



**2017/18**  
**BUDGET BOOK**



# CONTENTS

	<u>Page Number</u>
<b>CONTENTS</b>	1
<b><u>Statement by the Leader</u></b>	3
<b><u>Summary Information</u></b>	
Summary of Revenue Budget Requirement	12
Calculation of Council Tax and Other Information	13
Staffing Figures	14
<b><u>General Fund - Service Unit Revenue Budgets</u></b>	
Adult Social Care	17
Public Health	19
Children's Social Care	21
Children & Young People	23
Community Learning & Commissioning	25
Development	27
Environment	29
Housing & Communities	31
Tourism	33
Strategic Finance	35
Legal & Democratic	37
HR Services	39
IT Services	41
Business Change	43
Executive Board	45
<b><u>General Fund - Corporate Items</u></b>	
Levies	47
Non-Service Operating Items	48
Corporate Items	49
Interest Items - General Fund Only	50
Corporate Revenue Contribution to Capital	51
Corporate Appropriations	52
<b>Housing Revenue Account (HRA)</b>	54
<b>Capital Programme</b>	57
<b>Financial Reserves Analysis</b>	59
<b>Glossary</b>	70



## **Bournemouth Council Budget 2017/18**

### **Statement by the Leader of the Council, Cllr John Beesley**

I am pleased to propose the 2017/18 Budget to the Council.

Despite the huge challenges we have increasingly faced since 2010, the effective management of the Council's finances has never been as crucial as it is today. The financial position presented to us is unprecedented. In the 2017/18 financial year the Council will be receiving £51m per annum less in core government funding when compared to the 2010/11 financial year. To put this in context, the budget for the Council in 2016/17 was a net £135m. It is clear that the scale of the challenge the Government has already implemented is stark indeed.

However, Government cuts are only part of the challenge. In addition, the Council has to manage both increasing demand for, and the increasing cost of, Council services. Demand is growing for services such as Adults' and Children's Social Care and Homelessness. Costs are increasing due to the impact of the Living Wage (particularly in the care sector), pay and price increases in general, the impact of the three yearly Pension Fund revaluation and the new Apprenticeship Levy, to name but a few.

Of course, we are still only part way through the austerity journey for Local Government. It is clear that the cuts in Government funding will continue to the point where by financial year 2020/21 Bournemouth is unlikely to be receiving any core Government funding, with all Council services being funded locally through fees and charges, commercial activities, council tax, and our share of business rates.

We now spend approximately 41% of our budget specifically on Adult Social Care. All things being equal, we should be spending £21m less per annum on ASC as a proportional share of the £51m of Government annual cuts. The fact that the budget for this service area continues to grow demonstrates that the Council is and will continue to prioritise investment in such vital frontline services for vulnerable residents. In this context it is interesting to bear in mind that in Dorset, we are ahead of the national average by some considerable margin with 25% more over 80's projected to be in the County by 2019.

A key principle in setting this Budget and maintaining the Medium Term Financial Plan is that it will underpin the Council's delivery of services for residents and allow us to continue our ambition of 'Building a Better Bournemouth'.

Our vision remains to be a top performing, efficient Council, leading Bournemouth to greater economic prosperity. This sets the scene for how we will continue to organise and focus our resources, despite the increasingly challenging revenue budget.

Ambition 2020 – Building a Better Bournemouth, was approved by the Council on 17 June 2014, and highlights the Council's commitment to four key priorities: –

- An Efficient Council
- An Active Community
- An Improving Environment
- A Thriving Economy

I will highlight some of our successes in these areas later.

From 2010, the previous coalition Government's financial strategy to address the national debt and ongoing deficit proved to have very tough outcomes for Local Government whilst most other parts of the public sector were protected.

For Dorset, the December 2016 provisional 2017/18 Local Government Finance Settlement reaffirmed the Government's previous commitment to completely removing the Revenue Support Grant (RSG) for all Dorset authorities, with the exception of Bournemouth, by 2019/20. In Bournemouth we will lose the small part of what remains by the following year 2020/21. The position however is actually worse than that as the Government has implemented a process which effectively sees the amount of business rates that Councils in Dorset are allowed to retain reduced by negative RSG, so that resources can be redistributed nationally based on perceived need. In Bournemouth's case this amounts to £600k in 2019/20.

This isn't a new challenge of course; it is a reality we have lived with and adapted to for some time. However, what is different now is the further depth of the funding cuts. I fear we will soon see headlines where some councils, less prepared for this than we are, becoming unviable and unable to deliver even statutory services, particularly in Adult Social Care. We therefore await the Government's announcement of the final settlement for 2017/18 with some anxiety.

For Bournemouth, the settlement was as poor as expected with a potential loss of funding of nearly £58m by 2019/20. Our forecasting of the scale of reductions perhaps seemed rather pessimistic, but has proved accurate, enabling us to respond and make decisions now that will ease the pressure on services in the future.

The Revenue Support Grant (RSG) reduction for 2017/18 is a hugely significant £6.9m or 36.8% of the amount remaining after the cuts of the past 6 years. The impact for 2018/19 is a reduction in RSG of a further £4.4m.

In addition, the Government's settlement announced changes to New Homes Bonus (NHB) which will see a £241m reduction nationally. Previous indications were that NHB would be reduced from 2018/19 to enable the Government to redistribute resources to social care authorities through the New Better Care Fund. The provisional settlement included a proposal to bring this approach forward into 2017/18 reducing the number of years on which the scheme is based from six down to five and so on for four years from 2018/19 onwards. The scheme will also now only reward growth in new homes above 0.4% per annum.

The reduction in the NHB grant of £241m has been redistributed to Upper Tier Authorities by way of a one-off Adult Social Care Support Grant for 2017/18 based on the adult social care relative needs formula.

We strongly believe that this approach has been poorly thought through. The Government is actually making the funding position for Bournemouth and our residents even worse. The Government has gone to great lengths to lead people to believe that they are providing Councils with much needed support to address the Adult Social Care funding crisis. For Bournemouth the reality could not be further from the truth. In our case, and a third of upper tier authorities, the amount they are permanently taking from us in New Homes Bonus, at £1.7m, is almost twice the amount they are making available to us in the form of a new one-off Adult Social Care Grant at £888k. This is yet another unplanned financial pressure imposed by the Government and is obviously unacceptable. This is also the position taken up by the Local Government Association in their lobbying of the Government and in our discussions with our local MPs.

There is also continued disappointment that the Government does not acknowledge the costs and demands associated with Local Authorities' responsibilities for Looked After Children. Similar to Adult Social Care, a decision by Government to do nothing fundamental to fund these services is impacting negatively on all our other Council services here in Bournemouth and across the Country.

The settlement contains some further information on the introduction of the national scheme for 100% business rates retention which the Government has promised by the end of this Parliament. However, the mechanism for the distribution of this funding has not been established, although we do know that it will not be uniform throughout the Country and we should not make the assumption we will do any better than our current forecasting. Indeed, it is unlikely to make up our funding shortfall and is widely expected to introduce yet more unfunded responsibilities.

However, as in previous years, we will not let the demanding financial position distract us from our vision. We have had to take many difficult decisions already but our financial strategy has held us in very good stead, and relative to many other councils we are in a more sustainable position. However, there is absolutely no room for complacency. We recognised very early that we needed to respond to an £8m funding gap in the base budget to balance the books for 2017/18 in addition to known pressures of £9.6m. We have identified savings of over £13m and this, coupled with additional Council Tax revenue, including the Adult Social Care precept, has enabled us to meet our targets. This is testimony to the hard work of Portfolio Holders and Officers working closely together to establish financial stability for the Council as a whole.

The scale of recent reductions to our Revenue Support Grant is significant and amounts to over £40.2 million being removed from Bournemouth's income since 2011/12, a total loss of 77% to date and far, far more than the 28% originally set out by the Government in its Comprehensive Spending Review plans in 2010. In addition, the effects of cost shunting continue to exert pressures on the Council's finances, especially in the area of Health funding.

We have worked hard to ensure that Bournemouth Council is in a stable financial position. Due to careful financial planning and despite receiving much less Government grant funding, year on year in each of the last six years, we have been able to balance the Budget. In turn, our financial success as a Council strongly supports residents, particularly vulnerable adults and children, and Bournemouth's local economy.

We are proud too of our record on Council Tax. Until this year, Bournemouth Council Tax payers had not seen an increase in their Council Tax bills during the previous five years, despite the police and fire services increasing their precepts in this period. However, the Government's strategy has radically changed and for a second year we will have to increase Council Tax again. We do not make this decision lightly and hope that residents recognise that by not increasing Council Tax in recent years has meant that bills were approximately £150 per annum lower than they could have been had we made modest increases each year. In response, we have continued to press hard to achieve further efficiencies throughout the Council.

I mentioned earlier about nothing being guaranteed in local government finance and that is also true of Government policy on Council Tax. The previous Secretary of State was a firm advocate of not increasing Council Tax and provided freeze grants to help achieve this end. However, there has been a clear and unequivocal shift from this policy by the Government. Freeze grants are no longer being offered and those that were, are now diminished in value as the settlement funding is reduced. Furthermore, and more significantly, the Government is now expecting councils to actually raise Council Tax and charge residents a specific precept locally to directly

support Adult Social Care. They have therefore shifted directly away from a directive to freeze Council Tax to one of increasing it and hypothecating the funding raised. This may well be the thin end of the wedge for the future. In total a 4.98% increase in Council Tax is proposed for this year's budget which includes the 3% precept for Adult Social Care.

Originally the Government's intention was to allow councils to apply a 2% social care precept each year in the period to 2019/20, which amounts to an additional 6% over the three-year period 2017/18 to 2019/20. This has now been changed with councils permitted to increase council tax by 3% in both 2017/18 and 2018/19. However, any council taking this approach is still restricted to a maximum 6% over the three-year period which would mean that in 2019/20 they would not be able to apply any social care precept. Bournemouth will be adopting this policy given the growing pressure on Adult Social Care budgets.

As far as the longer term is concerned, I will reiterate our position in that Bournemouth is not in the same position as many other councils due to the sound Financial Strategy we have been following over the past ten years. In 2007 the Council embarked on and will continue to embed, a programme of efficiencies founded on: -

- Achieving financial and budget stability through prudent and rigorous financial management and control.
- Reducing waste and seeking further efficiencies in all services.
- Driving out sustainable savings and efficiencies by thoroughly reviewing the costs and effectiveness of all services.

All these actions are reflected in the 2017/18 Budget. Resulting from the hard work of Portfolio Holders and Officers throughout the course of the past year we have closed the gap yet again. The work has been detailed, in depth, and at times very demanding, yet we have maintained focus and have once more delivered a balanced Budget. We have again used reserves as a key financial tool in 2016/17 to help smooth the peaks and troughs of a challenging financial situation, particularly in demand led statutory services. Given that the Government's funding cuts are so deep; this is a significant barometer of the health of our base Budget. Whilst mentioning the 2016/17 Budget, I should also emphasise the point that our ambition remains to end the year in balance or better. We have achieved this every year since 2007, and we continue to make steady month on month progress towards achieving the same outcome in 2016/17.

Despite the Council achieving cumulative savings of £360 million since 2007, the next few years remain extremely challenging. However, I am confident that Councillors and Officers have what it takes to deliver the £13 million of savings required to balance the 2017/18 Budget. This means that by 2020 we will have achieved cumulative savings since 2007, far in excess of our original target of £326 million.

In doing so, we have recognised that it remains right to continually risk assess the level of the reserves the Council should hold.

This budget proposes to freeze the level of unearmarked reserves to support the underlying operational risk of an organisation with a turnover of around £389m. Through the continued use of our earmarked reserves, we will fund the programmes for which they have been set aside which include specific grant funds received in advance of expenditure.

This Budget makes substantial provision, yet again, for the most vulnerable in our community. Over the last four years we have provided an additional £31.1 million for Adults' & Children's Services over and above the base Budget. A further £9 million will be allocated to Adults' and



Children's Social Care in 2017/18. This means that approximately 75% of the Council's entire Budget next year will be used to meet the cost of statutory, demand led services for adults and children, predominantly for social care. We continue to meet the rise in the challenges presented by these services. These are essential, but costly services which the Council must provide in the absence of any national funding solutions to the increasing demands of the Adult Social Care challenges we face nationally and, in particular, here in Bournemouth.

There will be no quick or easy remedy and we will have to face challenges of this nature for some time to come, but our track record demonstrates that Bournemouth can continue to meet these. Along with the growing numbers of elderly people and the care they need, this is a pressing and expensive concern for Bournemouth. In addition, although the number of Looked After Children has declined, the nature and complexity of many of the current cases is significant, resulting in the need to commission high cost care packages.

Whilst we continue to bear down on spending, we must not forget the additional investment made by the Council over the past seven years in addition to the base budget to support important priorities. During this time, we have spent £8.7 million within the Road Rescue Fund, the Community Action Fund and the Recession Fund.

