

# AGENDA



For a meeting of the
<b>RESOURCES POLICY DEVELOPMENT GROUP</b>
to be held on
<b>THURSDAY, 2 AUGUST 2012</b>
at
<b>2.30 PM</b>
in the
<b>WITHAM ROOM, COUNCIL OFFICES, ST. PETER'S HILL, GRANTHAM. NG31 6PZ</b>
Beverly Agass, Chief Executive

Group Members:	Councillor Jean Bevan, Councillor Michael Cook, Councillor Nick Craft (Chairman), Councillor Phil Dilks, Councillor Bob Sandall, Councillor Trevor Scott (Vice-Chairman) and Councillor Jacky Smith
Portfolio Holders:	Councillor Mike Taylor (Strategic Resources – Well Run Council) Councillor Teri Bryant (Good Housing)
Support Officer:	Jo Toomey Tel: 01476 40 61 52 E-mail: <a href="mailto:j.toomey@southkesteven.gov.uk">j.toomey@southkesteven.gov.uk</a>

**Members of the Group are invited to attend the above meeting to consider the items of business listed below.**

**1. COMMENTS FROM MEMBERS OF THE PUBLIC**

To receive comments or views from members of the public at the Group's discretion.

**2. MEMBERSHIP**

The Group to be notified of any substitute members.

**3. APOLOGIES**

**4. DISCLOSURE OF INTERESTS**

Members are asked to disclose any interests in matters for consideration at the meeting.

**5. ACTION NOTES FROM THE MEETING HELD ON 31 MAY 2012**

**(Enclosure)**

**6. UPDATES FROM PREVIOUS MEETING**

**7. FEEDBACK FROM THE EXECUTIVE**

**8. FEES AND CHARGES STRATEGY**

Report number HOF203 by the Head of Finance.

**(Enclosure)**

**9. LATEST FINANCIAL SETTLEMENT PROPOSALS**

The PDG will receive a presentation.

**10. CAR PARKING STRATEGY UPDATE**

An update presentation on the car parking strategy will be given.

**11. BUDGET MONITORING INFORMATION AND OUTTURN SUMMARY**

Report number HOF204 by the Head of Finance.

**(Enclosure)**

**12. REPORTS FROM WORKING GROUPS**

**13. WORK PROGRAMME**

**14. ANY OTHER BUSINESS, WHICH THE CHAIRMAN, BY REASONS OF SPECIAL CIRCUMSTANCES, DECIDES IS URGENT.**

## MEETING OF THE RESOURCES POLICY DEVELOPMENT GROUP

THURSDAY, 31 MAY 2012 2.30 PM



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### GROUP MEMBERS PRESENT

Councillor Jean Bevan  
Councillor Michael Cook  
Councillor Nick Craft (Chairman)  
Councillor Phil Dilks

Councillor Bob Sandall  
Councillor Trevor Scott (Vice-Chairman)  
Councillor Jacky Smith

### OFFICERS

Head of Finance (Richard Wyles)  
Head of Community Assets (Paul Stokes)  
Property and Facilities Service Manager (Liz Banner)  
Benefits Manager (Lee Sirdifield)  
Community Engagement and Policy Development Officer (Carol Drury)  
Principal Democracy Officer (Jo Toomey)

### PORTFOLIO HOLDER

Councillor Terl Bryant (Portfolio: Good housing)

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### 1. DECLARATIONS OF INTEREST

No declarations of interest were made.

### 2. ACTION NOTES FROM THE MEETING HELD ON 29 MARCH 2012

The action notes from the meeting held on 29 March 2012 were noted.

### 3. UPDATE ON VOID PROPERTIES

The Head of Community Assets and the Property and Facilities Service Manager gave an update on void properties. A property became void from the time a tenant handed in their keys until they were handed over to the next tenant. In 2011/12 housing management and the improvements/repairs service had worked together to reduce the average time a property was void from 45 days to 30.42 days. A void factor of 1.5% was budgeted; at the end of the year a void rate of 1.28% had been achieved.

One aspect that could delay the re-letting of properties was identifying the

utilities suppliers. To improve efficiency, Councillors suggested exploring the provision of all utilities for all council properties by a single provider. This could be considered as part of the review of the tenancy agreement. It was also suggested a single company providing utilities for all public buildings could deliver savings.

Housing management had been working on a pilot scheme of multiple viewings, which had previously been recommended by the PDG. However, it was recognised that there needed to be better integration with the benefits section so that prospective tenants were fully aware of their financial responsibilities.

***Recommendation:***

***That the Council explores using a single energy provider for utilities in council-owned properties, and if possible, all Council owned/leased buildings.***

#### **4. LOCALISATION OF COUNCIL TAX BENEFIT**

At its meeting in January 2012, the PDG received a presentation on the localisation of council tax benefit; the Benefits Manager provided an update. The concept was introduced as part of the Government's spending review in 2010 as an opportunity to achieve 10% savings in council tax benefit expenditure, which equated to approximately £165,000 for the authority through a reduction in grant funding.

On 17 May 2012, the Department of Communities and Local Government (CLG) issued its Statement of Intent document and what would be expected of authorities. If authorities did not adopt their own scheme, they would automatically subscribe to the default scheme, which required maintaining current arrangements. This would mean that the district council would need to top-up the grant to maintain existing arrangements.

A local scheme would not have to provide the same level of council tax benefit as its current scheme. The only protected group prescribed was pensioners, which was clarified as anyone over the state retirement age. CLG also stipulated the need for authorities to consult on any local schemes. An Equality Impact Assessment would be required to identify potential impacts of altering levels of council tax benefit.

There were a number of discounts and exemptions that the district council applied in respect of council tax:

- Class A - properties undergoing construction or undergoing major alterations (currently 100% reduction for 12 months)
- Class C – unfurnished and unoccupied properties (currently 100% reduction for 6 months)
- Class L – mortgage repossessions (no charge – no time limit)
- Second homes – 10% reduction

Officers from South Kesteven were working with colleagues from around the county in order to potentially develop a Lincolnshire-wide approach to improve consistency in service and administration. A countywide scheme could cushion the impact of changes; an overspend in some authorities would be mitigated by an underspend in others.

If SKDC chose to adopt a local scheme, it would need to consult with the other precepting authorities (Lincolnshire County Council and Lincolnshire Police), who would stipulate their own collection arrangements.

Officers provided a timeline showing the steps needed for the Council to adopt a scheme. It incorporated the required consultation periods and decision-making processes. A scheme needed to be in place by 31 January 2013.

Discussion ensued about the possible impact on parish councils. Concern was expressed about those parish councils who had taken on other functions as a result of spending cuts in principal authorities.

**Action point:**

- 1. Organise a PDG working group for Monday 18 June 2012, 2:30pm**
- 2. Ahead of the working group meeting, officers should model different scenarios from the suggestions made at the meeting.**

## **5. FEES AND CHARGES STRATEGY**

The Head of Finance presented report number HOF199 on the draft fees and charges strategy. The report captured the PDG working group's discussions. Councillors were asked to consider the draft strategy and:

1. Decide whether they agreed with the charging principle behind each service (pages 8-9)
2. The suggested definition of concessions (page 4)
3. Decide whether they agreed with the list of services at page 10 of the report, which could attract concessions.

PDG members agreed with the charging principle behind the majority of services. Concern was expressed over the cycle centre in respect of income raised through fees and charges against expenditure. It was suggested that opportunities to improve the facility's usage could improve its performance. Councillors agreed that potential alternative uses should be explored if uptake did not improve.

The charging principle behind green waste collections should be amended in the strategy to cost-recovery.

Councillors noted the impact of charging on bus companies' usage of the bus stations; high charges deterred bus companies.

Discussions ensued on concessions and the policies that had been applied by different services of the Council. Consideration was given to charges for arts

and entertainment events, leisure and recreational facilities and the Helpline service. The PDG agreed to consider the policy on concessions at its meeting on 2 August 2012.

Final recommendations would be presented to Cabinet at its meeting on 3 September 2012.

**Action point:**

- 1. Add an additional line to the strategy document on pages 8-9 to show net service costs**
- 2. Add fees and charges strategy to the agenda for the next PDG meeting on 2 August 2012**

**Recommendation:**

**Given its poor use, the PDG recommends that Cabinet should explore cost recovery and potential alternative uses for the cycle centre in Grantham.**

## **6. WORK PROGRAMME**

The PDG noted report number LDS070 by the Chairman of the PDG. Key pieces of work for the PDG during 2012/13 included:

- Fees and charges strategy
- Car parking strategy
- Council Tax benefit – development of the local scheme
- Localisation of business rates
- Budget 2013/14

## **7. CLOSE OF MEETING**

The meeting was closed at 17:07.

## REPORT TO RESOURCES PDG

**REPORT OF:** HEAD OF FINANCE

**REPORT NO:** HOF203

**DATE:** 2 AUGUST 2012

<b>TITLE:</b>	Fees & Charges Strategy - Draft	
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	N/A	
<b>PORTFOLIO HOLDER: NAME AND DESIGNATION:</b>	Councillor Mike Taylor Well Run Council Portfolio Holder	
<b>CONTACT OFFICER:</b>	Richard Wyles – Head of Finance 01476 406210 Email: <a href="mailto:r.wyles@southkesteven.gov.uk">r.wyles@southkesteven.gov.uk</a>	
<b>INITIAL IMPACT ANALYSIS:</b>	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required: this will be undertaken as part of the implementation of fees and charges
<b>Equality and Diversity</b>	N/A	
<b>FREEDOM OF INFORMATION ACT:</b>	This report is publicly available via the Your Council and Democracy link on the Council's website: <a href="http://www.southkesteven.gov.uk">www.southkesteven.gov.uk</a>	
<b>BACKGROUND PAPERS:</b>	HOF199	

### 1. RECOMMENDATION

1.1 Members are asked to review the draft fees and charges strategy and recommend its approval by Cabinet.

### 2. PURPOSE OF THE REPORT

2.1 Resources PDG has been developing a coherent charging strategy that complements and supports the Council in its delivery of its priority themes and underpins the medium term financial plan.

2.2 Resources PDG has reviewed fees and charges as a key element of their workplan and commissioned Deloitte to undertake an income review benchmarking study which compared fees and charges across a number of East Midlands councils. This review has also given exposure to over 50 local

authorities' charging regimes outside of the geographical boundaries of the East Midlands.

### **3. DETAILS OF REPORT**

3.1 The draft fees and charges strategy is appended to this report and its format and content reflect the work the Resources PDG has undertaken. The strategy establishes a number of key principles that the setting of fees should follow and adopt in order to provide a consistent and coherent approach to the process. The main headings of the framework are:

3.2 Approaches to fees and charges setting:

- A clear corporate charging policy
- Clarity over full cost or subsidy level (defined as £ per head)
- A perspective on fairness in charging
- Adopting a more commercial approach to fee setting

3.3 Proposed framework for charging

- Recovery of cost
- Concessions for certain service users
- Identifying new opportunities for charging
- Contribution to corporate priorities
- Annual review of charges

3.4 Charging is not primarily concerned with raising revenue but identifying and influencing behaviours to help the Council achieve its priority outcomes. Strategies should consider service users and their motivation for using the service and their ability to pay.

