Cricket - Sat & Sun - B - Casual		409410	2080	C/I	S	UI	103.00	01/04/16		106.00	2.9%	01/04/16		
Pitches - Cricket - Monday-Friday - B - 1 Day Per Week - 20 Games		409410	2080	C/I	S	NI	933.00	01/04/16		961.00	3.0%	01/04/16		

REGENERATION AND GROWTH 2017/18 - FEES AND CHARGES REVIEW																
Division/Service Area - PLANNING, STRATEGY & DEVELOPMENT																
Description of Fee / Charge	Note	Budget details				Existing Charges					New Proposals					
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT	
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)		
Development Management																
Planning Fees	Planning fees are set nationally. Fees were revised on 17th October 2014. Current rates will apply until notification of any changes by the Department of Communities and Local Government.	409450	1610	C	SM	845,000	NI	All planning fees are set nationally - varies by type of application	N/A		Planning fees are set nationally. Confirmation is awaited from National Government on the possible increases in fees in 2017/18.	0.00%		N/A	845,000	
S106 documents including research		409467	1610	C	B/E		NI	£29 per half hour	01/04/2016		£30 per half hour	3.45%	01/04/2017			
Planning decision notice		409468	1610	C	B/E	4,500	NI	£29 per half hour	01/04/2016		£30 per half hour	3.45%	01/04/2017		4,500	
A4 & A3 copy	£0.75 per sheet							£0.8 per sheet			6.67%					
A2	£15.50. per sheet							£16 per sheet			3.23%					
A1	£21 per sheet							£22 per sheet			4.76%					
A0	£31 Per Sheet							£32 per sheet			3.23%					
Refund of Fees								£50 Admin. Fee			Admin. Fee £50	0.00%				
Pre- applications - Households				N/A	N/A						150.00		01/04/2017			
Pre-application advice		409469	1610	C	B/E	102,600	NI	Large major £3,710	01/04/2016		Large major £5,500	48%	01/04/2017		102,600	
							Major £1,890	Major £2,500			32.28%					
							Large minor £924	Large minor £1,000			8.23%					
							Minor £500	Minor £700			40.00%					
							Others by negotiation	PPAs by negotiation			N/A					
Policy Planning and Regeneration																
Requests for copies:		409400	1616	C	B/E		NI	£34.00	01/04/2015				N/A	N/A	N/A	N/A
Local Residents/Businesses								£70.00								
Non Residents/Businesses								£22.00								
Map Only								£43.00								
Retail Capacity/Industrial Demand Study								£30 per half an hour								
S106 Solicitor letters including research																
Building Control																
Annex A, Table 1. Standard building regulation charges for certain types of building work .. Etc	Building Regulation charges are set in accordance with the requirements of the Building (Local Authority Charges) Regulations 2010	409450 and 409451	1599	C and I	R/A	527,800	UI	No Changes R/A	N/A		Building regulation charges are set in accordance with the requirements of the Building (Local Authority) Charges Regulations 2010	0.00%	01/04/2017		527,800	
Annex A, Table 2. Standard building regulation charges for types of building work not described in Table 1																
Annex B. Assessed Charges. (Individual assessment of building regulation charges on a project-by-project basis where construction value is estimated at more than £100k. Formal quote on a time charge rate basis of £58.50/hr																
Copy of Building Regulations		409450	1600	C	B/E		UI	£31 per half an hour	01/04/2016		£32 per half an hour	3.23%	01/04/2017		3,100	
Solicitor letter including research								£65 per half hour			£67 per half hour	3.08%				
Refund of Fees								£31 per half an hour			£32 per half an hour	3.23%				
Land Charges																

Full Personal Search of Register					N/A			£10.00			£6.00	0.00%	01/01/2017	100%	
LLC1 Register search								£24.00			£24.00	0.00%		100%	
CON29R - all questions	VAT applicable from 01 April 2017							£206.00			£247.20	0.00%		100%	
LLC1 & CON29R	VAT applicable from 01 April 2017							£230.00			£276.00	0.00%		100%	
Full Personal Search	VAT applicable from 01 April 2017							£230.00			£230.00	0.00%		100%	
Con 29O - all questions	VAT applicable from 01 April 2017							£475.00			£570.00	0.00%		100%	
Extra Parcel LLC1	VAT applicable from 01 April 2017							£4.00			£4.00	0.00%		100%	
Extra Parcel Con 29R - all questions	VAT applicable from 01 April 2017							£36.00			£43.20	0.00%		100%	
Extra Parcel Con 29O - all questions	VAT applicable from 01 April 2017							£0.00			£0.00	0.00%		100%	
Fees Con 29O Optional Questions Individual Requests:	VAT applicable from 01 April 2017							£0.00			£0.00	0.00%		100%	
Road Proposals by Private Bodies	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Public Paths or Byways	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Advertisements	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Completion Notices	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Parks and Countryside	VAT applicable from 01 April 2017	409453	1305	C	R/A	517,100		£25.00		N/A	£30.00	0.00%	01/01/2017	100%	517,100
Pipelines	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Houses in Multiple Occupation	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Noise Abatement	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Urban Development Areas	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Enterprise Zones	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Inner Urban Improvement Areas	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Simplifies Planning Zones	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Land Maintenance Notices	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Mineral Consultation Areas	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Hazardous Substance Consents	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Environmental and Pollution Notices	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Food Safety Notices	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Hedgerow Notices	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
Common Land, Towns and Village Greens	VAT applicable from 01 April 2017							£25.00			£30.00	0.00%		100%	
								1,997,000							2,000,100
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ring-fenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes Benchmarking data attached our fees in comparison are fine with the move of the LLC1 official search to the land registry late 2017 our fees should remain the same.															

FAMILIES & HOMES 2017/18 - FEES AND CHARGES REVIEW															
Division/Service Area - HOUSING															
Description of Fee / Charge	Budget details					Existing Charges					New Proposals				
	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2018/17 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT
	(1)			(2)	(3)	£ (4)	(5)	£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
GF Housing:															
Homelessness 1044/409420 (part)															
Removal charge	Rates remained fundamentally unchanged. No increase in charge is proposed.	409420	1044	I	BE	20,000	NI	380.00	01/07/2010	N/A	380.00	0%			20,000
						20,000									20,000
HRA Charges:															
Leasehold Resale Enquiry															
Information pack for solicitors	To bring in-line with other LA's	409420	1086		RA	21,000		137.10			200.00	46%	01/04/2017		21,000
Notice of transfer (Legal department)								30.00			30.00	0%	01/04/2017		
Remortgages															
Balance enquiry for remortgages	To bring in-line with other LA's	409420	1086					0.00			50.00	100%	01/04/2017		
Registration of charge (Notice of charge - Legal department)	To bring in-line with other LA's	409420	1086		RA			30.00			30.00	0%	01/04/2017		
Licence for alterations															
Standard	To bring in-line with other LA's	409420	1086		RA			0			120.00	100%	01/04/2017		
Minor	To bring in-line with other LA's	409420	1086		RA			0			60.00	100%	01/04/2017		
Legal recovery action															
Letter in pursuit of court judgement	To bring in-line with other LA's	409420	1086		RA			0			25.00	100%	01/04/2017		
Letter regarding judgement reversal	To bring in-line with other LA's	409420	1086		RA			0			15.00	100%	01/04/2017		
Tracing new address where judgement obtained	To bring in-line with other LA's	409420	1086		RA			0			100.00	100%	01/04/2017		
Other charges															
Letter of Satisfaction (for removal of leaseholders name from the County Court Register)	To bring in-line with other LA's	409420	1086		RA			0			25.00	100%	01/04/2017		
Copying of documents, for example the lease	To bring in-line with other LA's	409420	1086		RA			0			25.00	100%	01/04/2017		
Letter regarding breach of lease	To bring in-line with other LA's	409420	1086		RA			0			50.00	100%	01/04/2017		
Visit regarding breach of the lease	To bring in-line with other LA's	409420	1086		RA			0			100.00	100%	01/04/2017		
A copy of a statement from a previous year	To bring in-line with other LA's	409420	1086		RA			0			25.00	100%	01/04/2017		
A copy of a repairs report from a previous year	To bring in-line with other LA's	409420	1086		RA			0			25.00	100%	01/04/2017		
A copy of a certificate of actual account	To bring in-line with other LA's	409420	1086		RA			0			25.00	100%	01/04/2017		
Tenant Repair Charges (Voids)	Charge to ex-tenants if vacated property is left in dis-repair	409420	3202	I	RA	0	UI								
						21,000									21,000
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes															

REGENERATION AND GROWTH 2017/18 - FEES AND CHARGES REVIEW

Division/Service Area - ADULT LEARNING SERVICE

Description of Fee / Charge (1)	Note	Budget details				Existing Charges					New Proposals		Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2017/18 excl. VAT £ (13)	
		Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see Key below) (3)	Budgeted Income 2016/17 excl. VAT £ (4)	SAP VAT Indicator UI - 20% or ni 0% (5)	Current Charges incl. VAT £ (6)	Date of last increase (7)	Volume of Usage (8)	2017/18 New Fees/Charges £ (9)	% Increase (10)				
CLaSS (Academic year)																
Adult Learner Responsive	per hr							£2.90 - £4.00	01/09/2015		£2.90 - £4.00	0%	01/09/2016			
Adult Learner Responsive - Discounted Rate	per hr	409400	1847	C	S	242,000	XI	£0.87 - £1.20	01/09/2015		£0.90 - £1.20	0%	01/09/2016			242,000
Adult Safeguarded Learning	per hr	409430	2055					£4.30 - £5.00	01/09/2015		£4.30 - £5.00	0%	01/09/2016			
Adult Safeguarded Learning - Discounted Rate	per hr							£1.30 - £1.50	01/09/2015		£2.15 - £2.50	66%	01/09/2016			
note 1																
CLaSS Extra Course Fees		409420	1844	C/I/O Internal Req	BE	50,000	XI	11.00	01/09/2015		12.00	9%	01/09/2016			10,000
Exam income		409417	1848	C	BE		XI	note 2	01/09/2015		note 2	0%	01/09/2016			
Advertised Workskills		409420	1842	C/I/O Internal Req	P	50,000	XI	14.00	01/09/2015		14.00	0%	01/09/2016			20,000
						342,000										272,000

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes

1. Grant funding reduced by £900K in 2015-16 which impacted on 2016-17 Academic year. This resulted in delivery of reduced courses and adverse impact on fee and exam income.
2. Exam fees vary dependent on the exam taken

NEIGHBOURHOODS & COMMERCIAL 2017/18 - FEES AND CHARGES REVIEW

Division/Service Area - HOUSING STANDARDS & SELECTIVE LICENSING - NEIGHBOURHOOD OTHER

Description of Fee / Charge	Budget details					Existing Charges					New Proposals				
	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2015/16 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2016/17 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2016/17 excl. VAT
	(1)			(2)	(3)	£		£	(7)	(8)	£	%	(11)	(12)	£
Housing Standards															
HMO - Licensing Act - Fee															
up to 6 units of accommodation	was 10 units	409466	2830	c	BE	75,000	NI	930.00	01/04/2014	n/a	1,000.00	7.5%	01/04/2017	77,000	
For every unit above this		409466	2830	c	BE		NI	88.00	01/04/2014	n/a	100.00	13.6%	01/04/2017		
Re-application		409466	2830	c	BE		NI	930.00	01/04/2015	n/a	1,000.00	7.5%	01/04/2017		
For every unit above this							NI	88.00	01/04/2015		100.00	13.6%	01/04/2017		
Services of Housing Act 2004 Notices		409466	2830	c	BE		NI	425.00	01/01/2016	n/a	475.00	11.8%	01/04/2017		
Fast Track Licence processing	New Fee		2830	c	BE		NI				200.00		01/04/2017		
Conversion from Selective to HMO licence (change of legislation)	New fee		2830	c	BE	NI				400.00		Possibly Oct			
Re-application for HMO licence [change of licence holder within 3 months of approval - no site visit required]	New fee	409466	2830	c	BE	NI				400.00		01/04/2017			
Civil Penalties under the Housing and Planning Act 2016	New fee	409466	2830	c	BE	NI				max £30,000 per breach		02/04/2017			
Selective Licence															
Selective Licence - 5 year licence per property		409455	3114	c	BE	1,451,100	NI	650.00	01/02/2016	n/a	650.00	0.0%	01/04/2017	1,451,100	
Re-application							NI	650.00	01/02/2016	n/a	650.00	0.0%	01/04/2017		
Administrative charge to process specified licence refund payments	New Fee	409455	3114	c	BE		NI	100.00	01/02/2016	n/a	100.00	0.0%	01/04/2017		
Fast track licence processing	New Fee	409455	3114	c	BE						100.00		01/04/2017		
						1,526,100								1,528,100	

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes:

there has been no uplift of the selective licencing budget as there is a recommendation that the additional income generated be used to fund a task force to improve standards in private rented accommodation for the four years 2016/17 to 2020/21.

NEIGHBOURHOODS & COMMERCIAL 2017/18 - FEES AND CHARGES REVIEW															
Division/Service Area - ENFORCEMENT - NEIGHBOURHOODS MANAGEMENT															
Description of Fee / Charge	Note	Budget details				Existing Charges				New Proposals					
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	2016/17 New Fees/Charges incl. VAT	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Enforcement - Fixed Penalty Notices															
Depositing Litter	Standard rate (14 days)	409452	3135	C	SM		NI	80	01/04/2016		80	0.0%	01/04/2017		
Depositing Litter	Discounted rate (10 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Failure to comply with Street Litter Control Notice	Standard rate (14 days)	409452	3135	C	SM		NI	0	01/04/2016		0	0.0%	01/04/2017		
Failure to comply with Street Litter Control Notice	Discounted rate (10 days)	409452	3135	C	SM		NI	0	01/04/2016		0	0.0%	01/04/2017		
Failure to comply with Litter Clearing Notice	Standard rate (14 days)	409452	3135	C	SM		NI	0	01/04/2016		0	0.0%	01/04/2017		
Failure to comply with Litter Clearing Notice	Discounted rate (10 days)	409452	3135	C	SM		NI	0	01/04/2016		0	0.0%	01/04/2017		
Breach of Community Protection Notice	Standard rate (14 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017		
Breach of Public Space Protection Order	Standard rate (14 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017		
Failure to furnish documentation (waste transfer)	Standard rate (14 days)	409452	3135	C	SM		NI	300	01/04/2016		300	0.0%	01/04/2017		
Failure to furnish documentation (waste transfer)	Discounted rate (10 days)	409452	3135	C	SM		NI	180	01/04/2016		0	-100.0%	01/04/2017		
Failure to produce authority (waste carriers)	Standard rate (14 days)	409452	3135	C	SM		NI	300	01/04/2016		300	0.0%	01/04/2017		
Failure to produce authority (waste carriers)	Discounted rate (10 days)	409452	3135	C	SM		NI	180	01/04/2016		0	-100.0%	01/04/2017		
Unauthorised distribution of free printed matter	Standard rate (14 days)	409452	3135	C	SM		NI	80	01/04/2016		80	0.0%	01/04/2017		
Unauthorised distribution of free printed matter	Discounted rate (10 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Failure to comply with waste receptacle notice - commercial	Standard rate (14 days)	409452	3135	C	SM		NI	110	01/04/2016		110	0.0%	01/04/2017		
Failure to comply with waste receptacle notice - commercial	Discounted rate (10 days)	409452	3135	C	SM		NI	60	01/04/2016		0	-100.0%	01/04/2017		
Failure to comply with waste receptacle notice - domestic	Standard rate (28 days)	409452	3135	C	SM		NI	60	01/04/2016		80	33.3%	01/04/2017		
Failure to comply with waste receptacle notice - domestic	Discounted rate (10 days)	409452	3135	C	SM		NI	0	01/04/2016		0	0.0%	01/04/2017		
Failure to comply with Dog Control Order	Standard rate (14 days)	409452	3135	C	SM		NI	80	01/04/2016		80	0.0%	01/04/2017		
Failure to comply with Dog Control Order	Discounted rate (10 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Nuisance Parking	Standard rate (14 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017		
Nuisance Parking	Discounted rate (10 days)	409452	3135	C	SM		NI	60	01/04/2016		0	-100.0%	01/04/2017		
Abandoning a vehicle	Standard rate (14 days)	409452	3135	C	SM		NI	200	01/04/2016		200	0.0%	01/04/2017		
Abandoning a vehicle	Discounted rate (10 days)	409452	3135	C	SM		NI	120	01/04/2016		0	-100.0%	01/04/2017		
Graffiti and Flyposting	Standard rate (14 days)	409452	3135	C	SM		NI	80	01/04/2016		80	0.0%	01/04/2017		
Graffiti and Flyposting	Discounted rate (10 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Failure to nominate keyholder (alarm notification area)	Standard rate (14 days)	409452	3135	C	SM		NI	80	01/04/2016		80	0.0%	01/04/2017		
Failure to nominate keyholder (alarm notification area)	Discounted rate (10 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Noise from premises (domestic)	Standard rate (28 days)	409452	3135	C	SM		NI	110	01/04/2016		110	0.0%	01/04/2017		
Noise from premises (domestic)	Discounted rate (14 days)	409452	3135	C	SM		NI	60	01/04/2016		0	-100.0%	01/04/2017		
Noise from premises (licensed)	Standard rate (28 days)	409452	3135	C	SM		NI	500	01/04/2016		500	0.0%	01/04/2017		
Noise from premises (licensed)	Discounted rate (14 days)	Not applicable							01/04/2016				01/04/2017		