- **Road Rescue Fund**

The Smarter Streets campaign and Road Rescue Fund has continued to bring Bournemouth's roads up to an improved standard through the allocation of almost £3.95 million of new funding by the Council over the past seven years. This has enabled the Council to target a variety of works, from repairing potholes, refreshing road markings and re-painting lamp columns, to localised resurfacing and reconstruction works. The latest Bournemouth residents' survey made clear that these works are valued by local people and I am therefore proposing that a further £250k is allocated to allow the programme to be continued, in addition to the regular works funded through the base budget and national grants.

In addition, it is important that the Council continues to allocate new funding to emerging priorities and this Budget therefore includes further initiatives to address these: -

- **Planning Enforcement**

There is little doubt that one of the services provided by the Council which is most valued by Members and residents is Planning Enforcement. We have been determined to protect the service so that it remains effective and fit for purpose and I am therefore proposing to again include provision in the Base Budget of £33K to ensure that there is sufficient resource to provide the service and to look at ways of making it more effective. The Head of Service and the Portfolio Holder agree that this can be achieved and that the additional resource will prove sufficient to provide a level of Planning Enforcement that protects the interests of local residents and businesses.

- **Town Centre Enforcement**

In common with many other places throughout the country Bournemouth has suffered a number of problems in the town centre and elsewhere involving antisocial behaviour, vagrancy, rough sleeping, begging and related issues. Building on the success of the £200k set aside for 2016/17, I am proposing to make the same amount available for 2017/18. The funding continues to be planned in a way which will deal directly with the town centre issues, whilst being aware of the potential pitfalls of displacement of the problems to other areas. The approach recognises the Council's obligations to those with a Bournemouth connection who are willing to be helped into a more stable lifestyle, but will also involve reconnection for

those from elsewhere in the UK, and a much tougher stance towards those who resist attempts to remove them from the streets.

- **Town Centre Major Projects**

As the Town Centre Vision progresses, further development opportunities present themselves. The second phase was always intended to be the Lansdowne area, along both Christchurch Road and Holdenhurst Road and through to the Train Station. The Council has a significant role to play in attracting and supporting investment and development in addition to that led by the Dorset Local Enterprise Partnership. This Budget recognises the importance of the ongoing work that has been underway for some time and the potential to bolster the local economy and drive forward growth, not least through developing a strategic approach and involving Growth Funding through the Dorset Local Enterprise Partnership bidding process.

- **The Local Improvement Fund**

It is clear that the Local Improvement Fund is valued by Members and residents and provides much needed resources to enable the smaller things to be done which would otherwise not be available through Service Budgets. The allocation of much of this funding takes place through consultation with community groups and reflects the priorities of local people throughout Bournemouth. I am therefore proposing to extend the scheme by a further year and funding of £81k will be available to be spent from July 2017 through to February 2018, a similar level to the current year.

- **The Local Welfare Assistance Fund**

This was established to provide support for the most vulnerable members of the community when confronted by an urgent need resulting in a period of financial difficulty. We continue to work with the Citizens' Advice Bureau and other agencies to ensure that the necessary support is available when it is most needed by those Bournemouth residents requiring financial and debt management advice.

- **Seafront Strategy**

The Seafront Strategy covers the entire seven miles of Bournemouth's unique seafront. It sets out our ambition to deliver economic growth which will sustain and power the local tourism economy for future generations. We have made a bold start with the Phase 1 works completed at Pier Approach creating a world-class quality gateway to the seafront. Over the next 15 years the Seafront Strategy will be used to guide investment decisions on the seafront and attract businesses to invest in tourism and create new and sustainable jobs. The Seafront Strategy is central to helping the town achieve its ambition to be Britain's premier resort, competing with the best in Europe.

- **Festivals**

The Air Festival is globally recognised as the UK's and Europe's most popular free Festival. The unique offer of Night Air sets the Festival apart. It is recognised by all three Armed Forces to be the number one event in which to be involved, both in terms of public engagement and for recruitment. My special thanks go to the Bournemouth Events Team and to all those outside the Council, especially the Patrons, for playing such a significant role in making the Festival what it is today in this its ninth year.

The Arts by the Sea Festival is a nationally recognised Festival and has been given National Portfolio Organisation Status by the Arts Council England. It engages national, regional and local artists and performers, reaching out to an increasingly wide audience. The MTFP sets

aside the local resources needed to support a heritage lottery fund bid to enable the festival to continue to 2020.

Turning to other Council activities, the Housing Revenue Account (HRA), has enabled Bournemouth's Council Housing to continue to perform very well, with exceptionally high levels of resident satisfaction and good levels of rent collection.

Changes in legislation have allowed the Council to more effectively manage the housing stock through the use of introductory and fixed term tenancies and therefore better address housing needs across Bournemouth.

Government policy is bringing about some significant changes for affordable housing, as set out in recent policy announcements including the Welfare Reform & Work Bill, the Housing & Planning Bill and the Comprehensive Spending Review. However, the most significant proposal was to change completely the basis of the 50 year funding model on which the buy out of Bournemouth's £42.5 m housing stock was predicated in 2012. Rather than following the rent convergence model previously endorsed by the Government, the policy is now to reduce social and affordable rents by 1% in each of the next four years. Currently the exception will be supported housing rents which will follow the rent convergence criteria for 2017/18.

Although this was welcomed by many Council tenants, it means that the new build and maintenance programme had to be scaled back from our original plans. An additional £2m reserve has been set up, primarily funded by a reduction in the HRA maintenance programme, as a prudent response of this new policy which will be kept under review.

The Bournemouth Development Company with its pipeline of projects offers further opportunity for the Council to benefit from controlling the development of its own sites. The Madeira Road schemes included accommodation for 378 students at the Arts University Bournemouth and a new multi-storey car park. The Citrus Building at Leyton Mount exceeded its objectives and as a priority provided new homes for first time buyers and owner occupiers in the heart of Bournemouth. Berry Court is now underway and the Winter Gardens scheme is being actively worked up. Through the Bournemouth Development Company, the Town Centre Vision is now delivering the outputs for which it was set up and enabling Bournemouth to be right at the top of the national league for inward investment outside London. Together with the private sector there is significant development being undertaken currently with much more pipeline investment on the way over the next two to three years.

Of course it's not only about what is happening in the town centre, but across the rest of Bournemouth as well, where we have seen substantial investment in a variety of developments from both the Council and the private sector.

In Kinson these have included Pelhams Park Leisure Centre and the Kinson Hub, as well as the new Tesco store and the major new housing scheme at Duck Lane. In Boscombe there has also been continuous investment in a number of housing schemes, as well as developing the shared space in the Precinct, improving the Crescent and providing new facilities in the former Argos building. In addition, at Hengistbury Head the superb new Visitor Centre has been highly successful in involving the community through both its local visitors and volunteers.

To summarise this Budget, our Financial Strategy will:

- Continue to safeguard priority services.

- Continue to secure the early delivery of the Council's strategic housing ambitions, both in terms of building Council housing through investment from the Housing Revenue Account or through market housing in the private sector.
- Have facilitated growth and investment in Bournemouth to support economic development and regeneration, and to support the private sector in creating sustainable employment.
- Have driven forward the Council's commitment to improving the quality of life for residents in the most deprived areas of Bournemouth, especially in Boscombe and West Howe over a shorter time-scale than previously planned.
- Continue with the delivery of yet more organisational change within the Council, driving out further savings and efficiencies wherever possible.
- Will continue to see tangible financial returns and added value from the Council's existing partnerships with BH Live and the Bournemouth Development Company.
- Continue to develop the commercial platform to diversify the Council's revenue base and secure alternative sources of income to better support the Budget position in future years.

It was crucial for us to lay the foundations early to enable our ambitious plans for economic growth and investment to deliver our housing and regeneration priorities for Bournemouth. We can see the positive impact this is having in driving recovery and shaping community regeneration by looking at the development coming forward in Bournemouth. The Council has been a major catalyst for this and we shall be spending even more time and resources in attracting investors to Bournemouth in the future. This confidence has been further reflected in the funding we have received from the Government, where we continue to progress with significant investment in Public Transport, Highways, and Tourism.

The future relationship and respective responsibilities between Health and Local Authorities will be an interesting dynamic that the Government will need to address. The Better Care Fund has not really created the financial benefits originally envisaged through more passporting of existing resources. Expectations of this changing through the national mechanism are considered to be low and so any gains will rely on us working together locally.

We know that public finances will remain under extreme pressure for the foreseeable future and that the Council expects further cuts to be made in Government funding on an unprecedented scale. Yet more unfunded responsibilities from Government may indeed follow however.

Our current forecast for the next two years anticipates a resourcing gap of £10.5million by the end of 2019/20. However, we need not be daunted by the challenge this represents. The Council has a proven track record of managing through adversity and balancing its financial position year on year. Given the uncertainties regarding the current and future Local Government funding landscape, the Budget I am presenting to the Council today is financially sound, continues to deliver front line services and supports those residents most in need in our local community - the elderly, the vulnerable and children here in Bournemouth.

Planning for the future, Local Government Reorganisation in Dorset means replacing Dorset's nine unitary, county, district and borough councils with two brand new, sustainable unitary authorities; two new councils structured around the natural and established sense of identity within the urban and rural geographies of the county, with balanced population projections and the ability to reflect the policy aspirations of both communities.

There is a compelling case for change and our innovative proposals will:

- Deliver a flagship Government policy, as set out in the Cities & Local Government Devolution Act 2016
- Meet and exceed the Government's five criteria for approving change
- Have strong cross-party political support across all of Dorset, and at all political levels requested by the Secretary of State
- Have the overwhelming and emphatic backing of the residents of Dorset – 73% back change
- Save at least £108m in the first six years, including at least £1.1m p.a. reduction in Members' allowances
- Recover the cost of implementation in around one year
- Attract strong backing from the Dorset LEP and wider business community as a driver of economic growth
- Bring sustainability to public services for all in the county, including health and social care
- Support traditional and historical identities, helping them to grow and transform with relevance for 21<sup>st</sup> century communities.

Whatever the outcome of the Future Dorset proposal, it is recognised that we must be at the forefront of leading this change, thus ensuring the opportunities for economic growth, devolved powers and financial security are achieved for our residents. This will become an increasingly key component in our strategic thinking for the future. Our financial planning thus far and the Budget before you today places us as a key player in determining the future of Local Government across the South of England.

I commend this Budget to the Council.

**Cllr John Beesley**  
**Leader of Bournemouth Council**  
**21 February 2017**

The Medium Term Financial Plan (MTFP) 2017-20 and the Budget 2017/18 was agreed at Full Council on the 21 February 2017. The full report and appendices can be found [here](#).

# Revenue Budget 2017/18

## BOURNEMOUTH BOROUGH COUNCIL Summary of Revenue Budget Requirement

Summary	2016/17	2016/17	2017/18
	Original Budget £'000	Working Budget £'000	Original Budget £'000
Adult Social Care	51,421	52,230	54,804
Public Health	(370)	(370)	(670)
Children's Social Care	25,530	24,991	24,420
Children & Young People	12,533	12,957	12,317
Community Learning & Commissioning	14,188	13,913	12,694
Development	12,858	13,432	13,511
Environment	7,927	7,488	6,343
Housing & Community	5,999	6,044	5,483
Tourism Services	331	1,095	322
Strategic Finance	3,062	(1,546)	(3,508)
Legal & Democratic	1,184	1,009	733
HR Services	82	917	927
IT Services	426	4,315	5,793
Business Change	(21)	(4)	(14)
Executive Board	398	787	4
<b>Net Cost To Service</b>	<b>135,548</b>	<b>137,258</b>	<b>133,159</b>
Levies	242	242	242
Non-Service Operating Items	1,462	1,462	(2,700)
Corporate Items	(3,272)	(4,982)	(1,956)
Interest Items - General Fund only	(1,461)	(1,461)	(2,007)
<b>Net Operating Expenditure</b>	<b>132,519</b>	<b>132,519</b>	<b>126,738</b>
Corporate Revenue Contribution to Capital	669	669	468
<b>TOTAL NET EXPENDITURE</b>	<b>133,188</b>	<b>133,188</b>	<b>127,206</b>
Increase in/(withdrawn from) General Fund Balances	1,701	1,701	-
<b>BUDGET REQUIREMENT</b>	<b>134,889</b>	<b>134,889</b>	<b>127,206</b>

The above figures reflect a number of restructures across services including the transfer back of services to the authority from Kier.