3.5 When making local charging decisions, the following considerations were highlighted as a guide that could support councillors:

- How could the charges be used as a policy driver in the key areas?
- What customer group(s) does charging policy affect?
- Does / should ability to pay be a factor in setting the charge?
- Could / should the Authority incentivise different payment methods (e.g. discounts for direct debit customers)?
- Does the Council want to offer a concession rate to certain user groups in order to meet its priority outcomes?
- What unintended consequences could lowering or raising the charges have?
- Who are the main beneficiaries of the service and who therefore is responsible for paying for the service (service user or general tax payer)?

3.6 These questions form the basis of the fees and charges fee setting template that will be completed by each service area on an annual basis as an integral part of the budget setting process.

- 3.7 Members reviewed the draft strategy at their previous meeting on 31 May 2012 and put forward a number of suggestions and proposals that have been incorporated into the updated strategy.
- 3.8 In addition, the Members were asked to consider the approach to applying concessions to certain categories of charges. The draft strategy includes the following definition of a concession and the category types where a concession could be introduced.

**Concessions for certain service users**

- 3.9 Decisions to exempt a particular service from the full cost recovery requirement may be taken by the Council: –
  - To support a particular group or group of users in support of achieving its corporate objectives
  - Where it would be impractical to introduce charging (e.g. public access to parks)
  - Where charging would not be cost effective
  - To users on low incomes. This will normally be defined as those in receipt of housing or council tax benefit, pension credit or working tax credit
- 3.10 As part of the budget setting process, Members will need to consider the use of concessions across the Council’s fees and charges and may introduce changes to the current concessions following this review.
- 3.11 The strategy introduces and develops a broader framework with which the fees and charges setting process will comply. As part of the workplan for 2012/13, the PDG will continue the work in respect of charges as part of the 2013/14 budget setting and will undertake a review to ensure charges are set in accordance with the principles of the strategy.

**4. OTHER OPTIONS CONSIDERED**

- 4.1 It is appropriate to introduce a fees and charges strategy in order to maximise the opportunities for the Authority to deliver its priorities.

**5. RESOURCE IMPLICATIONS**

- 5.1 There are no direct resource implications arising from this report.

**6. RISK AND MITIGATION**

- 6.1 Risk has been considered as part of this report and any specific high risks are included in the table below:

Category Risk	Action / Controls
Statutory risk	Fees and charges will be set in accordance with any prevailing statutory legislation that may be relevant

**7. ISSUES ARISING FROM IMPACT ANALYSIS**

7.1 None applicable

**8. CRIME AND DISORDER IMPLICATIONS**

8.1 None applicable

**9. COMMENTS OF FINANCIAL SERVICES**

9.1 Financial considerations are included in the report.

**10. COMMENTS OF LEGAL AND DEMOCRATIC SERVICES**

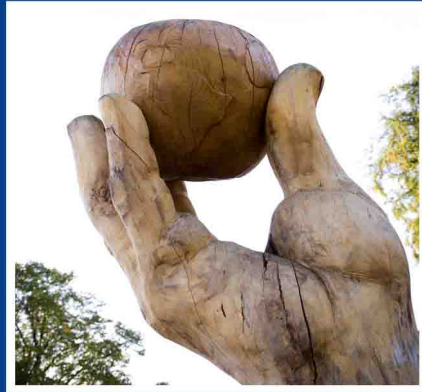
10.1 The Council has the power to charge for the delivery of discretionary services in accordance with s.93 of the Local Government Act 2003. The power to charge is available provided the income received does not exceed the cost of the provision of the service.

**APPENDIX:** Appendix A – Draft 2012 Fees & Charges Strategy



## Fees and Charges Strategy

2012 - 2015



*your council working for you*

**South Kesteven District Council**  
STAMFORD • GRANTHAM • BOURNE • THE DEEPINGS

# **FEES AND CHARGES STRATEGY**

## **1. Introduction and Purpose**

The Council provides a wide range of services to the local community and visitors for which it is able to make a charge – either under statutory powers (set by the Government) or discretionary (set by the Council).

This charging strategy outlines the key principles to be considered in charging for services in a transparent and consistent manner.

In the current economic climate, grants from central government do not offer any prospect of real-term growth. Council tax settlements remain at risk of a referendum if increases are more than a prescribed Government limit.

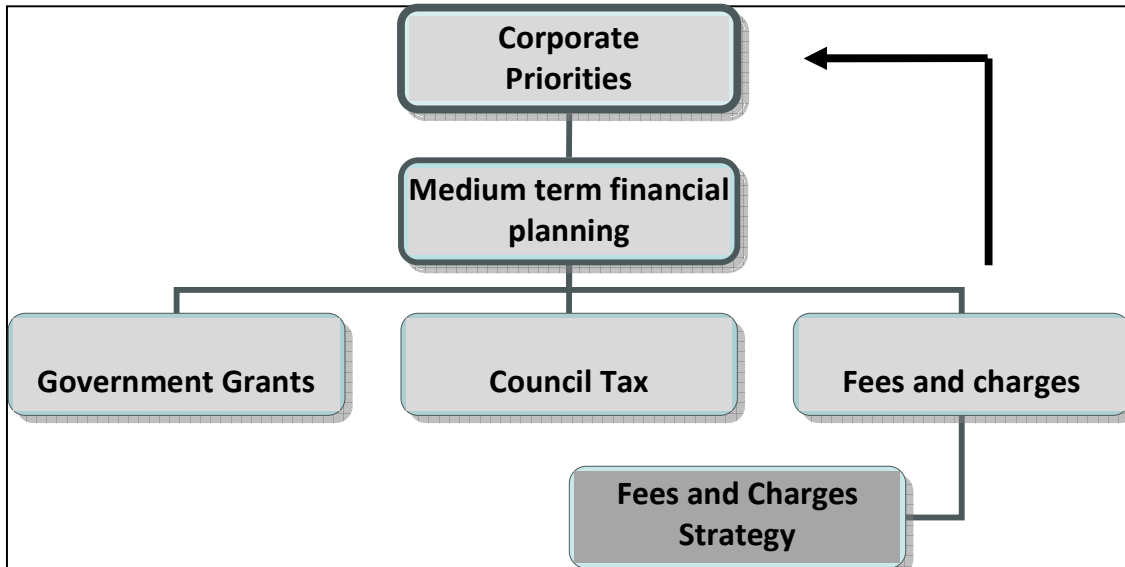
Fees and charges offer an opportunity for the authority to maximise its financial position in the current economic climate, and to achieve policy objectives, for example by encouraging or discouraging the use of a service or to alter patterns of behaviour.

The decision on charging levels requires market knowledge, benchmarking of costs against other public sector bodies and sometimes the private sector, and also an understanding of the impact such charges have on the use of a service.

The Local Government Act 2003 introduced wide ranging powers to charge for all discretionary services including those services provided under the well being powers (Local Government Act 2000). The only exceptions are where charging is specifically prohibited or a special charging regime exists. Any charges should be limited to a level that covers the costs of providing that service.

The introduction and implementation of fees and charges is an integral element of the medium term financial planning of the Authority and should be used as a key driver for the delivery of the Council priorities. This is demonstrated in the positioning of the strategy as shown in the diagram below:

All charges are approved by Council and are usually incorporated as part of the budget framework proposals presented to Council in March of each year.



Fees and charges fall into three categories:

**Statutory prohibition on charging.** Local authorities must provide such services free of charge at the point of service. Generally these are services which the authority has a duty to provide.

**Statutory charges.** Charges are set nationally and local authorities have little or no opportunity to control such charges. These charges can still contribute to the financial position of the Authority. Income cannot be assumed to increase in line with other fees and charges.

**Discretionary charges.** Local authorities can make their own decisions on setting such charges. Generally these are services that an authority can provide but is not obliged to provide and this charging strategy will apply to discretionary services. This strategy focuses on this particular category type.

The current fees and charges are shown at **Appendix 1** and this outlines of the current main charging areas and associated principles in order to provide local context.

## 2. Key principles and proposed framework for charging

The following are the key principles that should be adopted in order to ensure the Authority maximises its income generation potential:

### **A clear corporate charging policy**

- Which services should be subject to full cost recovery and which should be met from the General Fund
- Which services should be eligible for concessions within a broader equality and fairness framework
- How charges relate to and support wider corporate priorities
- The impact of any competition and whether the Council is or should be competing with local businesses in the economy
- Services should be encouraged to actively benchmark and compare pricing structure with similar authorities (utilising the audit family)

### **Clarity over full cost recovery or subsidy level.**

There should be a clear definition for each service against the criteria of full cost recovery (service users pay for the service directly) or subsidised (a combination of service users and council tax payers). This should be measured as £ per head of population.

- Where possible, the total cost of providing a discretionary service should be fully recovered through charges except where the council makes a positive decision to the contrary. The council defines total cost as all costs attributable to the service, including allocated overheads and costs of administration and collection but excluding income. Where a subsidy element is introduced by Council this should be stated £ per head of population.
- The council could aim to maximise the potential to generate income, for example, through differential charging to tap into the value placed on the service by different users.
- Where a service is 'demand-led' and/or competes with others based on quality and cost the charge should be determined by the maximum that users are prepared to pay and take account of competitor pricing.
- Should the Council decide to maximise its market share or promote greater use of the service, then the fees and charges could be reduced in order to stimulate demand which will lead to an increase in income generation.

### **A perspective on fairness in charging.**

It is important to segment groups of service users and assess the impact of changes to the full range of council charges on specific groups to make sure that no single individual or group is adversely affected by large fee increases.

### **Adopting a more commercial approach to fee setting.**

There are a number of ways the Council can promote a more commercial approach to fee setting. Specifically these are:

- Trading – the Council can sell their expertise in certain service areas to other Authorities or public bodies. These include payroll, legal and ICT where a cost recovery funding model can be developed
- Applying a flexible charging approach. Maximising income may not always mean increasing fees and charges. Sometimes it may be more appropriate to reduce fees in order to stimulate the market or gain a greater share of the market. This approach has been introduced in respect of building control fees from 2012.
- Payment for services. In order to maximise income, services have to consider the options that users have open to them to pay for services. Payment systems that minimise cash transactions and require upfront payments are more efficient to operate and result in lower risk of bad debts or service defaults.
- An approach to premium charging. It is possible to apply a premium rate to reflect either an enhanced service or to meet additional demand. This could be introduced for customers specifying their particular delivery time for a bulky waste item, or for fast tracking an application or reflecting particular demand for a service.

The policy framework would apply to any service that the council has a power and discretion to provide to the community, or has a statutory duty to provide, and has discretion to set a charge.

### **Concessions for certain service users**

Decisions to exempt a particular service from the full cost recovery requirement may be taken by the Council: –

- To support a particular group or group of users in support of achieving its corporate objectives
- Where it would be impractical (e.g. public access to parks)
- Where charging would not be cost effective
- To users on low incomes. This will normally be defined as those in receipt of housing or council tax benefit, pension credit or working tax credit
- Where a business case is made to support a short-term reduction in charges aimed at increasing take-up and the overall income yield for the service in the long-term.

Concessionary charges may be available in the following circumstances:

- Where a service is subsidised as a result of a positive decision by the council, the level of subsidy will be made explicit and the decision will be subject to regular review.