Unlicensed Street Trading	Standard rate (28 days)	409452	3135	C	SM	70,000	NI	150	01/04/2016		150	0.0%	01/04/2017	70,000
Unlicensed Street Trading	Discounted rate (14 days)	409452	3135	C	SM		NI	90	01/04/2016		0	-100.0%	01/04/2017	
Contravention of street trading licence conditions	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017	
Contravention of street trading licence conditions	Discounted rate (14 days)	409452	3135	C	SM		NI	60	01/04/2016		0	-100.0%	01/04/2017	
Making false statement in connection with street trading licence application	Standard rate (28 days)	409452	3135	C	SM		NI	125	01/04/2016		125	0.0%	01/04/2017	
Making false statement in connection with street trading licence application	Discounted rate (14 days)	409452	3135	C	SM		NI	75	01/04/2016		0	-100.0%	01/04/2017	
Resisting or obstructing an authorised officer (street trading)	Standard rate (28 days)	409452	3135	C	SM		NI	250	01/04/2016		250	0.0%	01/04/2017	
Resisting or obstructing an authorised officer (street trading)	Discounted rate (14 days)	409452	3135	C	SM		NI	150	01/04/2016		0	-100.0%	01/04/2017	
Failure to produce street trading licence on demand	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017	
Failure to produce street trading licence on demand	Discounted rate (14 days)	409452	3135	C	SM		NI	60	01/04/2016		0	-100.0%	01/04/2017	
Displaying advertisement in contravention of regulations	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017	
Displaying advertisement in contravention of regulations	Discounted rate (14 days)	409452	3135	C	SM		NI	60	01/04/2016		0	-100.0%	01/04/2017	
Painting or otherwise inscribing or affixing picture etc upon highway, tree, structure or works	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017	
Painting or otherwise inscribing or affixing picture etc upon highway, tree, structure or works	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017	
Willful Obstruction of Highway	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017	
Willful Obstruction of Highway	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017	
Erecting a building, fence or hedge on highway	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017	
Erecting a building, fence or hedge on highway	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017	
Depositing builders skip on highway without permission	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017	
Depositing builders skip on highway without permission	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017	
Failure to secure lighting or other marking of builders skip	Standard rate (28 days)	409452	3135	C	SM	NI	100	01/04/2016		100	0.0%	01/04/2017		
Failure to secure lighting or other marking of builders skip	Discounted rate (14 days)	409452	3135	C	SM	NI	50	01/04/2016		0	-100.0%	01/04/2017		
Failure to secure marking of builders skip with name and address	Standard rate (28 days)	409452	3135	C	SM	NI	100	01/04/2016		100	0.0%	01/04/2017		
Failure to secure marking of builders skip with name and address	Discounted rate (14 days)	409452	3135	C	SM	NI	50	01/04/2016		0	-100.0%	01/04/2017		
Failure to secure removal of builders skip	Standard rate (28 days)	409452	3135	C	SM	NI	100	01/04/2016		100	0.0%	01/04/2017		
Failure to secure removal of builders skip	Discounted rate (14 days)	409452	3135	C	SM	NI	50	01/04/2016		0	-100.0%	01/04/2017		
Failure to comply with conditions of permission	Standard rate (28 days)	409452	3135	C	SM	NI	100	01/04/2016		100	0.0%	01/04/2017		
Failure to comply with conditions of permission	Discounted rate (14 days)	409452	3135	C	SM	NI	50	01/04/2016		0	-100.0%	01/04/2017		
Failure to remove or reposition builders skip	Standard rate (28 days)	409452	3135	C	SM	NI	100	01/04/2016		100	0.0%	01/04/2017		
Failure to remove or reposition builders skip	Discounted rate (14 days)	409452	3135	C	SM	NI	50	01/04/2016		0	-100.0%	01/04/2017		
Failure to comply with notice requiring removal of tree or shrub	Standard rate (28 days)	409452	3135	C	SM	NI	100	01/04/2016		100	0.0%	01/04/2017		

Failure to comply with notice requiring removal of tree or shrub	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Using of stall etc for road side sales in certain circumstances	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017		
Using of stall etc for road side sales in certain circumstances	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Depositing material, etc on a made up carriageway	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017		
Depositing material, etc on a made up carriageway	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Depositing material, etc within 15 feet from centre of made up carriageway	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017		
Depositing material, etc within 15 feet from centre of made up carriageway	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Depositing anything on highway to the interruption of user	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017		
Depositing anything on highway to the interruption of user	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Pitching of booths, stalls or stands or encamping on highway	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017		
Pitching of booths, stalls or stands or encamping on highway	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Failure to comply with notice requiring works to prevent soil or refuse escaping	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017		
Failure to comply with notice requiring works to prevent soil or refuse escaping	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Failure to comply with notice requiring removal of projection from buildings	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017		
Failure to comply with notice requiring removal of projection from buildings	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Failure to comply with notice requiring alteration of door, gate or bar opening outwards	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017		
Failure to comply with notice requiring alteration of door, gate or bar opening outwards	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Keeping of animals straying or lying on side of highway	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017		
Keeping of animals straying or lying on side of highway	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Depositing things on highway which cause injury or danger	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017		
Depositing things on highway which cause injury or danger	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Erecting scaffolding or other structure without licence or failing to comply with licence	Standard rate (28 days)	409452	3135	C	SM		NI	100	01/04/2016		100	0.0%	01/04/2017		
Erecting scaffolding or other structure without licence or failing to comply with licence	Discounted rate (14 days)	409452	3135	C	SM		NI	50	01/04/2016		0	-100.0%	01/04/2017		
Unauthorised deposit of waste	Standard rate (28 days)	409452	3135	C	SM		NI	400	07/07/2016		400	0.0%	01/04/2017		
Abandoned/Surrendered Vehicle	Fees received from contractor (Redcorn Ltd) in line with new contract which now became effective 01.12.14. Decrease in volumes of abandoned/untaxed vehicles means little or no impact on budgeted income.	409450	1633	PFI	SM		UI	100	01/04/2016		100	0.0%	01/04/2017		
Untaxed Vehicle		409450	1633	PFI	SM	10,000	UI	20	01/04/2016		20	0.0%	01/04/2017		10,000

Dirty Front Gardens - Garden Clearance		409450	3135	I	BE		NI	90	01/04/2016		92.7	2.9%	01/04/2017		
High Hedges	Very little, if any, income generated, disputes are more often resolved beforehand.	409450	2846	C	BE	0	NI	525	01/04/2016		540.75	2.9%	01/04/2017		
Copy of Planning Enforcement Notice	Very seldom requested - only 2 requests so far in 2015	409450	2846	C	BE	0	NI	26	01/04/2016		26.78	2.9%	01/04/2017		
First Response															
Micro chipping Pets	No charge at organised events	409420	3138	C	BE	5800	UI	22	01/04/2016		23	4.3%			6,000
Stray Dog kennelling cost per day	No change - Intoduction of own kennelling facility has reduced contractor cost	409420	3138	C	BE		UI	26	01/04/2016		27	3.7%			
Stray Dog EPA Fine	New fee - simplified to one flat charge	409420	3138	C	BE		NI	70	01/04/2016		73	4.1%			
Riding Establishment Licence		409455	3138	C	BE	3,900	NI	680	01/04/2016		700	2.9%			4,000
Pet Shop Licence - All Animals		409455	3138	C	BE		NI	285	01/04/2016		294	3.1%			
Pet Shop Licence - Fine (Late Fees)		409455	3138	C	BE		NI	47	01/04/2016		48	2.1%			
Animal Boarding Establishment Under 100 Animals Boarded		409455	3138	C	BE		NI	254	01/04/2016		262	3.1%			
Animal Boarding Establishment 100+ Animals Boarded		409455	3138	C	BE		NI	387	01/04/2016		399	3.0%			
Dangerous Wild Animal Licence	new fee						NI	0	01/04/2016		0	0.0%			
Dog Breeding	new fee						NI	229	01/04/2016		236	3.0%			
Performing Animals	new fee						NI	175	01/04/2016		180	2.8%			
						89,700									90,000
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes															
Enforcement : Discounted Rates no longer applicable and all other fees set a statutory maximum.															
Dog Team : Income from Fees & Charges set to cover Invest to save over 3 years															

NEIGHBOURHOODS & COMMERCIAL 2017/18 - FEES AND CHARGES REVIEW

Division/Service Area - CEMETERIES - NEIGHBOURHOOD OTHER

	Budget details					Existing Charges					New Proposals						
	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2015/16 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2016/17 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2016/17 excl. VAT		
	(1)			(2)	(3)	£ (4)	(5)	£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)		
Interments																	
Child under 12 years		409450	1661	c	S	356,000	NI	180.00	01/04/2016		185.00	2.8%	01/04/2017		356,000		
Child additional digging for wide coffin	price on application	409450	1661	c	S		NI	60.00	01/04/2016		0.00	-100.0%	01/04/2017				
Adult exceeding 12 years		409450	1661	c	S		NI	1,020.00	01/04/2016		1,200.00	17.6%	01/04/2017				
Adult - additional for wide coffin		409450	1661	c	S		NI	150.00	01/04/2016		155.00	3.3%	01/04/2017				
Cremated Remains - buried		409450	1661	c	S		NI	225.00	01/04/2016		300.00	33.3%	01/04/2017				
Rights of burial statutory																	
Child under 12 (in single grave)		409450	1661	c	S		NI	700.00	01/04/2016		720.00	2.9%	01/04/2017				
Adult - exceeding 12 years		409450	1661	c	S		NI	1,450.00	01/04/2016		1,495.00	3.1%	01/04/2017				
Cremated Remains (in a full grave)		409450	1661	c	S		NI	1,450.00	01/04/2016		1,495.00	3.1%	01/04/2017				
Removal/Replacement of Memorials (for burials)																	
Removal/Replacement of headstone only (up to 3ft)		409450	1661	c	S		NI	125.00	01/04/2016		130.00	4.0%	01/04/2017				
Removal/Replacement of Memorial		409450	1661	c	S		NI	250.00	01/04/2016		260.00	4.0%	01/04/2017				
Removal/Replacement of larger memorials.	price on application	409450	1661	c	S		NI										
Re-opening of Vault	price on application	409450	1661	c	S		NI										
Removal/Replacement of lawn kerb		409450	1661	c	S		NI	85.00	01/04/2016		90.00	5.9%	01/04/2017				
Burial Vault/ Chamber		409450	1661	c	S		NI	8,000.00	01/08/2015		5,750.00	-28.1%	01/01/2017				
Traditional graves																	
Rights of burial	New Fee	409450	1661	c	S		NI				1,650.00		01/04/2017				
Prime position fee	New Fee	409450	1661	c	S		NI				150.00		01/04/2017				
Internment	New Fee	409450	1661	c	S		NI				1,300.00		01/04/2017				
Landing foundation	New Fee	409450	1661	c	S	NI				550.00		01/04/2017					
Miscellaneous -																	
Certificate of Right of Burial		409450	1661	c	S	NI	65.00	01/04/2016		70.00	7.7%	01/04/2017					
Transfer of Right of Burial		409450	1661	c	S	NI	60.00	01/04/2016		62.00	3.3%	01/04/2017					
Exhumation	price on application	409450	1661	c	S	UI											
Levelling Memorials* (Headstone & Foundation)		409450	1661	c	S	UI	110.00	01/04/2016		115.00	4.5%	01/04/2017					
Levelling Memorials* (Kerb Set)		409450	1661	c	S	UI	60.00	01/04/2016		62.00	3.3%	01/04/2017					
Admin/Handling Charge for Memorial Seats		409450	1661	c	S	UI	300.00	01/04/2016		310.00	3.3%	01/04/2017					
Black Granite Vase (Square)*	price on application	409450	1661	c	S	UI											
Memorial Bench: Hardwood or Ploy Pastic		409450	1661	c	S	UI	740.00	01/04/2016		760.00	2.7%	01/04/2017					
- Carved dedication per letter		409450	1661	c	S	UI	3.50	01/04/2016		4.00	14.3%	01/04/2017					
Memorial Tree*	price on application	409450	1661	c	S	UI											

Grave Search Fees															
Where search is made via computerised records (1978 - on)	per name	409450	1661	c	S	UI	9.00	01/04/2016	10.00	11.1%	01/04/2017				
Where exact date of death is known (pre 1978)	per name	409450	1661	c	S	UI	16.00	01/04/2016	16.00	0.0%	01/04/2017				
Where date of death is within a given period of time	per name / per 5 year period	409450	1661	c	S	UI	38.00	01/04/2016	40.00	5.3%	01/04/2017				
Where date of death is unknown	per name / per year	409450	1661	c	S	UI	N/A Note (1)	01/04/2016							
Photocopy of burial record and map showing position of grave	per name	409450	1661	c	S	UI	16.00	01/04/2016	16.00	0.0%	01/04/2017				
Provision of 2 photographs of grave + fee for postage / email	per grave	409450	1661	c	S	UI	24.00	01/04/2016	25.00	4.2%	01/04/2017				
New Cremated Remains Plots															
Exclusive right of burial (25 year term)		409450	1661	c	S	NI	1,000.00	01/04/2016	1,030.00	3.0%	01/04/2017				
Interment Fee (per casket)		409450	1661	c	S	NI	225.00	01/04/2016	300.00	33.3%	01/04/2017				
Granite Blank with first inscription		409450	1661	c	S	UI	500.00	01/04/2016	515.00	3.0%	01/04/2017				
2nd inscription on granite blank		409450	1661	c	S	UI	210.00	01/04/2016	215.00	2.4%	01/04/2017				
Extension of right of burial (additional 5 year period beyond 25 years)		409450	1661	c	S	NI	300.00	01/04/2016	310.00	3.3%	01/04/2017				
Half-Grave Plots (for ashes only)															
Exclusive right of burial (for Cremated Remains Plot)		409450	1661	c	S	NI	950.00	01/04/2016	980.00	3.2%	01/04/2017				
Interment Fee		409450	1661	c	S	NI	225.00	01/04/2016	300.00	33.3%	01/04/2017				
Headstone Foundation *		409450	1661	c	S	NI	150.00	01/04/2016	155.00	3.3%	01/04/2017				
Erection of Memorials															
Headstone Foundation *		409400	1661	c	S	UI	150.00	01/04/2016	155.00	3.3%	01/04/2017				
Lawn Headstone (one inscription only)*		409400	1661	c	S	UI	170.00	01/04/2016	175.00	2.9%	01/04/2017				
Additional Inscription*		409400	1661	c	S	UI	85.00	01/04/2016	100.00	17.6%	01/04/2017				
Vase*		409400	1661	c	S	UI	85.00	01/04/2016	90.00	5.9%	01/04/2017				
Additional Plate/plaque/book*		409400	1661	c	S	UI	85.00	01/04/2016	90.00	5.9%	01/04/2017				
Wooden Cross* (when used as a permanent memorial)		409400	1661	c	S	UI	170.00	01/04/2016	175.00	2.9%	01/04/2017				
364,300													364,500		
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes - the differential fees for non-residents have been removed as services are available exclusively to residents or those with a strong borough connection.															

NEIGHBOURHOODS & COMMERCIAL 2017/18 - FEES AND CHARGES REVIEW															
Division/Service Area - NEIGHBOURHOODS - CCTV															
Description of Fee / Charge	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
CCTV - DPA Charge		409420	2098	C	SM	200	NI	10	01/04/2016	20	10.00	0.0%		200	
CCTV - Evidence Request Charge				C	BE	1,800	NI	90	01/04/2016		95.00	5.6%		1,900	
						2,000								2,100	
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes															
1) The DPA charge is fixed and cannot be changed , however the second charge is for evidence and this is self-setting .															
2) Evidence request charge increased to £95 in line with other Boroughs as advised.															
3) Based on estimated 20x requests per year.															

