

**LONDON BOROUGH OF WALTHAM FOREST**

**BUDGET**

**BOOK**

**2022/23**

# REVENUE AND CAPITAL BUDGETS 2022/23 CONTENTS

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# 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, i.e.

- 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 business rates retention ratio.
- Setting the business rates 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, e.g. 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. The Council has in every year of the Government's austerity programme delivered a balanced budget against the backdrop of a growing population and an increase in the demand for services.

### **Budget Strategy**

The main aims of the budget strategy are as follows:

- to continue to set a balanced budget for 2022/23 and over the medium-term, with service directorates actively maintaining their services within approved budgets;

- to invest in the Council's agreed priorities;
- that no additional funding for growth other than for new burdens and demographic pressure (with the exception of capital financing costs) is approved as part of these proposals;
- where grants are ceasing or funding streams of services are reducing, that Service Directors ensure exit strategies be adhered to;
- to strengthen the Council's financial position and overall level of financial resilience, ensuring 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 MTFS period to 2025, using as appropriate, the Budget Strategy Reserve (BSR) 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 demonstrate that investment in the borough maintains a clear return on investment, both financially and socially;
- 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 and Fair Funding 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.

## **2022/23 Financial Settlement**

In February 2022, the Government announced its Final Financial Settlement laying out the funding allocations for local government next year. The key points from the settlement are:

- Core Spending Power will increase by £3.5 billion (6.9% in cash terms) nationally and £496 million (6.7%) across London boroughs;
- London boroughs will receive £243 million (16%) of the £1.5 billion new grant funding for 2022/23 set out at SR21;
- Settlement Funding Assessment will increase by £75 million (0.5%) nationally, and by £17 million for London boroughs. Business Rates multiplier will be frozen in 2022/23 and the Council will be compensated via Section 31 grant;
- The main Council Tax referendum threshold continues to be 1.99% in 2022/23;

- A one off “Services Grant“ worth £822 million nationally (£152 million across London) was confirmed;
- £162 million to deliver adult social care funding reforms will be allocated in 2022/23 (London boroughs will receive £25 million), with a further £600 million in both 2023/24 and 2024/25 nationally;
- The flexibility to raise the Adult Social Care Precept up to 1% for relevant authorities. This report recommends that the Council take the full 1% precept in order to manage increased demographic demand, complexity and cost of care packages;
- The Improved Better Care Fund will increase by 3% (£36 million nationally and £10 million in London);
- The Social Care Grant will increase by £636 million (37%) to £2.3 billion. London boroughs will receive £378 million of this (an increase of 37%);
- Funding for New Home Bonus will decrease from £622 million to £555 million (11%). London boroughs will receive £87 million of this, a decrease of £38 million (30%). There will be no legacy payment in respect of 2021/22 and there will be no legacy payment in respect of 2022/23 in forthcoming years;
- Business Rates Multiplier Compensation will increase by 58% from £650 million to £1 billion nationally. London boroughs will receive £182 million;
- Lower Tier Services Grant of £111 million will continue with London Boroughs receiving £25 million;
- Dedicated Schools Grant will rise by £1.9 billion nationally. London’s increase is £212.6 million, compared to 3.75% nationally.

### Medium Term Financial Strategy (MTFS)

Since the Council’s Medium Term Financial Strategy (MTFS) presented in September, the final settlement outlined above have affected the 2022/23 budget. The changes to the September budget gap are set out below:

	£000	£000
<b>Budget Gap in September MTFS</b>		<b>4,044</b>
Final Settlement movements:		
1. New Services Grant	(4,836)	
2. New Homes Bonus	(619)	
3. Continuation of Lower Tier Grant	(661)	
4. Reduction in ASC precept from 2% down to 1%	1,349	
5. Social Care grant	(1,513)	
6. Section 31 Business Rates Top Up adjustment	(1,000)	

<b>Final settlement sub-total</b>		<b>(3,236)</b>
New Health and Social Care Levy	1,100	
Changes to the estimated Tax Base for 2022/23	105	
Additional Fees and Charges	(205)	
New Burden – Cyber Security	538	
New Burden - Audit	200	
Energy Price and Other Inflationary pressures	1,498	
<b>Total Funding Gap 2022/23</b>		<b>-</b>

There is a high degree of uncertainty surrounding the funding position post 2022 and it is unlikely that there will be any further clarity until the Spending Review in 2022. However, it is important that the Council continues to plan ahead and it is clear that the strategy of growing our tax base is providing real additional resources that will assist with managing growing demographic pressures and further planned reductions in government funding.

### **Budget Strategy Reserve (BSR)**

The revised MTFs shows no drawdown from the BSR throughout the MTFs for balancing the budget.

A balance of £19 million is forecast to be carried forward into 2022/23 in the Budget Strategy Reserve, which over the full MTFs period is planned to be used to support the budget and manage service budgetary risks, including the forecast rises in the waste levy.

It is possible due to the level of assumptions and funding gap incorporated within the MTFs over the latter half of the MTFs period that the Council may achieve a revenue neutral position. However, there is a high degree of uncertainty around the assumptions post 2021 and little knowledge of any transitional funding arrangements that may be introduced to help mitigate any potential losses in resources at a local authority level.

Also, given the timescales surrounding the publication of the new Funding Baseline figure for 2023/24, the introduction of the latest Business Rates Retention scheme and the proximity to the budget setting process for that year, there is a possibility that the BSR may be called on to help support the budget. It is recommended that the BSR is safeguarded to ensure that the Council has the resources to manage potential risks around the resource levels in the latter period of the MTFs.

The BSR is 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 Public Service Strategy programme.

There are sufficient resources in the BSR to support the MTFs over the whole of the period if required, assuming all planned savings are delivered and secure the assumed benefits to profile.

## **BASE BUDGET 2022/23**

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

### **Pay and Contract Pressures**

A pay award of 3% for 2022/23 and 2% for each further year of the MTFS is estimated and will be held in contingency until called upon. Although currently inflation (CPI at November 2021) is at 4.6% (RPI at 7.1%). if the actual pay award is higher, than this would be addressed through the financial monitoring process and the ongoing impact would be dealt with in the refreshed MTFS.

In general service budgets do not include uplifts for pay and prices, these are held centrally in contingency. The allocation to contingency for price increases is based on the Government target of 2% inflation. Any contract inflation above corporate CPI provision will be contained within existing budgets and mitigations identified through the monitoring process.

All remaining years, a 2% of contractor payments from 2023/24 onwards in recognition of a general upward movement in inflationary pressures.

### **Health and Social Care Levy**

The Government announced on 7 September 2021 of a new levy to fund additional spending for Health and Social Care. The levy provides for a temporary 1.25% increase in the National Insurance (NI) contributions which employers, employees and self-employed will be liable to pay. This means that the budget for 2022/23 will increase by £1.1 million to cover the cost of the employer NI contributions.

### **Demand Pressures**

As with any authority across the country, increasing demographic demand pressures on its services must be taken into account when estimating future costs. This is reviewed alongside the Council's continuing analysis into underlying cost drivers to see where demand can be reduced while ensuring quality services continue to be delivered to residents. Demand contingency budgets are held corporately until such as time as they are required by the service.

The main areas of demand pressures relate to the continuing need for additional placements for Adults and Children's Social Care.

The 2022/23 budget included a £0.498 million per annum from 2022/23 for energy price and other inflationary pressures.

## **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 22 February 2022. 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 2022/23 after allowing for contributions from balances and reserves and the Interest and Capital Charges Account, is shown on page 10. To this is added the amount the Council is required to pay in levies to other Authorities, totalling £10.726 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 and appeals

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 deficit in respect of 2020/21 for LBWF was £2.003 million which means that the deficit balance to be accounted for in 2022/23 in respect of 2020/21 is deficit £1.144 million.

The estimated surplus in respect of 2021/22 is £3.451 million giving a total of £2.307 million to be accounted for in 2022/23. There is also a £1 million growth in council tax already included in the MTFS for 2022/23.

## **Business Rates Collection Fund**

The Council's 30% share of the deficit for 2020/21 at 31 March 2021 was £2.746 million of which £0.664 million can be deferred until 2023/24. This will be accounted for in 2022/23 along with the estimated deficit for 2021/22 of £2.767 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 £121.409 million.

## **COUNCIL TAX 2022/23**

The Council approved its budget and precepting requirements on the 3 March 2022. As set out above, the amount required from Council Tax by Waltham Forest to support its expenditure in 2022/23 is £121.409 million. In addition, the precept upon this borough by the Greater London Authority amounts to £31.099 million. This brings the total expenditure to be met by Waltham Forest Council Taxpayers to £152.509 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 2022/23, 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 2021/22. The relevant figures for determining whether the 2022/23 council tax increase is excessive are set out in the following table:

	2021/22	2022/23
Council Tax Requirement	£115.014m	£121.409m
Council Tax Base	76,701	78,615
Relevant Basic Amount	1,499.51	1,544.35
Precept for Social Care	+3%	+1%
General increase	+1.99%	+1.99%
Total % increase/decrease in Relevant Basic amount of Council Tax	+4.99%	+2.99%

As can be seen from the above table, the “relevant basic amount of council tax” has increased by 2.99% but this includes a 1% precept for Social Care leaving a 1.99% general increase. Consequently, there was no obligation to hold a referendum to approve the recommendations for council tax setting.

**CAPITAL BUDGET**

The Capital Programme is provided towards the end of this book (white pages). This indicates how the Council will allocate, finance and manage the delivery of investment to secure its long-term strategy for growth and development in the borough. It shows how the Council’s capital investment will be used to secure more efficient and effective services for residents, but it is also highly aspirational, and sets out the case for greater innovation in developing internal approaches to investment funding and attracting increasing amounts of external funding.

The programme considers not just the Council’s capital spending plans, but also the way growth can be supported through the Council’s strategy. There will be a constant flow of projects being completed as well as new projects entering the programme, all designed to achieve our investment priorities. This four-year rolling investment plan provides certainty for financial and resource planning. This is particularly critical for the largest transformational projects, such as our Council led housing delivery aspirations with long lead in and delivery periods

The recommended capital programme comprises £178.278 million in 2022/23, £110.701 million in 2023/24, £81.805 million in 2024/25, and £94.199 million in future years. The total approved programme is £643.635 million.

**ANNUAL REVENUE BUDGET 2022/23 AS APPROVED BY COUNCIL (EXCLUDES RECHARGES & ADJUSTMENTS)**

	<b>Gross Exp 2022/23</b>	<b>Gross Income 2022/23</b>	<b>Net Budget 2022/23</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Chief Executive</b>	248,300	(248,300)	0
<b>Corporate Development</b>			
Strategic Director Corporate Development	1,124,100	(37,200)	1,086,900
Director of Communications & Communities	1,116,300	(422,600)	693,700
Digital & ICT	7,300,200	(1,406,900)	5,893,300
Employee Experience	2,008,200	(230,700)	1,777,500
Connecting Communities	189,400	0	189,400
Strategy & Change	4,081,300	(424,100)	3,657,200
<b>Total Corporate Development</b>	<b>15,819,500</b>	<b>(2,521,500)</b>	<b>13,298,000</b>
<b>Corporate Expenditure</b>	<b>6,214,500</b>	<b>(270,700)</b>	<b>5,943,800</b>
<b>Total Corporate Expenditure</b>	<b>6,214,500</b>	<b>(270,700)</b>	<b>5,943,800</b>
<b>Economic Growth</b>			
Strategic Director of Economic Growth	226,600	(51,800)	174,800
Director of Regeneration & Growth	544,600	(21,800)	522,800
Director of Planning, Strategy & Development	4,821,100	(4,356,500)	464,600
Director of Inward Investment	256,800	(11,800)	245,000
Housing Strategy	1,431,100	(1,427,100)	4,000
Director Property & Asset Management	457,100	(139,600)	317,500
Commercial Property Investment	4,801,130	(5,226,900)	(425,770)
Capital Strategy	768,600	(406,800)	361,800
Capital Delivery	18,018,300	(17,721,000)	297,300
Area Regeneration & Delivery	2,574,000	(982,900)	1,591,100
Culture and Heritage	2,639,720	(634,800)	2,004,920
Director of Employment	5,843,500	(5,191,600)	651,900
Major Projects	496,200	(461,700)	34,500
<b>Total Economic Growth</b>	<b>42,878,750</b>	<b>(36,634,300)</b>	<b>6,244,450</b>
<b>Families Directorate</b>			
Strategic Director of Families	5,074,400	(5,794,600)	(720,200)
Children and Families	40,449,500	(5,327,100)	35,122,400
Education Improvement	3,616,700	(2,487,100)	1,129,600
Dedicated Schools Budget	183,626,000	1,684,500	185,310,500
School Support	18,429,900	(1,061,000)	17,368,900
Early Help	10,884,300	(6,543,700)	4,340,600
Adult Social Care	99,782,250	(31,747,300)	68,034,950
Public Health (Ring-fenced)	16,866,600	164,500	17,031,100
Public Health (Other)	890,300	(568,100)	322,200
Waltham Forest Traded Services	8,225,400	(7,562,900)	662,500
SEND Services	9,140,300	(2,010,300)	7,130,000
<b>Total Families Directorate</b>	<b>396,985,650</b>	<b>(61,253,100)</b>	<b>335,732,550</b>
<b>Finance &amp; Governance Directorate</b>			
Strategic Director of Finance & Governance	281,000	(207,700)	73,300
Financial Management & Accountancy	3,750,000	(886,900)	2,863,100
Internal Audit and Anti-Fraud Unit	1,112,800	(488,400)	624,400
Revenues and Benefits	193,430,800	(190,326,500)	3,104,300
Treasury & Pensions	652,500	(747,600)	(95,100)
Governance	6,415,700	(5,119,400)	1,296,300
Return on Investment	4,254,200	(3,469,500)	784,700
<b>Total Finance &amp; Governance Directorate</b>	<b>209,897,000</b>	<b>(201,246,000)</b>	<b>8,651,000</b>

**ANNUAL REVENUE BUDGET 2022/23 AS APPROVED BY COUNCIL (EXCLUDES RECHARGES & ADJUSTMENTS)**

	<b>Gross Exp 2022/23</b>	<b>Gross Income 2022/23</b>	<b>Net Budget 2022/23</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Resident Services</b>			
Strategic Director of Resident Services	221,800	(61,000)	160,800
Highways & Traffic Management	34,527,450	(30,553,800)	3,973,650
Leisure	4,882,400	(2,028,200)	2,854,200
Neighbourhood Services	21,133,750	(2,729,100)	18,404,650
Commercial Services	5,691,300	(4,895,300)	796,000
Regulatory Services	6,672,200	(5,735,200)	937,000
Customer Services & Business Support	23,947,600	(8,136,200)	15,811,400
Housing - General Fund	37,563,000	(28,976,400)	8,586,600
Housing Revenue Account	66,789,500	(66,789,500)	0
Total Residential Services	201,429,000	(149,904,700)	51,524,300
<b>DIRECTORATE &amp; SERVICE TOTAL</b>	<b>873,472,700</b>	<b>(452,078,600)</b>	<b>421,394,100</b>
Contingency	22,992,600	(200)	22,992,400
<b>DIRECTORATE &amp; SERVICE TOTAL INCL CONTGY</b>	<b>896,465,300</b>	<b>(452,078,800)</b>	<b>444,386,500</b>

	<b>Gross Exp 2022/23</b>	<b>Gross Income 2022/23</b>	<b>Net Budget 2022/23</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Financing and Investment Income & Expenditure	13,875,700	(10,173,300)	3,702,400
Proper charges to the General Fund	5,511,500	0	5,511,500
Reversal of capital charges	0	(33,648,400)	(33,648,400)
Other accounting adjustments	521,100	0	521,100
Total Interest and Capital Charges	19,908,300	(43,821,700)	(23,913,400)
Contribution to/(from) revenue grant reserves	261,800	(8,346,200)	(8,084,400)
<b>SUB TOTAL AMOUNT REQUIRED</b>	<b>916,635,400</b>	<b>(504,246,700)</b>	<b>412,388,700</b>
(Surplus)/deficit on the Collection Fund	4,750,000	(2,307,000)	2,443,000
DEDUCT:			
Revenue Support Grant	0	(19,491,000)	(19,491,000)
New Homes Bonus Grant	0	(2,249,900)	(2,249,900)
Public Health Grant	0	(17,002,000)	(17,002,000)
Dedicated Schools Grant	0	(178,800,500)	(178,800,500)
Pupil Premium	0	(6,510,000)	(6,510,000)
NNDR Local share	0	(25,159,000)	(25,159,000)
NNDR Top Up	0	(49,439,000)	(49,439,000)
Other Government Grants	0	(5,497,000)	(5,497,000)
<b>RELEVANT BASIC AMOUNT OF COUNCIL TAX</b>	<b>921,385,400</b>	<b>(810,702,100)</b>	<b>110,683,300</b>
<b>Levies/contributions counting as</b>			
<b>Waltham Forest expenditure</b>			
Environment Agency	185,200	0	185,200
Lee Valley Regional Park Authority	186,000	0	186,000
London Pension Fund Authority	263,900	0	263,900
North London Waste Authority	10,090,800	0	10,090,800
<b>SUB TOTAL LEVIES</b>	<b>10,725,900</b>	<b>0</b>	<b>10,725,900</b>
<b>BASIC AMOUNT OF COUNCIL TAX (BAND D)</b>	<b>932,111,300</b>	<b>(810,702,100)</b>	<b>121,409,200</b>

**ANNUAL REVENUE BUDGET 2022/23 AS APPROVED BY COUNCIL (EXCLUDES RECHARGES & ADJUSTMENTS)**

	<b>Original 2021/22 £</b>	<b>Current 2021/22 £</b>	<b>Original 2022/23 £</b>
<b>COLLECTION FUND BUDGET - COUNCIL TAX</b>			
<b>OPENING BALANCE (Surplus)/Deficit</b>	1,058,712	2,480,367	(2,866,805)
<b>EXPENDITURE</b>			
Precepts on the Collection Fund:			
London Borough of Waltham Forest	115,014,000	115,014,000	121,409,300
Greater London Authority	27,893,086	27,893,086	31,099,355
	<b>142,907,086</b>	<b>142,907,086</b>	<b>152,508,655</b>
Prior Year Surplus paid to Preceptors	(1,058,712)	(1,058,712)	2,866,805
Council Tax Provision for Bad Debts	3,664,314	2,530,070	3,910,445
<b>TOTAL EXPENDITURE</b>	<b>145,512,688</b>	<b>144,378,444</b>	<b>159,285,905</b>
<b>INCOME</b>			
Council Tax	146,571,400	149,725,616	156,419,100
<b>TOTAL INCOME</b>	<b>146,571,400</b>	<b>149,725,616</b>	<b>156,419,100</b>
<b>CLOSING BALANCE (Surplus)/Deficit</b>	0	(2,866,805)	0
<b>STATISTICS:</b>			
Council Tax Base (adjusted)	76,701	0	78,615
Standard Band D Council Tax	1,863.17	0	1,939.94

	<b>Original 2021/22 £</b>	<b>Current 2021/22 £</b>	<b>Original 2022/23 £</b>
<b>COLLECTION FUND BUDGET - BUSINESS RATES</b>			
<b>OPENING BALANCE (Surplus)/Deficit</b>	29,309,221	38,463,265	16,164,124
<b>EXPENDITURE</b>			
Precepts on the Collection Fund:			
London Borough of Waltham Forest	18,931,679	18,931,679	16,999,123
Greater London Authority	23,349,071	23,349,071	20,965,585
Central Government	20,824,848	20,824,848	18,699,034
	<b>63,105,598</b>	<b>63,105,598</b>	<b>56,663,742</b>
Prior Year (Deficit) recovered from Preceptors	(29,309,221)	(29,309,221)	(16,164,124)
NNDR Provision for Bad Debts/Appeals	9,317,643	324,980	2,824,663
<b>TOTAL EXPENDITURE</b>	<b>43,114,020</b>	<b>34,121,357</b>	<b>43,324,281</b>
<b>INCOME</b>			
National Non Domestic Rates - Net Yield	74,637,044	54,206,695	60,595,307
<b>TOTAL INCOME</b>	<b>74,637,044</b>	<b>54,206,695</b>	<b>60,595,307</b>
Spreading adjustment at 31 March 2021	2,213,803	(2,213,803)	1,106,902
<b>CLOSING BALANCE (Surplus)/Deficit</b>	0	16,164,124	0

**ANNUAL REVENUE BUDGET 2022/23**

	<b>Original Estimate 2022/23 Council 25/2/22 (Excluding Int'l Recharges) £</b>	<b>Internal Recharges &amp; other adjustments £</b>	<b>Final Original Estimate 2022/23 SAP Plan 0 £</b>
<b>Chief Executive</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Corporate Development</b>			
Strategic Director Corporate Development	1,086,900	(1,087,000)	(100)
Director of Communications & Communities	693,700	(869,400)	(175,700)
Digital & ICT	5,893,300	(5,893,500)	(200)
Employee Experience	1,777,500	(1,777,700)	(200)
Connecting Communities	189,400	88,500	277,900
Strategy & Change	3,657,200	(2,635,300)	1,021,900
<b>Total Corporate Development</b>	<b>13,298,000</b>	<b>(12,174,400)</b>	<b>1,123,600</b>
<b>Corporate Expenditure</b>	<b>5,943,800</b>	<b>3,792,400</b>	<b>9,736,200</b>
<b>Total Corporate Expenditure</b>	<b>5,943,800</b>	<b>3,792,400</b>	<b>9,736,200</b>
<b>Economic Growth, Housing Delivery &amp; Culture</b>			
Strategic Director of Economic Growth	174,800	(174,800)	0
Director of Regeneration & Growth	522,800	9,100	531,900
Director of Planning, Strategy & Development	464,600	537,000	1,001,600
Director of Inward Investment	245,000	9,100	254,100
Housing Strategy	4,000	0	4,000
Director Property & Asset Management	317,500	1,136,600	1,454,100
Commercial Property Investment	(425,770)	(968,330)	(1,394,100)
Capital Strategy	361,800	0	361,800
Capital Delivery	297,300	0	297,300
Area Regeneration & Delivery	1,591,100	144,900	1,736,000
Culture and Heritage	2,004,920	210,580	2,215,500
Director of Employment	651,900	1,026,300	1,678,200
Major Projects	34,500	0	34,500
<b>Total Economic Growth, Housing Delivery &amp; Culture</b>	<b>6,244,450</b>	<b>1,930,450</b>	<b>8,174,900</b>
<b>Families</b>			
Strategic Director of Families	(720,200)	14,600	(705,600)
Children and Families	35,122,400	3,828,700	38,951,100
Education Improvement	1,129,600	485,200	1,614,800
Dedicated Schools Budget	185,310,500	0	185,310,500
School Support	17,368,900	0	17,368,900
Early Help	4,340,600	1,514,900	5,855,500
Adult Social Care	68,034,950	3,084,550	71,119,500
Public Health (Ring-fenced)	17,031,100	0	17,031,100
Public Health (Other)	322,200	0	322,200
Waltham Forest Traded Services	662,500	2,414,300	3,076,800
SEND Services	7,130,000	644,100	7,774,100
<b>Total Families</b>	<b>335,732,550</b>	<b>11,986,350</b>	<b>347,718,900</b>
<b>Finance &amp; Governance</b>			
Strategic Director of Finance & Governance	73,300	(73,300)	0
Financial Management & Accountancy	2,863,100	(2,863,000)	100
Internal Audit and Anti-Fraud Unit	624,400	(624,800)	(400)
Revenues and Benefits	3,104,300	1,180,600	4,284,900
Treasury & Pensions	(95,100)	218,100	123,000
Governance	1,296,300	650,200	1,946,500
Return on Investment	784,700	(590,600)	194,100
<b>Total Finance &amp; Governance</b>	<b>8,651,000</b>	<b>(2,102,800)</b>	<b>6,548,200</b>

	Original Estimate 2022/23 Council 25/2/22 (Excluding Int'l Recharges) £	Internal Recharges & other adjustments £	Final Original Estimate 2022/23 SAP Plan 0 £
<b>Resident Services</b>			
Strategic Director of Resident Services	160,800	(151,400)	9,400
Highways & Traffic Management	3,973,650	804,750	4,778,400
Leisure	2,854,200	121,800	2,976,000
Neighbourhood Services	18,404,650	543,950	18,948,600
Commercial Services	796,000	(310,900)	485,100
Regulatory Services	937,000	1,155,700	2,092,700
Customer Services & Business Support	15,811,400	(6,814,200)	8,997,200
Housing - General Fund	8,586,600	1,218,500	9,805,100
Housing Revenue Account	0	0	0
<b>Total Resident Services</b>	<b>51,524,300</b>	<b>(3,431,800)</b>	<b>48,092,500</b>
<b>DIRECTORATE &amp; SERVICE TOTAL</b>	<b>421,394,100</b>	<b>200</b>	<b>421,394,300</b>
Contingency	22,992,600	(200)	22,992,400
<b>DIRECTORATE &amp; SERVICE TOTAL INCL CONTGY</b>	<b>444,386,700</b>	<b>0</b>	<b>444,386,700</b>
Financing and Investment Income & Expenditure	3,702,400	0	3,702,400
Proper charges to the General Fund	5,511,500	0	5,511,500
Reversal of capital charges	(33,648,400)	0	(33,648,400)
Other accounting adjustments	521,100	0	521,100
Contribution to/(from) revenue grant reserves	(8,084,400)	0	(8,084,400)
<b>SUB TOTAL AMOUNT REQUIRED</b>	<b>412,388,900</b>	<b>0</b>	<b>412,388,900</b>
(Surplus)/deficit on the Collection Fund	2,443,000	0	2,443,000
<b>DEDUCT:</b>			
Revenue Support Grant	(19,491,000)	0	(19,491,000)
New Homes Bonus Grant	(2,249,900)	0	(2,249,900)
Public Health Grant	(17,002,000)	0	(17,002,000)
Dedicated Schools Grant	(178,800,500)	0	(178,800,500)
Pupil Premium	(6,510,000)	0	(6,510,000)
NNDR Local share	(25,159,000)	0	(25,159,000)
NNDR Top Up	(49,439,000)	0	(49,439,000)
Other Government Grants	(5,497,000)	0	(5,497,000)
<b>RELEVANT BASIC AMOUNT OF COUNCIL TAX</b>	<b>110,683,500</b>	<b>0</b>	<b>110,683,500</b>
<b>Levies/contributions counting as Waltham Forest expenditure</b>			
Environment Agency	185,200	0	185,200
Lee Valley Regional Park Authority	186,000	0	186,000
London Pension Fund Authority	263,900	0	263,900
North London Waste Authority	10,090,800	0	10,090,800
<b>SUB TOTAL LEVIES</b>	<b>10,725,900</b>	<b>0</b>	<b>10,725,900</b>
<b>WALTHAM FOREST PRECEPT ON THE COLLECTION FUND</b>	<b>121,409,400</b>	<b>0</b>	<b>121,409,400</b>

COST ELEMENT	ANNUAL BUDGET	2021/22	2022/23
	CONTINGENCY ESTIMATE - 1013	ORIGINAL ESTIMATE	ORIGINAL ESTIMATE
		£	£
	<b>SUBJECTIVE ANALYSIS</b>		
	<b>EMPLOYEES</b>		
401001	Staffing costs - pay award and NI Levey (to be allocated)	694,100	4,775,600
	<b>PREMISES</b>		
402041	R&M Service	512,000	512,000
402041	Asbestos / Fire Surveys	100,000	100,000
402321	Demographic pressures (to be allocated)	2,695,400	2,110,400
402321	Wetlands	0	350,000
402400	National Business Rates	466,100	429,300
	<b>SUPPLIES AND SERVICES</b>		
404050	Other contingency	2,203,800	1,712,200
404050	Service Growth per MTFS	0	1,336,000
404510	Tax Base Demand	457,000	285,000
404550	Inflation held back (to be allocated)	1,725,700	3,477,500
404622	Leader Priorities (to be allocated)	598,000	598,000
404900	Partnership schemes (Leisure)	900,000	900,000
	<b>OTHER</b>		
405005	Children & Families (to be allocated)	2,000,000	2,000,000
405012	Children & Families remand cases (to be allocated)	500,000	500,000
405022	TfL Concessionary Fares	1,415,100	3,754,100
409491	Budget reductions (to be allocated)	152,300	152,300
	<b>TOTAL</b>	<b>14,419,500</b>	<b>22,992,400</b>
	<b>TOTAL EXCLUDING ITEMS TO BE ALLOCATED</b>	<b>2,203,800</b>	<b>1,712,200</b>



## INTEREST AND CAPITAL CHARGES

	2020/21 Actual	2021/22 Original Estimate	2021/22 Current	2022/23 Original Estimate
	£	£	£	£
<b>COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT</b>				
(Gain)/Loss on Asset Disposal	0	0	0	0
<b>Financing and Investment Income and Expenditure</b>				
External Interest Payable	11,771,752	13,205,600	13,205,600	13,205,600
Operating Expenses	0	0	0	0
PFI Contingent Rentals	938,286	0	0	0
PFI Finance Lease Interest	3,404,336	0	0	0
Investment Properties	126,100	0	0	0
Rent - Investment Properties	(258,613)	(190,000)	(190,000)	(190,000)
Finance Lease Interest Payable	331,070	331,300	331,300	331,300
Finance Lease Contingent Rentals	836,671	338,800	338,800	338,800
External Interest Receivable	(156,437)	(248,200)	(248,200)	(248,200)
Finance Lease Interest Receivable	(254,058)	(254,200)	(254,200)	(254,200)
Finance Lease Contingent Rentals Receivable	(185,124)	(107,600)	(107,600)	(107,600)
Contribution from HRA	(9,429,932)	(9,373,300)	(9,373,300)	(9,373,300)
Movement in Fair Value of Investment Properties	467,508	0	0	0
Movement in Fair Value of Financial Assets through CIES	0	0	0	0
FRS17 Interest	31,552,800	0	0	0
FRS17 Return on Asset	(17,322,000)	0	0	0
	<b>21,822,358</b>	<b>3,702,400</b>	<b>3,702,400</b>	<b>3,702,400</b>
<b>MOVEMENT IN RESERVES STATEMENT</b>				
<b>Proper Charges to the General Fund</b>				
Direct Revenue Funding of Capital	1,203,444	0	0	0
Minimum Revenue Provision - Supported Borrowing	851,826	1,239,600	1,239,600	1,239,600
Minimum Revenue Provision - Unsupported Borrowing	1,509,374	3,271,700	3,271,700	4,271,700
Minimum Revenue Provision - PFI	0	0	0	0
Minimum Revenue Provision - Finance Leases	0	200	200	200
	<b>3,564,643</b>	<b>4,511,500</b>	<b>4,511,500</b>	<b>5,511,500</b>
<b>Reversal of Capital Charges</b>				
Reverse Movement in Fair Value of Investment Properties	0	0	0	0
Reversal of Depreciation	(26,583,100)	(33,648,400)	(33,648,400)	(33,648,400)
Reverse Gain/(Loss) on Asset Disposal	(9,936,801)	0	0	0
Reversal of Impairment Loss	(6,003,807)	0	0	0
	<b>(42,523,708)</b>	<b>(33,648,400)</b>	<b>(33,648,400)</b>	<b>(33,648,400)</b>
<b>Other Accounting Adjustments</b>				
Premiums Written Out from FI A/c	544,569	521,100	521,100	521,100
Other Adjustments	(32,257,276)	0	0	0
	<b>(31,712,707)</b>	<b>521,100</b>	<b>521,100</b>	<b>521,100</b>
<b>TOTAL</b>	<b>(48,849,413)</b>	<b>(24,913,400)</b>	<b>(24,913,400)</b>	<b>(23,913,400)</b>

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.

**PROVISIONS, RESERVES AND BALANCES**

	2021/22		2022/23		
	Actual	Projected	Projected	Projected	
	1st April 2021	movement 2021/22	Balance 31st March 2022	movement 2022/23	
	£	£	£	£	£
<b>Central Reserves</b>					
320026 Municipal Election	400,000	(49,000)	351,000	(351,000)	0
320036 Revenues & Benefits	8,991,400	0	8,991,400	0	8,991,400
320037 Corporate Rents Reserve	170,900	(170,900)	0	0	0
320041 Budget Strategy	19,279,000	453,100	19,732,100	0	19,732,100
320062 Tax Base Fluctuation	24,073,500	(4,848,000)	19,225,500	(8,324,000)	10,901,500
320446 Priorities Fund	1,541,400	57,000	1,598,400	189,000	1,787,400
320485 Growth Fund	1,063,600	(585,000)	478,600	(478,600)	0
320486 Hardship Fund	1,186,400	0	1,186,400	0	1,186,400
320494 Priorities Impact Fund	4,543,900	167,200	4,711,100	0	4,711,100
320495 Schools Financial Support	720,900	0	720,900	0	720,900
320497 Investment Budget Strategy	3,230,400	(80,700)	3,149,700	0	3,149,700
320502 Corporate Retain DSG	120,000	0	120,000	0	120,000
320510 MRP equalisation reserve	765,500	0	765,500	0	765,500
320511 Business Rate Pool reserve	712,800	0	712,800	0	712,800
320512 Investment properties surplus	283,900	0	283,900	0	283,900
320513 Levies Equalisation Reserve	5,030,400	0	5,030,400	0	5,030,400
320523 Funding risk reserve	359,000	0	359,000	0	359,000
<b>Central Reserves total</b>	<b>72,473,000</b>	<b>(5,056,300)</b>	<b>67,416,700</b>	<b>(8,964,600)</b>	<b>58,452,100</b>
<b>Directorate Reserves:-</b>					
<b>Corporate Development</b>					
320477 Arts Development	32,600	0	32,600	(32,600)	0
320479 Volunteer Programme	93,600	0	93,600	0	93,600
320493 ICT Public WiFi	39,500	0	39,500	0	39,500
320496 HR Health Related Expenditure	17,200	20,100	37,300	0	37,300
320504 Boc Regeneration & Growth Legacy - Reserves	444,900	(198,700)	246,200	(246,200)	0
320509 Borough of Culture Funding	22,500	(22,500)	0	0	0
<b>Corporate Development total</b>	<b>650,300</b>	<b>(201,100)</b>	<b>449,200</b>	<b>(278,800)</b>	<b>170,400</b>
<b>Residents Services</b>					
320004 Street Trading	0	(280,000)	(280,000)	540,500	260,500
320010 Ward Forums	244,600	0	244,600	0	244,600
320093 S38 & S278 Agreements	1,586,000	(440,500)	1,145,500	0	1,145,500
320430 Leisure Contract	981,400	0	981,400	0	981,400
320448 Parking	374,000	(374,000)	0	0	0
320450 CPZ Programme	398,500	(398,500)	0	0	0
320489 Selective Licensing	1,058,000	(142,000)	916,000	0	916,000
320506 Highways Obligation to Borough of Culture Res	104,900	(65,000)	39,900	0	39,900
320517 Leytonstone Library Donations	10,000	0	10,000	(10,000)	0
320524 Ching Culvert	187,600	(4,000)	183,600	(4,000)	179,600
<b>Neighbourhoods &amp; Commercial total</b>	<b>4,945,000</b>	<b>(1,704,000)</b>	<b>3,241,000</b>	<b>526,500</b>	<b>3,767,500</b>
<b>Economic Development - Regeneration &amp; Growth</b>					
320007 Building Regulations *	(96,000)	0	(96,000)	0	(96,000)
320011 Regeneration Reserve	16,000	(16,000)	0	0	0
320042 UDP/Local Development	101,900	(101,900)	0	0	0
320094 Blackhorse Lane	132,500	(46,000)	86,500	(86,500)	0
320405 Planning Delivery	486,500	(170,000)	316,500	(316,500)	0
320406 Climate Change	15,800	(5,000)	10,800	(10,800)	0
320433 Land Charges	245,100	(150,000)	95,100	(95,100)	0
320481 HEAT Networks Delivery Unit	30,400	(15,000)	15,400	(15,400)	0
320490 Local Community Infrastructure Levy	213,500	(132,500)	81,000	(81,000)	0
<b>ED - Regeneration &amp; Growth total</b>	<b>1,145,700</b>	<b>(636,400)</b>	<b>509,300</b>	<b>(605,300)</b>	<b>(96,000)</b>
<b>Economic Development - Property &amp; Asset Management</b>					
Schools PFI**	811,192	0	811,192	0	811,192
320427 Salix Energy Financing Fund	1,134,400	780,900	1,915,300	51,700	1,967,000
320462 Corporate Solar Panel FiT Income	144,600	0	144,600	0	144,600
<b>ED - Property &amp; Asset Management total</b>	<b>2,090,192</b>	<b>780,900</b>	<b>2,871,092</b>	<b>51,700</b>	<b>2,922,792</b>

**PROVISIONS, RESERVES AND BALANCES**

	2021/22		2022/23		
	Actual 1st April 2021	Projected movement 2021/22	Projected Balance 31st March 2022	Projected movement 2022/23	
<b>Families - Adult Services</b>					
320471 Disabled Facilities	0	0	0	0	0
<b>Families - Adult Services - total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Families - Childrens Services</b>					
320085 Remand Placements	85,000	(85,000)	0	0	0
320097 Community Safety Issues - Reserves	9,400	(9,400)	0	0	0
320466 2 Year Old Fund	136,500	(136,500)	0	0	0
<b>Families - Childrens Services total</b>	<b>230,900</b>	<b>(230,900)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance &amp; Governance</b>					
320027 Audit & Investigations	190,500	(7,800)	182,700	0	182,700
320475 Discretionary Housing Payments	883,800	0	883,800	0	883,800
320482 Risk Management	35,100	0	35,100	0	35,100
320488 FIDAS/Procurement	64,300	0	64,300	0	64,300
320491 Financial Exercise	2,774,700	(206,900)	2,567,800	0	2,567,800
320521 Legal and Governance	150,000	0	150,000	0	150,000
320522 Finance & ROI	896,600	(896,600)	0	0	0
<b>Finance &amp; Governance total</b>	<b>4,995,000</b>	<b>(1,111,300)</b>	<b>3,883,700</b>	<b>0</b>	<b>3,883,700</b>
<b>TOTAL GF EARMARKED RESERVES</b>	<b>86,530,092</b>	<b>(8,159,100)</b>	<b>78,370,992</b>	<b>(9,270,500)</b>	<b>69,100,492</b>
320100 Capital Reserve	743,400	(743,400)	0	0	0
320103 HRA General Reserve	3,124,000	(3,124,000)	0	0	0
320112 HRA Digital	735,500	0	735,500	(735,500)	0
320113 HRA - GLA Grant for Small Sites	5,000	(5,000)	0	0	0
<b>HRA Reserves</b>	<b>4,607,900</b>	<b>(3,129,000)</b>	<b>735,500</b>	<b>(735,500)</b>	<b>0</b>
<b>Schools Revenue Reserves</b>	<b>8,510,500</b>	<b>(831,500)</b>	<b>7,679,000</b>	<b>0</b>	<b>7,679,000</b>
<b>GRANT RELATED RESERVES REVENUE</b>					
320603 Send Reform Reserve	114,400	(114,400)	0	0	0
320626 Growth Area Fund	91,800	(91,800)	0	0	0
320630 Handy Person Grants	40,200	(40,200)	0	0	0
320633 Tenancy Fraud	50,500	(17,300)	33,200	0	33,200
320642 SFA Employer/Le	164,500	(28,200)	136,300	(136,300)	0
320647 Local Housing	20,100	(20,100)	0	0	0
320648 Income Support	23,100	(23,100)	0	0	0
320649 Atlas Grant	600	(600)	0	0	0
320653 Neighbourhood Planning Front Runner Grants	63,800	0	63,800	(63,800)	0
320656 Council Tax Localisation Grant	261,600	(216,500)	45,100	0	45,100
320658 Sport England	7,000	0	7,000	0	7,000
320660 NHS Healthy Living	9,600	0	9,600	0	9,600
320662 CTax - Social Fund	916,100	0	916,100	0	916,100
320663 DWP Individual Electoral Registration	76,600	0	76,600	0	76,600
320664 DWP HB Transition Funding	296,500	0	296,500	0	296,500
320665 DH Public Health	2,677,000	0	2,677,000	0	2,677,000
320667 DEFRA - Air Quality	33,300	0	33,300	(29,000)	4,300
320671 DWP Additional Transitional Funding	695,600	0	695,600	0	695,600
320672 Early Years Pupil Premium	1,000	0	1,000	0	1,000
320673 DWP FERIS	353,800	(353,800)	0	0	0
320674 London Childcare	162,400	(162,400)	0	0	0
320676 Adoption Reform	179,100	(179,100)	0	0	0
320677 ESF Lottery	100,000	(50,000)	50,000	(50,000)	0
320679 DEFRA - Flood	113,000	(4,400)	108,600	(108,600)	0
320680 MOPAC Reserve	111,100	(100,000)	11,100	(11,100)	0
320681 One Public Estate	509,400	(279,100)	230,300	0	230,300
320685 MHCLG - Connecting Communities	1,187,000	(738,200)	448,800	(448,800)	0
320688 MHCLG Pocket Parks	75,300	0	75,300	(75,300)	0
320689 NAAS early adopters reserve	22,300	(21,000)	1,300	(1,300)	0
320690 Social Workforce Development Reserve	206,800	(100,600)	106,200	(100,000)	6,200
320691 DCLG - CMF UASCs Reserve	72,900	(72,900)	0	0	0
320693 GF Homelessness Grants - Earmarked Reserves	723,100	(723,100)	0	0	0
320694 GF Rough Sleeping Grants - Earmarked Reserves	166,900	(166,900)	0	0	0
320696 Covid-19 Unallocated	15,817,200	(15,817,200)	0	0	0
320697 HG - Switchboard Studio - Reserve	15,900	(15,900)	0	0	0
320701 Troubled Families grant reserve	660,300	(374,800)	285,500	0	285,500
320702 GLA - Housing Zone grant reserve	35,700	(35,700)	0	0	0
320704 DFE Innovation grant reserve	6,600	0	6,600	0	6,600
320705 DFE School Improvement Brokering grant reserve	194,200	(85,000)	109,200	0	109,200
320706 TfL Walthamstow Study grant reserve	20,000	(20,000)	0	0	0
320707 DFE Extension of Virtual Head role grant reserve	41,800	(41,800)	0	0	0
320708 GLA-Greener City Fund Leyton Jubilee	12,300	0	12,300	(12,300)	0
320709 HLF-Great Places Project	1,300	0	1,300	0	1,300

**PROVISIONS, RESERVES AND BALANCES**

	2021/22		2022/23		
	Actual 1st April 2021	Projected movement 2021/22	Projected Balance 31st March 2022	Projected movement 2022/23	
320710 HAF-Holiday Activities & Food Programme	104,700	(104,700)	0	0	0
320711 Next Steps Accommodation Prog.	178,600	(178,600)	0	0	0
320712 Controlling Migration Fund	177,800	0	177,800	0	177,800
<b>TOTAL REVENUE GRANT RESERVES</b>	<b>26,792,800</b>	<b>(20,177,400)</b>	<b>6,615,400</b>	<b>(1,036,500)</b>	<b>5,578,900</b>
<b>OVERALL TOTAL REVENUE RESERVES</b>	<b>126,441,292</b>	<b>(32,297,000)</b>	<b>93,400,892</b>	<b>(11,042,500)</b>	<b>82,358,392</b>
<b>PROVISIONS</b>					
210168 Insurance Provision	6,955,900	(455,900)	6,500,000	0	6,500,000
210177 Third Party Claims	500,000	(500,000)	0	0	0
210181 Termination Pay	24,200	(24,200)	0	0	0
210183 FI - NNDR Appeals - Provision	1,543,500	509,600	2,053,100	0	2,053,100
210184 Housing	3,900,000	0	3,900,000	0	3,900,000
210185 Amey Contract	216,100	(216,100)	0	0	0
210186 Term Time Officers	2,750,000	(2,750,000)	0	0	0
210402 Housing	5,740,400	(5,240,400)	500,000	(250,000)	250,000
210403 Breakfast Club	58,900	(58,900)	0	0	0
<b>TOTAL PROVISIONS</b>	<b>21,689,000</b>	<b>(8,735,900)</b>	<b>12,953,100</b>	<b>(250,000)</b>	<b>12,703,100</b>
<b>WORKING BALANCES</b>					
330100 GENERAL FUND	14,905,500	0	14,905,500	0	14,905,500
330500 HOUSING REVENUE ACCOUNT	3,317,800	1,682,200	5,000,000	0	5,000,000

## LBWF - COUNCIL TAX HISTORY

	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
<b>Expenditure LBWF</b>	<b>389,941</b>	<b>362,025</b>	<b>355,907</b>	<b>395,871</b>	<b>382,812</b>	<b>394,531</b>	<b>405,825</b>	<b>423,115</b>
<b>Total Exchequer support</b>	<b>(291,120)</b>	<b>(255,422)</b>	<b>(242,118)</b>	<b>(250,931)</b>	<b>(242,920)</b>	<b>(256,954)</b>	<b>(280,061)</b>	<b>(287,149)</b>
as a %	74.7%	70.6%	68.0%	63.4%	63.5%	65.1%	69.0%	67.9%
Business Rate Retention	(16,266)	(17,054)	(18,901)	(42,703)	(34,037)	(23,801)	(18,932)	(16,999)
To be raised locally	82,555	89,549	94,888	102,237	105,855	113,776	106,832	118,966
Collection Fund (surplus)/deficit	(3,599)	(3,421)	(2,104)	(3,424)	(1,358)	(3,486)	8,182	2,443
<b>Met from Council Tax</b>	<b>78,956</b>	<b>86,128</b>	<b>92,784</b>	<b>98,813</b>	<b>104,497</b>	<b>110,290</b>	<b>115,014</b>	<b>121,409</b>
Council Tax Base	68,526 *	71,882 *	73,757 *	74,816 *	76,084 *	77,221 *	76701	78615.12
<b>** LBWF Council Tax at band D</b>	<b>£ 1,152.21</b>	<b>£ 1,198.18</b>	<b>£ 1,257.97</b>	<b>£ 1,320.74</b>	<b>£ 1,373.43</b>	<b>£ 1,428.24</b>	<b>£ 1,499.51</b>	<b>£ 1,544.35</b>
<b>LBWF increase</b>	<b>0.0%</b>	<b>3.99%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>3.99%</b>	<b>3.99%</b>	<b>4.99%</b>	<b>2.99%</b>
Greater London Authority	£ 295.00	£ 276.00	£ 280.02	£ 294.23	£ 320.51	£ 332.07	£ 363.66	£ 395.59
<b>Total Council Tax at band D</b>	<b>£ 1,447.21</b>	<b>£ 1,474.18</b>	<b>£ 1,537.99</b>	<b>£ 1,614.97</b>	<b>£ 1,693.94</b>	<b>£ 1,760.31</b>	<b>£ 1,863.17</b>	<b>£ 1,939.94</b>
Overall increase	-0.28%	1.86%	4.33%	5.01%	4.89%	3.92%	5.84%	4.12%
Ratio of expenditure to every £1 of Council Tax	4.72	4.04	3.75	3.87	3.62	3.47	3.80	3.56
Social Care Precept	0	£ 23.04	£ 58.99	£ 84.15	£ 97.36	£ 124.83	£ 167.68	£ 182.68

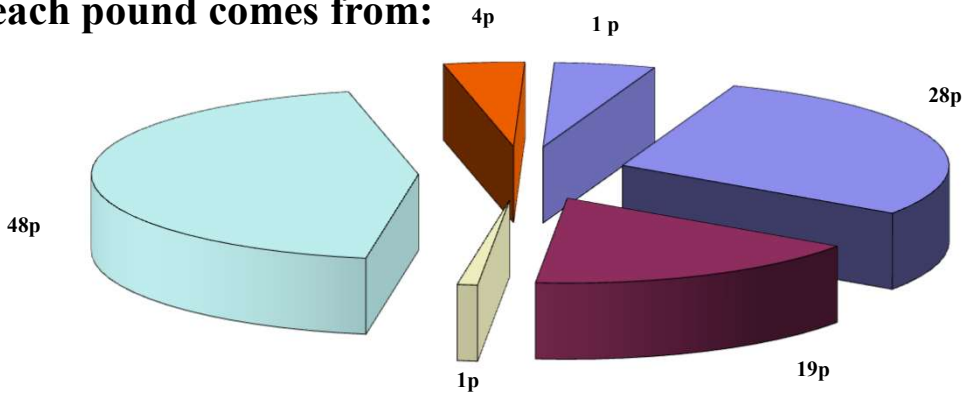
\*\* includes Social Care Precept

## ANALYSIS OF BUDGETS OVER SERVICES

	Revised 2021/22	Original 2022/23
Service	£'000	£'000
Dedicated Schools Budget	179,787	185,311
Families - Other support for schools	23,729	23,502
Families - Children & Young People	40,345	41,532
Families - Adults group	68,980	68,035
Families - Public Health	16,549	17,353
Resident Services - Neighbourhoods & Commercial	42,302	42,938
Resident Services - Housing & Growth	8,316	8,587
Corporate Expenditure	5,862	5,944
Economic Growth, Housing Delivery & Culture	7,496	6,244
Corporate Development	12,955	13,298
Finance & Governance	8,554	8,651
<b>Services Total</b>	<b>414,874</b>	<b>421,394</b>
Add Contingency Estimate	14,404	22,993
Interest and Capital charges	3,702	3,702
Depreciation contra entry	(28,616)	(27,616)
Contribution to/(from) Funds	(8,732)	(8,084)
<b>Sub Total</b>	<b>395,634</b>	<b>412,389</b>
Levies counting as Waltham Forest expenditure:	10,192	10,726
<b>Budget Required</b>	<b>405,825</b>	<b>423,115</b>

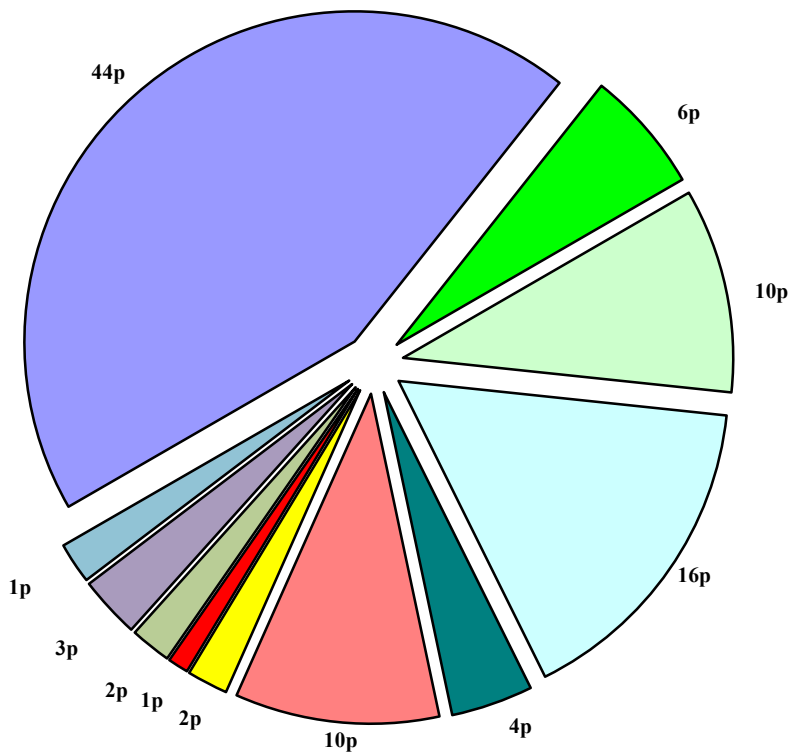
Set out above is the total budgeted expenditure for services. This is equivalent to the total of Directorate budgets, but is analysed in a way that is more meaningful for service users. This type of analysis is included in the Council Tax leaflet.

### Where each pound comes from:



- Council Tax
- Public Health Grant
- New Homes Bonus Grant
- NNDR
- Dedicated Schools and Pupil Premium Grant
- Government Grants

### Where each pound is spent:



- Dedicated Schools Grant
- Families - Other support for schools
- Families - Children & Young People
- Families - Adults group
- Families - Public Health
- Resident Services - Neighbourhoods & Commercial
- Corporate Expenditure
- Resident Services - Housing & Growth
- Economic Growth, Housing Delivery & Culture
- Corporate Development
- Finance & Governance

<b>ANNUAL BUDGET - STAFFING PAY</b>				
<b>LONDON BOROUGH OF WALTHAM FOREST ANALYSIS OF STAFFING</b>	<b>2022/23 ESTABLISHMENT NUMBERS FTE</b>	<b>2021/22 ORIGINAL ESTIMATE £</b>	<b>2021/22 CURRENT £</b>	<b>2022/23 ORIGINAL ESTIMATE £</b>
<b>CHIEF EXECUTIVE</b>				
Chief Executive	1	241,000	241,000	247,000
	<b>1</b>	<b>241,000</b>	<b>241,000</b>	<b>247,000</b>
<b>FAMILIES</b>				
Families - Centrally retained	1	194,400	177,400	177,400
Children and Families	243	13,569,000	14,684,200	14,732,200
Learning and Systems Leadership	39	2,142,300	2,028,700	2,130,260
Early Help	185	7,337,800	4,844,000	4,844,000
Adult Social Care	388	17,089,900	16,955,000	17,022,100
Public Health (ring-fenced)	24	1,123,600	1,157,100	1,157,100
Public Health (other)	4	272,900	257,500	257,500
Waltham Forest Traded Services	166	6,720,100	5,575,400	5,632,400
SEND Services	71	1,887,100	2,546,800	2,546,800
	<b>1,121</b>	<b>50,337,100</b>	<b>48,226,100</b>	<b>48,499,760</b>
<b>ECONOMIC GROWTH, HOUSING DELIVERY &amp; CULTURE</b>				
Strategic Director of Economic Growth, Housing Delivery & Culture	1	221,000	205,400	208,900
Director of Regeneration & Growth	2	235,700	221,400	229,400
Director of Planning, Strategy & Development	77	3,602,100	3,229,300	3,205,000
Director of Inward Investment	1	136,700	128,000	128,000
Housing Strategy	16	948,000	909,000	909,000
Director Property & Asset Management	1	141,400	141,400	141,400
Commercial Property Investment	18	1,019,500	1,012,900	1,012,900
Capital Strategy	12	674,000	680,900	680,900
Capital Delivery	29	2,202,500	2,201,500	2,035,700
Area Regeneration & Delivery	24	1,221,800	1,254,700	1,433,300
Culture and Heritage	22	1,193,400	1,126,400	1,106,500
Director of Employment	96	4,285,800	4,130,200	4,539,000
Major Projects	5	314,600	292,600	461,700
	<b>304</b>	<b>16,196,500</b>	<b>15,533,700</b>	<b>16,091,700</b>
<b>FINANCE &amp; GOVERNANCE</b>				
Director of Finance & Governance	1	176,900	176,900	176,900
Financial Management & Accountancy	59	3,496,100	3,291,500	3,434,500
Audit, Fraud & Risks	18	841,000	822,200	787,200
Revenues and Benefits	109	5,028,600	4,727,000	4,727,300
Treasury & Pensions Management	9	305,100	283,100	481,400
Governance	90	5,090,300	4,720,600	4,893,100
Return on Investment	37	2,139,300	2,004,000	2,461,500
	<b>323</b>	<b>17,077,300</b>	<b>16,025,300</b>	<b>16,961,900</b>
<b>CORPORATE DEVELOPMENT</b>				
Strat Director Corporate Development	3	209,200	715,200	715,200
Director of Comm & Communities	18	1,271,900	849,800	849,800
Digital & ICT	63	3,851,800	3,656,100	3,679,800
Employee Experience	27	1,552,700	1,472,600	1,511,600
Connecting Communities	6	184,200	157,300	157,300
Strategy & Change	84	3,724,700	3,582,400	3,582,400
	<b>201</b>	<b>10,794,500</b>	<b>10,433,400</b>	<b>10,496,100</b>
<b>RESIDENT SERVICES</b>				
Director of Resident Services	1	215,600	201,100	201,100
Highways & Traffic Mgmt	94	4,981,400	4,484,300	4,650,900
Leisure	13	615,800	590,700	590,700
Neighbourhood Services	54	3,030,800	2,672,100	2,672,100
Commercial Services	81	3,087,600	891,300	891,300
Regulatory Services	125	5,934,000	5,741,200	5,800,700
Customer Services & Business Hub	391	12,488,200	11,657,900	11,657,900
Housing General Fund	83	3,832,100	5,720,900	5,720,900
Housing Revenue Account	163	9,269,400	8,925,600	9,055,620
	<b>1,005</b>	<b>43,454,900</b>	<b>40,885,100</b>	<b>41,241,220</b>
<b>TOTAL NON-SCHOOL STAFF</b>	<b>2,955</b>	<b>138,101,300</b>	<b>131,344,600</b>	<b>133,537,680</b>
Staff in schools (Dedicated Schools budget)	2,450	128,077,000	183,626,000	183,626,000
<b>GRAND TOTAL</b>	<b>5,405</b>	<b>266,178,300</b>	<b>314,970,600</b>	<b>317,163,680</b>



**STATISTICAL INFORMATION**  
**Families Statistical Information**

Description		2019/20 Actual	2020/21 Updated Projected	2020/21 Actual	2021/22 Original Projected	2021/22 Updated Projected	2022/23 Projected
<b>Residential Homes</b>	Older Persons In-House residential care	3	3	3	3	3	3
<b>Average Annual Placements</b>	Adults Residential & Nursing	595	567	622	570	633	650
	Adults Supported Living	467	478	491	480	514	530
	Adults Day Care	160	155	156	155	172	180
	Adults Home Care	1,171	1,235	1244	1,235	1394	1440
	Adults Direct Payments (all groups)	795	753	709	750	663	670
<b>Schools</b>	Nursery	3	3	3	3	3	3
	Infant	2	2	2	2	2	2
	Junior	1	1	1	1	1	1
	Primary	26	26	26	26	26	26
	Secondary	7	7	7	7	7	7
	Special	1	1	1	1	1	1
	Academies	34	34	34	34	34	34
	All through	1	1	1	1	1	1
	Pupil Referral Unit	3	3	3	3	3	3
<b>Pupils</b>	Nursery	281	227	227	231	240	250
	Infant	480	461	461	468	469	470
	Junior	208	187	187	190	159	185
	Primary	12,469	12,201	12,201	12,396	11,914	12,196
	Secondary	6,713	6,787	6,787	6,896	6,916	6,804
	Special	45	46	46	47	39	43
	Academies	21,009	21,192	21,192	21,531	21,230	21,141
	All through	1,357	1,267	1,267	1,287	1,210	1,278
	Pupil Referral Unit	116	76	76	77	47	80
	<b>Total Pupils</b>	<b>42,678</b>	<b>42,444</b>	<b>42,444</b>	<b>43,123</b>	<b>42,224</b>	<b>42,447</b>
<b>Children's Centres</b>	Hubs	4	4	4	4	4	4
<b>Average Annual Placements</b>	Residential	23	26	24	26	26	26
	P & V Fostering	119	127	128	127	127	127
	In House	47	53	54	57	65	65
	Connected Persons Fostering	35	47	50	47	61	61
	Semi Independent 16-18	38	29	30	29	28	28
	<b>Average Total Looked After Children</b>	<b>262</b>	<b>282</b>	<b>286</b>	<b>286</b>	<b>307</b>	<b>307</b>
	Supported Lodgings <18	32	34	35	34	43	43
	P & V Fostering <18	6	7	6	7	9	9
	Semi Independent 18+	85	113	105	113	102	102
	Centrepoint	14	15	15	15	15	15
	Child Arrangements	19	16	16	16	15	15
	Special Guardianship	158	159	162	159	162	162
	Adoption Orders	49	45	45	45	40	40
	<b>Average Total placements</b>	<b>625</b>	<b>671</b>	<b>384</b>	<b>675</b>	<b>675</b>	<b>675</b>
	<b>Average Asylum seekers (incl above)</b>	<b>98</b>	<b>111</b>	<b>109</b>	<b>111</b>	<b>111</b>	<b>111</b>
<b>Pupil Meals</b>	Primary/Nursery/Special Schools	1,841,637	1,370,512	1,258,501	2,013,864	1,808,116	1,808,116
	Secondary Schools	482,262	291,237	247,606	437,499	355,740	355,740
	Staff Meals	66,841	36,975	31,181	61,766	44,799	44,799
	<b>Total Schools</b>	<b>2,390,740</b>	<b>1,698,725</b>	<b>1,537,288</b>	<b>2,513,129</b>	<b>2,208,655</b>	<b>2,208,655</b>
	Number of Feeding Days	196	190	190	190	190	190
	Meals per day	12,198	8,941	8,091	13,227	11,625	11,625

### Residents Services Statistical Information

Description		2019/20 Actual	2020/21 Updated Projected	2020/21 Actual	2021/22 Original Projected	2021/22 Updated Projected	2022/23 Projected
<b>Libraries</b>	Number of Libraries	8	8	8	8	8	8
	Number of Visits	1,166,789	240,000	237,921	1,200,000	470,000	1,200,000
<b>Contact Centre</b>	Number of Calls	499,093	450,000	497,054	450,000	480,000	480,000
<b>Parks &amp; Open Spaces</b>	Number	95	95	95	95	95	95
	Total Area (Hectares)	192	192	192	192	192	192
<b>Sports and Leisure</b>	Leisure Centres	6	6	6	6	6	6
<b>Cemeteries</b>		2	2	2	2	2	2
<b>Allotments</b>	Council owned and managed	19	19	19	19	19	19
	Council owned, non-council managed	8	8	8	8	8	8
	Council leased, council managed	7	7	7	7	7	7
	Private	4	4	4	4	4	4
<b>Public Car Parks</b>		11	11	11	11	11	11
<b>Housing</b>	Properties sold under 'Right to Buy'	43	40	42	35	40	30
	Number of Sheltered Hsg Blocks/Units	14/457	14/457	14/460	14/457	14/460	14/460
	Hostels (properties/rooms)	12/151	12/151	12/139	12/151	12/139	12/139
<b>Households in Temporary Accommodation Schemes</b>	B&B & Annexes	879	491	378	614	137	200
	Private Sector-leased Accommodation	801	919	1082	1152	889	800
<b>Community &amp; Culture</b>	Halls - residents Services	2	2	2	2	2	2

### Economic Growth Statistical Information

Description		2019/20 Actual	2020/21 Updated Projected	2020/21 Actual	2021/22 Original Projected	2021/22 Updated Projected	2022/23 Projected
<b>Business, Emp. &amp; Skills</b>	Adult Education Centres	2	2	2	2	2	2
<b>Area of Borough</b>	Total Area (Hectares)	3882	3882	3882	3882	3882	3882
<b>Museums &amp; Galleries</b>	Museums - Economic Growth	1	1	1	1	1	1
	Galleries - Economic Growth	1	1	1	1	1	1

## **PROGRESS ON DELIVERING THE COUNCIL'S PRIORITIES**

The Council's Public Service Strategy follows a period of significant change and service transformation, and an ongoing, nationwide pandemic, which placed new demands on the borough's residents, businesses, and communities, as well as council staff and partners, who deliver services.