A summary of potential opportunities for the Council to consider adopting a commercial approach to charging and concession charging is shown at **Appendix 2**.

### **Identifying new opportunities for charging for services**

There will be opportunities to consider the introduction of charging where there is a distinction between the end user benefiting from the service directly rather than the community as a whole. Therefore this strategy introduces the principle that all discretionary services that are currently free at the point of delivery should be reviewed to ensure the balance between tax payer and service user is aligned. This is undertaken by positioning the service following the question of 'who mainly benefits from the service?'



### **Contribution to corporate priorities**

There are many circumstances where income generation is not the key driver for the way in which prices are set, for example, where the council wishes to manage demand, deter or incentivise certain behaviour, such as encouraging take up and participation in leisure and arts activities. In this context, the principles of subsidy pricing should apply and in particular that any charged activities, enforcement etc. must at least recover cost.

### **Annual review of charges**

There will be an annual review of fees and charges by officers and elected members as part of the budget setting process (unless there is a specific policy relating to that charge). For each service, charging information will be set out in a format that demonstrates that the income stream has been developed in accordance with the principles and approach in this strategy. All existing fees and charges should be increased, as a minimum, in line with inflation (RPI) as at the September figure of each year. Where this is not applied, explanatory information should be provided.

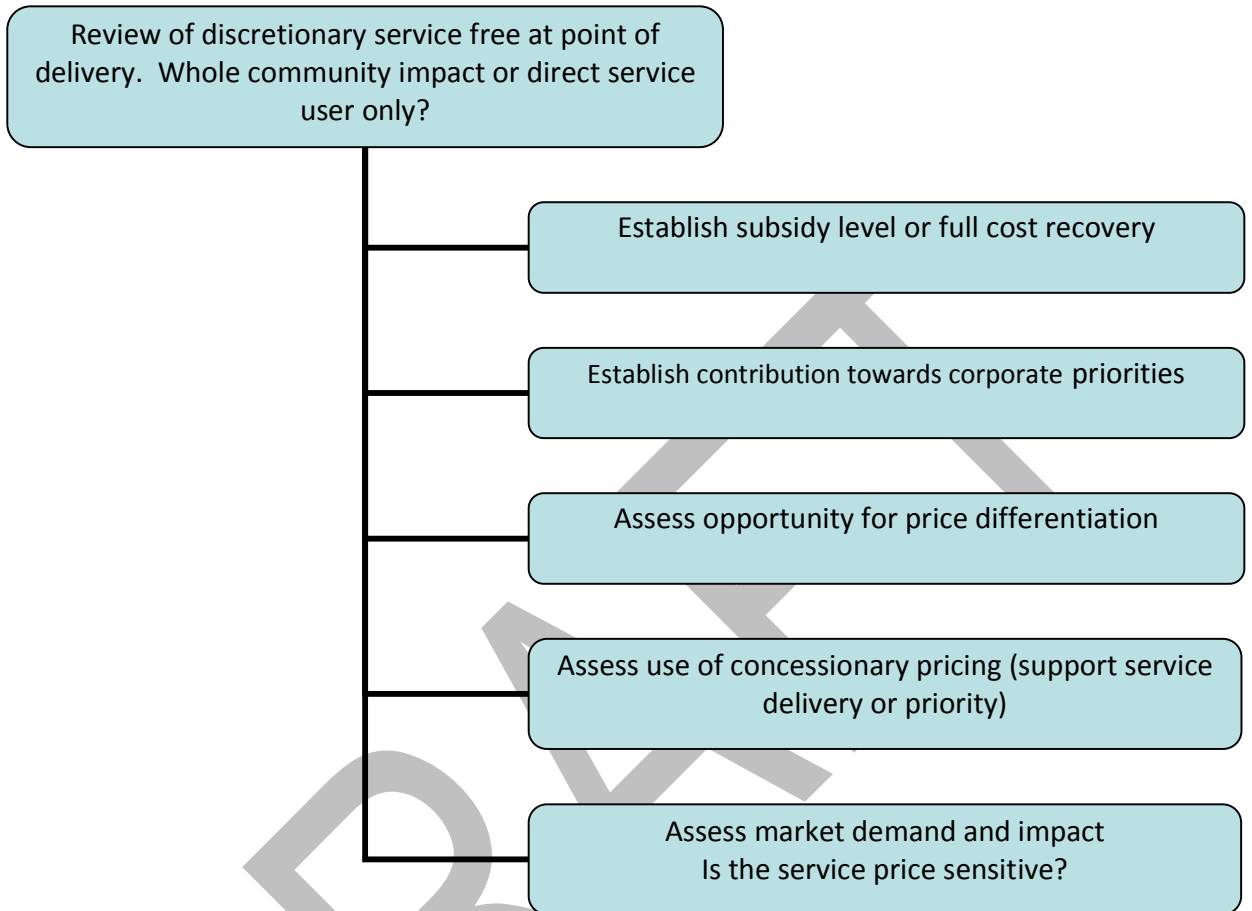
### **New proposed changes to existing charges**

- As part of the process of setting new or reviewing existing charges, outcomes will be established, both qualitative and quantitative.
- Where it is appropriate, an Equality Impact Assessment should be carried out in order to consider the likelihood of any disproportionate adverse impact on vulnerable groups.
- When introducing new charges or making changes to existing charges, the council will have regard to the views of users and other stakeholders.

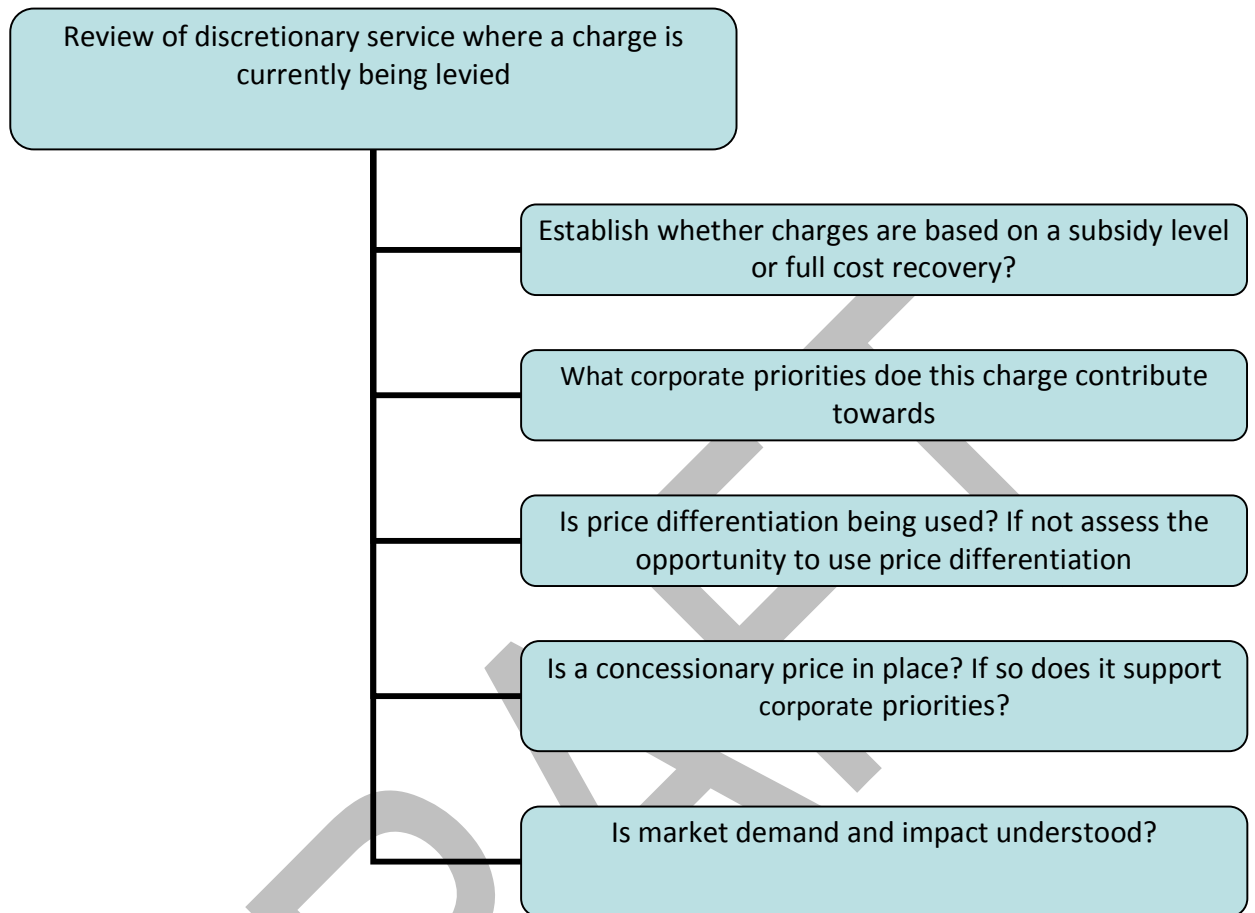
There is a template/toolkit that is to be completed for both the annual review and the introduction of new charges which can be found in **Appendix 3**.

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Summary of review - discretionary services with no charges



## Summary of review - discretionary services with charges



## Appendix 1

Charging Area	Current Charging Policy	Budgeted Gross Income 2012/13	Net service cost 2012/13	Charging Principle to be implemented	Corporate Priority
Car Parks	Discretionary - traffic management	£1,185,880	(£548,898)	Surplus for reinvestment into town centre regeneration	Grow the Economy
Markets	Discretionary - benchmarked with other local authorities	£308,910	£39,518	Subsidy	Grow the Economy
Bus Stations	Discretionary – moving towards cost recovery	£63,295	£86,349	cost recovery (with respect to direct costs only)	Grow the Economy
Cycle Centre Grantham	Discretionary	£205	£14,871	Subsidy	Keep SK Clean, Green and Healthy
Arts Centre	Discretionary - income generation	£897,896	£1,066,773	Subsidy	Promote Leisure, Arts and Culture
Bourne Corn Exchange	Discretionary - income generation	£28,800	£154,690	Subsidy	Promote Leisure, Arts and Culture
Green Waste Collection service	Discretionary – service user pays	£343,500	£240,448	Cost recovery	Keep SK Clean, Green and Healthy
Bulky Waste	Discretionary – Service user pays	£27,000	Nil cost	Cost recovery	Keep SK Clean, Green and Healthy
MOT testing station	Discretionary – based on VOSA recommended fees	£5,210	Nil cost	Cost recovery	Keep SK Clean, Green and Healthy
Air Pollution	Statutory set	£27,000	Nil cost	Cost Recovery	Keep SK Clean, Green and Healthy