NEIGHBOURHOODS & COMMERCIAL 2017/18 - FEES AND CHARGES REVIEW															
Division/Service Area - PEST CONTROL COMMERCIAL UNIT															
Description of Fee / Charge	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Environmental Health															
Public Health															
Pest Control - Mice		409450	3219	C/I	BE	197,900	UI	140.00	01/04/2016	17%	145.00	3.6%	01/04/2017	11%	197,900
Pest Control - Fleas		409450	3219	C/I	BE		UI	130.00	01/04/2016	2%	135.00	3.8%	01/04/2017	1%	
Pest Control - Bedbugs		409450	3219	C/I	BE		UI	170.00	01/04/2016	9%	180.00	5.9%	01/04/2017	7%	
Pest Control - Roaches		409450	3219	C/I	BE		UI	140.00	01/04/2016	5%	145.00	3.6%	01/04/2017	4%	
Pest Control - Pharoah Ants		409450	3219	C/I	BE		UI	135.00	01/04/2016	0%	140.00	3.7%	01/04/2017	0%	
Pest Control - Mice - Reduced Fee - CTS		409450	3219	C/I	BE		UI	100.00	01/04/2016	5%	105.00	5.0%	01/04/2017	11%	
Pest Control - Fleas - Reduced Fee - CTS		409450	3219	C/I	BE		UI	91.00	01/04/2016	1%	95.00	4.4%	01/04/2017	1%	
Pest Control - Bedbugs - Reduced Fee - CTS		409450	3219	C/I	BE		UI	120.00	01/04/2016	5%	125.00	4.2%	01/04/2017	7%	
Pest Control - Roaches - Reduced Fee - CTS		409450	3219	C/I	BE		UI	100.00	01/04/2016	2%	105.00	5.0%	01/04/2017	4%	
Pest Control - Pharoah Ants - Reduced Fee - CTS		409450	3219	C/I	BE		UI	95.00	01/04/2016	1%	100.00	5.3%	01/04/2017	0%	
Pest Control - Rats		409450	3219	C/I	BE		UI	140.00	01/04/2016	37%	145.00	3.6%	01/04/2017	20%	
Pest Control - Rats - Reduced Fee - CTS		409450	3219	C/I	BE		UI	100.00	01/04/2016	1%	105.00	5.0%	01/04/2017	0%	
Pest Control - Rats - Landlord/ Managing Agent Fee		409450	3219	C/I	BE		UI	100.00	01/04/2016	1%	105.00	5.0%	01/04/2017	20%	
Pest Control - SPI		409450	3219	C/I	BE		UI	105.00	01/04/2016	2%	110.00	4.8%	01/04/2017	2%	
Pest Control - Late Cancellation Fee/Site Survey		409450	3219	C/I	BE		UI	45.00	01/04/2016	3%	50.00	11.1%	01/04/2017	4%	
Pest Control - Wasps		409450	3219	C/I	BE		UI	80.00	01/04/2016	7%	85.00	6.3%	01/04/2017	8%	
Additional roo charge		409450	3219	C/I	BE		UI	15.50	01/04/2016		16.00	3.2%	01/04/2017		
						197,900									197,900
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes															
unachievable income target being now managed by Commercial Unit															

NEIGHBOURHOODS & COMMERCIAL 2017/18 - FEES AND CHARGES REVIEW

Division/Service Area - BULKY WASTE COMMERCIAL UNIT

Description of Fee / Charge	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Bulky Waste - Commercial Service															
1-5 items				C			UI	60.00			60.00	0.0%			
6-10 items				C			UI	90.00			90.00	0.0%			
11-15 items		409420	3210	C	P	10,000	UI	120.00			120.00	0.0%			10,000
16-20 items				C			UI	150.00			150.00	0.0%			
						10,000									10,000
White Goods - Commercial Service															
One standard size				C		0	UI	25.00	na	na	25.00	0.0%	01/04/2017		
Two Standard size				C		0	UI	35.00	na	na	35.00	0.0%	01/04/2017		
One Oversize		409420	3210	C		0	UI	35.00	na	na	35.00	0.0%	01/04/2017		
Three Standard				C		0	UI	45.00	na	na	45.00	0.0%	01/04/2017		
One oversize and one standard				C		0	UI	45.00	na	na	45.00	0.0%	01/04/2017		
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes															
For the Large item collections including white goods, residents upgrades and Commercial collections I am not proposing to increase these fees for this year. Extra income that will ensure we will meet all income targets will be generated from an increase in service use. The reasoning behind this is that it is a new service launched in June 2016 after an initial pilot started in February 2016. The lesson learnt was that we had not priced our service competitively enough to attract the business. We have reviewed the market conditions and recommend that there is no price increase in 2017/18. We are exploring marketing this service and will look to increase volumes rather than the fees to generate extra income.															

NEIGHBOURHOODS & COMMERCIAL 2017/18 - FEES AND CHARGES REVIEW															
Division/Service Area - WASTE BIN REPLACEMENT - Neighbourhoods															
Description of Fee / Charge	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Annual Charges for Bulk Bin Hire															
Refuse 1280		409416	1786	I	S	0	NI	103.76	N/A	121	106.87	3.0%	01.04.17	235	
Refuse 1100				I	S	0	NI	98.10	N/A	640	101.04	3.0%	01.04.17	1,340	
Refuse 940				I	S	0	NI	96.67	N/A	455	99.57	3.0%	01.04.17	525	
Refuse 820				I	S	0	NI	95.59	N/A	53	98.46	3.0%	01.04.17	80	
Refuse 660				I	S	0	NI	94.15	N/A	242	96.97	3.0%	01.04.17	394	
Recycling 1280				I	S	0	NI	122.12	N/A	527	125.78	3.0%	01.04.17	913	
Recycling 1100				I	S	0	NI	115.06	N/A	289	118.51	3.0%	01.04.17	485	
Recycling 660				I	S	1	NI	102.34	N/A	212	105.41	3.0%	01.04.17	337	
Kerbside Bin Replacement															
Waste, recycling and organic	Resident Payment Upon Request	409420	1795	O	BE						25.00	N/A	01.04.17		
						108,900								148,500	
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes:															
In the first year annual charges of £145,150 should be apportioned 9 months in 2016/17 (£108,862) with the balance carried over to 2017/18															
The F&C cannot be added as budgeted income, already committed against RWF savings targets															

NEIGHBOURHOODS & COMMERCIAL 2017/18 - FEES AND CHARGES REVIEW															
Division/Service Area -Environmental Health/Licencing															
Description of Fee / Charge	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Environmental Health															
Mortuary															
Storage		409450	1594	C	BE	2,100	NI	14.00	01/04/2016		14.00	0.0%			2,100
Post Mortem 2nd		409450	1594	C	BE		NI	710.00	01/04/2016		731.00	3.0%	01/04/2017		
Special		409450	1594	C	BE		NI	710.00	01/04/2016		731.00	3.0%	01/04/2017		
Post Mortem Infectious		409450	1594	C	BE		NI	500.00	01/04/2016		515.00	3.0%	01/04/2017		
Post Mortem		409450	1594	C	BE		NI	392.00	01/04/2016		404.00	3.1%	01/04/2017		
Releasing body out of hours		409450	1594	C	BE		NI	167.00	01/04/2016		172.00	3.0%	01/04/2017		
Private Post Mortem		409450	1594	C	BE		NI	500.00	01/04/2016		515.00	3.0%	01/04/2017		
Trading Standards															
Civil Penalties for failing to comply with The Consumer Rights Act 2015 & The Redress Schemes for Lettings Agency Work and Property Management Work	New Fee	409452	2833	C	BE		NI				max £5,000 per breach		01/04/2017		
Food & Safety															
Food Course		409420	2832	C	BE	0	NI	0.00	01/04/2016						0
Health Certificates	charge includes inspection	409420	2832	C	BE		NI	0.00	01/04/2016						
Private Water Supplies Regs 2009 - Risk assessment (min charge for up of 2 hrs)up to a max £500		409420	2832	C	SM		NI	0.00	01/04/2016						
Private Water Supplies Regs 2009 - Risk assessment (each additional hour)	Statutory maximum	409420	2832	C	SM		NI	0.00	01/04/2016						
Private Water Supplies Regs 2009 - Granting & Authorisation up to max £100	Statutory maximum	409420	2832	C	SM		NI	0.00	01/04/2016						
Private Water Supplies Regs 2009 - Carrying out an Investigation up to a max £100	Statutory maximum	409420	2832	C	SM		NI	0.00	01/04/2016						
Private Water Supplies Regs 2009 - Analysing a Sample: under reg 10 up to a max £25	Statutory maximum	409420	2832	C	SM		NI	0.00	01/04/2016						
Private Water Supplies Regs 2009 - Analysing a Sample: Check monitoring up to a max £100	Statutory maximum	409420	2832	C	SM		NI	0.00	01/04/2016						
Private Water Supplies Regs 2009 - Analysing a Sample: Audit monitoring up to a a max £500	Statutory maximum	409420	2832	C	SM		NI	0.00	01/04/2016						
Food Hygiene Rating re-inspection	New Fee	409420	2832	C	BE		NI				250.00		01/04/2017		
Licencing															
Licencing - Special Treatments (2 treatments in establishment)		409455	2831	C	BE	NI	452.00	01/04/2016		452.00	0.0%				
Licencing - Special Treatments (per additional treatment)		409455	2831	C	BE	NI	116.00	01/04/2016		116.00	0.0%				
Licencing - Special Treatments (above Maximum Fee applicable)		409455	2831	C	BE	NI	712.00	01/04/2016		712.00	0.0%				

Licensing - Special Treatments (additional operative)		409455	2831	C	BE	55,500	NI	77.00	01/04/2016		77.00	0.0%			56,600
Licensing - manicure (new for 2008)		409455	2831	C	BE		NI	350.00	01/04/2016		361.00	3.1%	01/04/2017		
Licensing - Ear Piercing		409455	2831	C	BE		NI	182.00	01/04/2016		187.00	2.7%	01/04/2017		
Licensing - Explosives (Renewal)	Statutory maximum	409455	2831	C	SM		NI	51.00	01/04/2016		51.00	0.0%			
Licensing - Explosives Stores	Statutory maximum	409455	2831	C	SM		NI	103.00	01/04/2016		103.00	0.0%			
Licensing - Poisons (New & Renewal)		409455	2831	C	BE		NI	95.00	01/04/2016		0.00	-100.0%			
Licensing - Poisons (Amendments)		409455	2831	C	BE		NI	52.00	01/04/2016		0.00	-100.0%			
Licensing - Sex Establishment	No current applications	409455	2831	C	BE		NI	16,995.00	01/04/2016		8,751.00	-48.5%			
Sex establishments annual renewal fees		409455	2831	C	BE		NI	8,496.00	01/04/2016		8,751.00	3.0%	01/04/2017		
Licensing - Shop Loading Unloading	Statutory maximum	409455	2831	C	SM		NI	140.00	01/04/2016		140.00	0.0%			
Licensing - Mini Bus Permit	Statutory maximum	409455	2831	C	SM		NI	7.00	01/04/2016		7.00	0.0%			
Licensing - Competitive Bidding		409455	2831	C	BE		NI	453.00	01/04/2016		467.00	3.1%	01/04/2017		
Scrap Metal Dealers - New Application Site		409455	2831	C	BE		NI	909.00	01/04/2016		909.00	0.0%			
Scrap Metal Dealers - Site Renewal		409455	2831	C	BE		NI	784.00	01/04/2016		784.00	0.0%			
Scrap Metal Dealers - Variation		409455	2831	C	BE		NI	141.00	01/04/2016		145.00	2.8%	01/04/2017		
Scrap Metal Dealers - Vary Site - Collector		409455	2831	C	BE		NI	141.00	01/04/2016		145.00	2.8%	01/04/2017		
Scrap Metal Dealers - New Collector		409455	2831	C	BE		NI	309.00	01/04/2016		318.00	2.9%	01/04/2017		
Scrap Metal Dealer - Collector Renewal		409455	2831	C	BE		NI	230.00	01/04/2016		237.00	3.0%	01/04/2017		
Scrap Metal Dealer - Collector Variation		409455	2831	C	BE	NI	149.00	01/04/2016		153.00	2.7%	01/04/2017			
Scrap Metal Dealer - Vary Collector - Site		409455	2831	C	BE	NI	909.00	01/04/2016		936.00	3.0%	01/04/2017			
Licensing - Licensing Act 2003 - Premises Band A	Statutory maximum	409466	2831	C	SM	156,100	NI	100.00	01/04/2016		100.00	0.0%			160,700
Licensing - Licensing Act 2003 - Premises Band B	Statutory maximum	409466	2831	C	SM		NI	190.00	01/04/2016		190.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band C	Statutory maximum	409466	2831	C	SM		NI	315.00	01/04/2016		315.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band D	Statutory maximum	409466	2831	C	SM		NI	450.00	01/04/2016		450.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band E	Statutory maximum	409466	2831	C	SM		NI	635.00	01/04/2016		635.00	0.0%			
Licensing - Licensing Act 2003 - Temporary Event Notice	Statutory maximum	409466	2831	C	SM		NI	21.00	01/04/2016		21.00	0.0%			
Licensing - Licensing Act 2003 - Licence Theft/ Loss/ Change	Statutory maximum	409466	2831	C	SM		NI	11.00	01/04/2016		11.00	0.0%			
Licensing - Licensing Act 2003 - Premises Vary/ Transfer/ Interim	Statutory maximum	409466	2831	C	SM		NI	23.00	01/04/2016		23.00	0.0%			
Licensing - Licensing Act 2003 - Personal Licence	Statutory maximum	409466	2831	C	SM		NI	27.00	01/04/2016		27.00	0.0%			
Licensing - Licensing Act 2003 - Notification on Licensing Matters	Statutory maximum	409466	2831	C	SM		NI	21.00	01/04/2016		21.00	0.0%			
Licensing - Licensing Act 2003 - 5,000 persons or more Premises	Statutory maximum	409466	2831	C	SM		NI	Variable	01/04/2016						
Licensing - Licensing Act 2003 - Premises Band A - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	70.00	01/04/2016		70.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band B - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	180.00	01/04/2016		180.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band C - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	295.00	01/04/2016		295.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band D - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	320.00	01/04/2016		320.00	0.0%			
Licensing - Licensing Act 2003 - Premises Band E - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	350.00	01/04/2016		350.00	0.0%			
Gambling Act 2005 Annual Fee (Tracks)		409498	2831	C	BE		NI	680.00	01/04/2016		700.00	2.9%	01/04/2017		
Gambling Act 2005 New Application (Tracks)	Statutory maximum	409498	2831	C	SM		NI	2,500.00	01/04/2016		2,500.00	0.0%			
Gambling Act 2005 Variation (Tracks)		409498	2831	C	BE	NI	1,135.00	01/04/2016		1,169.00	3.0%	01/04/2017			
Gambling Act 2005 Transfer (Tracks)		409498	2831	C	BE	NI	511.00	01/04/2016		526.00	2.9%	01/04/2017			
Gambling Act 2005 Re-instatement (Tracks)		409498	2831	C	BE	NI	511.00	01/04/2016		526.00	2.9%	01/04/2017			
Gambling Act 2005 Provisional Statement (Track)	Statutory maximum	409498	2831	C	SM	NI	2,500.00	01/04/2016		2,500.00	0.0%				