The Council's Corporate Performance Framework is also evolving to support and monitor our progress and service delivery.

The Corporate Performance Framework demonstrates how the Council will achieve the long-term vision for the borough, focusing on clearly defined medium and short-term targets, alongside output measures and budgetary information to monitor vital indicators of service transformation.

Development of Key Accountabilities and Key Performance Indicators (KPIs) has been carried out in collaboration with senior officers, to ensure that the Council's performance is effectively managed and service delivery remains on track.

The Corporate Performance Framework is aligned to a suite of indicators chosen by senior management, set out by topic. The Corporate Performance Framework has a more streamlined set of indicators, better targeting the Council's service priorities.

## **EQUALITIES**

### *Disproportionality in the Youth Justice System*

- The number of cautions and convictions has reduced for all ethnicities since 2020, however the reduction for black young people has been smaller and the rate in 2021 was 2.5 times higher than for white young people. This is the highest level of disproportionality that we have seen in recent years.

### *Representation of protected groups in Council top earners*

- The percentage of top quintile earners who are women has seen a small increase from 54.2% at the start of the 21/22 financial year to 55.7% by the end of quarter 3. This proportion has remained relatively consistent for the past two years. Similarly, the percentage of top-quintile earners who are BAME remaining at around 39% throughout the 21/22 financial year. This is an improvement from the previous year as in March 2020 BAME top quintile earners stood at 34.6%

## **HOUSING AND HOMELESSNESS**

### *Homelessness*

- The number of decisions where households were accepted as homeless, eligible and in priority need increased steadily during this financial year. It is likely that this may have been impacted by the implementation of the Domestic Abuse Bill 2021 which granted automatic priority need to those approaching the council as homeless due to fleeing domestic abuse. This saw acceptances rise from 94 at the end of Q4 20/21 to 165 at the Q3 of 21/22.

- The number of households living in temporary accommodation has continued to decrease from 1386 at the end of Q4 2020/21 to 1044 at the end of Q3 2021/22. This is the lowest it has been in the past two years.
- The number of rough sleepers in temporary accommodation has seen a steady decrease since the start of 2021/22 with a reduction from 60 in March 2021 to 44 by December 2021.

## **QUALITY OF LIFE AND SOCIAL CARE**

### *Education, Employment and Training*

- The percentage of 16–17-year-olds not in education, employment or training was at 3.3% as of December 2021 is below the target of 4.1%.

### *Youth Justice and Youth Violence*

- The number of first-time entrants into the youth justice system increased since the end of Q4 2021/22 from 80 to 89 by Q3 2021/22. However, this was still ahead of target for this financial year.
- The number of knife crime victims remained consistent from the end of Q4 2020/21 at around 52 per quarter however saw a 19% reduction by Q3 21/22 with 42 reported victims.

### *Vulnerable Children*

- The proportion of children subject to a Child Protection Plan who were visited regularly within 4 weeks declined towards the end of this financial year with visitor compliance dropping to 72% by the end of Q3 2021/22.

### *Long term service users*

- The percentage of long-term adult social care service users with a plan that has been reviewed within the last 12 months was 73% at the start of the 2021/22 financial year. This declined as the year progressed with a 10% decrease by the end of the Q1. However, by the end of Q3 there was an improvement with the percentage increased to 69%.
- The percentage of long-term Children's social care service users with a plan that has been reviewed within the last 12 months stood at 73% at the start of the financial year and peaked at 81% in June 2021. However, it has since seen a steady decline since then decreasing to 69% by the end of Q3.

## **CORPORATE HEALTH**

### *Business Rates*

- Collection of business rates has seen an improvement this financial year and appears to be recovering from the impact of the pandemic. As restrictions were lifted and businesses were able to operate at full capacity, at the end of Q3 2021/22 we were ahead of target in the collection of business rates at 72.5%.

### *Council Tax*

- The collection of Council Tax at the end of Q3 was slightly under target at 78.8%, however it is higher than it was at the same time last year.

### *Rent arrears*

- There was a significant reduction to rent arrears at the end of Q3 of 2021-22 as water rate collection charge refunds were credited to accounts in December. This with the two Christmas 'rent free weeks' resulted in a significant reduction in arrears.

## **COVID-19 PANDEMIC**

### *Leisure Centres*

- As the lockdown restrictions eased throughout 2021 the number of attendances to leisure centres began to increase rising from 285942 at the end of Q1 to 882257 by the end of Q3.

## **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**

Waltham Forest is a billing authority. The billing authority is responsible for levying and collecting the Council Tax and Business Rates 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 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.

### **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 2022/23 all London Boroughs continued in the London Business Rates Pool where Government retain 33%, GLA 37% of the rates collected, 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 Council Tax and Business Rates are paid. 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 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.

## **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, Business Rate 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.

## **MINIMUM REVENUE PROVISION (MRP)**

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

## **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**

The Prudential Code allows 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'.

**PUBLIC HEALTH GRANT**

Local authorities (upper tier and unitary) are responsible for improving the health of their local population and reducing health inequalities. Local authorities will receive a public health grant for their public health duties for all ages.

**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 NDR 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.

**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. Waltham Forest is a top-up authority.



LONDON BOROUGH OF WALTHAM FOREST

ANNUAL BUDGET

NON-SCHOOL STAFFING NUMBERS	2022/23
STAFFING NUMBERS IN SCHOOLS	2,955
TOTAL STAFFING NUMBERS	<u>2,450</u>
	<u>5,405</u>

COST ELEMENT / GROUP	SUBJECTIVE SUMMARY	2020/21 ACTUAL	2021/22 ORIGINAL ESTIMATE	2021/22 CURRENT	2022/23 ORIGINAL ESTIMATE
	SUBJECTIVE ANALYSIS OF ESTIMATES	£	£	£	£
	<b>EXPENDITURE</b>				
401	EMPLOYEES	267,014,952	273,943,900	330,484,200	333,054,980
402	PREMISES	57,832,958	64,580,900	50,526,200	53,821,800
403	TRANSPORT	5,053,991	5,798,600	5,110,700	5,110,200
404	SUPPLIES AND SERVICES	150,421,763	95,933,100	71,942,300	76,970,520
405	THIRD PARTY PAYMENTS	176,979,673	139,520,500	124,382,800	125,105,800
406	TRANSFER PAYMENTS	148,542,019	204,612,500	204,617,400	205,087,400
4070	RECHARGES WITHIN DIRECTORATE	5,566,134	10,359,100	10,380,700	1,376,700
4072	RECHARGES BETWEEN DIRECTORATES	45,269,508	42,304,500	42,651,500	56,075,500
4074	RECHARGES OUTSIDE GENERAL FUND	11,863,524	5,881,900	5,838,900	2,114,700
408	CAPITAL CHARGES	24,646,224	11,995,800	11,995,800	10,350,800
410	FINANCING	44,517,787	51,211,100	48,607,100	48,351,900
	<b>TOTAL EXPENDITURE</b>	<b>937,708,534</b>	<b>906,141,900</b>	<b>906,537,600</b>	<b>917,420,300</b>
	<b>INCOME</b>				
4090	GOVERNMENT GRANTS	(331,236,990)	(236,689,000)	(220,083,700)	(219,058,800)
409073	DEDICATED SCHOOLS GRANT	0	(164,175,300)	(163,914,400)	(178,800,500)
409091	PUPIL PREMIUM	0	(7,485,500)	(7,000,000)	0
4093	OTHER GRANTS AND CONTRIBUTIONS	(116,364,326)	(39,812,600)	(62,515,687)	(58,975,400)
4094	CUSTOMER AND CLIENT RECEIPTS	(161,441,810)	(174,413,000)	(167,073,800)	(174,635,000)
4096	INTEREST RECEIVED	(626,684)	(227,500)	(227,500)	(277,500)
4097	RECHARGES	(82,541,348)	(64,417,400)	(65,108,300)	(66,591,300)
	<b>TOTAL INCOME</b>	<b>(692,211,158)</b>	<b>(687,220,300)</b>	<b>(685,923,387)</b>	<b>(698,338,500)</b>
	<b>NET EXPENDITURE</b>	<b>245,497,376</b>	<b>218,921,600</b>	<b>220,614,213</b>	<b>219,081,800</b>

	SERVICE SUMMARY	2020/21 ACTUAL	2021/22 ORIGINAL ESTIMATE	2021/22 CURRENT	2022/23 ORIGINAL ESTIMATE
	DIRECTORATE ANALYSIS	£	£	£	£
CE	CHIEF EXECUTIVE	12,773	11,700	400	0
FA	FAMILIES	144,718,642	146,025,800	146,283,550	145,406,400
EG	ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE	2,242,518	8,478,500	9,365,150	8,174,900
FI	FINANCE & GOVERNANCE	6,242,874	5,354,600	5,374,300	6,548,200
CD	CORPORATE DEVELOPMENT	5,235,945	87,000	417,600	1,123,600
NC	RESIDENT SERVICES	62,519,376	48,322,200	48,783,213	48,092,500
XP	CORPORATE EXPENDITURE	24,525,248	10,641,800	10,390,000	9,736,200
	<b>NET EXPENDITURE</b>	<b>245,497,376</b>	<b>218,921,600</b>	<b>220,614,213</b>	<b>219,081,800</b>

**CHIEF EXECUTIVE  
CHIEF EXECUTIVE - 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.

<b>STAFFING NUMBERS</b>	<b>2022/23</b> 1
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 ACTUAL</b>	<b>2021/22 ORIGINAL ESTIMATE</b>	<b>2021/22 CURRENT</b>	<b>2022/23 ORIGINAL ESTIMATE</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	242,509	241,500	241,900	247,800
Premises	0	0	0	0
Transport	350	700	700	700
Supplies and Services	414	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
<b>Total Expenditure</b>	<b>243,273</b>	<b>242,200</b>	<b>242,600</b>	<b>248,500</b>
<b>Income</b>				
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	(230,500)	(230,500)	(242,200)	(248,500)
<b>Total Income</b>	<b>(230,500)</b>	<b>(230,500)</b>	<b>(242,200)</b>	<b>(248,500)</b>
<b>Net Expenditure / (Income)</b>	<b>12,773</b>	<b>11,700</b>	<b>400</b>	<b>0</b>

<b>SERVICE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Service Head Analysis</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Chief Executive	12,773	11,700	400	0
<b>Net Expenditure</b>	<b>12,773</b>	<b>11,700</b>	<b>400</b>	<b>0</b>

**FAMILIES  
DIRECTOR - HEATHER FLINDERS**

**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.

				<b>2022/23</b>
<b>NON-SCHOOL STAFFING NUMBERS</b>				<b>1,121</b>
<b>STAFFING NUMBERS IN SCHOOLS</b>				<b>2,450</b>
				<b>3,571</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 ACTUAL</b>	<b>2021/22 ORIGINAL ESTIMATE</b>	<b>2021/22 CURRENT</b>	<b>2022/23 ORIGINAL ESTIMATE</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	170,229,256	180,891,700	236,613,500	238,824,260
Premises	1,732,384	342,000	1,324,100	1,448,700
Transport	3,595,641	3,770,100	3,770,100	3,770,100
Supplies and Services	63,858,129	50,035,200	16,912,350	19,634,040
Third Party Payments	141,148,564	112,216,900	95,810,800	94,996,900
Transfer Payments	20,072,027	17,229,300	17,234,200	17,704,200
Recharges Within Directorate	520,629	699,900	721,500	712,500
Recharges Between Directorates	15,078,496	14,198,300	14,198,300	14,041,600
Recharges Outside General Fund	7,732,788	1,950,000	1,950,000	1,950,000
Capital Charges	4,324,704	0	0	-
Financing	7,792,496	18,039,200	18,039,200	18,039,200
<b>Total Expenditure</b>	<b>436,085,114</b>	<b>399,372,600</b>	<b>406,574,050</b>	<b>411,121,500</b>
<b>Income</b>				
Government Grants	(184,561,001)	(26,266,600)	(8,500,700)	(5,242,200)
Dedicated Schools Grant	0	(164,175,300)	(163,914,400)	(178,800,500)
Pupil Premium	0	(7,485,500)	(7,000,000)	(6,510,000)
Other Grants and Contributions	(74,634,402)	(25,845,400)	(54,909,200)	(48,442,700)
Customer and Client Receipts	(25,552,727)	(27,076,500)	(22,196,100)	(22,840,500)
Interest Received	0	0	0	0
Recharges	(6,618,342)	(2,497,500)	(3,770,100)	(3,879,200)
<b>Total Income</b>	<b>(291,366,472)</b>	<b>(253,346,800)</b>	<b>(260,290,500)</b>	<b>(265,715,100)</b>
<b>Net Expenditure</b>	<b>144,718,642</b>	<b>146,025,800</b>	<b>146,283,550</b>	<b>145,406,400</b>

<b>SERVICE SUMMARY</b>	<b>2020/21 ACTUAL</b>	<b>2021/22 ORIGINAL ESTIMATE</b>	<b>2021/22 CURRENT</b>	<b>2022/23 ORIGINAL ESTIMATE</b>
<b>Service Head Analysis</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Families - Centrally Retained	(6,012,709)	(702,200)	(701,800)	(705,600)
Children and Families	42,838,721	38,935,100	38,983,200	38,951,100
Education Improvement	1,916,691	1,488,100	1,490,800	1,614,800
School Support	12,335,609	17,133,900	17,538,500	17,368,900
Early Help	5,068,175	5,399,900	5,539,100	5,855,500
Adult Social Care	80,527,310	72,533,900	72,208,450	71,119,500
Public Health (Ring-fenced)	(1,208,451)	74,500	77,300	29,100
Public Health (Other)	(6,385,918)	312,600	315,100	322,200
Waltham Forest Traded Services	2,786,064	3,063,200	3,064,100	3,076,800
Inclusion Divison	8,796,801	7,786,800	7,768,800	7,774,100
Dedicated Schools Budget	4,056,349	0	0	0
<b>Net Expenditure</b>	<b>144,718,642</b>	<b>146,025,800</b>	<b>146,283,550</b>	<b>145,406,400</b>

**FAMILIES**  
**DIRECTOR - HEATHER FLINDERS**

**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.

	<b>2022/23</b>
<b>NON-SCHOOL STAFFING NUMBERS</b>	<b>1,121</b>
<b>STAFFING NUMBERS IN SCHOOLS</b>	<b>2,450</b>
	<b>3,571</b>

<b>SERVICE SUMMARY</b>	<b>2020/21 ACTUAL</b>	<b>2021/22 ORIGINAL ESTIMATE</b>	<b>2021/22 CURRENT</b>	<b>2022/23 ORIGINAL ESTIMATE</b>
	£	£	£	£
<b>Service Head Analysis</b>				
<b>Families - Centrally Retained</b>				
Families - Centrally Retained	(6,012,709)	(702,200)	(701,800)	(705,600)
<b>Families - Centrally Retained</b>	<b>(6,012,709)</b>	<b>(702,200)</b>	<b>(701,800)</b>	<b>(705,600)</b>
<b>Childrens Social Care</b>				
Div Director Children & Fam (Service)	5,346,046	5,395,700	5,546,600	5,422,800
Safeguarding & Family Support Group	2,970,405	3,651,400	3,653,400	3,657,200
Safeguarding and Family Support 1	3,584,655	2,396,000	2,396,300	2,408,300
Safeguarding and Family Support 2	2,788,289	2,093,200	2,092,300	2,076,100
Protection and Partnership	1,690,160	1,545,900	1,440,800	1,441,600
Looked After Childrens Service	3,965,110	3,637,600	3,640,600	3,649,200
Asylum Services	386,023	1,213,600	1,213,000	1,214,100
Placement and Resource Services	21,020,894	18,038,500	18,035,800	18,073,500
Youth & Family Resilience Service	1,087,139	963,200	964,400	1,008,300
<b>Childrens Social Care</b>	<b>42,838,721</b>	<b>38,935,100</b>	<b>38,983,200</b>	<b>38,951,100</b>
<b>Learning &amp; Systems Leadership</b>				
Div Director Education Imp (Service)	710,535	694,500	694,700	701,500
School Effectiveness	804,204	85,900	73,300	148,900
Education Support Service	240,171	545,100	560,500	601,000
Careers	161,781	162,600	162,300	163,400
<b>Learning &amp; Systems Leadership</b>	<b>1,916,691</b>	<b>1,488,100</b>	<b>1,490,800</b>	<b>1,614,800</b>
<b>School Support</b>				
Education Overheads	12,335,609	17,133,900	17,538,500	17,368,900
<b>School Support</b>	<b>12,335,609</b>	<b>17,133,900</b>	<b>17,538,500</b>	<b>17,368,900</b>
<b>Early Help</b>				
EH Partnership & Troubled Families Team	(453,105)	80,400	71,700	99,000
Community Safety Team	1,186,036	778,400	1,062,500	1,074,000
Early Help 0-18	2,964,891	2,880,500	2,884,900	3,009,300
Assistant Director - EH & Troubled Fam	1,370,353	1,660,600	1,520,000	1,673,200
<b>Early Help</b>	<b>5,068,175</b>	<b>5,399,900</b>	<b>5,539,100</b>	<b>5,855,500</b>
<b>Adult Social Care</b>				
Provision and Independence Services	7,680,004	8,755,500	8,760,000	8,582,500
Community Wellbeing and Independence Service	14,243,041	11,785,000	11,288,300	8,941,600
Specialist Social Work Mental Health Service	11,415,854	7,045,500	8,333,400	8,313,800
Specialist Social Work Learning Disability	22,114,166	18,111,100	19,478,600	19,499,600
Adult Social Care - Management	(737,817)	7,286,100	2,949,350	4,466,000
Specialist Social Work Service	21,618,343	15,588,600	18,227,300	18,243,500
Adult Safeguarding & DOLS	1,109,985	1,053,800	1,201,500	1,193,100
Integrated Commissioning	3,083,734	2,908,300	1,970,000	1,879,400
<b>Adult Social Care</b>	<b>80,527,310</b>	<b>72,533,900</b>	<b>72,208,450</b>	<b>71,119,500</b>

**Continued:-**

**FAMILIES  
DIRECTOR - HEATHER FLINDERS**

**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.

	<b>2022/23</b>
<b>NON-SCHOOL STAFFING NUMBERS</b>	<b>1,121</b>
<b>STAFFING NUMBERS IN SCHOOLS</b>	<b>2,450</b>
	<b>3,571</b>

<b>SERVICE SUMMARY</b>	<b>2020/21 ACTUAL</b>	<b>2021/22 ORIGINAL ESTIMATE</b>	<b>2021/22 CURRENT</b>	<b>2022/23 ORIGINAL ESTIMATE</b>
	£	£	£	£
<b>Service Head Analysis</b>				
<b>Continued:-</b>				
<b>Public Health (Ring-fenced)</b>				
Public Health (Service)	277,215	60,800	63,100	12,800
Partnership & Sexual Health	(951,251)	0	0	0
Health Care	(373,827)	0	0	0
Health Improvement	(160,588)	13,700	14,200	16,300
<b>Public Health (Ring-fenced)</b>	<b>(1,208,451)</b>	<b>74,500</b>	<b>77,300</b>	<b>29,100</b>
<b>Public Health (Other)</b>				
Strategic Partnerships	55,362	87,400	87,800	97,000
CAMHS (Division)	148,809	225,200	225,200	225,200
VAWG Programme	(4,803)	0	0	0
Public Health Covid Grants	(6,585,286)	0	2,100	0
<b>Public Health (Other)</b>	<b>(6,385,918)</b>	<b>312,600</b>	<b>315,100</b>	<b>322,200</b>
<b>Waltham Forest Traded Services</b>				
Traded Services Management	988,970	2,564,000	2,564,400	2,766,300
School HR (Trading)	32,586	(60,100)	(59,900)	12,100
Music Service (Trading)	75,455	(76,700)	(75,400)	(76,300)
Governor Services (Trading)	52,031	74,000	68,900	75,900
Suntrap (Trading)	192,928	25,100	25,100	39,500
Waltham Forest Catering	1,444,095	536,900	541,000	259,300
<b>Waltham Forest Traded Services</b>	<b>2,786,064</b>	<b>3,063,200</b>	<b>3,064,100</b>	<b>3,076,800</b>
<b>Disability Enablement Service</b>				
Assistant Director SEND Services	774,249	665,900	666,100	669,300
SEND Service	8,022,552	7,120,900	7,102,700	7,104,800
<b>Disability Enablement Service</b>	<b>8,796,801</b>	<b>7,786,800</b>	<b>7,768,800</b>	<b>7,774,100</b>
<b>DSG</b>				
***** Central Expenditure Schools Block	4,056,349	0	0	0
***** Central Expenditure Early Years	945,514	687,500	0	0
***** Central Expenditure High Needs	(945,514)	(687,500)	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 Provi	0	0	0	0
<b>DSG</b>	<b>4,056,349</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>144,718,642</b>	<b>146,025,800</b>	<b>146,283,550</b>	<b>145,406,400</b>

**FAMILIES**

**FAMILIES - CENTRALLY RETAINED 2FA01  
RESPONSIBLE OFFICER - HEATHER FLINDERS**

Divisional Director Children & Families

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>1</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 ACTUAL</b>	<b>2021/22 ORIGINAL ESTIMATE</b>	<b>2021/22 CURRENT</b>	<b>2022/23 ORIGINAL ESTIMATE</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	898,496	194,700	195,100	195,200
Premises	0	0	0	0
Transport	20	0	0	0
Supplies and Services	1,414,747	7,912,200	2,149,200	5,062,200
Third Party Payments	0	(183,000)	(183,000)	(183,000)
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	0	14,500	14,500	14,600
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>2,313,262</b>	<b>7,938,400</b>	<b>2,175,800</b>	<b>5,089,000</b>
<b>Income</b>				
Government Grants	0	(7,905,100)	0	0
Dedicated Schools Grant	0	0	0	0
Pupil Premium	0	0	0	0
Other Grants and Contributions	(7,625,971)	0	(2,142,100)	(5,055,100)
Customer and Client Receipts	(700,000)	(700,000)	(700,000)	(700,000)
Interest Received	0	0	0	0
Recharges	0	(35,500)	(35,500)	(39,500)
<b>Total Income</b>	<b>(8,325,971)</b>	<b>(8,640,600)</b>	<b>(2,877,600)</b>	<b>(5,794,600)</b>
<b>Net Expenditure / (Income)</b>	<b>(6,012,709)</b>	<b>(702,200)</b>	<b>(701,800)</b>	<b>(705,600)</b>

**FAMILIES**

**CHILDRENS SOCIAL CARE 2FA02  
RESPONSIBLE OFFICER - DANIEL PHELPS**

Safeguarding & Family Support, Corporate Parenting and Quality Assurance.

<b>STAFFING NUMBERS</b>	<b>2022/23 243</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 ACTUAL</b>	<b>2021/22 ORIGINAL ESTIMATE</b>	<b>2021/22 CURRENT</b>	<b>2022/23 ORIGINAL ESTIMATE</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	17,165,849	15,845,500	15,835,300	15,826,800
Premises	96,762	57,500	57,500	58,700
Transport	244,090	242,700	242,700	242,700
Supplies and Services	2,706,854	1,910,100	4,081,400	4,081,400
Third Party Payments	18,947,102	13,325,400	13,325,400	13,325,400
Transfer Payments	6,191,191	5,974,500	5,974,500	5,974,500
Recharges Within Directorate	19,310	0	0	0
Recharges Between Directorates	4,299,085	4,679,800	4,679,800	4,722,400
Recharges Outside General Fund	73,996	0	0	0
Capital Charges	0	0	0	0
Financing	0	46,300	46,300	46,300
<b>Total Expenditure</b>	<b>49,744,240</b>	<b>42,081,800</b>	<b>44,242,900</b>	<b>44,278,200</b>
<b>Income</b>				
Government Grants	(4,964,659)	(1,536,500)	(2,022,000)	(2,022,000)
Dedicated Schools Grant	0	0	0	0
Pupil Premium	0	(485,500)	0	0
Other Grants and Contributions	(332,502)	(48,000)	(2,161,000)	(2,209,000)
Customer and Client Receipts	(377,805)	(557,900)	(557,900)	(557,900)
Interest Received	0	0	0	0
Recharges	(1,230,552)	(518,800)	(518,800)	(538,200)
<b>Total Income</b>	<b>(6,905,519)</b>	<b>(3,146,700)</b>	<b>(5,259,700)</b>	<b>(5,327,100)</b>
<b>Net Expenditure / (Income)</b>	<b>42,838,721</b>	<b>38,935,100</b>	<b>38,983,200</b>	<b>38,951,100</b>

FAMILIES

LEARNING AND SYSTEMS LEADERSHIP 2FA03  
RESPONSIBLE OFFICERS - DAVID KILGALLON

Education Support Service; School Effectiveness; Careers.

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>39</b>
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SUBJECTIVE SUMMARY	2020/21 ACTUAL	2021/22 ORIGINAL ESTIMATE	2021/22 CURRENT	2022/23 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
<b>Expenditure</b>				
Employees	2,048,137	2,146,100	2,142,000	2,357,360
Premises	63,611	49,600	44,200	44,500
Transport	262	3,400	3,400	3,400
Supplies and Services	1,236,151	1,043,500	1,093,000	1,074,240
Third Party Payments	31,759	3,652,100	0	0
Transfer Payments	0	2,700	2,700	2,700
Recharges Within Directorate	186,937	10,300	31,900	22,900
Recharges Between Directorates	1,050,454	572,800	572,800	596,800
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>4,617,310</b>	<b>7,480,500</b>	<b>3,890,000</b>	<b>4,101,900</b>
<b>Income</b>				
Government Grants	(354,188)	0	0	0
Dedicated Schools Grant	0	0	0	0
Pupil Premium	0	0	0	0
Other Grants and Contributions	(15,000)	(241,400)	(219,300)	(273,100)
Customer and Client Receipts	(340,341)	(5,678,000)	(1,006,900)	(1,042,900)
Interest Received	0	0	0	0
Recharges	(1,991,091)	(73,000)	(1,173,000)	(1,171,100)
<b>Total Income</b>	<b>(2,700,620)</b>	<b>(5,992,400)</b>	<b>(2,399,200)</b>	<b>(2,487,100)</b>
<b>Net Expenditure / (Income)</b>	<b>1,916,691</b>	<b>1,488,100</b>	<b>1,490,800</b>	<b>1,614,800</b>



## FAMILIES

### DEDICATED SCHOOLS BUDGET 2FA05 RESPONSIBLE OFFICER - DUNCAN JAMES PIKE

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.

<b>STAFFING NUMBERS</b>	<b>2022/23 2,450</b>
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SUBJECTIVE SUMMARY	2020/21 ACTUAL	2021/22 ORIGINAL ESTIMATE	2021/22 CURRENT	2022/23 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
<b>Expenditure</b>				
Employees	114,372,679	128,077,000	183,626,000	185,310,500
Premises	0	(973,700)	0	0
Transport	0	0	0	0
Supplies and Services	43,011,861	30,284,300	0	0
Third Party Payments	31,176,572	16,320,800	0	0
Transfer Payments	4,692	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	0	0	0	0
Recharges Outside General Fund	5,422,086	0	0	0
Capital Charges	0	0	0	0
Financing	241,616	0	0	0
<b>Total Expenditure</b>	<b>194,229,505</b>	<b>173,708,400</b>	<b>183,626,000</b>	<b>185,310,500</b>
<b>Income</b>				
Government Grants	(174,825,324)	(2,794,000)	(2,794,000)	0
Dedicated Schools Grant	0	(163,914,400)	(163,914,400)	(178,800,500)
Pupil Premium	0	(7,000,000)	(7,000,000)	(6,510,000)
Other Grants and Contributions	(11,741,905)	0	(9,917,600)	0
Customer and Client Receipts	(7,626,276)	0	0	0
Interest Received	0	0	0	0
Recharges	(36,000)	0	0	0
<b>Total Income</b>	<b>(194,229,505)</b>	<b>(173,708,400)</b>	<b>(183,626,000)</b>	<b>(185,310,500)</b>
<b>Net Expenditure / (Income)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

FAMILIES

SCHOOL REFFCUS 2FA04

RESPONSIBLE OFFICER - LITON RAHMAN

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>0</b>
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SUBJECTIVE SUMMARY	2020/21 ACTUAL	2021/22 ORIGINAL ESTIMATE	2021/22 CURRENT	2022/23 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
<b>Expenditure</b>				
Employees	0	0	0	0
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	4,056,349	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
<b>Total Expenditure</b>	<b>4,056,349</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>				
Government Grants	0	0	0	0
Dedicated Schools Grant	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	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure / (Income)</b>	<b>4,056,349</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FAMILIES**

**SCHOOL SUPPORT 2FA06  
RESPONSIBLE OFFICER - DUNCAN JAMES-PIKE**

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

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>0</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 ACTUAL</b>	<b>2021/22 ORIGINAL ESTIMATE</b>	<b>2021/22 CURRENT</b>	<b>2022/23 ORIGINAL ESTIMATE</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	1,317,185	1,101,100	1,270,700	1,101,100
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	3,735	11,100	11,100	11,100
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	103	0	0	0
Recharges Between Directorates	426,100	0	0	0
Recharges Outside General Fund	36,000	0	0	0
Capital Charges	4,448,445	0	0	0
Financing	6,999,070	17,317,700	17,317,700	17,317,700
<b>Total Expenditure</b>	<b>13,230,638</b>	<b>18,429,900</b>	<b>18,599,500</b>	<b>18,429,900</b>
<b>Income</b>				
Government Grants	0	0	0	0
Dedicated Schools Grant	0	0	0	0
Other Grants and Contributions	(3,000)	0	0	0
Customer and Client Receipts	(430,423)	(1,296,000)	(1,061,000)	(1,061,000)
Interest Received	0	0	0	0
Recharges	(461,606)	0	0	0
<b>Total Income</b>	<b>(895,029)</b>	<b>(1,296,000)</b>	<b>(1,061,000)</b>	<b>(1,061,000)</b>
<b>Net Expenditure / (Income)</b>	<b>12,335,609</b>	<b>17,133,900</b>	<b>17,538,500</b>	<b>17,368,900</b>

**FAMILIES**

**EARLY HELP 2FA07**

**RESPONSIBLE OFFICER - ALASTAIR MACORKINDALE**

Provision of Behaviour, Attendance and Children Missing Education services, Community Safety, Youth Offending Service, Early Help and Troubled Families.

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>185</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 ACTUAL</b>	<b>2021/22 ORIGINAL ESTIMATE</b>	<b>2021/22 CURRENT</b>	<b>2022/23 ORIGINAL ESTIMATE</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	4,856,814	6,087,100	5,103,800	5,294,800
Premises	382,937	408,200	407,500	515,300
Transport	25,535	21,800	21,800	21,800
Supplies and Services	4,237,737	1,853,900	3,097,000	3,097,000
Third Party Payments	1,075,290	1,234,000	1,114,100	1,114,100
Transfer Payments	0	19,600	19,600	19,600
Recharges Within Directorate	281,251	689,600	689,600	689,600
Recharges Between Directorates	1,266,312	1,585,400	1,585,400	1,605,300
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	79,780	41,700	41,700	41,700
<b>Total Expenditure</b>	<b>12,205,655</b>	<b>11,941,300</b>	<b>12,080,500</b>	<b>12,399,200</b>
<b>Income</b>				
Government Grants	(3,890,308)	(2,547,600)	(2,547,600)	(2,547,600)
Dedicated Schools Grant	0	(260,900)	0	0
Pupil Premium	0	0	0	0
Other Grants and Contributions	(396,272)	(170,000)	(430,900)	(430,900)
Customer and Client Receipts	(1,818,579)	(1,730,500)	(1,730,500)	(1,730,500)
Interest Received	0	0	0	0
Recharges	(1,032,321)	(1,832,400)	(1,832,400)	(1,834,700)
<b>Total Income</b>	<b>(7,137,479)</b>	<b>(6,541,400)</b>	<b>(6,541,400)</b>	<b>(6,543,700)</b>
<b>Net Expenditure / (Income)</b>	<b>5,068,175</b>	<b>5,399,900</b>	<b>5,539,100</b>	<b>5,855,500</b>

**FAMILIES**

**ADULTS SOCIAL CARE 2FA08  
RESPONSIBLE OFFICERS - DARREN MCAUGHTRIE**

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

<b>STAFFING NUMBERS</b>	<b>2022/23 388</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 ACTUAL</b>	<b>2021/22 ORIGINAL ESTIMATE</b>	<b>2021/22 CURRENT</b>	<b>2022/23 ORIGINAL ESTIMATE</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	18,951,521	17,372,200	18,226,900	18,448,600
Premises	794,267	604,400	618,900	622,900
Transport	173,403	287,500	287,500	287,500
Supplies and Services	2,777,652	4,681,500	3,733,350	3,532,800
Third Party Payments	74,458,801	62,898,500	66,271,000	65,473,000
Transfer Payments	12,584,406	9,702,900	9,707,800	10,177,800
Recharges Within Directorate	22,635	0	0	0
Recharges Between Directorates	6,464,586	4,013,500	4,013,500	3,717,900
Recharges Outside General Fund	10,408	0	0	0
Capital Charges	(15,400)	0	0	0
Financing	459,110	606,300	606,300	606,300
<b>Total Expenditure</b>	<b>116,681,390</b>	<b>100,166,800</b>	<b>103,465,250</b>	<b>102,866,800</b>
<b>Income</b>				
Government Grants	0	(10,307,200)	0	0
Other Grants and Contributions	(27,776,200)	(8,596,000)	(22,391,800)	(22,363,100)
Customer and Client Receipts	(8,354,479)	(8,691,900)	(8,827,200)	(9,325,700)
Interest Received	0	0	0	0
Recharges	(23,400)	(37,800)	(37,800)	(58,500)
<b>Total Income</b>	<b>(36,154,079)</b>	<b>(27,632,900)</b>	<b>(31,256,800)</b>	<b>(31,747,300)</b>
<b>Net Expenditure / (Income)</b>	<b>80,527,311</b>	<b>72,533,900</b>	<b>72,208,450</b>	<b>71,119,500</b>

**FAMILIES**

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

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

<b>STAFFING NUMBERS</b>	<b>2022/23 24</b>
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SUBJECTIVE SUMMARY	2020/21 ACTUAL	2021/22 ORIGINAL ESTIMATE	2021/22 CURRENT	2022/23 ORIGINAL ESTIMATE
Subjective Analysis of Estimates	£	£	£	£
<b>Expenditure</b>				
Employees	1,281,342	1,125,500	1,258,300	1,267,200
Premises	8,400	0	0	0
Transport	601	0	0	0
Supplies and Services	526,868	157,500	90,500	90,500
Third Party Payments	11,202,930	12,537,100	13,376,500	13,360,600
Transfer Payments	315,000	351,500	351,500	351,500
Recharges Within Directorate	4,848	0	0	0
Recharges Between Directorates	278,942	280,900	280,900	304,800
Recharges Outside General Fund	1,966,268	1,950,000	1,950,000	1,950,000
Capital Charges	(108,340)	0	0	0
Financing	8,000	7,000	7,000	7,000
<b>Total Expenditure</b>	<b>15,484,859</b>	<b>16,409,500</b>	<b>17,314,700</b>	<b>17,331,600</b>
<b>Income</b>				
Government Grants	(133,716)	0	(464,500)	0
Other Grants and Contributions	(16,212,998)	(16,162,400)	(16,537,300)	(17,002,300)
Customer and Client Receipts	(107,500)	(172,600)	(63,000)	(63,000)
Interest Received	0	0	0	0
Recharges	(239,096)	0	(172,600)	(237,200)
<b>Total Income</b>	<b>(16,693,310)</b>	<b>(16,335,000)</b>	<b>(17,237,400)</b>	<b>(17,302,500)</b>
<b>Net Expenditure / (Income)</b>	<b>(1,208,451)</b>	<b>74,500</b>	<b>77,300</b>	<b>29,100</b>

**FAMILIES**

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

Public Health Strategic Partnerships.

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>4</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 ACTUAL</b>	<b>2021/22 ORIGINAL ESTIMATE</b>	<b>2021/22 CURRENT</b>	<b>2022/23 ORIGINAL ESTIMATE</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	885,583	273,400	275,900	283,000
Premises	187,836	0	0	0
Transport	150	500	500	500
Supplies and Services	1,552,432	32,600	34,200	34,200
Third Party Payments	1,085,180	572,600	572,600	572,600
Transfer Payments	0	0	0	0
Recharges Within Directorate	649	0	0	0
Recharges Between Directorates	0	0	0	0
Recharges Outside General Fund	188,230	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>3,900,061</b>	<b>879,100</b>	<b>883,200</b>	<b>890,300</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(10,263,893)	(566,500)	(568,100)	(568,100)
Customer and Client Receipts	(22,085)	0	0	0
Interest Received	0	0	0	0
Recharges	0	0	0	0
<b>Total Income</b>	<b>(10,285,978)</b>	<b>(566,500)</b>	<b>(568,100)</b>	<b>(568,100)</b>
<b>Net Expenditure / (Income)</b>	<b>(6,385,918)</b>	<b>312,600</b>	<b>315,100</b>	<b>322,200</b>

**FAMILIES**

**WALTHAM FOREST TRADED SERVICES 2FA11  
RESPONSIBLE OFFICER - DAVID KILGALLON**

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

<b>STAFFING NUMBERS</b>	<b>2022/23 166</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 ACTUAL</b>	<b>2021/22 ORIGINAL ESTIMATE</b>	<b>2021/22 CURRENT</b>	<b>2022/23 ORIGINAL ESTIMATE</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	5,486,192	5,965,000	5,971,800	6,032,400
Premises	72,372	97,000	97,000	108,300
Transport	4,858	99,900	99,900	99,900
Supplies and Services	1,501,640	1,914,700	1,908,800	1,936,800
Third Party Payments	155,643	16,600	16,600	16,600
Transfer Payments	0	0	0	0
Recharges Within Directorate	1,948	0	0	0
Recharges Between Directorates	711,900	2,410,200	2,410,200	2,432,900
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	12,800	12,800	12,800
<b>Total Expenditure</b>	<b>7,934,553</b>	<b>10,516,200</b>	<b>10,517,100</b>	<b>10,639,700</b>
<b>Income</b>				
Government Grants	(392,807)	(404,800)	(404,800)	(404,800)
Other Grants and Contributions	(120,574)	0	0	0
Customer and Client Receipts	(4,551,882)	(7,048,200)	(7,048,200)	(7,158,100)
Interest Received	0	0	0	0
Recharges	(83,227)	0	0	0
<b>Total Income</b>	<b>(5,148,489)</b>	<b>(7,453,000)</b>	<b>(7,453,000)</b>	<b>(7,562,900)</b>
<b>Net Expenditure / (Income)</b>	<b>2,786,064</b>	<b>3,063,200</b>	<b>3,064,100</b>	<b>3,076,800</b>



**FAMILIES**

**SEND SERVICES 2FA16**

**RESPONSIBLE OFFICER - DAVID KILGALLON**

Integrated Disability Services which include Early Years SEND, SEN and 14-19 Services.

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>71</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 ACTUAL</b>	<b>2021/22 ORIGINAL ESTIMATE</b>	<b>2021/22 CURRENT</b>	<b>2022/23 ORIGINAL ESTIMATE</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	2,965,457	2,704,100	2,707,700	2,707,300
Premises	126,200	99,000	99,000	99,000
Transport	3,146,723	3,114,300	3,114,300	3,114,300
Supplies and Services	832,103	233,800	713,800	713,800
Third Party Payments	3,015,289	1,842,800	1,317,600	1,317,600
Transfer Payments	976,737	1,178,100	1,178,100	1,178,100
Recharges Within Directorate	2,948	0	0	0
Recharges Between Directorates	581,116	641,200	641,200	646,900
Recharges Outside General Fund	35,800	0	0	0
Capital Charges	0	0	0	0
Financing	4,920	7,400	7,400	7,400
<b>Total Expenditure</b>	<b>11,687,294</b>	<b>9,820,700</b>	<b>9,779,100</b>	<b>9,784,400</b>
<b>Income</b>				
Government Grants	0	(771,400)	(267,800)	(267,800)
Dedicated Schools Grant	0	0	0	0
Other Grants and Contributions	(146,085)	(61,100)	(541,100)	(541,100)
Customer and Client Receipts	(1,223,357)	(1,201,400)	(1,201,400)	(1,201,400)
Interest Received	0	0	0	0
Recharges	(1,521,050)	0	0	0
<b>Total Income</b>	<b>(2,890,493)</b>	<b>(2,033,900)</b>	<b>(2,010,300)</b>	<b>(2,010,300)</b>
<b>Net Expenditure / (Income)</b>	<b>8,796,801</b>	<b>7,786,800</b>	<b>7,768,800</b>	<b>7,774,100</b>

**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE  
DIRECTOR - STEWART MURRAY**

**ANNUAL BUDGET**

Budgets relating to the Economic Growth in the borough - Property & Delivery, Regeneration, Planning and Delivery, Inward Investments and Housing Delivery.

<b>STAFFING NUMBERS</b>	<b>2022/23 304</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 ACTUAL</b>	<b>2021/22 ORIGINAL ESTIMATE</b>	<b>2021/22 CURRENT</b>	<b>2022/23 ORIGINAL ESTIMATE</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	16,406,082	16,322,000	16,781,600	17,323,400
Premises	3,222,451	2,606,100	2,446,200	2,821,000
Transport	27,920	24,800	26,100	26,100
Supplies and Services	14,507,548	17,969,300	18,070,250	17,923,500
Third Party Payments	1,040,923	281,900	402,500	195,000
Transfer Payments	600	0	0	0
Recharges Within Directorate	3,018,856	846,600	846,600	664,200
Recharges Between Directorates	4,366,685	4,133,800	4,488,800	4,044,200
Recharges Outside General Fund	125,122	46,100	46,100	46,100
Capital Charges	525,047	0	0	0
Financing	4,103,350	2,769,900	2,769,900	2,769,900
<b>Total Expenditure</b>	<b>47,344,584</b>	<b>45,000,500</b>	<b>45,878,050</b>	<b>45,813,400</b>
<b>Income</b>				
Government Grants	(11,821,291)	(19,073,800)	(19,038,800)	(19,148,200)
Other Grants and Contributions	(14,101,331)	(1,569,500)	(1,604,500)	(1,768,100)
Customer and Client Receipts	(9,591,422)	(9,198,700)	(9,063,800)	(9,538,400)
Interest Received	(3,812)	0	0	0
Recharges	(9,584,211)	(6,680,000)	(6,805,800)	(7,183,800)
<b>Total Income</b>	<b>(45,102,066)</b>	<b>(36,522,000)</b>	<b>(36,512,900)</b>	<b>(37,638,500)</b>
<b>Net Expenditure</b>	<b>2,242,518</b>	<b>8,478,500</b>	<b>9,365,150</b>	<b>8,174,900</b>

<b>SERVICE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Service Head Analysis</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Strategic Director - Economic Growth, Housing I	3,158	0	300	0
Director Regeneration and Growth	(222,629)	608,300	608,500	531,900
Planning, Strategy & Development	1,431,007	1,137,200	1,204,800	1,001,600
Director of Inward Investment	1,581,599	256,900	257,100	254,100
Housing Strategy	(185,135)	3,400	3,600	4,000
Property & Delivery	(371,221)	1,104,100	1,054,500	1,454,100
Commercial Property Investment	586,846	(1,428,000)	(1,497,870)	(1,394,100)
Capital Strategy	320,442	337,200	362,000	361,800
Capital Delivery	(8,799,988)	224,200	387,600	297,300
Area Regeneration & Delivery	2,684,190	1,796,400	1,912,200	1,736,000
Culture & Heritage	4,089,830	2,201,000	2,471,820	2,215,500
Director Employment, Business & Skills	1,184,706	2,206,900	2,568,800	1,678,200
Major Projects	(60,288)	30,900	31,800	34,500
<b>Net Expenditure</b>	<b>2,242,518</b>	<b>8,478,500</b>	<b>9,365,150</b>	<b>8,174,900</b>

**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE  
DIRECTOR - STEWART MURRAY**

**ANNUAL BUDGET**

Budgets relating to the Economic Growth in the borough - Property & Delivery, Regeneration, Planning and Delivery, Inward Investments and Housing Delivery.

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>304</b>
<b>SERVICE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
		<b>Estimate</b>		<b>Estimate</b>
<b>Service Head Analysis</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Strategic Director - Economic Growth, Housing Delivery &amp; Culture</b>				
Strategic Director - Economic Growth, Housing Delivery & Culture	3,158	0	300	0
<b>Strategic Director - Economic Growth, Housing Delivery &amp; Culture</b>	<b>3,158</b>	<b>0</b>	<b>300</b>	<b>0</b>
<b>Director Regeneration and Growth</b>				
Director Regeneration and Growth	(222,629)	608,300	608,500	531,900
<b>Director Regeneration and Growth</b>	<b>(222,629)</b>	<b>608,300</b>	<b>608,500</b>	<b>531,900</b>
<b>Planning, Strategy &amp; Development</b>				
Director Planning, Strategy & Development	657,196	680,700	680,500	419,200
Head of Development & Building Control	(18,699)	(43,400)	(51,600)	(44,300)
Land Charges	(132,624)	(194,000)	(193,700)	(201,700)
Building Control	22,889	20,600	20,800	52,100
Planning, Policy & Strategy	450,335	357,900	398,800	360,300
Design and Conservation	254,208	253,400	253,700	250,600
Design and Place	197,702	62,000	96,300	165,400
<b>Planning, Strategy &amp; Development</b>	<b>1,431,007</b>	<b>1,137,200</b>	<b>1,204,800</b>	<b>1,001,600</b>
<b>Director of Inward Investment</b>				
Director Investment & Delivery	1,581,599	256,900	257,100	254,100
<b>Director of Inward Investment</b>	<b>1,581,599</b>	<b>256,900</b>	<b>257,100</b>	<b>254,100</b>
<b>Housing Strategy</b>				
Housing Strategy	(185,135)	3,400	3,600	4,000
<b>Housing Strategy</b>	<b>(185,135)</b>	<b>3,400</b>	<b>3,600</b>	<b>4,000</b>
<b>Property &amp; Delivery</b>				
Commercial Director of Property & Delivery	(371,221)	1,104,100	1,054,500	1,454,100
<b>Property &amp; Delivery</b>	<b>(371,221)</b>	<b>1,104,100</b>	<b>1,054,500</b>	<b>1,454,100</b>
<b>Commercial Property Investment</b>				
Director of Commercial Property Investment	88,689	0	(4,270)	154,800
Estates & Valuation	665,561	523,900	364,900	296,600
Asset Management	39,910	60,100	60,200	60,500
Operational Properties	120	4,200	(127,600)	0
Rent Accounting	(207,434)	(2,020,900)	(1,840,700)	(1,955,600)
Investment Property	0	4,700	49,600	49,600
<b>Commercial Property Investment</b>	<b>586,846</b>	<b>(1,428,000)</b>	<b>(1,497,870)</b>	<b>(1,394,100)</b>
<b>Capital Strategy</b>				
AD Capital Strategy	530,412	414,600	415,100	417,500
Energy	(209,970)	(77,400)	(53,100)	(55,700)
<b>Capital Strategy</b>	<b>320,442</b>	<b>337,200</b>	<b>362,000</b>	<b>361,800</b>
<b>Capital Delivery</b>				
Director Capital Delivery	80,418	74,400	186,500	79,700
PFI	(9,316,120)	56,900	56,900	57,300
Schools Delivery	285,158	71,300	71,800	71,700
Corporate Capital Programmes	150,556	21,600	72,400	88,600
<b>Capital Delivery</b>	<b>(8,799,988)</b>	<b>224,200</b>	<b>387,600</b>	<b>297,300</b>

**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE  
DIRECTOR - STEWART MURRAY**

**ANNUAL BUDGET**

Budgets relating to the Economic Growth in the borough - Property & Delivery, Regeneration, Planning and Delivery, Inward Investments and Housing Delivery.

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>304</b>
<b>SERVICE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
		<b>Estimate</b>		<b>Estimate</b>
<b>Service Head Analysis</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Area Regeneration &amp; Delivery</b>				
Director of Regeneration & Delivery	972,604	192,200	306,300	129,500
Regeneration	388,640	320,900	322,200	321,400
Physical Regen. Programme Management	1,085,471	1,006,800	1,006,800	1,006,800
Sustainable Development	127,678	171,400	171,600	172,600
Sustainable Transport	109,798	105,100	105,300	105,700
<b>Area Regeneration &amp; Delivery</b>	<b>2,684,190</b>	<b>1,796,400</b>	<b>1,912,200</b>	<b>1,736,000</b>
<b>Culture &amp; Heritage</b>				
Director of Culture and Heritage	1,387,552	544,300	493,500	483,300
Creative Engagement	519,208	836,600	1,162,300	1,194,400
Enterprise & Operations	1,752,958	814,600	810,520	534,100
Great Places (Creative Connections)	31,412	0	0	0
Borough of Culture	116,344	0	0	3,700
Making Places	282,356	5,500	5,500	0
<b>Culture &amp; Heritage</b>	<b>4,089,830</b>	<b>2,201,000</b>	<b>2,471,820</b>	<b>2,215,500</b>
<b>Director Employment, Business &amp; Skills</b>				
Employment and Business	1,043,160	1,082,000	1,085,600	975,400
Skills	141,547	1,124,900	1,483,200	702,800
<b>Director Employment, Business &amp; Skills</b>	<b>1,184,706</b>	<b>2,206,900</b>	<b>2,568,800</b>	<b>1,678,200</b>
<b>Major Projects</b>				
Major Projects	(60,288)	30,900	31,800	34,500
<b>Major Projects</b>	<b>(60,288)</b>	<b>30,900</b>	<b>31,800</b>	<b>34,500</b>
<b>Net Expenditure</b>	<b>2,242,518</b>	<b>8,478,500</b>	<b>9,365,150</b>	<b>8,174,900</b>

**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE**

**STRATEGIC DIRECTOR ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE 2EG01  
RESPONSIBLE OFFICER - STEWART MURRAY**

Strategic Director - Economic Growth

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>1</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	223,229	221,400	221,700	226,600
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	1,329	0	0	0
Third Party Payments	0	3,500	3,500	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	2,100	8,600	8,600	9,000
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>226,658</b>	<b>233,500</b>	<b>233,800</b>	<b>235,600</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(10,000)	(10,000)	(10,000)	(10,000)
Customer and Client Receipts	0	0	0	0
Interest Received	0	0	0	0
Recharges	(213,500)	(223,500)	(223,500)	(225,600)
<b>Total Income</b>	<b>(223,500)</b>	<b>(233,500)</b>	<b>(233,500)</b>	<b>(235,600)</b>
<b>Net Expenditure / (Income)</b>	<b>3,158</b>	<b>0</b>	<b>300</b>	<b>0</b>

**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE**

**DIRECTOR REGENERATION AND GROWTH 2EG02  
RESPONSIBLE OFFICER - IAN RAE**

Commercial Director – Regeneration, Planning & Delivery

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>2</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	239,491	236,000	236,200	241,800
Premises	0	0	0	0
Transport	0	500	500	500
Supplies and Services	171,685	37,600	37,600	4,000
Third Party Payments	0	48,900	48,900	4,500
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	700	700	0
Recharges Between Directorates	0	12,000	12,000	9,100
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	293,800	293,800	293,800
<b>Total Expenditure</b>	<b>411,176</b>	<b>629,500</b>	<b>629,700</b>	<b>553,700</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(16,005)	0	0	0
Interest Received	0	0	0	0
Recharges	(617,800)	(21,200)	(21,200)	(21,800)
<b>Total Income</b>	<b>(633,805)</b>	<b>(21,200)</b>	<b>(21,200)</b>	<b>(21,800)</b>
<b>Net Expenditure / (Income)</b>	<b>(222,629)</b>	<b>608,300</b>	<b>608,500</b>	<b>531,900</b>

**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE**

**PLANNING, STRATEGY & DEVELOPMENT 2EG03  
RESPONSIBLE OFFICERS - IAN RAE**

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

<b>STAFFING NUMBERS</b>				<b>2022/23</b> <b>77</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	3,433,159	3,613,300	3,690,900	3,625,200
Premises	122,776	11,600	11,600	11,600
Transport	5,803	6,900	6,900	6,900
Supplies and Services	1,037,705	459,600	449,600	449,600
Third Party Payments	270,112	7,000	7,000	7,000
Transfer Payments	0	0	0	0
Recharges Within Directorate	1,178,999	703,600	703,600	664,200
Recharges Between Directorates	601,523	765,400	765,400	589,000
Recharges Outside General Fund	62,936	0	0	0
Capital Charges	0	0	0	0
Financing	37,720	4,600	4,600	4,600
<b>Total Expenditure</b>	<b>6,750,733</b>	<b>5,572,000</b>	<b>5,639,600</b>	<b>5,358,100</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(736,862)	(131,300)	(131,300)	(131,300)
Customer and Client Receipts	(3,632,664)	(3,522,900)	(3,522,900)	(3,453,100)
Interest Received	0	0	0	0
Recharges	(950,199)	(780,600)	(780,600)	(772,100)
<b>Total Income</b>	<b>(5,319,725)</b>	<b>(4,434,800)</b>	<b>(4,434,800)</b>	<b>(4,356,500)</b>
<b>Net Expenditure / (Income)</b>	<b>1,431,007</b>	<b>1,137,200</b>	<b>1,204,800</b>	<b>1,001,600</b>

**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE**

**DIRECTOR OF INWARD INVESTMENT 2EG04  
RESPONSIBLE OFFICERS - JONATHAN MARTIN**

Inward Investments

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>1</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	124,775	136,900	137,100	137,800
Premises	3,525	0	0	0
Transport	196	0	0	0
Supplies and Services	120,004	119,000	119,000	119,000
Third Party Payments	9,000	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	379,200	700	700	0
Recharges Between Directorates	956,300	12,000	12,000	9,100
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>1,592,999</b>	<b>268,600</b>	<b>268,800</b>	<b>265,900</b>
<b>Income</b>				
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	(11,400)	(11,700)	(11,700)	(11,800)
<b>Total Income</b>	<b>(11,400)</b>	<b>(11,700)</b>	<b>(11,700)</b>	<b>(11,800)</b>
<b>Net Expenditure / (Income)</b>	<b>1,581,599</b>	<b>256,900</b>	<b>257,100</b>	<b>254,100</b>



**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE**

**HOUSING STRATEGY 2EG05**

**RESPONSIBLE OFFICERS - JENNIFER DAOTHONG**

Housing Delivery team

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>16</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	791,213	953,200	954,100	954,500
Premises	128	0	0	0
Transport	2,787	800	800	800
Supplies and Services	462,694	406,500	405,800	405,800
Third Party Payments	46,287	70,000	70,000	70,000
Transfer Payments	600	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	0	0	0	0
Recharges Outside General Fund	20,459	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>1,324,168</b>	<b>1,430,500</b>	<b>1,430,700</b>	<b>1,431,100</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(490,901)	(400,000)	(400,000)	(400,000)
Interest Received	0	0	0	0
Recharges	(1,018,402)	(1,027,100)	(1,027,100)	(1,027,100)
<b>Total Income</b>	<b>(1,509,303)</b>	<b>(1,427,100)</b>	<b>(1,427,100)</b>	<b>(1,427,100)</b>
<b>Net Expenditure / (Income)</b>	<b>(185,135)</b>	<b>3,400</b>	<b>3,600</b>	<b>4,000</b>

## ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE

### PROPERTY & DELIVERY 2EG06

#### RESPONSIBLE OFFICERS - AIDEN MCMANUS

Commercial Director of Property & Delivery covering Property Investment, Estates & Valuations, Asset Management, Rent Accounting, Operational Properties, Programmes, Asset Planning, Schools Delivery and Corporate Capital Programme, Capital Investment Strategy and Portfolio Management.

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>1</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	187,479	156,500	156,900	156,700
Premises	0	0	0	0
Transport	0	100	100	100
Supplies and Services	7,477	1,000	1,000	1,000
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	87,400	40,600	40,600	0
Recharges Between Directorates	991,000	993,000	993,000	1,435,900
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	58,740	0	0	0
<b>Total Expenditure</b>	<b>1,332,096</b>	<b>1,191,200</b>	<b>1,191,600</b>	<b>1,593,700</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(437,756)	0	(50,000)	(50,000)
Interest Received	0	0	0	0
Recharges	(1,265,561)	(87,100)	(87,100)	(89,600)
<b>Total Income</b>	<b>(1,703,317)</b>	<b>(87,100)</b>	<b>(137,100)</b>	<b>(139,600)</b>
<b>Net Expenditure / (Income)</b>	<b>(371,221)</b>	<b>1,104,100</b>	<b>1,054,500</b>	<b>1,454,100</b>

**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE**

**COMMERCIAL PROPERTY INVESTMENT 2EG07  
RESPONSIBLE OFFICERS - FREDERICK MURRAY**

Director of Commercial Property Investment covering Estates & Valuations, Asset Management, Rent Accounting and Operational Properties.

<b>STAFFING NUMBERS</b>				<b>2022/23 18</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	1,287,869	1,025,300	1,062,400	1,089,400
Premises	2,362,983	2,088,800	1,930,100	2,466,600
Transport	1,635	800	800	800
Supplies and Services	(609,231)	(167,900)	(187,070)	(187,100)
Third Party Payments	33,411	69,000	5,000	5,000
Transfer Payments	0	0	0	0
Recharges Within Directorate	356,400	0	0	0
Recharges Between Directorates	376,800	355,900	355,900	351,200
Recharges Outside General Fund	0	0	0	0
Capital Charges	388,605	0	0	0
Financing	2,508,100	1,093,100	1,093,100	1,093,100
<b>Total Expenditure</b>	<b>6,706,571</b>	<b>4,465,000</b>	<b>4,260,230</b>	<b>4,819,000</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(81,338)	(75,900)	(75,900)	(75,900)
Customer and Client Receipts	(4,109,217)	(4,390,000)	(4,255,100)	(4,799,500)
Interest Received	0	0	0	0
Recharges	(1,929,170)	(1,427,100)	(1,427,100)	(1,337,700)
<b>Total Income</b>	<b>(6,119,725)</b>	<b>(5,893,000)</b>	<b>(5,758,100)</b>	<b>(6,213,100)</b>
<b>Net Expenditure / (Income)</b>	<b>586,846</b>	<b>(1,428,000)</b>	<b>(1,497,870)</b>	<b>(1,394,100)</b>

**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE**

**CAPITAL STRATEGY 2EG08**

**RESPONSIBLE OFFICERS - CRAIG EGGLESTONE**

Director of Capital Strategy and Portfolio Management covering Capital Investment Strategy, Capital Portfolio Management & Governance and Property Programme Management Office.