# Revenue Budget 2017/18

## CALCULATION OF COUNCIL TAX AND OTHER INFORMATION

	2016/17		2017/18	
		60,840		Per Band D Property £ p
No. Of Band D Equivalent Properties	£'000	£ p	£'000	£ p
<b>Budget Requirement</b>	<b>134,889</b>		<b>127,206</b>	
<u>Less</u>				
Government Grant	(19,047)		(12,136)	
Contribution from the National Non-Domestic Rate Pool	(31,231)		(31,224)	
Estimated (Surplus)/Deficit on the Collection Fund at 31st March	(5,927)		-	
<b>Net Budget Requirement</b>	<b>78,684</b>	<b>£1,293.30</b>	<b>83,846</b>	<b>£1,357.65</b>
Dorset Police Authority Precept	11,608	£190.80	12,017	£194.58
Dorset Fire Authority Precept	4,211	£69.21	4,359	£70.59
<b>Council Tax Requirement</b>	<b>94,503</b>	<b>£1,553.31</b>	<b>100,222</b>	<b>£1,622.82</b>
<b>Council Tax</b>		<u>£p</u>		<u>£p</u>
Band A* (5/9ths of Band D)		862.95		901.57
Band A (6/9ths of Band D)		1,035.54		1,081.88
Band B (7/9ths of Band D)		1,208.13		1,262.19
Band C (8/9ths of Band D)		1,380.72		1,442.51
Band D		1,553.31		1,622.82
Band E (11/9ths of Band D)		1,898.49		1,983.45
Band F (13/9ths of Band D)		2,243.67		2,344.07
Band G (15/9ths of Band D)		2,588.85		2,704.70
Band H (18/9ths of Band D)		3,106.62		3,245.64

**Band A\*** refers to those dwellings that are entitled to a disabled relief reduction as a consequence of legislation, operative from 01/04/2000. Band A dwellings that qualify can now receive a reduction similar to all other qualifying dwellings.

The Council Tax Requirement for 2017/18 is greater than that for 2016/17 due to an increase in the number of Band D Equivalent Properties and a number of policy changes.

	<u>2016/17</u>	<u>2017/18</u>
<b>National Non-Domestic Rate in the Pound</b>		
- Standard	49.7	47.9
- Small Business (Rateable Value below £18,000)	48.4	46.6

# Revenue Budget 2017/18

## STAFFING FIGURES

	<u>Estimated Whole Time Equivalents</u>		
	<u>01/04/2016</u>	<u>01/04/2017</u>	<u>Change</u>
Adult Social Care	201.7	226.7	25.0
Children's Social Care	182.3	178.2	(4.1)
Children & Young People	200.9	221.3	20.4
Community Learning & Commissioning	272.4	268.2	(4.2)
Housing & Community Development	414.1	383.1	(31.0)
Environment	108.6	137.3	28.7
Tourism Services	282.2	218.2	(64.0)
Strategic Finance	87.6	89.5	1.9
Legal & Democratic	70.6	161.2	90.6
HR Services	68.3	66.0	(2.3)
IT Services	7.0	35.6	28.6
Business Change	3.0	58.0	55.0
Executive Board	12.7	10.7	(2.0)
Schools	28.2	26.2	(2.0)
	421.0	340.4	(80.6)
<b>OVERALL TOTAL</b>	<b>2,360.6</b>	<b>2,420.6</b>	<b>60.1</b>

The staff reduction in schools reflects the transfer of schools to academy status. The increase in Corporate Services staff figures reflects the transfer back to the authority of staff from Kier.





# **Service Unit Revenue Budgets**

# ADULT SOCIAL CARE

## What does the Service Unit do?

Adult Social Care assesses and meets the needs of the most vulnerable adults and their carers in Bournemouth, supporting them to maximise their independence and remain in their own home for as long as possible.

## Our Mission, Principles and Values

Our mission within adult social care is to “ensure that adults with support needs are able to maximise their independence through enablement linked to recovery”. The aims within our mission statement will be achieved by working in partnership with other council services and external partners to;

- promote and protect people’s health and wellbeing by encouraging the development of early intervention and preventative services
- adopt enablement approaches to increase people’s independence and quality of life
- move away from more traditional models of service delivery to a more personalised approach
- develop community-based alternatives to traditional social care services, working closely and positively with community and voluntary organisations to focus on support and care closer to home

Our principles and values - that underpin the delivery of all of our services - are;

- Supporting people to stay active and healthy through prevention services
- Helping people maintain and regain independence and control over their lives
- Treating people with respect, dignity and openness at all times
- Helping people at risk of harm and abuse to stay safe
- Treating clients and carers with dignity and fairness, respecting differences in culture, religion and belief, race, age, gender, sexual orientation and disability
- Improving the quality of services purchased and provided
- Listening to what people have to say about our services and acting on feedback
- Working together with colleagues, other agencies and the independent sector to make the best use of available resources and provide the best possible services to the people of Bournemouth. This will include Public Health, Community Safety, the NHS, Housing, voluntary organisations and private sector service providers
- Putting things right as quickly as possible if things go wrong and improving our services and responding to complaints in a timely way.

# Revenue Budget 2017/18

**Service Unit:**

Adult Social Care

**Budget Holder(s):**

David Vitty

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	8,394	8,960	8,752
Premises	116	102	53
Transport	232	201	207
Supplies & Services	1,016	663	268
Third Party & Transfer Payments	52,258	54,027	60,130
Internal Recharges - Expenditure	4,526	4,433	4,434
<b><u>Total Expenditure</u></b>	66,542	68,386	73,844
<b><u>INCOME</u></b>			
Government Grants	(559)	(559)	(825)
Other Grants & Contributions	(5,278)	(14,622)	(15,280)
Customer Receipts & Fees	(8,765)	(132)	(159)
Rent Income	(490)	(490)	(400)
Interest Income	-	-	-
Internal Recharges - Income	(19)	(19)	(19)
Other Income	(10)	(310)	(2,357)
<b><u>Total Income</u></b>	(15,121)	(16,132)	(19,040)
<b>NET COST OF SERVICE</b>	<b>51,421</b>	<b>52,254</b>	<b>54,804</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	-	(24)	-
Prudential Borrowing Repayments	-	-	-
<b>Total Revenue Budget</b>	<b>51,421</b>	<b>52,230</b>	<b>54,804</b>

# **PUBLIC HEALTH**

## **What does the Service Unit do?**

- To improve significantly the health and wellbeing of the local population.
- To carry out health protection functions delegated from the Secretary of State
- To reduce health inequalities across the life course, including hard to reach groups
- To ensure the provision of population healthcare advice

## **Service Background**

The Health and Social Care Act 2012 transferred the responsibility for some key public health functions from the NHS to local authorities on 1 April 2013. These functions focus on promoting health of the local populations, and providing advice to NHS Commissioners. On the 1 October 2015, the 0-5 children's public health commissioning responsibility also transferred to local authorities from Public Health England. To meet its responsibilities Bournemouth has entered into a Joint Service with Dorset County Council and Borough of Poole.

# Revenue Budget 2017/18

**Service Unit:**

Public Health

**Budget Holder(s):**

Sam Crowe

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	-	-	-
Premises	-	-	-
Transport	-	-	-
Supplies & Services	-	-	-
Third Party & Transfer Payments	10,115	8,297	7,997
Internal Recharges - Expenditure	-	-	-
<b><u>Total Expenditure</u></b>	10,115	8,297	7,997
<b><u>INCOME</u></b>			
Government Grants	(10,485)	(8,667)	(8,667)
Other Grants & Contributions	-	-	-
Customer Receipts & Fees	-	-	-
Rent Income	-	-	-
Interest Income	-	-	-
Internal Recharges - Income	-	-	-
Other Income	-	-	-
<b><u>Total Income</u></b>	(10,485)	(8,667)	(8,667)
<b>NET COST OF SERVICE</b>	<b>(370)</b>	<b>(370)</b>	<b>(670)</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	-	-	-
Prudential Borrowing Repayments	-	-	-
<b>Total Revenue Budget</b>	<b>(370)</b>	<b>(370)</b>	<b>(670)</b>

# CHILDREN'S SOCIAL CARE

## What does the Service Unit do?

Children's Social Care's main function is the delivery of statutory services for the protection and wellbeing of vulnerable children and young people. The service works closely with both internal and external partners to:

- Provide a clear 'front door' to Children's Social Care, as the assessment and entry point in to the Service, by responding to referrals regarding children at risk of harm and responding with partners to ensure safety and protection through our MASH Team (previously provided through Children FIRST).
- Conduct enquiries and triage to alternative teams/services or hold multi agency strategy meetings, through our Assessment Team (formerly known as Assessment & Safeguarding).
- Respond to referrals regarding Children in Need (Children's Act 1989 S17) leading multi-agency assessments and plans to support and deliver more positive outcomes, including Children with Disabilities.
- Enquire, support and protect children and families affected by Child Sexual Exploitation, child trafficking and slavery.
- Respond to private fostering referrals. This includes young people staying with host families in the town who are attending language schools.
- Provide the lead professional role for children who are subject to child protection plans co-ordinating social work and multi-agency intervention and support.
- Look after children and young people (including UASC) who cannot live within their own family or friend network by providing and commissioning foster care and residential placements.
- Jointly assess young people who have housing needs.
- Support appropriate placements for looked after children.
- Support Care Leavers to live independently and fulfil their potential
- Recruit, assess, place and support adopted children and adoptive families.
- Provide an Independent Reviewing Service to review children's plans, chair the Child Protection Conferences and assess the effectiveness of local authority planning and support for children.
- Provide a statutory Local Authority Designated Officer (LADO) service to manage, oversee and monitor the progress of allegations made against adults who work with children.
- Lead on the recruitment, retention and development of the workforce; and to develop partnership working with the Pan Dorset Health and Social Care Academy. Lead on the coordination of BA, MA and Step up Social Work Students. Develop and support ASYEs within the workforce. Delivery training programme for the CSC workforce.

# Revenue Budget 2017/18

**Service Unit:**

Children's Social Care

**Budget Holder(s):**

Sue Ross

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	7,824	7,355	7,550
Premises	156	156	156
Transport	213	234	253
Supplies & Services	765	786	844
Third Party & Transfer Payments	13,838	14,065	13,367
Internal Recharges - Expenditure	3,178	3,373	3,373
<b><u>Total Expenditure</u></b>	25,974	25,969	25,543
<b><u>INCOME</u></b>			
Government Grants	(130)	(379)	(500)
Other Grants & Contributions	(132)	(282)	(279)
Customer Receipts & Fees	(100)	(100)	(100)
Rent Income	-	-	-
Interest Income	-	(35)	(35)
Internal Recharges - Income	(22)	(22)	(22)
Other Income	(60)	(60)	(60)
<b><u>Total Income</u></b>	(444)	(878)	(996)
<b>NET COST OF SERVICE</b>	<b>25,530</b>	<b>25,092</b>	<b>24,547</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	-	(101)	(127)
Prudential Borrowing Repayments	-	-	-
<b>Total Revenue Budget</b>	<b>25,530</b>	<b>24,991</b>	<b>24,420</b>



# CHILDREN & YOUNG PEOPLE

## What does the Service Unit do?

We ensure that all children are given the best possible start in life and every opportunity to thrive, reach their full potential, and to contribute positively to the community. We provide advice, support, professional challenge and access to workforce training and development opportunities that promote high quality provision and an effective Early Help Offer. We also undertake some direct delivery including retained statutory functions and targeted services. Increasingly we provide challenge and support through existing partnerships and other publicly funded organisations and through the development of new partnerships.

The core purpose is achieved through the work of customer focused teams, including:

- **Early Years and Childcare** – Securing and promoting the highest standards of childcare, early education and parental support.
- **Children’s Centres** - Delivering in partnership with Voluntary Sector organisations: Barnardos and Bournemouth YMCA, and providing opportunities for child development and school readiness, to give children the best start in life, offering help at the earliest opportunity.
- **Educational Improvement** - Ensuring that all children and young people achieve the best possible outcomes, promoting and developing high quality governance in Bournemouth schools, reviewing schools performance, meeting Council Schools Causing Concern responsibilities. Securing the learning and achievement of Looked After Children through the delivery of the Virtual School.
- **Services for children with SEND and their families**- Improving outcomes for children with Special Educational Needs and Disabilities which include: meeting the Council’s statutory responsibilities to secure appropriate and sufficient high quality mainstream and specialist educational provision, the efficient delivery of statutory Special Educational Needs (SEN) and Educational Psychology services in accordance with the current guidance and framework. Providing statutory children’s social care services through the Child Health and Disability Team.
- **Youth Service** - Providing access for young people to impartial information, advice and guidance that raises their aspirations and equips them to make safe and informed choices.
- **14-19 Service** – Delivered in partnership with Borough of Poole, ensuring there is sufficient suitable education and training provision for all Bournemouth learners 16-18 and 16-24 with learning difficulties and disabilities in full-time education post 16, apprenticeships, jobs with training and self-employment or volunteering with training.
- **Youth Offending Service** – delivered in partnership with Dorset County Council, the Borough of Poole and partners from police, health and probation. The YOS fulfils its statutory responsibilities by working with young people and parents to prevent offending, to reduce re-offending and to keep young people and the public safe from harm.
- **Music, Arts and PE Team (MAPS)** – Delivered in partnership with Borough of Poole, developing interest in, access to and capacity for high quality activity, development and progression in music, the arts and school sport.
- **Family Support Services** – Deliver a range of Early Intervention and specialist services in order to improve outcomes for children and families in Bournemouth. They deliver the Troubled Families programme and directly work with children and families through specialist Early Help Teams. Supporting the Early Help Partnership in delivery of coordinated and collaborative work through the Family Support Hub.