Gambling Act 2005 S205 (Tracks)		409498	2831	C	BE	46,800	NI	851.00	01/04/2016		877.00	3.1%	01/04/2017	46,800
Gambling Act 2005 New Application (Bingo)	Statutory maximum	409498	2831	C	SM		NI	3,500.00	01/04/2016		3,500.00	0.0%	01/04/2017	
Gambling Act 2005 Annual Fee (Bingo)		409498	2831	C	BE		NI	908.00	01/04/2016		935.00	3.0%	01/04/2017	
Gambling Act 2005 Variation (Bingo)		409498	2831	C	BE		NI	1,362.00	01/04/2016		1,403.00	3.0%	01/04/2017	
Gambling Act 2005 Transfer (Bingo)		409498	2831	C	BE		NI	680.00	01/04/2016		700.00	2.9%	01/04/2017	
Gambling Act 2005 Re-instatement (Bingo)		409498	2831	C	BE		NI	680.00	01/04/2016		700.00	2.9%	01/04/2017	
Gambling Act 2005 Provisional Statement (Bingo)	Statutory maximum	409498	2831	C	SM		NI	3,500.00	01/04/2016		3,500.00	0.0%		
Gambling Act 2005 S205 (Bingo)		409498	2831	C	BE		NI	1,135.00	01/04/2016		1,169.00	3.0%	01/04/2017	
Gambling Act 2005 New Application (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	3,000.00	01/04/2016		3,000.00	0.0%		
Gambling Act 2005 Annual Fee (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	600.00	01/04/2016		600.00	0.0%		
Gambling Act 2005 Transfer (Betting Premises - other)		409498	2831	C	BE		NI	681.00	01/04/2016		701.00	2.9%	01/04/2017	
Gambling Act 2005 Variation (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	1,500.00	01/04/2016		1,500.00	0.0%		
Gambling Act 2005 Re-instatement (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	600.00	01/04/2016		600.00	0.0%		
Gambling Act 2005 Provisional Statement (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	3,000.00	01/04/2016		3,000.00	0.0%		
Gambling Act 2005 S205 (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	1,000.00	01/04/2016		1,000.00	0.0%		
Gambling Act 2005 New Application (FEC)	Statutory maximum	409498	2831	C	SM		NI	2,000.00	01/04/2016		2,000.00	0.0%		
Gambling Act 2005 Annual Fee (FEC)		409498	2831	C	BE		NI	494.00	01/04/2016		509.00	3.0%	01/04/2017	
Gambling Act 2005 Variation (FEC)	Statutory maximum	409498	2831	C	SM		NI	1,035.00	01/04/2016		1,035.00	0.0%		
Gambling Act 2005 Transfer (FEC)		409498	2831	C	BE		NI	511.00	01/04/2016		526.00	2.9%	01/04/2017	
Gambling Act 2005 Re-instatement (FEC)		409498	2831	C	BE		NI	511.00	01/04/2016		526.00	2.9%	01/04/2017	
Gambling Act 2005 Provisional Statement	Statutory maximum	409498	2831	C	SM		NI	2,000.00	01/04/2016		2,000.00	0.0%		
Gambling Act 2005 S205 (FEC)		409498	2831	C	BE		NI	794.00	01/04/2016		818.00	3.0%	01/04/2017	
Gambling Act 2005 New Application (Adult Gaming)	Statutory maximum	409498	2831	C	SM		NI	2,000.00	01/04/2016		2,000.00	0.0%		
Gambling Act 2005 Annual Fee (AGC)		409498	2831	C	BE		NI	682.00	01/04/2016		702.00	2.9%	01/04/2017	
Gambling Act 2005 Variation (AGC)	Statutory maximum	409498	2831	C	SM		NI	1,000.00	01/04/2016		1,000.00	0.0%		
Gambling Act 2005 Transfer (AGC)		409498	2831	C	BE		NI	682.00	01/04/2016		702.00	2.9%	01/04/2017	
Gambling Act 2005 Re-instatement (AGC)		409498	2831	C	BE		NI	682.00	01/04/2016		702.00	2.9%	01/04/2017	
Gambling Act 2005 Provisional Statement	Statutory maximum	409498	2831	C	SM		NI	2,000.00	01/04/2016		2,000.00	0.0%		
Gambling Act 2005 S205 (AGC)		409498	2831	C	BE		NI	1,134.00	01/04/2016		1,168.00	3.0%	01/04/2017	
Gambling Act 2005 Provisional Statement (Casino)	Statutory maximum	409498	2831	C	SM		NI	8,000.00	01/04/2016		8,000.00	0.0%		
Gambling Act 2005 New Application (Casino)	Statutory maximum	409498	2831	C	SM		NI	8,000.00	01/04/2016		8,000.00	0.0%		
Gambling Act 2005 Transfer (Casino)		409498	2831	C	BE		NI	1,021.00	01/04/2016		1,052.00	3.0%	01/04/2017	
Gambling Act 2005 S205 (Casino)		409498	2831	C	BE		NI	2,271.00	01/04/2016		2,339.00	3.0%	01/04/2017	
Gambling Act 2005 Annual Fee (Casino)		409498	2831	C	BE		NI	2,836.00	01/04/2016		2,921.00	3.0%	01/04/2017	
Gambling Act 2005 Variation (Casinos)		409498	2831	C	BE		NI	3,404.00	01/04/2016		3,506.00	3.0%	01/04/2017	
Gambling Act 2005 Re-instatement (Casinos)		409498	2831	C	BE		NI	1,021.00	01/04/2016		1,052.00	3.0%	01/04/2017	
Gambling Act 2005 Temp Use Notices	Statutory maximum	409498	2831	C	SM		NI	500.00	01/04/2016		500.00	0.0%		
Replacement of Temporary use notices	Statutory maximum	409498	2831	C	SM		NI	25.00	01/04/2016		25.00	0.0%		
Change of circumstance	Statutory maximum	409498	2831	C	SM		NI	50.00	01/04/2016		50.00	0.0%		
Copy of Licence	Statutory maximum	409498	2831	C	SM		NI	25.00	01/04/2016		25.00	0.0%		
Notification of 2 or less gaming machines	Statutory maximum	409498	2831	C	SM		NI	50.00	01/04/2016		50.00	0.0%		

Public Health														
Pollution - LAPC Subsistence Fee	Statutory maximum	409451	2834	I	SM	12,000	NI	145.00	01/04/2016		145.00	0.0%		12,000
Pollution - LAPC Other Processes Fee	Statutory maximum	409451	2834	I	SM		UI	853.00	01/04/2016		853.00	0.0%		
Pollution - LAPC Other Processes Fee	Statutory maximum	409451	2834	I	SM		UI	1,278.00	01/04/2016		1,278.00	0.0%		
Pollution - LAPC Waste Oil Burners	Statutory maximum	409451	2834	I	SM		NI	145.00	01/04/2016		145.00	0.0%		
Pollution - LAPC Dry Cleaners	Statutory maximum	409451	2834	I	SM		NI	145.00	01/04/2016		145.00	0.0%		
Notices (Applied as a charge to Land until paid)	Statutory maximum	409451	2834	I	SM		NI	353.00	01/04/2016		353.00	0.0%		
						272,500							278,200	
KEY TO CHARGING POLICY														
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)														
KEY TO CREDIT POLICY														
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)														
Notes														

NEIGHBOURHOODS 2017/18 - FEES AND CHARGES REVIEW																											
Division/Service Area - PARKING																											
Description of Fee / Charge	Note	Budget details				Existing Charges					New Proposals																
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase UI - 20% or ni 0%	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT												
																£	£	£	%	£							
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)												
CAR PARKS																											
Car Parks on agreed disposal programme																											
Stanley Road E10 Brandon Road E17	Up to 1 hour	409401 & 409413	1643	C	BE	423,000	UI	1.00	01/03/2007	N/A	1.00	0.0%	01/04/2017	N/A	423,000												
	Up to 2 hours			C	BE		UI	2.00	01/03/2007	N/A	2.00	0.0%	01/04/2017	N/A													
	Up to 4 hours			C	BE		UI	3.00	01/03/2007	N/A	3.00	0.0%	01/04/2017	N/A													
	All day			C	BE		UI	5.00	01/03/2007	N/A	5.00	0.0%	01/04/2017	N/A													
Car Parks to be retained																											
High Street Mission Grove	Up to 1 hour			409401 & 409413	1643		C	BE	423,000	UI	1.00	01/03/2007	N/A	1.00		0.0%	01/04/2017	N/A	423,000								
	Up to 2 hours						C	BE		UI	2.00	01/03/2007	N/A	2.00		0.0%	01/04/2017	N/A									
	Up to 4 hours						C	BE		UI	3.00	01/03/2007	N/A	3.00		0.0%	01/04/2017	N/A									
	All day						C	BE		UI	6.00	03/01/2012	N/A	6.00		0.0%	01/04/2017	N/A									
Hall Lane E4 Richmond Rd E4 Church Lane E11 Linford Rd E17	Up to 1 hour						409401 & 409413	1643		C	BE	423,000	UI	0.80		01/03/2007	N/A	0.80		0.0%	01/04/2017	N/A	423,000				
	Up to 2 hours									C	BE		UI	1.60		01/03/2007	N/A	1.60		0.0%	01/04/2017	N/A					
	Up to 4 hours									C	BE		UI	2.40		01/03/2007	N/A	2.40		0.0%	01/04/2017	N/A					
	All day	C	BE			UI				6.00	03/01/2012		N/A	6.00	0.0%	01/04/2017	N/A										
Bedford Road E17 (Season tickets not available)	Up to 1 hour	409401 & 409413	1643			C				BE	423,000		UI	1.00	01/03/2007	N/A	1.00	0.0%		01/04/2017	N/A	423,000					
	Up to 2 hours					C				BE			UI	2.00	01/03/2007	N/A	2.00	0.0%		01/04/2017	N/A						
	Up to 4 hours					C				BE			UI	3.00	01/04/2013	N/A	3.00	0.0%		01/04/2017	N/A						
	All day					C				BE			UI	6.00	01/04/2013	N/A	6.00	0.0%		01/04/2017	N/A						
Car Park Season Tickets	3 months			409401 & 409413	1643	C			BE	423,000			UI	235.00	08/08/2016	N/A	235.00	0.0%	01/04/2017	N/A	423,000						
	Annual					C			BE				UI	575.00	08/08/2016	N/A	575.00	0.0%	01/04/2017	N/A							
Town Hall Car Park (Season tickets not available)	Up to 1 hour					409401 & 409413			1643				C	BE	423,000	UI	1.30	03/01/2012	N/A	1.30				0.0%	01/04/2017	N/A	423,000
	Up to 2 hours												C	BE		UI	2.60	03/01/2012	N/A	2.60				0.0%	01/04/2017	N/A	
	Up to 3 hours						C	BE				UI	3.80	03/01/2012		N/A	3.80	0.0%	01/04/2017	N/A							
	Up to 4 hours						C	BE				UI	5.10	03/01/2012		N/A	5.10	0.0%	01/04/2017	N/A							
	over 4 hours/All day						C	BE				UI	6.50	03/01/2012		N/A	6.50	0.0%	01/04/2017	N/A							
	6pm - 7am						C	BE				free evenings/weekends				free evenings/weekends											
Staff Parking Permits	Staff	409404	2929				C	BE			6,000	NI	65.00	08/08/2016		N/A	65.00	0.0%	01/04/2017	N/A		6,000					
	Purple Zone						C	BE				NI	65.00	08/08/2016		N/A	65.00	0.0%	01/04/2017	N/A							
	Management Board						C	BE				NI	250.00	08/08/2016		N/A	250.00	0.0%	01/04/2017	N/A							
ON-STREET PARKING																											
On street parking - via Pay by Phone	Half hour	409404 & 409413	1632	C	BE		340,000	NI		1.00	08/08/2016	N/A	1.00	0.0%		01/04/2017	N/A	340,000									
	1 hour voucher			C	BE			NI		1.70	08/08/2016	N/A	1.70	0.0%		01/04/2017	N/A										
	Daily Voucher			C	BE	NI		8.50	08/08/2016	N/A	8.50	0.0%	01/04/2017	N/A													
On street parking - via Voucher Scheme	Half hour			C	BE	NI		1.35	08/08/2016	N/A	1.35	0.0%	01/04/2017	N/A													
	1 hour voucher			C	BE	NI		2.50	08/08/2016	N/A	2.50	0.0%	01/04/2017	N/A													
	Daily Voucher			C	BE	NI		11.00	08/08/2016	N/A	11.00	0.0%	01/04/2017	N/A													

On Street Pay & Display	Half hour	409401	1632	C	BE	24,000	NI	1.00	08/08/2016	N/A	1.00	0.0%	01/04/2017	N/A	24,000
	Per hour			C	BE		NI	1.70	08/08/2016	N/A	1.70	0.0%	01/04/2017	N/A	
ANNUAL BUSINESS PERMITS															
Business 1st Permit Holder (Single Zone)															
Low Emissions	Up to 100g/km			C	BE		NI	205.00	08/08/2016	N/A	205.00	0.0%	01/04/2017	N/A	
Standard	101 - 170g/km or below 1549cc			C	BE		NI	405.00	08/08/2016	N/A	405.00	0.0%	01/04/2017	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	505.00	08/08/2016	N/A	605.00	19.8%	08/08/2017	N/A	
Business 2nd Permit Holder (Single Zone)															
Low Emissions	Up to 100g/km			C	BE		NI	310.00	08/08/2016	N/A	310.00	0.0%	01/04/2017	N/A	
Standard	101 - 170g/km or below 1549cc			C	BE		NI	610.00	08/08/2016	N/A	610.00	0.0%	01/04/2017	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	760.00	08/08/2016	N/A	910.00	19.7%	08/08/2017	N/A	
Business 3rd Permit Holder (Single Zone)															
Low Emissions	Up to 100g/km			C	BE		NI	410.00	08/08/2016	N/A	410.00	0.0%	01/04/2017	N/A	
Standard	101 - 170g/km or below 1549cc			C	BE		NI	810.00	08/08/2016	N/A	810.00	0.0%	01/04/2017	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	910.00	08/08/2016	N/A	1,210.00	33.0%	08/08/2017	N/A	
Business 1st Permit Holder (ALL ZONES)															
Low Emissions	Up to 100g/km			C	BE		NI	410.00	08/08/2016	N/A	410.00	0.0%	01/04/2017	N/A	
Standard	101 - 170g/km or below 1549cc			C	BE		NI	810.00	08/08/2016	N/A	810.00	0.0%	01/04/2017	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	1,210.00	08/08/2016	N/A	1,210.00	0.0%	01/04/2017	N/A	
Business 2nd Permit Holder (ALL ZONES)															
Low Emissions	Up to 100g/km			C	BE		NI	620.00	08/08/2016	N/A	620.00	0.0%	01/04/2017	N/A	
Standard	101 - 170g/km or below 1549cc			C	BE		NI	1,220.00	08/08/2016	N/A	1,220.00	0.0%	01/04/2017	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	1,820.00	08/08/2016	N/A	1,820.00	0.0%	01/04/2017	N/A	
Business 3rd Permit Holder (ALL ZONES)															
Low Emissions	Up to 100g/km			C	BE		NI	820.00	08/08/2016	N/A	820.00	0.0%	01/04/2017	N/A	
Standard	101 - 170g/km or below 1549cc			C	BE		NI	1,620.00	08/08/2016	N/A	1,620.00	0.0%	01/04/2017	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	2,420.00	08/08/2016	N/A	2,420.00	0.0%	01/04/2017	N/A	
SCHOOL PERMITS															
Annual Schools 15 Min Permit															
Low Emissions	Up to 100g/km			C	BE		NI	21.00	01/04/2013	N/A	21.00	0.0%	01/04/2017	N/A	
Standard	101 - 170g/km or below 1549cc			C	BE		NI	50.00	08/08/2016	N/A	50.00	0.0%	01/04/2017	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	150.00	08/08/2016	N/A	150.00	0.0%	01/04/2017	N/A	
School Staff Permit (Term Time Only)															
Low Emissions	Up to 100g/km			C	BE		NI	158.00	08/08/2016	N/A	158.00	0.0%	01/04/2017	N/A	
Standard	101 - 170g/km or below 1549cc			C	BE		NI	312.00	08/08/2016	N/A	312.00	0.0%	01/04/2017	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	389.00	08/08/2016	N/A	465.00	19.5%	01/04/2017	N/A	
RESIDENTS ANNUAL PERMITS															
Residents 1st Permit Holder															
Low Emissions	Up to 100g/km			C	BE		NI	12.50	01/04/2013	N/A	12.50	0.0%	01/04/2017	N/A	
Standard	101 - 170g/km or below 1549cc			C	BE		NI	35.00	08/08/2016	N/A	35.00	0.0%	01/04/2017	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	60.00	08/08/2016	N/A	120.00	100.0%	08/08/2017	N/A	
Residents 2nd Permit Holder															
Low Emissions	Up to 100g/km			C	BE		NI	42.00	01/04/2008	N/A	42.00	0.0%	01/04/2017	N/A	