Liquor Licensing	Statutory set	£114,000	Nil cost	Cost Recovery	Keep SK Clean, Green and Healthy
Premise Licensing	Statutory set	£28,940	Nil cost	Cost Recovery	Keep SK Clean, Green and Healthy
Gambling Licensing	Discretionary	£11,770	Nil cost	Cost Recovery	Keep SK Clean, Green and Healthy
Hackney Carriage	Discretionary	£118,560	Nil cost	Cost Recovery	Keep SK Clean, Green and Healthy
Other Licensing	Discretionary	£4,680	Nil cost	Cost Recovery	Keep SK Clean, Green and Healthy
Outdoor Recreation	Discretionary	£7,180	Nil cost	Cost Recovery	Keep SK Clean, Green and Healthy
Cemetery	Discretionary	£85,360	£16,800	Cost Recovery	Keep SK Clean, Green and Healthy
Building Control	Discretionary – follows CIPFA guidance on fee setting	£366,015	Nil cost (chargeable service element only)	Cost Recovery	Support Good Housing for All
Land Charges	Discretionary – fees are set following guidance in the local land charges act 1975 and CLG Guidance.	£195,000	Nil cost	Cost Recovery	Support Good Housing for All
Planning Applications	Statutory set	£525,445	£726,460	Subsidy	Support Good Housing for All
Helpline	Discretionary	£958,430	£71,430	Subsidy	Support Good Housing for All

## Appendix 2

Charging Area	Current Charging Policy	Concession applicable?	Flexible Charging to fee setting?	Premium Charging available?
Car Parks	Discretionary - traffic management	✓		✓
Markets	Discretionary - benchmarked with other local authorities		✓	✓
Bus Stations	Discretionary – moving towards cost recovery		✓	
Cycle Centres	Discretionary	✓	✓	
Arts Centre	Discretionary - income generation	✓	✓	✓
Bourne Corn Exchange	Discretionary - income generation	✓	✓	✓
Green Waste Collection service	Discretionary – service user pays			
Bulky Waste	Discretionary – Service user pays	✓		
MOT testing station	Discretionary – based on VOSA recommended fees		✓	
Air Pollution	Statutory set			
Liquor Licensing	Statutory set			
Premise Licensing	Statutory set			
Gambling Licensing	Discretionary			
Hackney Carriage	Discretionary			
Other Licensing	Discretionary			
Outdoor Recreation	Discretionary	✓	✓	
Cemetery	Discretionary	✓		
Building	Discretionary – follows		✓	

Control	CIPFA guidance on fee setting			
Land Charges	Discretionary – fees are set following guidance in the local land charges act 1975 and CLG Guidance.		✓	
Planning Applications	Statutory set			
Helpline	Discretionary	✓	✓	

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## Appendix 3

### Revision of Fees and Charges or introduction of new fees toolkit

Name of service area: \_\_\_\_\_

Fees and charges title: \_\_\_\_\_

Question	Comment
What Council priority(ies) does this charge help to meet?	
Is this a new charge or an amendment to an existing charge?	
Is the charge set by Statute?	
Is the level of charge set by Statute?	
Is the level of charge based on full cost recovery?	
How much income will be generated based on the stated level of customer demand?	
Have you consulted with users and potential users on these charges? If so what is the impact either positive or negative on users	
How do these charges compare with other Councils or providers?	
If any concessions are offered to specific users what Council objective will this	

help to achieve?	
If the authority was given to operate a more commercial approach how would this improve income generation?	
Are there any conflicts with the local economy if a more commercial / competitive approach was taken?	
Would price differential help to achieve more income?	
When were these charges last reviewed in detail?	
How have these charges compare to the previous year?	
Do you consider that these fees and charges meet the objectives of the fees and charges strategy?	
What are the current or proposed methods of charging / collection for this fee (e.g. Direct Debit, credit/debit cards etc)	

Please attach any supporting information that may be useful in considering the fees and charges for this service.

**FEES AND CHARGES ACTION PLAN**

<b>ACTION</b>	<b>WHO</b>	<b>WHEN</b>
Agree the definition of full cost in order to ensure a clear and consistent approach is taken when calculating subsidy rates etc	Resources PDG	May 2012
Review all current fees and charges with service areas completing charging template in appendix 3.	Service Managers / Heads of Service	June 2012
Identify any new proposed charges and complete charging template for these also	Service Managers / Heads of Service	June 2012
Templates to be presented and reviewed by Resources PDG to confirm the following: <ul style="list-style-type: none"> <li>• Agree cost / charging principle</li> <li>• Where charges are subsidised the level of subsidy</li> <li>• The level to which discretion for service managers or charging rates is allowed</li> <li>• What concessions can be granted where applicable</li> </ul>	Resources PDG with support from Service Managers / Heads of Service	July 2012

Review of deloitte work / benchmarking etc

## REPORT TO RESOURCES PDG

**REPORT OF: HEAD OF FINANCE**

**REPORT NO: HOF204**

**DATE: 2 AUGUST 2012**

<b>TITLE:</b>	Financial report for 2012/13 – Monitoring Information and summary of outturn 2011/12	
<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	N/A	
<b>PORTFOLIO HOLDER: NAME AND DESIGNATION:</b>	Councillor Mike Taylor Well Run Council Portfolio Holder	
<b>CONTACT OFFICER:</b>	Richard Wyles – Head of Finance 01476 406210 Email: <a href="mailto:r.wyles@southkesteven.gov.uk">r.wyles@southkesteven.gov.uk</a>	
<b>INITIAL IMPACT ASSESSMENT:</b>	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required:
<b>Equality and Diversity</b>	N/A	
<b>FREEDOM OF INFORMATION ACT:</b>	This report is publicly available via the Your Council and Democracy link on the Council's website: <a href="http://www.southkesteven.gov.uk">www.southkesteven.gov.uk</a>	
<b>BACKGROUND PAPERS</b>	HOF 200	

### 1. RECOMMENDATION

1.1 Members are asked to note the comments and figures contained in this report.

### 2. PURPOSE OF THE REPORT

2.1 In order to ensure effective budget management it is important that the members are updated with budget monitoring information. This serves the purpose of ensuring members are kept informed of actual spend compared to budget and the forecast outturn position. The report provides a summary of the year to date (YTD) position against original budget and the forecast position of the outturn and covers the following areas:

- General Fund Revenue Budget
- Housing Revenue Account Revenue Budget

- Capital Programme
  - General Fund
  - HRA

2.2 Forecast outturn work is undertaken during the course of the year by the service areas in order to anticipate the outturn position. This process enables options to be considered in respect of the spending proposals for the remainder of the year or alternatively it is used to identify emerging financial issues that can be then investigated and mitigating actions put in place. This is the first report for the current financial year and includes activity for the first quarter (April-June). The report also provides summary information of the outturn for the financial year 2011/12.

### 3. DETAILS OF REPORT

#### General Fund Revenue Budgets

3.1 The original net cost of service budget for 2012/13 was set at £16.108m. The financial position as at 30<sup>th</sup> June 2012, shows a forecast under spend of £154k which is summarised in the table below:

#### General Fund Revenue Summary

Corporate Area	Annual Budget £'000	YTD Budget £'000	Net Spend to Date £'000	Forecast Outturn £'000	Forecast Variance £'000
Community Assets	2,987	315	354	3,072	85
Corporate	804	385	328	716	(88)
Development & Growth	2,187	250	256	2,112	(75)
Environmental Services	5,645	1,007	548	5,502	(143)
Finance	1,794	1,549	5,432	1,730	(64)
Housing & Neighbourhoods	606	239	210	589	(17)
Legal & Democratic	1,078	235	236	1,113	35
People, Projects & Performance	290	307	288	291	1
Property Development	123	172	140	236	113
Special Expense Areas	594	45	24	593	(1)

<b>Net General Fund Charge</b>	<b>16,108</b>	<b>4,504</b>	<b>7,672</b>	<b>15,954</b>	<b>(154)</b>
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## Key Forecast Variances by Corporate Area

### 3.2 **Community Assets**

- Expenditure relating to public events celebrating the Olympic torch relay in the District will be financed by year end set asides utilising the priority reserve. This is forecast to be in the region of £85k.
- A water filtration unit is required at Stamford Leisure Centre and is anticipated to cost £8k.
- Market Rights in respect of the Grantham Market has been re-negotiated for the next 3 years which is resulting in an annual saving of £5k.
- Ticket sales at the Guildhall Arts Centre are forecast to be £3k greater than the budgeted level.

### 3.3 **Corporate**

- Operational and Strategic increase is forecast Management budget headings are forecasting to achieve a salary saving due to the shared service arrangement in place with a neighbouring authority for a senior post and other vacancies within the service area.

### 3.4 **Development & Growth**

- Development Management and Land Charges budget headings are both experiencing a higher level of income for the first quarter of the financial year than anticipated. This is forecast to continue for the remainder of the year resulting in additional forecast income of £83k.

### 3.5 **Environmental Services**

- The CCTV service is currently exploring a range of options to reduce the operational costs of the service (without reducing the level of the service quality). The service will seek to implement these cost reductions in the current financial year in order to meet its reduced operational budgets.
- The implementation of charging for the green waste service has been particularly successful with customers willing to pay the annual charge of £25 (for the first bin collection) in order to continue to receive the service. The 2012/13 income budget was set at a prudent level and based on experiences elsewhere in the country. The budget was set at a take up level of 50% and the current level is 85%. This has led to a forecast of additional £243k of income than budgeted for. In order to continue to offer the customers a quality waste service, an element of the income will be used to enhance the street cleansing service in the district (£35k).
- Recycling Credits have reduced by 7.2% for the first quarter of the financial year compared to budgeted levels. This is due to tonnages being down by 4.7% compared to the budgeted level and LCC increasing their contamination rate by 2.5%. The financial impact of this is anticipated to be approx £46k.
- An additional income stream has been identified for street cleaning in Stamford, generating approx £28k for the financial year.
- Waste and Recycling is forecasting a salary related under spend of £24k for a vacant Waste and Recycling Officer post.

### 3.6 Property Development

- Building Control income is down compared to budget for the first quarter of the financial year. The forecast income reflects this downward trend, resulting in a forecast income reduction of £89k.
- An increase in electricity tariffs is resulting in a forecast of an additional £28k of expenditure.

3.7 The workforce efficiency target of £353k for the General Fund is forecast to be achieved by the end of the financial year.

### Housing Revenue Account Budgets

3.8 The financial position as at 30th June 2012, shows a small forecast under spend of £3k which is summarised in the table below:

Area	Annual Budget £'000	YTD Budget £'000	Net Spend To Date £'000	Forecast Outturn £'000	Forecast Variance £'000
Housing Management	2,722	438	423	2,730	8
Supported Housing	365	193	169	354	(11)
Repairs & Maintenance	7,490	1,879	1,889	7,490	0
Dwelling Rents	(22,780)	(5,759)	(5,772)	(22,780)	0
Rents & Payments	298	64	67	298	0
Other Income	(361)	(93)	(99)	(361)	0
Other Expenditure	5,313	0	0	5,313	0
<b>(Surplus)/ Deficit</b>	<b>(6,953)</b>	<b>(3,278)</b>	<b>(3,323)</b>	<b>(6,956)</b>	<b>(3)</b>

### 3.9 Key Forecast Variances

- The workforce efficiency target of £106k is forecast to be achieved by the end of the financial year.
- A forecast under spend of £3k is due to vacancies within the area.