# Revenue Budget 2017/18

**Service Unit:**

Children & Young People

**Budget Holder(s):**

Carole Aspden

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	8,391	8,781	9,114
Premises	329	331	332
Transport	1,495	1,626	1,421
Supplies & Services	2,270	2,328	2,406
Third Party & Transfer Payments	13,025	13,179	12,698
Internal Recharges - Expenditure	3,485	3,717	3,669
<b><u>Total Expenditure</u></b>	28,995	29,962	29,640
<b><u>INCOME</u></b>			
Government Grants	(14,574)	(14,836)	(17,560)
Other Grants & Contributions	(1,182)	(993)	(1,030)
Customer Receipts & Fees	(804)	(696)	(607)
Rent Income	(6)	(140)	(130)
Interest Income	-	-	-
Internal Recharges - Income	(628)	(670)	(671)
Other Income	-	-	-
<b><u>Total Income</u></b>	(17,192)	(17,335)	(19,998)
<b>NET COST OF SERVICE</b>	<b>11,803</b>	<b>12,627</b>	<b>9,642</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	435	35	2,400
Prudential Borrowing Repayments	295	295	275
<b>Total Revenue Budget</b>	<b>12,533</b>	<b>12,957</b>	<b>12,317</b>

# COMMUNITY LEARNING & COMMISSIONING

## What does the Service Unit do?

The Service has an enabling role, ensuring service users have access to high quality, value for money provision. Through effective commissioning, based on sound local intelligence and national best practice, service quality is continuously improved, whilst costs are minimised.

**Access** – school place planning, school organisation, children’s services and schools capital programme, building and school maintenance programme, coordinated school admissions, fair access, home to school transport.

**Adult’s Commissioning-** Developing the care market for the whole community in partnership with others through Joint Commissioning Strategies, market shaping and effective management remodelling of service provision, transformation for Adult Social Care services, procuring and contract management of services, emergency planning, emergency welfare support, Housing related support, Carers, Performance & Information, Commissioning Training in Social care & personnel Care and strategic partnerships with Health

**Business Management** –management of Directorate Business Support to Adults and Children directorate (CYPS, ASC, CLC and CSC), management of Bournemouth Learning Centre and Adults and Children cluster buildings. Management of the Adult’s and Children’s ICT strategic programme, including the replacement of key systems such as RAISE – the Councils Case Management system for Social Care. Provision of the statutory complaints handling service for social care.

**Community Learning:** Statutory public service operating through 12 libraries and the Home Library Service for people of all ages who live, work or study in the Borough. The libraries provide lending collections, information resources, staffed enquiry service, public IT, on-line services and a range of cultural and community activities. Strategic governance for Bournemouth of the Joint Archives Service with Dorset and Poole.

**Children’s Commissioning** – co-ordination of Children’s Trust arrangements, working with partners and stakeholders to develop the strategic direction for the delivery of services to children and young people in Bournemouth. Commissioning, procurement, contract and quality management, market development and brokerage of services for children and families from Universal services right through to statutory services. Also responsible for the commissioning and monitoring all substance misuse treatment services in Bournemouth.

**Adults and Children’s Joint Commissioning** – to develop the integration and coordination of adults and children’s commissioning where appropriate including multi agency partnerships, e.g. Health and Well Being Board, Workforce Development.

# Revenue Budget 2017/18

**Service Unit:**

Community Learning &  
Commissioning

**Budget Holder(s):**

Neil Goddard

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	8,220	8,426	7,869
Premises	2,191	2,175	2,257
Transport	775	733	730
Supplies & Services	7,992	11,243	10,408
Third Party & Transfer Payments	17,551	16,357	17,174
Internal Recharges - Expenditure	4,545	4,624	4,624
<b><u>Total Expenditure</u></b>	<b>41,274</b>	<b>43,558</b>	<b>43,062</b>
<b><u>INCOME</u></b>			
Government Grants	(18,926)	(21,380)	(22,201)
Other Grants & Contributions	(3,410)	(3,055)	(2,984)
Customer Receipts & Fees	(217)	(186)	(189)
Rent Income	(311)	(311)	(311)
Interest Income	-	-	-
Internal Recharges - Income	(4,599)	(4,966)	(4,966)
Other Income	-	-	-
<b><u>Total Income</u></b>	<b>(27,463)</b>	<b>(29,898)</b>	<b>(30,651)</b>
<b>NET COST OF SERVICE</b>	<b>13,811</b>	<b>13,660</b>	<b>12,411</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	377	253	150
Prudential Borrowing Repayments	-	-	133
<b>Total Revenue Budget</b>	<b>14,188</b>	<b>13,913</b>	<b>12,694</b>

# DEVELOPMENT

## What does the Service Unit do?

Our service aim is to secure the best possible outcomes for residents, visitors and businesses in the Borough. Our efforts are designed to help maintain a high quality built and natural environment, strengthen the local economy and contribute towards sustainability. As a result of the range of services we provide, we work with many partners, residents and businesses often requiring us to balance conflicting economic, social and environmental demands. Particular responsibilities include:

**Planning:** Contribute to the future development of the Borough through existing and new policies in the Local Plan and planning guidance as well as working with the Bournemouth Development Company to deliver the Town Centre Vision.

**Property Services:** The strategic asset management of the Council's land and building stock to deliver best value and as a driver for regeneration.

**Town Centre Vision:** Co-ordinating activities in pursuit of the Town Centre Vision and the associated Asset Backed Vehicle.

**Transport and Engineering:** Work with Poole and Dorset Councils on the development of Transport policy, implementation of the Joint Local Transport Plan (LTP3) preparation and delivery of major scheme bids. Liaison with Department for Transport and the Dorset Local Economic Partnership over bids for funding for major schemes.

**Arts Bournemouth:** Aiming to enhance and market Bournemouth's arts offer. Working in partnership and in collaboration with many organisations, it supports, develops and delivers arts events including the Bournemouth Arts by the Sea Festival.

**BH Live and Lower Central Gardens Trust Client Functions:** Representing the Council's interests in its relationship with these two important partners.

**Economic Development:** Encouragement of local sustainable economic growth through support for existing business and efforts to attract new employers to the town.

**Environmental Sustainability:** Improve the sustainability of Council plans, policies, services and projects, with special responsibilities for operational environmental performance to promote Bournemouth as a recognised UK leader on sustainability.

**Regulation:** Protect the health, safety and economic welfare of the public by responding to serious threats, incidents and licence breaches.

Development Services contributes to the Corporate goal of 'Prevention' through many of its public-facing activities, including community food growing, tackling fuel poverty and using the Safe And Independent Living referral scheme to connect services to clients in need.

Development Services is working closely with the Council's Public Health function to reduce health inequalities caused by fuel poverty and lack of access to healthy sustainable food; and to help GPs and health professional's access energy saving measures and other assistance for vulnerable patients.

# Revenue Budget 2017/18

**Service Unit:**

Development

**Budget Holder(s):**

Roger Ball

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	5,085	5,846	5,509
Premises	2,165	2,132	2,139
Transport	92	85	91
Supplies & Services	1,286	1,289	1,843
Third Party & Transfer Payments	5,176	6,104	6,194
Internal Recharges - Expenditure	3,757	3,491	3,306
<b><u>Total Expenditure</u></b>	17,561	18,947	19,082
<b><u>INCOME</u></b>			
Government Grants	(16)	(16)	(16)
Other Grants & Contributions	(1,620)	(1,783)	(1,842)
Customer Receipts & Fees	(2,094)	(1,792)	(2,211)
Rent Income	(258)	(258)	(258)
Interest Income	-	-	-
Internal Recharges - Income	(3,253)	(2,876)	(2,876)
Other Income	(592)	(1,025)	(612)
<b><u>Total Income</u></b>	(7,833)	(7,750)	(7,815)
<b>NET COST OF SERVICE</b>	<b>9,728</b>	<b>11,197</b>	<b>11,267</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	3,130	2,235	604
Prudential Borrowing Repayments	-	-	1,640
<b>Total Revenue Budget</b>	<b>12,858</b>	<b>13,432</b>	<b>13,511</b>

# ENVIRONMENT

## What does the Service Unit do?

The Environment Service Unit consists of three sections, each managing and delivering a range of services to secure the best possible outcomes for residents, visitors and businesses in the Borough. Our activities are many and varied; ranging from traditional front-line municipal operations like cleaning streets, collecting bins and repairing roads to major projects such as coastal protection and flood defence schemes. Managing the highway network and keeping the town moving safely are top priorities; together with support services such as vehicle maintenance and fleet management, all of which contribute to delivering Corporate priorities and 'Building a Better Bournemouth'.

The three sections are:

### **Traffic Management, Engineering & Major Projects**

- Traffic & Parking Enforcement
- Road Safety
- Network Management
- Car Parks Management
- Coastal & Flood Protection
- Major Projects, Strategy & Commissioning
- Highway Design
- Asset Management

### **Street Services / Cleansing & Waste**

- Waste & Recycling Collections
- Street Cleaning
- Public Conveniences
- Pest Control
- Gulley Cleansing
- Highway Maintenance
- Winter Maintenance
- Street Lighting

### **Fleet Engineering & Depot Services**

- Vehicle Maintenance
- Corporate Fleet Management
- Depot Operation Management
- Health & Fire Safety
- Stores Service
- Operator Licenses

A high percentage of the Environment functions are set out in numerous Acts of Parliament with associated legal duties. As a consequence many of our services are both statutory and 'demand led' and the quality of service delivery contributes significantly to how the Council is judged.

# Revenue Budget 2017/18

**Service Unit:**

Environment

**Budget Holder(s):**

Larry Austin

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	7,884	7,273	6,781
Premises	3,400	3,084	3,339
Transport	2,973	1,758	1,868
Supplies & Services	1,724	1,492	1,746
Third Party & Transfer Payments	8,200	8,902	8,542
Internal Recharges - Expenditure	2,986	2,994	2,994
<b><u>Total Expenditure</u></b>	27,167	25,503	25,270
<b><u>INCOME</u></b>			
Government Grants	(194)	(194)	(194)
Other Grants & Contributions	(291)	(201)	(201)
Customer Receipts & Fees	(16,020)	(15,089)	(16,115)
Rent Income	(341)	(328)	(213)
Interest Income	-	-	-
Internal Recharges - Income	(1,647)	(1,694)	(1,694)
Other Income	(1,048)	(1,008)	(1,008)
<b><u>Total Income</u></b>	(19,543)	(18,514)	(19,425)
<b>NET COST OF SERVICE</b>	<b>7,624</b>	<b>6,989</b>	<b>5,845</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	-	-	-
Prudential Borrowing Repayments	303	500	498
<b>Total Revenue Budget</b>	<b>7,927</b>	<b>7,488</b>	<b>6,343</b>



# HOUSING AND COMMUNITIES

## What does the Service Unit do? – Housing

- The Strategic Housing Options team coordinates the overall housing vision for Bournemouth and works with many other stakeholders in order to improve the wide range of housing issues across the Town. It also delivers a multi-agency Homelessness Strategy. Some of these services are directly delivered by the Council including a front-line homelessness and housing options service for those in housing need and the direct provision of emergency homeless accommodation. The team works to bring empty homes back into use. It also undertakes a number of different workstreams to increase the affordable housing stock in the Town.
- The Housing team manages the Careline service which provides an out of hours service for the Council and also manages Telecare to people living in their own homes.
- Some housing functions are provided within the Housing & Community Enforcement team including Private Sector Housing Enforcement. This is a regulatory service to improve living standards in the private rented sector and park home sites. The team manages the mandatory Houses in Multiple Occupation (HMO) licensing scheme as well as other activities in addressing housing disrepair across this sector which are set out in the Private Sector Housing Strategy and Enforcement Policy.
- Housing is an important political priority and is a catalyst for economic regeneration with a specific focus on improvement of the private rented sector and opportunities for investment in Boscombe. The team delivers an extensive programme of Housing Regeneration activity in the Boscombe area. This includes specific projects such as Operation Galaxy, a multi-agency partnership which seeks to reduce the negative impact of target properties in the area.
- Also within the team's functions are the Community Enforcement and Anti-Social Behaviour teams who deal with issues of nuisance, pollution and anti-social behaviour by taking a targeted and proactive approach. The team lead on operational partnership work with Dorset Police which is developing into a virtual team/taskforce approach to handling issues in the community.
- The Service Unit operates both an in house building maintenance service and a Construction Works Team that focus on the large building projects both within and outside of the Council. In addition within Service remit is management of the two building companies: Bournemouth Building and Maintenance Limited and Seascape South Limited. The entire workforce is cooperating in order to deliver high standard works to Council's tenants, corporate buildings and external customers.