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>12</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	583,268	564,400	715,000	714,800
Premises	1,175	0	0	0
Transport	0	100	100	100
Supplies and Services	84,347	36,000	36,000	36,000
Third Party Payments	29,826	2,000	2,000	2,000
Transfer Payments	0	0	0	0
Recharges Within Directorate	223,830	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	14,300	15,700	15,700	15,700
<b>Total Expenditure</b>	<b>936,746</b>	<b>618,200</b>	<b>768,800</b>	<b>768,600</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(336,067)	(236,000)	(236,000)	(236,000)
Customer and Client Receipts	(280,237)	(45,000)	(45,000)	(45,000)
Interest Received	0	0	0	0
Recharges	0	0	(125,800)	(125,800)
<b>Total Income</b>	<b>(616,304)</b>	<b>(281,000)</b>	<b>(406,800)</b>	<b>(406,800)</b>
<b>Net Expenditure / (Income)</b>	<b>320,442</b>	<b>337,200</b>	<b>362,000</b>	<b>361,800</b>

**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE**

**CAPITAL DELIVERY 2EG09**

**RESPONSIBLE OFFICERS - JOE GARROD**

Director of Capital Delivery covering Capital Programme, Schools Delivery & Schools Asset Management

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>29</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	2,393,917	2,362,300	2,363,900	2,219,600
Premises	0	0	0	0
Transport	926	3,400	3,400	3,400
Supplies and Services	6,198,635	15,583,400	15,695,200	15,583,400
Third Party Payments	14,109	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	548,599	0	0	0
Recharges Between Directorates	0	0	0	0
Recharges Outside General Fund	41,726	46,100	46,100	46,100
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>9,197,912</b>	<b>17,995,200</b>	<b>18,108,600</b>	<b>17,852,500</b>
<b>Income</b>				
Government Grants	(8,536,174)	(15,526,700)	(15,526,700)	(15,526,700)
Other Grants and Contributions	(6,932,566)	0	0	0
Customer and Client Receipts	(80,333)	(104,000)	(54,000)	(54,000)
Interest Received	0	0	0	0
Recharges	(2,448,828)	(2,140,300)	(2,140,300)	(1,974,500)
<b>Total Income</b>	<b>(17,997,900)</b>	<b>(17,771,000)</b>	<b>(17,721,000)</b>	<b>(17,555,200)</b>
<b>Net Expenditure / (Income)</b>	<b>(8,799,988)</b>	<b>224,200</b>	<b>387,600</b>	<b>297,300</b>

**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE**

**AREA REGENERATION & DELIVERY 2EG10  
RESPONSIBLE OFFICERS - WILLIAM TEASDALE**

Strategic & Physical Regeneration, Sustainable Development and Transport.

<b>STAFFING NUMBERS</b>				<b>2022/23 24</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	1,087,558	1,224,300	1,340,100	1,528,800
Premises	454	200	200	(37,000)
Transport	206	300	300	300
Supplies and Services	1,092,223	4,900	4,900	4,900
Third Party Payments	8,464	28,500	28,500	28,500
Transfer Payments	0	0	0	0
Recharges Within Directorate	62,600	10,500	10,500	0
Recharges Between Directorates	183,771	226,000	226,000	178,600
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	878,250	1,014,800	1,014,800	1,014,800
<b>Total Expenditure</b>	<b>3,313,526</b>	<b>2,509,500</b>	<b>2,625,300</b>	<b>2,718,900</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(195,626)	(142,700)	(142,700)	(321,900)
Customer and Client Receipts	(4,956)	(36,400)	(36,400)	(36,400)
Interest Received	0	0	0	0
Recharges	(428,754)	(534,000)	(534,000)	(624,600)
<b>Total Income</b>	<b>(629,336)</b>	<b>(713,100)</b>	<b>(713,100)</b>	<b>(982,900)</b>
<b>Net Expenditure / (Income)</b>	<b>2,684,190</b>	<b>1,796,400</b>	<b>1,912,200</b>	<b>1,736,000</b>

**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE**

**CULTURE AND HERITAGE 2EG11  
RESPONSIBLE OFFICER - LORNA LEE**

Assistant Director of Culture & Heritage covering Museums & Galleries, Culture & Arts, Events, and Wetlands

<b>STAFFING NUMBERS</b>				<b>2022/23 22</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	1,460,323	1,197,200	1,266,100	1,200,800
Premises	303,937	191,700	188,700	193,100
Transport	6,314	2,700	4,000	4,000
Supplies and Services	1,399,042	965,300	984,320	963,100
Third Party Payments	496,782	5,000	189,600	5,000
Transfer Payments	0	0	0	0
Recharges Within Directorate	136,400	15,400	15,400	0
Recharges Between Directorates	1,110,160	267,700	267,700	299,700
Recharges Outside General Fund	0	0	0	0
Capital Charges	136,442	0	0	0
Financing	188,130	184,600	184,600	184,600
<b>Total Expenditure</b>	<b>5,237,530</b>	<b>2,829,600</b>	<b>3,100,420</b>	<b>2,850,300</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(795,609)	(62,100)	(62,100)	(62,100)
Customer and Client Receipts	(348,279)	(566,500)	(566,500)	(566,500)
Interest Received	(3,812)	0	0	0
Recharges	0	0	0	(6,200)
<b>Total Income</b>	<b>(1,147,700)</b>	<b>(628,600)</b>	<b>(628,600)</b>	<b>(634,800)</b>
<b>Net Expenditure / (Income)</b>	<b>4,089,830</b>	<b>2,201,000</b>	<b>2,471,820</b>	<b>2,215,500</b>

**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE**

**EMPLOYMENT, BUSINESS & SKILLS  
RESPONSIBLE OFFICER - REBECCA DAVEY**

Employment, Business and Skills

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>96</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	4,291,950	4,308,500	4,313,600	4,732,000
Premises	426,973	313,800	315,600	186,700
Transport	10,054	8,700	8,700	8,700
Supplies and Services	4,542,340	523,600	523,600	543,500
Third Party Payments	132,932	48,000	48,000	73,000
Transfer Payments	0	0	0	0
Recharges Within Directorate	45,428	75,100	75,100	0
Recharges Between Directorates	145,032	1,493,200	1,848,200	1,162,600
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	418,110	163,300	163,300	163,300
<b>Total Expenditure</b>	<b>10,012,819</b>	<b>6,934,200</b>	<b>7,296,100</b>	<b>6,869,800</b>
<b>Income</b>				
Government Grants	(3,285,117)	(3,547,100)	(3,512,100)	(3,621,500)
Other Grants and Contributions	(5,013,264)	(911,500)	(946,500)	(930,900)
Customer and Client Receipts	(190,574)	(133,900)	(133,900)	(133,900)
Interest Received	0	0	0	0
Recharges	(339,158)	(134,800)	(134,800)	(505,300)
<b>Total Income</b>	<b>(8,828,113)</b>	<b>(4,727,300)</b>	<b>(4,727,300)</b>	<b>(5,191,600)</b>
<b>Net Expenditure / (Income)</b>	<b>1,184,706</b>	<b>2,206,900</b>	<b>2,568,800</b>	<b>1,678,200</b>



**ECONOMIC GROWTH, HOUSING DELIVERY & CULTURE**

**MAJOR PROJECTS 2EG13**

**RESPONSIBLE OFFICER - DAN STAPLETON**

Director of Major Projects covering Major Capital Programmes

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>5</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	301,852	322,700	323,600	495,400
Premises	500	0	0	0
Transport	0	500	500	500
Supplies and Services	(702)	300	300	300
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
<b>Total Expenditure</b>	<b>301,650</b>	<b>323,500</b>	<b>324,400</b>	<b>496,200</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(500)	0	0	0
Interest Received	0	0	0	0
Recharges	(361,438)	(292,600)	(292,600)	(461,700)
<b>Total Income</b>	<b>(361,938)</b>	<b>(292,600)</b>	<b>(292,600)</b>	<b>(461,700)</b>
<b>Net Expenditure / (Income)</b>	<b>(60,288)</b>	<b>30,900</b>	<b>31,800</b>	<b>34,500</b>

**FINANCE & GOVERNANCE  
DIRECTOR - JOHN TURNBULL**

**ANNUAL BUDGET**

Provision of Chief Finance/ Section 151 Officer, Revenues & Benefits, Financial Management & Accountancy, Audit, Treasury & Pensions, FIDAS, Return on Investment and Governance.

<b>STAFFING NUMBERS</b>	<b>2022/23 323</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	18,700,928	17,232,900	17,238,300	18,269,000
Premises	213,494	65,000	64,800	63,700
Transport	13,793	18,400	18,400	16,400
Supplies and Services	9,325,958	5,064,600	5,088,500	5,063,700
Third Party Payments	2,656,385	935,100	935,100	1,034,600
Transfer Payments	126,745,333	185,378,200	185,378,200	185,378,200
Recharges Within Directorate	691,919	408,300	408,300	0
Recharges Between Directorates	3,958,931	2,996,900	2,996,900	4,167,900
Recharges Outside General Fund	47,136	30,000	30,000	30,000
Capital Charges	0	0	0	0
Financing	(77,220)	(98,000)	(98,000)	(109,700)
<b>Total Expenditure</b>	<b>162,276,658</b>	<b>212,031,400</b>	<b>212,060,500</b>	<b>213,913,800</b>
<b>Income</b>				
Government Grants	(126,369,514)	(185,026,200)	(185,026,200)	(185,026,200)
Other Grants and Contributions	(7,433,860)	(1,262,600)	(1,262,600)	(1,518,900)
Customer and Client Receipts	(8,655,500)	(7,111,900)	(7,795,800)	(8,264,200)
Interest Received	(43,004)	0	0	0
Recharges	(13,531,906)	(13,276,100)	(12,601,600)	(12,556,300)
<b>Total Income</b>	<b>(156,033,783)</b>	<b>(206,676,800)</b>	<b>(206,686,200)</b>	<b>(207,365,600)</b>
<b>Net Expenditure</b>	<b>6,242,874</b>	<b>5,354,600</b>	<b>5,374,300</b>	<b>6,548,200</b>

<b>SERVICE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Service Head Analysis</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Director of Finance & Governance	24,477	0	(1,500)	0
Financial Management & Accountancy	1,444,974	0	11,100	100
Internal Audit & Anti-Fraud Unit	(113,691)	0	112,100	(400)
Treasury & Pensions	142,020	10,300	(4,700)	123,000
Revenues and Benefits	2,747,144	4,060,900	4,062,600	4,284,900
Return on Investment	171,430	0	(14,500)	194,100
Governance	1,826,520	1,283,400	1,209,200	1,946,500
<b>Net Expenditure</b>	<b>6,242,874</b>	<b>5,354,600</b>	<b>5,374,300</b>	<b>6,548,200</b>

**FINANCE & GOVERNANCE**  
**DIRECTOR - JOHN TURNBULL**

**ANNUAL BUDGET**

Provision of Chief Finance/ Section 151 Officer, Revenues & Benefits, Financial Management & Accountancy, Audit, Treasury & Pensions, FIDAS, Return on Investment and Governance.

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>323</b>
<b>SERVICE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Service Head Analysis</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Director of Finance &amp; Governance</b>				
Director of Finance & Governance	24,477	0	(1,500)	0
<b>Director of Finance &amp; Governance</b>	<b>24,477</b>	<b>0</b>	<b>(1,500)</b>	<b>0</b>
<b>Financial Management &amp; Accountancy</b>				
Assistant Director - Financial Management	155	0	0	0
Corporate Accountancy (Service)	997,629	0	11,100	100
Neighbourhoods Finance	114,278	0	0	0
Families Finance	332,912	0	0	0
<b>Financial Management &amp; Accountancy</b>	<b>1,444,974</b>	<b>0</b>	<b>11,100</b>	<b>100</b>
<b>Internal Audit &amp; Anti-Fraud Unit</b>				
Internal Audit & Anti-Fraud Unit	(113,691)	0	112,100	(400)
<b>Internal Audit &amp; Anti-Fraud Unit</b>	<b>(113,691)</b>	<b>0</b>	<b>112,100</b>	<b>(400)</b>
<b>Treasury &amp; Pensions</b>				
Treasury & Pensions Management	142,020	10,300	(4,700)	123,000
<b>Treasury &amp; Pensions</b>	<b>142,020</b>	<b>10,300</b>	<b>(4,700)</b>	<b>123,000</b>
<b>Revenues and Benefits</b>				
Head of Service	1,889,081	1,725,200	1,723,300	1,922,000
Revenues	1,260,025	782,100	783,900	787,100
Benefits	1,939,317	2,351,100	2,352,900	2,373,300
Housing Benefits	(2,169,088)	(797,500)	(797,500)	(797,500)
CT - Social Fund	(172,192)	0	0	0
<b>Revenues and Benefits</b>	<b>2,747,144</b>	<b>4,060,900</b>	<b>4,062,600</b>	<b>4,284,900</b>
<b>Return on Investment</b>				
Director of Return on Investment	101,534	0	1,000	193,900
Procurement	93,849	0	(15,400)	100
Insurance & Risk Management	(23,953)	0	(100)	100
Investment Properties	0	0	0	0
<b>Return on Investment</b>	<b>171,430</b>	<b>0</b>	<b>(14,500)</b>	<b>194,100</b>
<b>Governance</b>				
Director of Governance	47,459	61,500	61,800	106,000
Legal Services	72,606	153,600	152,500	309,800
Committee Services	(43,028)	0	(4,100)	0
Electoral Services	555,494	698,900	632,800	692,800
Coroners	984,712	369,400	365,900	369,200
Information Governance & Data Protection	209,277	0	300	468,700
<b>Governance</b>	<b>1,826,520</b>	<b>1,283,400</b>	<b>1,209,200</b>	<b>1,946,500</b>
<b>Net Expenditure</b>	<b>6,242,874</b>	<b>5,354,600</b>	<b>5,374,300</b>	<b>6,548,200</b>

## 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.

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>1</b>
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SUBJECTIVE SUMMARY	2020/21 Actual	2021/22 Original Estimate	2021/22 Current	2022/23 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
<b>Expenditure</b>				
Employees	170,168	179,600	179,900	179,900
Premises	0	0	0	0
Transport	0	100	100	100
Supplies and Services	13,733	1,400	1,400	1,400
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	193,780	110,500	110,500	111,200
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>377,682</b>	<b>291,600</b>	<b>291,900</b>	<b>292,600</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(58,105)	0	(57,300)	(58,700)
Interest Received	0	0	0	0
Recharges	(295,100)	(291,600)	(236,100)	(233,900)
<b>Total Income</b>	<b>(353,205)</b>	<b>(291,600)</b>	<b>(293,400)</b>	<b>(292,600)</b>
<b>Net Expenditure / (Income)</b>	<b>24,477</b>	<b>0</b>	<b>(1,500)</b>	<b>0</b>

## FINANCE & GOVERNANCE

### FINANCIAL MANAGEMENT & ACCOUNTANCY 2FI02 RESPONSIBLE OFFICER - URSULA GAMBLE

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

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>59</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	4,658,796	3,536,400	3,539,800	3,654,400
Premises	0	700	700	0
Transport	530	2,800	2,800	1,400
Supplies and Services	291,240	95,300	94,900	91,200
Third Party Payments	188,960	3,500	3,500	3,000
Transfer Payments	0	0	0	0
Recharges Within Directorate	196,748	159,300	159,300	0
Recharges Between Directorates	680,700	474,800	474,800	570,700
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>6,016,974</b>	<b>4,272,800</b>	<b>4,275,800</b>	<b>4,320,700</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(181,399)	(85,000)	(101,900)	(43,100)
Interest Received	0	0	0	0
Recharges	(4,390,600)	(4,187,800)	(4,162,800)	(4,277,500)
<b>Total Income</b>	<b>(4,571,999)</b>	<b>(4,272,800)</b>	<b>(4,264,700)</b>	<b>(4,320,600)</b>
<b>Net Expenditure / (Income)</b>	<b>1,444,974</b>	<b>0</b>	<b>11,100</b>	<b>100</b>

**FINANCE & GOVERNANCE**

**GOVERNANCE 2F17  
RESPONSIBLE OFFICER - MARK HYNES**

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

<b>STAFFING NUMBERS</b>	<b>2022/23 90</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	5,142,935	5,125,900	5,081,000	5,342,800
Premises	194,971	50,000	49,800	49,400
Transport	8,212	5,500	5,500	5,400
Supplies and Services	2,107,920	925,600	901,000	898,600
Third Party Payments	623,446	3,000	3,000	3,000
Transfer Payments	0	0	0	0
Recharges Within Directorate	69,710	4,100	4,100	0
Recharges Between Directorates	611,251	773,600	773,600	1,015,600
Recharges Outside General Fund	47,136	30,000	30,000	30,000
Capital Charges	0	0	0	0
Financing	65,180	35,000	35,000	35,000
<b>Total Expenditure</b>	<b>8,870,761</b>	<b>6,952,700</b>	<b>6,883,000</b>	<b>7,379,800</b>
<b>Income</b>				
Government Grants	(16,607)	0	0	0
Other Grants and Contributions	(2,119,992)	(857,800)	(857,800)	(857,800)
Customer and Client Receipts	(645,968)	(493,300)	(519,800)	(519,300)
Interest Received	0	0	0	0
Recharges	(4,261,673)	(4,318,200)	(4,296,200)	(4,056,200)
<b>Total Income</b>	<b>(7,044,241)</b>	<b>(5,669,300)</b>	<b>(5,673,800)</b>	<b>(5,433,300)</b>
<b>Net Expenditure / (Income)</b>	<b>1,826,520</b>	<b>1,283,400</b>	<b>1,209,200</b>	<b>1,946,500</b>

**FINANCE & GOVERNANCE**

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

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

<b>STAFFING NUMBERS</b>				<b>2022/23 18</b>
<b>SUBJECTIVE SUMMARY</b>				
	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	824,022	855,800	892,000	861,000
Premises	271	0	0	0
Transport	4,168	1,900	1,900	1,900
Supplies and Services	599,581	38,900	114,800	38,700
Third Party Payments	262,433	211,200	211,200	211,200
Transfer Payments	0	0	0	0
Recharges Within Directorate	31,549	28,700	28,700	0
Recharges Between Directorates	170,700	193,500	193,500	330,900
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>1,892,724</b>	<b>1,330,000</b>	<b>1,442,100</b>	<b>1,443,700</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(794,982)	(51,700)	(51,700)	(51,700)
Customer and Client Receipts	(121,633)	(94,600)	(105,600)	(117,300)
Interest Received	0	0	0	0
Recharges	(1,089,800)	(1,183,700)	(1,172,700)	(1,275,100)
<b>Total Income</b>	<b>(2,006,415)</b>	<b>(1,330,000)</b>	<b>(1,330,000)</b>	<b>(1,444,100)</b>
<b>Net Expenditure / (Income)</b>	<b>(113,691)</b>	<b>0</b>	<b>112,100</b>	<b>(400)</b>

**FINANCE & GOVERNANCE**

**REVENUES AND BENEFITS 2FI07**

**RESPONSIBLE OFFICER - NALDA RUSSELL-STOWE**

Administration and collection of Business Rates and Council Tax. Dealing with Housing Benefits and Council Tax Benefits.

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>109</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	5,462,514	5,049,100	5,055,200	5,087,500
Premises	18,252	14,200	14,200	14,200
Transport	661	6,600	6,600	6,600
Supplies and Services	3,018,783	2,339,500	2,335,100	2,374,800
Third Party Payments	574,835	445,700	445,700	545,700
Transfer Payments	126,745,333	185,378,200	185,378,200	185,378,200
Recharges Within Directorate	47,613	20,900	20,900	0
Recharges Between Directorates	1,284,300	968,100	968,100	1,180,600
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	14,400	23,800	23,800	23,800
<b>Total Expenditure</b>	<b>137,166,691</b>	<b>194,246,100</b>	<b>194,247,800</b>	<b>194,611,400</b>
<b>Income</b>				
Government Grants	(126,352,907)	(185,026,200)	(185,026,200)	(185,026,200)
Other Grants and Contributions	(4,178,412)	0	0	0
Customer and Client Receipts	(3,846,195)	(5,116,500)	(5,116,500)	(5,256,500)
Interest Received	0	0	0	0
Recharges	(42,034)	(42,500)	(42,500)	(43,800)
<b>Total Income</b>	<b>(134,419,548)</b>	<b>(190,185,200)</b>	<b>(190,185,200)</b>	<b>(190,326,500)</b>
<b>Net Expenditure / (Income)</b>	<b>2,747,144</b>	<b>4,060,900</b>	<b>4,062,600</b>	<b>4,284,900</b>



**FINANCE & GOVERNANCE**

**RETURN ON INVESTMENT 2FI18  
RESPONSIBLE OFFICER - ROB MANNING**

Director of Return on Investment oversees Procurement, Insurance & Risk Management and Investment Properties.

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>37</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	2,138,020	2,179,200	2,183,000	2,635,100
Premises	0	0	0	0
Transport	111	1,400	1,400	900
Supplies and Services	1,830,766	1,618,800	1,600,500	1,618,200
Third Party Payments	146,568	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	332,349	187,000	187,000	0
Recharges Between Directorates	924,300	380,500	380,500	740,800
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>5,372,114</b>	<b>4,366,900</b>	<b>4,352,400</b>	<b>4,995,000</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(340,473)	(353,100)	(353,100)	(609,400)
Customer and Client Receipts	(1,407,512)	(1,322,500)	(1,322,500)	(1,521,700)
Interest Received	0	0	0	0
Recharges	(3,452,699)	(2,691,300)	(2,691,300)	(2,669,800)
<b>Total Income</b>	<b>(5,200,684)</b>	<b>(4,366,900)</b>	<b>(4,366,900)</b>	<b>(4,800,900)</b>
<b>Net Expenditure / (Income)</b>	<b>171,430</b>	<b>0</b>	<b>(14,500)</b>	<b>194,100</b>

**FINANCE & GOVERNANCE**

**TREASURY & PENSIONS MANAGEMENT 2FI08  
RESPONSIBLE OFFICER - JOHN TURNBULL**

Treasury & Pensions management.

<b>STAFFING NUMBERS</b>				<b>2022/23</b> <b>9</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	304,473	306,900	307,400	508,300
Premises	0	100	100	100
Transport	111	100	100	100
Supplies and Services	1,463,936	45,100	40,800	40,800
Third Party Payments	860,143	271,700	271,700	271,700
Transfer Payments	0	0	0	0
Recharges Within Directorate	13,949	8,300	8,300	0
Recharges Between Directorates	93,900	95,900	95,900	218,100
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	(156,800)	(156,800)	(156,800)	(168,500)
<b>Total Expenditure</b>	<b>2,579,712</b>	<b>571,300</b>	<b>567,500</b>	<b>870,600</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(2,394,687)	0	(572,200)	(747,600)
Interest Received	(43,004)	0	0	0
Recharges	0	(561,000)	0	0
<b>Total Income</b>	<b>(2,437,692)</b>	<b>(561,000)</b>	<b>(572,200)</b>	<b>(747,600)</b>
<b>Net Expenditure / (Income)</b>	<b>142,020</b>	<b>10,300</b>	<b>(4,700)</b>	<b>123,000</b>

**CORPORATE DEVELOPMENT  
DIRECTOR - RHONA CADENHEAD**

**ANNUAL BUDGET**

Responsible for supporting and promoting the Council's priorities, services and initiatives. It covers Communications, Community Development, Digital & ICT, Employee Experience, Communities and Strategy & Change.

<b>STAFFING NUMBERS</b>				<b>2022/23 201</b>
<b>SUBJECTIVE SUMMARY</b>				
	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	11,692,666	11,010,300	11,357,400	11,442,500
Premises	43,354	49,000	49,000	49,000
Transport	2,558	4,400	4,400	4,000
Supplies and Services	6,721,804	3,777,000	3,800,600	3,768,100
Third Party Payments	507,586	272,300	272,300	279,100
Transfer Payments	28	0	0	0
Recharges Within Directorate	1,085,633	2,086,500	2,086,500	0
Recharges Between Directorates	1,550,119	1,875,800	1,875,800	4,960,100
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	919,760	52,300	52,300	52,300
<b>Total Expenditure</b>	<b>22,523,508</b>	<b>19,127,600</b>	<b>19,498,300</b>	<b>20,555,100</b>
<b>Income</b>				
Government Grants	(817,000)	(64,000)	(64,000)	(64,000)
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(1,366,350)	(1,116,500)	(1,267,300)	(1,272,300)
Interest Received	0	0	0	0
Recharges	(15,104,213)	(17,860,100)	(17,749,400)	(18,095,200)
<b>Total Income</b>	<b>(17,287,563)</b>	<b>(19,040,600)</b>	<b>(19,080,700)</b>	<b>(19,431,500)</b>
<b>Net Expenditure</b>	<b>5,235,945</b>	<b>87,000</b>	<b>417,600</b>	<b>1,123,600</b>

<b>SERVICE SUMMARY</b>				
	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Service Head Analysis</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Strategic Director Corporate Development	377,950	0	44,400	(100)
Director of Comm & Communities	(60,748)	(167,400)	(21,050)	(175,700)
Digital & ICT	3,608,946	0	18,900	(200)
Employee Experience	(376,668)	0	900	(200)
Communities	313,473	254,400	235,600	277,900
Strategy & Change	1,372,993	0	138,850	1,021,900
<b>Net Expenditure</b>	<b>5,235,945</b>	<b>87,000</b>	<b>417,600</b>	<b>1,123,600</b>

**CORPORATE DEVELOPMENT  
DIRECTOR - RHONA CADENHEAD**

**ANNUAL BUDGET**

Responsible for supporting and promoting the Council's priorities, services and initiatives. It covers Communications, Community Development, Digital & ICT, Employee Experience, Communities and Strategy & Change.

<b>STAFFING NUMBERS</b>				<b>2022/23 201</b>
<b>SERVICE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Service Head Analysis</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Strategic Director Corporate Development</b>				
Strategic Director Corporate Development	377,950	0	44,400	(100)
<b>Strategic Director Corporate Development</b>	<b>377,950</b>	<b>0</b>	<b>44,400</b>	<b>(100)</b>
<b>Director of Comm &amp; Communities</b>				
Director of Culture and Heritage	(804)	(625,400)	(625,100)	(749,500)
Chief Executive's Office	0	0	100	0
Communications	(59,944)	458,000	603,950	573,800
Members' Services	0	0	0	0
Community Development	0	0	0	0
Leadership Office	0	0	0	0
<b>Director of Comm &amp; Communities</b>	<b>(60,748)</b>	<b>(167,400)</b>	<b>(21,050)</b>	<b>(175,700)</b>
<b>Digital &amp; ICT</b>				
Director of ICT	(20,645)	(5,686,200)	(5,655,900)	(5,687,900)
IT Operations	1,597,481	3,844,900	3,831,800	3,827,000
Digital	545,088	1,239,100	1,240,800	1,248,400
Digital Innovation and Delivery	194,844	602,200	602,100	612,300
Digital and ICT projects	1,292,178	0	100	0
<b>Digital &amp; ICT</b>	<b>3,608,946</b>	<b>0</b>	<b>18,900</b>	<b>(200)</b>
<b>Employee Experience</b>				
Director of Employee Experience	(312,394)	(1,716,100)	(1,716,100)	(1,687,300)
Human Resources	15,740	1,183,400	1,183,900	1,157,900
Health & Safety	(80,184)	407,600	408,000	410,400
Organisation Development	170	125,100	125,100	118,800
<b>Employee Experience</b>	<b>(376,668)</b>	<b>0</b>	<b>900</b>	<b>(200)</b>
<b>Communities</b>				
Communities	313,473	254,400	235,600	277,900
<b>Communities</b>	<b>313,473</b>	<b>254,400</b>	<b>235,600</b>	<b>277,900</b>
<b>Strategy &amp; Change</b>				
Director of Strategy & Change	459,448	(1,377,900)	(1,377,900)	(1,379,200)
Change	466,680	1,377,900	1,380,900	1,379,100
Business Intelligence	384,740	0	134,200	117,300
Strategy & Design	62,125	0	1,650	904,700
<b>Strategy &amp; Change</b>	<b>1,372,993</b>	<b>0</b>	<b>138,850</b>	<b>1,021,900</b>
<b>Net Expenditure</b>	<b>5,235,945</b>	<b>87,000</b>	<b>417,600</b>	<b>1,123,600</b>

**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, , Digital & ICT, Employee Experience, Communities and Strategy & Change.

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>3</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	864,645	209,600	767,200	772,500
Premises	82	0	0	0
Transport	420	0	400	400
Supplies and Services	24,190	40,300	126,700	126,700
Third Party Payments	13,000	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	21,400	0	0	0
Recharges Between Directorates	668,512	1,875,800	1,875,800	2,318,900
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>1,592,250</b>	<b>2,125,700</b>	<b>2,770,100</b>	<b>3,218,500</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	0	0	(20,100)	0
Interest Received	0	0	0	0
Recharges	(1,214,300)	(2,125,700)	(2,705,600)	(3,218,600)
<b>Total Income</b>	<b>(1,214,300)</b>	<b>(2,125,700)</b>	<b>(2,725,700)</b>	<b>(3,218,600)</b>
<b>Net Expenditure / (Income)</b>	<b>377,950</b>	<b>0</b>	<b>44,400</b>	<b>(100)</b>

**CORPORATE DEVELOPMENT**

**DIRECTOR OF COMMS & COMMUNITIES 2CD02  
RESPONSIBLE OFFICER - DEBBIE PORTER**

The Director of Communications and Campaigns has responsibility for internal and external communications for the council. This department also includes the Chief Executive's Office.

<b>STAFFING NUMBERS</b>	<b>2022/23 18</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	829,637	1,283,300	926,750	945,400
Premises	131	0	0	0
Transport	226	900	500	500
Supplies and Services	356,940	264,900	188,300	170,400
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	73,600	212,800	212,800	0
Recharges Between Directorates	44,721	0	0	269,400
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>1,305,255</b>	<b>1,761,900</b>	<b>1,328,350</b>	<b>1,385,700</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(329,890)	(281,000)	(281,000)	(286,100)
Interest Received	0	0	0	0
Recharges	(1,036,113)	(1,648,300)	(1,068,400)	(1,275,300)
<b>Total Income</b>	<b>(1,366,004)</b>	<b>(1,929,300)</b>	<b>(1,349,400)</b>	<b>(1,561,400)</b>
<b>Net Expenditure / (Income)</b>	<b>(60,748)</b>	<b>(167,400)</b>	<b>(21,050)</b>	<b>(175,700)</b>

**CORPORATE DEVELOPMENT**

**DIGITAL AND ICT 2CD04**

**RESPONSIBLE OFFICER - PAUL NEVILLE**

The Director of Digital and ICT has responsibility for ICT Operations including networks, infrastructure, telephony, application support and Service Desk. Leads on Digital Services, ICT Security & Technology Innovation

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>63</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	3,806,754	3,886,500	3,891,000	3,921,300
Premises	0	0	0	0
Transport	1,318	2,600	2,600	2,200
Supplies and Services	4,925,305	3,234,700	3,249,100	3,250,400
Third Party Payments	173,877	74,000	74,000	74,000
Transfer Payments	28	0	0	0
Recharges Within Directorate	531,600	722,200	722,200	0
Recharges Between Directorates	310,580	0	0	914,100
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	919,760	52,300	52,300	52,300
<b>Total Expenditure</b>	<b>10,669,222</b>	<b>7,972,300</b>	<b>7,991,200</b>	<b>8,214,300</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(738,276)	(729,900)	(729,900)	(759,900)
Interest Received	0	0	0	0
Recharges	(6,322,000)	(7,242,400)	(7,242,400)	(7,454,600)
<b>Total Income</b>	<b>(7,060,276)</b>	<b>(7,972,300)</b>	<b>(7,972,300)</b>	<b>(8,214,500)</b>
<b>Net Expenditure / (Income)</b>	<b>3,608,946</b>	<b>0</b>	<b>18,900</b>	<b>(200)</b>

**CORPORATE DEVELOPMENT**

**EMPLOYEE EXPERIENCE 2CD05  
RESPONSIBLE OFFICER - HELEN SIDWELL**

Responsible for Human Resources, Health & Safety and Organisation Development.

<b>STAFFING NUMBERS</b>				<b>2022/23 27</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	1,603,939	1,692,400	1,693,800	1,702,500
Premises	43,140	49,000	49,000	49,000
Transport	262	500	500	500
Supplies and Services	112,195	72,500	72,000	56,100
Third Party Payments	181,380	193,300	193,300	200,100
Transfer Payments	0	0	0	0
Recharges Within Directorate	230,457	303,400	303,400	0
Recharges Between Directorates	282,700	0	0	384,000
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>2,454,074</b>	<b>2,311,100</b>	<b>2,312,000</b>	<b>2,392,200</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(116,642)	(55,600)	(55,600)	(65,600)
Interest Received	0	0	0	0
Recharges	(2,714,100)	(2,255,500)	(2,255,500)	(2,326,800)
<b>Total Income</b>	<b>(2,830,742)</b>	<b>(2,311,100)</b>	<b>(2,311,100)</b>	<b>(2,392,400)</b>
<b>Net Expenditure / (Income)</b>	<b>(376,668)</b>	<b>0</b>	<b>900</b>	<b>(200)</b>



**CORPORATE DEVELOPMENT**

**COMMUNITIES 2CD06**

**RESPONSIBLE OFFICER - Jonathan Lloyd**

This area supports Communities, the Connecting Community Programme and Community Asset Review

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>6</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	410,841	184,600	185,800	189,400
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	689,007	0	0	0
Third Party Payments	34,765	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	69,800	69,800	0
Recharges Between Directorates	6	0	0	88,500
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>1,134,619</b>	<b>254,400</b>	<b>255,600</b>	<b>277,900</b>
<b>Income</b>				
Government Grants	(750,000)	0	0	0
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(65,147)	0	(20,000)	0
Interest Received	0	0	0	0
Recharges	(6,000)	0	0	0
<b>Total Income</b>	<b>(821,147)</b>	<b>0</b>	<b>(20,000)</b>	<b>0</b>
<b>Net Expenditure / (Income)</b>	<b>313,473</b>	<b>254,400</b>	<b>235,600</b>	<b>277,900</b>

**CORPORATE DEVELOPMENT**

**STRATEGY AND CHANGE 2CD07**

**RESPONSIBLE OFFICER - Rhona Cadenhead**

Responsible for Change, Strategy & Design, Policy and Business Intelligence.

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>84</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	4,176,849	3,753,900	3,892,850	3,911,400
Premises	0	0	0	0
Transport	332	400	400	400
Supplies and Services	614,167	164,600	164,500	164,500
Third Party Payments	104,564	5,000	5,000	5,000
Transfer Payments	0	0	0	0
Recharges Within Directorate	228,576	778,300	778,300	0
Recharges Between Directorates	243,600	0	0	985,200
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>5,368,088</b>	<b>4,702,200</b>	<b>4,841,050</b>	<b>5,066,500</b>
<b>Income</b>				
Government Grants	(67,000)	(64,000)	(64,000)	(64,000)
Other Grants and Contributions	0	0	0	0
Customer and Client Receipts	(116,395)	(50,000)	(160,700)	(160,700)
Interest Received	0	0	0	0
Recharges	(3,811,700)	(4,588,200)	(4,477,500)	(3,819,900)
<b>Total Income</b>	<b>(3,995,095)</b>	<b>(4,702,200)</b>	<b>(4,702,200)</b>	<b>(4,044,600)</b>
<b>Net Expenditure / (Income)</b>	<b>1,372,993</b>	<b>0</b>	<b>138,850</b>	<b>1,021,900</b>

**RESIDENT SERVICES  
STRATEGIC DIRECTOR - MICHELE MOLONEY**

**ANNUAL BUDGET**

Management of the Borough's Highways, Parking, Transport, Leisure, Neighbourhoods Enforcement, Parks & Open Spaces, Allotments, Waste Management, Regulatory Service, Business Hub, Customer Services, Commercial Services and Housing.

<b>STAFFING NUMBERS</b>	<b>2022/23 1005</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	40,552,165	44,247,400	44,505,200	44,636,920
Premises	51,705,596	61,518,800	46,642,100	49,439,400
Transport	1,412,551	1,980,200	1,291,000	1,292,900
Supplies and Services	47,717,190	18,256,900	27,240,500	29,750,080
Third Party Payments	31,065,747	25,608,200	26,756,000	28,395,100
Transfer Payments	1,724,031	2,005,000	2,005,000	2,005,000
Recharges Within Directorate	249,097	6,317,800	6,317,800	0
Recharges Between Directorates	13,823,377	13,268,900	13,260,900	23,929,300
Recharges Outside General Fund	3,958,478	3,855,800	3,812,800	88,600
Capital Charges	19,796,473	11,995,800	11,995,800	10,350,800
Financing	31,388,661	30,405,000	27,801,000	27,557,500
<b>Total Expenditure</b>	<b>243,393,366</b>	<b>219,459,800</b>	<b>211,628,100</b>	<b>217,445,600</b>
<b>Income</b>				
Government Grants	(7,668,184)	(6,258,400)	(7,454,000)	(7,454,000)
Other Grants and Contributions	(19,213,698)	(11,126,700)	(4,730,987)	(4,536,000)
Customer and Client Receipts	(116,193,292)	(129,909,400)	(126,750,800)	(132,719,600)
Interest Received	(484,540)	(127,800)	(127,800)	(177,800)
Recharges	(37,314,277)	(23,715,300)	(23,781,300)	(24,465,700)
<b>Total Income</b>	<b>(180,873,990)</b>	<b>(171,137,600)</b>	<b>(162,844,887)</b>	<b>(169,353,100)</b>
<b>Net Expenditure / (Income)</b>	<b>62,519,376</b>	<b>48,322,200</b>	<b>48,783,213</b>	<b>48,092,500</b>

<b>SERVICE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Service Head Analysis</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Director of Resident Services	10,898	8,800	9,300	9,400
Highways & Traffic Management	10,467,460	5,450,900	5,318,563	4,778,400
Neighbourhood Services	19,266,265	18,584,200	18,929,350	18,948,600
Leisure	5,124,028	2,884,900	2,931,500	2,976,000
Commercial Services	2,002,415	583,300	583,400	485,100
Regulatory Service	1,574,529	2,010,300	1,985,100	2,092,700
Customer Services & Business Hub	6,810,800	9,256,100	9,245,900	8,997,200
Housing General Fund	17,262,980	9,543,700	9,780,100	9,805,100
Housing Revenue Account	0	0	0	0
<b>Net Expenditure</b>	<b>62,519,376</b>	<b>48,322,200</b>	<b>48,783,213</b>	<b>48,092,500</b>

**RESIDENT SERVICES  
STRATEGIC DIRECTOR - MICHELE MOLONEY**

**ANNUAL BUDGET**

Management of the Borough's Highways, Parking, Transport, Leisure, Neighbourhoods Enforcement, Parks & Open Spaces, Allotments, Waste Management, Regulatory Service, Business Hub, Customer Services, Commercial Services and Housing.

<b>STAFFING NUMBERS</b>				<b>2022/23 1005</b>
<b>SERVICE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Service Head Analysis</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Director of Resident Services</b>				
Director of Resident Services	10,898	165,800	166,300	170,000
Corporate Recharges	0	(157,000)	(157,000)	(160,600)
<b>Director of Resident Services</b>	<b>10,898</b>	<b>8,800</b>	<b>9,300</b>	<b>9,400</b>
<b>Highways &amp; Traffic Management</b>				
Highways	17,044,367	17,160,600	16,978,463	17,596,300
Traffic Management	(6,576,907)	(11,709,700)	(11,659,900)	(12,817,900)
<b>Highways &amp; Traffic Management</b>	<b>10,467,460</b>	<b>5,450,900</b>	<b>5,318,563</b>	<b>4,778,400</b>
<b>Neighbourhood Services</b>				
Neighbourhood - Management	2,201,737	1,715,800	1,817,100	1,759,400
Parks & Open Spaces	1,652,495	1,586,400	1,593,850	1,625,000
Allotments	178,514	171,800	171,900	175,300
Civil Contingencies	117,458	150,600	150,600	150,600
Transport	122,341	93,300	97,200	98,100
Waste Management	14,993,720	14,866,300	15,098,700	15,140,200
<b>Neighbourhood Services</b>	<b>19,266,265</b>	<b>18,584,200</b>	<b>18,929,350</b>	<b>18,948,600</b>
<b>Leisure</b>				
Leisure	5,124,028	2,884,900	2,931,500	2,976,000
<b>Leisure</b>	<b>5,124,028</b>	<b>2,884,900</b>	<b>2,931,500</b>	<b>2,976,000</b>
<b>Commercial Services</b>				
Commercial Services Unit	910,880	221,300	365,400	376,900
Housing - Commercial	370,390	393,800	396,600	405,100
Forest Venues	1,091,535	362,000	218,000	108,200
<b>Commercial Services</b>	<b>2,002,415</b>	<b>583,300</b>	<b>583,400</b>	<b>485,100</b>
<b>Regulatory Service</b>				
Regulatory Service	1,574,529	2,010,300	1,985,100	2,092,700
<b>Regulatory Service</b>	<b>1,574,529</b>	<b>2,010,300</b>	<b>1,985,100</b>	<b>2,092,700</b>
<b>Customer Services &amp; Business Hub</b>				
Customer Resolution Centre	(252,106)	792,800	794,200	774,100
Libraries Registrars ALS	4,958,200	4,912,100	4,407,100	4,897,400
Business Support	841,070	(4,478,800)	(4,227,400)	(4,083,400)
Mayors and Members Services	(29,343)	0	(300)	0
Executive Support	(345,246)	1,860,000	754,800	761,900
Quality Assurance	435,220	382,400	382,900	381,400
Families Business Hub	(346,383)	0	665,300	0
Corporate Business Hub	(209,644)	1,796,600	2,144,300	2,398,000
Community Ward Forums	197,126	280,900	280,900	280,900
Facilities Management	474,818	120,700	229,800	16,800
FM Buildings	1,087,089	3,589,400	3,814,300	3,570,100
<b>Customer Services &amp; Business Hub</b>	<b>6,810,800</b>	<b>9,256,100</b>	<b>9,245,900</b>	<b>8,997,200</b>

**RESIDENT SERVICES  
STRATEGIC DIRECTOR - MICHELE MOLONEY**

**ANNUAL BUDGET**

Management of the Borough's Highways, Parking, Transport, Leisure, Neighbourhoods Enforcement, Parks & Open Spaces, Allotments, Waste Management, Regulatory Service, Business Hub, Customer Services, Commercial Services and Housing.

<b>STAFFING NUMBERS</b>				<b>2022/23 1005</b>
<b>SERVICE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Service Head Analysis</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Housing General Fund</b>				
Housing and Neighbourhood Service	9,292,481	1,592,700	1,943,400	1,932,400
Homelessness (Service)	7,600,108	7,557,200	7,440,100	7,467,600
<b>Housing General Fund</b>	<b>17,262,980</b>	<b>9,543,700</b>	<b>9,780,100</b>	<b>9,805,100</b>
<b>Housing Revenue Account</b>				
Sheltered Housing	344,026	497,100	501,400	515,300
Partnerships	(1,328,366)	(342,500)	(314,400)	(16,200)
Housing Access	(17,238,366)	(29,003,700)	(28,916,500)	(29,391,600)
Housing Management (HRA)	15,585,041	15,774,700	15,775,100	18,017,600
HRA Non-Service	2,637,665	13,074,400	12,954,400	10,874,900
<b>Housing Revenue Account</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure</b>	<b>62,519,376</b>	<b>48,322,200</b>	<b>48,783,213</b>	<b>48,092,500</b>

**RESIDENT SERVICES**

**STRATEGIC DIRECTOR OF RESIDENT SERVICES 2NC01  
RESPONSIBLE OFFICER - MICHELE MOLONEY**

Strategic Director of Resident Services.

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>1</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	255,609	216,000	216,500	220,400
Premises	0	0	0	0
Transport	110	0	0	0
Supplies and Services	8,504	1,400	1,400	1,400
Third Party Payments	4,450	0	0	0
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	8,800	8,800	0
Recharges Between Directorates	6,825	6,160,800	6,160,800	6,434,100
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	0	0	0	0
<b>Total Expenditure</b>	<b>275,498</b>	<b>6,387,000</b>	<b>6,387,500</b>	<b>6,655,900</b>
<b>Income</b>				
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	(264,600)	(6,378,200)	(6,378,200)	(6,646,500)
<b>Total Income</b>	<b>(264,600)</b>	<b>(6,378,200)</b>	<b>(6,378,200)</b>	<b>(6,646,500)</b>
<b>Net Expenditure / (Income)</b>	<b>10,898</b>	<b>8,800</b>	<b>9,300</b>	<b>9,400</b>

## RESIDENT SERVICES

### HIGHWAYS & TRAFFIC MANAGEMENT 2NC02 RESPONSIBLE OFFICER - VALA VALAVAN

Service manages the Design & Delivery Traffic and Highways Programme, which includes TFL and other external funding. Other areas covered include Street Lighting, Winter Maintenance, Gully Maintenance, Traffic Management, Sustainable Transport and Borough Roads. Also, managing On Street Parking and the Council's car parks.

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>94</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
		<b>Estimate</b>		<b>Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	4,204,637	5,002,700	5,005,500	5,195,900
Premises	3,080,551	7,784,200	3,025,700	3,450,700
Transport	453,874	841,600	664,500	659,400
Supplies and Services	8,770,607	2,782,000	7,798,050	7,843,000
Third Party Payments	8,308,292	8,196,500	8,138,900	9,849,800
Transfer Payments	0	0	0	0
Recharges Within Directorate	51,600	772,300	772,300	0
Recharges Between Directorates	1,036,246	0	0	804,800
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	8,168,940	7,528,600	7,528,600	7,528,600
<b>Total Expenditure</b>	<b>34,074,747</b>	<b>32,907,900</b>	<b>32,933,550</b>	<b>35,332,200</b>
<b>Income</b>				
Government Grants	(1,100,993)	(380,000)	(380,000)	(380,000)
Other Grants and Contributions	(1,339,422)	(20,000)	(149,987)	0
Customer and Client Receipts	(19,567,622)	(25,607,100)	(25,635,100)	(28,720,700)
Interest Received	(124,207)	0	0	0
Recharges	(1,475,043)	(1,449,900)	(1,449,900)	(1,453,100)
<b>Total Income</b>	<b>(23,607,288)</b>	<b>(27,457,000)</b>	<b>(27,614,987)</b>	<b>(30,553,800)</b>
<b>Net Expenditure / (Income)</b>	<b>10,467,460</b>	<b>5,450,900</b>	<b>5,318,563</b>	<b>4,778,400</b>

**RESIDENT SERVICES**

**LEISURE 2NC04**

**RESPONSIBLE OFFICER - JARLATH GRIFFIN**

Sports & Activities and Leisure. Reports to Neighbourhood Services.

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>13</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
		<b>Estimate</b>		<b>Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	471,755	618,100	618,400	618,900
Premises	1,097,562	797,500	812,600	817,900
Transport	1,571	9,800	9,800	9,800
Supplies and Services	1,819,764	336,300	281,100	311,100
Third Party payments	3,766	2,700	2,700	2,700
Transfer Payments	0	0	0	0
Recharges Within Directorate	8,049	116,900	116,900	0
Recharges Between Directorates	438,357	320,400	320,400	476,000
Recharges Outside General Fund	0	0	0	0
Capital charges	0	0	0	0
Financing	2,294,930	2,767,800	2,767,800	2,767,800
<b>Total Expenditure</b>	<b>6,135,754</b>	<b>4,969,500</b>	<b>4,929,700</b>	<b>5,004,200</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(608,989)	(934,200)	(963,700)	(963,700)
Customer and Client Receipts	(402,737)	(1,150,400)	(1,034,500)	(1,064,500)
Interest Received	0	0	0	0
Recharges	0	0	0	0
<b>Total Income</b>	<b>(1,011,726)</b>	<b>(2,084,600)</b>	<b>(1,998,200)</b>	<b>(2,028,200)</b>
<b>Net Expenditure / (Income)</b>	<b>5,124,028</b>	<b>2,884,900</b>	<b>2,931,500</b>	<b>2,976,000</b>



## RESIDENT SERVICES

### NEIGHBOURHOOD SERVICES 2NC05

RESPONSIBLE OFFICER - JARLATH GRIFFIN

Management of Neighbourhoods Teams, Enforcement, Dog Team, Parks and Open Spaces, Arboriculture, Cemeteries, Allotments, Transport and Emergency Planning. Also Waste Management covering domestic waste collection, recycling, street cleansing and grounds maintenance.

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>54</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	3,012,040	3,053,600	2,988,500	2,928,500
Premises	713,933	586,100	603,300	642,000
Transport	677,772	829,700	320,600	320,600
Supplies and Services	1,197,373	913,800	861,050	816,100
Third Party Payments	15,923,002	15,281,100	15,543,000	15,571,200
Transfer Payments	0	0	0	0
Recharges Within Directorate	36,100	521,800	521,800	0
Recharges Between Directorates	959,614	459,400	451,400	1,015,900
Recharges Outside General Fund	18,808	0	0	0
Capital Charges	0	0	0	0
Financing	388,570	330,400	330,400	330,400
<b>Total Expenditure</b>	<b>22,927,212</b>	<b>21,975,900</b>	<b>21,620,050</b>	<b>21,624,700</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(147,640)	(62,000)	(17,000)	28,000
Customer and Client Receipts	(3,199,411)	(3,162,200)	(2,608,200)	(2,638,200)
Interest Received	0	0	0	0
Recharges	(313,895)	(167,500)	(65,500)	(65,900)
<b>Total Income</b>	<b>(3,660,947)</b>	<b>(3,391,700)</b>	<b>(2,690,700)</b>	<b>(2,676,100)</b>
<b>Net Expenditure / (Income)</b>	<b>19,266,265</b>	<b>18,584,200</b>	<b>18,929,350</b>	<b>18,948,600</b>

## RESIDENT SERVICES

### COMMERCIAL SERVICES 2NC06

RESPONSIBLE OFFICER - JOHN HUBBARD

Management of Commercial Services covering: CCTV, Private Sector Empty Premises, Bulky Waste, Pest Control, Market Rent Scheme, Grounds Maintenance, Caretaking & Gardening Services, Forest Venues and Business Development & Commercial Innovation.

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>81</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
		<b>Estimate</b>		<b>Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	805,368	945,700	946,500	950,400
Premises	1,260,397	557,200	557,200	419,900
Transport	17,543	1,300	1,300	1,300
Supplies and Services	413,578	601,900	601,200	601,200
Third Party Payments	831,669	458,000	458,000	458,000
Transfer Payments	0	0	0	0
Recharges Within Directorate	65,800	90,300	90,300	0
Recharges Between Directorates	908,270	297,400	297,400	422,800
Recharges Outside General Fund	40,000	0	0	0
Capital Charges	0	0	0	0
Financing	505,030	329,200	329,200	329,200
<b>Total Expenditure</b>	<b>4,847,655</b>	<b>3,281,000</b>	<b>3,281,100</b>	<b>3,182,800</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(18,731)	(83,700)	(83,700)	(83,700)
Customer and Client Receipts	(2,376,812)	(2,081,000)	(2,081,000)	(2,081,000)
Interest Received	0	0	0	0
Recharges	(449,698)	(533,000)	(533,000)	(533,000)
<b>Total Income</b>	<b>(2,845,240)</b>	<b>(2,697,700)</b>	<b>(2,697,700)</b>	<b>(2,697,700)</b>
<b>Net Expenditure / (Income)</b>	<b>2,002,415</b>	<b>583,300</b>	<b>583,400</b>	<b>485,100</b>

**RESIDENT SERVICES**

**REGULATORY SERVICES 2NC07  
RESPONSIBLE OFFICER - DAVID BEACH**

Street Trading, Private Sector Housing, Premises Licensing, Food & Safety, Trading Standards, Air Quality & Environmental Protection, Planning Enforcement & Selective Licensing.

<b>STAFFING NUMBERS</b>	<b>2022/23 125</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	5,250,077	5,960,000	6,098,400	6,216,200
Premises	193,440	189,600	191,000	193,300
Transport	22,080	24,200	24,200	30,200
Supplies and Services	1,111,422	(345,200)	(347,700)	(289,200)
Third Party Payments	685,832	569,900	575,400	451,400
Transfer Payments	238	0	0	0
Recharges Within Directorate	43,600	1,108,700	1,108,700	0
Recharges Between Directorates	1,002,159	0	0	1,155,700
Recharges Outside General Fund	643	0	0	0
Capital Charges	5,539	0	0	0
Financing	124,410	70,300	70,300	70,300
<b>Total Expenditure</b>	<b>8,439,440</b>	<b>7,577,500</b>	<b>7,720,300</b>	<b>7,827,900</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(70,859)	0	0	0
Customer and Client Receipts	(6,794,051)	(5,567,200)	(5,633,200)	(5,633,200)
Interest Received	0	0	0	0
Recharges	0	0	(102,000)	(102,000)
<b>Total Income</b>	<b>(6,864,910)</b>	<b>(5,567,200)</b>	<b>(5,735,200)</b>	<b>(5,735,200)</b>
<b>Net Expenditure / (Income)</b>	<b>1,574,529</b>	<b>2,010,300</b>	<b>1,985,100</b>	<b>2,092,700</b>

## RESIDENT SERVICES

### CUSTOMER SERVICES & BUSINESS HUB 2NC08 RESPONSIBLE OFFICER - LOUISE DUFFIELD

Customer Resolution Centre, Libraries, Registrars, Business Support, Mayor's and Member's Services, Executive Support, Quality Assurance, Families Business Hub, Community Ward Forums, Facilities Management & Administrative Buildings and Complaints.

<b>STAFFING NUMBERS</b>	<b>2022/23</b> <b>391</b>
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SUBJECTIVE SUMMARY	2020/21 Actual	2021/22 Original Estimate	2021/22 Current	2022/23 Original Estimate
Subjective Analysis of Estimates	£	£	£	£
<b>Expenditure</b>				
Employees	12,704,239	12,528,500	12,551,400	12,641,500
Premises	2,697,935	2,343,500	2,552,800	2,547,200
Transport	17,509	38,600	38,600	38,600
Supplies and Services	3,751,084	5,459,900	5,554,600	5,554,600
Third Party Payments	2,714,529	46,300	46,300	46,300
Transfer Payments	0	0	0	0
Recharges Within Directorate	248	2,951,600	2,951,600	0
Recharges Between Directorates	3,897,175	1,985,000	1,985,000	5,015,400
Recharges Outside General Fund	556	0	0	0
Capital Charges	839,786	0	0	0
Financing	1,980,950	1,352,500	1,352,500	1,352,500
<b>Total Expenditure</b>	<b>28,604,011</b>	<b>26,705,900</b>	<b>27,032,800</b>	<b>27,196,100</b>
<b>Income</b>				
Government Grants	(19,120)	(60,000)	(60,000)	(60,000)
Other Grants and Contributions	(92,159)	(189,300)	(89,300)	(89,300)
Customer and Client Receipts	(1,126,374)	(850,500)	(1,221,600)	(1,221,600)
Interest Received	(2,623)	(13,200)	(13,200)	(13,200)
Recharges	(20,552,935)	(16,336,800)	(16,402,800)	(16,814,800)
<b>Total Income</b>	<b>(21,793,211)</b>	<b>(17,449,800)</b>	<b>(17,786,900)</b>	<b>(18,198,900)</b>
<b>Net Expenditure / (Income)</b>	<b>6,810,800</b>	<b>9,256,100</b>	<b>9,245,900</b>	<b>8,997,200</b>

**RESIDENT SERVICES**

**HOUSING GENERAL FUND 2NC09  
RESPONSIBLE OFFICER - DARREN WELSH**

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

<b>STAFFING NUMBERS</b>	<b>2022/23 83</b>
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<b>SUBJECTIVE SUMMARY</b>	<b>2020/21 Actual</b>	<b>2021/22 Original Estimate</b>	<b>2021/22 Current</b>	<b>2022/23 Original Estimate</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	5,701,504	5,993,200	6,054,500	6,115,200
Premises	27,537,091	31,630,900	24,225,400	24,225,200
Transport	182,834	202,300	199,300	199,300
Supplies and Services	9,346,731	3,943,100	4,902,300	4,902,300
Third Party Payments	1,544,593	698,300	1,638,300	1,638,300
Transfer Payments	1,718,793	2,000,000	2,000,000	2,000,000
Recharges Within Directorate	43,700	747,400	747,400	0
Recharges Between Directorates	1,490,842	189,700	189,700	922,100
Recharges Outside General Fund	88,600	88,600	88,600	88,600
Capital Charges	308,730	0	0	0
Financing	458,200	888,100	888,100	888,100
<b>Total Expenditure</b>	<b>48,421,617</b>	<b>46,381,600</b>	<b>40,933,600</b>	<b>40,979,100</b>
<b>Income</b>				
Government Grants	(6,548,071)	(5,818,400)	(7,014,000)	(7,014,000)
Other Grants and Contributions	(371,681)	(280,700)	(280,700)	(280,700)
Customer and Client Receipts	(21,811,586)	(28,322,700)	(21,442,700)	(21,462,700)
Interest Received	0	0	0	0
Recharges	(2,427,300)	(2,416,100)	(2,416,100)	(2,416,600)
<b>Total Income</b>	<b>(31,158,638)</b>	<b>(36,837,900)</b>	<b>(31,153,500)</b>	<b>(31,174,000)</b>
<b>Net Expenditure / (Income)</b>	<b>17,262,980</b>	<b>9,543,700</b>	<b>9,780,100</b>	<b>9,805,100</b>

## RESIDENT SERVICES

### HOUSING REVENUE ACCOUNT 2NC10 RESPONSIBLE OFFICER - 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 10,001 rented and 2,153 leasehold properties at 1 April 2021. Any surplus or deficit does not accrue to the General Fund but is transferred to the HRA balance.