### 3.10 Capital Budgets

The capital programmes include a number of significant capital projects for 2012/13. The current financial position is outlined in the table below;

Programme	Annual Budget £'000	Total Spend to Date £'000	Forecast Outturn £'000	Forecast Variance £'000
General Fund	6,477	1,326	5,936	(541)
HRA	4,731	1,595	4,591	(140)

### 3.11 General Fund Key Variances

- Business Innovation Centre/ Station Approach – These schemes are now likely to occur in 2013/14 and are forecasting an under spend of £800k. All design, planning & groundwork costs will be funded by Grantham Growth and Lincolnshire County Council.
- Shop Front Scheme – Applications have been received which total £50k and a further £40k is anticipated. The forecast outturn for this scheme has therefore been reduced by £40k in line with demand.
- Street Scene Vehicle Procurement – A replacement freighter is required (£150k) due to a vehicle being damaged and written off during a serious accident in June 2012. This is critical to deliver the service without interruption. A new vehicle will be purchased in year (£30k) to enhance the street cleansing service in the district. This will be financed by the additional green waste income received following the introduction of the new scheme.
- Bourne Community Access Point – This project is forecasting an over spend which will be partly financed by set-asides created from 2011/12 under spends.

### 3.12 HRA Key Variances

- Refurbishment Works (Rectory Close, Barrowby) – Initial tender prices are less than anticipated so forecast outturn has been reduced by £100k accordingly.
- Property Refurbishments – An over spend of £52k is forecast on this scheme due to the refurbishment of 2 large historic voids being refurbished in 2012/13.
- Helpline software system upgrade – Following the transfer of the call centre operation of the service, the budget is no longer required generating a saving of £82k.

### 3.13 Headcount and Budgets

The position as at 30<sup>th</sup> June 2012 shows that against an original FTE budget of 626.1 the actual FTE (including agency and wages staff) is 601.7 which equates to a variance of (24.4) FTE.

### 3.14 Collection Performance

	YTD Target £'000	YTD Actual £'000	YTD Target %	YTD Actual %
Council Tax	17,781	17,884	29.8	29.9
NDR	13,488	13,174	33.5	33.2
Rents	5,145	5,436	23.3	24.6

### 3.15 Summary of Outturn 2011/12

#### General Fund (Revenue) Variance Analysis (Appendix A)

The corporate service headings' showing budget and outturn is shown below:

Table 1

Service Area	2011/12 Original Base	2011/12 Adjusted	2011/12 Outturn	2011/12 Variance (adjusted)
	£'000	£'000	£'000	£'000
1 Assets	3,171	3,308	1,691	(1,617)
2 Corporate	1,619	1,493	830	(663)
3 Development and Growth	2,179	2,252	2,231	(21)
4 Environmental Services	5,684	5,640	5,578	(62)
5 Finance	1,364	1,422	993	(429)
6 Housing and Neighbourhoods	992	943	1,184	241
7 HR and Customer Services	0	(19)	87	106
8 Legal and Democratic	1,375	1,345	1,185	(160)
9 Special Expense Areas	566	566	663	97
<b>10 Net Total</b>	<b>16,950</b>	<b>16,950</b>	<b>14,442</b>	<b>(2,508)</b>
11 Removal of non accounting adjustments*			1,253	
<b>12 General Fund Total</b>	<b>16,950</b>	<b>16,950</b>	<b>15,695</b>	<b>(1,255)</b>
13 Set aside sums 2011/12**			197	
14 Removal of provisions (Invest to Save Reserve)			500	
15 Revenue contribution to Capital Expenditure			283	
<b>16 Restated General Fund Total</b>	<b>16,950</b>	<b>16,950</b>	<b>16,675</b>	<b>(275)</b>

### 3.16 Assets

There is a variance of £185K in respect of Bourne Leisure Centre and £111K in respect of Deepings Leisure Centre. These variances are due to a change in

accounting treatment for the holding of the asset. This has resulted in a reduction of the depreciation charge.

A change in accounting practice has resulted in a number of the car parking assets being re-valued downwards this has resulted in a lower depreciation charge. Car parking income in respect of Grantham is £16K less than budget but Stamford car parks have shown an increase and have exceeded budgeted levels by £94K.

There have been savings of £101K in respect of the grounds maintenance contract, the service has successfully renegotiated terms with the incumbent contractor as part of the Councils efficiency and service review programme. Income received in respect of Grantham markets was £19K less than budgeted following a reduction in the number of regular traders although it is anticipated the number of regular traders will improve following the successful street scene improvement works in and around the Market Place. The trading performance of Stamford Market has remained strong during the financial year.

A revaluation of the Grantham Meres Leisure Centre has been undertaken by the District Valuer as part of the annual re-valuation of the Council assets. This has the effect of lowering the annual depreciation capital charge and therefore a variance when compared with budgeted costs

### 3.17 **Corporate (includes corporate costs, strategic and operational management costs)**

There are two specific provisions within this corporate heading that have not been required during the financial year namely: invest to save and set-aside for the any national pay award settlement.

Invest to Save - £500K, as stated in section 3 above this was incorporated into the 2011/12 budget framework in order to fund any initiatives that required up front resourcing based on a business case of demonstrating payback on the outlay over a defined period of time. Whilst initiatives of this nature have been funded during 2011/12, it has been possible to fund them from in-year savings rather than utilise the provision. These include the purchasing and installation of solar PV energy panels at a number of key Council assets and the installation of software in waste freight vehicles which will lead to the review of rounds to maximise efficiencies. As part of the closedown of the accounts, a specific invest-to-save reserve will be created.

Pay provision - £100K, this provision was put in place pending the national settlement with respect to public sector pay award settlement for 2011/12. The national settlement agreed a pay freeze for the year and therefore the provision will be transferred to the revenue reserve in order for it to be used to support the funding of priority projects.

### 3.18 **Development and Growth**

The Development Management service has undertaken a review of its staffing arrangements and introduced a new method of delivering the service to the customer. In addition to this, the service has undertaken a programme of back scanning its information to enable it to be electronically available for staff when dealing with cases and to improve the responsiveness to customer enquires. This additional work has resulted in planned costs which have been met from overall savings within the Head of Service area.

There has been an underspend in respect of Local Strategic Partnerships cost centre following the streamlining of the of the LSP during 2011/12. There has also been an underspend in respect of the Local Development Framework programme as a result of the Inspector delaying the start of the examination process until Autumn 2012. The LDF is funded by Housing Planning Delivery Grant monies which will be utilised in 2012/13.

The Building Control trading account has experienced some trading difficulties and a combined trading deficit of £34k for the financial year which will need to be recovered during 2012/13 in order to maintain the required breakeven position over a 3year rolling period.

### 3.19 **Environmental services**

Overall this service area has no material variances which require an explanation other than an increase in depreciation charges due to the purchase of 2 street sweepers and on-street hot pavement washer in the year.

### 3.20 **Finance**

The most significant variance is caused by the requirement to make adjustments in relation to the future pension liabilities of staff in order to align with IAS (international accounting standards) 19. Following the publication of the Lincolnshire Actuaries report in May 2012, there has been a number of adjustments required to reflect the assumptions stated in the report. These adjustments determine the Authority's pension obligations in respect of its employees (both current and former).

### 3.21 **Housing and Neighbourhoods**

The variance in respect of homelessness includes £68K of grant received that will be rolled forward into 2012/13 to be utilised on specific projects.

Private sector housing – there has been a number of expenditure charges made to the service in accordance with accounting requirements (revenue expenditure funded from capital under statute – REFCUS). These include disabled facilities (£496K), empty homes grant (£75K), and better homes grant (£217K). The cost centre has also been credited with grant income of £336K in respect of grants received in-year. In general terms, these are all accounting

adjustments that are necessary in order to comply with accounting standards but do not have a detrimental impact on the service.

### 3.22 **People, Projects and Performance (formerly HR and Customer Service)**

During the course of the year a new cost centre, Reputation and Communications, has been established and the budget has been moved from the Communications cost centre. There is a salary related underspend in Customer Services as a result of the internal temporary service manager arrangement.

### 3.23 **Legal and Democratic**

There have been a number of small variances within the Democratic Representation cost centre including underspends in respect of printing and postage costs.

### 3.24 **Special Expense Areas (SEAs)**

Grantham SEA – there has been an overall overspend for the SEA due to the works undertaken in respect of improvements to the drainage of Grantham Cemetery. The cost of these works will be met from the Grantham SEA over the medium term.

### 3.25 **HOUSING REVENUE ACCOUNT – Variance analysis Appendix B**

The housing revenue account (HRA) is a 'ringfenced' account and relates to the Council's Landlord functions. Revenue raised by rents and service charges must be sufficient to match expenditure.

The HRA outturn position shows a net operating deficit of £2.042M for the financial year. However, included within the operating expenditure is non-enhancing capital expenditure (shown at line 15) which has been financed from the major repairs allowance (shown at line 33). After applying the allowance, a surplus of £1.284M has been added to the working balance.

Overall there are a number of issues that have contributed to this outturn position.

3.26 **Dwelling rents and other income**– the performance for the collection of rents has improved during the financial year (98.02%) and the remaining rents due will continue to be recovered during 2012/13. The bad debt provision has been credited to reflect the position.

3.27 **Repairs and maintenance** – this budget covers expenditure on a range of work areas including insulation, painting, digital upgrades, water testing and gas servicing. The overall underspend of £350k reflects a number of schemes that have been delivered below budget as a result of savings achieved - these are insulation (£148K due to external grant being awarded), painting (£42K), gas servicing (£11K) and chimney sweeping (£15K). The disabled adaptations cost

centre underspent by £218K due to a delay with commencing the procurement framework with the contractor. This caused delay in undertaking the works, however time efficiencies are now being gained with the use of the framework along with the employment of a designated officer within the improvements team. It is anticipated all current referrals, together with the backlog, will be cleared within 6 months. To give this some context since April 2012 40 instructions have been issued to the contractor and £106,000 of the budget has been allocated. There have been overspends in respect of specified works of £88K and materials of £35K. These are due to an increase in the number of type of repairs required to the housing stock during the year. An analysis of these overspends is underway to determine corrective actions to mitigate a re-occurrence of the situation.

3.28 **Supervision and management** – compared with a combined budget of £4.706M the outturn is £4.113M which gives an overall variance of £593K. £280K relates to employee related expenditure savings – a review of the vacant posts has been completed with 4 of the posts being removed from the establishment. Grounds maintenance achieved an overall saving of £60K following re-negotiation of the current contract. A budget allocation of £50K was not required for the introduction of choice based lettings scheme.

3.29 **Depreciation and Impairments** – the criteria used by the District Valuer for the valuation of social housing stock has decreased from 50% to 34% which has resulted in a reduced depreciation charge when compared with original budgets. This is due to the valuation change being introduced after the original budgets had been agreed.

3.30 **CAPITAL EXPENDITURE (Appendix C)**

During 2011/12 the Council's total capital investment was £11.337M. A summary of the expenditure is set out below and is compared to the original estimated and revised base programme.