## What does the Service Unit do? – Parks

- Bournemouth's Parks Service maintains, enhances, develops and promotes access to all of Bournemouth's green spaces. The service is custodian to three internationally recognised nature reserves, a scheduled ancient monument and nationally listed gardens.
- Bournemouth Parks have responsibility for the management and operation of over 900 hectares of parks, gardens, countryside, allotments and other open spaces, including numerous sports and play facilities provided within them, which are either owned or held in Trust by the Council. This equates to almost 20% of the entire land in the Borough.
- The service also operates Kings Park plant nursery which provides seasonal bedding for both Bournemouth and Christchurch and undertakes proactive work with Adult Social Care for people with learning difficulties.

## What does the Service Unit do? – Bereavement Services

- Bereavement Services provides cremations, burials in the four municipal cemeteries and a memorial service for bereaved families. The service is also responsible for the statutory duty of arranging funerals under the Public Health (Control of Disease) Act 1984.
- Bournemouth is one of the busiest crematoriums in the country carrying out over 3,000 services a year. More than 50% of our business comes from outside of the Borough, with the nearest crematoria being in Poole, Salisbury and Southampton our catchment area extends north to Ringwood and west to Lyminster and the New Forest.

# Revenue Budget 2017/18

**Service Unit:**

Housing and Communities

**Budget Holder(s):**

Gary Josey

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	10,361	10,548	9,924
Premises	1,188	1,273	1,298
Transport	801	737	784
Supplies & Services	4,663	4,157	4,004
Third Party & Transfer Payments	3,476	3,585	4,141
Internal Recharges - Expenditure	2,348	2,648	3,370
<b><u>Total Expenditure</u></b>	22,837	22,948	23,521
<b><u>INCOME</u></b>			
Government Grants	(443)	(316)	(261)
Other Grants & Contributions	(4,786)	(4,433)	(3,241)
Customer Receipts & Fees	(8,014)	(8,299)	(5,596)
Rent Income	(1,668)	(1,672)	(1,984)
Interest Income	(2)	(2)	-
Internal Recharges - Income	(1,735)	(1,965)	(5,811)
Other Income	(140)	(172)	(1,017)
<b><u>Total Income</u></b>	(16,788)	(16,859)	(17,910)
<b>NET COST OF SERVICE</b>	<b>6,049</b>	<b>6,089</b>	<b>5,612</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	(50)	(45)	(139)
Prudential Borrowing Repayments	-	-	10
<b>Total Revenue Budget</b>	<b>5,999</b>	<b>6,044</b>	<b>5,483</b>

# TOURISM SERVICES

## What does the Service Unit do?

### Destination Development and Strategy:

- **Tourism Strategic Planning** - Co-ordinating destination development, market intelligence and policy development necessary for a prosperous tourism industry.
- **Tourism / Town Planning / Night Time Economy** - Creating an attractive, sustainable offer.
- **Resort Representation & Advocacy** is essential to ensure that national policy assists Bournemouth's development as a prosperous destination with the National Coastal Tourism Academy (NCTA)

### Operations Team:

- **The Seafront Team** manage all the activities along the seven miles of Bournemouth's coastline
- **Pier Arcade** is regulated by the Gambling act as a licensed Family Entertainment Centre and has approximately 130 machines.
- **Contracts & Commercial** manage the back end function of the seafront operations. The team oversee the variety of leases and licences on the seafront and deal with contractor's queries, tenders and development opportunities.
- **Seafront Catering** (Centred on the Prom Cafe in Pier Approach) manage 10 other kiosks and units between Durley chine and Boscombe.
- **The Russell-Cotes Art Gallery & Museum** aims to inspire and enrich the lives of Bournemouth's residents and visitors by creating an internationally acclaimed cultural flagship around a unique Grade II listed historic house and international art collection.
- **The Resort Information Team** provide an objective and high quality advisory service through Tourist Information Kiosk (Pier Approach ),

### Destination Marketing & Events Team:

- **Destination Marketing** - Managing the umbrella brand of Bournemouth.
- **Service Unit Marketing** - The scope includes supporting commercial ventures on the Seafront and at the Russell-Cotes.
- **Festival Marketing** – As part of a growing Festival portfolio greater focus is now placed on successfully creating awareness and driving commercial revenues to attract 2 million people to a wide range of Festivals and Events in the Town.
- **Events Management and Development** – Administering over 570 requests per annum for events in parks, gardens, open spaces, seafront and the town centre to ensure they are both entertaining and safe.

# Revenue Budget 2017/18

**Service Unit:**

Tourism

**Budget Holder(s):**

Mark Smith

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	3,799	4,309	4,422
Premises	1,324	1,178	1,396
Transport	200	179	266
Supplies & Services	1,595	2,842	2,770
Third Party & Transfer Payments	-	8	372
Internal Recharges - Expenditure	795	795	795
<b><u>Total Expenditure</u></b>	7,713	9,311	10,021
<b><u>INCOME</u></b>			
Government Grants	-	-	-
Other Grants & Contributions	(100)	(105)	(107)
Customer Receipts & Fees	(3,837)	(4,772)	(5,745)
Rent Income	(3,461)	(3,382)	(3,980)
Interest Income	-	-	-
Internal Recharges - Income	(24)	(24)	(24)
Other Income	-	-	-
<b><u>Total Income</u></b>	(7,422)	(8,283)	(9,856)
<b>NET COST OF SERVICE</b>	<b>291</b>	<b>1,027</b>	<b>165</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	40	68	(292)
Prudential Borrowing Repayments	-	-	449
<b>Total Revenue Budget</b>	<b>331</b>	<b>1,095</b>	<b>322</b>

# STRATEGIC FINANCE

## What does the Service unit do?

Strategic finance is responsible for delivering a wide ranging and diverse portfolio of professional support services which it manages alongside its strategic responsibilities for corporate management and control of the Council's financial resources. The unit plays an active role in supporting the Executive Director, Corporate Services, the Council's other Service Units, the Directorate, partner organisations and Council Members to help ensure the effective and efficient delivery of public services. Strategic Finance supports the Chief Financial Officer (Section 151 Officer) in their responsibilities set out in Statute, which includes responsibility for providing assurance to those charged with the good governance, the lawfulness, probity and propriety of all Council expenditure/income and for protecting the fiduciary interests of both current and future taxpayers in the Borough.

Strategic Finance are also responsible for delivering three other key areas: firstly working in partnership with services to deliver a balanced budget, secondly providing regular and timely monitoring of the agreed budget and finally supporting the Council's key projects in delivering its strategic ambition.

- **Audit & Management Assurance** – brings together Internal Audit, Risk Management, Insurance services and Resilience & Safety. The Service provides independent assurance on the adequacy and operation of the Council's control framework, systems and procedures, risk management arrangements, value for money and efficiency.
- **Accountancy Services** – supports the Chief Financial Officer (Section 151 Officer) to discharge statutory responsibilities for the financial administration and good stewardship of the Council, it supports all services, providing advice, information and assistance on all financial matters.
- **Strategic Procurement** – plays a crucial role in helping the organisation to optimise its strategic procurement potential, drive change and deliver substantial savings across all parts of the organisation ensuring the Council seeks value for money. It ensures compliance with Financial Regulations, UK Legislation and EU Procurement Law. The team is also responsible for paying all the Council's invoices.
- **Revenues & Benefits** – is responsible for the assessment and payment of housing benefit and Council Tax support, for collecting Council Tax and Business Rates, issuing invoices on behalf of Council services (including council tenants' rent) and support and advice with regards these functions.

# Revenue Budget 2017/18

**Service Unit:**

Strategic Finance

**Budget Holder(s):**

Adam Richens

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	4,564	6,880	6,813
Premises	2	1,799	2,015
Transport	16	7	9
Supplies & Services	12,152	3,330	908
Third Party & Transfer Payments	95,262	95,343	95,309
Internal Recharges - Expenditure	9,837	9,837	9,837
<b><u>Total Expenditure</u></b>	121,833	117,196	114,891
<b><u>INCOME</u></b>			
Government Grants	(96,401)	(96,572)	(96,517)
Other Grants & Contributions	(13)	(322)	(326)
Customer Receipts & Fees	(2,783)	(2,366)	(2,093)
Rent Income	-	-	-
Interest Income	-	-	-
Internal Recharges - Income	(19,691)	(19,483)	(19,442)
Other Income	-	-	(20)
<b><u>Total Income</u></b>	(118,888)	(118,743)	(118,398)
<b>NET COST OF SERVICE</b>	<b>2,945</b>	<b>(1,547)</b>	<b>(3,507)</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	117	-	-
Prudential Borrowing Repayments	-	-	-
<b>Total Revenue Budget</b>	<b>3,062</b>	<b>(1,547)</b>	<b>(3,507)</b>

## LEGAL & DEMOCRATIC

### What does the Service Unit do?

The Service Unit provides services which are key to ensuring the Council's corporate governance framework is robust, and which facilitate and enable lawful and effective decision making. The Service Unit also provides a number of public facing services to the residents of, and visitors to, the Town. The services can be summarised as follows:

- **Monitoring Officer** - This is a statutory role, and the Monitoring Officer is required to ensure the Council acts in accordance with the law when making decisions and is responsible for the decision-making framework of the Council.
- **Legal Services** - The team provides legal advice and representation, acting on behalf of the Council. The areas covered include property, contracts and procurement, planning, employment, local government law/public law and charities/trusts, child protection, adult services, education, licensing, housing, criminal and civil enforcement.
- **Democratic Services and Member Support** – Provides support to Members and officers to ensure effective and lawful decision-making by the Council and to promote effective democratic and community engagement; it provides a charitable collection service, a schools appeals service, and support for the mayor.
- **Electoral Services and Local Land Charges** – Provides all electoral registration services in accordance with the law. The Local Land Charges register is maintained by the team, and the team also provides the local property search service on behalf of the Council.
- **Information Governance** – The core activities include the provision of advice and guidance to the Council on all information governance related matters, delivery of training to all Council officers and elected Members, development and maintenance of the request for information framework, and managing disclosure.
- **Registration Services** – The Service is responsible for the registration of births, deaths, marriages, civil partnerships and citizenship ceremonies.
- **Coroners Services** – the Council is the lead authority for the provision of H.M. Coroner's and mortuary services for Bournemouth, Dorset and Poole.
- **Community Safety** - Fulfils the Council's statutory duties in respect of managing the Community Safety Partnership functions for Bournemouth, tackles anti-social behaviour and manages the Town's public spaces CCTV system.

# Revenue Budget 2017/18

**Service Unit:**

Legal & Democratic

**Budget Holder(s):**

Tanya Coulter

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	3,213	3,850	3,688
Premises	75	71	71
Transport	53	52	52
Supplies & Services	1,517	835	648
Third Party & Transfer Payments	349	349	371
Internal Recharges - Expenditure	1,385	1,385	1,385
<b><u>Total Expenditure</u></b>	6,592	6,542	6,215
<b><u>INCOME</u></b>			
Government Grants	-	-	-
Other Grants & Contributions	(187)	(178)	(178)
Customer Receipts & Fees	(1,282)	(1,281)	(1,288)
Rent Income	-	-	-
Interest Income	-	-	-
Internal Recharges - Income	(4,171)	(4,171)	(4,172)
Other Income	-	-	-
<b><u>Total Income</u></b>	(5,640)	(5,630)	(5,638)
<b>NET COST OF SERVICE</b>	<b>952</b>	<b>912</b>	<b>577</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	232	97	156
Prudential Borrowing Repayments	-	-	-
<b>Total Revenue Budget</b>	<b>1,184</b>	<b>1,009</b>	<b>733</b>



# HR SERVICES

## What does the Service Unit do?

HR is responsible for overseeing the Council's HR Strategy and policies, supporting and advising services on implementing the policies and assisting services in making sure that staff have the skills required to carry out their roles.

### Key Services:

- **Strategic HR** – is responsible for the development and implementation of HR Policy across the Council, HR Business Partners liaise with services on applying policies, workforce management and workforce development.
- **Payroll and Pensions** – is responsible for running the monthly payroll for the Council, Bournemouth companies and some academies, maintaining the system on which all transactions are based, supporting services when recruiting, ensuring the Council's responsibilities with regards the Local Government Pension Scheme (LGPS) are carried out, and responding to pension enquiries from staff.
- **Learning & Development** – is responsible for determining the development needs across the Council and providing resources to meet the needs identified in order to continuously develop the Council's workforce so that staff are equipped to carry out their roles.
- **Advisory Service** – the team provide HR advice and support to services across the Council as well as some external organisations. They will assist in implementation of HR initiatives and support services in achieving business plan changes. They will advise services on capability, performance, absence and conduct matters and support with restructures and TUPE transfers.