Standard	101 - 170g/km or below 1549cc	409403	1632	C	BE	1,920,000	NI	90.00	01/04/2008	N/A	90.00	0.0%	01/04/2017	N/A	1,920,000				
High Emissions	171g/km or above 1549 cc			C	BE		NI	145.00	08/08/2016	N/A	210.00	44.8%	08/08/2017	N/A					
Residents 3rd Permit Holder																			
Low Emissions	Up to 100g/km			C	BE		NI	65.00	01/01/2011	N/A	65.00	0.0%	01/04/2017	N/A					
Standard	101 - 170g/km or below 1549cc			C	BE		NI	150.00	01/01/2011	N/A	150.00	0.0%	01/04/2017	N/A					
High Emissions	171g/km or above 1549 cc			C	BE		NI	215.00	08/08/2016	N/A	280.00	30.2%	08/08/2017	N/A					
Residents - 1 month temporary																			
Low Emissions	Up to 100g/km			C	BE		NI	10.00	01/04/2013	N/A	10.00	0.0%	01/04/2017	N/A					
Standard	101 - 170g/km or below 1549cc			C	BE		NI	20.00	01/04/2010	N/A	20.00	0.0%	01/04/2017	N/A					
High Emissions	171g/km or above 1549 cc			C	BE		NI	100.00	01/04/2010	N/A	100.00	0.0%	01/04/2017	N/A					
Residents - 6 mth Foreign Vehicles																			
Low Emissions	<900cc or <120g/km			C	BE		NI	24.00	01/04/2013	N/A	24.00	0.0%	01/04/2017	N/A					
Standard				C	BE		NI	50.00	01/04/2013	N/A	50.00	0.0%	01/04/2017	N/A					
High Emissions	>3000 cc or >225g/km			C	BE		NI	150.00	01/04/2013	N/A	150.00	0.0%	01/04/2017	N/A					
MARKET TRADERS																			
Market Traders	Annual - day per week			C	BE		NI	125.00	01/04/2008	N/A	125.00	0.0%	01/04/2017	N/A					
	3 months			C	BE		NI	215.00	01/04/2010	N/A	215.00	0.0%	01/04/2017	N/A					
	12 months			C	BE		NI	390.00	01/04/2010	N/A	390.00	0.0%	01/04/2017	N/A					
VISITOR PERMITS																			
Residents	per hour (capped at 10 hours for those in a longer CPZ)			C	BE		NI	0.60	08/08/2016	N/A	0.60	0.0%	01/04/2017	N/A					
Business	per hour	C	BE	NI	1.00	08/08/2016	N/A	1.00	0.0%	01/04/2017	N/A								
All zone visitor permits	per hour	C	BE	NI	1.50	08/08/2016	N/A	1.50	0.0%	01/04/2017	N/A								
ESSENTIAL USER PERMITS																			
Essential User - Council Staff	Annual	C	BE	NI	190.00	01/04/2014	N/A	190.00	0.0%	01/04/2017	N/A								
	6 mths	C	BE	NI	110.00	01/04/2014	N/A	110.00	0.0%	01/04/2017	N/A								
	1 mth	C	BE	NI	30.00	01/04/2014	N/A	30.00	0.0%	01/04/2017	N/A								
Essential User - Council Partners, Contractors, etc	Annual	C	BE	NI	205.00	08/08/2016	N/A	205.00	0.0%	01/04/2017	N/A								
	6 mths	C	BE	NI	120.00	08/08/2016	N/A	120.00	0.0%	01/04/2017	N/A								
	1 mth	C	BE	NI	40.00	08/08/2016	N/A	40.00	0.0%	08/08/2017	N/A								
Essential User - Police, Registered Carers, Doctors, etc	Annual	C	BE	NI	205.00	08/08/2016	N/A	205.00	0.0%	01/04/2017	N/A								
	6 mths	C	BE	NI	120.00	08/08/2016	N/A	120.00	0.0%	01/04/2017	N/A								
	1 mth	C	BE	NI	40.00	08/08/2016	N/A	40.00	0.0%	08/08/2017	N/A								
ANNUAL CHARITY PERMITS																			
Charity 1st Permit Holder (Single Zone)																			
Low Emissions	Up to 100g/km	C	BE	NI	30.00	08/08/2016	N/A	30.00	0.0%	01/04/2017	N/A								
Standard	101 - 170g/km or below 1549cc	C	BE	NI	50.00	08/08/2016	N/A	50.00	0.0%	01/04/2017	N/A								
High Emissions	171g/km or above 1549 cc	C	BE	NI	60.00	08/08/2016	N/A	90.00	50.0%	08/08/2017	N/A								
Charity 2nd Permit Holder (Single Zone)																			
Low Emissions	Up to 100g/km	C	BE	NI	50.00	08/08/2016	N/A	50.00	0.0%	01/04/2017	N/A								
Standard	101 - 170g/km or below 1549cc	C	BE	NI	100.00	08/08/2016	N/A	100.00	0.0%	01/04/2017	N/A								
High Emissions	171g/km or above 1549 cc	C	BE	NI	110.00	08/08/2016	N/A	140.00	27.3%	08/08/2017	N/A								

Penalty charge notice (Band A)				C	SM		NI	80.00	01/04/2011	N/A	80.00	0.0%	01/04/2017	N/A	
Penalty charge notice (Band A - early payment)				C	SM		NI	40.00	01/04/2011	N/A	40.00	0.0%	01/04/2017	N/A	
Bus Lane/Moving Traffic Conventions		409402 & 409517	1632 & 1643	C	SM	8,184,600	NI	130.00	01/04/2011	N/A	130.00	0.0%	01/04/2017	N/A	8,184,600
Bus Lane/Moving Traffic Conventions (early payment)				C	SM		NI	65.00	01/04/2011	N/A	65.00	0.0%	01/04/2017	N/A	
Release from clamp				C	SM		NI	70.00	01/07/2007	N/A	70.00	0.0%	01/04/2017	N/A	
Release from pound				C	SM		NI	200.00	01/07/2007	N/A	200.00	0.0%	01/04/2017	N/A	
Storage charge at pound				C	SM		NI	40.00	01/07/2007	N/A	40.00	0.0%	01/04/2017	N/A	
Vehicle disposal from pound				C	SM		NI	70.00	01/07/2007	N/A	70.00	0.0%	01/04/2017	N/A	
						11,053,700									11,053,700

KEY TO CHARGING POLICY

Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)

KEY TO CREDIT POLICY

Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)

Notes

1) A Charging Review has only recently concluded resulting in new emission based charging bands and resultant price changes. These only became effective 8 August 16, hence no further increases are proposed at this time.

2) As part of 1) above, there was a promise to introduce some increases gradually, hence note that some of the High Emission and Third Permit charges have planned increases from Aug 2017.

3) Meeting held between Vala Valavan and Clyde Loakes on 2 Nov agreed the above with no further price changes proposed.

NEIGHBOURHOODS & COMMERCIAL 2017/18 - FEES AND CHARGES REVIEW																				
Division/Service Area - NEIGHBOURHOODS - HIGHWAYS INCLUDING STREET NAMING AND NUMBERING																				
Description of Fee / Charge	Budget details				Existing Charges					New Proposals										
	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT					
						£		£			£	%			£					
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)					
Highway Licence -																				
Skip Permit		409455	1809	C	BE	251,700	NI	60	01/04/2016		65.00	8.3%	01/04/2017		259,300					
Material Licence				C	BE		NI	70	01/04/2016		75.00	7.1%	01/04/2017							
Scaffold / Hoarding Licence				C	BE		NI	390	01/04/2016		425.00	9.0%	01/04/2017							
Container / Compound Licence				C	BE		NI	700	01/04/2016		725.00	3.6%	01/04/2017							
Street Works Licence				C	BE		NI	370	01/04/2016		400.00	8.1%	01/04/2017							
London Permit Scheme (NEW) -																				
Category 0,1,2 & TS																				
Major PAA	Maximum DFT Statutory charges allowed	409411	1809	C	SM	477,400	NI	105	01/04/2016		105.00	0.0%	01/04/2017		477,400					
Major				C	SM		NI	240	01/04/2016		240.00	0.0%	01/04/2017							
Standard				C	SM		NI	130	01/04/2016		130.00	0.0%	01/04/2017							
Minor				C	SM		NI	65	01/04/2016		65.00	0.0%	01/04/2017							
Immediate				C	SM		NI	60	01/04/2016		60.00	0.0%	01/04/2017							
Permit Variation				C	SM		NI	45	01/04/2016		45.00	0.0%	01/04/2017							
Category 3,4 & Non TS																				
Major PAA								C	SM		NI	75	01/04/2016			75.00	0.0%	01/04/2017		
Major								C	SM		NI	150	01/04/2016			150.00	0.0%	01/04/2017		
Standard								C	SM		NI	75	01/04/2016			75.00	0.0%	01/04/2017		
Minor								C	SM		NI	45	01/04/2016			45.00	0.0%	01/04/2017		
Immediate								C	SM		NI	40	01/04/2016			40.00	0.0%	01/04/2017		
Permit Variation								C	SM		NI	35	01/04/2016			35.00	0.0%	01/04/2017		
S74 & NRSWA Fixed Penalty Notice (Breach of Conditions)																				
- if paid within 29 days				Maximum DFT Statutory charges allowed.	409420 & 409452		1809	C	SM	197,500	NI	80	01/04/2016			80.00	0.0%	01/04/2017		197,500
- if paid over 29 days	C	SM	NI			120		01/04/2016			120.00	0.0%	01/04/2017							
S74 Notice (No Permit)																				
- if paid within 29 days	I	SM	NI			300		01/04/2016			300.00	0.0%	01/04/2017							
- if paid over 29 days	I	SM	NI			500		01/04/2016			500.00	0.0%	01/04/2017							
NRSWA Sample Inspection Fee (Cats A,B & C)	Max.Statutory	409451	1809	I	SM	55,800	NI	50	01/04/2016		50.00	0.0%	01/04/2017		55,800					
Highways Search income (part)		409453	1809	C	BE	50,200	NI	52	01/04/2016		54.00	3.8%	01/04/2017		51,700					
Vehicle crossing (per square metre)		409462	1799	C	P	165,200	NI	196	01/04/2016		210.00	7.1%	01/04/2017		170,200					
Vehicle crossing (Administration Fee)				C	P		NI	155	01/04/2016		165.00	6.5%	01/04/2017							
Residential Cycle Hangars	per annum	409403	1628	C	P	600	NI	12.50	01/04/2016		20.00	60.0%	01/04/2017		600					
Cycle Hubs	per annum	409417	3233	C	P	10,800	NI	10.00	01/04/2016		25.00	150.0%	01/04/2017		11,100					

New LLFA proposed charges (PLM Nov)	See Note 2														
Pre Application															
Significant regeneration projects		409450	1800	C	BE	0	UI	975.00	01/04/2016		1004.00	3.0%	01/04/2017	0	
Significant major		409450	1800	C	BE		UI	750.00	01/04/2016		773.00	3.1%	01/04/2017		
Major Development		409450	1800	C	BE		UI	475.00	01/04/2016		489.00	2.9%	01/04/2017		
Minor development		409450	1800	C	BE		UI	75.00	01/04/2016		77.00	2.7%	01/04/2017		
Other developments		409450	1800	C	BE		UI	75.00	01/04/2016		77.00	2.7%	01/04/2017		
Full planning application															
Significant regeneration projects		409450	1800	C	BE		UI	1,825.00	01/04/2016		1880.00	3.0%	01/04/2017		
Significant major		409450	1800	C	BE		UI	1,125.00	01/04/2016		1159.00	3.0%	01/04/2017		
Major Development		409450	1800	C	BE		UI	875.00	01/04/2016		901.00	3.0%	01/04/2017		
Minor development		409450	1800	C	BE		UI	475.00	01/04/2016		489.00	2.9%	01/04/2017		
Other developments		409450	1800	C	BE	UI	75.00	01/04/2016		77.00	2.7%	01/04/2017			
<u>Street Naming & Numbering</u>	See Note 1														
Application Fees for development		409519	1809	C	P	75,000	ZI	225.00	01/04/2016		232.00	3.1%	01/04/2017	77,300	
Property numbering		409519	1809	C	P		ZI	43.00	01/04/2016		44.00	2.3%	01/04/2017		
Street Naming		409519	1809	C	P		ZI	240.00	01/04/2016		247.00	2.9%	01/04/2017		
						1,284,200								1,300,900	
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes															
1) Street Naming & Numbering introduced as part of RWF2 saving - Ref PR8 (£75,000)															
2) New LLFA Charges - Duty under Flood Management Act to deal with applications (minimal volume expected)															

NEIGHBOURHOODS & COMMERCIAL 2017/18 - FEES AND CHARGES REVIEW																
Division/Service Area - NEIGHBOURHOOD - PARKS & ALLOTMENTS																
Description of Fee / Charge	Note	Budget details				Existing Charges					New Proposals					
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT Indict or UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT	
						£		£			£	%			£	
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	
Open Space (Free Childrens Community Events up to 1 hour)		409410	2079/2080	C/ I	S	29,400	NI	17.51	01/04/16		18.00	2.8%	01/04/17	29,400		
Open Space (Hire Per Day) - Up To 25 People		409410	2079/2080	C/ I	S		NI	41.20	01/04/16		42.00	1.9%	01/04/17			
Open Space (Hire Per Day) - Up To 50 People		409410	2079/2080	C/ I	S		NI	82.40	01/04/16		85.00	3.2%	01/04/17			
Open Space (Hire Per Day) - Up To 75 People		409410	2079/2080	C/ I	S		NI	121.54	01/04/16		125.00	2.8%	01/04/17			
Open Space (Hire Per Day) - Up To 150 People		409410	2079/2080	C/ I	S		NI	243.08	01/04/16		250.00	2.8%	01/04/17			
Open Space (Hire Per Day) - Up To 300 People		409410	2079/2080	C/ I	S		NI	487.19	01/04/16		502.00	3.0%	01/04/17			
Open Space (Hire Per Day) - Up To 500 People		409410	2079/2080	C/ I	S		NI	810.61	01/04/16		835.00	3.0%	01/04/17			
Open Space (Hire Per Day) - Up To 1000 People		409410	2079/2080	C/ I	S		NI	1,217.46	01/04/16		1,254.00	3.0%	01/04/17			
Open Space (Hire Per Day) - Up To 5000 People		409410	2079/2080	C/ I	S		NI	1,825.16	01/04/16		1,880.00	3.0%	01/04/17			
Open Space (Hire Per Day) - Up To 10000 People		409410	2079/2080	C/ I	S		NI	3,283.64	01/04/16		3,382.00	3.0%	01/04/17			
Pavilion Hire - Langthorne Park (per hour)		409410	2079/2080	C/ I	S		NI	22.66	01/04/16		23.00	1.5%	01/04/17			
Childrens Fairs	Fee as per Open Space hire discounted by 50%															
Park use by Fairs:																
Small Fair (per day) 14 rides/stalls		409410	2079/2080	C/ I	P		UI	442.90	01/04/16		456.00	3.0%	01/04/17			
Large Fair (per day) 15 plus rides/stalls		409410	2079/2080	C/ I	P	UI	573.71	01/04/16		591.00	3.0%	01/04/17				
Non operational days (per day)		409410	2079/2080	C/ I	P	UI	139.05	01/04/16		143.00	2.8%	01/04/17				
Non Animal Circus - Chestnuts, Ridgeway Park, Marsh Lane. Other venues under consideration.																
Small up to 500 seats per performance per day		409410	2079/2080	C/ I	P	UI	277.07	01/04/16		285.00	2.9%	01/04/17				
medium up to 750 seats per performance per day		409410	2079/2080	C/ I	P	UI	484.10	01/04/16		499.00	3.1%	01/04/17				

Up 1,000 seats per performance per day		409410	2079/2080	C/I	P		UI	524.27	01/04/16		540.00	3.0%	01/04/17	
Over 1,000 seats	Negotiable based on numbers	409410	2079/2080	C/I	P		UI							
Non Performance Days - per day		409410	2079/2080	C/I	P		UI	139.05	01/04/16		143.00	2.8%	01/04/17	
Allotments														
Per 25m sq. or 1 Rod														
Average Out Of Borough per rod		409480	1673	I	S	29,900	NI	18.75	01/04/16		21.00	12.0%	01/04/17	30,800
Average Over 60 per rod		409480	1673	I	S		NI	4.43	01/04/16		4.30	-2.9%	01/04/17	
Average Full per rod		409480	1673	I	S		NI	8.65	01/04/16		11.00	27.1%	01/04/17	
High Full per rod		409480	1673	I	S		NI	11.33	01/04/16		14.00	23.6%	01/04/17	
High Out Of Borough per rod		409480	1673	I	S		NI	27.30	01/04/16		30.00	9.9%	01/04/17	
High Over 60 per rod		409480	1673	I	S		NI	5.56	01/04/16		5.40	-2.9%	01/04/17	
Low Full per rod		409480	1673	I	S		NI	6.80	01/04/16		9.00	32.4%	01/04/17	
Low Over 60 per rod		409480	1673	I	S		NI	3.30	01/04/16		3.20	-2.9%	01/04/17	
Low Out Of Borough per rod		409480	1673	I	S	NI	14.83	01/04/16		16.00	7.9%	01/04/17		
Food Growing sites														
Per raised bed		409480	1673	I	S		NI	25.00	01/04/15		30.00	20.0%	01/04/17	1,800
Coronation Gardens Annexe - Oliver Road Leyton		409480	1673	I	S		NI	25.00	01/11/15		25.00	0.0%	01/04/17	
Ive Farm Close - Leyton		409480	1673	I	S		NI	25.00	01/02/16		25.00	0.0%	01/04/17	
Swan Path - Leyton		409480	1673	I	S		NI							
								59,300						62,000
KEY TO CHARGING POLICY														
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)														
KEY TO CREDIT POLICY														
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)														
Notes														