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>163</b>
<b>SUBJECTIVE SUMMARY</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure</b>				
Employees	8,146,937	9,929,600	10,025,500	9,749,920
Premises	15,124,688	17,629,800	14,674,100	17,143,200
Transport	39,258	32,700	32,700	33,700
Supplies and Services	21,298,127	4,563,700	7,588,500	10,009,580
Third Party Payments	1,049,614	355,400	353,400	377,400
Transfer Payments	5,000	5,000	5,000	5,000
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	4,083,888	3,856,200	3,856,200	7,682,500
Recharges Outside General Fund	3,809,871	3,767,200	3,724,200	0
Capital Charges	18,642,418	11,995,800	11,995,800	10,350,800
Financing	17,467,631	17,138,100	14,534,100	14,290,600
<b>Total Expenditure</b>	<b>89,667,431</b>	<b>69,273,500</b>	<b>66,789,500</b>	<b>69,642,700</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(16,564,217)	(9,556,800)	(3,146,600)	(3,146,600)
Customer and Client Receipts	(60,914,699)	(63,168,300)	(67,094,500)	(69,897,700)
Interest Received	(357,710)	(114,600)	(114,600)	(164,600)
Recharges	(11,830,806)	3,566,200	3,566,200	3,566,200
<b>Total Income</b>	<b>(89,667,431)</b>	<b>(69,273,500)</b>	<b>(66,789,500)</b>	<b>(69,642,700)</b>
<b>Net Expenditure / (Income)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## CORPORATE EXPENDITURE 3XP0101

<b>STAFFING NUMBERS</b>				<b>2022/23</b>
				<b>0</b>
<b>SUBJECTIVE SUMMARY</b>				
	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>ACTUAL</b>	<b>ORIGINAL</b>	<b>CURRENT</b>	<b>ORIGINAL</b>
<b>Subjective Analysis of Estimates</b>	<b>£</b>	<b>ESTIMATE</b>	<b>£</b>	<b>ESTIMATE</b>
		<b>£</b>		<b>£</b>
<b>Expenditure</b>				
Employees	9,191,347	3,998,100	3,746,300	3,995,600
Premises	915,680	0	0	0
Transport	1,178	0	0	0
Supplies and Services	8,290,719	830,100	830,100	831,100
Third Party Payments	560,468	206,100	206,100	205,100
Transfer Payments	0	0	0	0
Recharges Within Directorate	0	0	0	0
Recharges Between Directorates	6,491,900	5,830,800	5,830,800	4,932,400
Recharges Outside General Fund	0	0	0	0
Capital Charges	0	0	0	0
Financing	390,739	42,700	42,700	42,700
<b>Total Expenditure</b>	<b>25,842,031</b>	<b>10,907,800</b>	<b>10,656,000</b>	<b>10,006,900</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Grants and Contributions	(981,036)	(8,400)	(8,400)	(8,400)
Customer and Client Receipts	(82,520)	0	0	0
Interest Received	(95,327)	(99,700)	(99,700)	(99,700)
Recharges	(157,900)	(157,900)	(157,900)	(162,600)
<b>Total Income</b>	<b>(1,316,783)</b>	<b>(266,000)</b>	<b>(266,000)</b>	<b>(270,700)</b>
<b>Net Expenditure / (Income)</b>	<b>24,525,248</b>	<b>10,641,800</b>	<b>10,390,000</b>	<b>9,736,200</b>
<b>SERVICE SUMMARY</b>				
	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>Actual</b>	<b>Original</b>	<b>Current</b>	<b>Original</b>
<b>Service Head Analysis</b>	<b>£</b>	<b>Estimate</b>	<b>£</b>	<b>Estimate</b>
		<b>£</b>		<b>£</b>
Corporate Expenditure	24,525,248	10,641,800	10,390,000	9,736,200
<b>Net Expenditure</b>	<b>24,525,248</b>	<b>10,641,800</b>	<b>10,390,000</b>	<b>9,736,200</b>

OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT INCLUDING HRA AND SCHOOLS				
Cost elements	Original	Original Estimate		
	2021/22	2022/23		
	£	£	£	£
<b>** 401 Employees</b>				
401001 APTC - OFFICERS	149,408,400	166,788,520		
401005 CHIEF OFFICERS	6,999,400	7,279,000		
401007 CORONERS	159,000	294,000		
401008 LECTURERS	804,000	779,400		
401009 TEACHERS	98,699,300	140,802,160		
401010 SOULBURY	622,300	622,300		
401014 MEMBERS	1,307,200	1,307,200		
401020 MANAGEMENT SPINE SALARIES	631,000	598,300		
401025 SALARY SACRIFICE NI	1,800	1,700		
401040 AGENCY STAFF	823,100	596,900		
401041 TEMPORARY STAFF	242,500	192,500		
401042 ELECTORAL STAFF	117,500	112,500		
401051 X EMPLOYER SUPER DEFICIT CONTRIBUTION	7,670,000	8,620,000		
<b>* 4010 Employee direct costs</b>	<b>267,485,500</b>		<b>327,994,480</b>	
401500 EMPLOYEE RELATED INSURANCE	244,100	409,400		
401501 STAFF TRAINING	641,000	618,500		
401502 IN-SERVICE EDUCATION	44,600	10,600		
401503 STAFF ADVERTISING	57,400	57,400		
401504 REDUNDANCY/SEVERANCE PAYMENTS	1,663,000	1,133,000		
401506 PENSION ENHANCEMENTS	1,731,600	1,731,600		
401507 SPECTACLES COST	1,900	1,900		
401508 LONG SERVICE MEMENTOS	12,400	12,400		
401514 OTHER EMPLOYEE RELATED EXPENSES	172,900	107,700		
401515 PRE DSO PENSION COSTS	199,200	199,200		
401516 ILL HEALTH RETIREMENTS	390,700	390,700		
401519 X APPRENTICE LEVY	385,000	385,000		
401521 DBS Fees	3,100	3,100		
<b>* 4015 Employee indirect</b>	<b>5,546,900</b>		<b>5,060,500</b>	
<b>** 401 Employees</b>	<b>273,032,400</b>			<b>333,054,980</b>
<b>** 402 Premises</b>				
402001 REPAIRS AND MAINTENANCE	3,342,600	158,800		
402002 ROOFING WORKS	0	63,000		
402004 Asbestos	150,000	122,000		
402005 REPAIRS AND MAINTENANCE - ELECTRICAL	61,500	36,500		
402016 INTERNAL REDECORATION	30,000	30,000		
402020 REPAIRS & MAINTENANCE - PLANNED	5,900	5,900		
402030 R And M - Voids	0	103,000		
402040 REPAIRS & MAINTENANCE - CENTRAL RECHARGE	1,268,500	1,268,500		
402041 R&M Service	44,000	135,500		
402042 R&M PPP	2,851,800	3,251,800		
402043 R&M PPV	650,900	650,900		
402044 R&M PPV Exclusions	499,000	499,000		
402045 R&M PPP Exclusions	1,240,100	1,419,400		
402050 X Cyclical Building Works	(900,000)	0		
402051 CYCLICAL ELECTRICAL	1,460,600	1,162,000		
402052 X Cyclical Mechanical Works	430,100	684,000		
402091 BOARDING UP	13,700	13,700		
<b>* 4020 Repairs to buildings</b>	<b>11,148,700</b>		<b>9,604,000</b>	
402200 GAS	400,700	352,200		
402201 ELECTRICITY	2,360,100	2,182,400		
402202 OTHER ENERGY COSTS	1,507,700	1,542,400		
402203 ELECTRICTY - SERV	608,500	1,399,700		
402204 Gas - Service Control	314,400	938,800		
402221 Combined Heat And Power Charges	719,400	220,000		
<b>* 4022 Energy Costs</b>	<b>5,910,800</b>		<b>6,635,500</b>	
402300 RENTS PAYABLE	1,730,900	2,064,200		
402301 RENT VOIDS	940,800	2,050,800		
402302 Other Voids	127,300	190,600		
402303 Voids - Garage Rents	725,900	680,900		
402304 SERVICE CHARGES	143,600	96,600		
402320 PAYMENTS TO PRIVATE LANDLORDS	8,907,900	17,958,600		
402321 BED AND BREAKFAST RENTS	21,979,800	5,248,000		
402323 RENT DEPOSIT SCHEME	100,000	172,000		
402324 SELF HELP RENT DEPOSIT	285,700	450,000		
<b>* 4023 Rent</b>	<b>34,941,900</b>		<b>28,911,700</b>	



OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT INCLUDING HRA AND SCHOOLS				
Cost elements	Original	Original Estimate		
	2021/22	2022/23		
	£	£	£	£
402400 NATIONAL BUSINESS RATE	2,498,800	2,611,400		
402402 COUNCIL TAX	263,600	263,600		
<b>* 4024 Rates</b>	<b>2,762,400</b>		<b>2,875,000</b>	
402450 WATER CHARGES	514,400	697,300		
402451 SEWERAGE & ENVIRONMENTAL CHARGES	1,300	0		
<b>* 40245 Water Services</b>	<b>515,700</b>		<b>697,300</b>	
402500 PREMISES INSURANCE	715,400	899,400		
402515 PREMISES INSURANCE - SERVICE CONTROLLED	113,000	113,000		
<b>* 40250 Premises Insurance</b>	<b>828,400</b>		<b>1,012,400</b>	
402550 GROUNDS MAINTENANCE - GENERAL	588,300	606,250		
402551 HIGHWAYS EQUIPMENT	60,300	10,300		
402600 MAINTENANCE OF ROADS & PATHS - GENERAL	810,200	1,135,200		
402620 MAINTENANCE OF ROADS & PATHS - SPECIAL	1,000	1,000		
402625 MAINTENANCE OF SIGNS & MARKINGS	200,000	300,000		
402650 TREES & SHRUBS MAINTENANCE	35,200	35,200		
402651 HORTICULTURAL - NEC	23,400	23,400		
<b>* 4026 Grounds and Roads maintenance</b>	<b>1,718,400</b>		<b>2,111,350</b>	
402700 FIXTURES AND FITTINGS	120,000	89,300		
402701 Street Furniture	80,000	80,000		
402702 CCTV	678,300	782,300		
402706 Fire Equipment	49,400	49,400		
402709 CCTV Engineering	114,000	114,000		
402750 FIRE ALARM SYSTEMS	12,100	12,100		
402751 SECURITY SYSTEMS	900	900		
402753 COMMUNITY ALARMS	202,300	202,300		
<b>* 4027 Fixtures and fittings</b>	<b>1,257,000</b>		<b>1,330,300</b>	
402800 BUILDING CLEANING CONTRACT	15,000	15,000		
402801 CLEANING AND DOMESTIC SUPPLIES	118,700	118,750		
402802 REFUSE COLLECTION AND DISPOSAL	259,900	270,200		
402803 WINDOW CLEANING	28,600	28,000		
402808 RECYCLING	46,500	46,500		
402809 Special Cleansing	500	500		
402810 CLEANING & JANITORIAL	59,000	59,000		
402812 PEST CONTROL	111,600	106,300		
<b>* 4028 Cleaning</b>	<b>639,800</b>		<b>644,250</b>	
<b>** 402 Premises</b>	<b>59,723,100</b>			<b>53,821,800</b>
<b>** 403 Transport</b>				
403001 VEHICLE REPAIRS AND MAINTENANCE	76,300	76,300		
403007 TAXI SERVICE	25,500	25,500		
403010 FUEL	72,800	72,800		
403011 LICENCES AND TAXES	6,500	6,500		
403012 PARKING PERMIT	3,700	3,700		
403013 BLUE BADGES PERMIT	15,000	15,000		
403014 Street & Traffic Ma	1,114,600	603,600		
<b>* 4030 Direct transport costs</b>	<b>1,314,400</b>		<b>803,400</b>	
403200 HIRE FROM VEHICLE POOL	270,100	268,200		
<b>* 4032 Internal hire vehicles</b>	<b>270,100</b>		<b>268,200</b>	
403300 HIRE OF TRANSPORT	3,548,800	3,548,800		
403301 LEASING CHARGES	40,500	40,500		
<b>* 4033 External hire vehicles</b>	<b>3,589,300</b>		<b>3,589,300</b>	
403400 STAFF TRAVEL	243,600	253,900		
403401 Bus Route Costs	10,000	10,000		
403402 TOLLS / CONGESTION	1,200	1,200		
<b>* 4034 Public transport</b>	<b>254,800</b>		<b>265,100</b>	
403500 VEHICLE INSURANCE	35,100	38,900		
<b>* 4035 Transport insurance</b>	<b>35,100</b>		<b>38,900</b>	
403600 CAR ALLOWANCES	152,700	145,300		
<b>* 4036 Car allowances</b>	<b>152,700</b>		<b>145,300</b>	
<b>** 403 Transport</b>	<b>5,616,400</b>			<b>5,110,200</b>

OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT INCLUDING HRA AND SCHOOLS				
Cost elements	Original	Original Estimate		
	2021/22	2022/23		
	£	£	£	£
<b>** 404 Supplies and Services</b>				
404001 FURNITURE	283,200	283,200		
404002 FURNITURE & SOFT FU	2,000	17,400		
404010 EQUIPMENT	650,000	670,700		
404011 COMPUTER HARDWARE	40,100	40,000		
404012 COMPUTER NETWORK COSTS	4,600	4,600		
404019 CLEANING EQUIPMENT	21,500	21,500		
404020 EQUIPMENT HIRE	27,900	20,700		
404021 EQUIPMENT LEASES	1,064,500	1,086,600		
404022 ELECTRICAL GOODS	6,200	4,900		
404023 DOMESTIC GOODS - NE	200	200		
404024 SPORTS & PLAYGROUND	100,000	100,000		
404030 BOOKS	306,800	305,800		
404032 AUDIO VISUAL AIDS	28,400	28,400		
404040 EDUCATION	122,300	570,740		
404041 EDUCATION - NEC	68,300	69,300		
404050 GENERAL MATERIALS	35,432,900	17,546,580		
404051 Health & Safety Equipment	0	4,800,000		
404053 BINS	100,000	100,000		
404054 WM Gallery Branded	3,000	3,000		
404060 ONE CARD - ID CARD	1,600	600		
<b>* 4040 Furniture and equipment</b>	<b>38,263,500</b>		<b>25,674,220</b>	
404201 CATERING - NEC	42,900	42,900		
404210 REFRESHMENTS	58,600	58,000		
404211 PROVISIONS	1,753,200	1,753,400		
404212 Vending Mach Supp	1,900	1,900		
<b>* 4042 Catering</b>	<b>1,856,600</b>		<b>1,856,200</b>	
404300 CLOTHING AND UNIFORM	44,100	44,100		
404301 LAUNDRY COSTS	900	200		
<b>* 40430 Clothing uniform and laundry</b>	<b>45,000</b>		<b>44,300</b>	
404351 PRINTING AND STATIONARY	772,500	776,400		
404352 OFFICE SUPPLIES	89,900	85,800		
404353 FILE STORAGE	62,800	58,600		
404354 DRINKING WATER	3,700	3,700		
404355 FIRST AID	900	900		
404356 PHOTOGRAPHS AND FILMING	500	500		
404358 PUBLIC CONSULTATIONS	17,800	17,800		
404359 HIRE OF ROOMS/HALLS	169,300	189,300		
404360 OTHER SURVEYS	116,000	130,000		
404361 INTERNAL REPROGRAPHICS	81,000	67,900		
<b>* 40435 Office Expenses</b>	<b>1,314,400</b>		<b>1,330,900</b>	
404500 OTHER INSURANCE FEES	924,200	609,100		
404502 AUDITORS FEES	198,400	198,400		
404503 BANK & CREDIT CARD CHARGES	40,000	40,000		
404506 COURT COSTS	609,700	606,200		
404507 DELIVERY SERVICES	378,100	318,100		
404508 INTERPRETING FEES	127,600	110,600		
404509 LEGAL FEES	574,100	887,100		
404510 OTHER PROFESSIONAL FEES	12,067,200	10,584,100		
404511 SECURITY SERVICES	854,200	1,115,300		
404512 SURVEY FEES	4,100	4,100		
404513 EXAMINATION FEES	127,500	127,500		
404515 OTHER INSURANCE FEES-SERVICE CONTROLLED	145,700	78,300		
404516 VALUATION FEES	500	155,500		
404518 ABANDONED VEHICLE COSTS	1,500	1,500		
404520 Design Fees	12,000	12,000		
404521 OTHER EDUCATIONAL FEES	4,411,700	107,100		
404522 REGISTRATION FEES	26,200	25,600		
404523 RESPITE CARE	517,500	330,500		
404524 TRAINING COURSE FEES	79,100	79,100		
404525 CARE MANAGEMENT	132,000	132,000		
404526 FUNERAL SERVICES	43,900	43,900		
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		
404532 MEDIUCAL FEES	2,100	2,100		
404539 INDEPENDENCE EQUIPMENT GENERAL	40,600	40,600		
404540 Contingency Fees	4,500	4,500		
404544 COURT OF PROTECTION	5,000	5,000		
404545 School Fees	3,087,800	0		
404546 BROKERAGE FEES	3,100	3,100		

OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT INCLUDING HRA AND SCHOOLS				
Cost elements	Original	Original Estimate		
	2021/22	2022/23		
	£	£	£	£
404547 REMOVAL EXPENSES FE	206,600	162,600		
404548 Management Fees	1,306,600	1,306,600		
404549 ANIMAL UPKEEP	59,500	(30,500)		
404550 OPERATING EXPENSES	161,000	161,000		
404552 CARD ACQUIRING (DEBIT/CREDIT) FEES	301,300	301,300		
404553 BILL PAYMENT (ONECARD / BAR CODES) FEES	130,000	130,000		
404555 PRACTICING CERTIFICATE	10,000	10,000		
404556 PROPERTY MANAGEMENT	92,000	92,000		
404557 Retail	5,000	5,000		
404558 FACILITIES & MANAGEMENT	3,000	3,000		
404559 FINANCIAL SERVICES	1,594,900	1,674,900		
404561 SOCIAL COMM - ADULT	252,500	252,500		
404562 SOCIAL COMM - CHILD	3,800	2,800		
404564 Out of Hours Call	1,200	1,200		
404567 Creative & Design Fe	10,000	10,000		
<b>* 4045 Fees and services</b>	<b>28,980,600</b>		<b>20,128,600</b>	
404600 POSTAGE	326,500	327,800		
404601 TELEPHONE COSTS	461,100	426,700		
404602 MOBILE PHONE COSTS	205,500	213,300		
404610 COMPUTER SOFTWARE	1,454,400	1,390,300		
404611 COMPUTER LEASES	1,000	1,000		
404612 LICENCE COSTS	824,700	948,200		
404613 DATA HOSTING	645,300	645,300		
404614 ICT SERVICES	486,400	579,000		
404616 Cloud Platform	35,800	35,800		
404617 Digital Content	8,000	11,000		
404618 Hardware Maintenance	5,000	5,000		
404619 System Maintenance &	151,300	205,500		
404620 PUBLICITY	85,600	85,600		
404621 ADVERTISING (NON STAFF)	204,600	217,500		
404622 ACTIVITIES & EVENTS	1,020,800	968,500		
404624 LOCAL DEVELOPMENT FRAMEWORK	122,400	122,400		
404626 Software as a Servic	845,900	850,600		
404630 Software Maintenance	127,900	84,900		
404631 Internet connection	46,500	46,500		
404632 WAN connection	228,700	228,700		
404633 Date Centre - Hosted	473,500	473,500		
<b>* 4046 Communications and computing</b>	<b>7,760,900</b>		<b>7,867,100</b>	
404701 MEMBERS' TRAINING	9,000	9,000		
404702 REFUNDS	38,600	38,600		
404703 GOODS FOR RESALE	58,800	58,800		
404710 SUBSISTENCE	9,200	9,700		
404711 CONFERENCE EXPENSES	20,100	15,500		
404712 MAYORAL ALLOWANCES	4,000	4,000		
404713 GENERAL CORPORATE EXPENSES	15,100	15,100		
404714 COMPENSATION	67,700	191,900		
404715 CORPORATE INITIATIVES	117,900	100,000		
<b>* 4047 Expenses</b>	<b>340,400</b>		<b>442,600</b>	
404800 PUBLICATIONS	121,300	121,300		
404810 SUBSCRIPTIONS	829,400	904,000		
404820 GRANTS PAID	4,718,700	786,400		
404823 ADOPTION AND SUPPORT	5,800	5,800		
<b>* 4048 Grants and subscriptions</b>	<b>5,675,200</b>		<b>1,817,500</b>	
404900 PARTNERSHIP SCHEMES	362,400	32,400		
404901 ENVIRONMENTAL SCHEMES	16,300	16,300		
404920 PFI PAYMENTS	15,526,700	15,526,700		
404926 X FINANCE LEASE TRANSFER	(313,100)	(313,100)		
<b>* 4049 PFI and partnership</b>	<b>15,592,300</b>		<b>15,262,300</b>	
404950 X CONTRIBUTIONS TO PROVISIONS & RESERVES	3,656,000	3,845,000		
404953 CONTRIBUTIONS TO EARMARKED RESERVES	(1,298,800)	(1,298,800)		
404954 CONTRIBUTIONS TO OTHER RESERVES	600	600		
<b>* 40495 Contributions</b>	<b>2,357,800</b>		<b>2,546,800</b>	
<b>** 404 Supplies and Services</b>	<b>102,186,700</b>			<b>76,970,520</b>

OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT INCLUDING HRA AND SCHOOLS				
Cost elements	Original	Original Estimate		
	2021/22	2022/23		
	£	£	£	£
<b>** 405 Third Party payments</b>				
405001 CONTRACTORS	38,330,100	36,210,900		
405002 OTHER LOCAL AUTHORITIES	279,000	167,500		
405003 HEALTH AUTHORITIES	6,869,800	5,733,000		
405004 VOLUNTARY ORGANISATIONS	8,089,600	2,348,600		
405005 OTHER AGENCIES	10,085,500	5,989,800		
405007 RESIDENTIAL CARE HOMES	17,193,500	19,840,000		
405008 RESIDENTIAL CHILDREN'S HOMES	4,187,400	4,187,400		
405011 OTHER PLACEMENTS	829,200	829,200		
405012 SECURE RESIDENTIAL	62,800	62,800		
405014 NURSING HOMES	6,208,700	6,419,000		
405017 LONDON BOROUGH GRANTS SCHEME	206,100	205,100		
405019 NORTH LONDON WASTE AUTHORITY	117,000	145,200		
405021 CONSULTANTS	879,800	807,700		
405022 TRANSPORT FOR LONDON	8,665,400	6,326,400		
405027 SOC SERV SEMI INDEPEND ACCOMMODATION	1,444,500	1,444,500		
405028 SOCIAL SERVICES SUPPORTED LODGINGS	405,400	405,400		
405030 SUPPORTED ACCOMMODATION	11,632,200	15,857,500		
405034 COMMISSIONED DAY CARE	994,600	804,600		
405035 COMMISSIONED HOME CAR	8,619,100	12,372,800		
405039 SOCIAL SERVICES SUPPORT COSTS	781,500	781,500		
405040 NPS Fees	5,000	5,000		
405041 TAXICARD SCHEME	20,000	20,000		
405042 Payments to Academies	10,029,800	0		
405045 STS Maximise Indepe	571,200	571,200		
405046 STS Other	108,900	108,900		
405047 CONSULTANCY - NEC	359,800	459,800		
405048 HEALTHCARE	2,178,500	3,002,000		
405054 Participation	64,000	0		
<b>* 4050 Third party payments</b>	<b>139,218,400</b>		<b>125,105,800</b>	
<b>** 405 Third Party payments</b>	<b>139,218,400</b>			<b>125,105,800</b>
<b>** 406 Transfer Payments</b>				
406010 Discretionary Awards	5,000	5,000		
406200 DIRECT PAYMENTS	10,760,600	11,235,500		
406201 ASYLUM SEEKERS	105,000	105,000		
406202 SECTION 17 1989 CHILDREN'S ACT	356,500	356,500		
406204 FOSTER PARENTS ALLOWANCES	1,792,500	1,792,500		
406205 ADOPTION ALLOWANCES	494,600	494,600		
406206 LEAVING CARE ALLOWANCES	126,400	126,400		
406207 WEEKLY ALLOWANCE	427,200	427,200		
406208 BIRTHDAY ALLOWANCE	4,800	4,800		
406209 FESTIVAL ALLOWANCE	4,100	4,100		
406210 EDUCATIONAL ALLOWANCE	44,000	44,000		
406211 RESIDENCE ORDER ALLOWANCE	169,500	169,500		
406212 KINSHIP CARERS ALLOWANCE	260,800	260,800		
406213 FOOD ALLOWANCE / PAYMENT	10,600	10,600		
406214 CLIENT CLOTHING ALLOWANCE	14,400	14,400		
406215 CLIENT TRANSPORT ALLOWANCE / PAYMENT	109,800	109,800		
406216 RENT ALLOWANCE/PAYMENT	1,259,400	1,259,400		
406217 HOLIDAY ALLOWANCE / PAYMENT	1,700	1,700		
406218 DAYCARE ALLOWANCE/PAYMENT	387,600	387,600		
406219 BASIC EQUIPMENT ALLOWANCE	40,300	40,300		
406220 FURNITURE ALLOWANCE	300	300		
406221 UTILITIES ALLOWANCE / PAYMENT	3,500	3,500		
406224 PANEL PAYMENTS	23,900	23,900		
406225 SPECIAL GUARDIANSHIP ORDER ALLOWANCE	775,900	775,900		
<b>* 4062 Social Service Client</b>	<b>17,178,400</b>		<b>17,653,300</b>	
406300 RENT ALLOWANCES	136,457,500	136,457,500		
406310 DISCRETIONARY ALLOWANCES	108,700	108,700		
406320 RENT REBATES	50,867,900	50,867,900		
<b>* 4063 Housing Benefit</b>	<b>187,434,100</b>		<b>187,434,100</b>	
<b>** 406 Transfer Payments</b>	<b>204,612,500</b>			<b>205,087,400</b>
<b>** 407 Support</b>				
407001 X EXECUTIVE DIRECTOR	8,669,400	0		
407004 X SERVICE HEAD RECHARGES	325,600	0		
407006 BUILDING CONTROL REC	664,200	664,200		
407008 X INTERNAL SERVICE RECHARGE	699,900	712,500		
<b>* 4070 Within Directorate</b>	<b>10,359,100</b>		<b>1,376,700</b>	

OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT INCLUDING HRA AND SCHOOLS				
Cost elements	Original	Original Estimate		
	2021/22	2022/23		
	£	£	£	£
407200 X CHIEF EXECUTIVE	241,000	0		
407202 X Finance Support Recharge	422,100	0		
407207 X INFORMATION COMMUNICATION TECHNOLOGY	7,242,400	0		
407208 X HUMAN RESOURCES	2,228,700	0		
407209 X LEGAL - SLA	2,667,300	2,699,300		
407212 X CORP COMMS	1,055,200	0		
407214 X STRATEGIC FINANCE	3,621,200	0		
407219 X FACILITIES MANAGEMENT	3,885,800	0		
407223 X Residential Finance	35,700	0		
407225 X Payroll	0	0		
407227 X PROCUREMENT	823,800	0		
407228 X WFD CALL CENTRE	38,700	0		
407233 X PREMISES RECHARGE FROM PROPERTY	0	0		
407236 X HEALTH & SAFETY	4,300	0		
407238 X INTERNAL AUDIT & ANTI FRAUD	1,270,100	0		
407240 X EX DIRECTORS TO CDC	360,000	0		
407242 X Corporate Democratic Core	157,900	0		
407243 X Customer Services	776,700	0		
407247 X POLICY & PERFORMANCE	51,900	0		
407253 X TRANSFORMATION TEAM	2,337,900	0		
407254 X CORP LANDLORD	883,400	0		
407257 X PROPERTY SERVICES	279,600	0		
407264 X GOVERNANCE	796,700	0		
407267 X Service Design	2,008,900	0		
407269 X BUS SUPP HR PAY&A	9,800	0		
407271 X CHIEF OFFICERS	494,300	0		
407272 X INSURANCE & RISK	274,200	0		
407273 X EXECUTIVE SUPPORT	0	0		
407274 X MEMBERS SERVICES	579,900	0		
407276 X BUSINESS SUPPORT	9,441,200	45,000		
407277 X Complaints	70,800	0		
407278 X Estate & Valuation Fees	245,000	0		
407281 Corporate Recharges	0	40,848,000		
407282 CDC Recharges	0	1,140,000		
407283 Public Health Recharges	0	258,400		
407284 Corporate HRA Recharges	0	3,519,700		
407286 Corporate FM Recharges	0	3,828,400		
407291 Recharge Childrens Service	0	12,500		
407293 Recharge HRA Service	0	3,724,200		
<b>* 4072 Between Directorates</b>	<b>42,304,500</b>		<b>56,075,500</b>	
407401 X HRA COMMUNITY SERVICE	3,855,800	88,600		
407410 Business Support Fe	76,100	76,100		
407450 PH - CHILDREN CENTRE	1,600,000	1,600,000		
408004 X Item 8 (HRA Only)	11,995,800	10,350,800		
407451 PH - SUBSTANCE M'USE	350,000	350,000		
<b>* 4074 Outside General fund</b>	<b>17,877,700</b>		<b>12,465,500</b>	
<b>** 407 Support</b>	<b>70,541,300</b>			<b>69,917,700</b>
<b>** 410 Financing</b>				
410001 INTEREST PAYMENTS	312,000	312,000		
410002 X DEBT MANAGEMENT	156,800	156,800		
410003 MONTHLY ASSET DEPRECIATION	45,564,300	45,755,300		
410004 Direct Revenue Fund	4,662,000	1,623,500		
410007 X MRP - UNSUPPORTED	226,800	226,800		
410008 X DEBT MANAGEMENT RECHARGE	(156,800)	(168,500)		
410011 X External Interest	446,000	446,000		
<b>* 4010 Capital Financing Costs</b>	<b>51,211,100</b>		<b>48,351,900</b>	
<b>** 410 Financing</b>	<b>51,211,100</b>			<b>48,351,900</b>
<b>GROSS EXPENDITURE</b>	<b>906,141,900</b>			<b>917,420,300</b>
<b>** 409 Income</b>				
409002 ASYLUM SEEKERS	(893,400)	(893,400)		
409009 HOUSING & COUNCIL TAX BENEFIT	(183,303,600)	(183,303,600)		
409011 LEARNING SKILLS COUNCIL	(355,200)	(276,100)		
409019 PRIVATE FINANCE INITIATIVE	(15,526,700)	(15,526,700)		
409030 TRANSPORT FOR LONDON	(380,000)	(380,000)		
409033 YOUTH JUSTICE BOARD	(487,800)	(487,800)		
409034 OTHER GOVT GRANTS	(4,986,300)	(5,174,800)		
409048 HOMELESSNESS GRANT	(5,818,400)	(7,014,000)		
409062 NNDR ADMIN SUBSIDY	(294,600)	(294,600)		

OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT INCLUDING HRA AND SCHOOLS				
Cost elements	Original	Original Estimate		
	2021/22	2022/23		
	£	£	£	£
409063 BENEFITS ADMIN SUBSIDY	(1,371,700)	(1,371,700)		
409073 Schools Block DSG	(105,773,600)	(111,782,500)		
409091 PUPIL PREMIUM	(7,485,500)	(6,583,500)		
409094 EFA - Young People	(2,794,000)	(2,609,500)		
409096 DCLG - TROUBLED FAMILIES GRANT	(1,628,100)	(1,628,100)		
409097 EARLY YEARS DSG	(23,413,700)	(22,872,900)		
409098 High Needs DSG	(33,863,800)	(37,660,100)		
409100 EARLY YEARS DSG B/F	(200,000)	(200,000)		
409103 UNIVERSAL OFFER DSG	(60,900)	(60,900)		
409104 ASC Support Grant	(7,905,100)	(10,818,100)		
409105 IMPROVED BETTER CAR	(9,208,000)	(9,207,800)		
409106 INDEPENDENT LIVING	(1,099,200)	(1,099,200)		
409109 Teachers Pension Gra	(35,000)	(35,000)		
409110 DSG Central Block	(1,465,200)	(1,585,000)		
409112 PE&Sport/Y7 Grant	0	(1,116,300)		
<b>* 4090 Government Grants</b>	<b>(408,349,800)</b>		<b>(421,981,600)</b>	
409300 CONTRIBUTIONS FROM PARTNERS	(272,300)	(280,200)		
409301 CONTRIBUTIONS FROM DEVELOPERS	(390,000)	(62,300)		
409302 CONTRIBUTIONS FROM OTHER PARTIES	(1,054,900)	(1,084,400)		
409304 CONTRIBUTION FROM HEALTH AUTHORITIES	(8,830,300)	(2,752,600)		
409305 CITIZENSHIP CEREMONIES CONTRIBUTION	(189,300)	(89,300)		
409320 FROM OTHER LOCAL AUTHORITIES	(1,014,500)	(1,180,800)		
409350 OTHER GRANTS	(1,092,700)	(1,564,000)		
409364 GRANTS - LOCAL REFORM AND COMMUNITY VOIC	(163,000)	(163,000)		
409368 GRANTS - PUBLIC HEALTH - DOH	(16,162,400)	(17,002,300)		
409370 HEATING CHARGES	(1,310,100)	(1,310,100)		
409372 INSURANCE PREMIUMS	(1,006,100)	(1,006,100)		
409373 RECOVERY EQUAL PAY LOANS FROM SCHOOL	(8,400)	(8,400)		
409375 Feed In Tariff	(37,000)	(37,000)		
409383 CONTRIBUTION FROM EARMARKED RESERVES	(8,072,300)	(1,662,100)		
409385 Cont From Other Res	(209,300)	(233,100)		
409389 Contribution from Health - BCF	0	(6,417,400)		
<b>* 4093 Other Grants and Contributions</b>	<b>(39,812,600)</b>		<b>(34,853,100)</b>	
409400 SALES	(970,600)	(786,200)		
409401 PARKING INCOME	(490,300)	(491,500)		
409402 PARKING PENALTIES	(14,964,700)	(17,842,900)		
409403 PARKING PERMITS	(5,720,300)	(5,891,000)		
409404 STAFF PARKING PERMITS	(89,400)	(90,300)		
409405 MANAGEMENT FEE INCOME	(490,000)	(369,800)		
409409 PARKING BAY SUSPENSIONS	(593,600)	(611,400)		
409410 HIRE CHARGES	(1,676,000)	(1,697,000)		
409411 LOPS PERMIT INCOME	(477,400)	(477,400)		
409413 PAY BY PHONE	(670,900)	(794,000)		
409414 ONLINE SALES	(135,300)	(135,300)		
409415 TRADE WASTE	(389,200)	(389,200)		
409416 TRADE WASTE - SPECIAL	(6,800)	(6,800)		
409417 NON-REFUNDABLE DEPOSITS	(20,800)	(20,800)		
409418 CATERING INCOME	(5,187,700)	(5,495,500)		
409420 MISCELLANEOUS INCOME	(3,379,800)	(3,755,100)		
409422 PH ALLOCATION	(2,300,000)	(2,300,000)		
409430 ADMISSIONS	(5,300)	(45,400)		
409440 RECOVERED LEGAL EXPENSES	(124,600)	(124,600)		
409450 SERVICE FEES	(11,697,600)	(11,017,300)		
409451 INSPECTION FEES	(263,300)	(193,300)		
409452 PENALTY FEES	(1,390,600)	(1,405,600)		
409453 LAND SEARCH FEES	(730,200)	(730,200)		
409454 TELECOMMUNICATION INCOME	(400)	(400)		
409455 LICENCE FEE INCOME	(897,500)	(992,400)		
409458 RTB Leasehold - Capital	0	(100,000)		
409460 LETTINGS INCOME	(366,000)	(466,000)		
409462 DOMESTIC CROSSINGS	(205,600)	(131,200)		
409463 SPONSORSHIP	(30,000)	(30,000)		
409464 FILMING INCOME	(18,300)	(18,300)		
409466 LICENCING ACT INCOME	(465,600)	(465,600)		
409468 LEGAL SEARCH	(4,500)	(4,700)		
409469 PRE-APPLICATION ADVI	(152,600)	(152,600)		
409470 BREACH OF ENFORCEMEN	(1,038,100)	(538,100)		
409471 EDUCATION SERVICE INCOME	(6,544,700)	(2,713,700)		
409474 PRIOR YEAR DSG GRANT	(1,023,100)	0		
409478 Other Voids Income	213,900	213,900		
409480 RENTS	(6,928,900)	(7,206,000)		
409481 DWELLING RENTS	(81,121,800)	(77,675,800)		

OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT INCLUDING HRA AND SCHOOLS				
Cost elements	Original	Original Estimate		
	2021/22	2022/23		
	£	£	£	£
409482 Garage Rents	(1,112,200)	(1,078,200)		
409483 RECOVERY OF OVERPAYMENTS	(4,367,500)	(4,478,600)		
409484 CASH OVERPAY RECOVERY	(136,000)	(136,000)		
409489 INCOME FROM INTERNAL PROCUREMENT	(2,029,400)	(5,985,600)		
409490 FEES CHARGED TO SCHOOLS	(2,643,600)	(2,499,000)		
409491 X POLICY REVIEW REDUCTIONS	(90,000)	(90,000)		
409492 Rent Water Charges	(193,300)	(343,300)		
409495 Procurement Adjustm	(1,199,700)	(1,213,600)		
409498 GAMBLING ACT FEES	(40,000)	(40,000)		
409499 Rechargeable Works	(182,200)	(182,200)		
409501 INTERNAL ADVERTISING INCOME	(225,000)	(233,100)		
409502 EXTERNAL ADVERTISING INCOME	(45,000)	(45,000)		
409504 MAYORAL CIL	(40,000)	(40,000)		
409505 LOCAL COMMUNITY INF	(183,300)	(183,300)		
409507 FEES CHARGED TO ACADEMIES	(279,300)	(278,300)		
409508 TUITION FEES	(18,900)	(19,500)		
409514 ASC RESIDENTIAL CLIENT CONTRIBUTION	(4,708,800)	(5,066,500)		
409515 SELECTIVE LICENCE	(3,000,000)	(3,000,000)		
409517 ENFORCEMENT AGENT	(1,000,200)	(1,000,200)		
409519 STREET NAMING AND NO	(38,300)	(39,500)		
409521 Notices of Marriages	(131,400)	(131,400)		
409522 Ceremonies Fees	0	(200,000)		
409523 Superintendent Regis	(61,000)	(61,000)		
409524 Registration of Birt	(187,000)	(187,000)		
409526 INCOME FROM HRA	(196,300)	(196,300)		
409528 DONATIONS	(21,000)	(21,000)		
409531 PERMANENT TRADERS	(605,200)	(605,200)		
409532 SHOP FRONT	(25,000)	(25,000)		
409533 STORAGE FEES	(23,600)	(23,600)		
409534 CASUAL BOOKINGS	(46,400)	(46,400)		
409536 S/T APPLICATIONS	(2,000)	(2,000)		
409538 MARKETS(OUTSIDE STA	(4,000)	(4,000)		
409539 TOWN SQUARE BOOKING	(19,300)	(19,300)		
409540 IINCOME FROM WHOLLY	(142,300)	(139,000)		
409541 REPLACEMENT BINS	(83,000)	(83,000)		
409547 WM Gallery Branded	(4,000)	(4,000)		
409553 Additional HMO	(300,000)	(300,000)		
409554 PPA Fees	(626,200)	(626,200)		
409557 Fees and Charges	(45,000)	(46,400)		
<b>* 4094 Customer and Client Receipts</b>	<b>(174,413,000)</b>		<b>(173,624,200)</b>	
409700 X INTRA-DIRECTORATE	(15,144,600)	0		
409701 TRANS TO PROJECT OR INTERNAL ORDER	(3,756,900)	(4,234,800)		
409706 X CORPORATE DEMOCRATIC CORE	(5,009,800)	0		
409709 X CHILDRENS RESOURCES	(189,600)	0		
409714 X COMMUNITY SERV - SOCIAL SERVICES	(2,070,100)	0		
409715 X CORP COMMUNICATIO	(212,800)	0		
409716 X INFORMATION COMMUNICATION TECHNOLOGY	(722,200)	0		
409717 X HUMAN RESOURCES	(291,700)	0		
409719 X PROPERTY SERVICES	(355,900)	0		
409720 X REVENUE & BENEFITS	(989,000)	0		
409721 X STRATEGIC FINANCE	(645,000)	0		
409727 X Culture & Leisure	(80,600)	0		
409732 X CHILDREN & FAMILIES	(10,596,900)	0		
409736 X NON DISTRIBUTED COSTS	(883,400)	0		
409740 X GOVERNANCE & LAW	(715,300)	0		
409741 X INTERN AUDIT & ANT	(222,200)	0		
409745 X TREASURY	(289,100)	0		
409746 X PROCURMENT	(338,400)	0		
409748 X Safe & Strong Comm	(69,800)	0		
409750 X CLASS	(74,600)	0		
409751 X Sports & Leisure	(320,400)	0		
409753 X LEGAL SLA - ADULTS	(210,500)	(201,500)		
409754 X LEGAL SLA - CHILDRENS	(1,235,400)	(1,431,000)		
409755 X LEGAL SLA - ENVIRONMENT	(556,400)	(476,200)		
409756 X LEGAL SLA - HOUSING	(39,400)	(900)		
409759 X LEGAL SLA - RESIDENTS FIRST	(363,300)	(393,000)		
409761 X LEGAL SLA - HUMAN RESOURCES	(102,300)	(49,400)		
409763 X LEGAL SLA - FINANCE	(124,200)	(115,400)		
409768 X PUBLIC HEALTH	(250,900)	0		
409769 X REGEN & GROWTH	(202,500)	0		
409770 BUILDING CONTROL	(664,200)	(664,200)		
409771 X NEIGHBOURHOODS	(2,415,900)	0		
409772 X BUSINESS SUPPORT	(2,333,900)	0		
409773 X TRANSFORMATION	(778,300)	0		
409775 X LEGAL SLA-PHEALTH	(30,000)	(46,400)		

<b>OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT INCLUDING HRA AND SCHOOLS</b>				
<b>Cost elements</b>	<b>Original</b>	<b>Original Estimate</b>		
	<b>2021/22</b>	<b>2022/23</b>		
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
409779 DSG Recharges	0	(1,272,600)		
409781 Corporate Recharges	0	(40,848,000)		
409782 CDC Recharges	0	(1,140,000)		
409783 Public Health Recharges	0	(258,400)		
409784 Corporate HRA Recharges	0	(3,519,700)		
409786 Corporate FM Recharges	0	(3,828,400)		
409792 Recharge Education DSG	0	(173,700)		
409793 Recharge HRA Service	0	(3,767,200)		
409807 X INCOME FROM HRA - RECHARGES	(7,742,000)	(749,000)		
409808 X INS PREMIUM RECHR	(1,119,200)	(1,119,200)		
409812 X R&M RECHARGE	(1,218,700)	(1,218,700)		
409813 X SALARIES RECHARGE	(2,789,500)	(2,895,300)		
409849 X HRA Balance At Year End	3,926,200	3,926,200		
409880 INTERNAL SERVICE RECHARGES	(2,364,500)	(2,114,500)		
409901 X FAMILIES STAFF	(110,700)	(110,700)		
409999 X PENSION FUND	(713,500)	(900,100)		
<b>* 4097 Recharges</b>	<b>(64,417,400)</b>		<b>(67,602,100)</b>	
409600 INTEREST	(171,500)	(171,500)		
409601 COMMISSION	(21,000)	(71,000)		
409603 UNPRESENTED CHEQUES WRITTEN BACK	(35,000)	(35,000)		
<b>* 4096 Interest Received</b>	<b>(227,500)</b>		<b>(277,500)</b>	
<b>** 409 Income</b>	<b>(687,220,300)</b>			<b>(698,338,500)</b>
<b>*** LBWF</b>	<b>218,921,600</b>			<b>219,081,800</b>



**OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT  
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original	Original Estimate		
	2021/22	2022/23		
	£	£	£	£
<b>** 401 Employees</b>				
401001 APTC - OFFICERS	110,235,500	114,190,060		
401005 CHIEF OFFICERS	6,595,600	6,751,600		
401007 CORONERS	159,000	294,000		
401008 LECTURERS	804,000	779,400		
401009 TEACHERS	1,371,300	1,246,400		
401010 SOULBURY	622,300	622,300		
401014 MEMBERS	1,307,200	1,307,200		
401020 MANAGEMENT SPINE SALARIES	631,000	598,300		
401025 SALARY SACRIFICE NI	1,800	1,700		
401040 AGENCY STAFF	823,100	531,900		
401041 TEMPORARY STAFF	242,500	192,500		
401042 ELECTORAL STAFF	117,500	112,500		
401051 X EMPLOYER SUPER DEFICIT CONTRIBUTION	7,228,300	8,109,000		
<b>* 4010 Employee direct costs</b>	<b>130,139,100</b>		<b>134,736,860</b>	
401500 EMPLOYEE RELATED INSURANCE	227,400	389,600		
401501 STAFF TRAINING	599,600	582,100		
401502 IN-SERVICE EDUCATION	44,300	10,300		
401503 STAFF ADVERTISING	55,600	55,600		
401504 REDUNDANCY/SEVERANCE PAYMENTS	1,133,000	1,133,000		
401506 PENSION ENHANCEMENTS	1,681,600	1,681,600		
401507 SPECTACLES COST	1,900	1,900		
401508 LONG SERVICE MEMENTOS	12,400	12,400		
401514 OTHER EMPLOYEE RELATED EXPENSES	152,900	97,700		
401515 PRE DSO PENSION COSTS	199,200	199,200		
401516 ILL HEALTH RETIREMENTS	390,700	390,700		
401519 X APPRENTICE LEVY	385,000	385,000		
401521 DBS Fees	3,100	3,100		
<b>* 4015 Employee indirect</b>	<b>4,886,700</b>		<b>4,942,200</b>	
<b>** 401 Employees</b>	<b>135,025,800</b>			<b>139,679,060</b>
<b>** 402 Premises</b>				
402001 REPAIRS AND MAINTENANCE	143,300	138,800		
402005 REPAIRS AND MAINTENANCE - ELECTRICAL	1,500	1,500		
402016 INTERNAL REDECORATION	0	0		
402020 REPAIRS & MAINTENANCE - PLANNED	900	900		
402040 REPAIRS & MAINTENANCE - CENTRAL RECHARGE	1,218,700	1,218,700		
402041 R&M Service	14,000	105,500		
402050 X Cyclical Building Works	0	0		
402051 CYCLICAL ELECTRICAL	0	0		
402091 BOARDING UP	13,700	13,700		
<b>* 4020 Repairs to buildings</b>	<b>1,392,100</b>		<b>1,479,100</b>	
402200 GAS	353,200	349,900		
402201 ELECTRICITY	2,181,700	2,155,700		
402202 OTHER ENERGY COSTS	4,400	4,400		
402203 ELECTRICTY - SERV	35,500	35,500		
<b>* 4022 Energy Costs</b>	<b>2,574,800</b>		<b>2,545,500</b>	
402300 RENTS PAYABLE	1,612,700	1,999,800		
402301 RENT VOIDS	140,000	240,000		
402302 Other Voids	0	0		
402304 SERVICE CHARGES	143,600	96,600		
402320 PAYMENTS TO PRIVATE LANDLORDS	8,907,900	17,857,900		
402321 BED AND BREAKFAST RENTS	21,979,800	5,248,000		
402323 RENT DEPOSIT SCHEME	100,000	172,000		
402324 SELF HELP RENT DEPOSIT	285,700	450,000		
<b>* 4023 Rent</b>	<b>33,169,700</b>		<b>26,064,300</b>	
402400 NATIONAL BUSINESS RATE	2,503,000	2,539,800		
402402 COUNCIL TAX	0	0		
<b>* 4024 Rates</b>	<b>2,503,000</b>		<b>2,539,800</b>	
402450 WATER CHARGES	275,300	335,300		
<b>* 40245 Water Services</b>	<b>275,300</b>		<b>335,300</b>	
402500 PREMISES INSURANCE	176,300	269,900		
402515 PREMISES INSURANCE - SERVICE CONTROLLED	13,000	13,000		
<b>* 40250 Premises Insurance</b>	<b>189,300</b>		<b>282,900</b>	

**OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT  
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original	Original Estimate		
	2021/22	2022/23		
	£	£	£	£
402550 GROUNDS MAINTENANCE - GENERAL	438,300	456,250		
402551 HIGHWAYS EQUIPMENT	10,300	10,300		
402600 MAINTENANCE OF ROADS & PATHS - GENERAL	810,200	1,135,200		
402625 MAINTENANCE OF SIGNS & MARKINGS	200,000	300,000		
402650 TREES & SHRUBS MAINTENANCE	35,200	35,200		
402651 HORTICULTURAL - NEC	23,400	23,400		
<b>* 4026 Grounds and Roads maintenance</b>	<b>1,517,400</b>		<b>1,960,350</b>	
402700 FIXTURES AND FITTINGS	116,800	86,100		
402701 Street Furniture	80,000	80,000		
402702 CCTV	678,300	757,300		
402709 CCTV Engineering	114,000	114,000		
402750 FIRE ALARM SYSTEMS	12,100	12,100		
402751 SECURITY SYSTEMS	900	900		
402753 COMMUNITY ALARMS	89,000	89,000		
<b>* 4027 Fixtures and fittings</b>	<b>1,091,100</b>		<b>1,139,400</b>	
402800 BUILDING CLEANING CONTRACT	15,000	15,000		
402801 CLEANING AND DOMESTIC SUPPLIES	118,700	118,750		
402802 REFUSE COLLECTION AND DISPOSAL	102,000	80,200		
402803 WINDOW CLEANING	18,500	17,900		
402808 RECYCLING	39,000	39,000		
402809 Special Cleansing	500	500		
402810 CLEANING & JANITORIAL	59,000	59,000		
402812 PEST CONTROL	1,600	1,600		
<b>* 4028 Cleaning</b>	<b>354,300</b>		<b>331,950</b>	
<b>** 402 Premises</b>	<b>43,067,000</b>			<b>36,678,600</b>
<b>** 403 Transport</b>				
403001 VEHICLE REPAIRS AND MAINTENANCE	76,300	76,300		
403007 TAXI SERVICE	25,500	25,500		
403010 FUEL	72,800	72,800		
403011 LICENCES AND TAXES	6,500	6,500		
403012 PARKING PERMIT	3,700	3,700		
403013 BLUE BADGES PERMIT	15,000	15,000		
403014 Street & Traffic Ma	1,114,600	603,600		
<b>* 4030 Direct transport costs</b>	<b>1,314,400</b>		<b>803,400</b>	
403200 HIRE FROM VEHICLE POOL	270,100	268,200		
<b>* 4032 Internal hire vehicles</b>	<b>270,100</b>		<b>268,200</b>	
403300 HIRE OF TRANSPORT	3,547,300	3,547,300		
403301 LEASING CHARGES	40,500	40,500		
<b>* 4033 External hire vehicles</b>	<b>3,587,800</b>		<b>3,587,800</b>	
403400 STAFF TRAVEL	239,800	245,500		
403401 Bus Route Costs	10,000	10,000		
403402 TOLLS / CONGESTION	1,200	1,200		
<b>* 4034 Public transport</b>	<b>251,000</b>		<b>256,700</b>	
403500 VEHICLE INSURANCE	35,100	38,900		
<b>* 4035 Transport insurance</b>	<b>35,100</b>		<b>38,900</b>	
403600 CAR ALLOWANCES	125,300	121,500		
<b>* 4036 Car allowances</b>	<b>125,300</b>		<b>121,500</b>	
<b>** 403 Transport</b>	<b>5,583,700</b>			<b>5,076,500</b>
<b>** 404 Supplies and Services</b>				
404001 FURNITURE	268,400	268,400		
404002 FURNITURE & SOFT FU	2,000	2,000		
404010 EQUIPMENT	589,500	629,100		
404011 COMPUTER HARDWARE	39,700	39,600		
404012 COMPUTER NETWORK COSTS	4,600	4,600		
404019 CLEANING EQUIPMENT	21,500	21,500		
404020 EQUIPMENT HIRE	21,400	19,200		
404021 EQUIPMENT LEASES	1,064,500	1,086,600		
404022 ELECTRICAL GOODS	5,900	4,600		
404023 DOMESTIC GOODS - NE	200	200		
404024 SPORTS & PLAYGROUND	100,000	100,000		
404030 BOOKS	306,800	305,800		
404032 AUDIO VISUAL AIDS	28,400	28,400		

**OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT  
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original	Original Estimate	
	2021/22	2022/23	
	£	£	£
404040 EDUCATION	122,300	570,740	
404041 EDUCATION - NEC	68,300	69,300	
404050 GENERAL MATERIALS	14,918,300	15,878,600	
404051 Health & Safety Equipment	0	0	
404053 BINS	100,000	100,000	
404054 WM Gallery Branded	3,000	3,000	
404060 ONE CARD - ID CARD	1,600	600	
<b>* 4040 Furniture and equipment</b>	<b>17,666,400</b>		<b>19,132,240</b>
404201 CATERING - NEC	42,900	42,900	
404210 REFRESHMENTS	54,600	54,000	
404211 PROVISIONS	1,750,600	1,750,800	
404212 Vending Mach Supp	1,900	1,900	
<b>* 4042 Catering</b>	<b>1,850,000</b>		<b>1,849,600</b>
404300 CLOTHING AND UNIFORM	43,900	43,900	
404301 LAUNDRY COSTS	200	200	
<b>* 40430 Clothing uniform and laundry</b>	<b>44,100</b>		<b>44,100</b>
404351 PRINTING AND STATIONARY	687,900	707,600	
404352 OFFICE SUPPLIES	25,300	25,800	
404353 FILE STORAGE	62,800	51,600	
404354 DRINKING WATER	3,700	3,700	
404355 FIRST AID	900	900	
404356 PHOTOGRAPHS AND FILMING	500	500	
404358 PUBLIC CONSULTATIONS	17,800	17,800	
404359 HIRE OF ROOMS/HALLS	164,800	184,800	
404360 OTHER SURVEYS	116,000	130,000	
404361 INTERNAL REPROGRAPHICS	81,000	67,900	
<b>* 40435 Office Expenses</b>	<b>1,160,700</b>		<b>1,190,600</b>
404500 OTHER INSURANCE FEES	844,600	541,300	
404502 AUDITORS FEES	177,200	177,200	
404503 BANK & CREDIT CARD CHARGES	40,000	40,000	
404506 COURT COSTS	609,700	606,200	
404507 DELIVERY SERVICES	378,100	318,100	
404508 INTERPRETING FEES	125,200	108,200	
404509 LEGAL FEES	415,400	648,400	
404510 OTHER PROFESSIONAL FEES	11,586,700	10,334,100	
404511 SECURITY SERVICES	845,900	952,300	
404512 SURVEY FEES	3,500	3,500	
404513 EXAMINATION FEES	127,500	127,500	
404515 OTHER INSURANCE FEES-SERVICE CONTROLLED	40,500	41,800	
404516 VALUATION FEES	500	500	
404518 ABANDONED VEHICLE COSTS	1,500	1,500	
404520 Design Fees	12,000	12,000	
404521 OTHER EDUCATIONAL FEES	156,600	107,100	
404522 REGISTRATION FEES	25,200	25,600	
404523 RESPITE CARE	517,500	330,500	
404524 TRAINING COURSE FEES	79,100	79,100	
404525 CARE MANAGEMENT	132,000	132,000	
404526 FUNERAL SERVICES	43,900	43,900	
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	
404532 MEDIUCAL FEES	2,100	2,100	
404539 INDEPENDENCE EQUIPMENT GENERAL	40,600	40,600	
404544 COURT OF PROTECTION	5,000	5,000	
404546 BROKERAGE FEES	3,100	3,100	
404547 REMOVAL EXPENSES FE	206,600	162,600	
404548 Management Fees	251,500	251,500	
404549 ANIMAL UPKEEP	59,500	(30,500)	
404550 OPERATING EXPENSES	161,000	161,000	
404552 CARD ACQUIRING (DEBIT/CREDIT) FEES	301,300	301,300	
404553 BILL PAYMENT (ONECARD / BAR CODES) FEES	130,000	130,000	
404555 PRACTICING CERTIFICATE	10,000	10,000	
404556 PROPERTY MANAGEMENT	92,000	92,000	
404557 Retail	5,000	5,000	
404558 FACILITIES & MANAGEMENT	3,000	3,000	
404559 FINANCIAL SERVICES	1,594,900	1,674,900	
404561 SOCIAL COMM - ADULT	252,500	252,500	
404562 SOCIAL COMM - CHILD	3,800	2,800	
404564 Out of Hours Call	1,200	1,200	
404567 Creative & Design Fe	10,000	10,000	
<b>* 4045 Fees and services</b>	<b>19,720,600</b>		<b>18,133,800</b>

**OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT  
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original	Original Estimate		
	2021/22	2022/23		
	£	£	£	£
404600 POSTAGE	268,600	268,600		
404601 TELEPHONE COSTS	375,000	374,100		
404602 MOBILE PHONE COSTS	200,100	201,400		
404610 COMPUTER SOFTWARE	1,360,900	1,390,300		
404611 COMPUTER LEASES	1,000	1,000		
404612 LICENCE COSTS	824,600	728,100		
404613 DATA HOSTING	645,300	645,300		
404614 ICT SERVICES	314,400	323,500		
404616 Cloud Platform	35,800	35,800		
404617 Digital Content	8,000	11,000		
404618 Hardware Maintenance	5,000	5,000		
404619 System Maintenance &	151,300	205,500		
404620 PUBLICITY	85,600	85,600		
404621 ADVERTISING (NON STAFF)	204,600	205,500		
404622 ACTIVITIES & EVENTS	1,002,500	952,700		
404624 LOCAL DEVELOPMENT FRAMEWORK	122,400	122,400		
404626 Software as a Servic	845,900	850,600		
404630 Software Maintenance	127,900	84,900		
404631 Internet connection	46,500	46,500		
404632 WAN connection	228,700	228,700		
404633 Date Centre - Hosted	473,500	473,500		
<b>* 4046 Communications and computing</b>	<b>7,327,600</b>		<b>7,240,000</b>	
404701 MEMBERS' TRAINING	9,000	9,000		
404702 REFUNDS	38,600	38,600		
404703 GOODS FOR RESALE	58,800	58,800		
404710 SUBSISTENCE	9,200	9,700		
404711 CONFERENCE EXPENSES	12,500	10,400		
404712 MAYORAL ALLOWANCES	4,000	4,000		
404713 GENERAL CORPORATE EXPENSES	15,100	15,100		
404714 COMPENSATION	18,800	168,800		
404715 CORPORATE INITIATIVES	117,900	100,000		
<b>* 4047 Expenses</b>	<b>283,900</b>		<b>414,400</b>	
404800 PUBLICATIONS	120,300	120,300		
404810 SUBSCRIPTIONS	735,300	736,100		
404820 GRANTS PAID	773,900	773,900		
404823 ADOPTION AND SUPPORT	5,800	5,800		
<b>* 4048 Grants and subscriptions</b>	<b>1,635,300</b>		<b>1,636,100</b>	
404900 PARTNERSHIP SCHEMES	362,400	32,400		
404901 ENVIRONMENTAL SCHEMES	16,300	16,300		
404920 PFI PAYMENTS	15,526,700	15,526,700		
404926 X FINANCE LEASE TRANSFER	(313,100)	(313,100)		
<b>* 4049 PFI and partnership</b>	<b>15,592,300</b>		<b>15,262,300</b>	
404950 X CONTRIBUTIONS TO PROVISIONS & RESERVES	3,356,000	3,356,000		
404953 CONTRIBUTIONS TO EARMARKED RESERVES	(1,298,800)	(1,298,800)		
404954 CONTRIBUTIONS TO OTHER RESERVES	600	600		
<b>* 40495 Contributions</b>	<b>2,057,800</b>		<b>2,057,800</b>	
<b>** 404 Supplies and Services</b>	<b>67,338,700</b>			<b>66,960,940</b>
<b>** 405 Third Party payments</b>				
405001 CONTRACTORS	38,302,100	36,158,900		
405002 OTHER LOCAL AUTHORITIES	167,500	167,500		
405003 HEALTH AUTHORITIES	6,869,800	5,733,000		
405004 VOLUNTARY ORGANISATIONS	1,910,100	2,348,600		
405005 OTHER AGENCIES	10,062,300	5,966,600		
405007 RESIDENTIAL CARE HOMES	17,193,500	19,840,000		
405008 RESIDENTIAL CHILDREN'S HOMES	4,187,400	4,187,400		
405011 OTHER PLACEMENTS	829,200	829,200		
405012 SECURE RESIDENTIAL	62,800	62,800		
405014 NURSING HOMES	6,208,700	6,419,000		
405017 LONDON BOROUGH GRANTS SCHEME	206,100	205,100		
405019 NORTH LONDON WASTE AUTHORITY	117,000	145,200		
405021 CONSULTANTS	575,600	535,500		
405022 TRANSPORT FOR LONDON	8,665,400	6,326,400		
405027 SOC SERV SEMI INDEPEND ACCOMMODATION	1,444,500	1,444,500		
405028 SOCIAL SERVICES SUPPORTED LODGINGS	405,400	405,400		
405030 SUPPORTED ACCOMODATION	11,632,200	15,857,500		
405034 COMMISIONED DAY CARE	994,600	804,600		
405035 COMMISIONED HOME CAR	8,619,100	12,372,800		
405039 SOCIAL SERVICES SUPPORT COSTS	781,500	781,500		

**OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT  
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original	Original Estimate		
	2021/22	2022/23		
	£	£	£	£
405040 NPS Fees	5,000	5,000		
405041 TAXICARD SCHEME	20,000	20,000		
405045 STS Maximise Indepen	571,200	571,200		
405046 STS Other	108,900	108,900		
405047 CONSULTANCY - NEC	359,800	429,800		
405048 HEALTHCARE	2,178,500	3,002,000		
405054 Participation	64,000	0		
<b>* 4050 Third party payments</b>	<b>122,542,200</b>		<b>124,728,400</b>	
<b>** 405 Third Party payments</b>	<b>122,542,200</b>			<b>124,728,400</b>
<b>** 406 Transfer Payments</b>				
406010 Discretionary Awards	0	0		
406200 DIRECT PAYMENTS	10,760,600	11,235,500		
406201 ASYLUM SEEKERS	105,000	105,000		
406202 SECTION 17 1989 CHILDREN'S ACT	356,500	356,500		
406204 FOSTER PARENTS ALLOWANCES	1,792,500	1,792,500		
406205 ADOPTION ALLOWANCES	494,600	494,600		
406206 LEAVING CARE ALLOWANCES	126,400	126,400		
406207 WEEKLY ALLOWANCE	427,200	427,200		
406208 BIRTHDAY ALLOWANCE	4,800	4,800		
406209 FESTIVAL ALLOWANCE	4,100	4,100		
406210 EDUCATIONAL ALLOWANCE	44,000	44,000		
406211 RESIDENCE ORDER ALLOWANCE	169,500	169,500		
406212 KINSHIP CARERS ALLOWANCE	260,800	260,800		
406213 FOOD ALLOWANCE / PAYMENT	10,600	10,600		
406214 CLIENT CLOTHING ALLOWANCE	14,400	14,400		
406215 CLIENT TRANSPORT ALLOWANCE / PAYMENT	109,800	109,800		
406216 RENT ALLOWANCE/PAYMENT	1,259,400	1,259,400		
406217 HOLIDAY ALLOWANCE / PAYMENT	1,700	1,700		
406218 DAYCARE ALLOWANCE/PAYMENT	387,600	387,600		
406219 BASIC EQUIPMENT ALLOWANCE	40,300	40,300		
406220 FURNITURE ALLOWANCE	300	300		
406221 UTILITIES ALLOWANCE / PAYMENT	3,500	3,500		
406224 PANEL PAYMENTS	23,900	23,900		
406225 SPECIAL GUARDIANSHIP ORDER ALLOWANCE	775,900	775,900		
<b>* 4062 Social Service Client</b>	<b>17,173,400</b>		<b>17,648,300</b>	
406300 RENT ALLOWANCES	136,457,500	136,457,500		
406310 DISCRETIONARY ALLOWANCES	108,700	108,700		
406320 RENT REBATES	50,867,900	50,867,900		
<b>* 4063 Housing Benefit</b>	<b>187,434,100</b>		<b>187,434,100</b>	
<b>** 406 Transfer Payments</b>	<b>204,607,500</b>			<b>205,082,400</b>
<b>** 407 Support</b>				
407001 X EXECUTIVE DIRECTOR	8,669,400	0		
407004 X SERVICE HEAD RECHARGES	325,600	0		
407006 BUILDING CONTROL REC	664,200	664,200		
407008 X INTERNAL SERVICE RECHARGE	699,900	712,500		
<b>* 4070 Within Directorate</b>	<b>10,359,100</b>		<b>1,376,700</b>	
407200 X CHIEF EXECUTIVE	216,900	0		
407207 X INFORMATION COMMUNICATION TECHNOLOGY	6,661,800	0		
407208 X HUMAN RESOURCES	2,094,400	0		
407209 X LEGAL - SLA	2,228,700	2,260,700		
407212 X CORP COMMS	971,400	0		
407214 X STRATEGIC FINANCE	3,480,800	0		
407219 X FACILITIES MANAGEMENT	3,836,000	0		
407225 X Payroll	0	0		
407227 X PROCUREMENT	808,800	0		
407228 X WFD CALL CENTRE	38,700	0		
407233 X PREMISES RECHARGE FROM PROPERTY	0	0		
407236 X HEALTH & SAFETY	4,300	0		
407238 X INTERNAL AUDIT & ANTI FRAUD	876,000	0		
407240 X EX DIRECTORS TO CDC	360,000	0		
407253 X TRANSFORMATION TEAM	2,278,000	0		
407254 X CORP LANDLORD	883,400	0		
407257 X PROPERTY SERVICES	199,600	0		
407264 X GOVERNANCE	776,700	0		
407267 X Service Design	2,008,900	0		
407269 X BUS SUPP HR PAY&A	9,800	0		
407271 X CHIEF OFFICERS	474,100	0		

**OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT  
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original	Original Estimate		
	2021/22	2022/23		
	£	£	£	£
407272 X INSURANCE & RISK	274,200	0		
407273 X EXECUTIVE SUPPORT	0	0		
407274 X MEMBERS SERVICES	579,900	0		
407276 X BUSINESS SUPPORT	9,385,900	45,000		
407277 X Complaints	0	0		
407281 Corporate Recharges	0	40,848,000		
407282 CDC Recharges	0	1,140,000		
407283 Public Health Recharges	0	258,400		
407286 Corporate FM Recharges	0	3,828,400		
407291 Recharge Childrens Service	0	12,500		
<b>* 4072 Between Directorates</b>	<b>38,448,300</b>		<b>48,393,000</b>	
407401 X HRA COMMUNITY SERVICE	88,600	88,600		
407410 Business Support Fe	76,100	76,100		
407450 PH - CHILDREN CENTRE	1,600,000	1,600,000		
407451 PH - SUBSTANCE M'USE	350,000	350,000		
<b>* 4074 Outside General fund</b>	<b>2,114,700</b>		<b>2,114,700</b>	
<b>** 407 Support</b>	<b>50,922,100</b>			<b>51,884,400</b>
<b>** 410 Financing</b>				
410001 INTEREST PAYMENTS	312,000	312,000		
410002 X DEBT MANAGEMENT	42,600	42,600		
410003 MONTHLY ASSET DEPRECIATION	33,648,400	33,648,400		
410004 Direct Revenue Fund	0	0		
410007 X MRP - UNSUPPORTED	226,800	226,800		
410008 X DEBT MANAGEMENT RECHARGE	(156,800)	(168,500)		
<b>* 4010 Capital Financing Costs</b>	<b>34,073,000</b>		<b>34,061,300</b>	
<b>** 410 Financing</b>	<b>34,073,000</b>			<b>34,061,300</b>
<b>GROSS EXPENDITURE</b>	<b>663,160,000</b>			<b>664,151,600</b>
<b>** 409 Income</b>				
409002 ASYLUM SEEKERS	(893,400)	(893,400)		
409009 HOUSING & COUNCIL TAX BENEFIT	(183,303,600)	(183,303,600)		
409011 LEARNING SKILLS COUNCIL	(355,200)	(276,100)		
409019 PRIVATE FINANCE INITIATIVE	(15,526,700)	(15,526,700)		
409030 TRANSPORT FOR LONDON	(380,000)	(380,000)		
409033 YOUTH JUSTICE BOARD	(487,800)	(487,800)		
409034 OTHER GOVT GRANTS	(4,986,300)	(5,174,800)		
409048 HOMELESSNESS GRANT	(5,818,400)	(7,014,000)		
409062 NNDR ADMIN SUBSIDY	(294,600)	(294,600)		
409063 BENEFITS ADMIN SUBSIDY	(1,371,700)	(1,371,700)		
409091 PUPIL PREMIUM	(485,500)	(485,500)		
409096 DCLG - TROUBLED FAMILIES GRANT	(1,628,100)	(1,628,100)		
409097 EARLY YEARS DSG	(601,900)	(98,300)		
409100 EARLY YEARS DSG B/F	(200,000)	(200,000)		
409103 UNIVERSAL OFFER DSG	(60,900)	(60,900)		
409104 ASC Support Grant	(7,905,100)	(10,818,100)		
409105 IMPROVED BETTER CAR	(9,208,000)	(9,207,800)		
409106 INDEPENDENT LIVING	(1,099,200)	(1,099,200)		
409109 Teachers Pension Gra	(35,000)	(35,000)		
<b>* 4090 Government Grants</b>	<b>(234,641,400)</b>		<b>(238,355,600)</b>	
409300 CONTRIBUTIONS FROM PARTNERS	(272,300)	(280,200)		
409301 CONTRIBUTIONS FROM DEVELOPERS	(390,000)	(62,300)		
409302 CONTRIBUTIONS FROM OTHER PARTIES	(1,054,900)	(1,084,400)		
409304 CONTRIBUTION FROM HEALTH AUTHORITIES	(8,830,300)	(2,752,600)		
409305 CITIZENSHIP CEREMONIES CONTRIBUTION	(189,300)	(89,300)		
409320 FROM OTHER LOCAL AUTHORITIES	(1,014,500)	(1,180,800)		
409350 OTHER GRANTS	(1,092,700)	(1,564,000)		
409364 GRANTS - LOCAL REFORM AND COMMUNITY VOIC	(163,000)	(163,000)		
409368 GRANTS - PUBLIC HEALTH - DOH	(16,162,400)	(17,002,300)		
409370 HEATING CHARGES	(199,600)	(199,600)		
409372 INSURANCE PREMIUMS	(413,400)	(413,400)		
409373 RECOVERY EQUAL PAY LOANS FROM SCHOOL	(8,400)	(8,400)		
409375 Feed In Tariff	(37,000)	(37,000)		
409383 CONTRIBUTION FROM EARMARKED RESERVES	(218,700)	(218,700)		
409385 Cont From Other Res	(209,300)	(233,100)		
409389 Contribution from Health - BCF	0	(6,417,400)		

**OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT  
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original	Original Estimate		
	2021/22	2022/23		
	£	£	£	£
<b>* 4093 Other Grants and Contributions</b>	<b>(30,255,800)</b>		<b>(31,706,500)</b>	
409400 SALES	(870,600)	(786,200)		
409401 PARKING INCOME	(440,300)	(441,500)		
409402 PARKING PENALTIES	(14,964,700)	(17,842,900)		
409403 PARKING PERMITS	(5,720,300)	(5,891,000)		
409404 STAFF PARKING PERMITS	(89,400)	(90,300)		
409405 MANAGEMENT FEE INCOME	(490,000)	(369,800)		
409409 PARKING BAY SUSPENSIONS	(593,600)	(611,400)		
409410 HIRE CHARGES	(1,676,000)	(1,697,000)		
409411 LOPS PERMIT INCOME	(477,400)	(477,400)		
409413 PAY BY PHONE	(670,900)	(794,000)		
409414 ONLINE SALES	(135,300)	(135,300)		
409415 TRADE WASTE	(389,200)	(389,200)		
409416 TRADE WASTE - SPECIAL	(6,800)	(6,800)		
409417 NON-REFUNDABLE DEPOSITS	(20,800)	(20,800)		
409418 CATERING INCOME	(5,187,700)	(5,495,500)		
409420 MISCELLANEOUS INCOME	(3,170,500)	(3,545,800)		
409422 PH ALLOCATION	(2,300,000)	(2,300,000)		
409430 ADMISSIONS	(5,300)	(5,400)		
409440 RECOVERED LEGAL EXPENSES	(124,600)	(124,600)		
409450 SERVICE FEES	(5,909,700)	(5,961,200)		
409451 INSPECTION FEES	(263,300)	(193,300)		
409452 PENALTY FEES	(1,390,600)	(1,405,600)		
409453 LAND SEARCH FEES	(730,200)	(730,200)		
409454 TELECOMMUNICATION INCOME	(400)	(400)		
409455 LICENCE FEE INCOME	(897,500)	(992,400)		
409460 LETTINGS INCOME	(366,000)	(466,000)		
409462 DOMESTIC CROSSINGS	(205,600)	(131,200)		
409463 SPONSORSHIP	(30,000)	(30,000)		
409464 FILMING INCOME	(18,300)	(18,300)		
409466 LICENCING ACT INCOME	(465,600)	(465,600)		
409468 LEGAL SEARCH	(4,500)	(4,700)		
409469 PRE-APPLICATION ADVI	(152,600)	(152,600)		
409470 BREACH OF ENFORCEMEN	(1,038,100)	(538,100)		
409471 EDUCATION SERVICE INCOME	(6,544,700)	(2,713,700)		
409474 PRIOR YEAR DSG GRANT	(1,023,100)	0		
409478 Other Voids Income	213,900	213,900		
409480 RENTS	(6,745,900)	(7,023,000)		
409481 DWELLING RENTS	(25,589,200)	(18,764,200)		
409483 RECOVERY OF OVERPAYMENTS	(4,367,500)	(4,478,600)		
409484 CASH OVERPAY RECOVERY	(136,000)	(136,000)		
409489 INCOME FROM INTERNAL PROCUREMENT	(2,029,400)	(2,059,400)		
409490 FEES CHARGED TO SCHOOLS	(2,643,600)	(2,499,000)		
409491 X POLICY REVIEW REDUCTIONS	(90,000)	(90,000)		
409492 Rent Water Charges	0	0		
409495 Procurement Adjustm	(1,199,700)	(1,213,600)		
409498 GAMBLING ACT FEES	(40,000)	(40,000)		
409499 Rechargeable Works	(182,200)	(182,200)		
409501 INTERNAL ADVERTISING INCOME	(225,000)	(233,100)		
409502 EXTERNAL ADVERTISING INCOME	(45,000)	(45,000)		
409504 MAYORAL CIL	(40,000)	(40,000)		
409505 LOCAL COMMUNITY INF	(183,300)	(183,300)		
409507 FEES CHARGED TO ACADEMIES	(279,300)	(278,300)		
409508 TUITION FEES	(18,900)	(19,500)		
409514 ASC RESIDENTIAL CLIENT CONTRIBUTION	(4,708,800)	(5,066,500)		
409515 SELECTIVE LICENCE	(3,000,000)	(3,000,000)		
409517 ENFORCEMENT AGENT	(1,000,200)	(1,000,200)		
409519 STREET NAMING AND NO	(38,300)	(39,500)		
409521 Notices of Marriages	(131,400)	(131,400)		
409522 Ceremonies Fees	0	(200,000)		
409523 Superintendent Regis	(61,000)	(61,000)		
409524 Registration of Birt	(187,000)	(187,000)		
409526 INCOME FROM HRA	(196,300)	(196,300)		
409528 DONATIONS	(21,000)	(21,000)		
409531 PERMANENT TRADERS	(605,200)	(605,200)		
409532 SHOP FRONT	(25,000)	(25,000)		
409533 STORAGE FEES	(23,600)	(23,600)		
409534 CASUAL BOOKINGS	(46,400)	(46,400)		
409536 S/T APPLICATIONS	(2,000)	(2,000)		
409538 MARKETS(OUTSIDE STA	(4,000)	(4,000)		
409539 TOWN SQUARE BOOKING	(19,300)	(19,300)		
409540 IINCOME FROM WHOLLY	(142,300)	(139,000)		
409541 REPLACEMENT BINS	(83,000)	(83,000)		

**OVERALL BUDGET 2022/23 - ANALYSIS OVER COST ELEMENT  
EXCLUDING HRA AND SCHOOLS**

Cost elements	Original	Original Estimate	
	2021/22	2022/23	
	£	£	£
409547 WM Gallery Branded	(4,000)	(4,000)	
409553 Additional HMO	(300,000)	(300,000)	
409554 PPA Fees	(626,200)	(626,200)	
409557 Fees and Charges	(45,000)	(46,400)	
<b>* 4094 Customer and Client Receipts</b>	<b>(111,244,700)</b>		<b>(103,726,500)</b>
409700 X INTRA-DIRECTORATE	(15,144,600)	0	
409701 TRANS TO PROJECT OR INTERNAL ORDER	(3,396,900)	(3,874,800)	
409706 X CORPORATE DEMOCRATIC CORE	(5,009,800)	0	
409709 X CHILDRENS RESOURCES	(189,600)	0	
409714 X COMMUNITY SERV - SOCIAL SERVICES	(2,070,100)	0	
409715 X CORP COMMUNICATIO	(212,800)	0	
409716 X INFORMATION COMMUNICATION TECHNOLOGY	(722,200)	0	
409717 X HUMAN RESOURCES	(291,700)	0	
409719 X PROPERTY SERVICES	(355,900)	0	
409720 X REVENUE & BENEFITS	(989,000)	0	
409721 X STRATEGIC FINANCE	(645,000)	0	
409727 X Culture & Leisure	(80,600)	0	
409732 X CHILDREN & FAMILIES	(10,596,900)	0	
409736 X NON DISTRIBUTED COSTS	(883,400)	0	
409740 X GOVERNANCE & LAW	(715,300)	0	
409741 X INTERN AUDIT & ANT	(222,200)	0	
409745 X TREASURY	(289,100)	0	
409746 X PROCURMENT	(338,400)	0	
409748 X Safe & Strong Comm	(69,800)	0	
409750 X CLASS	(74,600)	0	
409751 X Sports & Leisure	(320,400)	0	
409753 X LEGAL SLA - ADULTS	(210,500)	(201,500)	
409754 X LEGAL SLA - CHILDRENS	(1,235,400)	(1,431,000)	
409755 X LEGAL SLA - ENVIRONMENT	(556,400)	(476,200)	
409756 X LEGAL SLA - HOUSING	(39,400)	(900)	
409759 X LEGAL SLA - RESIDENTS FIRST	(363,300)	(393,000)	
409761 X LEGAL SLA - HUMAN RESOURCES	(102,300)	(49,400)	
409763 X LEGAL SLA - FINANCE	(124,200)	(115,400)	
409768 X PUBLIC HEALTH	(250,900)	0	
409769 X REGEN & GROWTH	(202,500)	0	
409770 BUILDING CONTROL	(664,200)	(664,200)	
409771 X NEIGHBOURHOODS	(2,415,900)	0	
409772 X BUSINESS SUPPORT	(2,333,900)	0	
409773 X TRANSFORMATION	(778,300)	0	
409775 X LEGAL SLA-PHEALTH	(30,000)	(46,400)	
409779 DSG Recharges	0	(1,272,600)	
409781 Corporate Recharges	0	(40,848,000)	
409782 CDC Recharges	0	(1,140,000)	
409783 Public Health Recharges	0	(258,400)	
409784 Corporate HRA Recharges	0	(3,519,700)	
409786 Corporate FM Recharges	0	(3,828,400)	
409792 Recharge Education DSG	0	(173,700)	
409793 Recharge HRA Service	0	(3,767,200)	
409807 X INCOME FROM HRA - RECHARGES	(7,742,000)	(749,000)	
409808 X INS PREMIUM RECHR	(1,119,200)	(1,119,200)	
409812 X R&M RECHARGE	(1,218,700)	(1,218,700)	
409813 X SALARIES RECHARGE	(2,789,500)	(2,895,300)	
409880 INTERNAL SERVICE RECHARGES	(2,364,500)	(2,114,500)	
409901 X FAMILIES STAFF	(110,700)	(110,700)	
409999 X PENSION FUND	(713,500)	(900,100)	
<b>* 4097 Recharges</b>	<b>(67,983,600)</b>		<b>(71,168,300)</b>
409600 INTEREST	(69,500)	(69,500)	
409601 COMMISSION	(8,400)	(8,400)	
409603 UNPRESENTED CHEQUES WRITTEN BACK	(35,000)	(35,000)	
<b>* 4096 Interest Received</b>	<b>(112,900)</b>		<b>(112,900)</b>
<b>** 409 Income</b>	<b>(444,238,400)</b>		<b>(445,069,800)</b>
<b>*** LBWF</b>	<b>218,921,600</b>		<b>219,081,800</b>



## **CAPITAL BUDGET 2021/22 TO 2026/27**

Our Capital Investment Strategy demonstrates the continued and accelerated delivery of our ambitious investment programme and plans, recognising the vital role that the Council plays in ensuring Waltham Forest continues to build for the future and recover from the economic impact of Covid-19. It sets out the Council's most ambitious capital programme to date with £644 million of planned investment over the next 6 years.

The Capital Programme spans the six-year period 2021/22 to 2026/27. 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 seven blocks as follows:

- Schools
- Resident Services
- Housing & Growth
- Corporate Development
- Regeneration & Growth
- Property and Asset Management
- Climate Emergency

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 £131.6 million in capital receipts over the years to 2025/26. This figure is inclusive of current General Fund Capital Receipt balances, HRA Receipts and Capital schemes self-financed via future site disposals. 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 timeframe; 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.

<b>CAPITAL PROGRAMME</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>Total £'000</b>
<b>Families</b>							
Schools	16,687	25,088	21,836	10,350	0	0	73,961
Adult Social Care	379	0	0	0	0	0	379
Public Health	4	0	0	0	0	0	4
<b>Residents</b>							
Residents Services	9,510	4,149	345	250	0	0	14,254
Housing & Growth	89,837	90,998	67,756	49,855	47,722	44,991	391,159
<b>Corporate Development</b>	2,116	6,658	3,228	0	0	0	12,002
<b>Economic Growth</b>							
Regeneration & Growth	3,418	1,793	2,950	637	0	0	8,798
Property & Asset Management	55,576	48,717	13,586	4,713	1,486	0	124,078
<b>Climate Emergency Funding Commitment</b>	1,125	875	1,000	1,000	0	0	4,000
<b>Contingency</b>	0	0	0	15,000	0	0	15,000
<b>TOTAL CAPITAL PROGRAMME</b>	<b>178,652</b>	<b>178,278</b>	<b>110,701</b>	<b>81,805</b>	<b>49,208</b>	<b>44,991</b>	<b>643,635</b>
<b>RESOURCES</b>							
Government Grant	(23,207)	(35,699)	(28,186)	(10,086)	(2,992)	0	(100,170)
Major Repairs Reserve	(21,068)	0	0	0	0	0	(21,068)
Other Contributions	(9,227)	(3,714)	(2,950)	(5,637)	0	0	(21,528)
Revenue Contributions	(10,936)	(31,761)	(35,015)	0	0	0	(77,712)
Capital Receipts	(16,553)	(9,571)	(12,337)	(7,110)	(3,716)	0	(49,287)
Self-Finance via Future Disposal	(33,205)	(32,138)	(12,829)	(4,118)	0	0	(82,290)
Prudential Borrowing	(29,901)	(37,947)	(12,567)	(16,250)	0	0	(96,665)
HRA Borrowing	(34,555)	(27,448)	(6,817)	(38,604)	(42,500)	(44,991)	(194,915)
<b>TOTAL RESOURCES</b>	<b>(178,652)</b>	<b>(178,278)</b>	<b>(110,701)</b>	<b>(81,805)</b>	<b>(49,208)</b>	<b>(44,991)</b>	<b>(643,635)</b>

<b>HOUSING &amp; GROWTH</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Contingency	1,400	0	0	0	0	0	1,400
Kitchen & Bathrooms	989	0	0	0	0	0	989
Fire Risk Works	3,660	0	0	0	0	0	3,660
Energy Works	584	0	0	0	0	0	584
Technical & Electric	4,053	0	0	0	0	0	4,053
Environmentals	20	0	0	0	0	0	20
Ascham Homes	6,753	0	0	0	0	0	6,753
Fees	632	0	0	0	0	0	632
Various Houses North	10	0	0	0	0	0	10
Various Houses South	56	0	0	0	0	0	56
Various Flats North	73	0	0	0	0	0	73
Various Flats South	48	0	0	0	0	0	48
St Partricks Crt & Matson	163	0	0	0	0	0	163
Avenue Road	28	0	0	0	0	0	28
Friday Hill TMO	543	0	0	0	0	0	543
Central Parade	49	0	0	0	0	0	49
Moresby House	35	0	0	0	0	0	35
Sansom Road	3	0	0	0	0	0	3
St Nicholas Court	891	0	0	0	0	0	891
Walton House	207	0	0	0	0	0	207
Loft Conversions	155	0	0	0	0	0	155
Dry Area Conversion	532	0	0	0	0	0	532
Disabled Adaptations	855	0	0	0	0	0	855
Green Homes	69	0	0	0	0	0	69
Marlowe Rd. Regeneration	2,501	3,764	3,043	1,718	0	0	11,026
Avenue Road Works	3,886	1,947	7,231	6,251	6,036	6,011	31,362
Contract 2	214	0	0	0	0	0	214
Contract 3B - Wadham Avenue	124	0	0	0	0	0	124
Contract 3C - Hungerdown Es	114	0	0	0	0	0	114
Contract 3E - Churchill Terrace	112	0	0	0	0	0	112
Contract 5 - Warburton Terrace	187	0	0	0	0	0	187
Contract 6 - 275 Wood Street	88	0	0	0	0	0	88
Sansom Road Works	5,467	472	0	0	0	0	5,939
Hylands Road Works	14,911	4,072	1,442	0	0	0	20,425
Juniper House Works	6,563	3,236	0	0	0	0	9,799
Street Property Purchase	3,000	0	0	0	0	0	3,000
Heavitree (RSAP)	473	0	0	0	0	0	473
Families & Homes Hub (Affordable Unit Purchase)	0	4,160	4,160	0	0	0	8,320
Adjustment	8,637	9,051	6,032	0	0	0	23,720
Environmental Improvements - Jane Martin controls.	285	0	0	0	0	0	285
Waste Management Estates	250	0	0	0	0	0	250
Billericay Garages Fees	65	0	0	0	0	0	65
Private Housing - Na	3	0	0	0	0	0	3
Priory Court - Regeneration	55	0	0	0	0	0	55
Estate Parking Controls	787	666	903	0	0	0	2,356
Central Parade (incl Office)	400	0	0	0	0	0	400
Essex Close (incl Cameras)	38	0	0	0	0	0	38
HIG Contingency	668	0	0	0	0	0	668
Future Years Budgets	0	59,783	41,886	41,886	41,686	38,980	224,221
Adjustment - Juniper House Affordable Housing	(6,563)	(3,236)	0	0	0	0	(9,799)
Adjustment - Families & Homes Hub Affordable Housing	0	(4,160)	(4,160)	0	0	0	(8,320)
<b>Total HRA programme</b>	<b>64,073</b>	<b>79,755</b>	<b>60,537</b>	<b>49,855</b>	<b>47,722</b>	<b>44,991</b>	<b>346,933</b>

<b>HOUSING &amp; GROWTH</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Marlowe Rd - GF	819	0	0	0	0	0	819
Lena Kennedy	1,103	0	201	0	0	0	1,304
Essex Close	1,964	0	0	0	0	0	1,964
Priory Court	171	8,798	6,458	0	0	0	15,427
South Grove	7,321	2,445	560	0	0	0	10,326
Family Mosaic - Stonelea	413	0	0	0	0	0	413
ISHA Hoe Street	154	0	0	0	0	0	154
Waltham Forest Housing Association	300	0	0	0	0	0	300
1-4-1 Receipts to Third Parties	11,157	0	0	0	0	0	11,157
DFG - Metropolitan	2,161	0	0	0	0	0	2,161
DFG - Discretionary	89	0	0	0	0	0	89
Housing Policy Discretionary	112	0	0	0	0	0	112
<b>Total Housing General Fund</b>	<b>25,764</b>	<b>11,243</b>	<b>7,219</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>44,226</b>
<b>TOTAL HOUSING &amp; GROWTH</b>	<b>89,837</b>	<b>90,998</b>	<b>67,756</b>	<b>49,855</b>	<b>47,722</b>	<b>44,991</b>	<b>391,159</b>
<b>HOUSING &amp; GROWTH HRA RESOURCES</b>							
Major Repairs Reserve	(21,068)	0	0	0	0	0	(21,068)
Revenue Contributions	(2,240)	(30,768)	(35,015)	0	0	0	(68,023)
Other Contributions	(813)	0	0	(5,000)	0	0	(5,813)
Prudential Borrowing	(34,555)	(27,448)	(6,817)	(38,604)	(42,500)	(44,991)	(194,915)
Government Grant	(1,976)	(12,519)	(7,231)	0	(2,992)	0	(24,718)
Capital Receipts	(3,421)	(9,020)	(11,474)	(6,251)	(2,230)	0	(32,396)
<b>Total HRA Resources</b>	<b>(64,073)</b>	<b>(79,755)</b>	<b>(60,537)</b>	<b>(49,855)</b>	<b>(47,722)</b>	<b>(44,991)</b>	<b>(346,933)</b>
<b>HOUSING &amp; GROWTH GENERAL FUND RESOURCES</b>							
Government Grant	(2,362)	0.00	0	0	0	0	(2,362)
Capital Receipts	(12,024)	0.00	0	0	0	0	(12,024)
Self-Finance via Future Disposal	(819)	0.00	0	0	0	0	(819)
Prudential Borrowing	(10,559)	(11,243)	(7,219)	0	0	0	(29,021)
<b>Total General Fund Resources</b>	<b>(25,764)</b>	<b>(11,243)</b>	<b>(7,219)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(44,226)</b>
<b>TOTAL HOUSING &amp; GROWTH RESOURCES</b>	<b>(89,837)</b>	<b>(90,998)</b>	<b>(67,756)</b>	<b>(49,855)</b>	<b>(47,722)</b>	<b>(44,991)</b>	<b>(391,159)</b>

<b>SCHOOLS</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Primary Expansion Programme	89	170	4,216	244	0	0	4,719
Secondary School Expansion	2,556	6,942	7,509	0	0	0	17,007
Capital Planned Improvement	3,120	3,000	3,000	4,420	0	0	13,540
SEND	475	0	0	0	0	0	475
Contingency (future schemes)	0	3,455	0	0	0	0	3,455
Suntrap Project	1,707	150	0	0	0	0	1,857
New Alternative Provision	483	3,778	5,881	5,377	0	0	15,519
Accessibility (SEND)	153	293	349	45	0	0	840
Borough of Culture Arts Programme	10	0	0	0	0	0	10
Woodford Green [Ac]	6	0	0	0	0	0	6
Digital Divide/ICT Strategy	205	0	0	0	0	0	205
Barclay Boundary Wall	192	6	0	0	0	0	198
<b>Schools Programme</b>	<b>8,996</b>	<b>17,794</b>	<b>20,955</b>	<b>10,086</b>	<b>0</b>	<b>0</b>	<b>57,831</b>
Climate Change	0	1,500	0	0	0	0	1,500
Leyton Green Partnership Project	7,691	5,794	881	264	0	0	14,630
<b>Schools Programme - Other</b>	<b>7,691</b>	<b>7,294</b>	<b>881</b>	<b>264</b>	<b>0</b>	<b>0</b>	<b>16,130</b>
<b>TOTAL SCHOOLS</b>	<b>16,687</b>	<b>25,088</b>	<b>21,836</b>	<b>10,350</b>	<b>0</b>	<b>0</b>	<b>73,961</b>
<b>RESOURCES</b>							
Government Grant	(8,996)	(19,294)	(20,955)	(10,086)	0	0	(59,331)
Self-Finance via Future Disposal	(7,691)	(5,794)	(881)	(264)	0	0	(14,630)
<b>TOTAL SCHOOLS RESOURCES</b>	<b>(16,687)</b>	<b>(25,088)</b>	<b>(21,836)</b>	<b>(10,350)</b>	<b>0</b>	<b>0</b>	<b>(73,961)</b>
<b>ADULT SOCIAL CARE</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Care Homes	379	0	0	0	0	0	379
<b>TOTAL ADULT SOCIAL CARE</b>	<b>379</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>379</b>
<b>RESOURCES</b>							
Government Grant	(371)	0	0	0	0	0	(371)
Other Contributions	(8)	0	0	0	0	0	(8)
<b>TOTAL ADULT SOCIAL CARE RESOURCES</b>	<b>(379)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(379)</b>
<b>PUBLIC HEALTH</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Health - S106 Projects	4	0	0	0	0	0	4
<b>TOTAL PUBLIC HEALTH</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>RESOURCES</b>							
Other Contributions	(4)	0	0	0	0	0	(4)
<b>TOTAL PUBLIC HEALTH RESOURCES</b>	<b>(4)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(4)</b>
<b>CLIMATE EMERGENCY</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2025/26</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Suntrap	0	52	0	0	0	0	52
Sustainable Transport	1,125	375	0	0	0	0	1,500
Future Years Pot	0	448	1,000	1,000	0	0	2,448
<b>TOTAL CLIMATE EMERGENCY</b>	<b>1,125</b>	<b>875</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>4,000</b>
<b>RESOURCES</b>							
Prudential Borrowing	(1,125)	(875)	(1,000)	(1,000)	0	0	(4,000)
<b>TOTAL CLIMATE EMERGENCY RESOURCES</b>	<b>(1,125)</b>	<b>(875)</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>	<b>(4,000)</b>

<b>RESIDENT SERVICES</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Cycle Hangers	250	0	0	0	0	0	250
Pothole repair	250	0	0	0	0	0	250
Bell Junction /Forest Road	150	0	0	0	0	0	150
Traffic Management Schemes	375	0	0	0	0	0	375
GULCS	44	0	0	0	0	0	44
Cycle Parking	44	0	0	0	0	0	44
Tfl 2021-22	1,975	0	0	0	0	0	1,975
Highways - Repairs & Maintenance - s106 Projects	1,127	788	0	0	0	0	1,915
On-street Residential Charg	2	0	0	0	0	0	2
Leytonstone BLEN	198	0	0	0	0	0	198
South Chingford Surface Water Investigation	249	692	0	0	0	0	941
Waltham Forest North West (Sewardstone Corridor)	11	12	0	0	0	0	23
Waltham Forest South (Leytonstone Corridor Corridor)	10	10	0	0	0	0	20
Waltham Forest North East (Ching Corridor)	14	13	0	0	0	0	27
Waltham Forest West (Walthamstow Marshes)	15	15	0	0	0	0	30
E-Cargo Bike	148	0	0	0	0	0	148
Leyton Jubilee Park	10	14	0	0	0	0	24
Registrars	35	0	0	0	0	0	35
Lea Bridge/Marlowe Road Library	397	399	0	0	0	0	796
Libraries Cross-Cutting	127	0	0	0	0	0	127
Walthamstow Library	1,125	0	0	0	0	0	1,125
Leyton Library	92	0	0	0	0	0	92
Leytonstone Library	142	0	0	0	0	0	142
Lea Bridge Library Gardens	260	0	0	0	0	0	260
ECB Cricket Hub	2	0	0	0	0	0	2
Parks Enhancement Works - S106	3	709	0	0	0	0	712
Neighbourhood CIL	874	0	0	0	0	0	874
Strategic CIL Forest Road Cycle Route	275	0	0	0	0	0	275
Strategic CIL Marsh Lane Footpath	50	50	0	0	0	0	100
Leytonstone BLEN	160	70	0	0	0	0	230
Linear Park / Higham Hill Park	391	0	0	0	0	0	391
Operations Centre Move	432	0	0	0	0	0	432
Rolls Sports Ground	100	0	0	0	0	0	100
CCTV Infrastructure	133	272	345	250	0	0	1,000
Vehicles Purchase	0	105	0	0	0	0	105
Vestry House Café	40	0	0	0	0	0	40
Low Hall	0	1,000	0	0	0	0	1,000
<b>TOTAL RESIDENT SERVICES</b>	<b>9,510</b>	<b>4,149</b>	<b>345</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>14,254</b>
	0						
<b>RESOURCES</b>							
Government Grant	(2,900)	(742)	0	0	0	0	(3,642)
Other Contributions	(3,240)	(1,617)	0	0	0	0	(4,857)
Revenue Contributions	(1,025)	0	0	0	0	0	(1,025)
Self-Finance via Future Disposal	(207)	(399)	0	0	0	0	(606)
Prudential Borrowing	(2,138)	(1,391)	(345)	(250)	0	0	(4,124)
<b>TOTAL RESIDENT SERVICES RESOURCES</b>	<b>(9,510)</b>	<b>(4,149)</b>	<b>(345)</b>	<b>(250)</b>	<b>0</b>	<b>0</b>	<b>(14,254)</b>
<b>CORPORATE DEVELOPMENT</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
ERP Replacement	2,114	6,658	3,228	0	0	0	12,000
William Morris Gallery	2	0	0	0	0	0	2
<b>TOTAL CORPORATE DEVELOPMENT</b>	<b>2,116</b>	<b>6,658</b>	<b>3,228</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,002</b>
<b>RESOURCES</b>							
Prudential Borrowing	(2,116)	(6,658)	(3,228)	0	0	0	(12,002)
<b>TOTAL CORPORATE DEVELOPMENT RESOURCES</b>	<b>(2,116)</b>	<b>(6,658)</b>	<b>(3,228)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(12,002)</b>

<b>REGENERATION &amp; GROWTH</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Wetlands (retention) - check with Aruni	6	0	0	0	0	0	6
GLA High Street Fund	40	0	0	0	0	0	40
New Homes Bonus - South Leytonstone	1	0	0	0	0	0	1
Town Centre Fund (TCIF) Capital Projects	401	400	0	0	0	0	801
Cheney Row - Banbury Park/ BMX	3	0	0	0	0	0	3
Station Hub CCTV	86	100	0	0	0	0	186
Lockwood Way Industrial Estate enhancements	644	22	0	0	0	0	666
Tascomi Implementation	206	0	0	0	0	0	206
Langthorne Park Pavilion	50	0	0	0	0	0	50
Blackhorse Lane Art Works (Telford Homes)	15	63	0	0	0	0	78
Gigabit Borough	27	0	0	0	0	0	27
Carbon Offset Projects	641	201	0	0	0	0	842
Leyton Cricket Pavilion Urgent Works	64	0	0	0	0	0	64
Links To Walthamstow Wetlands - Forest Rd	685	120	0	0	0	0	805
Sutherland Rd Public Realm	14	0	420	0	0	0	434
35 Sutherland Rd	535	254	0	0	0	0	789
Walthamstow Station Box Safeguarding	0	633	2,530	637	0	0	3,800
<b>TOTAL REGENERATION &amp; GROWTH</b>	<b>3,418</b>	<b>1,793</b>	<b>2,950</b>	<b>637</b>	<b>0</b>	<b>0</b>	<b>8,798</b>
<b>RESOURCES</b>							
Other Contributions	(2,140)	(1,393)	(2,950)	(637)	0	0	(7,120)
Revenue Contributions	(1,002)	(400)	0	0	0	0	(1,402)
Prudential Borrowing	(276)	0	0	0	0	0	(276)
<b>TOTAL REGENERATION &amp; GROWTH RESOURCES</b>	<b>(3,418)</b>	<b>(1,793)</b>	<b>(2,950)</b>	<b>(637)</b>	<b>0</b>	<b>0</b>	<b>(8,798)</b>
<b>PROPERTY &amp; ASSET MANAGEMENT</b>							
	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
The Mall (commercial properties)	1,047	0	0	0	0	0	1,047
Coroners Phase 1 & 2	1,916	226	0	0	0	0	2,142
Mortuary	707	3492	210	0	0	0	4,409
Chingford Library	103	0	0	0	0	0	103
SALIX Energy	1,249	0	0	0	0	0	1,249
Fellowship Square Project	11,254	3240	1240	0	0	0	15,734
Forward Maintenance Plan	1,000	0	0	0	0	0	1,000
EMD	10,367	12241	0	0	0	0	22,608
Clock Tower	4	0	0	0	0	0	4
Lockwood Way Roof Replacement (Units 6&7)	117	0	0	0	0	0	117
The Scene Boiler Replacement	6	0	0	0	0	0	6
The Scene Fire Safety Works	504	11	0	0	0	0	515
Sutherland Rd Health	1,571	0	0	0	0	0	1,571
Coronation Square Health Hub	50	90	0	0	0	0	140
St James Health Centre	75	2424	565	0	0	0	3,064
Decarbonisation Programme	2,278	0	0	0	0	0	2,278
Central House	5,303	47	0	0	0	0	5,350
Juniper House	10,428	8983	4714	0	0	0	24,125
Central Parade	3,242	3012	594	0	0	0	6,848
Coronation Square (The Score)	1,108	481	803	802	1444	0	4,638
Low Hall Depot	954	0	0	0	0	0	954
Lea Bridge Station sites	864	70	60	57	42	0	1,093
Families & Homes Hub	1,429	14400	5400	3854	0	0	25,083
<b>TOTAL PROPERTY &amp; ASSET MANAGEMENT</b>	<b>55,576</b>	<b>48,717</b>	<b>13,586</b>	<b>4,713</b>	<b>1,486</b>	<b>0</b>	<b>124,078</b>
<b>RESOURCES</b>							
Revenue Contributions	(6,669)	(593)	0	0	0	0	(7,262)
Other Contributions	(3,022)	(704)	0	0	0	0	(3,726)
Government Grant	(6,602)	(3,144)	0	0	0	0	(9,746)
Capital Receipts	(1,108)	(551)	(863)	(859)	(1,486)	0	(4,867)
Self-Finance via Future Disposal	(24,488)	(25,945)	(11,948)	(3,854)	0	0	(66,235)
Prudential Borrowing	(13,687)	(17,780)	(775)	0	0	0	(32,242)
<b>TOTAL PROPERTY &amp; ASSET MANAGEMENT RESOURCES</b>	<b>(55,576)</b>	<b>(48,717)</b>	<b>(13,586)</b>	<b>(4,713)</b>	<b>(1,486)</b>	<b>0</b>	<b>(124,078)</b>

# FEES AND CHARGES

2022/23



**FAMILIES 2022/23 - FEES AND CHARGES REVIEW**

**Division/Service Area - EDUCATION WELFARE (Statutory Penalty Charges for Parents)**

Description of Fee / Charge  (1)	Notes	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22  £ (4)	SAP VAT Indicator UI-20% or NI 0% (5)	Current Charges  £ (6)	Date of last increase  (7)	Volume of Existing Usage (hours) (8)	2022/23 New Fees / Charges  £ (9)	% Increase  (10)	Effective Date  (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23  £ (13)
Truancy Penalty Notices This income is dependant on the number of penalties issued and will vary each year	1	409452	2907	O	SM	40,000	NI	£60.00	01/04/2021	667	£60.00	0.0%	01/04/2022	100%	40,000
						<b>40,000</b>									<b>40,000</b>

**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. Education Welfare Charges are a Statutory fee

**FAMILIES 2022/23 - FEES AND CHARGES REVIEW**

Division/Service Area - QUEENS ROAD

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 2021/22	SAP VAT Indicator UI-20% NI- 0% or XI- exempt	Current Charges	Date of last increase	Volume of Usage	2022/23 New Fees / Charges	% Price Increase	Effective Date	2022/23 increase of volume of Usage %	Budgeted Income 2022/23
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Meeting room 1 Sunday 2hrs x 48 wks per annum estimate	4	409460	2205	I	BE	3,000	XI	31.06	01/04/2021	96	32.00	3.0%	01/04/2022	0%	3,000
Meeting room alternative Wednesdays 1.5hrs 24 weeks	3	409460	2205	I	BE	4,400	XI	30.77	01/04/2021	144	31.69	3.0%	01/04/2022	0%	4,400
Meeting room 2 Sunday 3hrs x 48 weeks	4	409460	2205	I	BE	3,000	XI	31.06	01/04/2021	96	32.00	3.0%	01/04/2022	0%	3,000
Main Hall 2 hr every last Sunday of the month 12months x 2hrs	3	409460	2205	I	BE	1,300	XI	55.17	01/04/2021	24	56.82	3.0%	01/04/2022	0%	1,300
Main Hall Sunday 3.5 hrs x 48 wks per annum estimate	4	409460	2205	I	BE	8,000	XI	55.70	01/04/2021	144	57.37	3.0%	01/04/2022	0%	8,000
Main Hall Sunday 2 hrs x 48 wks per annum estimate	4	409460	2205	I	BE	5,300	XI	55.70	01/04/2021	96	57.37	3.0%	01/04/2022	0%	5,300
Main Hall Tuesday 1.5hrs x 48 wks per annum estimate	3	409460	2205	I	BE	4,000	XI	55.17	01/04/2021	72	56.82	3.0%	01/04/2022	0%	4,000
IT Suite estimate 2-3 hrs hire weekly	2	409460	2205	I	BE	0	XI	0.00	01/04/2021	0			01/04/2022	0%	
Main Hall Adhoc weekday (estimate 96 hours open 1 day a week for 2 hrs x 48 weeks)	1	409460	2205	C	BE	6,100	XI	63.65	01/04/2021	96	65.56	3.0%	01/04/2022	0%	6,100
Main Hall Adhoc bookings weekend (estimate at 6 hours weekly x 48 weeks)	1	409460	2205	C	BE	23,400	XI	80.63	01/04/2021	290	83.05	3.0%	01/04/2022	1%	23,400
Main Hall - Not in use by Afterschool Club Term time - Monday - Friday 9-5PM	5	409460	2205	I	BE	0	XI	0.00	01/04/2021	0	0.00		01/04/2022	0%	0
Main Hall Not in use over the holiday period	5	409460	2205	I	BE	0	XI	0.00	01/04/2021	0	0.00		01/04/2022	0%	0
<b>TOTAL</b>						<b>58,500</b>									<b>58,500</b>

**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. Fees are set to reflect the usage of the main hall by Waltham Forest staff running Children & Family Centre activities
2. IT Suite room occupied by Waltham Forest staff carrying out Children & Family centre activities
3. Activity levels reflect income generation on church bookings. It is expected that the COVID 19 aftermath will affect future income generation
4. Fees generated on Sunday bookings from Churches reflect current market rate to churches but it is expected that the COVID 19 aftermath will affect future income generation
5. Not in use Monday - Friday 9-5PM
6. Notes 1-4 budgeted volumes are provisional provided there's no COVID pandemic lock down and that lettings return to their pre covid volumes

## RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW

### Division/Service Area - STREET TRADING - NEIGHBOURHOODS MANAGEMENT

Description of Fee / Charge  (1)	Note	Budget details				Existing Charges						New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £	Direct Debit or Standing Order	Date of last increase	Volume of Usage	2022/23 New Fees / Charges incl. VAT £	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
<b>Street Trading</b>																
<b>Annual Licence - Monthly Fee</b>																
Normal Pitch - Permanent Traders (Tuesdays)				C	RA	<b>£838,000</b>	XI	34.00	31.50	01/04/2021	N/A	35.00	2.9%	01/04/2022		<b>£838,000</b>
Normal Pitch - Permanent Traders (Wednesdays)				C	RA		XI	23.00	21.50	01/04/2021	N/A	24.00	4.3%	01/04/2022		
Normal Pitch - Permanent Traders (Thursdays)				C	RA		XI	46.00	43.00	01/04/2021	N/A	47.00	2.2%	01/04/2022		
Normal Pitch - Permanent Traders (Fridays)				C	RA		XI	34.00	31.50	01/04/2021	N/A	35.00	2.9%	01/04/2022		
Normal Pitch - Permanent Traders (Saturdays)				C	RA		XI	142.00	132.00	01/04/2021	N/A	146.00	2.8%	01/04/2022		
Normal Pitch - Permanent Traders (Saturday + some days)				C	RA		XI	125.00	117.00	01/04/2021	N/A	129.00	3.2%	01/04/2022		
Normal Pitch - Permanent Traders (Saturday + all days)				C	RA		XI	114.00	106.00	01/04/2021	N/A	117.00	2.6%	01/04/2022		
Normal Pitch - Permanent Traders (Sunday)				C	RA		XI	23.00	21.50	01/04/2021	N/A	24.00	4.3%	01/04/2022		
3.5 Metre Pitch - Permanent Traders (Tuesdays)				C	RA		XI	45.00	42.00	01/04/2021	N/A	46.00	2.2%	01/04/2022		
3.5 Metre Pitch - Permanent Traders (Wednesdays)				C	RA		XI	30.00	28.50	01/04/2021	N/A	31.00	3.3%	01/04/2022		
3.5 Metre Pitch - Permanent Traders (Thursdays)				C	RA		XI	59.00	54.50	01/04/2021	N/A	61.00	3.4%	01/04/2022		
3.5 Metre Pitch - Permanent Traders (Fridays)				C	RA		XI	45.00	42.00	01/04/2021	N/A	46.00	2.2%	01/04/2022		
3.5 Metre Pitch - Permanent Traders (Saturdays)				C	RA		XI	183.00	170.50	01/04/2021	N/A	188.00	2.7%	01/04/2022		
3.5 Metre Pitch - Permanent Traders (Saturday + some days)				C	RA		XI	165.00	154.00	01/04/2021	N/A	170.00	3.0%	01/04/2022		
3.5 Metre Pitch - Permanent Traders (Saturday + all days)				C	RA		XI	147.00	137.50	01/04/2021	N/A	151.00	2.7%	01/04/2022		
3.5 Metre Pitch - Permanent Traders (Sundays)				C	RA		XI	30.00	28.00	01/04/2021	N/A	31.00	3.3%	01/04/2022		
4 Metre Pitch - Permanent Traders (Tuesdays)				C	RA		XI	46.00	43.00	01/04/2021	N/A	47.00	2.2%	01/04/2022		
4 Metre Pitch - Permanent Traders (Wednesdays)				C	RA		XI	31.00	29.00	01/04/2021	N/A	32.00	3.2%	01/04/2022		
4 Metre Pitch - Permanent Traders (Thursdays)				C	RA		XI	61.00	57.00	01/04/2021	N/A	63.00	3.3%	01/04/2022		
4 Metre Pitch - Permanent Traders (Fridays)				C	RA		XI	46.00	43.00	01/04/2021	N/A	47.00	2.2%	01/04/2022		
4 Metre Pitch - Permanent Traders (Saturdays)				C	RA		XI	189.00	176.50	01/04/2021	N/A	195.00	3.2%	01/04/2022		
4 Metre Pitch - Permanent Traders (Saturday + some days)				C	RA		XI	168.00	156.00	01/04/2021	N/A	173.00	3.0%	01/04/2022		
4 Metre Pitch - Permanent Traders (Saturday + all days)				C	RA		XI	150.00	140.50	01/04/2021	N/A	155.00	3.3%	01/04/2022		
4 Metre Pitch - Permanent Traders (Sunday)				C	RA		XI	31.00	29.00	01/04/2021	N/A	32.00	3.2%	01/04/2022		
5 Metre Pitch - Permanent Traders (Tuesdays)				C	RA		XI	57.00	52.50	01/04/2021	N/A	59.00	3.5%	01/04/2022		
5 Metre Pitch - Permanent Traders (Wednesdays)				C	RA		XI	39.00	36.00	01/04/2021	N/A	40.00	2.6%	01/04/2022		
5 Metre Pitch - Permanent Traders (Thursdays)				C	RA		XI	75.00	69.50	01/04/2021	N/A	77.00	2.7%	01/04/2022		
5 Metre Pitch - Permanent Traders (Fridays)				C	RA		XI	57.00	52.50	01/04/2021	N/A	59.00	3.5%	01/04/2022		
5 Metre Pitch - Permanent Traders (Saturdays)				C	RA		XI	237.00	220.50	01/04/2021	N/A	244.00	3.0%	01/04/2022		
5 Metre Pitch - Permanent Traders (Saturday + some days)				C	RA		XI	198.00	186.00	01/04/2021	N/A	204.00	3.0%	01/04/2022		
5 Metre Pitch - Permanent Traders (Saturday + all days)				C	RA		XI	189.00	176.50	01/04/2021	N/A	195.00	3.2%	01/04/2022		
5 Metre Pitch - Permanent Traders (Sunday)				C	RA		XI	39.00	36.00	01/04/2021	N/A	40.00	2.6%	01/04/2022		
6 Metre Pitch - Permanent Traders (Tuesdays)				C	RA		XI	68.00	64.00	01/04/2021	N/A	70.00	2.9%	01/04/2022		
6 Metre Pitch - Permanent Traders (Wednesdays)				C	RA		XI	46.00	43.00	01/04/2021	N/A	47.00	2.2%	01/04/2022		
6 Metre Pitch - Permanent Traders (Thursdays)				C	RA		XI	90.00	84.50	01/04/2021	N/A	93.00	3.3%	01/04/2022		
6 Metre Pitch - Permanent Traders (Fridays)				C	RA		XI	68.00	64.00	01/04/2021	N/A	70.00	2.9%	01/04/2022		
6 Metre Pitch - Permanent Traders (Saturdays)				C	RA		XI	283.00	263.50	01/04/2021	N/A	291.00	2.8%	01/04/2022		
6 Metre Pitch - Permanent Traders (Saturday + some days)				C	RA		XI	251.00	234.00	01/04/2021	N/A	259.00	3.2%	01/04/2022		
6 Metre Pitch - Permanent Traders (Saturday + all days)				C	RA		XI	226.00	210.50	01/04/2021	N/A	233.00	3.1%	01/04/2022		
6 Metre Pitch - Permanent Traders (Sundays)				C	RA		XI	46.00	43.00	01/04/2021	N/A	47.00	2.2%	01/04/2022		
7 Metre Pitch - Permanent Traders (Tuesdays)				C	RA		XI	80.00	74.00	01/04/2021	N/A	82.00	2.5%	01/04/2022		
7 Metre Pitch - Permanent Traders (Wednesdays)				C	RA		XI	53.00	48.50	01/04/2021	N/A	55.00	3.8%	01/04/2022		
7 Metre Pitch - Permanent Traders (Thursdays)				C	RA		XI	105.00	98.00	01/04/2021	N/A	108.00	2.9%	01/04/2022		
7 Metre Pitch - Permanent Traders (Fridays)				C	RA		XI	80.00	74.00	01/04/2021	N/A	82.00	2.5%	01/04/2022		
7 Metre Pitch - Permanent Traders (Saturdays)				C	RA		XI	329.00	307.00	01/04/2021	N/A	339.00	3.0%	01/04/2022		
7 Metre Pitch - Permanent Traders (Saturday + some days)				C	RA		XI	293.00	273.00	01/04/2021	N/A	302.00	3.1%	01/04/2022		
7 Metre Pitch - Permanent Traders (Saturday + all days)				C	RA		XI	264.00	246.00	01/04/2021	N/A	272.00	3.0%	01/04/2022		
7 Metre Pitch - Permanent Traders (Sunday)				C	RA		XI	53.00	48.50	01/04/2021	N/A	55.00	3.8%	01/04/2022		
8 Metre Pitch - Permanent Traders (Tuesdays)				C	RA		XI	91.00	85.50	01/04/2021	N/A	94.00	3.3%	01/04/2022		
8 Metre Pitch - Permanent Traders (Wednesdays)				C	RA		XI	61.00	57.00	01/04/2021	N/A	63.00	3.3%	01/04/2022		
8 Metre Pitch - Permanent Traders (Thursdays)				C	RA		XI	121.00	112.50	01/04/2021	N/A	125.00	3.3%	01/04/2022		

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see Key below) (3)	Budgeted Income 2021/22 excl. VAT £ (4)	SAP VAT Indicator UI - 20% or ni 0% (5)	Current Charges incl. VAT £ (6)	Direct Debit or Standing Order	Date of last increase (7)	Volume of Usage (8)	2022/23 New Fees / Charges incl. VAT £ (9)	% Increase (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
8 Metre Pitch - Permanent Traders (Fridays)				C	RA		XI	91.00	85.50	01/04/2021	N/A	94.00	3.3%	01/04/2022		
8 Metre Pitch - Permanent Traders (Saturdays)				C	RA		XI	380.00	354.00	01/04/2021	N/A	391.00	2.9%	01/04/2022		
8 Metre Pitch - Permanent Traders (Saturday + some days)				C	RA		XI	335.00	312.50	01/04/2021	N/A	345.00	3.0%	01/04/2022		
8 Metre Pitch - Permanent Traders (Saturday + all days)				C	RA		XI	301.00	280.50	01/04/2021	N/A	310.00	3.0%	01/04/2022		
8 Metre Pitch - Permanent Traders (Sundays)				C	RA		XI	61.00	57.00	01/04/2021	N/A	63.00	3.3%	01/04/2022		
<b>CASUAL TRADERS</b>												0.00				
Normal Pitch - Casual Traders (Tuesdays)				C	RA		XI	16.00	N/A	01/04/2021	N/A	16.00	0.0%	01/04/2022		
Normal Pitch - Casual Traders (Wednesdays)				C	RA		XI	9.00	N/A	01/04/2021	N/A	9.00	0.0%	01/04/2022		
Normal Pitch - Casual Traders (Thursdays)				C	RA		XI	24.00	N/A	01/04/2021	N/A	25.00	4.2%	01/04/2022		
Normal Pitch - Casual Traders (Fridays)				C	RA		XI	16.00	N/A	01/04/2021	N/A	16.00	0.0%	01/04/2022		
Normal Pitch - Casual Traders (Saturdays)				C	RA		XI	38.00	N/A	01/04/2021	N/A	39.00	2.6%	01/04/2022		
Normal Pitch - Casual Traders (Full week)				C	RA		XI	84.00	N/A	01/04/2021	N/A	87.00	3.6%	01/04/2022		
Normal Pitch - Casual Traders (Sundays)				C	RA		XI	15.00	N/A	01/04/2021	N/A	15.00	0.0%	01/04/2022		
3.5 Metre Pitch - Casual Traders (Tuesdays)				C	RA		XI	20.00	N/A	01/04/2021	N/A	21.00	5.0%	01/04/2022		
3.5 Metre Pitch - Casual Traders (Wednesdays)				C	RA		XI	11.00	N/A	01/04/2021	N/A	11.00	0.0%	01/04/2022		
3.5 Metre Pitch - Casual Traders (Thursdays)				C	RA		XI	30.00	N/A	01/04/2021	N/A	31.00	3.3%	01/04/2022		
3.5 Metre Pitch - Casual Traders (Fridays)				C	RA		XI	20.00	N/A	01/04/2021	N/A	21.00	5.0%	01/04/2022		
3.5 Metre Pitch - Casual Traders (Saturdays)				C	RA		XI	48.00	N/A	01/04/2021	N/A	49.00	2.1%	01/04/2022		
3.5 Metre Pitch - Casual Traders (Full week exc. Sundays)				C	RA		XI	105.00	N/A	01/04/2021	N/A	108.00	2.9%	01/04/2022		
3.5 Metre Pitch - Casual Traders (Sundays)				C	RA		XI	17.00	N/A	01/04/2021	N/A	18.00	5.9%	01/04/2022		
4 Metre Pitch - Casual Traders (Tuesdays)				C	RA		XI	21.00	N/A	01/04/2021	N/A	22.00	4.8%	01/04/2022		
4 Metre Pitch - Casual Traders (Wednesdays)				C	RA		XI	11.00	N/A	01/04/2021	N/A	11.00	0.0%	01/04/2022		
4 Metre Pitch - Casual Traders (Thursdays)				C	RA		XI	31.00	N/A	01/04/2021	N/A	32.00	3.2%	01/04/2022		
4 Metre Pitch - Casual Traders (Fridays)				C	RA		XI	21.00	N/A	01/04/2021	N/A	22.00	4.8%	01/04/2022		
4 Metre Pitch - Casual Traders (Saturdays)				C	RA		XI	50.00	N/A	01/04/2021	N/A	52.00	4.0%	01/04/2022		
4 Metre Pitch - Casual Traders (Full week excl Sundays)				C	RA		XI	111.00	N/A	01/04/2021	N/A	114.00	2.7%	01/04/2022		
4 Metre Pitch - Casual Traders (Sundays)				C	RA		XI	22.00	N/A	01/04/2021	N/A	23.00	4.5%	01/04/2022		
5 Metre Pitch - Casual Traders (Tuesdays)				C	RA		XI	25.00	N/A	01/04/2021	N/A	26.00	4.0%	01/04/2022		
5 Metre Pitch - Casual Traders (Wednesdays)				C	RA		XI	13.00	N/A	01/04/2021	N/A	13.00	0.0%	01/04/2022		
5 Metre Pitch - Casual Traders (Thursdays)				C	RA		XI	38.00	N/A	01/04/2021	N/A	39.00	2.6%	01/04/2022		
5 Metre Pitch - Casual Traders (Fridays)				C	RA		XI	25.00	N/A	01/04/2021	N/A	26.00	4.0%	01/04/2022		
5 Metre Pitch - Casual Traders (Saturdays)		409460		C	RA		XI	63.00	N/A	01/04/2021	N/A	65.00	3.2%	01/04/2022		
5 Metre Pitch - Casual Traders (Sundays)		409531		C	RA		XI	24.00	N/A	01/04/2021	N/A	25.00	4.2%	01/04/2022		
5 Metre Pitch - Casual Traders (Full week)		409532		C	RA		XI	138.00	N/A	01/04/2021	N/A	142.00	2.9%	01/04/2022		
6 Metre Pitch - Casual Traders (Tuesdays)			1814	C	RA		XI	30.00	N/A	01/04/2021	N/A	31.00	3.3%	01/04/2022		
6 Metre Pitch - Casual Traders (Wednesdays)		409533		C	RA		XI	16.00	N/A	01/04/2021	N/A	16.00	0.0%	01/04/2022		
6 Metre Pitch - Casual Traders (Thursdays)		409534 & 409536		C	RA		XI	46.00	N/A	01/04/2021	N/A	47.00	2.2%	01/04/2022		
6 Metre Pitch - Casual Traders (Fridays)				C	RA		XI	30.00	N/A	01/04/2021	N/A	31.00	3.3%	01/04/2022		
6 Metre Pitch - Casual Traders (Saturdays)				C	RA		XI	75.00	N/A	01/04/2021	N/A	77.00	2.7%	01/04/2022		
6 Metre Pitch - Casual Traders (Sundays)				C	RA		XI	27.00	N/A	01/04/2021	N/A	28.00	3.7%	01/04/2022		
6 Metre Pitch - Casual Traders (Full week)				C	RA		XI	166.00	N/A	01/04/2021	N/A	171.00	3.0%	01/04/2022		
7 Metre Pitch - Casual Traders (Tuesdays)				C	RA		XI	36.00	N/A	01/04/2021	N/A	37.00	2.8%	01/04/2022		
7 Metre Pitch - Casual Traders (Wednesdays)				C	RA		XI	18.00	N/A	01/04/2021	N/A	19.00	5.6%	01/04/2022		
7 Metre Pitch - Casual Traders (Thursdays)				C	RA		XI	53.00	N/A	01/04/2021	N/A	55.00	3.8%	01/04/2022		
7 Metre Pitch - Casual Traders (Fridays)				C	RA		XI	36.00	N/A	01/04/2021	N/A	37.00	2.8%	01/04/2022		
7 Metre Pitch - Casual Traders (Saturdays)				C	RA		XI	88.00	N/A	01/04/2021	N/A	91.00	3.4%	01/04/2022		
7 Metre Pitch - Casual Traders (Full week)				C	RA		XI	194.00	N/A	01/04/2021	N/A	200.00	3.1%	01/04/2022		
7 Metre Pitch - Casual Traders (Sunday)				C	RA		XI	29.00	N/A	01/04/2021	N/A	30.00	3.4%	01/04/2022		
8 Metre Pitch - Casual Traders (Tuesdays)				C	RA		XI	41.00	N/A	01/04/2021	N/A	42.00	2.4%	01/04/2022		
8 Metre Pitch - Casual Traders (Wednesdays)				C	RA		XI	21.00	N/A	01/04/2021	N/A	22.00	4.8%	01/04/2022		
8 Metre Pitch - Casual Traders (Thursdays)				C	RA		XI	61.00	N/A	01/04/2021	N/A	63.00	3.3%	01/04/2022		
8 Metre Pitch - Casual Traders (Fridays)				C	RA		XI	41.00	N/A	01/04/2021	N/A	42.00	2.4%	01/04/2022		
8 Metre Pitch - Casual Traders (Saturdays)				C	RA		XI	100.00	N/A	01/04/2021	N/A	103.00	3.0%	01/04/2022		
8 Metre Pitch - Casual Traders (Full week)				C	RA		XI	221.00	N/A	01/04/2021	N/A	228.00	3.2%	01/04/2022		
8 Metre Pitch - Casual Traders (Sundays)				C	RA		XI	31.00	N/A	01/04/2021	N/A	32.00	3.2%	01/04/2022		
												0.00				

Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £	Direct Debit or Standing Order	Date of last increase	Volume of Usage	2022/23 New Fees / Charges incl. VAT £	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
(1)				(2)	(3)	(4)	(5)	(6)		(7)	(8)	(9)	(10)	(11)	(12)	(13)
<b>VACANT SITES</b>												0.00				
Normal Pitch - Hire of vacant Sites (Tuesdays)				C	RA		XI	9.00	N/A	01/04/2021	N/A	9.00	0.0%	01/04/2022		
Normal Pitch - Hire of vacant Sites (Wednesdays)				C	RA		XI	9.00	N/A	01/04/2021	N/A	9.00	0.0%	01/04/2022		
Normal Pitch - Hire of vacant Sites (Thursdays)				C	RA		XI	16.00	N/A	01/04/2021	N/A	16.00	0.0%	01/04/2022		
Normal Pitch - Hire of vacant Sites (Fridays)				C	RA		XI	9.00	N/A	01/04/2021	N/A	9.00	0.0%	01/04/2022		
Normal Pitch - Hire of vacant Sites (Saturdays)				C	RA		XI	27.00	N/A	01/04/2021	N/A	28.00	3.7%	01/04/2022		
Normal Pitch - Hire of vacant Sites (Sundays)				C	RA		XI	11.00	N/A	01/04/2021	N/A	11.00	0.0%	01/04/2022		
3.5 Metre Pitch - Hire of vacant Sites (Tuesdays)				C	RA		XI	10.00	N/A	01/04/2021	N/A	10.00	0.0%	01/04/2022		
3.5 Metre Pitch - Hire of vacant Sites (Wednesdays)				C	RA		XI	10.00	N/A	01/04/2021	N/A	10.00	0.0%	01/04/2022		
3.5 Metre Pitch - Hire of vacant Sites (Thursdays)				C	RA		XI	18.00	N/A	01/04/2021	N/A	19.00	5.6%	01/04/2022		
3.5 Metre Pitch - Hire of vacant Sites (Fridays)				C	RA		XI	10.00	N/A	01/04/2021	N/A	10.00	0.0%	01/04/2022		
3.5 Metre Pitch - Hire of vacant Sites (Saturdays)				C	RA		XI	31.00	N/A	01/04/2021	N/A	32.00	3.2%	01/04/2022		
3.5 Metre Pitch - Hire of vacant Sites (Sundays)				C	RA		XI	13.00	N/A	01/04/2021	N/A	13.00	0.0%	01/04/2022		
4 Metre Pitch - Hire of vacant Sites (Tuesdays)				C	RA		XI	11.00	N/A	01/04/2021	N/A	11.00	0.0%	01/04/2022		
4 Metre Pitch - Hire of vacant Sites (Wednesdays)				C	RA		XI	11.00	N/A	01/04/2021	N/A	11.00	0.0%	01/04/2022		
4 Metre Pitch - Hire of vacant Sites (Thursdays)				C	RA		XI	21.00	N/A	01/04/2021	N/A	22.00	4.8%	01/04/2022		
4 Metre Pitch - Hire of vacant Sites (Fridays)				C	RA		XI	11.00	N/A	01/04/2021	N/A	11.00	0.0%	01/04/2022		
4 Metre Pitch - Hire of vacant Sites (Saturdays)				C	RA		XI	36.00	N/A	01/04/2021	N/A	37.00	2.8%	01/04/2022		
4 Metre Pitch - Hire of vacant Sites (Sundays)				C	RA		XI	20.00	N/A	01/04/2021	N/A	21.00	5.0%	01/04/2022		
5 Metre Pitch - Hire of vacant Sites (Tuesdays)				C	RA		XI	13.00	N/A	01/04/2021	N/A	13.00	0.0%	01/04/2022		
5 Metre Pitch - Hire of vacant Sites (Wednesdays)				C	RA		XI	13.00	N/A	01/04/2021	N/A	13.00	0.0%	01/04/2022		
5 Metre Pitch - Hire of vacant Sites (Thursdays)				C	RA		XI	25.00	N/A	01/04/2021	N/A	26.00	4.0%	01/04/2022		
5 Metre Pitch - Hire of vacant Sites (Fridays)				C	RA		XI	13.00	N/A	01/04/2021	N/A	13.00	0.0%	01/04/2022		
5 Metre Pitch - Hire of vacant Sites (Saturdays)				C	RA		XI	45.00	N/A	01/04/2021	N/A	46.00	2.2%	01/04/2022		
5 Metre Pitch - Hire of vacant Sites (Sundays)				C	RA		XI	22.00	N/A	01/04/2021	N/A	23.00	4.5%	01/04/2022		
6 Metre Pitch - Hire of vacant Sites (Tuesdays)				C	RA		XI	16.00	N/A	01/04/2021	N/A	16.00	0.0%	01/04/2022		
6 Metre Pitch - Hire of vacant Sites (Wednesdays)				C	RA		XI	16.00	N/A	01/04/2021	N/A	16.00	0.0%	01/04/2022		
6 Metre Pitch - Hire of vacant Sites (Thursdays)				C	RA		XI	30.00	N/A	01/04/2021	N/A	31.00	3.3%	01/04/2022		
6 Metre Pitch - Hire of vacant Sites (Fridays)				C	RA		XI	16.00	N/A	01/04/2021	N/A	16.00	0.0%	01/04/2022		
6 Metre Pitch - Hire of vacant Sites (Saturdays)				C	RA		XI	53.00	N/A	01/04/2021	N/A	55.00	3.8%	01/04/2022		
6 Metre Pitch - Hire of vacant Sites (Sundays)				C	RA		XI	24.00	N/A	01/04/2021	N/A	25.00	4.2%	01/04/2022		
7 Metre Pitch - Hire of vacant Sites (Tuesdays)				C	RA		XI	18.00	N/A	01/04/2021	N/A	19.00	5.6%	01/04/2022		
7 Metre Pitch - Hire of vacant Sites (Wednesdays)				C	RA		XI	18.00	N/A	01/04/2021	N/A	19.00	5.6%	01/04/2022		
7 Metre Pitch - Hire of vacant Sites (Thursdays)				C	RA		XI	36.00	N/A	01/04/2021	N/A	37.00	2.8%	01/04/2022		
7 Metre Pitch - Hire of vacant Sites (Fridays)				C	RA		XI	18.00	N/A	01/04/2021	N/A	19.00	5.6%	01/04/2022		
7 Metre Pitch - Hire of vacant Sites (Saturdays)				C	RA		XI	61.00	N/A	01/04/2021	N/A	63.00	3.3%	01/04/2022		
7 Metre Pitch - Hire of vacant Sites (Sundays)				C	RA		XI	27.00	N/A	01/04/2021	N/A	28.00	3.7%	01/04/2022		
8 Metre Pitch - Hire of vacant Sites (Tuesdays)				C	RA		XI	21.00	N/A	01/04/2021	N/A	22.00	4.8%	01/04/2022		
8 Metre Pitch - Hire of vacant Sites (Wednesdays)				C	RA		XI	21.00	N/A	01/04/2021	N/A	22.00	4.8%	01/04/2022		
8 Metre Pitch - Hire of vacant Sites (Thursdays)				C	RA		XI	41.00	N/A	01/04/2021	N/A	42.00	2.4%	01/04/2022		
8 Metre Pitch - Hire of vacant Sites (Fridays)				C	RA		XI	21.00	N/A	01/04/2021	N/A	22.00	4.8%	01/04/2022		
8 Metre Pitch - Hire of vacant Sites (Saturdays)				C	RA		XI	70.00	N/A	01/04/2021	N/A	72.00	2.9%	01/04/2022		
8 Metre Pitch - Hire of vacant Sites (Sundays)				C	RA		XI	29.00	N/A	01/04/2021	N/A	30.00	3.4%	01/04/2022		
Arrears Letters to Traders				C	RA		UI	29.00	N/A	01/04/2021	N/A	30.00	3.4%	01/04/2022		
Arrears/Officer Panel Letter				C	RA		UI	57.00	N/A	01/04/2021	N/A	59.00	3.5%	01/04/2022		
Variation Request - on application				C	RA		UI	12.00	N/A	01/04/2021	N/A	12.00	0.0%	01/04/2022		
Variation Request - on approval				C	RA		UI	12.00	N/A	01/04/2021	N/A	12.00	0.0%	01/04/2022		
Annual Licence Application/Renewal				C	RA		XI	36.00	N/A	01/04/2021	N/A	37.00	2.8%	01/04/2022		
Replacement Licence				C	RA		XI	36.00	N/A	01/04/2021	N/A	37.00	2.8%	01/04/2022		
Replacement Plaque				C	RA		UI	7.00	N/A	01/04/2021	N/A	7.00	0.0%	01/04/2022		
Casual Licence Registration				C	RA		XI	36.00	N/A	01/04/2021	N/A	37.00	2.8%	01/04/2022		
Christmas Market - Monday (per day)				C	RA		XI	23.00	N/A	01/04/2021	N/A	24.00	4.3%	01/04/2022		
Christmas Market - Sunday (per day)				C	RA		XI	29.00	N/A	01/04/2021	N/A	30.00	3.4%	01/04/2022		
Forecourt Licence - on application				C	RA		XI	36.00	N/A	01/04/2021	N/A	37.00	2.8%	01/04/2022		
Forecourt Licence - on approval				C	RA		XI	36.00	N/A	01/04/2021	N/A	37.00	2.8%	01/04/2022		

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see Key below) (3)	Budgeted Income 2021/22 excl. VAT £ (4)	SAP VAT Indicator UI - 20% or ni 0% (5)	Current Charges incl. VAT £ (6)	Direct Debit or Standing Order	Date of last increase (7)	Volume of Usage (8)	2022/23 New Fees / Charges incl. VAT £ (9)	% Increase (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
Forecourt Licence Fees per week (£10 per sq m)	per sq m			C	RA		XI	10.00	N/A	01/04/2021	N/A	10.00	0.0%	01/04/2022		
Forecourt Licence Renewal				C	RA		XI	36.00	N/A	01/04/2021	N/A	37.00	2.8%	01/04/2022		
Individual/Miscellaneous sites - per month				C	RA		XI	275.00	N/A	01/04/2021	N/A	283.00	2.9%	01/04/2022		
Individual/Miscellaneous sites (Sunday) - per month				C	RA		XI	63.00	N/A	01/04/2021	N/A	65.00	3.2%	01/04/2022		
Application for new designated site				C	RA		NI	428.00	N/A	01/04/2021	N/A	441.00	3.0%	01/04/2022		
Sale of Plugs	Fee removed			C	RA		UI	0.00	N/A	01/04/2021	N/A	0.00		01/04/2022		
Storage Sheds - per quarter				C	RA		UI	311.00	N/A	01/04/2021	N/A	320.00	2.9%	01/04/2022		
Storage Container - per quarter				C	RA		UI	176.00	N/A	01/04/2021	N/A	181.00	2.8%	01/04/2022		
Parking Permit - Off street- per month	Fee removed			C	RA		XI	0.00	N/A	01/04/2021	N/A	0.00		01/04/2022		
Additional Trade Waste Charge - Fruit & Veg - per pitch monthly				C	RA		NI	11.00	N/A	01/04/2021	N/A	11.00	0.0%	01/04/2022		
						<b>838,000</b>										<b>838,000</b>

**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)

**FAMILIES 2022/23 - FEES AND CHARGES REVIEW**

Division/Service Area - MUSIC SERVICE															
Description of Fee / Charge  (1)	Notes	Cost Element	Cost Centre	Credit Policy (see key below)  (2)	Charging Policy (see key below)  (3)	Existing Charges					New Proposals				
						Budgeted Income 2021/22	SAP VAT Indicator UI-20% NI-0% or XI-exempt	Current Charges	Date of last increase	Volume of Usage	2022/23 New Fees / Charges	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23
						£ (4)		£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
<b>Fees to parents</b>															
<b>Individual lessons (and theory)</b>															
20 minutes		409450	1840	C	BE	43000	XI	£145.00	01/09/2021		£150.00	3.45%	01/09/2022		44500
20 minutes - concessionary		409450	1840	C	BE		XI	£108.75	01/09/2021		£112.50	3.45%	01/09/2022		
30 minutes		409450	1840	C	BE		XI	£217.50	01/09/2021		£225.00	3.45%	01/09/2022		
30 minutes - concessionary		409450	1840	C	BE		XI	£163.00	01/09/2021		£169.00	3.45%	01/09/2022		
<b>Adult lessons (note 1)</b>															
Hourly rate		409430	1840		BE	1300	XI	£49.00	01/09/2021		£51.00	4.08%	01/09/2022		1400
<b>Mini Musicians (Toddlers), 10 classes per term</b>															
First child per term (part term is pro-rata) - Toddlers	1	409400	1840	C	BE	13300	XI	£74.00	01/09/2021		£80.00	8.11%	01/09/2022		14800
Second child per term (part term is pro-rata) - Toddlers	1	409400	1840	C	BE		XI	£60.00	01/09/2021		£65.00	8.33%	01/09/2022		
Mini Baby Musicians (Part term is pro-rata)	1							£68.50	01/09/2021		£80.00	16.79%	01/09/2022		
<b>Music School ensemble fees</b>															
Music school ensemble 1 term		409508	1840	C	BE	18900	XI	£33.00	01/09/2021		£34.00	3.03%	01/09/2022		19500
Music school ensemble 1 term - concessionary		409508	1840	C	BE		XI	£16.50	01/09/2021		£17.00	3.03%	01/09/2022		
<b>Theory lessons</b>															
Theory - students already at Music School - 30 mins															
Group theory (6 students or more)		409420	1840	C	BE	5100	XI	£43.50	01/09/2021		£45.00	3.45%	01/09/2022		5300
Group theory (6 students or more) - concessionary		409420	1840	C	BE		XI	£32.50	01/09/2021		£34.00	3.45%	01/09/2022		
<b>Theory - not at Music School - 30 mins</b>															
Group theory (6 students or more)		409410	1840	C	BE	24500	XI	NA	01/09/2021		NA		01/09/2022		25500
Group theory (6 students or more) - concessionary		409410	1840	C	BE		XI	NA	01/09/2021		NA		01/09/2022		
<b>Instrument hire</b>															
Instrument hire, 1 term	2	409410	1840	C	BE		UI	£24.00	01/09/2021		£25.00	4.16%	01/09/2022		
instrument hire, 1 term - concessionary	2	409410	1840	C	BE		UI	£12.00	01/09/2021		£12.50	4.16%	01/09/2022		
						<b>106,100</b>									<b>111,000</b>

**KEY TO CREDIT POLICY**

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

**Notes:**

1. Babies Mini Musician classes to be increased more to gradually align with cost of toddler group (same costs to MS)
2. Instrument hire charge increase higher as cost of instruments is rising

<b>FAMILIES 2022/23 - FEES AND CHARGES REVIEW</b>															
<b>Division/Service Area - SUNTRAP - Outdoor Education Centre High Beach Loughton</b>															
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 2021/22	SAP VAT Indicator UI-20% or Nil 0%	Current Charges Unit Price Net of VAT	Date of last increase	Volume of Existing Usage	2022/23 New Fees / Charges	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23
						£ (4)		£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
<b>Lettings</b>															
Forest Explorer Camp (Per Adult)	1	409460	1899	I	BE					91.25		01/04/2022			
Forest Explorer Camp (Per Child)	1	409460	1899	I						71.25		01/04/2022			
Squirrels Forest School (Per Child/daily rate)	1	409460	1899	I	BE					8.00		01/04/2022		13,200	
Be wild Saturday Club (Per Adult/daily rate)	1	409460	1899	I						8.00		01/04/2022			
Be wild Saturday Club (Per Child/daily rate)	1	409460	1899	I	BE					3.00		01/04/2022			
						<b>13,200</b>								<b>13,200</b>	
<b>KEY TO CHARGING POLICY</b>															
Profit (P), Break Even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
<b>KEY TO CREDIT POLICY</b>															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
<b>Notes:</b>															
1 The Community Charge will remain unchanged, similar camping sites are cheaper than Suntrap and demand is low. The Private Camping increase of 0.7% will not impact on current bookings															



FAMILIES 2022/23 - 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 2021/22 excl. VAT	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2022/23 New Fees /Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT
				(2)	(3)	£ (4)	(5)	£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
<b>Community Care</b>															
Community Alarm/Telecare (per week)	1	409450	2559	I	BE	150,600	NI	5.00	01/04/2021		5.00	0.0%	01/04/2022		150,600
Community Alarm Basic (per week)	2	409450	2559	I	BE		NI	3.00	01/04/2021		3.00	0.0%	01/04/2022		
Mindme (Cost per month)	2	409450	2559	I	BE		NI	14.50	01/04/2021		14.50	0.0%	01/04/2022		
Day Care without Transport (per day)	3	409450	Various	I	BE		NI	44.67	01/04/2021		46.01	3.0%	01/04/2022		
Day Care with Transport (per day)	3	409450	Various	I	BE		NI	56.99	01/04/2021		58.70	3.0%	01/04/2022		
Day Care (Dementia) 1:1 per hour home visits	4	409450	1182	I			NI	16.69	01/04/2021		17.19	3.0%	01/04/2022		
Day Care (Dementia) Clubs per session without Transport	4	409450	1182	I			NI	12.25	01/04/2021		12.62	3.0%	01/04/2022		
Day Care (Dementia) Clubs per session with Transport	4	409450	1182	I			NI	14.45	01/04/2021		14.88	3.0%	01/04/2022		
<b>Residential Care (In-House)</b>															
Residential Older People 65 plus (existing residents, pre 2015)	5	409514	1197	I	S/BE	499,800	NI	840.51	01/04/2021		865.73	3.0%	01/04/2022		514,800
Dementia Older People 65 plus (existing residents, pre 2015)	5	409514	1207	I	S/BE	443,700	NI	922.26	01/04/2021		949.93	3.0%	01/04/2022		457,000
Residential / Dementia Older People 65 plus (new residents)	5	409514	2135	I	S/BE	313,900	NI	996.13	01/04/2021		1,026.01	3.0%	01/04/2022		323,300
						1,408,000									1,445,700

**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:**

- Community Alarms Telecare (Fixed Fee)
- Community Alarms Basic / Community Alarm - call out only (Fixed Fee)
- 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 (Service charges basis under review)
- Dementia - hourly rate paid per hour for 1:1 sessions (Under Review due to change in service delivery)
- Dementia - hourly rate paid per hour for group sessions with and without transport (Under review due to change in service delivery)
- 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

RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW															
Division/Service Area - SPORTS AND LEISURE PASTURES															
Description of Fee / Charge  (1)	Budget details					Existing Charges					New Proposals				
	Notes	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22	SAP VAT Indicator UI-20% or NI-0%	Current Charges Unit Price Net of VAT	Date of last increase	Volume of Existing Usage	2022/23 New Commercial Fees / Charges	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23
				(2)	(3)	£ (4)	(5)	£ (6)	(7)	(8)	£ (9)	(10)	(11)	(12)	£ (13)
<b>Lettings Income</b>															
<b>Pastures</b>	3 Service withdrawn														
Main Building															
General Area		409460	2062	I	BE	25,200	XI	£43.00	01/04/2021	50.00	16.3%	01/04/2022		25,200	
Block booking General Area of 10								£0.00		475.00					
Sports Hall		409460	2062	I	BE	16,100	XI	£45.00	01/04/2021	50.00	11.1%	01/04/2022		16,100	
Block booking Sports Hall of 10								£0.00		475.00					
Kitchen		409460	2062	I	BE	500	XI	£16.00	01/04/2021	16.00	0.0%	01/04/2022		500	
<b>Off Peak Hours 09.00 - 16.00</b>										0.00					
General Area		409460	2062	I	BE		XI	£30.00	01/04/2021	30.00	0.0%	01/04/2022			
Sports Hall		409460	2062	I	BE		XI	£30.00	01/04/2021	30.00	0.0%	01/04/2022			
Kitchen		409460	2062	I	BE		XI	£16.00	01/04/2021	16.00	0.0%	01/04/2022			
						<b>41,800</b>								<b>41,800</b>	

**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. Outset Building transferred to Property Services for use by Hawkswood PRU in May 2018  
2. Good shepherd Building transferred back to Property Services on 18th October 2018  
3. Pastures Building to be transferred to Sports & Leisure Department - dates to be arranged

**RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW**

**Division/Service Area - Sport Pitch & Open Space**

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 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or nil 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase %	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)			
<b>Pitches - Football/Rugby/Hockey</b>															
11 a side Adults Casual		409410	3269	C/I	S	<b>£325,800</b>	UI	127.00	01/04/21		130.00	2.36%	01/04/22		<b>£325,800</b>
Block price - 10 games or more @£83.5 per game		409410	3269	C/I	S		UI	831.50	01/04/21		835.00	0.42%	01/04/22		
11 a side Youth		409410	3269	C/I	S		UI	61.50	01/04/21		63.00	2.44%	01/04/22		
Block price - 10 games or more @£51 per game		409410	3269	C/I	S		UI	510.00	01/04/21		510.00	0.00%	01/04/22		
9 a side- Casual booking		409410	3269	C/I	S		UI	51.00	01/04/21		53.00	3.92%	01/04/22		
Block price - 10 games @£41 per game		409410	3269	C/I	S		UI	408.00	01/04/21		410.00	0.49%	01/04/22		
7 a side - Casual booking		409410	3269	C/I	S		UI	41.00	01/04/21		42.00	2.44%	01/04/22		
Block price - 10 games @£35 per game		409410	3269	C/I	S		UI	350.00	01/04/21		350.00	0.00%	01/04/22		
5 a side-Casual booking		409410	3269	C/I	S		UI	41.00	01/04/21		42.00	2.44%	01/04/22		
Block price - 10 games @£25.5 per game		409410	3269	C/I	S		UI	255.00	01/04/21		255.00	0.00%	01/04/22		
Schools rate - Casual rate per hour		409410	3269	C/I	S		UI	34.00	01/04/21		35.00	2.94%	01/04/22		
Schools rate - Tournament hire per day		409410	3269	C/I	S		UI	200.00	01/04/21		205.00	2.50%	01/04/22		
Schools rate - Pitch hire		409410	3269	C/I	S		UI	34.00	01/04/21		35.00	2.94%	01/04/22		
Training on Grass (no markings or goalposts- per hour )		409410	3269	C/I	S		UI	20.50	01/04/21		20.00	-2.44%	01/04/22		
											0.00				
										0.00					
<b>3G/ Astro Pitch - Football</b>															
		409410	3269	C/I	S					0.00					
		409410	3269	C/I	S					0.00					
Low Hall 7 a side 3G-Casual		409410	3269	C/I	S			58.50	01/04/21	58.50	0.00%	01/04/22			
Low Hall 7 a side 3G-Block booking @ £50 - 10 bookings		409410	3269	C/I	S			510.00	01/04/21	510.00	0.00%	01/04/22			
Low Hall 9 a side sand based astro -causal		409410	3269	C/I	S			72.50	01/04/21	72.50	0.00%	01/04/22			
Low Hall 9 a side sand based astro - block booking @£63 - 10 bookings		409410	3269	C/I	S			72.50	01/04/21	72.50	0.00%	01/04/22			
	10 games or more no VAT charged if block booking and paying all at once	409410	3269	C/I	S					0.00					
		409410	3269	C/I	S					0.00					
<b>Salisbury Hall and Jubilee 3 G Peak time</b>															
Casual - Full Pitch		409410	3269	C/I	S			153.00	01/04/21	153.00	0.00%	01/04/22			
Casual - Full Pitch - block booking 10 @ £138.00		409410	3269	C/I	S			1,380.00	01/04/21	1,380.00	0.00%	01/04/22			
Junior Full pitch casual bookings								0.00		85.00					
Junior Full pitch block booking @£85								0.00		850.00					
9 a side full pitch - casual booking		409410	3269	C/I	S			76.50	01/04/21	76.50	0.00%	01/04/22			
9 a side pitch block booking at £70 - 10 bookings		409410	3269	C/I	S			688.50	01/04/21	700.00	1.67%	01/04/22			
7 a side full pitch - casual booking		409410	3269	C/I	S			76.50	01/04/21	76.50	0.00%	01/04/22			
7 a side pitch block booking at £69 - 10 bookings		409410	3269	C/I	S			690.00	01/04/21	690.00	0.00%	01/04/22			
5 a side full pitch - casual booking		409410	3269	C/I	S			40.00	01/04/21	40.00	0.00%	01/04/22			
5 a side pitch block booking at £36.00- 10 bookings		409410	3269	C/I	S			360.00	01/04/21	360.00	0.00%	01/04/22			
		409410	3269	C/I	S					0.00					
<b>Feel Good Too / Drapers Field 3G</b>															
Casual-Full Pitch								180.00	01/04/20	180.00	0.00%	01/04/22			
Casual - Full Pitch - block booking 10@£160.00								1,600.00		1,600.00	0.00%	01/04/22			
Junior Full pitch casual bookings								0.00		85.00					
Junior Full pitch block booking @£85								0.00		850.00					
9 a side full pitch - casual booking								80.00	01/04/20	80.00	0.00%	01/04/22			
9 a side pitch block booking at £75.00 - 10 bookings								800.00		750.00	-6.25%	01/04/22			
7 a side full pitch - casual booking								80.00	01/04/20	80.00	0.00%	01/04/22			
7 a side pitch block booking at £75.00 - 10 bookings								800.00		750.00	-6.25%	01/04/22			

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22 excl. VAT £ (4)	SAP VAT Indicator UI - 20% or nil (5)	Current Charges incl. VAT £ (6)	Date of last increase (7)	Volume of Usage (8)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
Casual -Full Pitch Hockey								150.00	01/04/20		150.00	0.00%	01/04/22		
Casual- Full Pitch - block booking at £140.00								140.00	01/04/20		140.00	0.00%	01/04/22		
Casual Beach Volleyball Court								20.00	01/04/20		20.00	0.00%	01/04/22		
Casual -Beach Volleyball Court block booking								15.00	01/04/20		15.00	0.00%	01/04/22		
<b>Up to 6pm on astro/3G off peak</b>		409410	3269	C/I	S			0.00			0.00				
Casual - Full Pitch		409410	3269	C/I	S			76.50	01/04/21		76.50	0.00%	01/04/22		
Casual - Full Pitch - block booking 10		409410	3269	C/I	S			688.50	01/04/21		688.50	0.00%	01/04/22		
9 a side full pitch - casual		409410	3269	C/I	S			38.25	01/04/21		38.25	0.00%	01/04/22		
9 a side full pitch - block booking of 10		409410	3269	C/I	S			350.00	01/04/21		350.00	0.00%	01/04/22		
7 a side full pitch - casual		409410	3269	C/I	S			38.25	01/04/21		38.25	0.00%	01/04/22		
7 a side full pitch - block booking of 10		409410	3269	C/I	S			350.00	01/04/21		350.00	0.00%	01/04/22		
5 a side full pitch - casual		409410	3269	C/I	S			20.50	01/04/21		20.50	0.00%	01/04/22		
5 a side full pitch - block booking of 10		409410	3269	C/I	S			180.00	01/04/21		180.00	0.00%	01/04/22		
<b>Cricket Charges</b>		409410	3269	C/I	S			0.00			0.00				
Per site - Casual		409410	3269	C/I	S		UI	153.00	01/04/21		158.00	3.27%	01/04/22		
Per site - block of 10 £ 87.00 each		409410	3269	C/I	S		XI	850.00	01/04/21		870.00	2.35%	01/04/22		
Outdoor cricket nets - per net per hour		409410	3269	C/I	S			15.50	01/04/21		15.00	-3.23%	01/04/22		
Synthetic cricket pitch per hour		409410	3269	C/I	S			25.00	01/04/21		25.00	0.00%	01/04/22		
<b>Tennis Charges</b>		409410	3269	C/I	S			0.00			0.00				
Tennis - Per Court, per adult Ridgeway Park		409410	3269	C/I	S		UI	5.50	01/04/21		5.50	0.00%	01/04/22		
Tennis - Per Floodlit Court, per adult Ridgeway Park		409410	3269	C/I	S			7.75	01/04/21		7.75	0.00%	01/04/22		
Tennis Membership - Adult per annum (free access excl. Ridgeway)		409410	3269	C/I	S		UI	35.00	01/04/21		35.00	0.00%	01/04/22		
Tennis Membership - Family per annum (free access excl. Ridgeway)		409410	3269	C/I	S		UI	50.00	01/04/21		50.00	0.00%	01/04/22		
						325,800									325,800
<b>KEY TO CHARGING POLICY</b>															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
<b>KEY TO CREDIT POLICY</b>															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
<b>Notes:</b>															

RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW															
Division/Service Area -Score centre															
Description of Fee / Charge  (1)	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
		(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)		
Club membership is £ 50 for block bookings Membership of Score £ 30 per year															
<b>Halls</b>															
Kitchen		4094 10	3099	C	BE		NI	32.00	01/04/21		33.00	3.13%	01/04/22		
Hall A Capacity 80															
Vol Sector		4094 10	3099	C	BE		NI	46.00	01/04/21		47.00	2.17%	01/04/22		
Public Sector		4094 10	3099	C	BE		NI	69.00	01/04/21		70.00	1.45%	01/04/22		
Private function		4094 10	3099	C	BE		NI	60.00	01/04/21		70.00	16.67%	01/04/22		
											0.00				
											0.00				
<b>Badminton Court</b>											0.00				
Block Bookings Peak Time		4094 10	3099	C	BE		NI	11.00	01/04/21		11.50	4.55%	01/04/22		
Block Bookings Members bookings Peak Time		4094 10	3099	C	BE		NI	11.00	01/04/21		11.50	4.55%	01/04/22		
											0.00				
<b>Basketball Court/Netball Court/Futsal Court</b>						£139,200					0.00				£139,200
Block Bookings Peak Time		4094 10	3099	C	BE		NI	35.00	01/04/21		45.00	28.57%	01/04/22		
Block Bookings Off Peak Time		4094 10	3099	C	BE		NI	37.00	01/04/21		40.00	8.11%	01/04/22		
											0.00				
<b>Club Futsal/Handball Pitch-Small Court</b>											0.00				
Block Bookings Peak Time		4094 10	3099	C	BE		NI	125.00	01/04/21		130.00	4.00%	01/04/22		
Block Bookings Peak Time		4094 10	3099	C	BE		NI	125.00	01/04/21		130.00	4.00%	01/04/22		
											0.00				
<b>International Futsal/Handball Pitch</b>											0.00				
Block Bookings Peak Time £130					BE						0.00				
Block bookings Peak Time					BE			140.00	01/04/21		145.00	3.57%	01/04/22		
											0.00				
<b>Court Pricing</b>											0.00				
Off Peak Prices 9am-4pm Mon-Friday				C	BE						0.00				
Sports Courts £ 16ph per court		4094 10	3099	C	BE		NI	17.00	01/04/21		20.00	17.65%	01/04/22		
						139,200									139,200

**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:

RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW															
Division/Service Area - HOUSING															
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 2021/22 excl. VAT £ (4)	SAP VAT Indicator UI - 20% or nil 0% (5)	Current Charges incl. VAT £ (6)	Date of last increase (7)	Volume of Usage (8)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
<b>GF Housing:</b>															
Homelessness 1044/409420 (part)															
Removal charge	Rates remain fundamentally unchanged. No increase in charge is proposed.	409420	1044	I	BE	20,000	NI	380.00	01/04/2021	N/A	380.00	0.0%	01/04/2022	100%	20,000
						<b>20,000</b>									<b>20,000</b>
<b>HRA Charges:</b>															
<b>Leasehold Resale Enquiry</b>															
Information pack for solicitors	To bring in-line with other LA's	409420	1086		RA	23,300		231.86	01/04/2021		235.00	1.4%	01/04/2022	100%	24,100
Notice of transfer (Legal department)								34.78	01/04/2021		36.00	3.5%	01/04/2022	100%	
<b>Remortgages</b>									01/04/2021				01/04/2022		
Balance enquiry for remortgages	To bring in-line with other LA's	409420	1086					57.97	01/04/2021		60.00	3.5%	01/04/2022	100%	
Registration of charge (Notice of charge - Legal department)	To bring in-line with other LA's	409420	1086		RA			34.78	01/04/2021		36.00	3.5%	01/04/2022	100%	
<b>Licence for alterations</b>									01/04/2021				01/04/2022		
Standard	To bring in-line with other LA's	409420	1086		RA			139.12	01/04/2021		144.00	3.5%	01/04/2022	100%	
Minor	To bring in-line with other LA's	409420	1086		RA			69.55	01/04/2021		72.00	3.5%	01/04/2022	100%	
<b>Legal recovery action</b>									01/04/2021				01/04/2022		
Letter in pursuit of court judgement	To bring in-line with other LA's	409420	1086		RA			28.98	01/04/2021		30.00	3.5%	01/04/2022	100%	
Letter regarding judgement reversal	To bring in-line with other LA's	409420	1086		RA			17.39	01/04/2021		18.00	3.5%	01/04/2022	100%	
Tracing new address where judgement obtained	To bring in-line with other LA's	409420	1086		RA			115.92	01/04/2021		120.00	3.5%	01/04/2022	100%	

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22 excl. VAT £ (4)	SAP VAT Indicator UI - 20% or nil (5)	Current Charges incl. VAT £ (6)	Date of last increase (7)	Volume of Usage (8)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
<b>Other charges</b>									01/04/2021				01/04/2022		
Letter of Satisfaction (for removal of leaseholders name from the County Court Register)	To bring in-line with other LA's	409420	1086		RA			28.98	01/04/2021		30.00	3.5%	01/04/2022	100%	
Copying of documents, for example the lease	To bring in-line with other LA's	409420	1086		RA			28.98	01/04/2021		30.00	3.5%	01/04/2022	100%	
Letter regarding breach of lease	To bring in-line with other LA's	409420	1086		RA			57.97	01/04/2021		60.00	3.5%	01/04/2022	100%	
Visit regarding breach of the lease	To bring in-line with other LA's	409420	1086		RA			115.88	01/04/2021		120.00	3.5%	01/04/2022	100%	
A copy of a statement from a previous year	To bring in-line with other LA's	409420	1086		RA			28.98	01/04/2021		30.00	3.5%	01/04/2022	100%	
A copy of a repairs report from a previous year	To bring in-line with other LA's	409420	1086		RA			28.98	01/04/2021		30.00	3.5%	01/04/2022	100%	
A copy of a certificate of actual account per year	To bring in-line with other LA's	409420	1086		RA			28.98	01/04/2021		30.00	3.5%	01/04/2022	100%	
<b>Tenant Repair Charges (Voids)</b>	Charge to ex-tenants if vacated property is left in dis-repair	409420	3202	I	RA	0	UI								
						<b>23,300</b>									<b>24,100</b>
						<b>43,300</b>									<b>44,100</b>
<b>KEY TO CHARGING POLICY</b>															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
<b>KEY TO CREDIT POLICY</b>															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
<b>Notes:</b>															

REGENERATION, PLANNING AND DELIVERY 2022/23 - FEES AND CHARGES REVIEW

Division/Service Area - PLANNING, STRATEGY & DEVELOPMENT

Description of Fee / Charge  (1)	Note	Budget details				Existing Charges					New Proposals				Budgeted Income 2022/23 excl. VAT £ (13)
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 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)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	
		(2)	(3)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	
<b>Development Management</b>															
Planning Fees	Planning fees are set nationally. Fees were increased by 20% on 17th January 2018. Current rates will apply until notification of any changes by the Department of Communities and Local Government.	409450	1610	C	SM	1,092,200	NI	All planning fees are set nationally approved by parliament.	All nationally set planning fees increased by 20% on the 17.01.2018						1,092,200
Modification or discharge of a planning obligation under Section 106A (planning administration charge separate to legal fees)											240	New	01/04/2022		
S106 documents including research		409467	1610	C	B/E	4,500	NI	£50 per half hour	01/04/2021		52.50	5.0%	01/04/2022		4,700
Planning decision notice								£50 per half hour	01/04/2021		52.50	5.0%	01/04/2022		
A4 & A3 copy								£1.00 per sheet	01/04/2021		1.00	0.0%	01/04/2022		
A2		409468	1610	C	B/E		NI	£17.00 per sheet	01/04/2021		18.00	5.8%	01/04/2022		
A1								£23.00 per sheet	01/04/2021		24.00	4.1%	01/04/2022		
A0								£33 per sheet	01/04/2021		34.50	4.5%	01/04/2022		
Refund of Fees								Admin. Fee £20	01/04/2021		20.00	0.0%	01/04/2022		
Solicitor letter including research								£120 per hour	01/04/2021		126.00	5.0%	01/04/2022		
Pre- applications - Households	Integrated below			N/A	N/A				01/04/2021						
						152,600		Householder £150-£200 + VAT	01/04/2021		Householder £200 +VAT	20.0%	01/04/2022		152,600
								<b>Discontinued</b>							
								Small minor proposals £700+ VAT	01/04/2021		Small minor proposals £735+ VAT	5.0%	01/04/2022		
								Medium minor proposals £1050+ VAT	01/04/2021		Medium minor proposals £1,103 + VAT	5.0%	01/04/2022		
								Concept meeting £525+ VAT	01/04/2021		Concept meeting £551+ VAT	5.0%	01/04/2022		
								Bespoke Pre Application enquiry - by Negotiation	01/04/2021		Bespoke Pre Application enquiry - by Negotiation		01/04/2022		



Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22 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)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
Pre-application advice/PPA Fees	1	409469	1610	C	B/E		NI	Major proposal (single meeting) £2,625 - £6,825 + VAT	01/04/2021		Major proposal (single meeting) £2,756 - £7166 + VAT	5.0%	01/04/2022		
								Major proposals (bulk meetings) £12,600 - £22,050 + VAT	01/04/2021		Major proposals (bulk meetings) £13,230 - £23,153 + VAT	5.0%	01/04/2022		
								Pre submission validation check £210 + VAT	01/04/2021		Pre submission validation check £220 + VAT	5.0%	01/04/2022		
								Follow-up meetings £370 - £3,410 + VAT	01/04/2021		Follow-up meetings £389 - £3,581 + VAT	5.0%	01/04/2022		
								Conditions/NMAs/ MMAs £1,310 - £3,410 + VAT	01/04/2021		Conditions/NMAs/ MMAs £1,376 - £3,581 + VAT	5.0%	01/04/2022		
								General enquiry meeting £50 + VAT	01/04/2021		General enquiry meeting £53 + VAT	5.0%	01/04/2022		
		409554	1610	I	RA	494,900		PPAs by negotiation	01/04/2021		PPAs by negotiation	5.0%	01/04/2022		494,900
						<b>1,744,200</b>									<b>1,744,400</b>

**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:**

- Bespoke Pre-app Enquiry to explain that it would be calculated based on the people required at the meeting multiplied by their hourly rate.
- The additional income will be fully utilised to support additional resources to manage the service demands.

REGENERATION, PLANNING AND DELIVERY 2022/23 - 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 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or nil 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
<b>Land Charges</b>															
Full Personal Search of Register	5				N/A		NI	£0.00	01/01/2021		£0.00	0.0%	01/01/2022		
LLC1 Register search								£24.00	01/01/2021		£24.00	0.0%	01/01/2022		
CON29 - all questions								£247.20	01/01/2021		£247.20	0.0%	01/01/2022		
Personal Search Agent CON29 (per question)								£10.00	01/01/2021		£10.00	0.0%	01/01/2022		
Full Search								£271.20	01/01/2021		£271.20	0.0%	01/01/2022		
Con 29O - all questions								£570.00	01/01/2021		£570.00	0.0%	01/01/2022		
Extra Parcel LLC1								£4.00	01/01/2021		£4.00	0.0%	01/01/2022		
Extra Parcel Con 29								£48.00	01/01/2021		£48.00	0.0%	01/01/2022		
								£0.00	01/01/2021		£0.00	0.0%	01/01/2022		
Fees Con 29O Optional Questions Individual Requests:								£0.00	01/01/2021		£0.00	0.0%	01/01/2022		
Road Proposals by Private Bodies								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Public Paths or Byways								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Advertisements								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Completion Notices								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Parks and Countryside								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		554,900
Pipelines	3	409453	1305	C	RA	554,900	UI	£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Houses in Multiple Occupation								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Noise Abatement								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Urban Development Areas								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Enterprise Zones								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Inner Urban Improvement Areas								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Simplifies Planning Zones								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Land Maintenance Notices								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Mineral Consultation Areas								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Hazardous Substance Consents								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Environmental and Pollution Notices								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Food Safety Notices								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Hedgerow Notices								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
Common Land, Towns and Village Greens								£30.00	01/01/2021		£30.00	0.0%	01/01/2022		
						<b>554,900</b>									<b>554,900</b>
<b>KEY TO CHARGING POLICY</b>															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ring-fenced Account (RA)															
<b>KEY TO CREDIT POLICY</b>															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
<b>Notes:</b>															
1. Building regulation charges are set in accordance with the requirements of the Building (Local Authority) Charges Regulations 2010. Cost of providing the service is recovered through Fee income.															
2. Land Charges treated as a Trading Account. Trading Account rules apply.															
3. VAT applied from 01 April 2017 as per HMRC requirements															
4. Land Charges LLC1 official search is planned to be moved to the land registry, thus fees remain the same.															
5. The charge relates to administrative fees.															
*ringfenced account and therefore no fees and charges transferred into general fund															

REGENERATION, PLANNING AND DELIVERY 2022/23 - 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 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase %	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
<b>Building Control</b>															
<b>Table 1.</b> Standard building regulation charges for certain types of building work .. Etc						619,800								100%	619,800
<b>Table 2.</b> Standard building regulation charges for types of building work not described in Table 1	1	409450 and 409451	1599	C and I	RA		UI	Building regulation charges are set in accordance with the requirements of the Building (Local Authority) Charges Regulations 2010	01/04/2021	UI	Building Regulations 2010 conditions apply and is treated as a Trading Account	5.00%	01/04/2022	100%	
<b>Annex B.</b> Assessed Charges. (Individual assessment of building regulation charges on a project-by-project basis where construction value is estimated at more than £200k. Formal quote on a time charge rate basis of £72/hr															
Copy of Building Regulations						3,100		£40 per half hour	01/04/2021				01/04/2022		3,100
Solicitor letter including research		409450	1600	C	B/E		UI	£40 per half hour	01/04/2021	UI			01/04/2022	100%	
Refund of Fees								£50 per refund	01/04/2021				01/04/2022		
To offset deficit in the Trading Account.															
						<b>622,900</b>									<b>622,900</b>
<b>KEY TO CHARGING POLICY</b>															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ring-fenced Account (RA)															
<b>KEY TO CREDIT POLICY</b>															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
<b>Notes:</b>															
1. Building regulation charges are set in accordance with the requirements of the Building (Local Authority) Charges Regulations 2010. Cost of providing the service is recovered through Fee income.															

**Economic Growth 2022/23 - FEES AND CHARGES REVIEW**

**Division/Service Area - Commercial Property Investment**

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 2021/22	SAP VAT Indicator UI-20% or Nil-0%	Current Charges Unit Price Net of VAT £	Date of last increase	Volume of Existing Usage	2022/23 New Fees / Charges	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23
				(2)	(3)	£ (4)	(5)	£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
<b>Lettings</b>															
Surveyors Fees		409557	3355	PFI	BE	45,000	TBA	£750	01/04/2018	60		3.00%	01/04/2022	62	46,400
Management Fees	1	409405	1313	I	BE	54,000	UI	Varies	N/A	N/A	Varied	0	01/04/2022	N/A	54,000
						<b>99,000</b>									<b>100,400</b>

**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. Management Fees - % of rent roll to cover elements of management function on industrial estates

REGENERATION, PLANNING AND DELIVERY 2022/23 - FEES AND CHARGES REVIEW															
Division/Service Area - ADULT LEARNING SERVICE															
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 2021/22 excl. VAT	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT
(1)				(2)	(3)	£ (4)	(5)	£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
<b>CLaSS (Academic year)</b>															
Adult Learner Responsive per hour						100,000		£2.90 - £4.00	01/09/2021		£2.90 - £4.00	0.0%	01/09/2022		100,000
Adult Learner Responsive - Discounted Rate per hour								£0.90 - £1.20	01/09/2021		£0.90 - £1.20	0.0%	01/09/2022		
Adult Safeguarded Learning per hour	1	409400 409450	1847	C	S		XI	£4.30 - £5.00	01/09/2021	100%	£4.30 - £5.00	0.0%	01/09/2022	100%	
Adult Safeguarded Learning - Discounted Rate per hour								£1.29 - £1.50	01/09/2021		£1.29 - £1.50	0.0%	01/09/2022		
CLaSS Extra Course Fees	1	409420	1842	C//O Internal Req	BE	5,000	XI	12.00	01/09/2021	100%	12.00	0.0%	01/09/2022	100%	5,000
Exam income		409417	2058	C	BE	15,500	XI			100%					15,500
Customised Workskills	1	409420	1842	C//O Internal Req	P	5,000	XI	14.00	01/09/2021	100%	14.00	0.0%	01/09/2022	100%	5,000
*reduction not through fees and charges - funded through ESF															
						<b>125,500</b>									<b>125,500</b>
<b>KEY TO CHARGING POLICY</b>															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
<b>KEY TO CREDIT POLICY</b>															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
<b>Notes:</b>															
1. The service is expecting fee income to reduce further during 2022/23 and beyond due to an increase in learners being entitled to free courses funded by the GLA for those earning less than the London Living Wage.															
2. The service no longer delivers advertised workskills courses and therefore a reduction is likely as in future only customised workskills courses will be run.															
3. No Fee Increase proposed for 22/23 due to Covid 19 resulting in reduced learners willing to pay to undertake online courses and more residents are eligible for learning without fees.															
*ring fenced, reduction not through general fund															

RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW															
Division/Service Area - HOUSING STANDARDS & SELECTIVE LICENSING - NEIGHBOURHOOD OTHER															
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 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or nil 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)			
<b>Housing Standards</b>															
HMO - Licensing Act - Fee															
Services of Housing Act 2004 Notices		409466	3114	C	BE	<b>600,100</b>	NI	510.00	01/04/2021	n/a	525.00	2.9%	01/04/2022		<b>600,100</b>
Fast Track Licence processing		409466	3114	C	BE		NI	205.00	01/04/2021		205.00	0.0%	01/04/2022		
Standard up to 8 units of accommodation	Was 6 units	409466	3114	C	BE		NI	1,500.00	01/04/2021		1,500.00	0.0%	01/04/2022		
Large 9-20 units of accommodation	Was above 6 unit	409466	3114	C	BE		NI	2,000.00	01/04/2021		2,000.00	0.0%	01/04/2022		
Very Large above 20 units of accommodation		409466	3114	C	BE		NI	5,000.00	01/04/2021		5,000.00	0.0%	01/04/2022		
Re-application fees will be the same as application fees as above.		409553	3114	C	BE		NI								
Re-application for HMO licence [change of licence holder within 3 months of approval - no site visit required]		409553	3114	C	BE		NI	400.00	01/04/2021		400.00	0.0%	01/04/2022		
Civil Penalties under the Housing and Planning Act 2016		409466	3114	C	BE		NI	30,000.00	01/04/2021		30,000.00	0.0%	01/04/2022		
<b>Additional HMO Licence</b>															
Additional Licence - 5 year Licence			3114					1,000.00	01/04/2021		1,000.00	0.0%	01/04/2022		
Additional Licence - with early bird	<b>This can be removed</b>							750.00	01/04/2021		750.00	0.0%	01/04/2022		
Re-application								1,000.00	01/04/2021		1,000.00	0.0%	01/04/2022		

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22 excl. VAT £ (4)	SAP VAT Indicator UI - 20% or nil 0% (5)	Current Charges incl. VAT £ (6)	Date of last increase (7)	Volume of Usage (8)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)						
<b>Selective Licence</b>																					
Selective Licence - 5 year licence per property	1  New fee Remove mention of the early bird.	409515	3114	C	BE	3,000,000	NI	700.00	01/04/2021	n/a	700.00	0.0%	01/04/2022		3,000,000						
Selective Licence								450.00	01/04/2021		450.00	0.0%	01/04/2022								
Re-application										NI	700.00	01/04/2021	n/a			700.00	0.0%	01/04/2022			
Administrative charge for all licence types when licence no longer required and works have commenced.								409515	3114	C	BE		NI			150.00	01/04/2021	n/a	150.00	0.0%	01/04/2022
Fast track licence processing								409515	3114	C	BE					105.00	01/04/2021		105.00	0.0%	01/04/2022
						3,600,100									3,600,100						
<b>KEY TO CHARGING POLICY</b> Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA) <b>KEY TO CREDIT POLICY</b> Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe) <b>Notes:</b>																					

**RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW**

**Division/Service Area - ENFORCEMENT - NEIGHBOURHOODS MANAGEMENT**

Description of Fee / Charge (1)	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
<b>Enforcement - Fixed Penalty Notices</b>															
Depositing Litter	1	409452	2537	C	SM	409200	NI	150.00	01/04/2021		150.00	0.0%	01/04/2022		409200
Failure to comply with a Community Protection Notice		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Failure to comply with a Public Space Protection Order (PSPO)		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Failure to furnish documentation (waste transfer)		409452	2537	C	SM		NI	300.00	01/04/2021		300.00	0.0%	01/04/2022		
Failure to produce authority (waste carriers licence)		409452	2537	C	SM		NI	300.00	01/04/2021		300.00	0.0%	01/04/2022		
Unauthorised distribution of free printed matter		409452	2537	C	SM		NI	80.00	01/04/2021		80.00	0.0%	01/04/2022		
Failure to comply with waste receptacle notice - commercial		409452	2537	C	SM		NI	110.00	01/04/2021		110.00	0.0%	01/04/2022		
Failure to comply with waste receptacle notice - domestic		409452	2537	C	SM		NI	80.00	01/04/2021		80.00	0.0%	01/04/2022		
Failure to comply with domestic waste duty of care		409452	2537					400.00	01/04/2021		400.00	0.0%	01/04/2022		
Failure to comply with Dog Control Order		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Nuisance Parking		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Abandoning a vehicle		409452	2537	C	SM		NI	200.00	01/04/2021		200.00	0.0%	01/04/2022		
Graffiti and Flyposting		409452	2537	C	SM		NI	80.00	01/04/2021		80.00	0.0%	01/04/2022		
Failure to nominate or notify local authority of keyholder		409452	2537	C	SM		NI	80.00	01/04/2021		80.00	0.0%	01/04/2022		
Noise from premises (domestic)		409452	2537	C	SM		NI	110.00	01/04/2021		110.00	0.0%	01/04/2022		
Noise from premises (licensed)		409452	2537	C	SM		NI	500.00	01/04/2021		500.00	0.0%	01/04/2022		
Contravention or failure to comply with req or prohibition imposed by an abatement notice (commercial)		409452	2537					400.00	01/04/2021		400.00	0.0%	01/04/2022		
Contravention or failure to comply with req or prohibition imposed by an abatement notice (residential)		409452	2537					100.00	01/04/2021		100.00	0.0%	01/04/2022		
Unlicensed Street Trading		409452	2537	C	SM		NI	150.00	01/04/2021		150.00	0.0%	01/04/2022		
Contravention of street trading licence conditions		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Making false statement in connection with street trading licence application		409452	2537	C	SM		NI	125.00	01/04/2021		125.00	0.0%	01/04/2022		
Resisting or obstructing an authorised officer (street trading)		409452	2537	C	SM		NI	250.00	01/04/2021		250.00	0.0%	01/04/2022		
Failure to produce street trading licence on demand		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Displaying advertisement in contravention of regulations		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Painting or otherwise inscribing or affixing picture etc upon highway, tree, structure or works		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		



Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase %	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Wilful Obstruction of Highway		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Erecting a building, fence or hedge on highway		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Depositing builders skip on highway without permission		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Failure to secure lighting or other marking of builders skip		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Failure to secure marking of builders skip with name and address		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Failure to secure removal of builders skip		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Failure to comply with conditions of permission		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Failure to remove or reposition builders skip		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Failure to comply with notice requiring removal of tree or shrub		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Using of stall etc for road side sales in certain circumstances		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Depositing material, etc on a made up carriageway		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Depositing material, etc within 15 feet from centre of made up carriageway		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Depositing anything on highway to the interruption of user		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Pitching of booths, stalls or stands or encamping on highway		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Failure to comply with notice requiring works to prevent soil or refuse escaping into the street or sewer		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Failure to comply with notice requiring removal of projection from buildings		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Failure to comply with notice requiring alteration of door, gate or bar opening outwards		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Keeping of animals straying or lying on side of highway		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Depositing things on highway which cause injury or danger		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Erecting scaffolding or other structure without licence or failing to comply with terms of licence or perform duty under subsection (4)		409452	2537	C	SM		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
Unauthorised deposit of waste (Fly tipping)		409452	2537	C	SM		NI	400.00	01/04/2021		400.00	0.0%	01/04/2022		
Abandoned/Surrender Vehicle	2	409450	1633	PFI	SM	10,000	UI	100.00	01/04/2021		100.00	0.0%	01/04/2022		10,000
Untaxed Vehicle		409450	1633	PFI	SM		UI		01/04/2021				01/04/2022		
The removal of Abandoned Vehicles from housing providers Land			2537					100.00	01/04/2021		100.00	0.0%	01/04/2022		

Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase %	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
<b>Dog Team</b>	3														
Services provided to Other Authorities		409320	3138	PFI	P	62,000	UI/NI		01/04/2021				01/04/2022		62,000
Micro chipping Pets		409420	3138	C	BE	38,800	UI	26.00	01/04/2021		27.50	5.8%	01/04/2022		38,800
Stray Dog kennelling cost per day		409420	3138	C	BE		UI	27.50	01/04/2021		28.00	1.8%	01/04/2022		
Stray Dog EPA Fine		409420	3138	C	BE		NI	80.00	01/04/2021		85.00	6.3%	01/04/2022		
Riding Establishment Licence		409455	3138	C	BE	0	NI	725.00	01/04/2021		742.00	2.3%	01/04/2022		0
Pet Shop Licence - All Animals		409455	3138	C	BE		NI	310.00	01/04/2021		320.00	3.2%	01/04/2022		
Animal Boarding Establishment Under 100 Animals Boarded		409455	3138	C	BE		NI	280.00	01/04/2021		290.00	3.6%	01/04/2022		
Animal Boarding Establishment 100+ Animals Boarded		409455	3138	C	BE		NI	420.00	01/04/2021		435.00	3.6%	01/04/2022		
Dangerous Wild Animal Licence (Requires Vet Inspection)								410.00	01/04/2021		425.00	3.7%	01/04/2022		
Dog Breeding							NI	250.00	01/04/2021		260.00	4.0%	01/04/2022		
Performing Animals							NI	No longer issued	01/04/2021				01/04/2022		
Animal for exhibition (replaces performing animal licence)							NI	220.00	01/04/2021		230.00	4.5%	01/04/2022		
Home Boarding							NI	170.00	01/04/2021		175.00	2.9%	01/04/2022		
Dog Day Care							NI	210.00	01/04/2021		217.00	3.3%	01/04/2022		
						<b>520,000</b>									<b>520,000</b>

**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. Penalty Fees at statutory maximum. No proposed increase to income budget as fees are not increasing. Budget for Penalty Fees was increased to £196.4k as part of Estimates 2018/19.
2. Fee for Abandoned Vehicles is contractual. (Redcorn Ltd). As fee is not increasing then no proposed increase to income budget.
3. Not commercially competitive to increase dog team fees. If fees too high then dogs are unclaimed.
4. No income from licencing. Therefore proposed to reduce licence income budget to zero and to increase dog team income by 4K
5. Legislation was introduced to allow councils to increase the level of FPNs as part of the Litter Strategy for England, this came into effect from 1st April 2018.

**RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW**

**Division/Service Area - CEMETERIES - NEIGHBOURHOOD OTHER**

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 2021/22 excl. VAT £ (4)	SAP VAT Indicator UI - 20% or nil (5)	Current Charges incl. VAT £ (6)	Date of last increase (7)	Volume of Usage (8)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
<b>Interments</b>															
Child under 12 years		409450	1661	c	S	377,700	NI	200.00	01/04/2020		200.00	0.0%	01/04/2022	0	377,700
Child additional digging for wide coffin	price on application	409450	1661	c	S		NI	0.00			0.00		01/04/2022		
Adult exceeding 12 years		409450	1661	c	S		NI	1360.00	01/04/2020		1400.00	2.9%	01/04/2022		
Adult - additional for wide coffin		409450	1661	c	S		NI	330.00	01/04/2020		340.00	3.0%	01/04/2022		
Cremated Remains - buried		409450	1661	c	S		NI	350.00	01/04/2020		360.00	2.9%	01/04/2022		
<b>Rights of burial statutory</b>								0.00			0.00		01/04/2022		
Child under 12 (in single grave) (50 year term)		409450	1661	c	S		NI	765.00	01/04/2019		765.00	0.0%	01/04/2022		
Adult - exceeding 12 years (50 year term)		409450	1661	c	S		NI	1680.00	01/04/2020		1730.00	3.0%	01/04/2022		
Cremated Remains (in a full grave)(50 year term)		409450	1661	c	S		NI	1680.00	01/04/2020		1730.00	3.0%	01/04/2022		
<b>Removal/Replacement of Memorials (for burials)</b>								0.00			0.00		01/04/2022		
Removal/Replacement of headstone only (up to 3ft)		409450	1661	c	S		NI	145.00	01/04/2020		150.00	3.4%	01/04/2022		
Removal/Replacement of Memorial		409450	1661	c	S		NI	290.00	01/04/2020		295.00	1.7%	01/04/2022		
Removal/Replacement of larger memorials.	price on application	409450	1661	c	S		NI	0.00			0.00		01/04/2022		
Re-opening of Vault	price on application	409450	1661	c	S		NI	0.00			0.00		01/04/2022		
Removal/Replacement of lawn kerb		409450	1661	c	S		NI	93.00	01/04/2020		95.00	2.2%	01/04/2022		
<b>Burial Vault/ Chamber</b>		409450	1661	c	S		NI	6750.00	01/04/2020		7500.00	11.1%	01/04/2022		
<b>Traditional graves</b>								0.00			0.00		01/04/2022		
Rights of burial		409450	1661	c	S		NI	2190.00	01/04/2020		2260.00	3.2%	01/04/2022		
Prime position fee		409450	1661	c	S		NI	320.00	01/04/2020		330.00	3.1%	01/04/2022		
Internment		409450	1661	c	S		NI	1600.00	01/04/2020		1650.00	3.1%	01/04/2022		
Landing foundation		409450	1661	c	S		NI	635.00	01/04/2020		655.00	3.1%	01/04/2022		
<b>Miscellaneous -</b>															
Certificate of Right of Burial		409450	1661	c	S		NI	85.00	01/04/2020		90.00	5.9%	01/04/2022		
Transfer of Right of Burial		409450	1661	c	S		NI	75.00	01/04/2020		80.00	6.7%	01/04/2022		
Exhumation	price on application	409450	1661	c	S		UI				0.00		01/04/2022		
Levelling Memorials* (Headstone & Foundation)		409450	1661	c	S		UI	130.00	01/04/2020		135.00	3.8%	01/04/2022		
Levelling Memorials* (Kerb Set)		409450	1661	c	S		UI	75.00	01/04/2020		80.00	6.7%	01/04/2022		
Black Granite Vase (Square)*	price on application	409450	1661	c	S		UI	0.00	01/04/2020		0.00		01/04/2022		
Memorial Bench; Poly Plastic Only		409450	1661	c	S			640.00	01/04/2020		660.00	3.1%	01/04/2022		
Bench Permit for 20 years for any bench installed in the cemetery		409450	1661	c	S			365.00	01/04/2020		375.00	2.7%	01/04/2022		
Base for Bench		409450	1661	c	S			85.00	01/04/2020		90.00	5.9%	01/04/2022		
Carved dedication per letter		409450	1661	c	S		UI	6.00	01/04/2020		6.00	0.0%	01/04/2022		
Scattered Remains Fee		409450	1661	c	S		UI	80.00	01/04/2020		85.00	6.3%	01/04/2022		
Memorial Tree*	price on application	409450	1661	c	S		UI				0.00		01/04/2022		

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22 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)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
<b>Grave Search Fees</b>															
Where search is made via computerised records (1978 - on)	per name	409450	1661	c	S		UI	17.00	01/04/2020		18.00	5.9%	01/04/2022		
Where exact date of death is known (pre 1978)	per name	409450	1661	c	S		UI	25.00	01/04/2020		26.00	4.0%	01/04/2022		
Where date of death is within a given period of time	per name / per 5 year period	409450	1661	c	S		UI	50.00	01/04/2020		52.00	4.0%	01/04/2022		
Where date of death is unknown	per name / per year	409450	1661	c	S		UI	0.00			0.00		01/04/2022		
Photocopy of burial record and map showing position of grave	per name	409450	1661	c	S		UI	22.00	01/04/2020		23.00	4.5%	01/04/2022		
Provision of 2 photographs of grave + fee for postage / email	per grave	409450	1661	c	S		UI	35.00	01/04/2020		36.00	2.9%	01/04/2022		
Accompanied Visit to Graveside	New Fee 2019/10 per grave							26.00	01/04/2020		27.00	3.8%	01/04/2022		
											0.00				
											0.00				
<b>New Cremated Remains Plots</b>															
Exclusive right of burial (25 year term)		409450	1661	c	S		NI	1175.00	01/04/2020		1210.00	3.0%	01/04/2022		
Interment Fee (per casket)		409450	1661	c	S		NI	350.00	01/04/2020		360.00	2.9%	01/04/2022		
Granite Blank with first inscription		409450	1661	c	S		UI	590.00	01/04/2020		610.00	3.4%	01/04/2022		
2nd inscription on granite blank		409450	1661	c	S		UI	255.00	01/04/2020		265.00	3.9%	01/04/2022		
											0.00				
											0.00				
<b>Half-Grave Plots (for ashes only)</b>															
Exclusive right of burial (for Cremated Remains Plot) (50 year term)		409450	1661	c	S		NI	1175.00	01/04/2020		1730.00	47.2%	01/04/2022		
Interment Fee		409450	1661	c	S		NI	340.00	01/04/2020		360.00	5.9%	01/04/2022		
Headstone Foundation		409450	1661	c	S		NI	175.00	01/04/2020		200.00	14.3%	01/04/2022		
											0.00				
<b>Mini-Headstone Grave Plots (for ashes only)</b>															
Exclusive right of burial (25 year term)		409450	1661	c	S		NI	1175.00	01/04/2020		1210.00	3.0%	01/04/2022		
Interment Fee		409450	1661	c	S		NI	340.00	01/04/2020		350.00	2.9%	01/04/2022		
Granite Mini Headstone Blank with first inscription		409450	1661	c	S		NI	1133.00	01/04/2020		1200.00	5.9%	01/04/2022		
											0.00				
<b>Tree Grave Plots (for ashes only)</b>															
Exclusive right of burial (20 year term)		409450	1661	c	S		NI	815.00	01/04/2020		840.00	3.1%	01/04/2022		
Interment Fee		409450	1661	c	S		NI	365.00	01/04/2020		380.00	4.1%	01/04/2022		
Granite Foundation and Marker		409450	1661	c	S		NI	380.00	01/04/2020		395.00	3.9%	01/04/2022		
											0.00				
											0.00				
<b>Erection of Memorials</b>															
Headstone Foundation		409400	1661	c	S	9,200	UI	175.00	01/04/2020		200.00	14.2%	01/04/2022		
Lawn Headstone (one inscription only)		409400	1661	c	S		UI	200.00	01/04/2020		205.00	2.5%	01/04/2022		9,200
Full Memorial		409400	1661	c	S		UI	285.00	01/04/2020		290.00	1.8%	01/04/2022		
Additional Inscription		409400	1661	c	S		UI	115.00	01/04/2020		115.00	0.0%	01/04/2022		
Vase		409400	1661	c	S		UI	105.00	01/04/2020		110.00	4.8%	01/04/2022		
Additional Plate/plaque/book		409400	1661	c	S		UI	105.00	01/04/2020		110.00	4.8%	01/04/2022		
Wooden Cross (when used as a permanent memorial)		409400	1661	c	S		UI	205.00	01/04/2020		215.00	4.9%	01/04/2022		
											0.00				
											0.00				

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22 excl. VAT £ (4)	SAP VAT Indicator UI - 20% or nil 0% (5)	Current Charges incl. VAT £ (6)	Date of last increase (7)	Volume of Usage (8)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
Extension of right of burial on a Lawn Grave for 10 years	New fee for 2020/21	409450	1661	c	S		NI	525.00	01/04/2020		540.00	2.9%	01/04/2022		
Extension of right of burial on a Traditional Grave for 10 years	New fee for 2020/21	409450	1661	c	S		NI	660.00	01/04/2020		680.00	3.0%	01/04/2022		
Extension of right of burial on a Child Only Grave for 10 years	New fee for 2020/21	409450	1661	c	S		NI	115.00	01/04/2020		115.00	0.0%	01/04/2022		
Extension of right of burial on a Burial Chamber or equivalent for 10 years	New fee for 2020/21	409450	1661	c	S		NI	1255.00	01/04/2020		1295.00	3.2%	01/04/2022		
Extension of right of burial on a Cremated Remains Grave for 10 years	New fee for 2020/21	409450	1661	c	S		NI	365.00	01/04/2020		375.00	2.7%	01/04/2022		
Extension of right of burial on a Half Grave or Mini Headstone grave for Cremated Remains only for 10 years	New fee for 2020/21	409450	1661	c	S		NI	470.00	01/04/2020		485.00	3.2%	01/04/2022		
Existing Tree Memorial Dedication for 15 years	New fee for 2020/21	409450	1661	c	S		NI	810.00	01/04/2020		820.00	1.2%	01/04/2022		
Small tree plaque	New fee for 2020/21	409450	1661	c	S		UI	215.00	01/04/2020		220.00	2.3%	01/04/2022		
						<b>386,900</b>									<b>386,900</b>
<b>KEY TO CHARGING POLICY</b>															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
<b>KEY TO CREDIT POLICY</b>															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
<b>Notes:</b>															

**RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW**
**Division/Service Area - NEIGHBOURHOODS - CCTV**

Description of Fee / Charge  (1)	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT	SAP VAT Indicator UI - 20% or nil 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT
				(2)	(3)	£ (4)	(5)	£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
CCTV - Search Fee		409420	2098	C	N	-	NI	10.00	01/04/2021		15.00	50.0%	01/04/2022		
CCTV - Evidence Request Charge				C	BE	2,400	NI	132.00	01/04/2021		138.00	4.5%	01/04/2022		2,400
						<b>2,400</b>									<b>2,400</b>

**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:**

**RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW**

**Division/Service Area - BULKY WASTE COMMERCIAL UNIT**

Description of Fee / Charge  (1)	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT
						£ (4)		£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
<b>Bulky Waste - Commercial Service</b>															
1-5 items				C		6,800	UI	67.00	01/04/2021		68.00	1.5%	01/04/2022		6,800
6-10 items				C			UI	100.00	02/04/2021		101.00	1.0%	01/04/2022		
11-15 items				C	P		UI	135.00	03/04/2021		136.00	0.7%	01/04/2022		
16-20 items		409416	1786	C			UI	167.00	04/04/2021		168.00	0.6%	01/04/2022		
<b>Residents Upgrade</b>	Previously on Commercial Upgrades tab			C	P			27.00	01/04/2021		28.00	3.7%	01/04/2022		
<b>White Goods - Commercial Service</b>															
One standard size		409420	3210	C	P	71,800	UI	28.00	01/04/2021	na	30.00	7.1%	01/04/2022		71,800
Two standard size		409420	3210	C	P		UI	40.00	01/04/2021	na	40.00	0.0%	01/04/2022		
One oversize		409420	3210	C	P		UI	40.00	01/04/2021	na	40.00	0.0%	01/04/2022		
Three standard size		409420	3210	C	P		UI	50.00	01/04/2021	na	50.00	0.0%	01/04/2022		
One oversize and one standard size		409420	3210	C	P		UI	50.00	01/04/2021	na	50.00	0.0%	01/04/2022		
<b>Clearance</b>															
1 truckload (1 tonne)		409420	3210	C	P		NI	230.00	01/04/2021		230.00	0.0%	01/04/2022		
1/2 truckload		409420	3210	C	P		NI	130.00	01/04/2021		130.00	0.0%	01/04/2022		
1/3 truckload		409420	3210	C	P		NI	100.00	01/04/2021		100.00	0.0%	01/04/2022		
1/4 truckload		409420	3210	C	P		NI	75.00	01/04/2021		75.00	0.0%	01/04/2022		
						<b>78,600</b>									<b>78,600</b>

**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:**

Large non-electrical item collection is chargeable to businesses and landlords, and free for residents (up to 5 items).