# Revenue Budget 2017/18

**Service Unit:**

HR Services

**Budget Holder(s):**

Saskia De Vries

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	406	1,353	1,422
Premises	-	-	-
Transport	1	-	1
Supplies & Services	7	74	28
Third Party & Transfer Payments	-	29	25
Internal Recharges - Expenditure	69	69	69
<b><u>Total Expenditure</u></b>	<b>483</b>	<b>1,525</b>	<b>1,545</b>
<b><u>INCOME</u></b>			
Government Grants	-	-	-
Other Grants & Contributions	-	(21)	(29)
Customer Receipts & Fees	-	(182)	(189)
Rent Income	-	-	-
Interest Income	-	-	-
Internal Recharges - Income	(401)	(401)	(401)
Other Income	-	(4)	(1)
<b><u>Total Income</u></b>	<b>(401)</b>	<b>(608)</b>	<b>(619)</b>
<b>NET COST OF SERVICE</b>	<b>82</b>	<b>917</b>	<b>927</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	-	-	-
Prudential Borrowing Repayments	-	-	-
<b>Total Revenue Budget</b>	<b>82</b>	<b>917</b>	<b>927</b>

# IT SERVICES

## What does the Service Unit do?

IT Services is responsible for delivering and supporting the core IT infrastructure and all associated elements to enable the Council to deliver its services efficiently. This is carried out in line with a defined strategy aligned with the Council's wider policies and goals. We work with services across the authority to analyse business requirements and determine the best use of technological resources to meet their needs. Technical investment will include new information systems or upgrades to existing hardware or system components.

- **Management Team** – Responsible for planning, co-ordinating and directing activities both operationally and strategically to deliver IT Services across the organisation.
- **Architecture Team** – Responsible for defining and designing innovative, cost-effective and efficient IT solutions to the organisation.
- **Service Performance** – The production of relevant management information to monitor and measure IT Services performance and delivery.
- **Applications Development** – The sourcing or development of specialist software to meet the organisation's objectives.
- **Applications Support** – The provision of support for Council business systems.
- **Infrastructure** – Management of the organisation's hardware, software, networks, data centres, facilities and related equipment necessary to develop, test, operate manage and support the IT service.

# Revenue Budget 2017/18

**Service Unit:**

IT Services

**Budget Holder(s):**

Katie Lacey

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	220	2,409	2,608
Premises	-	-	-
Transport	-	-	10
Supplies & Services	329	79	720
Third Party & Transfer Payments	-	2,218	2,838
Internal Recharges - Expenditure	17	17	17
<b><u>Total Expenditure</u></b>	566	4,723	6,193
<b><u>INCOME</u></b>			
Government Grants	-	-	-
Other Grants & Contributions	-	(65)	(65)
Customer Receipts & Fees	-	(81)	(63)
Rent Income	-	-	-
Interest Income	-	-	-
Internal Recharges - Income	(211)	(211)	(211)
Other Income	-	(51)	(60)
<b><u>Total Income</u></b>	(211)	(408)	(400)
<b>NET COST OF SERVICE</b>	<b>355</b>	<b>4,315</b>	<b>5,793</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	71	-	-
Prudential Borrowing Repayments	-	-	-
<b>Total Revenue Budget</b>	<b>426</b>	<b>4,315</b>	<b>5,793</b>

# **BUSINESS CHANGE**

## **What does the Service Unit do?**

The Business Change team provide internal consultancy to provide project management, change management, business analysis and other project knowledge, skills and experience.

## **Key Services**

The team:-

- Lead, plan, design, communicate and implement business change and transformation;
- Provide challenge and innovation, and remove barriers;
- Provide effective change management, championing continuous improvement and Lean;
- Advise leaders on change requirements and strategic development to future proof the organization and safeguard Council priorities;
- Provide a controlled environment for large-scale change, giving structure and governance that improves quality, decisions and benefits;
- Work in partnership with our customers to meet their needs, engage staff in change and provide guidance and support.

# Revenue Budget 2017/18

**Service Unit:**  
**Budget Holder(s):**

Business Change  
Julian Osgathorpe

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	154	153	144
Premises	-	-	-
Transport	-	-	-
Supplies & Services	-	2	1
Third Party & Transfer Payments	-	-	-
Internal Recharges - Expenditure	65	65	65
<b><u>Total Expenditure</u></b>	220	220	210
<b><u>INCOME</u></b>			
Government Grants	-	-	-
Other Grants & Contributions	-	-	-
Customer Receipts & Fees	-	-	-
Rent Income	-	-	-
Interest Income	-	-	-
Internal Recharges - Income	(224)	(224)	(224)
Other Income	(17)	-	-
<b><u>Total Income</u></b>	(241)	(224)	(224)
<b>NET COST OF SERVICE</b>	<b>(21)</b>	<b>(4)</b>	<b>(14)</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	-	-	-
Prudential Borrowing Repayments	-	-	-
<b>Total Revenue Budget</b>	<b>(21)</b>	<b>(4)</b>	<b>(14)</b>

## EXECUTIVE BOARD

This represents the cost of the Council's Executive Team, along with the relevant support. Essentially this is the cost of the three Executive Directors and their support staff.

The Executive Team role is to develop and maintain a responsive and cost effective organisation and to implement the policies and decisions of the Council and also oversee the direction and performance of the services within their Directorates.

The three Directorates are:

**Adults & Children's Services;**

Adult Social Care,  
Children & Young People,  
Children's Social Care,  
Community Learning & Commissioning,

**Environment & Economic Services;**

Housing & Community,  
Development,  
Environment,  
Tourism,

**Corporate Services;**

Strategic Finance  
Legal & Democratic  
HR Services  
IT Services  
Business Change.

There are three teams which report directly to the Executive Team:-

**Corporate Communications** – Responsible for communications to ensure customers and staff have easy access to relevant, clear and honest information. The Team supports services in providing information on the vast range of services provided by the Council.

**Equalities & Diversity** – The Equality and Diversity Team's role is to support services in the delivery of the 'Diversity Promise' and to make outcomes 'Better for all' by providing advice, assistance, and sharing knowledge. The team works to maintain the Council's Equality Framework for Local Government 'Excellent' and other accreditations.

**Policy & Performance** – Responsible for providing advice and guidance in the areas of corporate planning, policy framework, performance management and funding bid submissions and assisting with strategic issues.

# Revenue Budget 2017/18

**Service Unit:**  
**Budget Holder(s):**

Executive Board  
Jane Portman

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Employees	1,501	1,459	1,316
Premises	-	-	-
Transport	13	13	12
Supplies & Services	323	343	149
Third Party & Transfer Payments	-	-	-
Internal Recharges - Expenditure	335	335	335
<b><u>Total Expenditure</u></b>	<b>2,172</b>	<b>2,150</b>	<b>1,811</b>
<b><u>INCOME</u></b>			
Government Grants	-	-	-
Other Grants & Contributions	(6)	-	-
Customer Receipts & Fees	-	-	(40)
Rent Income	-	-	-
Interest Income	-	-	-
Internal Recharges - Income	(1,768)	(1,767)	(1,767)
Other Income	-	-	-
<b><u>Total Income</u></b>	<b>(1,774)</b>	<b>(1,767)</b>	<b>(1,807)</b>
<b>NET COST OF SERVICE</b>	<b>398</b>	<b>383</b>	<b>4</b>
<b><u>APPROPRIATIONS</u></b>			
Contributions To/(From) Reserves	-	404	-
Prudential Borrowing Repayments	-	-	-
<b>Total Revenue Budget</b>	<b>398</b>	<b>787</b>	<b>4</b>



# Revenue Budget 2017/18

## Levies

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
Flood Defence Levy	215	215	215
Sea Fisheries Levy	27	27	27
<b>Total Revenue Budget</b>	<b>242</b>	<b>242</b>	<b>242</b>

# Revenue Budget 2017/18

## Non-Service Operating Items

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
Minimum Revenue Provision	4,162	4,162	-
<b>NET COST OF SERVICE</b>	<b>4,162</b>	<b>4,162</b>	-
<b><u>APPROPRIATIONS</u></b>			
Minimum Revenue Provision - Contribution from Services	(2,700)	(2,700)	(2,700)
Contributions To/(From) Reserves	<b>(2,700)</b>	<b>(2,700)</b>	<b>(2,700)</b>
<b>Total Revenue Budget</b>	<b>1,462</b>	<b>1,462</b>	<b>(2,700)</b>

# Revenue Budget 2017/18

## Corporate Items

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
Corporate Contingency	918	21	-
Corporate Pressures	1,683	869	4,013
<b><u>Corporate Funding Items</u></b>			
New Homes Bonus	(5,134)	(5,134)	(4,524)
Education Services Grant (formely LACSEG)	(538)	(538)	(433)
Bournemouth Group - Dividend Income	(200)	(200)	(1,012)
<b>Total Revenue Budget</b>	<b>(3,272)</b>	<b>(4,982)</b>	<b>(1,956)</b>

# Revenue Budget 2017/18

## Interest Items - General Fund Only

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
Interest Payable and Similar Charges (inc. Debt Redemption Premia)	1,539	1,539	762
External Interest Received	(90)	(90)	(90)
Internal Interest Received	(1,085)	(1,085)	(994)
Interest Payable Contribution from HRA	(475)	(475)	(301)
Madeira Road Rental Income	(1,350)	(1,350)	(1,384)
<b>Total Revenue Budget</b>	<b>(1,461)</b>	<b>(1,461)</b>	<b>(2,007)</b>

# Revenue Budget 2017/18

## Corporate Revenue Contribution to Capital

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
Capital Asset Management Group - Backlog Maintenance	585	585	385
Capital Asset Management Group - Disability Discrimination Act	84	84	84
<b>Total Revenue Budget</b>	<b>669</b>	<b>669</b>	<b>469</b>

# Revenue Budget 2017/18

## Corporate Appropriations

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
Contributions from General Balances to Revenue	1,701	1,701	-
<b>Total Revenue Budget</b>	<b>1,701</b>	<b>1,701</b>	<b>-</b>



# **Housing Revenue Account**



# Revenue Budget 2017/18

**Service Unit:**  
**Budget Holder(s):**

Housing Revenue Account  
Gary Josey

Subjective Analysis	2016/17 Original Budget £'000	2016/17 Working Budget £'000	2017/18 Original Budget £'000
<b><u>EXPENDITURE</u></b>			
Repairs & Maintenance	4,245	4,913	4,884
Supervision & Management	7,230	6,425	7,052
Rent, rates, taxes & other charges	143	165	137
Bad or Doubtful Debts	118	110	118
Capital financing costs (debt management costs)	75	75	75
Depreciation - Dwellings	8,395	8,395	8,595
Depreciation - Non Dwellings	106	121	121
Photovoltaic expenses	76	46	(0)
<b><u>Total Expenditure</u></b>	<b>20,387</b>	<b>20,251</b>	<b>20,982</b>
<b><u>INCOME</u></b>			
Dwelling Rents (gross)	(22,379)	(22,776)	(22,487)
Non-Dwelling Rents (gross)	(376)	(416)	(414)
Charges for Services and facilities	(1,440)	(748)	(708)
Contributions towards expenditure	(645)	(782)	(822)
Feed-in-Tariff (Photovoltaic Scheme)	(650)	(650)	-
<b><u>Total Income</u></b>	<b>(25,490)</b>	<b>(25,372)</b>	<b>(24,431)</b>
<b>NET COST OF HRA SERVICES</b>	<b>(5,103)</b>	<b>(5,120)</b>	<b>(3,449)</b>
<b><u>CAPITAL CHARGES</u></b>			
Capital Interest	2,950	2,950	3,000
Interest Receivable	(116)	(54)	(54)
	2,834	2,896	2,946
<b>NET OPERATING EXPENDITURE - SURPLUS / (DEFICIT)</b>	<b>(2,269)</b>	<b>(2,224)</b>	<b>(503)</b>
<b><u>APPROPRIATIONS</u></b>			
New Build Programme	1,170	1,170	800
Revenue Contribution to Capital	300	215	-
Transfers to / from the Major Repairs Reserve	(106)	(106)	(106)
	1,364	1,279	<b>694</b>
<b>SUPLUS / (DEFICIT) ON THE HRA FOR THE YEAR</b>	<b>(905)</b>	<b>(945)</b>	<b>191</b>
HRA Balance Brought Forward	905	945	(191)
<b>Total Revenue Budget</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>