Table 2

	<b>Corporate Area</b>	<b>2011/12 Original Base £k</b>	<b>2011/12 Outturn £k</b>	<b>2011/12 Variance £k</b>
1	Good for Business	2,150	153	(1,997)
2	Quality Living	1,762	1,585	(177)
3	Customer First	150	20	(130)
4	Quality Organisation	520	837	317
<b>5</b>	<b>General Fund Sub Total</b>	<b>4,582</b>	<b>2,595</b>	<b>(1,987)</b>
6	Housing Revenue Account	6,755	4,709	(2,046)
<b>7</b>	<b>Total Capital Programme</b>	<b>11,337</b>	<b>7,304</b>	<b>(4,033)</b>

- 3.31 **Capital General Fund** - The revised capital general programme for 2011/12 was agreed by Council at its meeting on 3<sup>rd</sup> March 2011 and included a number of capital projects that were continued in the following financial year. The outturn position of £2.595M represents a variance of £1.987M compared with the original base. The major variances compared to the programme are in respect of:

**Variance Analysis – General Fund**

- 3.32 **Bourne Core Area** – during the course of the year significant progress has been made to enable the delivery of the Bourne core area project. Work started during the latter part of 2011/12 and the retail and residential development will be delivered during 2012/13. Funding has been allocated across these financial years to enable the project to progress as planned. Significant capital receipts are expected from the scheme in the future, market conditions will affect timing of the crystallisation of the receipts.
- 3.33 **Grantham growth** continues to be a priority for the Council and funding has been set aside for delivery of key components of the project, specifically these include Station approach and public realm. Servicing land at Station Approach by private treaty has not been successful and this has resulted in the commencement of compulsory purchase orders. These schemes will therefore continue to receive funding over the period of the medium term financial plan and the underspend in 2011/12 will contribute to the funding proposals.
- 3.34 **Housing improvement Grants** – there are a number of specific schemes within this category that are utilised in accordance to customer demand and

compliance with criteria. The underspends for the current year will be carried forward to use to finance future expenditure within these headings.

- 3.35 **Customer First** - There is an ongoing review of the area office upgrade requirements which complements and supports the Council's customer access strategy. The most significant element of this is the Bourne Customer Access scheme; work is progressing on the conversion of part of the Corn Exchange building which will see the development of a Customer Access Point incorporating access to district, library and town council services. The majority of the expenditure will be incurred during 2012/13 with a target opening of spring 2013. Budget not used during 2011/12 will be made available during 2012 to fund the remainder of the works.
- 3.36 **Quality organisation** – there a number of projects under this heading which have been delivered in accordance with the asset management plan. Specifically these include the introduction of BMS (business management systems) at the leisure centres, the refurbishment of the roof and clock tower at the Guildhall Grantham, ICT infrastructure improvements and the acquisition of replacement pool vehicles.
- 3.37 **Housing Revenue Account Capital Programme** – the capital programme for 2011/12 was set at 6.755M. A forecast position was undertaken in January 2012 downwards to £5.410M (and presented in the 2012/13 budget estimates to Council in March 2012). This was in order to deliver a more economical way of working and improving value for money, particularly relating to re-roofing and associated external works. The outturn for 2011/12 is £4.709M. This represents a variance of £0.701M compared with the forecast position and a variance of £2.046M compared to original budget.

### 3.38 **Variance Analysis HRA**

Heating and ventilation – 570 boilers were renewed during 2011/12. There was an overspend of £114K due to the number of condemned boilers in addition to the planned maintenance and improvement programme. A further £1.4M has been allocated to this programme for 2012/13.

Property refurbishments – in total 47 properties were refurbished which resulted in an overspend of £200K due to additional properties requiring refurbishment that originally envisaged. These were properties that became void during the year and required significant upgrades to meet decent homes standards.

Re-roofing – an underspend of £526K due to the re-profiling of the programme based on geographical areas which will ensure value for money is obtained by the contracts. Comparisons of pricing between roofs completed under both the current and the previous contracts have shown a 23.17% saving due to economies gained in labour, travelling, supervision, scaffolding and procurement.

Re-wiring – an underspend of £279K due to a reduction in the number of properties requiring re-wiring during 2011/12 due to the implementation of a pre

inspection testing programme which identified the wiring is in better condition than the visual inspection indicated.

Kitchen and Bathroom Refurbishments – 146 kitchens and 124 bathrooms were upgraded in 2011/12. There was an underspend of £365K due, to difficulties in accessing properties to undertake the works and following the refusal of tenants not wanting the disruption of having works carried out.

Communal door replacement programme – an underspend of £56K due to delays in the commencement of the works. It is anticipated the works will be undertaken during 2012/13 once consultation with leaseholders has been completed.

Disabled adaptations – an underspend of £88K due to the small number of major adaptation schemes being referred to the Authority by occupational health.

Chimney works – an underspend of £145K due to re-profiling of the programme based on geographical areas which will ensure value for money is obtained by the contracts. This work is being procured as part of the roofing contract (referred to in paragraph 6.4.4 rather than as a separate contract to prevent return visits.

Wall finishes – an underspend of £190K due to re-profiling of the programme based on geographical areas which will ensure value for money is obtained by the contracts. These works will be undertaken during 2012/13. As with the chimney works this work is being procured as part of the roofing contract to avoid return visits.

Essential works – During the year £129k was incurred on the installation of condensate pipes and sound insulation works carried out at Clare Close Stamford. There was an underspend of £166k due to the flat roof programme of £99,500 being included in the roofing contract (see section 6.4.3). The additional £66,500 was not spent as this was originally intended for the refurbishment of Swedish timber properties. Following survey of these properties further works are needed and additional funding will be sought for the works to be carried out in 2013/14.

Contingency allocation of £150K was not required during the course of the financial year. This amount will be credited to the HRA reserve and used to fund future projects.

Refurbishment of bin stores – an underspend of £67K of which £40K will be spent in 2012/13 due to delays in the commencement of the programme.

DDA compliance works – this programme of works will continue in 2012/13 and £200K has been allocated to support this work.

**4. OTHER OPTIONS CONSIDERED**

4.1 None applicable

**5. RESOURCE IMPLICATIONS**

5.1 None applicable

**6. RISK AND MITIGATION**

6.1 None applicable

**7. ISSUES ARISING FROM EQUALITY IMPACT ASSESSMENT**

7.1 None applicable

**8. CRIME AND DISORDER IMPLICATIONS**

8.1 None applicable

**9. COMMENTS OF FINANCIAL SERVICES**

9.1 Financial considerations are included in the report.

**10. COMMENTS OF LEGAL AND DEMOCRATIC SERVICES**

10.1 As part of good governance it is important members are kept updated in respect of the financial position of the Council expenditure during the course of the year.

**11. COMMENTS OF OTHER RELEVANT SERVICES**

11.1 None applicable

**12. APPENDICES**

12.1 Outturn 2011/12 A, B & C

**SUMMARY OF GENERAL FUND ESTIMATES**

Appendix A

**2011/12 Outturn**

	2011/12 Original Base	2011/12 Adjusted Base	2011/12 Outturn	2011/12 Variance Original	2011/12 Variance Adjusted
	£'000	£'000	£'000	£'000	£'000
Assets	3,171	3,308	1,691	(1,480)	(1,617)
Corporate	1,619	1,493	830	(789)	(663)
Development and Growth	2,179	2,252	2,231	52	(21)
Environmental Services	5,684	5,640	5,578	(106)	(62)
Finance	1,364	1,422	993	(371)	(429)
Housing and Neighbourhoods	992	943	1,184	192	241
HR and Customer Services	0	(19)	87	87	106
Legal and Democratic	1,375	1,345	1,185	(190)	(160)
Special Expense Areas	566	566	663	97	97
<b>TOTAL SERVICE COSTS</b>	<b>16,950</b>	<b>16,950</b>	<b>14,442</b>	<b>(2,508)</b>	<b>(2,508)</b>
Precepts of Local Precepting Authorities	1,350	1,350	1,350	0	0
Depreciation and Impairment charged to Revenue Accounts	(2,669)	(2,669)	(2,398)	271	271
Other operating income	0	0	(80)	(80)	(80)
Interest and Investment Income	(230)	(230)	(399)	(169)	(169)
Interest Payable	154	154	155	1	1
<b>NET OPERATING EXPENDITURE</b>	<b>15,555</b>	<b>15,555</b>	<b>13,070</b>	<b>(2,485)</b>	<b>(2,485)</b>
Net movement in General Fund Specific Reserves	(71)	(71)	3,100	3,171	3,171
Revaluation Gains/ (losses)	0	0	876	876	876
Amortisation of Intangible Assets	0	0	(31)	(31)	(31)
Financing of Capital Expenditure	500	500	435	(65)	(65)
Accounting adjustment for holiday and maternity pay	0	0	37	37	37
Revenue Expenditure Financed by Capital Through Statute	0	0	(800)	(800)	(800)
Minimum Revenue Provision	194	194	193	(1)	(1)
<b>AMOUNT TO BE MET FROM GOVERNMENT GRANTS AND LOCAL TAXPAYERS</b>	<b>16,178</b>	<b>16,178</b>	<b>16,880</b>	<b>702</b>	<b>702</b>
Council Tax Income	(7,641)	(7,641)	(7,645)	(4)	(4)
Formula Grant	(8,350)	(8,350)	(8,350)	0	0
Council Tax Freeze Grant	(157)	(157)	(157)	0	0
Other Grants (ABG and Performance Reward)	0	0	(702)	(702)	(702)
Capital Grants & Contributions	0	0	0	0	0
Collection Fund Surplus	(30)	(30)	(26)	4	4
<b>(SURPLUS)/DEFICIT IN YEAR</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Revenue Balances</b>					
<b>(Increase)/Reduction in working balance</b>	0	0	0	0	0
<b>Transfer to Priority Planning and Service Improvement Reserve</b>	0	0	0	0	0
<b>Balance at Beginning of Year</b>	2,470	2,370	2,370	(100)	0
<b>BALANCE AT END OF YEAR</b>	<b>2,470</b>	<b>2,370</b>	<b>2,370</b>	<b>(100)</b>	<b>0</b>