NEIGHBOURHOODS & COMMERCIAL 2017/18 - FEES AND CHARGES REVIEW

Division/Service Area - REGISTRARS

Description of Fee / Charge	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT
						£		£			£	%		£	
(1)			(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	
Registration Fees/Certificates:															
Certificates - at time of registration		409420	1306	C	SM	140,600	NI	£4.00			£4.00	0.0%	01/04/2017		144,800
Certificates - after registration				C	SM		NI	£7.00		£7.00	0.0%	01/04/2017			
Issued by Superintendent Registrar				C	P		NI	£14.00	01/04/2016	£10.00	-40.0%	01/04/2017			
Issued by Sen Registrar - 24 hour service (Inc.£10 Admin Fee)				C	P		NI	£25.00	01/04/2016	£26.00	3.8%	01/04/2017			
General Search of the Indexes				C	SM		NI	£20.00		£20.00	0.0%	01/04/2017			
Naming ceremony, Re-affirmation of marriage/civil partnership				C	NB. Further £150 to celebrant		NI	N/A (Note 2)	01/04/2016			01/04/2017			
Notices of Marriage/Civil Partnership				C	SM		NI	£35.00		£35.00	0.0%	01/04/2017			
Marriage/Civil Partnership ceremonies:															
		409450	1306			303,600	NI								312,700
Hire Forest Suite															
Monday - Thursday during office hours				C	P		NI	£145.00	01/04/2016		£149.00	2.7%	01/04/2017		
Monday-Thursday after 5.00pm				C	P		NI	£200.00	01/04/2016		£205.00	2.4%	01/04/2017		
Friday during office hours				C	P		NI	£210.00	01/04/2016		£215.00	2.3%	01/04/2017		
Friday after 5.00pm				C	P		NI	£255.00	01/04/2016		£260.00	1.9%	01/04/2017		
Saturday during office hours				C	P		NI	£290.00	01/04/2016		£295.00	1.7%	01/04/2017		
Saturday after 5.00pm				C	P		NI	£340.00	01/04/2016		£350.00	2.9%	01/04/2017		
Sunday/Bank Holiday				C	P		NI	£468.00	01/04/2016		£480.00	2.5%	01/04/2017		
Town Hall Rooms															
Committee Room 3 (seats xx)															
Friday after 5pm								£0.00	01/04/2016		£350.00	100.0%	01/04/2017		
Saturday								£0.00	01/04/2016		£450.00	100.0%	01/04/2017		
Sunday/Bank Holiday								£0.00	01/04/2016		£550.00	100.0%	01/04/2017		
Use of Committee Room Balcony								£0.00	01/04/2016		£180.00	100.0%	01/04/2017		
Changes to Ceremonies															
Admin Fee for any Change				C	N		NI	£35.00	01/04/2016		£35.00	0.0%	01/04/2017		
Approved venues															
Monday - Friday (during office hours)				C	P		NI	£340.00	01/04/2016		£350.00	2.9%	01/04/2017		
Monday - Friday (outside office hours)				C	P		NI	£360.00	01/04/2016		£370.00	2.7%	01/04/2017		
Saturday				C	P		NI	£420.00	01/04/2016		£430.00	2.3%	01/04/2017		

Sunday				C	P		NI	£493.00	01/04/2016		£508.00	3.0%	01/04/2017		
Valentine's Day, Christmas Eve, New Year's Eve & New Years Day				C	P		NI	£0.00	01/04/2016		£650.00	100.0%	01/04/2017		
Bank Holidays				C	P		NI	£493.00	01/04/2016		£508.00	3.0%	01/04/2017		
								444,200							457,500
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes															
1. Income budgets not currently being achieved.															
2. introduction of new venues to deal with income shortfall															

OPERATIONS 2017/18 - FEES AND CHARGES REVIEW															
Division/Service Area - CITIZENSHIP CEREMONIES															
Budget details			Existing Charges					New Proposals							
Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy	Charging Policy (see Key below)	Budgeted Income	SAP VAT UI - 20% or ni 0%	Current Charges	Date of last increase	Volume of Usage	2017/18 New	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl.
(1)				(2)	(3)	£ (4)		£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
Citizenship Ceremonies		409305	1306			173,200									178,400
Group Ceremonies				O	SM		NI	£80.00			£80.00	0.0%	01/04/2017		
Single Ceremonies				C	P		NI	£90.00	01/04/2016		£95.00	5.6%	01/04/2017		
Nationality Check & Send:															
Single Adult				C	P		NI	£58.00	01/04/2016		£58.00	0.0%	01/04/2017		
Child with adult				C	P		NI	£30.00	01/04/2016		£40.00	25.0%	01/04/2017		
Child without adult				C	P		NI	£58.00	01/04/2016		£58.00	0.0%	01/04/2017		
European Passport Return Service (New)											£20.00		01/04/2017		
Deed Poll Service (New)											£50.00		01/04/2017		
						173,200									178,400
												11%			
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ring-fenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes															
1. Income budgets not currently being achieved.															

NEIGHBOURHOODS & COMMERCIAL 2017/18 - FEES AND CHARGES REVIEW															
Division/Service Area - LIBRARIES															
Description of Fee / Charge	Budget details					Existing Charges					New Proposals				
	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT Indicator	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT
	(1)			(2)	(3)	£ (4)	UI - 20% or ni 0% (5)	£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
HIRE CHARGES															
Reservations - self service online reservations							NI	£0.60			£0.60	0.0%			
Reservations - self service online reservations Concessions							NI	£0.30			£0.30	0.0%			
Reservations - request per item in stock with staff assistance							NI	£1.80			£1.85	3.0%			
Reservations - Concessions		409410	1920	C	N	31,500	NI	£0.90	01/04/2016		£0.90	0.0%	01/04/2017		32,500
Reservations - Not in stock or outside LLC or Interlibrary Loans							NI	£3.35			£3.45	3.0%			
Reservations - British Library							NI	£7.75			£8.00	3.2%			
Talking Books/Audio Books							UI	£1.65			£1.70	3.0%			
Talking Books/Audio Books - over 60s							UI	£0.55			£0.55	0.0%			
PENALTY FEES															
Overdue books per item per day								£0.25			£0.25	0.0%			
Overdue charges - Concessionary		409452	1920	C	N	59,900	NI	£0.15	01/04/2016		£0.15	3.0%	01/04/2017		61,700
Maximum overdue charge per item								£6.20			£6.30	1.6%			
Lost ticket replacement								£1.25			£1.30	4.0%			
Lost ticket replacement Concessionary								£0.60			£0.60	0.0%			
PRINTING/PHOTOCOPYING															
Black and white photocopies, A4 (per page)								£0.15			£0.15	3.0%			
Black and white photocopies, A3 (per page)								£0.25			£0.25	0.0%			
Colour photocopies, A4 (per page)								£1.40			£1.44	2.9%			
Colour photocopies, A3 (per page)								£2.30			£2.35	2.2%			
Black and white printing, A4 (per page)								£0.15			£0.15	3.0%			
Colour printing, A4 (per page)								£0.25			£0.25	0.0%			
Scanning								£0.60			£0.60	0.0%			
FAX															
Fax incoming first sheet		409400 /409415 /409420	1920	C	BE	13,000	UI	£0.60	01/04/2016		£0.60	3.0%	01/04/2017		13,400
Fax incoming each subsequent sheet								£0.60			£0.60	3.0%			
Fax Local Area (London) First Sheet								£1.15			£1.20	3.0%			
Fax Local Area (London) each subsequent Sheet								£0.60			£0.60	3.0%			
Fax United Kingdom First Sheet								£1.35			£1.40	3.0%			
Fax United Kingdom each Subsequent Sheet								£0.60			£0.60	3.0%			
Fax Europe First Sheet								£2.20			£2.30	3.0%			
Fax Europe each subsequent sheet								£1.65			£1.70	3.0%			
Fax USA First Sheet								£2.75			£2.50	3.0%			
Fax USA each subsequent sheet								£1.65			£1.70	3.0%			
Fax Rest of the World First Sheet								£3.85			£4.00	3.0%			
Fax Rest of the World each subsequent sheet								£2.20			£2.30	3.0%			

LETTINGS INCOME														
COMMUNITY ROOM HIRE (Hale End/Lea Bridge)														
Opening Hours - Standard charge										£33.90	£35.00	3.2%		
Opening Hours - Concessionary charge										£16.90	£17.00	0.6%		
Opening Hours - Regular Hirers & Community Caretakers										£13.50	£14.00	3.7%		
Out of Hours - Standard charge										£63.90	£66.00	3.3%		
Out of Hours - Concessionary charge										£46.90	£48.00	2.3%		
Out of Hours - Regular Hirers										£28.50	£29.00	1.8%		
Out of Hours - Community Caretakers										£13.50	£14.00	3.7%		
COMMUNITY ROOM HIRE (Central/Leyton)														
Out of Hours - Standard charge										£63.90	£66.00	3.3%		
Out of Hours - Concessionary charge										£46.90	£48.00	2.3%		
Out of Hours - Regular Hirers										£28.50	£29.00	1.8%		
Out of Hours - Community Caretakers										£13.50	£14.00	3.7%		
HALL HIRE (Leytonstone)														
Opening Hours - Standard charge										£59.70	£61.00	2.2%		
Opening Hours - Concessionary charge										£29.90	£31.00	3.7%		
Opening Hours - Regular Hirers & Community Caretakers										£23.90	£25.00	4.6%		
Out of Hours - Standard charge										£89.70	£92.00	2.6%		
Out of Hours - Concessionary charge										£59.90	£62.00	3.5%		
Out of Hours - Regular Hirers										£38.90	£40.00	2.8%		
Out of Hours - Community Caretakers										£23.90	£25.00	4.6%		
HALL HIRE (Central)														
Out of Hours - Standard charge										£89.70	£92.00	2.6%		
Out of Hours - Concessionary charge										£59.90	£62.00	3.5%		
Out of Hours - Regular Hirers										£38.90	£40.00	2.8%		
Out of Hours - Community Caretakers										£23.90	£25.00	4.6%		
STANDARD MEETING ROOM HIRE (Leyton/Leytonstone)														
Opening Hours - Standard charge	2, 3, 4	409460	1920	C / I	S	42,900			01/04/2016	£23.60	£24.00	1.7%	01/04/2017	44,200
Opening Hours - Concessionary charge										£11.80	£12.00	1.7%		
Opening Hours - Regular Hirers & Community Caretakers										£9.40	£9.50	1.1%		
Out of Hours - Standard charge										£53.60	£55.00	2.6%		
Out of Hours - Concessionary charge										£41.80	£43.00	2.9%		
Out of Hours - Regular Hirers										£24.40	£25.00	2.5%		
Out of Hours - Community Caretakers										£9.40	£9.50	1.1%		
LARGE MEETING ROOM HIRE (Leyton)														
Opening Hours - Standard charge										£26.00	£27.00	3.8%		
Opening Hours - Concessionary charge										£13.00	£13.00	0.0%		
Opening Hours - Regular Hirers & Community Caretakers										£10.40	£11.00	5.8%		
Out of Hours - Standard charge										£56.00	£28.00	-50.0%		
Out of Hours - Concessionary charge										£43.00	£44.00	2.3%		
Out of Hours - Regular Hirers										£25.40	£26.00	2.4%		
Out of Hours - Community Caretakers										£10.40	£10.50	1.0%		
GROUND FLOOR ROOM HIRE (Leytonstone)														
Out of Hours - Standard charge										£72.10	£74.00	2.6%		
Out of Hours - Concessionary charge										£51.10	£53.00	3.7%		
Out of Hours - Regular Hirers										£31.80	£33.00	3.8%		
Out of Hours - Community Caretakers										£16.80	£17.00	1.2%		
ICT SUITE HIRE (Central/Lea Bridge)														
Out of Hours - Standard charge										£61.80	£64.00	3.6%		

Out of Hours - Concessionary charge								£45.90		£47.00	2.4%		
Out of Hours - Regular Hirers								£27.70		£29.00	4.7%		
Out of Hours - Community Caretakers								£12.70		£13.00	2.4%		
Use of ICT Equipment							UI	£6.50		£7.00	7.7%		
Use of laptop, projector or screen							UI	£11.50		£12.00	4.3%		
Staff assistance (N/A in 16/17 - see Note 4)							NI	N/A		N/A			
RENTS	5	409480	1920	C	BE	38,500	XI		n/a			01/04/2017	38,500
						185,800							190,300
KEY TO CHARGING POLICY													
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)													
KEY TO CREDIT POLICY													
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)													
Notes													
1. Income budgets not currently being achieved.													
2. The pricing structure has been updated to ensure a consistent methodology moving forwards.													
3. Concessionary charges based upon 50% of Standard; Regular/Community Caretakers 40% of Standard (Opening Hours).													
4. Out of Hours pricing based upon Standard Pricing model, plus £15 per staff member out of hours: 2 x staff required for Standard / Concessionary, 1 x staff required for Regular bookers, no staff required for Community Caretakers.													
5. Annual rental charge to the Post Office for use of part of Walthamstow Library. Rent can only be increased in line with lease agreement.													

FINANCE & GOVERNANCE 2017/18 - FEES AND CHARGES REVIEW																
Division/Service Area - REVENUES & BENEFITS - REVENUES																
Description of Fee / Charge	Note	Budget details				Existing Charges					New Proposals					
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT	
						£		£			£	%			£	
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	
Court Cost Income -Ctax	1	409452	1545	O	SM	792,000	NI	£120.00	01/04/2012	6,524	£120.00	0%	N/A	100.0%	792,000	
Court Cost Income - NNDR	1	409452	1545	O	SM	108,000	NI	£195.00	01/04/2009	930	£195.00	0%	N/A	100.0%	108,000	
The Court agree costs charged. They are collected as part of the Council Tax or Business Rate debt.																
						900,000										900,000
KEY TO CHARGING POLICY																
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)																
KEY TO CREDIT POLICY																
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)																
Notes																
1. No plans to increase fees for Ctax or NNDR for 2017/18 as they are already towards the top end when comparing with other London authorities.																

CORPORATE DEVELOPMENT 2017/18 - FEES AND CHARGES REVIEW															
Division/Service Area - ASSEMBLY HALLS HIRE															
Description of Fee / Charge	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
HALLS															
Walthamstow Assembly Hall Hire Charges		409410	1531			506,100								506,100	
Jubilee room (per hour) MON - THURS															
								66	01/11/2015		67	1.5%	01/04/2017		
Main Hall (Minimum 8 hours)															
Monday - Thursday															
				I	BE/S		NI	240.00	01/11/2015		248	3.3%	01/04/2017		
Friday - Sunday															
				I	BE/S		NI	530.00	01/11/2015		550	3.8%	01/04/2017		
New Years Eve & Public Holiday															
				I	BE/S		NI	650.00	01/11/2015		670	3.1%	01/04/2017		
Jubilee room (per hour) FRI- SATURDAY															
								99.00	01/11/2015		100	1.0%	01/04/2017		
Package Rates (Minimum 8 hours)															
Monday - Thursday															
				I	BE/S		NI	2,200.00	01/11/2015		2,450	11.4%	01/04/2017		
Friday - Sunday															
				I	BE/S		NI	4,400.00	01/11/2015		4,900	11.4%	01/04/2017		
New Years Eve & Public Holiday															
				I	BE/S		NI	5,251.00	01/11/2015		5,650	7.6%	01/04/2017		
Wedding Deluxe Package (12 hour Hire)															
Monday - Thursday															
								3,208.00	01/11/2015		3,500	9.1%	01/04/2017		
Friday - Sunday															
								5,100.00	01/11/2015		5,500	7.8%	01/04/2017		
New Years Eve & Public Holiday															
								6,550.00	01/11/2015		7,000	6.9%	01/04/2017		
Balcony															
Kitchen Hire(For Non event related catering)															
				i	BE/S		ni	350.00	01/11/2015		350.00	0.0%			
Green Room															
Minimum of 4 hours															
				I	BE/S		NI	0.00			-	0%			
Chingford Assembly Hall Hire Charges		409410	1533			84,000								84,000	
Main Hall															
Whole Complex (minimum 8 hours)															
Monday - Thursday															
				I	BE/S		NI	905.00	01/11/2015		1,100	21.5%	01/04/2017		
Friday - Sunday															
				I	BE/S		NI	2,150.00	01/11/2015		2,400	11.6%	01/04/2017		
New Years Eve & Public Holiday															
				I	BE/S		NI	2,544.00	01/11/2015		2,800	10.1%	01/04/2017		
Package Rates - (Minimum 12 hours)															
Monday - Thursday															
				I	BE/S		NI	1,040.00	01/11/2015		1,250	20.2%	01/04/2017		
Friday - Sunday															
				I	BE/S		NI	2,426.00	01/11/2015		2,800	15.4%	01/04/2017		

New Years Eve & Public Holiday				I	BE/S		NI	2,894.00	01/11/2015		3,000	3.7%	01/04/2017		
Wedding Deluxe Package				I	BE/S		NI	3,100.00	01/11/2015		3,500	12.9%	01/04/2017		
Waltham Forest Assembly Hall Bar/catering		409418	1532	I	BE/S	43,000	NI								43,000
Equipment hire		409420	1531/ 1533			51,700									51,700
Winns Gallery															
Community hire (free exhibitions) per hour											30.00	0	01/04/2017		
Main Room (4 hours)															
Mon - Thurs								200.00	01/11/2015		200.00	0	01/04/2017		
Fri - Sat								300.00	01/11/2015		300.00	0	01/04/2017		
						684,800									684,800
KEY TO CHARGING POLICY															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ring-fenced Account (RA)															
KEY TO CREDIT POLICY															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
Notes															
Some prices have been Increased by 20%. New Prices have been included for new wedding packge offers.															