Residents may pay for an upgrade to the free large item collection service.

White goods collection is chargeable.

Clearance services undertaken outside of the borough are subject to VAT

**RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW**

**Division/Service Area - WASTE BIN REPLACEMENT - Neighbourhoods**

Description of Fee / Charge  (1)	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT	SAP VAT Indicator UI - 20% or nil 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT
				(2)	(3)	£ (4)	(5)	£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
<b>Annual Charges for Bulk Bin Hire</b>															
Refuse 1280				I	S	308800	NI	135.00	01/04/2021	121	136.00	0.7%	01/04/2022		308,800
Refuse 1100				I	S		NI	130.00	01/04/2021	640	131.00	0.8%	01/04/2022		
Refuse 940				I	S		NI	120.00	01/04/2021	455	121.00	0.8%	01/04/2022		
Refuse 820				I	S		NI	115.00	01/04/2021	53	116.00	0.9%	01/04/2022		
Refuse 660				I	S		NI	110.00	01/04/2021	242	111.00	0.9%	01/04/2022		
Recycling 1280				I	S		NI	135.00	01/04/2021	527	135.00	0.0%	01/04/2022		
Recycling 1100		409410	1786	I	S		NI	125.00	01/04/2021	289	125.00	0.0%	01/04/2022		
Recycling 660		409541		I	S		NI	110.00	01/04/2021	212	110.00	0.0%	01/04/2022		
<b>Kerbside Bin Replacement</b>															
Waste, recycling and organic	Resident Payment Upon Request			I	BE		NI	20.00	01/04/2021		20.00	0.0%	01/04/2022		
						<b>308,800</b>									<b>308,800</b>

**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. Kerbside bin replacement charging not yet introduced. Planned to introduce Autumn 2018 as legalities being finalised.



**RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW**

Division/Service Area -Environmental Health /Licencing															
Description of Fee / Charge  (1)	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT	SAP VAT Indicator UI - 20% or nil 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT
		£	£	(2)	(3)	£	(5)	£	(7)	(8)	£	%	(11)	(12)	£
<b>Environmental Health</b>															
<b>Trading Standards</b>															
Civil Penalties for failing to comply with The Consumer Rights Act 2015 & The Redress Schemes for Lettings Agency Work and Property Management Work	Statutory maximum	409452	2833	C	SM	30,000	NI	5,000	01/04/2017						
Penalty for failing to comply with the Tenants Fees Act 2019	Statutory maximum	409452	2833	C	SM		NI	5,000	01/04/2020	5000.00	0.0%	01/04/2022			
Additional breach within 5 yrs	Statutory maximum	409452	2833	C	SM		NI	30,000	01/04/2020	30000.00	0.0%	01/04/2022			
Energy Performance Certificates	Statutory maximum	409452	2833	C	SM			2,000.00		2000.00	0.0%	01/04/2022			
<b>Food &amp; Safety</b>															
Food Course	Fee deleted for 2020/21	409451	2832	C	BE	40,000	NI								40,000
Export Certificates - without inspection		409451	2832	C	BE		NI	112.50	01/04/2019	116.00	3.1%	01/04/2022			
Export Certificates - with inspection	New fee	409451	2832	C	BE		NI	163.50	01/04/2020	168.00	2.8%	01/04/2022			
Food Hygiene Rating re-inspection		409451	2832	C	BE		NI	285.00	01/04/2020	294.00	3.2%	01/04/2022			
Business Advice Service- hourly fee					BE		NI	93.00	01/04/2020	96.00	3.2%	01/04/2022			
Private Water Supplies (England) Regs 2016 - Risk assessment	Statutory maximum	409451	2832	C	SM		NI	500.00	01/04/2019	500.00	0.0%	01/04/2022			
Private Water Supplies (England) Regs 2016 - Sampling Visit	Statutory maximum	409451	2832	C	SM		NI	100.00	01/04/2019	100.00	0.0%	01/04/2022			
Private Water Supplies (England) Regs 2016 - Granting & Authorisation	Statutory maximum	409451	2832	C	SM		NI	100.00	01/04/2019	100.00	0.0%	01/04/2022			
Private Water Supplies (England) Regs 2016- Carrying out an Investigation	Statutory maximum	409451	2832	C	SM		NI	100.00	01/04/2019	100.00	0.0%	01/04/2022			
Private Water Supplies (England) Regs 2016- Analysing a Sample: under reg 10 (for parameters)	Statutory maximum	409451	2832	C	SM		NI	25.00	01/04/2019	25.00	0.0%	01/04/2022			
Private Water Supplies (England) Regs 2016 - Analysing a Sample: Taken during check monitoring	Statutory maximum	409451	2832	C	SM		NI	100.00	01/04/2019	100.00	0.0%	01/04/2022			
Private Water Supplies (England) Regs 2016- Analysing a Sample: Taken during audit monitoring and monitoring under regulation 11	Statutory maximum	409451	2832	C	SM		NI	500.00	01/04/2019	500.00	0.0%	01/04/2022			
<b>Licensing</b>															
Licensing - Special Treatments (2 treatments in establishment)		409455	2831	C	BE	60,000	NI	480.00	01/04/2020	494.00	2.9%	01/04/2022			60,000
Licensing - Special Treatments (per additional treatment)		409455	2831	C	BE		NI	123.00	01/04/2020	127.00	3.3%	01/04/2022			
Licensing - Special Treatments (above Maximum Fee applicable)		409455	2831	C	BE		NI	755.00	01/04/2020	778.00	3.0%	01/04/2022			
Licensing - Special Treatments (additional operative)		409455	2831	C	BE		NI	82.00	01/04/2020	84.00	2.4%	01/04/2022			
Licensing - manicure		409455	2831	C	BE		NI	410.00	01/04/2020	422.00	2.9%	01/04/2022			
Licensing - Ear Piercing		409455	2831	C	BE		NI	215.00	01/04/2020	221.00	2.8%	01/04/2022			
New licence to store explosives UNDER 250kg 1 year (no separation distance)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			111.00	01/04/2021	111.00	0.0%	01/04/2022			
New licence to store explosives UNDER 250kg 2 years (no separation distance)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			144.00	01/04/2021	144.00	0.0%	01/04/2022			
New licence to store explosives UNDER 250kg 3 years (no separation distance)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			177.00	01/04/2021	177.00	0.0%	01/04/2022			
New licence to store explosives UNDER 250kg 4 years (no separation distance)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			211.00	01/04/2021	211.00	0.0%	01/04/2022			
New licence to store explosives UNDER 250kg 5 years (no separation distance)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			243.00	01/04/2021	243.00	0.0%	01/04/2022			
Renewal licence to store explosives UNDER 250kg 1 Year (no separation distance)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			55.00	01/04/2021	55.00	0.0%	01/04/2022			
Renewal licence to store explosives UNDER 250kg 2 Years (no separation distance)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			88.00	01/04/2021	88.00	0.0%	01/04/2022			
Renewal licence to store explosives UNDER 250kg 3 Years (no separation distance)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			123.00	01/04/2021	123.00	0.0%	01/04/2022			
Renewal licence to store explosives UNDER 250kg 4 Years (no separation distance)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			155.00	01/04/2021	155.00	0.0%	01/04/2022			
Renewal licence to store explosives UNDER 250kg 5 Years (no separation distance)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			189.00	01/04/2021	189.00	0.0%	01/04/2022			

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 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)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
New licence to store explosives UNDER 250kg 1 year (separation distance applies)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			189.00	01/04/2021		189.00	0.0%	01/04/2022		
New licence to store explosives UNDER 250kg 2 years (separation distance applies)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			248.00	01/04/2021		248.00	0.0%	01/04/2022		
New licence to store explosives UNDER 250kg 3 years (separation distance applies)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			311.00	01/04/2021		311.00	0.0%	01/04/2022		
New licence to store explosives UNDER 250kg 4 years (separation distance applies)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			382.00	01/04/2021		382.00	0.0%	01/04/2022		
New licence to store explosives UNDER 250kg 5 years (separation distance applies)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			432.00	01/04/2021		432.00	0.0%	01/04/2022		
Renewal licence to store explosives UNDER 250kg 1 Year (separation distance applies)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			88.00	01/04/2021		88.00	0.0%	01/04/2022		
Renewal licence to store explosives UNDER 250kg 2 Years (separation distance applies)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			150.00	01/04/2019		150.00	0.0%	01/04/2022		
Renewal licence to store explosives UNDER 250kg 3 Years (separation distance applies)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			211.00	01/04/2019		211.00	0.0%	01/04/2022		
Renewal licence to store explosives UNDER 250kg 4 Years (separation distance applies)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			272.00	01/04/2019		272.00	0.0%	01/04/2022		
Renewal licence to store explosives UNDER 250kg 5 Years (separation distance applies)	New fee 2019/20 - Statutory maximum	409455	2831	C	SM			333.00	01/04/2019		333.00	0.0%	01/04/2022		
Licensing - Sex Establishment	No current applications	409455	2831	C	BE		NI	8,751.00	01/04/2017		9014.00	3.0%	01/04/2022		
Sex establishments annual renewal fees		409455	2831	C	BE		NI	8,751.00	01/04/2017		9014.00	3.0%	01/04/2022		
Licensing - Shop Loading Unloading	Statutory maximum	409455	2831	C	SM		NI	140.00	01/04/2019		140.00	0.0%	01/04/2022		
Licensing - Mini Bus Permit	Statutory maximum	409455	2831	C	SM		NI	7.00	01/04/2019		7.00	0.0%	01/04/2022		
Licensing - Competitive Bidding		409455	2831	C	BE		NI	481.00	01/04/2020		495.00	2.9%	01/04/2022		
Scrap Metal Dealers - New Application Site		409455	2831	C	BE		NI	910.00	01/04/2019		937.00	3.0%	01/04/2022		
Scrap Metal Dealers - Site Renewal		409455	2831	C	BE		NI	790.00	01/04/2019		814.00	3.0%	01/04/2022		
Scrap Metal Dealers - Variation		409455	2831	C	BE		NI	160.00	01/04/2020		165.00	3.1%	01/04/2022		
Scrap Metal Dealers - Vary Site - Collector		409455	2831	C	BE		NI	160.00	01/04/2020		165.00	3.1%	01/04/2022		
Scrap Metal Dealers - New Collector		409455	2831	C	BE		NI	350.00	01/04/2020		361.00	3.1%	01/04/2022		
Scrap Metal Dealer - Collector Renewal		409455	2831	C	BE		NI	260.00	01/04/2020		268.00	3.1%	01/04/2022		
Scrap Metal Dealer - Collector Variation		409455	2831	C	BE		NI	165.00	01/04/2020		170.00	3.0%	01/04/2022		
Scrap Metal Dealer - Vary Collector - Site		409455	2831	C	BE		NI	940.00	01/04/2019		968.00	3.0%	01/04/2022		
Licensing - Licensing Act 2003 - Premises Band A	Statutory maximum	409466	2831	C	SM	165,500	NI	100.00			100.00	0.0%	01/04/2022		165,500
Licensing - Licensing Act 2003 - Premises Band B	Statutory maximum	409466	2831	C	SM		NI	190.00			190.00	0.0%	01/04/2022		
Licensing - Licensing Act 2003 - Premises Band C	Statutory maximum	409466	2831	C	SM		NI	315.00			315.00	0.0%	01/04/2022		
Licensing - Licensing Act 2003 - Premises Band D	Statutory maximum	409466	2831	C	SM		NI	450.00			450.00	0.0%	01/04/2022		
Licensing - Licensing Act 2003 - Premises Band E	Statutory maximum	409466	2831	C	SM		NI	635.00			635.00	0.0%	01/04/2022		
Licensing - Licensing Act 2003 - Temporary Event Notice	Statutory maximum	409466	2831	C	SM		NI	21.00			21.00	0.0%	01/04/2022		
Licensing - Licensing Act 2003 - Licence Theft/ Loss/ Change	Statutory maximum	409466	2831	C	SM		NI	10.50			10.50	0.0%	01/04/2022		
Licensing - Licensing Act 2003 - Premises Vary/ Transfer/ Interim	Statutory maximum	409466	2831	C	SM		NI	23.00			23.00	0.0%	01/04/2022		
Licensing - Licensing Act 2003 - Personal Licence	Statutory maximum	409466	2831	C	SM		NI	37.00			37.00	0.0%	01/04/2022		
Licensing - Licensing Act 2003 - Notification on Licensing Matters	Statutory maximum	409466	2831	C	SM		NI	21.00			21.00	0.0%	01/04/2022		
Licensing - Licensing Act 2003 - 5,000 persons or more Premises	Statutory maximum	409466	2831	C	SM		NI	Variable			0.00	0.0%	01/04/2022		
Licensing - Licensing Act 2003 - Premises Band A - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	70.00			70.00	0.0%	01/04/2022		
Licensing - Licensing Act 2003 - Premises Band B - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	180.00			180.00	0.0%	01/04/2022		
Licensing - Licensing Act 2003 - Premises Band C - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	295.00			295.00	0.0%	01/04/2022		
Licensing - Licensing Act 2003 - Premises Band D - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	320.00			320.00	0.0%	01/04/2022		
Licensing - Licensing Act 2003 - Premises Band E - Annual Fee	Statutory maximum	409466	2831	C	SM		NI	350.00			350.00	0.0%	01/04/2022		
Gambling Act 2005 Annual Fee (Tracks)		409498	2831	C	BE	£40,000	NI	770.00	01/04/2020		793.00	3.0%	01/04/2022		£40,000
Gambling Act 2005 New Application (Tracks)	Statutory maximum	409498	2831	C	SM		NI	2,500.00			2500.00	0.0%	01/04/2022		
Gambling Act 2005 Variation (Tracks)		409498	2831	C	SM		NI	1,250.00	01/04/2020		1250.00	0.0%	01/04/2022		
Gambling Act 2005 Transfer (Tracks)		409498	2831	C	BE		NI	575.00	01/04/2020		592.00	3.0%	01/04/2022		
Gambling Act 2005 Re-instatement (Tracks)		409498	2831	C	BE		NI	575.00	01/04/2020		592.00	3.0%	01/04/2022		
Gambling Act 2005 Provisional Statement (Track)	Statutory maximum	409498	2831	C	SM		NI	2,500.00			2500.00	0.0%	01/04/2022		
Gambling Act 2005 S205 (Tracks)	Statutory maximum	409498	2831	C	SM		NI	950.00	01/04/2020		950.00	0.0%	01/04/2022		
Gambling Act 2005 New Application (Bingo)	Statutory maximum	409498	2831	C	SM		NI	3,000.00	01/04/2020		3000.00	0.0%	01/04/2022		
Gambling Act 2005 Annual Fee (Bingo)	Statutory maximum	409498	2831	C	SM		NI	1,000.00	01/04/2020		1000.00	0.0%	01/04/2022		

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 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)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
Gambling Act 2005 Variation (Bingo)		409498	2831	C	BE		NI	1,535.00	01/04/2020		1581.00	3.0%	01/04/2022		
Gambling Act 2005 Transfer (Bingo)		409498	2831	C	BE		NI	765.00	01/04/2020		788.00	3.0%	01/04/2022		
Gambling Act 2005 Re-instatement (Bingo)		409498	2831	C	BE		NI	765.00	01/04/2020		788.00	3.0%	01/04/2022		
Gambling Act 2005 Provisional Statement (Bingo)	Statutory maximum	409498	2831	C	SM		NI	3,000.00	01/04/2020		3000.00	0.0%	01/04/2022		
Gambling Act 2005 S205 (Bingo)	Statutory maximum	409498	2831	C	SM		NI	1,200.00	01/04/2020		1200.00	0.0%	01/04/2022		
Gambling Act 2005 New Application (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	3,000.00			3000.00	0.0%	01/04/2022		
Gambling Act 2005 Annual Fee (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	600.00			600.00	0.0%	01/04/2022		
Gambling Act 2005 Transfer (Betting Premises - other)		409498	2831	C	BE		NI	765.00	01/04/2020		788.00	3.0%	01/04/2022		
Gambling Act 2005 Variation (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	1,500.00			1500.00	0.0%	01/04/2022		
Gambling Act 2005 Re-instatement (Betting Premises - other)		409498	2831	C	BE		NI	765.00			788.00	3.0%	01/04/2022		
Gambling Act 2005 Provisional Statement (Betting Premises - other)	Statutory maximum	409498	2831	C	SM		NI	3,000.00			3000.00	0.0%	01/04/2022		
Gambling Act 2005 S205 (Betting Premises - other)		409498	2831	C	BE		NI	1,065.00	01/04/2020		1097.00	3.0%	01/04/2022		
Gambling Act 2005 New Application (FEC)	Statutory maximum	409498	2831	C	SM		NI	2,000.00			2000.00	0.0%	01/04/2022		
Gambling Act 2005 Annual Fee (FEC)		409498	2831	C	BE		NI	560.00	01/04/2020		577.00	3.0%	01/04/2022		
Gambling Act 2005 Variation (FEC)	Statutory maximum	409498	2831	C	SM		NI	1,000.00	01/04/2020		1000.00	0.0%	01/04/2022		
Gambling Act 2005 Transfer (FEC)		409498	2831	C	BE		NI	575.00	01/04/2020		592.00	3.0%	01/04/2022		
Gambling Act 2005 Re-instatement (FEC)		409498	2831	C	BE		NI	575.00	01/04/2020		592.00	3.0%	01/04/2022		
Gambling Act 2005 Provisional Statement (FEC)	Statutory maximum	409498	2831	C	SM		NI	2,000.00			2000.00	0.0%	01/04/2022		
Gambling Act 2005 S205 (FEC)		409498	2831	C	BE		NI	900.00	01/04/2020		927.00	3.0%	01/04/2022		
Gambling Act 2005 New Application (Adult Gaming)	Statutory maximum	409498	2831	C	SM		NI	2,000.00			2000.00	0.0%	01/04/2022		
Gambling Act 2005 Annual Fee (AGC)		409498	2831	C	BE		NI	770.00	01/04/2020		793.00	3.0%	01/04/2022		
Gambling Act 2005 Variation (AGC)	Statutory maximum	409498	2831	C	SM		NI	1,000.00			1000.00	0.0%	01/04/2022		
Gambling Act 2005 Transfer (AGC)		409498	2831	C	BE		NI	770.00	01/04/2020		793.00	3.0%	01/04/2022		
Gambling Act 2005 Re-instatement (AGC)		409498	2831	C	BE		NI	770.00	01/04/2020		793.00	3.0%	01/04/2022		
Gambling Act 2005 Provisional Statement (AGC)	Statutory maximum	409498	2831	C	SM		NI	2,000.00			2000.00	0.0%	01/04/2022		
Gambling Act 2005 S205 (AGC)	Statutory maximum	409498	2831	C	SM		NI	1,200.00	01/04/2020		1200.00	0.0%	01/04/2022		
Gambling Act 2005 Provisional Statement (Casino)	Statutory maximum	409498	2831	C	SM		NI	8,000.00			8000.00	0.0%	01/04/2022		
Gambling Act 2005 New Application (Casino)	Statutory maximum	409498	2831	C	SM		NI	8,000.00			8000.00	0.0%	01/04/2022		
Gambling Act 2005 Transfer (Casino)		409498	2831	C	BE		NI	1,160.00	01/04/2020		1195.00	3.0%	01/04/2022		
Gambling Act 2005 S205 (Casino)		409498	2831	C	BE		NI	2,560.00	01/04/2020		2637.00	3.0%	01/04/2022		
Gambling Act 2005 Annual Fee (Casino)		409498	2831	C	BE		NI	3,200.00	01/04/2020		3296.00	3.0%	01/04/2022		
Gambling Act 2005 Variation (Casinos)		409498	2831	C	BE		NI	3,835.00	01/04/2020		3950.00	3.0%	01/04/2022		
Gambling Act 2005 Re-instatement (Casinos)		409498	2831	C	BE		NI	1,160.00	01/04/2020		1195.00	3.0%	01/04/2022		
Gambling Act 2005 Temp Use Notices	Statutory maximum	409498	2831	C	SM		NI	500.00	01/04/2017		500.00	0.0%	01/04/2022		
Replacement of Temporary use notices	Statutory maximum	409498	2831	C	SM		NI	25.00	01/04/2017		25.00	0.0%	01/04/2022		
Change of circumstance	Statutory maximum	409498	2831	C	SM		NI	50.00	01/04/2017		50.00	0.0%	01/04/2022		
Copy of Licence	Statutory maximum	409498	2831	C	SM		NI	25.00	01/04/2017		25.00	0.0%	01/04/2022		
Notification of 2 or less gaming machines	Statutory maximum	409498	2831	C	SM		NI	50.00	01/04/2017		50.00	0.0%	01/04/2022		

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT £ (4)	SAP VAT Indicator UI - 20% or nil (5)	Current Charges incl. VAT £ (6)	Date of last increase (7)	Volume of Usage (8)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
<b>Air Quality &amp; Environmental Protection</b>															
Pollution LAPPC: Subsistence Charge: Part 1 reduced fee activity - LOW	Statutory maximum	409451	2834	C	SM	£6,600	NI	79.00	01/04/2019		81.00	2.5%	01/04/2022		£6,600
Pollution LAPPC: Subsistence Charge: Part 1 reduced fee activity - MEDIUM	Statutory maximum	409451	2834	C	SM		NI	158.00	01/04/2019		163.00	3.2%	01/04/2022		
Pollution LAPPC: Subsistence Charge: Part 1 reduced fee activity - HIGH	Statutory maximum	409451	2834	C	SM		NI	237.00	01/04/2019		244.00	3.0%	01/04/2022		
Pollution LAPPC: Subsistence Charge: PVR I & PVR II - LOW	Statutory maximum	409451	2834	C	SM		NI	113.00	01/04/2019		116.00	2.7%	01/04/2022		
Pollution LAPPC: Subsistence Charge: PVR I & PVR II - MEDIUM	Statutory maximum	409451	2834	C	SM		NI	226.00	01/04/2019		233.00	3.1%	01/04/2022		
Pollution LAPPC: Subsistence Charge: PVR I & PVR II - HIGH	Statutory maximum	409451	2834	C	SM		NI	341.00	01/04/2019		351.00	2.9%	01/04/2022		
Pollution LAPPC: Subsistence Charge: Vehicle Refinishers - LOW	Statutory maximum	409451	2834	C	SM		NI	228.00	01/04/2019		235.00	3.1%	01/04/2022		
Pollution LAPPC: Subsistence Charge: Vehicle Refinishers - MEDIUM	Statutory maximum	409451	2834	C	SM		NI	365.00	01/04/2019		376.00	3.0%	01/04/2022		
Pollution LAPPC: Subsistence Charge: Vehicle Refinishers - HIGH	Statutory maximum	409451	2834	C	SM		NI	548.00	01/04/2019		564.00	2.9%	01/04/2022		
Pollution LAPPC: Subsistence Charge: Any other part B activity or any solvent emission activity - LOW	Statutory maximum	409451	2834	C	SM		NI	772.00	01/04/2019		795.00	3.0%	01/04/2022		
Pollution LAPPC: Subsistence Charge: Any other part B activity or any solvent emission activity - MEDIUM	Statutory maximum	409451	2834	C	SM		NI	1,161.00	01/04/2019		1,196.00	3.0%	01/04/2022		
Pollution LAPPC: Subsistence Charge: Any other part B activity or any solvent emission activity - HIGH	Statutory maximum	409451	2834	C	SM		NI	1,747.00	01/04/2019		1,799.00	3.0%	01/04/2022		
Pollution LAPPC: Subsistence Charge: Mobile Plant - LOW	Statutory maximum	409451	2834	C	SM		NI	626.00	01/04/2019		645.00	3.0%	01/04/2022		
Pollution LAPPC: Subsistence Charge: Mobile Plant - MEDIUM	Statutory maximum	409451	2834	C	SM		NI	1,034.00	01/04/2019		1,065.00	3.0%	01/04/2022		
Pollution LAPPC: Subsistence Charge: Mobile Plant - HIGH	Statutory maximum	409451	2834	C	SM		NI	1,551.00	01/04/2019		1,598.00	3.0%	01/04/2022		
Pollution LA-IPPC: Subsistence Charge various - LOW	Statutory maximum	409451	2834	C	SM		NI	1,343.00	01/04/2019		1,383.00	3.0%	01/04/2022		
Pollution LA-IPPC: Subsistence Charge various - MEDIUM	Statutory maximum	409451	2834	C	SM		NI	1,507.00	01/04/2019		1,552.00	3.0%	01/04/2022		
Pollution LA-IPPC: Subsistence Charge various - HIGH	Statutory maximum	409451	2834	C	SM		NI	2,230.00	01/04/2019		2,297.00	3.0%	01/04/2022		
Late Payment Charge	Statutory maximum	409451	2834	C	SM		NI	54.00	01/04/2020		56.00	3.7%	01/04/2022		
Contaminated Land Enquires (EIR2004) - basic search		409465	2834	C	BE		NI	105.00	01/04/2022		195.00	85.7%	01/04/2022		
Contaminated Land Enquires (EIR2004) - advanced search		409465	2834	C	BE		NI	N/A	01/04/2022	£	395.00	100.0%	01/04/2022		
						<b>342,100</b>									<b>342,100</b>
<b>KEY TO CHARGING POLICY</b>															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
<b>KEY TO CREDIT POLICY</b>															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
<b>Notes</b>															
Most Fees are at Statutory maximum															

RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW

Division/Service Area - PARKING

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 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
<b>CAR PARKS</b>															
Stanley Road	Up to 1 hour			C	N	710,700	UI	1.30	01/04/2021	N/A	1.40	8%	01/04/2022	N/A	732,000
	Up to 2 hours			C	N		UI	2.50	01/04/2021	N/A	2.60	4%	01/04/2022	N/A	
	Up to 4 hours			C	N		UI	3.50	01/04/2021	N/A	3.60	3%	01/04/2022	N/A	
Brandon Road	Up to 1 hour			C	N		UI	1.30	01/04/2021	N/A	1.40	8%	01/04/2022	N/A	
	Up to 2 hours			C	N		UI	2.50	01/04/2021	N/A	2.60	4%	01/04/2022	N/A	
	Up to 4 hours			C	N		UI	3.50	01/04/2021	N/A	3.60	3%	01/04/2022	N/A	
High Street	Up to 1 hour			C	N		UI	1.30	01/04/2021	N/A	1.40	8%	01/04/2022	N/A	
Mission Grove	Up to 2 hours			C	N		UI	2.50	01/04/2021	N/A	2.60	4%	01/04/2022	N/A	
	Up to 4 hours			C	N		UI	3.50	01/04/2021	N/A	3.60	3%	01/04/2022	N/A	
Hall Lane E4	Up to 1 hour			C	N		UI	1.30	01/04/2021	N/A	1.40	8%	01/04/2022	N/A	
Richmond Rd E4	Up to 2 hours	409401 &	1643	C	N		UI	2.50	01/04/2021	N/A	2.60	4%	01/04/2022	N/A	
Church Lane E11	Up to 4 hours	409413		C	N		UI	3.50	01/04/2021	N/A	3.60	3%	01/04/2022	N/A	
	Up to 1 hour			C	N		UI	1.30	01/04/2021	N/A	1.40	8%	01/04/2022	N/A	
Linford Road E17	Up to 2 hours			C	N		UI	2.50	01/04/2021	N/A	2.60	4%	01/04/2022	N/A	
	Up to 4 hours			C	N		UI	3.50	01/04/2021	N/A	3.60	3%	01/04/2022	N/A	
Bedford Road E17	Up to 1 hour			C	N		UI	1.30	01/04/2021	N/A	1.40	8%	01/04/2022	N/A	
	Up to 2 hours			C	N		UI	2.50	01/04/2021	N/A	2.60	4%	01/04/2022	N/A	
	Up to 1 hour			C	N		UI	2.50	01/04/2021	N/A	2.60	4%	01/04/2022	N/A	
	Up to 2 hours			C	N		UI	4.00	01/04/2021	N/A	4.20	5%	01/04/2022	N/A	
Town Hall Car Park (including Willow House)	Up to 3 hours			C	N		UI	5.00	01/04/2021	N/A	5.20	4%	01/04/2022	N/A	
	Up to 4 hours			C	N		UI	8.00	01/04/2021	N/A	8.00	0%	01/04/2022	N/A	
	6pm - 7am						tree	0.00	N/A		0.00	0%	01/04/2022		
	Staff- Up to 100g/km			C	N	29,400	NI	150.00	01/04/2021	N/A	160.00	7%	01/04/2022	N/A	30,300
Staff Parking Permits	Staff- 101g/km to 170g/km			C	N		NI	200.00	01/04/2021	N/A	220.00	10%	01/04/2022	N/A	
	Staff above 171g/km			C	N		NI	250.00	01/04/2021	N/A	300.00	20%	01/04/2022	N/A	
	Staff- Up to 100g/km	409404	2929	C	N		NI	100.00	01/04/2021	N/A	100.00	0%	01/04/2022	N/A	
Staff Parking Permits (green pledge) ** Green pledge will be for staff who committ to using their vehicle only three days or less per week.	Staff- 101g/km to 170g/km			C	N		NI	110.00	01/04/2021	N/A	125.00	14%	01/04/2022	N/A	
	Staff above 171g/km			C	N		NI	120.00	01/04/2021	N/A	170.00	42%	01/04/2022	N/A	

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<b>ON-STREET PARKING</b>															
On street parking - via Pay by Phone	Half hour			C	N	460,400	NI	1.30	01/04/2021	N/A	1.40	8%	01/04/2022	N/A	474,200
	1 hour voucher			C	N		NI	2.30	01/04/2021	N/A	2.40	4%	01/04/2022	N/A	
	3 hour voucher	409404 & 409413	1632	C	N		NI	4.00	01/04/2021		4.10	2%	01/04/2022		
On street parking - via Voucher Scheme	Half hour			C	N		NI	2.00	01/04/2021	N/A	2.10	5%	01/04/2022	N/A	
	1 hour voucher			C	N		NI	4.00	01/04/2021	N/A	4.10	2%	01/04/2022	N/A	
	3 hour voucher			C	N		NI	5.00	01/04/2021		5.10	2%	01/04/2022		
On Street Pay & Display	Half hour	409401	1632	C	N	40,300	NI	1.50	01/04/2021	N/A	1.60	7%	01/04/2022	N/A	41,500
	Per hour			C	N		NI	2.50	01/04/2021	N/A	2.60	4%	01/04/2022	N/A	
<b>ANNUAL BUSINESS PERMITS</b>															
<b>Business 1st Permit Holder (Single Zone)</b>															
Low Emissions	Up to 100g/km	409403	1632	C	N	5,690,300	NI	260.00	01/04/2021	N/A	265.00	2%	01/04/2022	N/A	5,861,000
	101 - 170g/km or below			C	N		NI	500.00	01/04/2021	N/A	530.00	6%	01/04/2022	N/A	
Standard	1549cc														
High Emissions	171g/km or above 1549 cc			C	N		NI	750.00	01/04/2021	N/A	815.00	9%	01/04/2022	N/A	
<b>Business 2nd Permit Holder (Single Zone)</b>															
Low Emissions	Up to 100g/km			C	N		NI	400.00	01/04/2020	N/A	405.00	1%	01/04/2022	N/A	
	101 - 170g/km or below			C	N		NI	750.00	01/04/2021	N/A	800.00	7%	01/04/2022	N/A	
Standard	1549cc														
High Emissions	171g/km or above 1549 cc			C	N		NI	1,100.00	01/04/2021	N/A	1,200.00	9%	01/04/2022	N/A	
<b>Business 3rd Permit Holder (Single Zone)</b>															
Low Emissions	Up to 100g/km			C	N		NI	500.00	01/04/2021	N/A	505.00	1%	01/04/2022	N/A	
	101 - 170g/km or below			C	N		NI	1,000.00	01/04/2021	N/A	1,100.00	10%	01/04/2022	N/A	
Standard	1549cc														
High Emissions	171g/km or above 1549 cc			C	N		NI	1,500.00	01/04/2021	N/A	1,650.00	10%	01/04/2022	N/A	
<b>Business 1st Permit Holder (ALL ZONES)</b>															
Low Emissions	Up to 100g/km			C	N		NI	500.00	01/04/2021	N/A	505.00	1%	01/04/2022	N/A	
	101 - 170g/km or below			C	N		NI	1,000.00	01/04/2021	N/A	1,100.00	10%	01/04/2022	N/A	
Standard	1549cc														
High Emissions	171g/km or above 1549 cc			C	N		NI	1,500.00	01/04/2021	N/A	1,600.00	7%	01/04/2022	N/A	
<b>Business 2nd Permit Holder (ALL ZONES)</b>															
Low Emissions	Up to 100g/km			C	N		NI	700.00	01/04/2021	N/A	705.00	1%	01/04/2022	N/A	
	101 - 170g/km or below			C	N		NI	1,400.00	01/04/2021	N/A	1,500.00	7%	01/04/2022	N/A	
Standard	1549cc														
High Emissions	171g/km or above 1549 cc			C	N		NI	2,000.00	01/04/2021	N/A	2,100.00	5%	01/04/2022	N/A	
<b>Business 3rd Permit Holder (ALL ZONES)</b>															
Low Emissions	Up to 100g/km			C	N		NI	1,000.00	01/04/2021	N/A	1,100.00	10%	01/04/2022	N/A	
	101 - 170g/km or below			C	N		NI	1,800.00	01/04/2021	N/A	1,900.00	6%	01/04/2022	N/A	
Standard	1549cc														
High Emissions	171g/km or above 1549 cc			C	N		NI	2,650.00	01/04/2021	N/A	2,750.00	4%	01/04/2022	N/A	

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<b>SCHOOL PERMITS</b>															
<b>School Staff Permit (Term Time Only)</b>															
Low Emissions	Up to 100g/km			C	N		NI	200.00	01/04/2021	N/A	205.00	3%	01/04/2022	N/A	
Standard	101 - 170g/km or below 1549cc			C	N		NI	400.00	01/04/2021	N/A	430.00	8%	01/04/2022	N/A	
High Emissions	171g/km or above 1549 cc			C	N		NI	600.00	01/04/2021	N/A	660.00	10%	01/04/2022	N/A	
<b>RESIDENTS ANNUAL PERMITS</b>															
<b>Residents 1st Permit Holder</b>															
Low Emissions	Up to 100g/km			C	N		NI	40.00	01/04/2021	N/A	40.00	0%	01/04/2021	N/A	
Standard	101 - 170g/km or below 1549cc			C	N		NI	55.00	01/04/2021	N/A	55.00	0%	01/04/2021	N/A	
High Emissions	171g/km or above 1549 cc			C	N		NI	165.00	01/04/2021	N/A	175.00	6%	01/04/2022	N/A	
<b>Residents 2nd Permit Holder</b>															
Low Emissions	Up to 100g/km			C	N		NI	65.00	01/04/2021	N/A	70.00	8%	01/04/2022	N/A	
Standard	101 - 170g/km or below 1549cc			C	N		NI	140.00	01/04/2021	N/A	150.00	7%	01/04/2022	N/A	
High Emissions	171g/km or above 1549 cc			C	N		NI	350.00	01/04/2021	N/A	380.00	9%	01/04/2022	N/A	
<b>Residents 3rd Permit Holder</b>															
Low Emissions	Up to 100g/km			C	N		NI	120.00	01/04/2021	N/A	140.00	17%	01/04/2022	N/A	
Standard	101 - 170g/km or below 1549cc			C	N		NI	260.00	01/04/2021	N/A	300.00	15%	01/04/2022	N/A	
High Emissions	171g/km or above 1549 cc			C	N		NI	500.00	01/04/2021	N/A	600.00	20%	01/04/2022	N/A	
<b>CARER PERMITS</b>															
Carers Permit (In receipt of DWP)							NI	0.00	01/04/2021		0.00	0%	01/04/2021		
Carers Permit (Qualifying evidence)	See residents prices				N			See Residents prices			See Residents prices				
<b>RESIDENT OTHER TYPES</b>															
Residents - <b>trader</b> permit (7 day single zone)	<b>Not emissions based</b>				N			45.00	01/04/2021		45.00	0%	01/04/2022		
Residents - <b>trader</b> permit (28 day single zone)	.				N			150.00	01/04/2021		160.00	7%	01/04/2022		
Resident - <b>Blue Badge</b> (If you live in a controlled parking zone (CPZ) and hold a valid Blue Badge, you're entitled to a free, virtual annual residential permit)	<b>free if resident has a blue badge</b>				N			0.00			0.00	0%			
Resident - <b>New Born Babies</b> (Households with a new born baby up to 3 months old are automatically entitled to 30 free additional visitor parking hours per 12 month period)	<b>Free with eligibility check</b>				N			0.00			0.00	0%			
<b>Resident permits</b> - over 60s entitlement (households with a minimum of 1 resident over the age of 60) are automatically entitled to 30 free additional visitor parking hours per 12 month period)	<b>Free with eligibility check</b>				N			0.00			0.00	0%			

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<b>Residents - 1 month temporary</b>															
Low Emissions	Up to 100g/km 101 - 170g/km or below			C	N		NI	30.00	01/04/2021	N/A	35.00	17%	01/04/2022	N/A	
Standard	1549cc			C	N		NI	45.00	01/04/2021	N/A	55.00	22%	01/04/2022	N/A	
High Emissions	171g/km or above 1549 cc			C	N		NI	160.00	01/04/2021	N/A	180.00	13%	01/04/2022	N/A	
<b>Residents - 6 mth Foreign Vehicles</b>															
Low Emissions	<900cc or <120g/km			C	N		NI	60.00	01/04/2021	N/A	70.00	17%	01/04/2022	N/A	
Standard				C	N		NI	100.00	01/04/2021	N/A	120.00	20%	01/04/2022	N/A	
High Emissions	>3000 cc or >225g/km			C	N		NI	250.00	01/04/2021	N/A	300.00	20%	01/04/2022	N/A	
<b>MARKET TRADERS</b>															
Market Traders (annual - one day per week)	Up to 100g/km 101 - 170g/km or below			C	N		NI	175.00	01/04/2021	N/A	180.00	3%	01/04/2022	N/A	
	1549cc			C	N			240.00	01/04/2021		250.00	4%	01/04/2022		
	171g/km or above 1549 cc			C	N			360.00	01/04/2021		380.00	6%	01/04/2022		
Market Traders (3 month)	Up to 100g/km 101 - 170g/km or below			C	N		NI	255.00	01/04/2021	N/A	265.00	4%	01/04/2022	N/A	
	1549cc			C	N			265.00	01/04/2021		275.00	4%	01/04/2022		
	171g/km or above 1549 cc			C	N			280.00	01/04/2021		290.00	4%	01/04/2022		
Market Trader (annual - 12 month)	Up to 100g/km 101 - 170g/km or below			C	N		NI	470.00	01/04/2021	N/A	480.00	2%	01/04/2022	N/A	
	1549cc			C	N			480.00	01/04/2021		490.00	2%	01/04/2022		
	171g/km or above 1549 cc			C	N			500.00	01/04/2021		530.00	6%	01/04/2022		
<b>VISITOR PERMITS</b>															
Residents	per hour (capped at 10 hours for those in a longer CPZ)			C	N		NI	0.70	01/04/2021	N/A	0.70	0%	01/04/2021	N/A	
Business	per hour			C	N		NI	1.70	01/04/2021	N/A	1.80	6%	01/04/2022	N/A	
All zone visitor permits	per hour			C	N		NI	2.10	01/04/2021	N/A	2.30	10%	01/04/2022	N/A	
<b>ESSENTIAL USER PERMITS</b>															
<b>Essential user permits (Internal and partner agencies) annual</b>															
Low Emissions	Up to 100g/km 101 - 170g/km or below				N			190.00	01/04/2021		195.00	3%	01/04/2022		
Standard	1549cc				N			425.00	01/04/2021		455.00	7%	01/04/2022		
High Emissions	171g/km or above 1549 cc				N			600.00	01/04/2021		700.00	17%	01/04/2022		
<b>Essential user permits (Internal and partner agencies) one month</b>															
					N			75.00	01/04/2021		100.00	33%	01/04/2022		



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<b>ANNUAL CHARITY PERMITS</b>															
<b>Charity 1st Permit Holder (Single Zone)</b>															
Low Emissions	Up to 100g/km 101 - 170g/km			C	BE		NI	45.00	01/04/2021	N/A	50.00	11%	01/04/2022	N/A	
Standard	or below 1549cc			C	BE		NI	75.00	01/04/2021	N/A	85.00	13%	01/04/2022	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	120.00	01/04/2021	N/A	135.00	13%	01/04/2022	N/A	
<b>Charity 2nd Permit Holder (Single Zone)</b>															
Low Emissions	Up to 100g/km 101 - 170g/km			C	BE		NI	65.00	01/04/2021	N/A	70.00	8%	01/04/2022	N/A	
Standard	or below 1549cc			C	BE		NI	120.00	01/04/2021	N/A	130.00	8%	01/04/2022	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	165.00	01/04/2021	N/A	185.00	12%	01/04/2022	N/A	
<b>Charity 3rd Permit Holder (Single Zone)</b>															
Low Emissions	Up to 100g/km 101 - 170g/km			C	BE		NI	80.00	01/04/2021	N/A	85.00	6%	01/04/2022	N/A	
Standard	or below 1549cc			C	BE		NI	170.00	01/04/2021	N/A	175.00	3%	01/04/2022	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	225.00	01/04/2021	N/A	240.00	7%	01/04/2022	N/A	
<b>Charity 1st Permit Holder (ALL ZONES)</b>															
Low Emissions	Up to 100g/km 101 - 170g/km			C	BE		NI	85.00	01/04/2021	N/A	90.00	6%	01/04/2022	N/A	
Standard	or below 1549cc			C	BE		NI	125.00	01/04/2021	N/A	130.00	4%	01/04/2022	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	215.00	01/04/2021	N/A	230.00	7%	01/04/2022	N/A	
<b>Charity 2nd Permit Holder (ALL ZONES)</b>															
Low Emissions	Up to 100g/km 101 - 170g/km			C	BE		NI	125.00	01/04/2021	N/A	130.00	4%	01/04/2022	N/A	
Standard	or below 1549cc			C	BE		NI	230.00	01/04/2021	N/A	240.00	4%	01/04/2022	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	310.00	01/04/2021	N/A	330.00	6%	01/04/2022	N/A	
<b>Charity 3rd Permit Holder (ALL ZONES)</b>															
Low Emissions	Up to 100g/km 101 - 170g/km			C	BE		NI	160.00	01/04/2021	N/A	170.00	6%	01/04/2022	N/A	
Standard	or below 1549cc			C	BE		NI	350.00	01/04/2021	N/A	370.00	6%	01/04/2022	N/A	
High Emissions	171g/km or above 1549 cc			C	BE		NI	450.00	01/04/2021	N/A	460.00	2%	01/04/2022	N/A	

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<b>POOL PERMITS</b>															
For Businesses	First Permit			C	BE		NI	700.00	01/04/2021	N/A	725.00	4%	01/04/2022	N/A	
	Second Permit			C	BE		NI	1,100.00	01/04/2021	N/A	1,200.00	9%	01/04/2022	N/A	
	Third & subsequent permits			C	BE		NI	1,400.00	01/04/2021	N/A	1,500.00	7%	01/04/2022	N/A	
For Residents	First Permit			C	BE		NI	160.00	01/04/2021	N/A	170.00	6%	01/04/2022	N/A	
	Second Permit			C	BE		NI	280.00	01/04/2021	N/A	285.00	2%	01/04/2022	N/A	
	Third & subsequent permits			C	BE		NI	365.00	01/04/2021	N/A	370.00	1%	01/04/2022	N/A	
For Charity	First Permit			C	BE		NI	110.00	01/04/2021	N/A	120.00	9%	01/04/2022	N/A	
	Second Permit			C	BE		NI	160.00	01/04/2021	N/A	170.00	6%	01/04/2022	N/A	
	Third & subsequent permits			C	BE		NI	220.00	01/04/2021	N/A	230.00	5%	01/04/2022	N/A	
For Essential Users	Annual			C	BE		NI	510.00	01/04/2021	N/A	520.00	2%	01/04/2022	N/A	
<b>MOTORCYCLE ANNUAL PERMITS</b>															
<b>Residential</b>															
Low Emissions	Up to 100g/km			C	N		NI	35.00	01/04/2021	N/A	40.00	14%	01/04/2022	N/A	
Standard	101 - 170g/km or below 1549cc			C	N		NI	55.00	01/04/2021	N/A	55.00	0%	01/04/2022	N/A	
High Emissions	171g/km or above 1549 cc			C	N		NI	145.00	01/04/2021	N/A	155.00	7%	01/04/2022	N/A	
<b>Business</b>															
Low Emissions	Up to 100g/km		1632	C	N		NI	65.00	01/04/2021	N/A	70.00	8%	01/04/2022	N/A	
Standard	101 - 170g/km or below 1549cc			C	N		NI	105.00	01/04/2021	N/A	110.00	5%	01/04/2022	N/A	
High Emissions	171g/km or above 1549 cc			C	N		NI	155.00	01/04/2021	N/A	160.00	3%	01/04/2022	N/A	
<b>MISCELLANEOUS</b>															
Change of VRM				C	BE		NI			N/A	0.00			N/A	
Change of Address				C	BE		NI	15.00	01/04/2021	N/A	15.00	0%	01/04/2022	N/A	
Refund - Service fee				C	BE		NI	20.00	01/04/2021	N/A	20.00	0%	01/04/2022	N/A	
				C	BE		NI	15.00	01/04/2021	N/A	15.00	0%	01/04/2022	N/A	
Dispensations per vehicle	First Day			C	BE		NI	50.00	01/04/2021	N/A	55.00	10%	01/04/2022	N/A	
	Subsequent days			C	BE		NI	40.00	01/04/2021	N/A	45.00	13%	01/04/2022	N/A	
	Annual			C	BE		NI	165.00	01/04/2021	N/A	170.00	3%	01/04/2022	N/A	
Parking Bay Suspensions	Service Charge per 5m length per day	409409	1632	C	BE	593,600	NI	85.00	01/04/2021	N/A	90.00	6%	01/04/2022	N/A	611,400
				C	BE		NI	45.00	01/04/2021	N/A	50.00	11%	01/04/2022	N/A	
<b>PENALTY CHARGES</b>															
<b>Higher Rate</b>															
Penalty charge notice (Band A)	SM			C	SM	16,004,900	NI	130.00	01/04/2011	N/A	130.00	0%	01/04/2011	N/A	16,485,000
Penalty charge notice (Band A - early payment)	SM			C	SM		NI	65.00	01/04/2011	N/A	65.00	0%	01/04/2011	N/A	

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see Key below) (3)	Budgeted Income 2021/22 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)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
<b>Lower Rate</b>															
Penalty charge notice (Band A)	SM			C	SM		NI	80.00	01/04/2011	N/A	80.00	0%	01/04/2011	N/A	
Penalty charge notice (Band A - early payment)	SM			C	SM		NI	40.00	01/04/2011	N/A	40.00	0%	01/04/2011	N/A	
		409402 & 409517	1632 & 1643												
Bus Lane/Moving Traffic Conventions	SM			C	SM		NI	130.00	01/04/2011	N/A	130.00	0%	01/04/2011	N/A	
Bus Lane/Moving Traffic Conventions (early payment)	SM			C	SM		NI	65.00	01/04/2011	N/A	65.00	0%	01/04/2011	N/A	
Release from clamp	SM			C	SM		NI	70.00	01/07/2007	N/A	70.00	0%	01/07/2007	N/A	
Release from pound	SM			C	SM		NI	200.00	01/07/2007	N/A	200.00	0%	01/07/2007	N/A	
Storage charge at pound	SM			C	SM		NI	40.00	01/07/2007	N/A	40.00	0%	01/07/2007	N/A	
Vehicle disposal from pound	SM			C	SM		NI	70.00	01/07/2007	N/A	70.00	0%	01/07/2007	N/A	
						<b>23,529,600</b>									<b>24,235,400</b>
<b>KEY TO CHARGING POLICY</b>															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
<b>KEY TO CREDIT POLICY</b>															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
<b>Notes:</b>															

**RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW**

Division/Service Area - NEIGHBOURHOODS - HIGHWAYS INCLUDING STREET NAMING AND NUMBERING

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 2021/22 excl. VAT	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT
				(2)	(3)	£ (4)	(5)	£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
<u>Highway Licence -</u>															
Skip Permit				C	BE	662,000	NI	100.00	01/04/2020		100.00	0.0%	01/04/2020		681,900
Material Licence		409455	1809	C	BE		NI	100.00	01/04/2020		100.00	0.0%	01/04/2020		
Scaffold / Hoarding Licence				C	BE		NI	550.00	01/04/2020		550.00	0.0%	01/04/2020		
Container / Compound Licence				C	BE		NI	900.00	01/04/2020		900.00	0.0%	01/04/2020		
Street Works Licence				C	BE		NI	600.00	01/04/2020		600.00	0.0%	01/04/2020		
<u>London Permit Scheme (NEW) -</u>															
Category 0,1,2 & TS									01/04/2020				01/04/2020		
Major PAA				C	SM	477,400	NI	105.00	01/04/2020		105.00	0.0%	01/04/2020		477,400
Major				C	SM		NI	240.00	01/04/2020		240.00	0.0%	01/04/2020		
Standard				C	SM		NI	130.00	01/04/2020		130.00	0.0%	01/04/2020		
Minor				C	SM		NI	65.00	01/04/2020		65.00	0.0%	01/04/2020		
Immediate	Maximum DfT			C	SM		NI	60.00	01/04/2020		60.00	0.0%	01/04/2020		
Permit Variation	Statutory charges allowed	409411	1809	C	SM		NI	45.00	01/04/2020		45.00	0.0%	01/04/2020		
Category 3,4 & Non TS															
Major PAA				C	SM		NI	75.00	01/04/2020		75.00	0.0%	01/04/2020		
Major				C	SM		NI	150.00	01/04/2020		150.00	0.0%	01/04/2020		
Standard				C	SM		NI	75.00	01/04/2020		75.00	0.0%	01/04/2020		
Minor				C	SM		NI	45.00	01/04/2020		45.00	0.0%	01/04/2020		
Immediate				C	SM		NI	40.00	01/04/2020		40.00	0.0%	01/04/2020		
Permit Variation				C	SM		NI	35.00	01/04/2020		35.00	0.0%	01/04/2020		
S74 & NRSWA Fixed Penalty Notice (Breach of Conditions)															
- if paid within 29 days				C	SM	247,500	NI	80.00	01/04/2020		80.00	0.0%	01/04/2020		247,500
- if paid over 29 days	Maximum DfT			C	SM		NI	120.00	01/04/2020		120.00	0.0%	01/04/2020		
S74 Notice (No Permit)	Statutory charges allowed.	409420 & 409452	1809												
- if paid within 29 days				I	SM		NI	300.00	01/04/2020		300.00	0.0%	01/04/2020		
- if paid over 29 days				I	SM		NI	500.00	01/04/2020		500.00	0.0%	01/04/2020		
NRSWA Sample Inspection Fee (Cats A,B & C)	Max. Statutory	409451	1809	I	SM	55,800	NI	50.00	01/04/2020		50.00	0.0%	01/04/2020		55,800
Highways Search income (part)		409453	1809	C	BE	55,500	NI	65.00	01/04/2020		65.00	0.0%	01/04/2020		55,500

Description of Fee / Charge  (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT £ (4)	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £ (6)	Date of last increase (7)	Volume of Usage (8)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
Vehicle crossing (per square metre)		409462	1799	C	P	205,600	NI	325.00	01/04/2020		400.00	23.1%	01/04/2022	75	211,800
Vehicle crossing (Administration Fee)				C	P		NI	275.00	01/04/2020		325.00	18.2%	01/04/2022		
Residential Cycle Hangars	per annum	409414	3373	C	P	85,100	UI	35.00	01/04/2020		35.00	0.0%	01/04/2020		85,100
Cycle Hubs (access to all Hubs)	per annum	409401	3373	C	P	47,600	UI	35.00	01/04/2020		35.00	0.0%	01/04/2020		47,600
Cycle Hubs (access to 1 Hub) <b>NEW FEE</b>	per annum	409401	3373	C	P		UI				15.00		01/04/2022		
<b>New LLFA proposed charges (PLM Nov)</b>															
<b>Pre Application</b>															
Significant regeneration projects		409450	1800	C	BE	0	UI	1,070.00	01/04/2019		1,070.00	0.0%	01/04/2019		0
Significant major		409450	1800	C	BE		UI	820.00	01/04/2019		820.00	0.0%	01/04/2019		
Major Development		409450	1800	C	BE		UI	520.00	01/04/2019		520.00	0.0%	01/04/2019		
Minor development		409450	1800	C	BE		UI	83.00	01/04/2019		83.00	0.0%	01/04/2019		
Other developments		409450	1800	C	BE		UI	83.00	01/04/2019		83.00	0.0%	01/04/2019		
<b>Full planning application</b>															
Significant regeneration projects		409450	1800	C	BE		UI	2,000.00	01/04/2019		2,000.00	0.0%	01/04/2019		
Significant major		409450	1800	C	BE		UI	1,230.00	01/04/2019		1,230.00	0.0%	01/04/2019		
Major Development		409450	1800	C	BE		UI	960.00	01/04/2019		960.00	0.0%	01/04/2019		
Minor development		409450	1800	C	BE		UI	520.00	01/04/2019		520.00	0.0%	01/04/2019		
Other developments		409450	1800	C	BE		UI	83.00	01/04/2019		83.00	0.0%	01/04/2019		
<b>Street Naming &amp; Numbering</b>															
Solicitor Search		409519	1809	C	P		UI	78.00	01/04/2020		80.00	8.3%	01/04/2022		
Application Fees for development		409519	1809	C	P	38,300	ZI	300.00	01/04/2020		310.00	3.3%	01/04/2022		39,500
Property numbering		409519	1809	C	P		ZI	75.00	01/04/2020		80.00	6.7%	01/04/2022		
Street Naming		409519	1809	C	P		ZI	400.00	01/04/2020		420.00	5.0%	01/04/2022		
						1,874,800									1,902,100

**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:

**RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW**

**Division/Service Area - NEIGHBOURHOOD - PARKS & ALLOTMENTS**

Description of Fee / Charge  (1)	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or nil 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
Open Space (Free Childrens Community Events up to 1 hour)		409410	2079	C/I	S	31,200	NI	20.00	01/04/2021		21.00	5.0%	01/04/2022		31,200
Open Space (Hire Per Day) - Up To 25 People		409410	2079	C/I	S		NI	55.00	01/04/2021		56.00	1.8%	01/04/2022		
Open Space (Hire Per Day) - Up To 50 People		409410	2079	C/I	S		NI	100.00	01/04/2021		103.00	3.0%	01/04/2022		
Open Space (Hire Per Day) - Up To 75 People		409410	2079	C/I	S		NI	145.00	01/04/2021		150.00	3.4%	01/04/2022		
Open Space (Hire Per Day) - Up To 150 People		409410	2079	C/I	S		NI	285.00	01/04/2021		290.00	1.8%	01/04/2022		
Open Space (Hire Per Day) - Up To 300 People		409410	2079	C/I	S		NI	565.00	01/04/2021		580.00	2.7%	01/04/2022		
Open Space (Hire Per Day) - Up To 500 People		409410	2079	C/I	S		NI	930.00	01/04/2021		960.00	3.2%	01/04/2022		
Open Space (Hire Per Day) - Up To 1000 People		409410	2079	C/I	S		NI	1,450.00	01/04/2021		1,500.00	3.4%	01/04/2022		
Open Space (Hire Per Day) - Up To 5000 People		409410	2079	C/I	S		NI	2,150.00	01/04/2021		2,215.00	3.0%	01/04/2022		
Open Space (Hire Per Day) - Up To 10000 People		409410	2079	C/I	S		NI	3,900.00	01/04/2021		4,000.00	2.6%	01/04/2022		
Pavilion Hire - (per hour)		409410	2079	C/I	S		NI	32.00	01/04/2021		33.00	3.1%	01/04/2022		
Pavilion Hire - (per hour) out of operational hours	New fee 2019/20	409410	2079	C/I	S		NI	62.00	01/04/2021		64.00	3.2%	01/04/2022		
Bowls - Club Hire Per Rink Per Season - Club use only		409410	2079	C/I	S		NI	780.00	01/04/2021		800.00	2.6%	01/04/2022		
Bowls - Casual - Adult		409410	2079	C/I	S		UI	8.00	01/04/2021		8.00	0.0%	01/04/2022		
Bowls - Casual - U16/60+		409410	2079	C/I	S		UI	4.00	01/04/2021		4.00	0.0%	01/04/2022		
Childrens Fairs	Fee as per Open Space hire discounted by 50%														
<b>Park use by Fairs:</b>															
Small Fair (per day) 14 rides/stalls		409410	2079	C/I	P		UI	650.00	01/04/2021		660.00	1.5%	01/04/2022		
Large Fair (per day) 15 plus rides/stalls		409410	2079	C/I	P		UI	800.00	01/04/2021		810.00	1.3%	01/04/2022		
Non operational days (per day) admission banding for the vehicles		409410	2079	C/I	P		UI	200.00	01/04/2021		200.00	0.0%	01/04/2022		
Non Animal Circus - Chestnuts, Ridgeway Park, Marsh Lane. Other venues under consideration.											0.00				
Small up to 500 seats per performance per day		409410	2079	C/I	P		UI	380.00	01/04/2021		390.00	2.6%	01/04/2022		
medium up to 750 seats per performance per day		409410	2079	C/I	P		UI	660.00	01/04/2021		680.00	3.0%	01/04/2022		
Up to 1,000 seats per performance per day		409410	2079	C/I	P		UI	800.00	01/04/2021		824.00	3.0%	01/04/2022		
Over 1,000 seats	Negotiable based on numbers	409410	2079	C/I	P		UI		01/04/2021		0.00		01/04/2022		
Non Performance Days - per day		409410	2079	C/I	P		UI	185.00	01/04/2021		190.00	2.7%	01/04/2022		
<b>Allotments</b>															
<b>Per 25m sq. or 1 Rod</b>															
Average Out Of Borough per rod		409400	1673	I	S	91,600	NI	30.00	01/04/2021		32.00	6.7%	01/04/2022		91,600
Average Over 65 per rod		409400	1673	I	S		NI	6.20	01/04/2021		6.20	0.0%	01/04/2022		
Average Full per rod		409400	1673	I	S		NI	13.50	01/04/2021		13.50	0.0%	01/04/2022		
High Full per rod		409400	1673	I	S		NI	16.50	01/04/2021		16.50	0.0%	01/04/2022		
High Out Of Borough per rod		409400	1673	I	S		NI	40.00	01/04/2021		41.50	3.8%	01/04/2022		
High Over 65 per rod		409400	1673	I	S		NI	7.20	01/04/2021		7.20	0.0%	01/04/2022		