**2011/12 Outturn**

	Detail	2011/12 Original Base £'000	2011/12 Adjusted Base £'000	2011/12 Outturn £'000	2011/12 Variance Adjusted £'000	2011/12 Variance Adjusted %
<b>Ref</b>	<b><u>Front Line Services</u></b>					
1	Alma Park, Grantham	9	9	8	(1)	(11)%
2	Arts and Events	38	38	41	3	8 %
3	Awarded Watercourses	33	33	33	0	0 %
4	Bourne Corn Exchange	146	146	138	(8)	(5)%
5	Bourne Fair	1	1	1	0	0 %
6	Bourne Leisure Centre	330	330	145	(185)	(56)%
7	Bourne Market	18	18	25	7	39 %
8	Bus Stations	78	78	44	(34)	(44)%
9	Car Parks	(591)	(460)	(590)	(130)	28 %
10	Closed Burial Grounds	49	49	37	(12)	(24)%
11	Community Activities	140	136	118	(18)	(13)%
12	Cycle Centre and Cycleways	13	13	2	(11)	(85)%
13	Deepings Leisure Centre	263	263	152	(111)	(42)%
14	Flood Prevention	106	106	95	(11)	(10)%
15	Footway Lighting	228	228	208	(20)	(9)%
16	Graham Hill Way, Bourne	(23)	(23)	(24)	(1)	4 %
17	Grantham Canal	17	17	16	(1)	(6)%
18	Grantham Fair	(2)	(2)	(8)	(6)	300 %
19	Grantham Market	49	49	59	10	20 %
20	Grantham Meres Leisure Centre	774	774	(19)	(793)	(102)%
21	Guildhall Arts Centre	502	497	548	51	10 %
22	Hollis Road, Grantham	(7)	(7)	(9)	(2)	29 %
23	Leisure Grants and Loans	(6)	(6)	(9)	(3)	50 %
24	Leisure Premises	(11)	(11)	(18)	(7)	64 %
25	Miscellaneous Property	90	90	56	(34)	(38)%
26	Mowbeck Way, Grantham	(6)	(6)	(8)	(2)	33 %
27	Northfields, Market Deeping	(355)	(355)	(375)	(20)	6 %
28	Play Areas & Open Spaces	347	353	252	(101)	(29)%
29	Sports Stadium	174	174	153	(21)	(12)%
30	Stamford Arts Centre	527	529	464	(65)	(12)%
31	Stamford Fair	(15)	(15)	(11)	4	(27)%
32	Stamford Leisure Centre	239	239	112	(127)	(53)%
33	Stamford Market	(17)	(17)	(33)	(16)	94 %
34	Street Furniture	33	33	22	(11)	(33)%
35	Street Grass Cutting	0	0	0	0	100%
36	Travellers Rest Caravan Site	0	0	0	0	100%
37	Withambrook, Grantham	0	0	66	66	100%
	Front Line Services	3,171	3,301	1,691	(1,610)	(49)%
	<b><u>Support Services</u></b>					
38	Asset & Facilities Management	731	731	726	(5)	(1)%
	<b>Recharged to Services</b>	(731)	(731)	(726)	5	(1)%
	Under/ (Over) Allocation of Support Services	0	7	0	(7)	(100)%
39	<b>NET GENERAL FUND CHARGE</b>	<b>3,171</b>	<b>3,308</b>	<b>1,691</b>	<b>(1,617)</b>	<b>(49)%</b>

<b>Ref</b>	<b><u>Comments</u></b>
6	Change in accounting treatment for the holding of a lease has resulted in a reduction in the depreciation charge
9	These assets have been re-valued upwards resulting in a lesser depreciation charge than budgeted (£60k). Income in respect of Grantham is £16k less than budget (3%) which primarily relates to changes in customer usage patterns at Welham Street Car Park. Income levels at Stamford Car Parks have exceeded budgeted levels by £94k (14%).
13	The useful life of this asset was reassessed and has resulted in a lesser depreciation charge than budgeted (£92k).
20	This asset was re-valued upwards and the useful life has been extended resulting in lower capital charges than budgeted.
28	Following a review of the Grounds Maintenance service, negotiations have been undertaken with the contractor and savings have been achieved.
32	This asset was re-valued upwards resulting in lower capital charges than budgeted.
37	Delapidation works undertaken following end of lease term. Expenditure will be covered by general under spends elsewhere in the Authority.

**2011/12 Outturn**

	Detail	2011/12 Original Base £'000	2011/12 Adjusted Base £'000	2011/12 Outturn £'000	2011/12 Variance Adjusted £'000	2011/12 Variance Adjusted %
<b>Ref</b>	<b><u>Front Line Services</u></b>					
1	Corporate Costs	1,619	1,479	830	(649)	(44)%
	<b><u>Support Services</u></b>					
2	Operational Management	600	600	523	(77)	(13)%
3	Strategic Management	656	656	651	(5)	(1)%
	<b>Recharged to Services</b>	(1,256)	(1,256)	(1,174)	82	(7)%
	Under/ (Over) Allocation of Support Services	0	14	0	(14)	(100)%
4	<b>NET GENERAL FUND CHARGE</b>	<b>1,619</b>	<b>1,493</b>	<b>830</b>	<b>(663)</b>	<b>(44)%</b>

<b>Ref</b>	<b><u>Comments</u></b>
1	There are two specific provisions that have not been required during the financial year; Invest to Save (£500k) and Pay Award (£100k). The Invest to Save provision will be reinstated for the 2012/13 financial year.
2	Savings have been achieved through the sharing of senior posts with other local authorities.

**2011/12 Outturn**

	Detail	2011/12 Original Base £'000	2011/12 Adjusted Base £'000	2011/12 Outturn £'000	2011/12 Variance Adjusted £'000	2011/12 Variance Adjusted %
<b>Ref</b>	<b>Front Line Services</b>					
1	Building Control	141	138	177	39	28 %
2	Conservation	36	36	66	30	83 %
3	Development Control	627	639	855	216	34 %
4	Economic Development	632	632	623	(9)	(1)%
5	Land Charges	0	0	(26)	(26)	100%
6	Partnerships	39	135	73	(62)	(46)%
7	Planning Policy	650	618	416	(202)	(33)%
8	Street Naming & Numbering	54	54	47	(7)	(13)%
9	<b>NET GENERAL FUND CHARGE</b>	<b>2,179</b>	<b>2,252</b>	<b>2,231</b>	<b>(21)</b>	<b>(1)%</b>

<b>Ref</b>	<b>Comments</b>
3	Various projects have been undertaken within Development Services including Manthorpe public inquiry, lean project and back scanning project (£100k). In addition to this, the council has incurred costs relating to planning appeals (£100k). This expenditure will be funded by under spends elsewhere within the Authority.
6	The Local Strategic Partnerships projects ceased during the financial year resulting in an under spend compared to budget.
7	Under spend relates to slippage on the Local Development Framework (LDF) programme of work.

**COMMUNITY AND ENVIRONMENT FOCUS - ENVIRONMENTAL SERVICES**

Appendix A

**2011/12 Outturn**

	Detail	2011/12 Original Base	2011/12 Adjusted Base	2011/12 Outturn	2011/12 Variance Adjusted	2011/12 Variance Adjusted
		£'000	£'000	£'000	£'000	%
<b>Ref</b>	<b>Front Line Services</b>					
1	Air Pollution	34	33	40	7	21 %
2	Animal Health & Welfare	7	7	5	(2)	(29)%
3	Climate Change	56	56	45	(11)	(20)%
4	Closed Circuit Television	308	260	240	(20)	(8)%
5	Community Safety	196	196	181	(15)	(8)%
6	Control of Dogs	69	69	63	(6)	(9)%
7	Emergency Planning	48	48	43	(5)	(10)%
8	Enforcement	94	94	99	5	5 %
9	Food Safety	238	236	229	(7)	(3)%
10	Gambling Licensing	10	10	6	(4)	(40)%
11	Hackney Carriage Registration	0	0	0	0	100%
12	Health & Safety Enforcement	125	124	114	(10)	(8)%
13	Infectious Disease Control	42	41	36	(5)	(12)%
14	Liquor Licensing	0	0	0	0	100%
15	Local Licences	0	0	0	0	100%
16	Noise Control	97	100	82	(18)	(18)%
17	Private Sector Landlords	76	76	55	(21)	(28)%
18	Public Conveniences	136	136	132	(4)	(3)%
19	Public Health	192	192	169	(23)	(12)%
20	Street Scene	1,013	1,013	1,085	72	7 %
21	Waste Management	2,921	2,921	2,939	18	1 %
22	Water Quality	22	22	15	(7)	(32)%
	Front Line Services	5,684	5,634	5,578	(56)	(1)%
	<b>Support Services</b>					
23	Healthy Communities	0	0	0	0	100%
24	Waste & Recycling Management	265	336	297	(39)	(12)%
	<b>Recharged to Services</b>	(265)	(336)	(297)	39	(12)%
	Under/ (Over) Allocation of Support Services	0	6	0	(6)	(100)%
25	<b>NET GENERAL FUND CHARGE</b>	<b>5,684</b>	<b>5,640</b>	<b>5,578</b>	<b>(62)</b>	<b>(1)%</b>

<b>Ref</b>	<b>Comments</b>
20	The purchase of new sweepers has increased the depreciation charge for the year.

2011/12 Outturn

	Detail	2011/12 Original Base £'000	2011/12 Adjusted Base £'000	2011/12 Outturn £'000	2011/12 Variance Adjusted £'000	2011/12 Variance Adjusted %
<b>Ref</b>	<b><u>Front Line Services</u></b>					
1	Council Tax & Benefits Administration	626	609	582	(27)	(4)%
2	Drainage Rates	638	638	609	(29)	(5)%
3	Financial Services	0	0	(232)	(232)	100%
4	Non Domestic Rate Collection	(26)	(26)	(14)	12	(46)%
5	Pension Costs	78	78	6	(72)	(92)%
6	Supported Travel	0	0	(11)	(11)	100%
7	Treasury Management	48	43	53	10	23 %
	Front Line Services	1,364	1,342	993	(349)	(26)%
	<b><u>Support Services</u></b>					
8	Financial Services	951	948	936	(12)	(1)%
9	I.C.T. Services	1,037	1,074	1,041	(33)	(3)%
10	Procurement	34	34	40	6	18 %
	<b><u>Recharged to Services</u></b>					
	Under/ (Over) Allocation of Support Services	(2,022)	(2,056)	(2,017)	39	(2)%
		0	80	0	(80)	(100)%
11	<b>NET GENERAL FUND CHARGE</b>	<b>1,364</b>	<b>1,422</b>	<b>993</b>	<b>(429)</b>	<b>(30)%</b>

<b>Ref</b>	<b><u>Comments</u></b>
3	Contribution to Insurance Reserve to provide sufficient level to meet unforeseen insurance costs.
5	The variance relates to the year end accounting adjustments in respect of Employee Benefits.

**2011/12 Outturn**

	Detail	2011/12 Original Base £'000	2011/12 Adjusted Base £'000	2011/12 Outturn £'000	2011/12 Variance Adjusted £'000	2011/12 Variance Adjusted %
<b>Ref</b>	<b><u>Front Line Services</u></b>					
1	Citizens Advice Bureau	60	60	59	(1)	(2)%
2	Helpline	113	112	101	(11)	(10)%
3	Homelessness	316	316	204	(112)	(35)%
4	Housing Solutions	276	256	258	2	1 %
5	Private Sector Housing	227	199	562	363	182 %
6	<b>NET GENERAL FUND CHARGE</b>	<b>992</b>	<b>943</b>	<b>1,184</b>	<b>241</b>	<b>26 %</b>

<b>Ref</b>	<b><u>Comments</u></b>
3	£68k grant funding to be utilised next financial year. £25k variance relates to a reduced take up of private sector rented scheme and £20k relates to savings on mediation & advice services.
5	Grant funding of £27k will offset expenditure but due to accounting rules will not show on this line. £336k relates to revenue expenditure funded from capital under statute.

2011/12 Outturn

	Detail	2011/12 Original Base £'000	2011/12 Adjusted Base £'000	2011/12 Outturn £'000	2011/12 Variance Adjusted £'000	2011/12 Variance Adjusted %
<b>Ref</b>	<b><u>Front Line Services</u></b>					
1	Reputation & Communications	0	100	87	(13)	(13)%
	<b><u>Support Services</u></b>					
2	Communications	218	218	134	(84)	(39)%
3	Customer Services	883	883	839	(44)	(5)%
4	Human Resources	285	285	278	(7)	(2)%
5	Performance Management	149	149	122	(27)	(18)%
	<b>Recharged to Services</b>	(1,535)	(1,535)	(1,373)	162	(11)%
	Under/ (Over) Allocation of Support Services	0	(119)	0	119	(100)%
6	<b>NET GENERAL FUND CHARGE</b>	<b>0</b>	<b>(19)</b>	<b>87</b>	<b>106</b>	<b>(558)%</b>

<b>Ref</b>	<b><u>Comments</u></b>
2	Reduced support service recharge due to new Reputation & Communications service being established in year.