CORPORATE DEVELOPMENT 2017/18 - FEES AND CHARGES REVIEW															
Division/Service Area															
Museum & Galleries															
Description of Fee / Charge	Budget details					Existing Charges					New Proposals				
	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2016/17 excl. VAT	SAP VAT Indicator UI - 20% or nil 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2017/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2017/18 excl. VAT
						£		£			£	%			£
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
William Morris Gallery															
Sales		409400	1923	C	P	186,000									186,000
Exhibitions (Grants)		409350		I	B	69,000		371.00	01/04/2016		371.00	0.0%	01/04/2017		69,000
Reproduction Fees/Royalties															
Reproduction Fees															
Still used in television and film/documentaries.															
One country				c	p		UI	70.00	01/04/2015		72.00	2.9%	01/04/2017		
World				c	p		UI	140.00	01/04/2015		145.00	3.6%	01/04/2017		
Personal use and academic review and journals with a print run under 1000															
Existing image															
Up to Five Free				c	p		UI	0.00	20/10/2016		0.00	0.0%			
Charge for each image thereafter				c	p		UI	10.00	20/10/2016		10.00	0.0%	01/04/2017		
New Image				c	p		UI	10.00	20/10/2016		12.00	20.0%	01/04/2017		
New Photography - Price Available on request															
<u>Exhibition catalogues (one-time, non-exclusive use) per image up to full page size reproduction</u>															
Editorial Content															
Front Cover				c	p		UI	70.00	20/10/2016		72.00	2.9%	01/04/2017		
				c	p		UI	150.00	20/10/2016		155.00	3.3%	01/04/2017		
<u>Books and other publications (one-time, non-exclusive use) per image up to full page size reproduction</u>															
Editorial Content															
0-5000				c	p		UI	70.00	20/10/2016		72.00	2.9%	01/04/2017		
5001-10000				c	p		UI	120.00	20/10/2016		124.00	3.3%	01/04/2017		
10,001- 20,000				c	p		UI	170.00	20/10/2016		175.00	2.9%	01/04/2017		
Cover illustration															
0-5000				c	p		UI	150.00	20/10/2016		155.00	3.3%	01/04/2017		
5001-10000				c	p		UI	250.00	20/10/2016		255.00	2.0%	01/04/2017		
10,001- 20,000				c	p		UI	350.00	20/10/2016		360.00	2.9%	01/04/2017		
<u>Websites-academic (one-time, non-exclusive use):</u>															
Editorial Content															
Home page				c	p		UI	40.00	20/10/2016		42.00	5.0%	01/04/2017		
				c	p		UI	70.00	20/10/2016		72.00	2.9%	01/04/2017		

0-3: 0% 4-7: 25% 8-12: 35%

Websites- commercial (one-time, non-exclusive use):													
Editorial Content				c	p		UI	70.00	20/10/2015		72.00	2.9%	01/04/2017
Home page				c	p		UI	150.00	20/10/2015		155.00	3.3%	01/04/2017
0-3: 0% 4-7: 25% 8-12: 35%													
Newspapers, magazines and commercial publications													
National:													
Editorial Content				c	p		UI	70.00	20/10/2015		72.00	2.9%	01/04/2017
Cover illustration				c	p		UI	155.00	20/10/2015		160.00	3.2%	01/04/2017
Marketing Literature													
Editorial Content				c	p		UI	70.00	20/10/2015		72.00	2.9%	01/04/2017
Front Cover				c	p		UI	80.00	20/10/2015		82.00	2.5%	01/04/2017
Discount structure per number of images: 0-3: 0% 4-7: 25% 8-12: 35%													
Outdoor marketing													
One off				c	p		UI	140.00	20/10/2015		144.00	2.9%	01/04/2017
Multiple use				c	p		UI	240.00	20/10/2015		247.00	2.9%	01/04/2017
Discount structure per number of images: 0-3: 0% 4-7: 25% 8-12: 35%													
Still used in television and film/documentaries													
One country				c	p		UI	70.00	20/10/2015		72.00	2.9%	01/04/2017
World				c	p		UI	140.00	20/10/2015		144.00	2.9%	01/04/2017
Still used in marketing film													
One country				c	p		UI	140.00	20/10/2015		144.00	2.9%	01/04/2017
World				c	p		UI	200.00	20/10/2015		210.00	5.0%	01/04/2017
Exhibitions use, panels and displays													
Up to one year				c	p		UI	70.00	20/10/2015		72.00	2.9%	01/04/2017
Over one year				c	p		UI	140.00	20/10/2015		144.00	2.9%	01/04/2017
WVG venue hire prices													
Acanthus Room		Prices per Hour											
		Capacity 40											
Mon-Tue, 9-5				c	p		NI	55.00	01/04/2016		57.00	3.6%	01/04/2017
Wed-Sun, 9-5				c	p		NI	55.00	01/04/2016		57.00	3.6%	01/04/2017
Mon-Thu, from 5pm				c	p		NI	98.00	01/04/2016		100.00	2.0%	01/04/2017
Fri-Sun, from 5pm				c	p		NI	109.00	01/04/2016		112.00	2.8%	01/04/2017
Acanthus Room (Community & LBWF Rates)													
		Capacity 40											
Mon-Tue, 9-5				c	p		NI	38.00	01/04/2016		39.00	2.6%	01/04/2017
Wed-Sun, 9-5				c	p		NI	38.00	01/04/2016		39.00	2.6%	01/04/2017
Mon-Thu, from 5pm				c	p		NI	87.00	01/04/2016		90.00	3.4%	01/04/2017
Fri-Sun, from 5pm				c	p		NI	98.00	01/04/2016		100.00	2.0%	01/04/2017
One learning studio													
		Capacity 40/20											
Mon-Tue, 9-5				c	p		NI	55.00	01/04/2016		57.00	3.6%	01/04/2017
Wed-Sun, 9-5				c	p		NI	55.00	01/04/2016		57.00	3.6%	01/04/2017
Mon-Thu, from 5pm				c	p		NI	98.00	01/04/2016		100.00	2.0%	01/04/2017

Fri-Sun, from 5pm			c	p		NI	109.00	01/04/2016		112.00	2.8%	01/04/2017		
One learning studio (Community & LBWF Rate)	Capacity 40/20													
Mon-Tue, 9-5			c	p		NI	38.00	01/04/2016		39.00	2.6%	01/04/2017		
Wed-Sun, 9-5											2.6%	01/04/2017		
Mon-Thu, from 5pm			c	p		NI	87.00	01/04/2016		90.00	3.4%	01/04/2017		
Fri-Sun, from 5pm			c	p		NI	98.00	01/04/2016		101.00	3.1%	01/04/2017		
Acanthus + studios	Capacity 60													
Mon-Tue, 9-5			c	p		NI	95.00	01/04/2016		98.00	3.2%	01/04/2017		
Wed-Sun, 9-5			c	p		NI	95.00			98.00				
Mon-Thu, from 5pm			c	p		NI	168.00	01/04/2016		173.00	3.0%	01/04/2017		
Fri-Sun, from 5pm			c	p		NI	188.00	01/04/2016		194.00	3.2%	01/04/2017		
Acanthus + studios (Community & LBWF Rate)	Capacity 60													
Mon-Tue, 9-5			c	p		NI	75.00	01/04/2016		77.00	2.7%	01/04/2017		
Wed-Sun, 9-5			c	p		NI	75.00	01/04/2016		77.00	2.7%	01/04/2017		
Mon-Thu, from 5pm			c	p		NI	152.00	01/04/2016		157.00	3.3%	01/04/2017		
Fri-Sun, from 5pm			c	p		NI	173.00	01/04/2016		178.00	2.9%	01/04/2017		
Tea Room	Capacity 50													
Mon-Tue, 9-5			c	p		NI	168.00	01/04/2016		173.00	3.0%	01/04/2017		
Wed-Sun, 9-5			c	p		NI								
Mon-Thu, from 5pm			c	p		U	168.00	01/04/2016		173.00	3.0%	01/04/2017		
Fri-Sun, from 5pm			c	p		NI	188.00	01/04/2016		194.00	3.2%	01/04/2017		
Tea Room (Community & LBWF Rate)	Capacity 50													
Mon-Tue, 9-5			c	p		NI	152.00	01/04/2016		157.00	3.3%	01/04/2017		
Wed-Sun, 9-5			c	p		NI								
Mon-Thu, from 5pm			c	p		U	152.00	01/04/2016		157.00	3.3%	01/04/2017		
Fri-Sun, from 5pm			c	p		NI	173.00	01/04/2016		178.00	2.9%	01/04/2017		
Story Lounge	Capacity 55													
Mon-Tue, 9-5			c	p		NI	155.00	01/04/2016		160.00	3.2%	01/04/2017		
Wed-Sun, 9-5			c	p										
Mon-Thu, from 5pm			c	p		NI	168.00	01/04/2016		173.00	3.0%	01/04/2017		
Fri-Sun, from 5pm			c	p		NI	188.00	01/04/2016		194.00	3.2%	01/04/2017		
Story Lounge (Community & LBWF Rate)	Capacity 55													
Mon-Tue, 9-5			c	p		NI	145.00	01/04/2016		149.00	2.8%	01/04/2017		
Wed-Sun, 9-5			c	p										
Mon-Thu, from 5pm			c	p		NI	152.00	01/04/2016		157.00	3.3%	01/04/2017		
Fri-Sun, from 5pm			c	p		NI	173.00	01/04/2016		178.00	2.9%	01/04/2017		
Gallery deluxe*	*Gallery deluxe package includes galleries, Tea Room and Story Lounge													
Mon-Tue, 9-5			c	p		NI	495.00	01/04/2016		510.00	3.0%	01/04/2017		
Wed-Sun, 9-5			c	p										
Mon-Thu, from 5pm			c	p		NI	495.00	01/04/2016		510.00	3.0%	01/04/2017		
Fri-Sun, from 5pm			c	p		NI	540.00	01/04/2016		556.00	3.0%	01/04/2017		

Gallery deluxe* (Community & LBWF Rate)	*Gallery deluxe package includes galleries, Tea Room and Story Lounge																		
Mon-Tue, 9-5				c	p		NI	455.00	01/04/2016		469.00	3.1%	01/04/2017						
Wed-Sun, 9-5				c	p														
Mon-Thu, from 5pm				c	p		NI	455.00	01/04/2016		469.00	3.1%	01/04/2017						
Fri-Sun, from 5pm				c	p		NI	495.00	01/04/2016		510.00	3.0%	01/04/2017						
Wedding Prices																			
Acanthus Room package (max 30 guests)																			
Monday to Thursday until 5pm				c	p		NI	570.00	01/04/2016		587.00	3.0%	01/04/2017						
Friday to Sunday until 5pm				c	p		NI	680.00	01/04/2016		700.00	2.9%	01/04/2017						
Monday to Sunday 6.30pm – 9.30pm				c	p		NI	680.00	01/04/2016		700.00	2.9%	01/04/2017						
Story Lounge package (max 50 guests)																			
Monday and Tuesday any time				c	p		NI	1195.00	01/04/2016		1230.00	2.9%	01/04/2017						
Wednesday and Thursday 6.30pm – 9.30pm				c	p		NI	1195.00	01/04/2016		1230.00	2.9%	01/04/2017						
Friday to Sunday 6.30pm – 9.30pm				c	p		NI	1735.00	01/04/2016		1787.00	3.0%	01/04/2017						
Deluxe wedding package (max 50 guests)																			
Monday and Tuesday any time				c	p		NI	1625.00	01/04/2016		1674.00	3.0%	01/04/2017						
Wednesday and Thursday 6.30pm – 9.30pm				c	p		NI	1625.00	01/04/2016		1674.00	3.0%	01/04/2017						
Friday to Sunday 6.30pm – 9.30pm				c	p		NI	1995.00	01/04/2016		2055.00	3.0%	01/04/2017						
Please note that we require a 50% deposit in order to reserve a date.																			
Vestry House Sales		409400	1922	C	P	5,000													5,000
Service Fees (COPYING)		409450	1922	C	P	600													600
A4 photocopy (b/w only)				C	P		NI	0.40	01/04/2016		0.50	25.0%	01/04/2017						
A3 photocopy (b/w only)				C	P		NI	0.60	01/04/2016		0.70	16.7%	01/04/2017						
A4 printout from microfiche/film (b/w only)				C	P		NI	0.50	01/04/2016		0.50	0.0%	01/04/2017						
A4 low resolution scan, printed on paper (colour or b/w)				C	P		NI	2.20	01/04/2016		2.50	13.6%	01/04/2017						
A4 high resolution scan, printed on paper (colour or b/w)				C	P		NI	7.00	01/04/2016		7.00	0.0%	01/04/2017						
Certified copy of parish register entry (Fee set by Diocese of Chelmsford)				C	P		NI	4.00	01/04/2016		4.00	0.0%	01/04/2017						
Use of a camera (digital or non-digital) [per day]				C	P		NI	5.00	01/04/2016		5.00	0.0%	01/04/2017						
Lettings Income		409460	1922	c	P	17,000													17,000
Community room hire	Prices per Hour																		
Private																			
Tuesday to Sunday 9am – 5pm, per hour				C	P		NI	44.00	01/04/2016		45.00	2.3%	01/04/2017						
Tuesday to Thursday 5pm –10pm, per hour				C	P		NI	95.00	01/04/2016		98.00	3.2%	01/04/2017						
Friday to Sunday 5pm –10pm, per hour				C	P		NI	105.00	01/04/2016		108.00	2.9%	01/04/2017						
Business																			
Tuesday to Sunday 9am – 5pm, per hour				C	P		NI	51.00	01/04/2016		53.00	3.9%	01/04/2017						
Tuesday to Thursday 5pm –10pm, per hour				C	P		NI	105.00	01/04/2016		108.00	2.9%	01/04/2017						
Friday to Sunday 5pm –10pm, per hour				C	P		NI	115.00	01/04/2016		118.00	2.6%	01/04/2017						

Charity, Community, LBWF													
Tuesday to Sunday 9am – 5pm, per hour				C	P		NI	34.00	01/04/2016		35.00	2.9%	01/04/2017
Tuesday to Thursday 5pm –10pm, per hour				C	P		NI	85.00	01/04/2016		88.00	3.5%	01/04/2017
Friday to Sunday 5pm –10pm, per hour				C	P		NI	95.00	01/04/2016		98.00	3.2%	01/04/2017
Block bookings, business													
Tuesday to Sunday 9am – 5pm, per hour				C	P		NI	40.00	01/04/2016		41.00	2.5%	01/04/2017
Tuesday to Thursday 5pm –10pm, per hour				C	P		NI	85.00	01/04/2016		88.00	3.5%	01/04/2017
Friday to Sunday 5pm –10pm, per hour				C	P		NI	95.00	01/04/2016		98.00	3.2%	01/04/2017
Block bookings, Charity													
Tuesday to Sunday 9am – 5pm, per hour				C	P		NI	29.00	01/04/2016		30.00	3.4%	01/04/2017
Tuesday to Thursday 5pm –10pm, per hour				C	P		NI	80.00	01/04/2016		82.00	2.5%	01/04/2017
Friday to Sunday 5pm –10pm, per hour				C	P		NI	90.00	01/04/2016		93.00	3.3%	01/04/2017
Children's Party													
				C	P		NI	110.00	01/04/2016		113.00	2.7%	01/04/2017
VHM weddings													
Half day Mon-Thurs only, 10am-2pm								330.00	01/04/2016		340.00	3.0%	01/04/2017
Day rate Mon - Sun 10am-5pm								495.00	01/04/2016		510.00	3.0%	01/04/2017
Day rate + evening Mon-Thurs per hour								95.00	01/04/2016		98.00	3.2%	01/04/2017
Day rate + evening Fri-Sun per hour								105.00	01/04/2016		108.00	2.9%	01/04/2017
Full evening Mon-Thurs 5-10pm								435.00	01/04/2016		448.00	3.0%	01/04/2017
Full evening Fri-Sun 5-10pm								475.00	01/04/2016		489.00	2.9%	01/04/2017
								277,600					277,600
KEY TO CHARGING POLICY													
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ring-fenced Account (RA)													
KEY TO CREDIT POLICY													
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)													
Notes													
Images Fees Relate to both WHM & VHM have been complted revised with new catorgries and charges													