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22 excl. VAT £ (4)	SAP VAT Indicator UI - 20% or nil (5)	Current Charges incl. VAT £ (6)	Date of last increase (7)	Volume of Usage (8)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
Low Full per rod		409400	1673	I	S		NI	11.50	01/04/2021		11.50	0.0%	01/04/2022		
Low Over 65 per rod		409400	1673	I	S		NI	5.20	01/04/2021		5.20	0.0%	01/04/2022		
Low Out Of Borough per rod		409400	1673	I	S		NI	25.00	01/04/2021		25.50	2.0%	01/04/2022		
<b>Food Growing sites</b>											0.00				
Per raised bed		409480	1673	I	S	900	NI				0.00				900
Coronation Gardens Annexe - Oliver Road Leyton		409480	1673	I	S		NI	28.00	01/04/2021		28.00	0.0%	01/04/2022		
Ive Farm Close - Leyton		409480	1673	I	S		NI	28.00	01/04/2021		28.00	0.0%	01/04/2022		
Harvey Road - Leytonstone		409480	1673	I	S		NI	28.00	01/04/2021		28.00	0.0%	01/04/2022		
Swan Path - Leyton		409480	1673	I	S		NI	28.00	01/04/2021		28.00	0.0%	01/04/2022		
						123,700									123,700
<b>KEY TO CHARGING POLICY</b> Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
<b>KEY TO CREDIT POLICY</b> Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
<b>Notes:</b>															

RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW															
Division/Service Area - REGISTRARS															
Description of Fee / Charge  (1)	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT	SAP VAT Indicator UI - 20% or nil 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT
						£ (4)		£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
<b>Registration Fees/Certificates:</b>															
Certificates - at time of registration				C	SM		NI	£11.00	01/04/2021		£11.00	0.0%	01/04/2022		
Certificates - after registration				C	SM		NI	£11.00	01/04/2021		£11.00	0.0%	01/04/2022		
Issued by Superintendent Registrar				C	P		NI	£11.00	01/04/2021		£11.00	0.0%	01/04/2022		
Issued by Sen Registrar - 24 hour service (Inc.£10 Admin Fee)				C	P		NI	£36.00	01/04/2021		£37.00	2.8%	01/04/2022		
General Search of the Indexes		409524	1306	C	SM	187,000	NI	£19.00	01/04/2021		£19.00	0.0%	01/04/2022		379,400
Notices of Marriage/Civil Partnership				C	SM		NI	£36.00	01/04/2021		£36.00	0.0%	01/04/2022		
Notice of Marriage/Civil Partnership Booking Fee (Saturdays or evenings)				C	P		NI	£46.00	01/04/2021		£47.00	2.2%	01/04/2022		
<b>Marriage/Civil Partnership ceremonies:</b>															
<b>Hire Forest Suite, Grove Road</b>															
Monday - Thursday during office hours				C	P		NI	£165.00	01/04/2021		£170.00	3.0%	01/04/2022		
Monday - Thursday after 5.00pm				C	P		NI	£227.00	01/04/2021		£234.00	3.1%	01/04/2022		
Friday during office hours				C	P		NI	£237.00	01/04/2021		£244.00	3.0%	01/04/2022		
Friday after 5.00pm				C	P		NI	£283.00	01/04/2021		£291.00	2.8%	01/04/2022		
Saturday during office hours				C	P		NI	£319.00	01/04/2021		£329.00	3.1%	01/04/2022		
Saturday after 5.00pm				C	P		NI	£386.00	01/04/2021		£398.00	3.1%	01/04/2022		
Sunday/Bank Holiday				C	P		NI	£514.00	01/04/2021		£529.00	2.9%	01/04/2022		
Naming ceremony, Re-affirmation of marriage/civil partnership	NB. Further £150 to celebrant			C	P		NI	£160.00	01/04/2021		£165.00	3.1%	01/04/2022		
<b>Fellowship Square</b>															
<i>Seaweed Green, Strawberry, Honeysuckle, Wilhelmina</i>															
OFF PEAK MON-THU											£180.00		01/04/2022		
OFF PEAK FRI-SAT											£275.00		01/04/2022		
OFF PEAK SUNDAY											£250.00		01/04/2022		
OFF PEAK BANK HOLIDAY SUNDAY											£275.00		01/04/2022		
PEAK BANK HOLIDAY SUNDAY											£400.00		01/04/2022		
BANK HOLIDAY											£360.00		01/04/2022		
PEAK MON-THU											£250.00		01/04/2022		
PEAK FRI-SAT											£400.00		01/04/2022		
PEAK SUNDAY											£300.00		01/04/2022		
BANK HOLIDAY SUNDAY											£400.00		01/04/2022		
NYE/VALENTINES											£800.00		01/04/2022		



Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22 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)	2022/23 New Fees/Charge s incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
<i>Marigold</i>															
OFF PEAK MON-THU											£180.00		01/04/2022		
OFF PEAK FRI-SAT											£275.00		01/04/2022		
OFF PEAK SUNDAY											£250.00		01/04/2022		
OFF PEAK BANK HOLIDAY SUNDAY											£275.00		01/04/2022		
PEAK BANK HOLIDAY SUNDAY											£400.00		01/04/2022		
BANK HOLIDAY											£360.00		01/04/2022		
PEAK MON-THU											£250.00		01/04/2022		
PEAK FRI-SAT											£400.00		01/04/2022		
PEAK SUNDAY											£300.00		01/04/2022		
BANK HOLIDAY SUNDAY											£400.00		01/04/2022		
NYE/VALENTINES											£800.00		01/04/2022		
<i>Melsetter</i>															
OFF PEAK MON-THU											£210.00		01/04/2022		
OFF PEAK FRI-SAT											£315.00		01/04/2022		
OFF PEAK SUNDAY											£280.00		01/04/2022		
OFF PEAK BANK HOLIDAY SUNDAY											£315.00		01/04/2022		
PEAK BANK HOLIDAY SUNDAY											£475.00		01/04/2022		
BANK HOLIDAY											£420.00		01/04/2022		
PEAK MON-THU											£280.00		01/04/2022		
PEAK FRI-SAT											£475.00		01/04/2022		
PEAK SUNDAY											£350.00		01/04/2022		
BANK HOLIDAY SUNDAY											£475.00		01/04/2022		
NYE/VALENTINES											£950.00		01/04/2022		
<i>Atrium</i>															
OFF PEAK MON-FRI											N/A				
OFF PEAK SAT											£350.00		01/04/2022		
OFF PEAK SUNDAY											£325.00		01/04/2022		
OFF PEAK BANK HOLIDAY SUNDAY											£350.00		01/04/2022		
PEAK BANK HOLIDAY SUNDAY											£525.00		01/04/2022		
BANK HOLIDAY											£500.00		01/04/2022		
PEAK MON-FRI											N/A				
PEAK SAT											£525.00		01/04/2022		
PEAK SUNDAY											£400.00		01/04/2022		
BANK HOLIDAY SUNDAY											£525.00		01/04/2022		
NYE/VALENTINES											£1,050.00		01/04/2022		
<i>May, Lodden-Strawberry (joined)</i>															
OFF PEAK MON-THU											£275.00		01/04/2022		
OFF PEAK FRI-SAT											£400.00		01/04/2022		
OFF PEAK SUNDAY											£380.00		01/04/2022		
OFF PEAK BANK HOLIDAY SUNDAY											£400.00		01/04/2022		
PEAK BANK HOLIDAY SUNDAY											£600.00		01/04/2022		
BANK HOLIDAY											£550.00		01/04/2022		
PEAK MON-THU											£380.00		01/04/2022		
PEAK FRI-SAT											£600.00		01/04/2022		
PEAK SUNDAY											£450.00		01/04/2022		
BANK HOLIDAY SUNDAY											£600.00		01/04/2022		
NYE/VALENTINES		409420	1306			106,100					£1,200.00		01/04/2022		106,100

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22 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)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
<b>Council Chamber</b>															
OFF PEAK MON-THU											£450.00		01/04/2022		
OFF PEAK FRI-SAT											£625.00		01/04/2022		
OFF PEAK SUNDAY											£550.00		01/04/2022		
BOFF PEAK ANK HOLIDAY SUNDAY											£625.00		01/04/2022		
BPEAK ANK HOLIDAY SUNDAY											£750.00		01/04/2022		
BANK HOLIDAY											£900.00		01/04/2022		
PEAK MON-THU											£550.00		01/04/2022		
PEAK FRI-SAT											£750.00		01/04/2022		
PEAK SUNDAY											£650.00		01/04/2022		
BANK HOLIDAY SUNDAY											£750.00		01/04/2022		
NYE/VALENTINES											£1,500.00		01/04/2022		
<b>Lea Bridge Library</b>															
<i>The Pavilion Room</i>															
SAT											£1,000.00		01/04/2022		
SUNDAY											£850.00		01/04/2022		
BANK HOLIDAY SUNDAY											£1,250.00		01/04/2022		
NYE/VALENTINES											£1,500.00		01/04/2022		
<i>The Pavilion Room &amp; Friendship Gardens</i>															
SAT											£1,250.00		01/04/2022		
SUNDAY											£1,000.00		01/04/2022		
BANK HOLIDAY SUNDAY											£1,500.00		01/04/2022		
NYE/VALENTINES											£2,000.00		01/04/2022		
<b>Walthamstow Library</b>															
<i>Hall</i>															
OFF PEAK MON-THU											£275.00		01/04/2022		
OFF PEAK FRI-SAT											£400.00		01/04/2022		
OFF PEAK SUNDAY											£380.00		01/04/2022		
OFF PEAK BANK HOLIDAY SUNDAY											£400.00		01/04/2022		
PEAK BANK HOLIDAY SUNDAY											£600.00		01/04/2022		
BANK HOLIDAY											£550.00		01/04/2022		
PEAK MON-THU											£380.00		01/04/2022		
PEAK FRI-SAT											£600.00		01/04/2022		
PEAK SUNDAY											£450.00		01/04/2022		
BANK HOLIDAY SUNDAY											£550.00		01/04/2022		
NYE/VALENTINES											£1,200.00		01/04/2022		
<b>Leytonstone Library</b>															
<i>Hall</i>															
OFF PEAK MON-THU											£195.00		01/04/2022		
OFF PEAK FRI-SAT											£295.00		01/04/2022		
OFF PEAK SUNDAY											£265.00		01/04/2022		
OFF PEAK BANK HOLIDAY SUNDAY											£295.00		01/04/2022		
PEAK BANK HOLIDAY SUNDAY											£450.00		01/04/2022		
BANK HOLIDAY											£390.00		01/04/2022		
PEAK MON-THU											£265.00		01/04/2022		
PEAK FRI-SAT											£455.00		01/04/2022		
PEAK SUNDAY											£330.00		01/04/2022		
BANK HOLIDAY SUNDAY											£455.00		01/04/2022		
NYE/VALENTINES											£850.00		01/04/2022		

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22 excl. VAT £ (4)	SAP VAT Indicator UI - 20% or nil (5)	Current Charges incl. VAT £ (6)	Date of last increase (7)	Volume of Usage (8)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
<b>Hire Heritage Suite, Town Hall</b>															
Friday after 5pm				C	P		NI	£809.00	01/04/2021		£833.00	3.0%	01/04/2022		
Saturday				C	P		NI	£994.00	01/04/2021		£1,024.00	3.0%	01/04/2022		
Sunday/Bank Holiday				C	P		NI	£1,128.00	01/04/2021		£1,162.00	3.0%	01/04/2022		
Valentine's Day, Christmas Eve, New Year's Eve:															
Friday after 5pm				C	P		NI	£1,066.00	01/04/2021		£1,098.00	3.0%	01/04/2022		
Saturday				C	P		NI	£1,174.00	01/04/2021		£1,209.00	3.0%	01/04/2022		
Sunday/Bank Holiday				C	P		NI	£1,231.00	01/04/2021		£1,268.00	3.0%	01/04/2022		
Use of Committee Room Balcony				C	P		NI	£192.00	01/04/2021		£198.00	3.1%	01/04/2022		
<b>Changes to Ceremonies</b>															
Admin Fee for any Change				C	N		NI	£38.00	01/04/2021		£39.00	2.6%	01/04/2022		
<b>Approved venues</b>															
Monday - Friday (during office hours)				C	P		NI	£427.00	01/04/2021		£440.00	3.0%	01/04/2022		
Monday - Friday (outside office hours)				C	P		NI	£448.00	01/04/2021		£461.00	2.9%	01/04/2022		
Saturday				C	P		NI	£525.00	01/04/2021		£541.00	3.0%	01/04/2022		
Sunday				C	P		NI	£587.00	01/04/2021		£605.00	3.1%	01/04/2022		
Valentine's Day, Christmas Eve, New Year's Eve & New Years Day				C	P		NI	£711.00	01/04/2021		£732.00	3.0%	01/04/2022		
Bank Holidays				C	P		NI	£565.00	01/04/2021		£582.00	3.0%	01/04/2022		
						<b>293,100</b>									<b>485,500</b>
<b>KEY TO CHARGING POLICY</b>															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
<b>KEY TO CREDIT POLICY</b>															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
<b>Notes:</b>															

**RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW**

**Division/Service Area - CITIZENSHIP CEREMONIES**

Description of Fee / Charge  (1)	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see Key below)	Budgeted Income 2021/22 excl. VAT	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT
				(2)	(3)	£ (4)	(5)	£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
<b>Citizenship Ceremonies</b>						289,300								289,300	
Group Ceremonies				C	SM		NI	£82.00	01/04/2019		£85.00	3.7%	01/04/2022		
Single Ceremonies				C	P		NI	£103.00	01/04/2019		£105.00	1.9%	01/04/2022		
Saturday Private Ceremonies				C	P			£150.00	01/04/2019		£155.00	3.3%	01/04/2022		
European Passport Return Service (New)		409305	3302	C	P		UI	£22.00	01/04/2019		£23.00	4.5%	01/04/2022		
Deed Poll Service (New)		409522						£52.00	01/04/2019		£54.00	3.8%	01/04/2022		
Settlement Checking service (new)	New fee 2019/20, see note 2							£14.00	01/04/2019		£14.00	0.0%	01/04/2022		
						289,300								289,300	

**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**

- The Nationality Check and Send service will cease from December 2018 as this service is being taken on by the UK Visas and Immigration Agency. The anticipated full year income loss is £95k
- A bid has been submitted to be part of a pilot from 1.4.2019 providing a settlement checking service. The fee will be statutory.

**RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW**

**Division/Service Area - LIBRARIES**

Description of Fee / Charge	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy	Budgeted Income 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase %	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
<b>HIRE CHARGES</b>						35,500									35,500
Reservations - self service online reservations							NI	£0.70	04/01/2021		£0.70	0%	04/01/2021		
Reservations - self service online reservations Concessions							NI	£0.40	04/01/2021		£0.40	0%	04/01/2021		
Reservations - request per item in stock with staff assistance							NI	£2.10	04/01/2021		£2.10	5%	04/01/2021		
Reservations - Concessions		409410	1920	C	N		NI	£1.00	04/01/2021		£1.00	0%	04/01/2021		
Reservations - Not in stock or outside LLC or Interlibrary Loans							NI	£3.65	04/01/2021		£3.80	4%	04/01/2021		
Reservations - British Library							NI	£8.50	04/01/2021		£8.80	4%	04/01/2021		
Talking Books/Audio Books							UI	£1.80	04/01/2021		£1.90	6%	04/01/2021		
Talking Books/Audio Books - over 60s							UI	£0.65	04/01/2021		£0.70	8%	04/01/2021		
<b>PENALTY FEES</b>						82,500									82,500
Overdue books per item per day								£0.35	04/01/2021		£0.40	14%	04/01/2021		
Overdue charges - Concessionary								£0.25	04/01/2021		£0.30	20%	04/01/2021		
Maximum overdue charge per item		409452	1920	C	N		NI	£6.90	04/01/2021		£7.10	3%	04/01/2021		
Lost ticket replacement								£1.45	04/01/2021		£1.50	3%	04/01/2021		
Lost ticket replacement Concessionary								£0.75	04/01/2021		£0.80	7%	04/01/2021		
<b>PRINTING/PHOTOCOPYING</b>						20,400									20,400
Black and white photocopies, A4 (per page)								£0.25	04/01/2021		£0.30	20%	04/01/2021		
Black and white photocopies, A3 (per page)								£0.35	04/01/2021		£0.40	14%	04/01/2021		
Colour photocopies, A4 (per page)								£1.55	04/01/2021		£1.60	3%	04/01/2021		
Colour photocopies, A3 (per page)								£2.50	04/01/2021		£2.60	4%	04/01/2021		
Black and white printing, A4 (per page)								£0.25	04/01/2021		£0.30	20%	04/01/2021		
Colour printing, A4 (per page)								£0.35	04/01/2021		£0.40	14%	04/01/2021		
Scanning								£0.70	04/01/2021		£0.70	0%	04/01/2021		
<b>FAX</b>															
Fax incoming first sheet		409400						£0.70	04/01/2021		£0.70	0%	04/01/2021		
Fax incoming each subsequent sheet		/409415	1920	C	BE			£0.70	04/01/2021		£0.70	0%	04/01/2021		
Fax Local Area (London) First Sheet		/409420						£1.30	04/01/2021		£1.30	0%	04/01/2021		
Fax Local Area (London) each subsequent Sheet								£0.70	04/01/2021		£0.70	0%	04/01/2021		
Fax United Kingdom First Sheet								£1.50	04/01/2021		£1.50	0%	04/01/2021		
Fax United Kingdom each Subsequent Sheet								£0.70	04/01/2021		£0.70	0%	04/01/2021		
Fax Europe First Sheet								£2.45	04/01/2021		£2.50	2%	04/01/2021		
Fax Europe each subsequent sheet								£1.80	04/01/2021		£1.90	6%	04/01/2021		
Fax USA First Sheet								£2.65	04/01/2021		£2.70	2%	04/01/2021		
Fax USA each subsequent sheet								£1.80	04/01/2021		£1.90	6%	04/01/2021		
Fax Rest of the World First Sheet								£4.25	04/01/2021		£4.40	4%	04/01/2021		
Fax Rest of the World each subsequent sheet								£2.50	04/01/2021		£2.60	4%	04/01/2021		

Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy	Budgeted Income 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or nil 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase %	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
<b>LETTINGS INCOME</b>						148,300									148,300
<b>COMMUNITY ROOM HIRE (Hale End/Lea Bridge)</b>															
Opening Hours - Standard charge								£37.00	04/01/2021		£38.10	3%	04/01/2021		
Opening Hours - Concessionary charge								£18.00	04/01/2021		£18.50	3%	04/01/2021		
Opening Hours - Regular Hirers & Community Caretakers								£14.85	04/01/2021		£15.30	3%	04/01/2021		
Out of Hours - Standard charge								£70.00	04/01/2021		£72.10	3%	04/01/2021		
Out of Hours - Concessionary charge								£50.90	04/01/2021		£52.40	3%	04/01/2021		
Out of Hours - Regular Hirers								£30.80	04/01/2021		£31.70	3%	04/01/2021		
Out of Hours - Community Caretakers								£14.85	04/01/2021		£15.30	3%	04/01/2021		
<b>COMMUNITY ROOM HIRE (Central/Leyton)</b>															
Out of Hours - Standard charge								£70.00	04/01/2021		£72.10	3%	04/01/2021		
Out of Hours - Concessionary charge								£50.88	04/01/2021		£52.40	3%	04/01/2021		
Out of Hours - Regular Hirers								£30.80	04/01/2021		£31.70	3%	04/01/2021		
Out of Hours - Community Caretakers								£14.85	04/01/2021		£15.30	3%	04/01/2021		
<b>HALL HIRE (Leytonstone)</b>															
Opening Hours - Standard charge								£64.70	04/01/2021		£66.60	3%	04/01/2021		
Opening Hours - Concessionary charge								£32.90	04/01/2021		£33.90	3%	04/01/2021		
Opening Hours - Regular Hirers & Community Caretakers								£26.60	04/01/2021		£27.40	3%	04/01/2021		
Out of Hours - Standard charge								£97.65	04/01/2021		£100.60	3%	04/01/2021		
Out of Hours - Concessionary charge								£65.85	04/01/2021		£67.80	3%	04/01/2021		
Out of Hours - Regular Hirers								£42.45	04/01/2021		£43.70	3%	04/01/2021		
Out of Hours - Community Caretakers								£26.60	04/01/2021		£27.40	3%	04/01/2021		
<b>HALL HIRE (Central)</b>															
Out of Hours - Standard charge								£97.65	04/01/2021		£100.60	3%	04/01/2021		
Out of Hours - Concessionary charge								£65.85	04/01/2021		£67.80	3%	04/01/2021		
Out of Hours - Regular Hirers								£42.45	04/01/2021		£43.70	3%	04/01/2021		
Out of Hours - Community Caretakers								£25.60	04/01/2021		£26.40	3%	04/01/2021		
<b>STANDARD MEETING ROOM HIRE (Leyton/Leytonstone)</b>															
Opening Hours - Standard charge								£25.45	04/01/2021		£26.20	3%	04/01/2021		
Opening Hours - Concessionary charge								£12.80	04/01/2021		£13.20	3%	04/01/2021		
Opening Hours - Regular Hirers & Community Caretakers								£10.10	04/01/2021		£10.40	3%	04/01/2021		
Out of Hours - Standard charge								£58.40	04/01/2021		£60.20	3%	04/01/2021		
Out of Hours - Concessionary charge								£45.65	04/01/2021		£47.00	3%	04/01/2021		
Out of Hours - Regular Hirers								£26.60	04/01/2021		£27.40	3%	04/01/2021		
Out of Hours - Community Caretakers								£10.10	04/01/2021		£10.40	3%	04/01/2021		
<b>LARGE MEETING ROOM HIRE (Leyton)</b>		409460	1920	C / I	S										
Opening Hours - Standard charge								£28.65	04/01/2021		£29.50	3%	04/01/2021		
Opening Hours - Concessionary charge								£13.80	04/01/2021		£14.20	3%	04/01/2021		
Opening Hours - Regular Hirers & Community Caretakers								£11.65	04/01/2021		£12.00	3%	04/01/2021		
Out of Hours - Standard charge								£29.65	04/01/2021		£30.50	3%	04/01/2021		
Out of Hours - Concessionary charge								£46.70	04/01/2021		£48.10	3%	04/01/2021		
Out of Hours - Regular Hirers								£27.60	04/01/2021		£28.40	3%	04/01/2021		
Out of Hours - Community Caretakers								£11.15	04/01/2021		£11.50	3%	04/01/2021		
<b>GROUND FLOOR ROOM HIRE (Leytonstone)</b>															
Out of Hours - Standard charge								£78.50	04/01/2021		£80.90	3%	04/01/2021		
Out of Hours - Concessionary charge								£56.25	04/01/2021		£57.90	3%	04/01/2021		
Out of Hours - Regular Hirers								£35.05	04/01/2021		£36.10	3%	04/01/2021		
Out of Hours - Community Caretakers								£18.05	04/01/2021		£18.60	3%	04/01/2021		

Description of Fee / Charge	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy	Budgeted Income 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase %	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
(1)				(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
<b>MEETING ROOM 1 (Wood St)</b>															
Opening Hours - Standard charge								£37.00		44200	£38.10	3%	04/01/2021		
Opening Hours - Concessionary charge								£18.00		44200	£18.50	3%	04/01/2021		
Opening Hours - Regular Hirers & Community Caretakers								£14.85		44200	£15.30	3%	04/01/2021		
Out of Hours - Standard charge								£70.00		44200	£72.10	3%	04/01/2021		
Out of Hours - Concessionary charge								£50.90		44200	£52.40	3%	04/01/2021		
Out of Hours - Regular Hirers								£30.80		44200	£31.70	3%	04/01/2021		
Out of Hours - Community Caretakers								£14.85		44200	£15.30	3%	04/01/2021		
<b>MEETING ROOM 2 (Wood St)</b>															
Opening Hours - Standard charge								£25.45		44200	£26.20	3%	04/01/2021		
Opening Hours - Concessionary charge								£12.80		44200	£13.20	3%	04/01/2021		
Opening Hours - Regular Hirers & Community Caretakers								£10.10		44200	£10.40	3%	04/01/2021		
Out of Hours - Standard charge								£58.40		44200	£60.20	3%	04/01/2021		
Out of Hours - Concessionary charge								£45.65		44200	£47.00	3%	04/01/2021		
Out of Hours - Regular Hirers								£26.60		44200	£27.40	3%	04/01/2021		
Out of Hours - Community Caretakers								£10.10		44200	£10.40	3%	04/01/2021		
<b>ICT SUITE HIRE (Central/Lea Bridge)</b>															
Out of Hours - Standard charge								£67.90	04/01/2021		£69.90	3%	04/01/2021		
Out of Hours - Concessionary charge								£49.90	04/01/2021		£51.40	3%	04/01/2021		
Out of Hours - Regular Hirers								£30.80	04/01/2021		£31.70	3%	04/01/2021		
Out of Hours - Community Caretakers								£13.80	04/01/2021		£14.20	3%	04/01/2021		
Use of ICT Equipment							UI	£7.45	04/01/2021		£7.70	3%	04/01/2021		
Use of laptop, projector or screen							UI	£12.80	04/01/2021		£13.20	3%	04/01/2021		
						<b>286,700</b>									<b>286,700</b>
<b>KEY TO CHARGING POLICY</b>															
Profit (P), Break even (BE), Statutory Maximum (SM), Nominal (N), Subsidy (S), Ringfenced Account (RA)															
<b>KEY TO CREDIT POLICY</b>															
Cash (C), Pro Forma Invoice (PFI), Invoice-14 Days (I), Other (O) (please describe)															
<b>Notes:</b>															

**FINANCE & GOVERNANCE 2022/23 - FEES AND CHARGES REVIEW**

**Division/Service Area - REVENUES & BENEFITS - REVENUES**

Description of Fee / Charge  (1)	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or nil 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase %	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
		(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)		
Court Cost Income - Ctax	1	409452	1545	O	SM	800,000	NI	£99.50	01/04/2021	6,524	£99.50	0.0%	01.04.22		800,000
Court Cost Income - NNDR	1	409452	1545	O	SM	80,000	NI	£199.50	01/04/2021	930	£199.50	0.0%	01.04.22		80,000
		The Court agree costs charged. They are collected as part of the Council Tax or Business Rate debt.													
						<b>880,000</b>									<b>880,000</b>

**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**

- Costs charges have been reviewed and also take into account reduction in fee payable to the magistrates court from £2.50 to £0.50.
- Council Tax charge remains the same, reviewed calculations showed an increase of £2.00 so have decided to keep level under £100.
- Reviewed calculation for NNDR shows a decrease in the charge due to more summonses being issued. However we have kept the charge the same as our costs will increase in 2022/23 in line with inflation.



**FINANCE & GOVERNANCE 2022/23 - FEES AND CHARGES REVIEW**

Division/Service Area - Governance - Mortuary															
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 2021/22 excl. VAT	SAP VAT Indicator UI - 20% or nil	Current Charges incl. VAT	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT
				(2)	(3)	£ (4)	(5)	£ (6)	(7)	(8)	£ (9)	% (10)	(11)	(12)	£ (13)
<b>Mortuary</b>															
Storage		409450	1594	C	BE		NI	15	01/04/2021		15.45	3.0%	01/04/2022		
Post Mortem 2nd		409450	1594	C	BE		NI	775	01/04/2021		798.25	3.0%	01/04/2022		
Special		409450	1594	C	BE		NI	775	01/04/2021		798.25	3.0%	01/04/2022		
Post Mortem Infectious		409450	1594	C	BE		NI	545	01/04/2021		561.35	3.0%	01/04/2022		
Post Mortem		409450	1594	C	BE		NI	515	01/04/2021		530.45	3.0%	01/04/2022		
Releasing body out of hours		409450	1594	C	BE		NI	205	01/04/2021		211.15	3.0%	01/04/2022		
Private Post Mortem		409450	1594	C	BE	2,000	NI	775	01/04/2021		798.25	3.0%	01/04/2022	2,000	
<b>Mutual Aid</b>															
Storage		409450	1594	C	BE		NI	7	01/04/2021		7.21	3.0%	01/04/2022		
Special		409450	1594	C	BE		NI	345	01/04/2021		355.35	3.0%	01/04/2022		
Post Mortem		409450	1594	C	BE		NI	515	01/04/2021		530.45	3.0%	01/04/2022		
<b>Coronial Charges</b>															
Storage		409450	1594	C	BE		NI	10	01/04/2021		10.30	3.0%	01/04/2022		
Post Mortem		409450	1594	C	BE		NI	370	01/04/2021		381.10	3.0%	01/04/2022		
						<b>2,000</b>								<b>2,000</b>	

**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:**

Negotiated charges with LB Newham and the Coronial service charges agreed for all jurisdictional mortuaries

Income budget reduced down from 4000 to 2000 due to closure

Head of legal on A/L

ECONOMIC GROWTH - CULTURE 2022/23 - FEES AND CHARGES REVIEW

Division/Service Area	Museum & Galleries														
	Budget details					Existing Charges					New Proposals				
	Note	Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase %	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
(1)			(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	
<b>William Morris Gallery</b>															
	1	409400	1923	C	P	215,000	UI/ZI		01/04/2021			01/04/2022		215,000	
<b>Sales</b>															
On-Line Sales	1	409414	1923	C	P	50,000			01/04/2021			01/04/2022		50,000	
License Fees	1	409455	1923	C	P	120,000			01/04/2021			01/04/2022		120,000	
Image and Loan Fees	1	409420 / 409547	1923	C	P	8,000			01/04/2021			01/04/2022		8,000	
Schools Visits / Workshops	1	409471	1923	C	P				01/04/2021			01/04/2022		0	
<b>Reproduction Fees/Royalties</b>															
<b>Reproduction Fees</b>															
<b>Still's used in television and film/documentaries.</b>															
One country				C	P		UI	74.00	01/04/2021			01/04/2022			
World				C	P		UI	149.00	01/04/2021			01/04/2022			
<b>Personal use and academic review and journals with a print run under 1,000</b>															
<b>Existing image</b>															
Charge for each image thereafter				C	P		UI	10.00	01/04/2021			01/04/2022			
New Image				C	P		UI	12.00	01/04/2021			01/04/2022			
New Photography - Price Available on request															
<b>Exhibition catalogues (one-time, non-exclusive use) per image up to full page size reproduction</b>															
Editorial Content				C	P		UI	74.00	01/04/2021			01/04/2022			
Front Cover				C	P		UI	160.00	01/04/2021			01/04/2022			
<b>Books and other publications (one-time, non-exclusive use) per image up to full page size reproduction</b>															
<b>Editorial Content</b>															
0-5000				C	P		UI	74.00	01/04/2021			01/04/2022			
5,001-10,000				C	P		UI	128.00	01/04/2021			01/04/2022			
10,001- 20,000				C	P		UI	180.00	01/04/2021			01/04/2022			
<b>Cover illustration</b>															
0-5000				C	P		UI	160.00	01/04/2021			01/04/2022			
5,001-10,000				C	P		UI	263.00	01/04/2021			01/04/2022			
10,001- 20,000				C	P		UI	371.00	01/04/2021			01/04/2022			

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22 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)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
<b>Websites-academic (one-time, non-exclusive use):</b>															
Editorial Content				C	P		UI	43.00	01/04/2021				01/04/2022		
Home page				C	P		UI	74.00	01/04/2021				01/04/2022		
0-3: 0% 4-7: 25% 8-12: 35%															
<b>Websites- commercial (one-time, non-exclusive use):</b>															
<b>Editorial Content</b>															
Home page				C	P		UI	74.00	01/04/2021				01/04/2022		
0-3: 0% 4-7: 25% 8-12: 35%															
<b>Newspapers, magazines and commercial publications</b>															
<b>National:</b>															
Editorial Content				C	P		UI	74.00	01/04/2021				01/04/2022		
Cover illustration				C	P		UI	165.00	01/04/2021				01/04/2022		
<b>Marketing Literature</b>															
Editorial Content				C	P		UI	74.00	01/04/2021				01/04/2022		
Front Cover				C	P		UI	84.00	01/04/2021				01/04/2022		
Discount structure per number of images: 0-3: 0% 4-7: 25% 8-12: 35%															
<b>Outdoor marketing</b>															
One off				C	P		UI	148.00	01/04/2021				01/04/2022		
Multiple use				C	P		UI	254.00	01/04/2021				01/04/2022		
Discount structure per number of images: 0-3: 0% 4-7: 25% 8-12: 35%															
<b>Still used in television and film/documentaries</b>															
One country				C	P		UI	74.00	01/04/2021				01/04/2022		
World				C	P		UI	148.00	01/04/2021				01/04/2022		
<b>Still used in marketing film</b>															
One country				C	P		UI	148.00	01/04/2021			No change as unable to achieve current income target.	01/04/2022		
World				C	P		UI	216.00	01/04/2021			Fees and Charges are being reviewed post Covid Reset.	01/04/2022		
<b>Exhibitions use, panels and displays</b>															
Up to one year				C	P		UI	74.00	01/04/2021				01/04/2022		
Over one year				C	P		UI	148.00	01/04/2021				01/04/2022		
<b>Vestry House</b>															
Sales		409400	1922	C	P	8,000									8,000
<b>Service Fees (COPYING)</b>															
A4 photocopy (b/w only)		409450	1922	C	P	0	NI	1.00	01/04/2021				01/04/2022		
A3 photocopy (b/w only)				C	P		NI	1.00	01/04/2021				01/04/2022		
A4 printout from microfiche/film (b/w only)				C	P		NI	1.00	01/04/2021				01/04/2022		
A4 low resolution scan, printed on paper (colour or b/w)				C	P		NI	3.00	01/04/2021				01/04/2022		
A4 high resolution scan, printed on paper (colour or b/w)				C	P		NI	7.00	01/04/2021				01/04/2022		
Certified copy of parish register entry (Fee set by Diocese of Chelmsford)				C	P		NI	4.00	01/04/2021				01/04/2022		
Use of a camera (digital or non-digital) [per day]				C	P		NI	5.00	01/04/2021				01/04/2022		

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22 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)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
<b>WMG venue hire prices</b>	1	409410	1923			35,000									35,000
<b>Acanthus</b> (Mon-Thurs)															
3Hrs £270-£289															
7Hrs £415-£457															
Community Hire £365-£407															
Bank Holiday £600															
Additional Hour															
Community Additional Hour															
<b>Acanthus</b> (Fri-Sun)															
3Hrs £391-£430															
7Hrs £602-£662															
Bank Holiday £662															
Additional Hour															
<b>Story Lounge &amp; Tea Room</b> (Mon-Thurs)															
3Hrs £607-£668															
Community Hire £557-£618															
Bank Holiday £743															
Additional Hour															
Community Additional Hour															
<b>Story Lounge &amp; Tea Room</b> (Fri-Sun)															
3Hrs £880-£968															
Bank Holiday £968															
Additional Hour															
<b>All Areas</b> (Mon-Thurs)															
3hrs £1550-1705															
Additional Hour															
(Fri-Sun)															
3hrs £2248-£2472															
Additional Hour															
Tea Room 'Glasshouse' 3 hours															
Additional hour															
Acanthus & Glasshouse 10am -5pm (Monday only) 5pm to 11pm (Tue to Sun)															

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22 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)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
<b>Vestry House Museum</b> (Mon-Thurs)	1	409410	1922			36,000									36,000
3Hrs £276-£303															
7Hrs £510-£561															
12Hrs £999-£1099															
Community Hire £375-£450															
Bank Holiday £1264 12 hrs Only															
Additional Hour															
Community Additional Hour															
(Fri-Sun)															
3Hrs £336-£369															
7Hrs £621-£683															
12Hrs £1,149-£1,264															
Bank Holiday £1264															
Additional Hour															
						<b>472,000</b>									<b>472,000</b>

**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**

- 2018/19 budgets realigned during year
- Museums and Galleries CCM decided not to inflate prices due to not forecasting to hit current income targets and benchmarking analysis which revealed that prices were currently quite high in comparison to similar entities

**CORPORATE DEVELOPMENT 2022/23 - FEES AND CHARGES REVIEW**

**Division/Service Area - WALTHAM FOREST NEWS**

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 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)			
<b>COMMUNICATIONS</b>															
<b>WFN</b>	Internal Advertising	409501	1272	Other-Internal Recharge (Internal)	BE	Was subject to a judicial review in 2019/20			01/04/2021				01/04/2022		278,100
	External advertising	409502	1272	I	BE				01/04/2021				01/04/2022		
	All Charges are presented inc. of VAT														
<b>General Advertisement</b>															
<b>Full Page</b>															
1-off ad							2,225.00		01/04/2021	N/A	2,291.75	3.0%	01/04/2022		
2-3 ads							2,040.00		01/04/2021	N/A	2,101.20	3.0%	01/04/2022		
3-6 ads							1,855.00		01/04/2021	N/A	1,910.65	3.0%	01/04/2022		
7 ads							1,500.00				1,545.00	3.0%			
<b>1/2 page landscape/Portrait</b>															
1-off ad							1,115.00		01/04/2021	N/A	1,148.45	3.0%	01/04/2022		
2-3 ads							1,020.00		01/04/2021	N/A	1,050.60	3.0%	01/04/2022		
3-6 ads							925.00		01/04/2021	N/A	952.75	3.0%	01/04/2022		
7 ads							750.00				772.50				
<b>1/4 page</b>															
1-off ad							595.00		01/04/2021	N/A	612.85	3.0%	01/04/2022		
2-3 ads							560.00		01/04/2021	N/A	576.80	3.0%	01/04/2022		
3-6 ads							495.00		01/04/2021	N/A	509.85	3.0%	01/04/2022		
7 ads							420.00				432.60				
<b>1/8th page</b>															
1-off ad							310.00		01/04/2021	N/A	319.30	3.0%	01/04/2022		
2-3 ads							280.00		01/04/2021	N/A	288.40	3.0%	01/04/2022		
3-6 ads							250.00		01/04/2021	N/A	257.50	3.0%	01/04/2022		
7 ads							240.00				247.20				

Description of Fee / Charge (1)	Note	Cost Element	Cost Centre	Credit Policy (see key below) (2)	Charging Policy (see key below) (3)	Budgeted Income 2021/22 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)	2022/23 New Fees/Charges incl. VAT £ (9)	% Increase % (10)	Effective Date (11)	Anticip. Volume (% of existing) (12)	Budgeted Income 2022/23 excl. VAT £ (13)
<b>1/16th page</b>															
1-off ad								155.00	01/04/2021	N/A	159.65	3.0%	01/04/2022		
2-3 ads								135.00	01/04/2021	N/A	139.05	3.0%	01/04/2022		
3-6 ads								125.00	01/04/2021	N/A	128.75	3.0%	01/04/2022		
7 ads								120.00			123.60				
<b>Front banner</b>															
1-off ad								620.00	01/04/2021	N/A	638.60	3.0%	01/04/2022		
2-3 ads								570.00	01/04/2021	N/A	587.10	3.0%	01/04/2022		
3-6 ads								520.00	01/04/2021	N/A	535.60	3.0%	01/04/2022		
7 ads								480.00			494.40				
<b>Specials</b>															
4 page cover wrap								8,700.00	01/04/2021	N/A	8,961.00	3.0%	01/04/2022		
4 page centre page pull-out								6,180.00	01/04/2021	N/A	6,365.40	3.0%	01/04/2022		
8 page centre page pull-out								9,900.00	01/04/2021	N/A	10,197.00	3.0%	01/04/2022		
12 page centre page pull-out								14,800.00	01/04/2021	N/A	15,244.00	3.0%	01/04/2022		
Front page banner purchased with supplement								370.00	01/04/2021	N/A	381.10	3.0%	01/04/2022		
<b>Recruitment Rates</b>															
<b>Full Page</b>								3,670.00	01/04/2021	N/A	3,780.00	3.0%	01/04/2022		
1/2 page								1,890.00	01/04/2021	N/A	1,946.00	3.0%	01/04/2022		
1/4 page								950.00	01/04/2021	N/A	978.00	3.0%	01/04/2022		
1/8th page								500.00	01/04/2021	N/A	515.00	3.0%	01/04/2022		
Sc rate:								30.00	01/04/2021	N/A	31.00	3.3%	01/04/2022		
<b>Leaflet Drop</b>															
£26 per thousand (plus VAT)							NI	27.00	01/04/2021	N/A	42.00	55.6%	01/04/2022		
20% Extra for Soalce drop (Exclusive leaflet drop)															
						<b>270,000</b>									<b>278,100</b>

**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 appeal to continue producing WFN was lost in the high courts, so the future format of the publication is currently under review

**RESIDENT SERVICES 2022/23 - FEES AND CHARGES REVIEW**
**Division/Service Area - Sport Pitch & Open Space**

Description of Fee / Charge  (1)	Note	Budget details				Existing Charges					New Proposals				
		Cost Element	Cost Centre	Credit Policy (see key below)	Charging Policy (see key below)	Budgeted Income 2021/22 excl. VAT £	SAP VAT Indicator UI - 20% or ni 0%	Current Charges incl. VAT £	Date of last increase	Volume of Usage	2022/23 New Fees/Charges incl. VAT £	% Increase	Effective Date	Anticip. Volume (% of existing)	Budgeted Income 2022/23 excl. VAT £
		(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)		
<b>Pitches - Football</b>															
11 a side Adult Casual		409460	1901					115.00	01/04/21		120.00	4.35%	01/04/22		
Block price - 10 games or mor @ £92 per game		409460	1901					900.00	01/04/21		920.00	2.22%	01/04/22		
11 a side Youth		409460	1901					62.00	01/04/21		65.00	4.84%	01/04/22		
Block price - 10 games or more		409460	1901					550.00	01/04/21		560.00	1.82%	01/04/22		
Schools rate - Casual rate per hour		409460	1901					34.00	01/04/21		35.00	2.94%	01/04/22		
Schools rate - Pitch hire		409460	1901					42.00	01/04/21		43.00	2.38%	01/04/22		
<b>Pitches - Cricket</b>															
Cricket Pitch - Casual per game		409460	1901					153.00	01/04/21		158.00	3.27%	01/04/22		
Synthetic cricket pitch per hour		409460	1901					26.00	01/04/21		27.00	3.85%	01/04/22		
Training on Grass (no markings per hour )		409460	1901					11.50	01/04/21		15.00	30.43%	01/04/22		
<b>Room Hire</b>															
Long Room Casual		409460	1901					42.00	01/04/21		45.00	7.14%	01/04/22		
Long Room block of 10								31.00	01/04/21		32.00	3.23%	01/04/22		
T/T Hall Casual		409460	1901			£68,400		42.00	01/04/21		45.00	7.14%	01/04/22	£68,400	
T/T Hall block of 10								31.00	01/04/21		32.00	3.23%	01/04/22		
Boxing Gym Casual		409460	1901					50.00	01/04/21		52.00	4.00%	01/04/22		
Boxing Gym block of 10 (£35ph)		409460	1901					350.00	01/04/21		360.00	2.86%	01/04/22		
<b>Cricket Hub</b>															
Indoor Cricket Net Peak		409460	1901					21.00	01/04/21		21.00	0.00%	01/04/22		
Indoor Cricket Net Off Peak		409460	1901					16.00	01/04/21		16.00	0.00%	01/04/22		
Studio Casual		409460	1901					30.00	01/04/21		35.00	16.67%	01/04/22		
Studio Block of 10		409460	1901					250.00	01/04/21		260.00	4.00%	01/04/22		
Multi Purpose Room Casual		409460	1901					50.00	01/04/21		52.00	4.00%	01/04/22		
Multi Purpose Room Block of 10		409460	1901					350.00	01/04/21		360.00	2.86%	01/04/22		
Clubroom Casual		409460	1901					50.00	01/04/21		52.00	4.00%	01/04/22		
Clubroom Block of 10		409460	1901					350.00	01/04/21		360.00	2.86%	01/04/22		
Classroom Casual		409460	1901					50.00	01/04/21		52.00	4.00%	01/04/22		
Classroom Block of 10		409460	1901					350.00	01/04/21		360.00	2.86%	01/04/22		
						68,400								68,400	

**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:**



<b>LONDON BOROUGH OF WALTHAM FOREST</b>						
<b>Medium Term Financial Strategy 2020-25 Including DSG</b>						
<b>Based on the known risks</b>	<b>Plan 20/21 Sept 20</b>	<b>Plan 21/22</b>	<b>Plan 21/22 Sept 21</b>	<b>Plan 22/23</b>	<b>Plan 23/24</b>	<b>Plan 24/25</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
General Fund Budget b/f	208,129	214,633	214,633	204,931	226,418	231,422
Dedicated Schools Grant (DSG) Budget b/f	164,950	171,199	171,199	179,787	185,310	190,095
<b>Total Base Budget b/f</b>	<b>373,079</b>	<b>385,832</b>	<b>385,832</b>	<b>384,718</b>	<b>411,728</b>	<b>421,517</b>
<b>(Increase) / Reduction in Government Funding</b>						
Change in Dedicated Schools Grant / PP	6,249	8,588	8,588	5,523	4,784	4,052
Improved Better Care Fund SR2015	(1,089)	0	0	0	0	0
Homelessness Reduction Bill	(488)	0	0	0	0	0
Small Business Rate Relief Grant	193	32	32	0	0	0
Rough Sleeping Initiative Grant	(415)	0	0	0	0	0
Adult Social Care Funding	1,089	0	0	0	0	0
Adult & Children Social Care Funding	1,860	0	0	0	0	0
Social Care Grant announced SR19 (Sept'19)	(6,445)	0	0	0	0	0
Additional SC Grant SR20 (Nov'20)	0	(1,460)	(1,460)	(2,913)	0	0
New Lower Tier Grant one year only	0	(628)	(628)	(33)	0	0
Local Council Tax Support Grant (1 Year only)	0	(2,081)	(2,081)	2,081	0	0
Covid-19 grant for 21/22	0	(8,581)	(8,581)	8,581	0	0
Borough of Culture	1,050	150	150	0	0	0
	<b>375,083</b>	<b>381,853</b>	<b>381,853</b>	<b>397,958</b>	<b>416,513</b>	<b>425,569</b>
<b>Inflation</b>	4,359	4,411	4,411	4,685	4,713	4,808
<b>Additional Inflation</b>	0	(2,337)	(2,337)	0	0	0
<b>Movement in contingency:</b>	(1,019)	0	0	0	0	0
<b>Additional income from 3% increase</b>	(346)	0	0	(805)	0	0
<b>New Burdens / External Pressures</b>						
Health and Social Care Levy (1.25%)	0	0	0	1,100	0	0
Change in NLWA non-household levy	(14)	(0)	(0)	28	30	0
Public Health Grant now Exchequer support	651	0	375	465	0	0
Interest and Capital Financing		1,000	1,000	1,000	1,000	0
Homelessness Reduction Bill	488	0	0	0	0	0
Council Tax increase for Social Care	2,121	3,222	3,222	1,500	157	155
Improved Better Care Fund SR2015	1,089	0	0	0	0	0
Small Business Rate Relief	(193)	(32)	(32)	0	0	0
Growth in service demand	2,000	5,100	5,100	2,237	3,237	0
Rough Sleeping Initiative	415	0	0	0	0	0
Adult Social Care Funding	(1,089)	0	0	0	0	0
Adult & Children Social Care Funding	(1,860)	0	0	0	0	0
Social Care Grant announced SR19 (Sept'19)	6,445	1,460	1,460	2,913	0	0
Borough of Culture	(1,050)	(150)	(150)	0	0	0
Climate Change	1,000	(1,000)	(1,000)	0	0	0
Service Pressure identified	482	0	0	0	0	0
<b>Savings:</b>						
2% efficiency savings 17/18-19/20 identified	(2,434)	0	0	0	0	0
Efficiency savings 20/21 identified	(2,482)	0	0	0	0	0
Alloc. to Tax Base fluctuation reserve 19/20	(358)	0	0	0	0	0
Alloc. from Tax Base fluctuation reserve 20/21	(1,415)	1,415	1,415	0	0	0
Alloc. from Tax Base fluctuation reserve 21/22	0	(468)	(468)	468	0	0
Alloc. from Tax Base fluctuation reserve 22/23	0	0	0	(8,346)	8,346	0
Alloc. from Section 31 reserve 21/22	0	(8,912)	(8,912)	8,912	0	0
Alloc to levy equalisation reserve 19/20	(341)	0	0	0	0	0
Alloc to levy equalisation reserve 20/21	1,917	(1,917)	(1,917)	0	0	0
Alloc to levy equalisation reserve 21/22	0	649	649	(649)	0	0
Alloc to levy equalisation reserve 22/23	0	0	0	262	(262)	0
Alloc from levy equalisation reserve 23/24	0	0	0	0	(2,284)	2,284
Alloc from levy equalisation reserve 24/25	0	0	0	0	0	(2,461)
Drawdown from Budget Strategy reserve 19/20	2,434	0	0	0	0	0
Drawdown from Budget Strategy reserve 20/21	(410)	410	410	0	0	0
Allocation to funding risk reserve	359	(359)	(359)	0	0	0
(Shortfall)/Surplus	0	(0)	(0)	0	(9,933)	1,035
<b>Total Waltham Forest expenditure</b>	<b>385,832</b>	<b>384,343</b>	<b>384,718</b>	<b>411,728</b>	<b>421,517</b>	<b>431,390</b>

<b>Based on the known risks</b>	<b>Plan 20/21 Sept 20</b>	<b>Plan 21/22</b>	<b>Plan 21/22 Sept 21</b>	<b>Plan 22/23</b>	<b>Plan 23/24</b>	<b>Plan 24/25</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
NLWA levy excluding non-household	8,730	9,565	9,565	10,091	12,637	12,814
Other levies	619	627	627	635	635	635
<b>Levies excluding NLWA non-household</b>	<b>9,349</b>	<b>10,192</b>	<b>10,192</b>	<b>10,726</b>	<b>13,272</b>	<b>13,449</b>
(Surplus) / deficit on the Collection Fund NNDR	(597)	8,323	8,323	4,750	0	0
(Surplus) / deficit on the Collection Fund CT	(1,889)	859	859	(1,307)	0	0
Additional homes per annum CT impact	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
<b>Total Collection Fund</b>	<b>(3,486)</b>	<b>8,182</b>	<b>8,182</b>	<b>2,443</b>	<b>(1,000)</b>	<b>(1,000)</b>
<b>Settlement Funding Assessment</b>						
Business Rate Retention	(19,856)	(18,932)	(18,932)	(16,999)	(20,643)	(21,056)
Business Rate baseline reset				0	0	0
NNDR section 31 grant	(3,945)	(3,368)	(3,368)	(8,160)	(4,127)	(4,209)
Top-up	(48,439)	(48,439)	(48,439)	(48,439)	(50,395)	(51,403)
Top-up - Section 31	0	0	0	(1,000)	(1,000)	(1,000)
Revenue Support Grant	(18,804)	(18,908)	(18,908)	(19,491)	(19,672)	(20,065)
Public Health Grant	(16,162)	(16,162)	(16,537)	(17,002)	(17,002)	(17,002)
<b>Total Settlement Funding Assessment</b>	<b>(107,205)</b>	<b>(105,808)</b>	<b>(106,183)</b>	<b>(111,091)</b>	<b>(112,839)</b>	<b>(114,736)</b>
New Homes Bonus	(3,001)	(2,107)	(2,107)	(2,250)	(619)	(619)
Service Grant	0	0	0	(4,836)	(4,836)	(4,836)
Dedicated Schools Grant (DSG)	(164,656)	(173,147)	(173,147)	(178,800)	(183,585)	(187,637)
Pupil Premium (PP)	(6,543)	(6,640)	(6,640)	(6,510)	(6,510)	(6,510)
Total Exchequer support	(281,406)	(287,703)	(288,078)	(303,487)	(308,389)	(314,337)
<b>To be met from Council Tax</b>	<b>110,289</b>	<b>115,014</b>	<b>115,014</b>	<b>121,410</b>	<b>125,400</b>	<b>129,502</b>
Council Tax base	77,221	76,701	76,701	78,615	79,615	80,615
<b>Waltham Forest Council Tax</b>	<b>1,428.23</b>	<b>1,499.51</b>	<b>1,499.51</b>	<b>£ 1,544.35</b>	<b>£ 1,575.08</b>	<b>£ 1,606.42</b>
% increase	3.99%	0	4.99%	2.99%	1.99%	1.99%
Waltham Forest precept	<b>£ 1,303.41</b>	<b>1,331.83</b>	<b>1,331.83</b>	<b>£ 1,361.67</b>	<b>£ 1,392.40</b>	<b>£ 1,423.74</b>
% increase	2.14%	0.02	2.18%	2.24%	2.26%	2.25%
Social Care precept	<b>£ 124.83</b>	<b>167.68</b>	<b>167.68</b>	<b>£ 182.68</b>	<b>£ 182.68</b>	<b>£ 182.68</b>
GLA precept	£ 332.07	363.66	363.66	£ 395.59	£ 423.49	£ 451.94
% increase	3.61%	0.10	9.51%	8.78%	7.05%	6.72%
Total Council Tax	£ 1,760.30	1,863.17	1,863.17	£ 1,939.94	£ 1,998.57	£ 2,058.36
Overall increase	3.92%	0.06	5.84%	4.12%	3.02%	2.99%

## Budget and MTFS Risk Analysis

Risk / Weakness	Implications	RISK L/I Change	Mitigating actions	Relevance to Services
<b>1. Fair Funding Review 2023/24</b>				
Local government funding allocations post 2022/23 are uncertain and Waltham Forest's share of funding could reduce significantly as funding is redistributed to other councils	Decisions may be taken which have potentially adverse consequences for the Council in later years.	L – 3 I – 4  12 ↔	1) Robust budget preparation, budget setting, and financial ground rules are key elements in managing this risk.  2) Waltham Forest is leading on behalf of East London authorities to ensure that it receives a fair consideration when new funding arrangements are announced.	All
<b>2. Localising Business Rates</b>				
On-going risk from appeals and also the impact on collection rates as following the implementation of localising business rates, with up to 75% of outcome will fall on Local Government.	Adverse financial outcome for the Council in future years  In addition the Council faces the prospect of future transfer of responsibilities or "new burdens" with the potential full localisation of Business Rates.	L – 3 I – 4  12 ↔	1) Continuing efforts to collaborate and interact with MHCLG, Valuation Office, London Councils, etc.  2) Lobbying "Central Government" (i.e. Valuation Office, MHCLG)	All
<b>3. Brexit and Covid</b>				
Impact of Brexit and Covid on the wider economy	Potential slowdown of the economy which could lead to an increase in unemployment.  Central government funding to departments could be hit with a consequential impact on local government funding.	L – 3 I – 3  9 ↔	1) Proactive organisational financial planning. 2) Council policies to promote local business. 3) Council policies to increase employment.	All

Content 21 Revenue Budget Risk Assessment

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
<b>4. Pension Fund Assets / Pension Fund Deficit</b>				
Pension Fund assets failing to deliver returns in line with the anticipated returns underpinning valuation of Pension Fund Liabilities over the long-term.	The Council's Pension Fund being under-funded resulting in an increase in the employer contribution rate and deficit funding that the Council pays into the fund.	L – 2 I – 3 <b>6</b> ↑	1) The Council has made pension pre-payments, thereby reducing the ongoing deficit contribution in the MTFS  2) The Council continues to explore pre-payments as a means of reducing the pension deficit, as well as taking a robust approach to its pension investments to maximise return	All
<b>5. Reliance on Commercial Income</b>				
Exploring alternative sources of income to offset core funding reductions and also ensure value for money for residents	A recession or other unexpected/uncontrollable event could leave the Council exposed to under-funding or large losses in income.  Competition - As well as individual factors influencing demand the Council has to consider competitive forces in certain service areas. Especially trading activities.	L – 3 I – 3 <b>9</b> ↓	1) Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets.  2) Council receives compensation for sales, fees and charges lost during the Covid-19 pandemic	Specific Services
<b>6. North London Waste Authority (NLWA)</b>				
The plant that services North London is in imminent need of replacement which would add a significant financial pressure on the Council in the next few years	A cliff-edge in increased costs following the replacement plant would place significant pressure on the Council's budget and result in service reductions being needed to balance the budget	L – 3 I – 3 <b>9</b> ↔	1) The use of the NWLA smoothing reserve will act as a buffer for any sudden increases and allow the Council to manage any budget requirements more effectively	Specific Service

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
<b>7. Inflation</b>				
The Council's expenditure (pay and non-pay) is subject to annual inflation based on indexation that is determined by external stakeholders e.g. Central Government for pay and suppliers through agreed contracts for other service expenditure	Sharp increases in inflation would result in higher for day to day expenditure and costs related to employment.	L – 4 I – 2  8 ↔	1) Monitoring actual inflation and forecast projection (e.g. at key milestones such as HM Treasury's Budget announcement) and modelling the impact of incremental increases on the Council's applicable expenditure. 2) Exploring all opportunities during the tendering process for all service contracts to minimise indexation clauses, negotiate for favourable fees etc. 3) regular refresh of the Council's MTFS	All
<b>8. Delivery of Budgeted Savings</b>				
Agreed MTP Savings are not fully achieved or slip into future years.	Potential for in-year overspends and funding gaps	L – 4 I – 3  12 ↔	1) Robust challenge of all proposed MTFS Savings during the MTFS process 2) In-year monitoring of agreed MTFS Savings	All
<b>9. Planned Use of Capital Receipts</b>				
Capital receipts are generated when an asset is disposed of and are source of financing capital expenditure. However, there can be delays in completing the disposal of an asset which then delays the inflow of a capital receipt.	Shortfalls in financing of capital expenditure, possibly resulting in higher borrowing costs.	L – 2 I – 3  6 ↑	1) In-depth analysis and challenge of capital project cash flow projections. 2) Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets.	Specific Services

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
<b>10. Impact of London Living Wage on the Council's social care budgets</b>				
The Council's commitment to extend London Living Wage to its social care contracts	There would be an increase in costs across social care budgets which are already under pressure due to continually increasing demand	L – 3 I – 3  9 ↔	1) Effective modelling of potential costs to smooth any increases over a longer number of years 2) Engaging with social care providers to ensure that LLW is only paid to those who qualify 3) Implementing LLW at the point of contract renewals to reduce any significant cost increases over a short period	All
<b>11. Interest Rate changes</b>				
Changes to the Bank Base Rate and returns on investments.	The Council earns an amount of income from its Treasury function. Should the country return to a reducing interest rate situation then such a decrease in interest rates could mean returns on investment are lower, reducing the amount of income earned e.g. from Government Bonds	L – 2 I – 3  6 ↔	The Council has a number of options available to it to mitigate these risks. These include: placing fixed term deposits as opposed to instant access, limiting deposits in money market funds and closely monitoring interest rate forecasts and available market rates.	Specific Service
<b>12. Public Health Grant Funding</b>				
The Government is proposing reductions to Public Health grant funding, along with possible removal of the ring-fence for the grant/potential changes to the Public Health grant conditions.	The proposed changes to the grant would cause a funding pressure for the service and have the potential to cause short-medium term disruptions to the service and on-going projects.	L – 2 I – 3  6 ↓	Budget savings proposals are in line with the expected funding level of the grant in the first year of the MTFS. Regular refresh of the MTFS will ensure that the consequences of any further grant reduction are considered as part of the council's overall financial position.	Specific Service

**END**