2011/12 Outturn

	Detail	2011/12 Original Base £'000	2011/12 Adjusted Base £'000	2011/12 Outturn £'000	2011/12 Variance Adjusted £'000	2011/12 Variance Adjusted %
<b>Ref</b>	<b><u>Front Line Services</u></b>					
1	Democratic Representation	967	967	832	(135)	(14)%
2	District Elections	182	165	121	(44)	(27)%
3	Non-District Elections	0	(8)	(8)	0	0 %
4	Register of Electors	226	221	240	19	9 %
	Front Line Services	1,375	1,345	1,185	(160)	(12)%
	<b><u>Support Services</u></b>					
5	Democratic Services	110	129	94	(35)	(27)%
6	Legal Services	271	271	251	(20)	(7)%
	<b>Recharged to Services</b>	(381)	(400)	(345)	55	(14)%
	Under/ (Over) Allocation of Support Services				0	100%
7	<b>NET GENERAL FUND CHARGE</b>	<b>1,375</b>	<b>1,345</b>	<b>1,185</b>	<b>(160)</b>	<b>(12)%</b>

<b>Ref</b>	<b><u>Comments</u></b>
1	Reduced support service recharges due to variances within support services. Savings achieved on Members Allowances, printing & postages.

**SPECIAL EXPENSE AREAS**

**2011/12 Outturn**

	Detail	2011/12 Original Base £'000	2011/12 Adjusted Base £'000	2011/12 Outturn £'000	2011/12 Variance Adjusted £'000	2011/12 Variance Adjusted %
<b>Ref</b>	<b><u>Front Line Services</u></b>					
1	Bourne Special Expense Area	25	25	22	(3)	(12)%
2	Deepings Special Expense Area	14	14	14	0	0 %
3	Grantham Special Expense Area	416	416	541	125	30 %
4	Langtoft Special Expense Area	17	17	8	(9)	(53)%
5	Stamford Special Expense Area	94	94	78	(16)	(17)%
	Sub total prior to Capital Charges Adjustment	566	566	663	97	17 %
	<b><u>Support Services</u></b>					
6	Capital Charges Adjustment	(59)	(59)	(156)	(97)	164 %
7	<b>NET GENERAL FUND CHARGE</b>	<b>507</b>	<b>507</b>	<b>507</b>	<b>0</b>	<b>0 %</b>

<b>Ref</b>	<b><u>Comments</u></b>
3	Works undertaken at Grantham Cemetery (£119k) will be financed by the Grantham SEA reserve.
5	Savings have been achieved on the grounds maintenance contract and the Empingham Road playing field has been re-valued upwards resulting in lower capital charges than budgeted.

## Housing Revenue Account Summary

Appendix B

### 2011/12 Outturn

		2011/12 Estimate Base £'000	2011/12 Outturn £'000	Variance Against Estimate Base £'000
	<b>INCOME</b>			
1	Dwelling Rents	(21,174)	(21,378)	(204)
2	Non Dwelling Rents	(262)	(261)	1
3	Charges for Services and Facilities	(1,212)	(1,259)	(47)
4	Other Income	(60)	(54)	6
5	<b>TOTAL INCOME</b>	<b>(22,708)</b>	<b>(22,952)</b>	<b>(244)</b>
	<b>EXPENDITURE</b>			
6	Repair and Maintenance	6,178	5,828	(350)
7	Supervision and Management - General	2,705	2,321	(384)
8	Supervision and Management - Special	2,001	1,792	(209)
9	Housing Revenue Account Subsidy	11,451	11,388	(63)
10	Major Repairs Allowance	(3,673)	(3,673)	0
11	HRA share of Corporate and Democratic Costs	296	296	0
12	Depreciation and Impairment of Fixed Assets	4,325	2,999	(1,326)
13	Reversal of Impairment	0	0	0
14	Debt Management Expenses	28	22	(6)
15	Provision for deferred charges	0	4,244	4,244
16	Provision for bad debts	50	29	(21)
17	Transfer to General Fund in respect of Rent Rebates	200	10	(190)
18	<b>TOTAL EXPENDITURE</b>	<b>23,561</b>	<b>25,256</b>	<b>1,695</b>
19	<b>NET COST OF HRA SERVICES</b>	<b>853</b>	<b>2,304</b>	<b>1,451</b>
20	Interest Payable and Similar Charges	95	131	36
21	Interest and Investment Income	(236)	(172)	64
22	Other Operating Income (Repaid RTB discounts)	0	(10)	(10)
23	Return on Pension Assests	0	117	117
24	Net Loss impact on sale of HRA Assets	0	(328)	(328)
25	<b>DEFICIT (SURPLUS) FOR THE YEAR ON THE HRA</b>	<b>712</b>	<b>2,042</b>	<b>1,330</b>
	<b>MOVEMENT ON THE HRA BALANCE</b>			
26	(Deficit)/Surplus for the Year	(712)	(2,042)	(1,330)
27	Net charges made on Retirement Benefits (FRS17)	0	649	649
28	Employer's contribution to Pension Fund	0	(532)	(532)
29	Net gain impact on revaluation of HRA stock	0	387	387
30	Net Loss impact on sale of HRA Assets	0	(328)	(328)
31	Transfer from Major Repairs Reserve (Depn less MRA)	652	(949)	(1,601)
32	Revenue Contribution to Capital	(1,000)	0	0
33	Non-Enhancing Capital Expenditure Financed from MRR	0	4,244	0
34	Other Adjustments	0	(145)	(145)
35	<b>Housing Revenue Account balance at start of Year</b>	<b>7,408</b>	<b>8,171</b>	<b>763</b>
36	<b>Housing Revenue Account Balance at end of year</b>	<b>6,348</b>	<b>9,455</b>	<b>3,107</b>

**HOUSING CAPITAL PROGRAMME**  
**2011/12 Outturn**

**Appendix C**

	Description	2011/12 Estimate Base £'000	2011/12 Outturn £'000	2011/12 Variance £'000
	<b>HOUSING REVENUE ACCOUNT</b>			
	<b>Stock Improvements</b>			
1	Passenger Lifts, Supported Housing	90	51	(39)
2	Upgrading Sheltered Housing Schemes	150	120	(30)
3	Structural Repairs	100	82	(18)
		<b>340</b>	<b>253</b>	<b>(87)</b>
	<b>Energy Efficiency Initiatives</b>			
4	Windows	100	63	(37)
5	Heating & Ventilation	1,650	1,764	114
		<b>1,750</b>	<b>1,827</b>	<b>77</b>
	<b>Refurbishment and Improvement</b>			
6	Property Refurbishments	100	300	200
7	Re-Roofing	590	64	(526)
8	Re-wiring	420	141	(279)
9	Kitchen and Bathroom Refurbishments	1,350	985	(365)
10	Communal Doors	60	4	(56)
11	Disabled Adaptations	100	12	(88)
12	Chimney Works	145	0	(145)
13	Wall Finishes	190	0	(190)
14	Essential Works	295	129	(166)
15	Contingency	150	0	(150)
16	Refurbishment of Bin Stores, Earlesfield Estate	100	33	(67)
17	Refurbishment of Homeless Units	30	52	22
18	Hard Wiring of Fire Alarms	270	311	41
19	DDA Compliance	400	148	(252)
		<b>4,200</b>	<b>2,179</b>	<b>(2,021)</b>
	<b>Purchase of Vehicles</b>			
20	Tenancy and Care Services	465	450	(15)
		<b>465</b>	<b>450</b>	<b>(15)</b>
21	<b>TOTAL - HOUSING INVESTMENT PROGRAMME</b>	<b>6,755</b>	<b>4,709</b>	<b>(2,046)</b>

**General Fund Capital Programme  
2011/12 Outturn**

**Appendix C**

Description	2011/12 Estimate Base £'000	2011/12 Outturn £'000	2011/12 Variance £'000
<b>Good For Business</b>			
1 Town Centre Projects - Bourne Core Area Purchases	1,700	114	(1,586)
2 Station Approach	200	0	(200)
3 Public Realm	170	0	(170)
4 Retail Enhancement	80	2	(78)
5 Scotgate Factory Market Deeping	0	37	37
	<b>2,150</b>	<b>153</b>	<b>(1,997)</b>
<b>Quality Living</b>			
6 Disabled Facilities Grant	500	496	(4)
7 Private Sector Renewal : Warm Front Top-Up	15	4	(11)
8 Housing Improvement Grant : Empty Homes Grants	100	75	(25)
9 Housing Improvement Grant : Better Homes Grants	450	216	(234)
10 Housing Improvement Grant : Handyperson Scheme	10	10	0
11 Street Scene Vehicle Procurement	617	697	80
12 Wheelie Bin Replacements	70	87	17
	<b>1,762</b>	<b>1,585</b>	<b>(177)</b>
<b>Customer First</b>			
13 Area Offices Upgrades	150	20	(130)
	<b>150</b>	<b>20</b>	<b>(130)</b>
<b>Quality Organisation</b>			
Provision for Existing Assets			
14 BMS Trend System - Bourne Leisure Centre	47	44	(3)
15 BMS Trend System - Stamford Leisure Centre	47	39	(8)
16 Air Handling Unit - Stamford Leisure Centre	20	(14)	(34)
17 Pool Hall Emergency Lighting - Stamford Leisure Centre	10	10	0
18 Roof and Clock Tower Refurbishment - Guildhall Arts Centre	100	69	(31)
19 Cemetery Works	100	119	19
20 Provision (unspecified)	66	0	(66)
21 Box Office System	50	7	(43)
22 ICT System Replacements and Delivery	80	50	(30)
23 Wharf Road Car Park	0	17	17
24 Pool Vehicles	0	32	32
	<b>520</b>	<b>373</b>	<b>(147)</b>
<b>Schemes Completed In Previous Years</b>			
25 Asbestos Removal	0	(26)	(26)
26 Automatic Monitoring For Utilities	0	(2)	(2)
27 Energy Efficiency Initiatives	0	(2)	(2)
28 Demolition Stamford Cattle Market	0	(3)	(3)
29 Northfields Industrial Estate	0	(2)	(2)
	<b>0</b>	<b>(35)</b>	<b>(35)</b>
<b>Schemes funded by revenue underspends</b>			
30 Depot Shower Block	0	18	18
31 Crowd Control Barriers	0	13	13
32 Lift - Guildhall Arts Centre	0	31	31
33 Photovoltaic Panels	0	334	334
34 Bartec system	0	70	70
35 CCTV Equipment	0	33	33
	<b>0</b>	<b>499</b>	<b>499</b>
<b>36 TOTAL - OTHER (GENERAL FUND)</b>	<b>4,582</b>	<b>2,595</b>	<b>(1,987)</b>