CORPORATE DEVELOPMENT 2017/18 - FEES AND CHARGES REVIEW															
Division/Service Area - WALTHAM FOREST NEWS															
Description of Fee / Charge	Budget details					Existing Charges					New Proposals				
	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy	Budgeted Income 2016/17 excl. VAT	SAP VAT Indict	Current Charges incl. VAT	Date of last increase	Volume of Usage	201/18 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2016/17 excl. VAT
	(1)			(2)	(3)	£	UI - 20% or nil	£	(7)	(8)	£	%	(11)	(12)	£
COMMUNICATIONS															
WFN	Internal Advertising	409501	1272	Other- Internal Recharge (Internal)	P	445,800	Ni		July/Aug 09					445,800	
	External advertising	409502	1272	Payment in advance for External clients	P	70,200	UI		July/Aug 09					70,200	
General Advertisement	All Charges are presented inc. of VAT														
Full Page															
1-off ad								2,160.00		N/A	2,160.00	0%			
2-5 Ads								1,980.00		N/A	1,980.00	0%			
6-11ads								1,800.00		N/A	1,800.00	0%			
12+ads								1,500.00		N/A	1,500.00	0%			
Design								324.00		N/A	324.00	0%			
1/2 page landscape/Portrait															
1-off ad								1,080.00		N/A	1,080.00	0%			
2-5 Ads								990.00		N/A	990.00	0%			
6-11ads								900.00		N/A	900.00	0%			
12+ads								750.00		N/A	750.00	0%			
Design								252.00		N/A	252.00	0%			
1/4 page															
1-off ad								576.00		N/A	576.00	0%			
2-5 Ads								540.00		N/A	540.00	0%			
6-11ads								480.00		N/A	480.00	0%			
12+ads								396.00		N/A	396.00	0%			
Design								168.00		N/A	168.00	0%			
1/8th page															
1-off ad								300.00		N/A	300.00	0%			
2-5 Ads								270.00		N/A	270.00	0%			
6-11ads								240.00		N/A	240.00	0%			
12+ads								198.00		N/A	198.00	0%			
Design								84.00		N/A	84.00	0%			
1/16th page															
1-off ad								150.00		N/A	150.00	0%			
2-5 Ads								132.00		N/A	132.00	0%			

6-11ads							120.00	N/A	120.00	0%				
12+ads							102.00	N/A	102.00	0%				
Design							48.00	N/A	48.00	0%				
Front banner														
1-off ad							600.00	N/A	600.00	0%				
2-5 Ads							552.00	N/A	552.00	0%				
6-11ads							504.00	N/A	504.00	0%				
12+ads							420.00	N/A	420.00	0%				
Design							144.00	N/A	144.00	0%				
Specials														
4 page cover wrap							8,400.00	N/A	8,400.00	0%				
4 page centre page pull-out							6,000.00	N/A	6,000.00	0%				
8 page centre page pull-out							9,600.00	N/A	9,600.00	0%				
12 page centre page pull-out							14,400.00	N/A	14,400.00	0%				
Front page banner purchased with supplement							360.00	N/A	360.00	0%				
Recruitment Rates														
Full Page							3,564.00	N/A	3,564.00	0%				
1/2 page							1,836.00	N/A	1,836.00	0%				
1/4 page							918.00	N/A	918.00	0%				
1/8th page							486.00	N/A	486.00	0%				
Scs rate:							30.00	N/A	30.00	0%				
Leaflet Drop														
£25 per thousand (plus VAT)					P	NI	26.00	N/A	26.00	0%				
20% Extra for Soalce drop (Exclusive leaflet drop)														
							516,000							516,000
KEY TO CHARGING POLICY														
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)														
KEY TO CREDIT POLICY														
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)														
Notes														

LONDON BOROUGH OF WALTHAM FOREST

Medium Term Financial Strategy 2016-20 Including DSG

	Plan 16/17 Feb 16 £'000	Plan 16/17 Oct 16 £'000	Plan 17/18 £'000	Plan 18/19 £'000	Plan 19/20 £'000
General Fund Budget b/f	209,804	209,804	207,729	200,287	196,245
Dedicated Schools Grant (DSG) Budget b/f	185,943	185,943	178,547	156,120	114,050
Total Base Budget b/f	395,747	395,747	386,276	356,407	310,295
Changes in Government Funding					
Change in Dedicated Schools Grant / PP	(30,212)	(7,396)	(22,427)	(42,070)	(45,230)
Public Health Grant	388	388	413	452	446
Weekly Collection Support Scheme	0	0	0	0	0
Local Reform & Community Voices DH	0	0	0	0	0
Social Fund / Local Welfare Provision	(466)	(466)	0	0	0
Adult Social Care New Burdens	954	954	0	0	0
Independent Living Fund	(1,210)	(1,210)	40	37	34
Individual Electoral Registration	0	0	0	0	0
Improved Better Care Fund	0	0	(405)	(3,333)	(2,844)
Adult Social Care Support Grant	0	0	(1,094)	1,094	0
Homelessness Grant	0	0	(1,800)	0	0
Homelessness Reduction Bill	0	0	(500)	(150)	0
	365,201	388,017	360,503	312,437	262,701
Inflation	2,603	2,603	2,599	3,176	3,176
Movement in contingency:	3,000	2,000	0	0	0
New Burdens / External Pressures					
Pension Fund contributions	321	321	1,334	0	0
National Insurance increase	1,759	1,759	0	0	0
Change in levies	(139)	(139)	605	1,690	592
Interest and Capital Financing	1,500	1,500	0	0	0
Concessionary Fares (gross)	197	197	0	0	0
Welfare Reform - Homelessness	1,300	1,300	0	0	0
Homelessness Grant	0	0	1,800	0	0
Homelessness Reduction Bill	0	0	500	150	0
Demographic changes Childrens social care	0	0	1,000	0	0
No recourse to public funds cases	0	0	0	0	0
Asylum Seekers	0	0	0	0	0
Vulnerable persons resettlement programme	0	0	100	200	300
Public Health new responsibility	(388)	(388)	(413)	(452)	(446)
Weekly bin collection	0	0	0	0	0
Youth Criminal Board	300	300	0	0	0
Local Reform & Community Voices DH	0	0	0	0	0
London Boroughs grant scheme	0	0	0	0	0
Individual Electoral Registration	0	0	0	0	0
Adult Social Care New Burdens	(954)	(954)	0	0	0
Independent Living Fund	1,210	1,210	(40)	(37)	(34)
Deprivation of Liberty	0	0	0	0	0
Local Authority Gold Arrangement LFB	15	15	0	0	0
Apprentices levy 0.5% of paybill less £15k	0	0	464	0	0
Council Tax increase for Social Care	1,656	1,656	2,695	2,880	97
Improved Better Care Fund	0	0	405	3,333	2,844
Adult Social Care Support Grant	0	0	1,094	(1,094)	0

	Plan 16/17 Feb 16 £'000	Plan 16/17 Oct 16 £'000	Plan 17/18 £'000	Plan 18/19 £'000	Plan 19/20 £'000
Savings:					
Business Process re-engineering saving	0	0	0	0	0
Re-phasing of savings	0	0	0	0	0
Leisure contract savings	0	0	(927)	(453)	0
Redefining Waltham Forest savings	(21,240)	(17,814)	(2,682)	(926)	0
Early Intervention Grant reduction	(1,447)	(1,447)	0	0	0
Education Services Grant exit reduction	0	0	(1,318)	715	15
2% efficiency savings from 2017/18	0	0	(3,000)	(3,000)	(3,000)
Allocation to Collection Fund reserve	0	0	0	0	0
Allocation to Tax Base fluctuation reserve	0	0	2,104	(2,104)	0
Reversal of 13/14 alloc. to BS reserve	0	0	0	0	0
Allocation to Budget Strategy reserve 15/16	(1,292)	(1,292)	0	0	0
Allocation to Budget Strategy reserve 16/17	8,424	7,432	(7,432)	0	0
Drawdown from Budget Strategy reserve 17/18	0	0	(2,984)	2,984	
(Shortfall)/Surplus	0	0	0	(9,204)	(2,548)
Total Waltham Forest expenditure	362,026	386,276	356,407	310,295	263,697
(Surplus) / deficit on the Collection Fund CT	(3,874)	(3,874)	(3,164)	0	0
(Surplus) / deficit on the Collection Fund NNDR	452	452	1,060	0	0
Additional 500 homes per annum CT impact	0	0	(500)	(1,000)	(1,500)
Business Rate Retention	(17,054)	(17,054)	(18,901)	(19,141)	(20,011)
NNDR section 31 grant	(1,108)	(1,776)	(1,344)	(1,364)	(1,385)
Top-up	(46,212)	(46,212)	(44,637)	(46,073)	(47,711)
Revenue Support Grant	(44,484)	(44,484)	(33,463)	(26,053)	(18,502)
Council Tax Freeze Grant 15/16	0	0	0	0	0
Council Tax Freeze Grant 16/17	0	0	0	0	0
Council Tax Freeze Grant 17/18	0	0	0	0	0
Education Services Grant	(2,166)	(2,665)	(711)	0	0
New Homes Bonus	(5,721)	(5,988)	(5,843)	(3,875)	(3,718)
NHB Adjustment Grant	0	0	0	0	0
Dedicated Schools Grant (DSG)	(147,703)	(169,165)	(149,260)	(110,030)	(67,640)
Pupil Premium (PP)	(8,028)	(9,382)	(6,860)	(4,020)	(1,180)
Total Exchequer support	(255,422)	(279,672)	(242,118)	(191,415)	(140,136)
To be met from Council Tax	86,128	86,128	92,784	98,739	102,050
Council Tax base	71,882	71,882	73,757	74,757	75,757
Waltham Forest Council Tax	£ 1,198.18	£ 1,198.18	£ 1,257.97	£ 1,320.79	£ 1,347.07
% increase	3.99%	3.99%	4.99%	4.99%	1.99%
Waltham Forest general fund precept	£ 1,175.14	£ 1,175.14	£ 1,198.98	£ 1,224.01	£ 1,250.29
Waltham Forest social care precept	£ 23.04	£ 23.04	£ 58.99	£ 96.73	£ 96.73
GLA precept	£ 276.00	£ 276.00	£ 280.02	£ 280.02	£ 280.02
% increase	-6.44%	-6.44%	1.46%	0.00%	0.00%
Total Council Tax	£ 1,474.18	£ 1,474.18	£ 1,537.99	£ 1,600.81	£ 1,627.09
Overall increase	1.86%	1.86%	4.33%	4.08%	1.64%

Budget Risks 2017/18 and Future Years

The MTFs are reviewed and updated throughout the year so that the Council is well placed to review its financial standing and associated budget risks. In addition, the regular review of Balances and the rigorous monthly monitoring of the Revenue Budget are formally reported to Cabinet. This contributes to an assessment and understanding of budget risks.

It is important to emphasise key risks facing the Council due to the extensive and rapid reforms proposed by central Government:

- Continued reductions in Government funding over the next spending review period as confirmed in the four-year settlement offer.
- Further changes in the grant funding methodology ahead of the 2020 planned reset.
- Pay and price inflation may outstrip contingency funding available over the medium term and lead to a wider funding gap.
- Impact of the London Living Wage (LLW) on supply of providers as cost of service delivery in the care sector increases.
- NHB and Section 31 grants are not permanent funding sources and these grants are replacing demand led allocations. This may lead to more peaks and troughs in the Council's funding base which will need to be managed in a sustainable way.
- The Government has indicated that there may be a further transfer of services/responsibilities to local authorities in the future and these may not be adequately funded.
- Significant movement and growth in resident population numbers bring pressures to a range of services and requires more investment in schools, housing and social infrastructure.
- Business Rates revaluation, effective from the 1 April 2017, poses an increased risk in losses from appeals.
- Localisation of business rates presents a collection rate risk, an economic downturn risk and a risk in respect of backdated appeals.
- Council Tax base does not grow at the assumed rate of 1,500 additional properties per annum due to market and/or difficult economic conditions.
- Collection rate of council tax and business rates falls below assumed rate.

- Localisation of Council Tax Support led to the introduction by the Council of a scheme which required all residents of working age in receipt of council tax benefit to pay council tax. To date the impact on collection rates has been minimal but the 24% discount rate, combined with council tax increases could have an adverse impact on the collection rate.
- Welfare Reforms and Universal Credits may create more financial difficulties for residents which may lead to an increased demand for services, particularly homelessness services.
- The pressure in the private rental market due to rising rents continues to generate real pressure for social and affordable housing.
- Housing benefit for homeless people is currently retained by the Council, but going forward the introduction of the Universal Credit will present further pressures. This is because the homeless, along with all benefit claimants, will receive their benefit payments directly from central Government and it will be necessary for the Council to recover rent from them.
- Continued reduction in the level of Housing Benefit Admin Grant subsidy as the government continues with the Universal Credit rollout.
- Continued growth in the number of claimants presenting themselves for No Recourse to Public Funds.
- Increase in the number of unaccompanied children referring themselves to the Asylum service.
- The current refugee crisis and the potential impact on housing and social care services.
- The growth in the number of youths held in remand continues to outstrip funding levels.
- Significant pressure in acute NHS services may lead to growing pressure on adult social care services.
- The capacity within the Council to continue to deliver and support significant transformational change programmes within a short time horizon.
- The deliverability of the existing savings programme and confidence around securing the planned benefits within the specified timescales.
- The ability to retain and attract key staff with the necessary skills to support the Council's change agenda.
- The potential implications on services from the implementation of IR35 (taxation changes) may have on the supply and cost of temporary staff and interims.

The current revenue monitor at period 9 forecasts a service overspend of £5.5 million, mainly due to the underlying base budget pressures in the Families and Homes Directorate. A Financial Sustainability Strategy for Families and Homes was presented to Cabinet in January 2017. The strategy contained a detailed Action Plan. This was considered by Cabinet and the following actions were agreed to be given full consideration as part of this budget setting report:

- Implement the Adult Social Care Precept in 2017/18;
- Approve investment of up to £1 million in Children Services in recognition of the base budget pressures;
- To develop detailed savings proposals to address the projected funding gap in 2017/18.

The central contingency fund is being used to manage increased pressure from homelessness, no recourse to public funds and other demand led issues. The Strategic Director of Finance & Governance will review the position at year end and if necessary recommend a draw down on reserves to balance the year end position. In the event of a surplus the balance would be transferred to the Budget Strategy Reserve to support the overall budget strategy going forward.

General Fund Balance

At 1 April 2016, the General Fund revenue balance amounted to £14.572 million. The Strategic Director of Finance & Governance will seek to ensure that balances do not fall below the level required for good financial management purposes, and that any temporary use of balances will be replenished as soon as practically possible.

The projected balance of £14.572 million at 31 March 2016 is equivalent to 7.3% of the net expenditure (excluding schools) projected for 2017/18. At Cabinet in September 2009, Members agreed a minimum level of General Fund reserves of £10 million and a maximum of £15 million. The projected balance as at 31 March 2017 is therefore within these parameters.

RESERVES

The Financial Reserves Policy was reviewed and considered by Cabinet in September 2009. Cabinet agreed a minimum level of General Fund reserves of £10 million and a maximum of £15 million. This was the broad range that the Council's external auditors felt prudent.

The Revenue Budget 2017/18 has been prepared on the basis that at 31 March 2017 the level of General Fund reserves will be £14.6 million. It is considered that at 7.3% of the net general fund expenditure, this level of reserves is satisfactory.

The Reserves Strategy is included as an appendix to this Budget and Council Tax Setting report. The following table sets out the total level of reserves held as at 31 March 2016; the estimated level held at 31 March 2017 and those expected to be held at 31 March 2018:

Reserves	31 March 2016 actual £000	31 March 2017 est. £000	31 March 2018 est. £000
Corporate Reserves	56,295	37,869	26,619
Service Reserves	11,988	9,796	8,308
sub-total	68,283	47,665	34,927
Grant Related Reserves	8,096	6,467	4,055
Total General Fund	76,379	54,132	38,982
Housing Revenue Account	7,566	7,066	7,066
Schools Revenue Reserves	9,199	10,796	9,899

The earmarked reserves include a budget strategy reserve within which a sum of £5 million has been assumed for meeting costs of ill Health / Redundancy. This provides a source of funding to cover redundancy costs resulting from the Revenue Budget savings proposals. The Budget Strategy Reserve also provides protection against budget pressures that might arise during the year, manage the budget requirement over the MTFs and a source of investment in initiatives that can generate the savings forecast.

FUTURE YEARS

The budget proposals and MTFs have been based on the 2016/17 four-year Revenue Support Grant offer. This means a more strategic medium-term approach can be taken to planning savings and using reserves to support the MTFs. However, it is recognised that the squeeze on public finances continues and therefore, financial planning continues to be prudent and robust.

The refreshed MTFs estimates the potential funding gap and the budget strategy proposed will allow officers and member's time to plan the future savings needed in a way that should maximise the potential to ensure that priorities are protected as far as possible and savings delivered in efficient and innovative ways.

CONCLUSION

The Director of Finance considers that the 2017/18 Revenue Budget proposals are overall robust and that the adequacy of the proposed financial reserves can reasonably be assumed to be sufficient. There are clearly risks associated with implementing the savings proposals that have been agreed to date, however, because of good planning and management of the budget over recent years these have been significantly mitigated. The project management and monitoring arrangements described in this report must be robustly applied to facilitate the delivery of savings and the identification of corrective action as necessary. There are also other potential risks in 2017/18 including demand pressures and price inflation. The level of reserves, together with the general contingency built into the base budget are judged to be at reasonable levels to meet unforeseen requirements during 2017/18, assuming that implementation of the 2017/18 revenue budget is robustly managed and monitored.