# **Capital Programme**

## Capital Programme 2016 to 2020

<b>General Fund</b>	<b>Expenditure 2016/17 April - Dec £000's</b>	<b>Planned Programme 2016/17 £000's</b>	<b>Planned Programme 2017/18 £000's</b>	<b>Planned Programme 2018/19 £000's</b>	<b>Planned Programme 2019/20 £000's</b>	<b>Total £000's</b>
Adult Social Care	556	2,464	3,141	0	0	5,605
Children's Social Care	2	175	0	0	0	175
Children & Young People	126	133	0	0	0	133
<b><u>Communities Learning &amp; Commissioning Service</u></b>						
Christ the King RC Primary - Refurbishment	119	119	0	0	0	119
Avonwood Primary - new primary provision	43	170	0	0	0	170
Winton Primary - Additional School Places	0	112	0	0	0	112
St Peter's	4,456	5,718	0	0	0	5,718
St Peter's - Phase 5	521	2,044	0	0	0	2,044
Linwood Main Site Feasibility	56	1,683	0	0	0	1,683
The Bourne Academy - Main Scheme	0	146	0	0	0	146
Other Communities Learning & Commissioning Service	812	2,494	2,085	2,096	0	6,675
<b><u>Corporate &amp; Commercial</u></b>						
ICT Infrastructure Modernisation	424	3,060	0	0	0	3,060
Social Mobile and Connected World	273	538	0	0	0	538
Inward Investment	39	2,031	43	0	0	2,074
Asset Investment	0	2,900	2,900	2,900	0	8,700
Housing Company Properties	4,952	5,730	6,100	0	0	11,830
Other Corporate and Commercial	25	35	0	0	0	35
Strategic Finance	27	69	0	0	0	69
Customer Services	596	1,199	0	0	0	1,199
<b><u>Housing &amp; Communities</u></b>						
Heathlands Mitigation	168	569	0	0	0	569
Building Maintenance	141	160	0	0	0	160
Other Housing & Communities	1,051	1,785	1,126	737	0	3,648
<b><u>Environment</u></b>						
Strategic Waste Facility Project	0	0	13,763	0	0	13,763
Millhams CA - Drainage improvements	21	143	1,300	0	0	1,443
Street Lighting - Replacement	2	275	0	0	0	275
Coast Protection & Beach Management	220	7,182	4,621	1,790	244	13,837
LTP Schemes - Maintenance	1,122	1,662	0	0	0	1,662
Other Environment	5,108	1,590	0	0	0	1,590
<b><u>Development</u></b>						
The Next Stop - Better Bus Area Fund	5	0	0	0	0	0
LTP Schemes - Integrated Transport	661	997	0	0	0	997
Wessex Fields Link	332	800	550	2,350	0	3,700
Facilities Management	1,007	899	734	669	0	2,302
BH Live Client	429	2,645	1,606	1,556	0	5,807
Other Development	(0)	(0)	3,022	2,900	2,900	8,821
<b><u>Tourism</u></b>						
Seafront Strategy - Phase 1	1,263	1,756	0	0	0	1,756
Other Tourism	235	1,286	145	0	0	1,431
<b>Total Capital - General Fund</b>	<b>24,793</b>	<b>52,569</b>	<b>41,136</b>	<b>14,998</b>	<b>3,144</b>	<b>111,847</b>
<b><u>Housing Revenue Account</u></b>						
	<b>Expenditure 2016/17 April - Dec £000's</b>	<b>Planned Programme 2016/17 £000's</b>	<b>Planned Programme 2017/18 £000's</b>	<b>Planned Programme 2018/19 £000's</b>	<b>Planned Programme 2018/19 £000's</b>	<b>Total £000's</b>
Basic Planned Maintenance Programme	4,108	7,304	9,569	8,724	6,564	25,598
New Build Development	3,423	6,982	8,793	2,942	5,134	18,717
<b>Total Capital - Housing Revenue Account</b>	<b>7,531</b>	<b>14,286</b>	<b>18,362</b>	<b>11,666</b>	<b>11,698</b>	<b>44,314</b>

# **Financial Reserves Analysis**

## ANNUAL REVIEW OF GENERAL FUND RESERVES - BOURNEMOUTH

### (A) General Fund - Earmarked Revenue Reserves

31/03/16 Closing Balance £000's	Detail	31/03/17 Forecast Amount £000's	31/03/18 Forecast Amount £000's	31/03/19 Forecast Amount £000's	31/03/20 Forecast Amount £000's
(41,253)	<b>Actual Balance 1 April</b>	(29,276)	(16,974)	(12,856)	(12,669)
16,973	Estimated programme spend in-year <i>(forecast of expenditure being drawn down in-year to support programme)</i>	12,302	4,117	188	93
(24,280)	<b>Total Earmarked Reserves 31 March – Balance remaining</b>	(16,974)	(12,856)	(12,669)	(12,576)

Below sections show how the 31 March balance in each year can be broken down;

31/03/16 Closing Balance £000's	Detail	31/03/17 Forecast Amount £000's	31/03/18 Forecast Amount £000's	31/03/19 Forecast Amount £000's	31/03/20 Forecast Amount £000's
(2,743)	<b>(B) - Reserves held in Partnership with External Organisations</b>	(1,525)	(1,525)	(1,525)	(1,525)
(2,109)	<b>(C) - Financial Planning Reserve</b>	(811)	(438)	(448)	(458)
(3,875)	<b>(D) - Reorganisation and Redundancy Reserve</b>	(2,679)	(579)	(579)	(579)
(1,759)	<b>(E) - Specific Reserves Supporting the MTFP</b>	(927)	(927)	(927)	(927)
(2,000)	<b>(F) - MTFP Revenue Contingency Reserve</b>	(3,211)	(2,126)	(2,126)	(2,126)
(4,309)	<b>(G) - Insurance Reserves</b>	(4,309)	(4,309)	(4,309)	(4,309)
(5,054)	<b>(H) - Reserves required by Statute, Legislation and contract arrangements</b>	(2,329)	(2,201)	(2,087)	(1,984)
(1,706)	<b>(I) - Reserves supporting Infrastructure, Repairs and Renewals</b>	(788)	(357)	(274)	(274)
(725)	<b>(J) - Reserves supporting Council Priorities and Programmes</b>	(395)	(395)	(395)	(395)
<b>(24,280)</b>	<b>31 March – Forecast Earmarked Reserve Balance</b>	<b>(16,974)</b>	<b>(12,856)</b>	<b>(12,669)</b>	<b>(12,576)</b>
(1,701)	<b>(K) - General Fund Capital Reserves</b>	(805)	(276)	(276)	(276)
(3,295)	<b>(L) - Schools Balances - held in delegation</b>	(3,295)	(3,295)	(3,295)	(3,295)
<b>(29,276)</b>	<b>31 March – Total Forecast Earmarked Reserve Balance</b>	<b>(21,074)</b>	<b>(16,427)</b>	<b>(16,240)</b>	<b>(16,147)</b>

**(B) - Reserves held in Partnership with External Organisations**

31/03/16 Closing Balance £000's		31/03/17 Forecast Amount £000's	31/03/18 Forecast Amount £000's	31/03/19 Forecast Amount £000's	31/03/20 Forecast Amount £000's
(111)	Mercury Abatement Reserve	0	0	0	0
(12)	Skills & Learning Partnership	(12)	(12)	(12)	(12)
(315)	Youth Offending Service	(90)	(90)	(90)	(90)
(69)	ICES (Equipment for Living Service)	(69)	(69)	(69)	(69)
(340)	Music & Arts Education	(100)	(100)	(100)	(100)
(33)	Bus Service Operators Grant (BSOG)	(20)	(20)	(20)	(20)
(630)	Landlord responsibility for assets leased to BH Live	0	0	0	0
(521)	National Coastal Tourism Authority	(521)	(521)	(521)	(521)
(713)	Bournemouth 2026	(713)	(713)	(713)	(713)
<b>(2,743)</b>	<b>Partnership Reserves</b>	<b>(1,525)</b>	<b>(1,525)</b>	<b>(1,525)</b>	<b>(1,525)</b>

**(C) Financial Planning - Earmarked Reserve**

31/03/16 Closing Balance £000's		31/03/17 Forecast Amount £000's	31/03/18 Forecast Amount £000's	31/03/19 Forecast Amount £000's	31/03/20 Forecast Amount £000's
(1,203)	Entrepreneurial Endeavour Reserve <i>(some 2016/17 programmed associated with exit from Kier contract)</i>				
(51)	Flooding Grants				
(640)	Equal Pay Reserve				
(177)	Local Infrastructure Reserve				
(32)	Recession Fund				
(6)	Energy Efficiency Fund				
<b>(2,109)</b>	<b>Financial Planning Reserve</b>	<b>(811)</b>	<b>(438)</b>	<b>(448)</b>	<b>(458)</b>

2015/16 reserve balances have been merged to create this reserve. Any future fluctuations include previously agreed movements.

The intention will be the reserve is used to support:

- Any one-off items within the Medium Term Financial Plan
- A specific example would be to offset any costs incurred by the Council to set up Seascope Homes & Properties Ltd
- Any timing differences between the Council's transformation strategy and the need to balance the budget in any specific year.



**(D) Reorganisation and Redundancy Reserve**

31/03/16 Closing Balance £000's		31/03/17 Forecast Amount £000's	31/03/18 Forecast Amount £000's	31/03/19 Forecast Amount £000's	31/03/20 Forecast Amount £000's
(3,588)	Redundancy Reserve				
(287)	Managing Change Fund				
<b>(3,875)</b>	<b>Reorganisation and Redundancy Reserve</b>	<b>(2,679)</b>	<b>(579)</b>	<b>(579)</b>	<b>(579)</b>

This reserve has been created from the transfer of the following resources (31/3/2016 valuations). The intention will be the reserve is used to support the change programme management costs incurred in transforming the organisation as well as the associated redundancy costs.

It should be highlighted that this reserve will be supplemented by up to £200,000 per annum. The Council's approved Flexible Use of Capital Receipts Strategy stated that the first £200,000 per annum of any receipts that do become available will be used for this purpose. However at this stage no receipts are predicted.

**(E) Specific Reserves Supporting the MTFP**

31/03/16 Closing Balance £000's		31/03/17 Forecast Amount £000's	31/03/18 Forecast Amount £000's	31/03/19 Forecast Amount £000's	31/03/20 Forecast Amount £000's
(500)	Social Care Reserve	0	0	0	0
(954)	Troubled Families Grant & AHDC grant	(927)	(927)	(927)	(927)
(306)	ASD at Springwood Reserve	0	0	0	0
<b>(1,759)</b>	<b>Specific Reserves Supporting the MTFP</b>	<b>(927)</b>	<b>(927)</b>	<b>(927)</b>	<b>(927)</b>

These reserves are currently under review in order to support the in year 2016/17 position and any future pressures.

### **(F) MTFP Revenue Reserve**

<b>31/03/16 Closing Balance £000's</b>		<b>31/03/17 Forecast Amount £000's</b>	<b>31/03/18 Forecast Amount £000's</b>	<b>31/03/19 Forecast Amount £000's</b>	<b>31/03/20 Forecast Amount £000's</b>
(2,000)	MTFP Revenue	(3,211)	(2,126)	(2,126)	(2,126)
<b>(2,000)</b>	<b>MTFP Revenue Reserve</b>	<b>(3,211)</b>	<b>(2,126)</b>	<b>(2,126)</b>	<b>(2,126)</b>

- This reserve is designed to support any in year financial overspends that are not mitigated by in-year action.
- £504k was added to this Reserve as agreed as part of the 2015/16 outturn.
- Future year reductions that have been built in is funding for the proposed programme and project management costs of the LGR
- The 31/03/17 balance currently assumes an underspend position of £707k being included as per the Budget Report. It has also been assumed that Road Rescue Funding and Town Centre Enforcement Costs totalling £450k in 2017/18 will be funded from this Reserve.

### **(G) Insurance Reserves**

<b>31/03/16 Closing Balance £000's</b>		<b>31/03/17 Forecast Amount £000's</b>	<b>31/03/18 Forecast Amount £000's</b>	<b>31/03/19 Forecast Amount £000's</b>	<b>31/03/20 Forecast Amount £000's</b>
(4,309)	Insurance Reserves	(4,309)	(4,309)	(4,309)	(4,309)
<b>(4,309)</b>		<b>(4,309)</b>	<b>(4,309)</b>	<b>(4,309)</b>	<b>(4,309)</b>

This reserve is subject to an ongoing fundamental third party review. Any consequential impact will be included in the final budget report.

**(H) - Reserves required by Statute, Legislation and contract arrangements**

<b>31/03/16 Closing Balance £000's</b>		<b>31/03/17 Forecast Amount £000's</b>	<b>31/03/18 Forecast Amount £000's</b>	<b>31/03/19 Forecast Amount £000's</b>	<b>31/03/20 Forecast Amount £000's</b>
(2,384)	Grants received in advance of spend which accounting guidance requires to be held as earmarked reserves	(9)	(9)	(9)	(9)
(2,780)	Private Finance Initiative (associated with Bournemouth Library PFI scheme)	(2,430)	(2,302)	(2,187)	(2,084)
110	Carbon Trust	110	110	110	110
<b>(5,054)</b>		<b>(2,329)</b>	<b>(2,201)</b>	<b>(2,087)</b>	<b>(1,984)</b>

**(I) - Reserves supporting Infrastructure, Repairs and Renewals**

<b>31/03/16 Closing Balance £000's</b>		<b>31/03/17 Forecast Amount £000's</b>	<b>31/03/18 Forecast Amount £000's</b>	<b>31/03/19 Forecast Amount £000's</b>	<b>31/03/20 Forecast Amount £000's</b>
(47)	Member's PC Replacement Fund	(47)	(47)	(47)	(47)
(303)	CCTV Renewals	(183)	0	0	0
(215)	Leisure Repairs and Renewal Funds	(136)	(66)	(14)	(14)
(67)	King's Park Training Pitches (AFC Bournemouth)	(67)	(67)	(67)	(67)
(217)	Property Maintenance Reserve	(67)	(67)	(67)	(67)
(399)	Grave Maintenance	(106)	(51)	(10)	(10)
(160)	Dorset Care Record (Better Care Fund)	0	0	0	0
(154)	Boscombe Regeneration Reserve	(74)	0	0	0
(84)	BCHA 43 Hawkwood Road Maintenance	(39)	(9)	(9)	(9)
(61)	Western Challenge Maintenance Reserve	(71)	(51)	(61)	(61)
<b>(1,706)</b>		<b>(788)</b>	<b>(357)</b>	<b>(274)</b>	<b>(274)</b>

**(J) - Reserves supporting Council Priorities and Programmes**

<b>31/03/16 Closing Balance £000's</b>		<b>31/03/17 Forecast Amount £000's</b>	<b>31/03/18 Forecast Amount £000's</b>	<b>31/03/19 Forecast Amount £000's</b>	<b>31/03/20 Forecast Amount £000's</b>
(277)	Workforce Development Reserve	(64)	(64)	(64)	(64)
(70)	Welfare Hardship Fund	(70)	(70)	(70)	(70)
(10)	Third Sector Grants	0	0	0	0
(89)	Local Improvement Fund	0	0	0	0
(163)	Adoption Reform Grant	(163)	(163)	(163)	(163)
(18)	Digital Call Cascade Grant	0	0	0	0
(98)	Individual Electoral Registration Grant	(98)	(98)	(98)	(98)
<b>(725)</b>		<b>(395)</b>	<b>(395)</b>	<b>(395)</b>	<b>(395)</b>

## Unearmarked Revenue Reserves

	£000's
<b>Balance as at 1st April 2016</b>	<b>(9,847)</b>
One off funding for Wheels Festival	325
One off funding for Environment & Economy	309
One off funding for Rough Sleepers and Rent deposit loans	95
Top up MTFP Revenue Contingency Reserve	504
Establish East Cliff Land Slip reserve	500
<b>Sub Total</b>	<b>(8,114)</b>
Planned 2016/17 budgeted increase in reserves	(2,521)
<b>Forecast balance as at the 31 March 2017</b>	<b>(10,635)</b>

Used to cover operational risks both known and unknown.

## **Current coverage**

- **3%** of turnover to cover operational risks based on total Council business of circa £252m. This provides coverage of just over a week based on daily expenditure.

- Reserves to cover operational risks are normally in the range 2% to 5% (*5% being the previously advised CIPFA benchmark level*)

## **Risks covered by these reserves when they were determined in February 2016 for 2016/17 included;**

- The possibility of further in-year (2016/17) reductions in Government funding.
- Inflationary pressures as provision is only made in the base budget where supported by clear evidence that it will be needed due to market conditions or contractual terms.
- Any additional costs of further Government requirements such as the Care Act, Education Services Grant changes not covered by the New Burdens principle.
- Failure to achieve the normal operating levels of income assumed as business as usual in the 2016/17 base budget.
- Failure to deliver the £15.2m of savings, efficiencies and additional resources assumed and included in the 2016/17 base budget.
- Failure to identify the £16.4m (July 2016 estimate) of per annum additional resources, savings and efficiencies required to balance the Medium Term Financial Plan.
- Unforeseen increases in demand for services (most notably Adult Social Care, Children's Social Care and Homelessness).
- Any legal claims against the Council including those from other Local Authorities in respect of Ordinary Residence and claims from bus operators.
- Financial exposure up to a maximum of £1m as the accountable body for the European Structural Investment Fund.
- Environmental issues such as the failure of sea defences.

**New or updated risks which these reserves will need to cover for future years include the following;**

- Risks associated with the ongoing impact from the introduction of the new national Living Wage particularly those associated with the cost to the Council of services commissioned from the care sector as well as any impact on the Council's pay and grading structure.
- Additional cost exposure to the Council in regards to the ongoing Welfare Reform Agenda. This includes the likely increase in the demand for Discretionary Housing Payments (DHP) following the benefit cap arrangements including the further roll out of Universal Credit.
- Risk of having insufficient capital resources to support necessary infrastructure developments. The Council currently has very limited capital resources and no annual revenue contribution to capital (RCCO).
- Risk of having insufficient capital resources to meet the Council's future aspirations including those associated with the Town centre.
- Impact of the triennial revaluation of the pension fund.
- Ongoing instability in the Council's core funding streams. This relates to: (i) the potential variation in the £70m+ of business rates collected annually and the risks associated with the appeals system. (ii) the potential variation £13.7m of Local Council Tax Support (benefit) scheme claimants.
- Actual timing of receipts from development companies to the annual MTFP process.
- Additional risks following the introduction of the 100% Business Rates retention model. This includes additional Council expense to the risks associated with the appeals process as well as its impact on the wider local economy.

On the grounds that the Council is awaiting confirmation of its 2017/18 Local Government finance settlement mid-December, it is proposed to hold the Council's Unearmarked Reserve at their projected level and undertake a further review in support of the final 2017/18 budget report.

**A Richens  
Chief Financial Officer  
Bournemouth Council**

## GLOSSARY

This Glossary explains some of the terms that are used within this Budget Book or which may be encountered during discussions concerning Local Government Finance. Definitions are intended to assist the reader, rather than reflect the exact technical sense in which the terms are used.

<b>Accruals basis</b>	The accounting concept which requires income and expenditure to be recognised as they are earned or incurred, and not as they are received or paid.
<b>Actuals</b>	Short for actual expenditure and income. The amount actually spent or received within a particular period, as compared to the estimated expenditure. Any difference between estimates and actuals is referred to as an over or (under) spend or a <b>variance</b> .
<b>Appropriation</b>	This is a transaction between the revenue budgets of the Council and its reserves. It is not permitted to transfer funds directly between revenue and reserves; an appropriation should always be used.
<b>Balances</b>	The amount of money still held at the end of a year after allowing for all the expenditure and income that has taken place. This may also be referred to as Reserves.
<b>Base Budget</b>	The starting point for the budget process, the base budget is broadly in line with the budget that would be required to continue to provide services at the currently agreed level, i.e. the current budget plus any changes already agreed and any increase for inflation.
<b>Billing Authority</b>	A local authority empowered to set and collect Council Tax, and manage the <b>Collection Fund</b> , on behalf of itself and <b>Precepting Authorities</b> in its area.
<b>Budget Requirement</b>	The amount of net expenditure required to run the Service.
<b>Capital Charges</b>	Charges to service revenue accounts to reflect the cost of depreciation of fixed assets used in the provision of services. These are reversed out below the Net Cost of Service line, so there is no impact on Council Tax.
<b>Capital Expenditure</b>	Expenditure on the acquisition of fixed assets or, expenditure which adds to, and does not merely maintain, the value of existing fixed assets.
<b>Capital Receipts</b>	Income that the Council receives from selling capital assets (buildings, land etc.). Such income may only be used to repay loan debt or to finance new capital expenditure.
<b>CIPFA</b>	Chartered Institute of Public Finance and Accountancy – the leading professional accountancy body for public services.
<b>CIPFA Classifications</b>	A standardised list defining income and expenditure into categories which the Council must follow. The standard groupings are Employees, Premises, Transport, Supplies & Services, Third Party Payments, Transfer Payments, Support Services, Capital Charges, Government Grants, Other Grants, Reimbursements & Contributions, Customer & Client Receipts, Interest and Recharges Income.
<b>Collection Fund</b>	An account kept by the Council as a <b>Billing Authority</b> into which <b>Council Tax</b> and <b>NDR</b> are paid. The Fund pays out money to the <b>General Fund</b> and the <b>Precepts</b> made by the Police and Fire Authorities', it also pays the Government its share of <b>NDR</b> collected.



<b>Cost Centre</b>	A specific function or service area for which a budget is prepared and costs identified within the Council's Accounts. The expenditure and income of a cost centre are under the control of a single manager.
<b>Council Tax</b>	The charge for individual properties is based on the value of the property. The Valuation Office Agency assesses the properties in each district area and assigns each property to one of eight valuation band (A to H). The level of Council Tax is set on the basis of the number of Band D equivalent properties. Council Tax levels for dwellings in other bands are set relative to the Band D baseline.
<b>Depreciation</b>	The measure of the reduction in the value of a capital asset from its use; i.e. through wearing out, consumption or other reduction in the useful economic life of a fixed asset.
<b>DSG</b>	Dedicated Schools Grant – A ringfenced grant provided to local authorities by the Department for Education to fund revenue expenditure by schools.
<b>Financial Regulations</b>	The financial rules within which the Council conducts its affairs, these are available to view on the Council's website.
<b>Fixed Assets</b>	Assets that are purchased for long-term use and are not likely to be converted quickly into cash, such as land, buildings, equipment, vehicles, plant and machinery, community assets and investment properties.
<b>General Fund</b>	The Council's main revenue account, covering the net cost of all services other than Council Housing.
<b>Formula Grant</b>	General government grant is a source of funding for local authorities. There are no restrictions on what it can be spent on.
<b>HRA</b>	Housing Revenue Account – The Council has to maintain separate accounts for its <b>landlord service</b> . Special rules determine what charges can be made between the HRA & <b>General Fund</b> to ensure that rent payers do not subsidise Council Tax payers and vice versa.
<b>Impairment of Fixed Assets</b>	A decrease in excess of the depreciation charge of a fixed asset's fair value due to damage, obsolescence etc.
<b>Landlord Service</b>	The council's activities with regard to the letting and management of its housing stock. Transactions are recorded in the <b>HRA</b> .
<b>LEA Budget</b>	Resources retained by the Authority to fund Educational services outside of the Schools' Budget, includes areas such as Home to School Transport and Education Psychology services.
<b>LEP</b>	Local Enterprise Partnership – is a joint initiative between the public and private sector brought forward by authorities themselves to promote economic development.
<b>LSP</b>	Local Strategic Partnership - brings together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together.
<b>NNDR</b>	National Non-Domestic Rate or Business Rates – The business rating system under which the level of charge is set nationally by the Government. The rates are collected by local authorities and paid into a national pool, which is then re-distributed to Councils on the basis of population.

<b>PFI</b>	Private Finance Initiative – A form of public private partnership where local authorities pay for the use of assets held by the private sector.
<b>Precept</b>	The amount of money a <b>Precepting Authority</b> requires from the <b>Collection Fund</b> . This is used to pay for the services that they provide.
<b>Precepting Authority</b>	Local authorities, including fire and police authorities, which cannot levy a council tax directly on the public but have the power to <b>precept</b> a <b>Billing Authority</b> .
<b>Provision</b>	An amount of money set aside in the budget to meet liabilities that are likely to arise in the future because of a legal liability, but which cannot be quantified with certainty.
<b>Prudential Code</b>	The Prudential Code is a professional code of practice to support local authorities in determining their capital investment programmes. The code includes a range of <b>Prudential Indicators</b> .
<b>Prudential Indicators</b>	A range of <b>Prudential Code</b> Indicators is required to be set, monitored and approved by Full Council. They are designed to support local decision-making and not be comparative performance indicators, which would be counter-productive.
<b>Recharges</b>	Charges to service revenue accounts for overheads, central support services and service management costs. Examples include accountancy, facilities management, legal services, property management and vehicle fleet management.
<b>Reserves</b>	See <b>Balances</b> .
<b>Resource Allocation System (RAS)</b>	RAS is a set of rules allowing a fair allocation of funding to people who need extra support.
<b>Revenue Expenditure</b>	Expenditure on day to day running expenses e.g. salaries, fuel etc.
<b>Ring-Fencing</b>	Reserving a budget for a particular purpose, or preventing transfers between one budget and another.
<b>RSG</b>	Revenue Support Grant – A Government grant received to pay for expenditure from the General Fund based on the Council's needs.
<b>Schools' Budget</b>	A defined set of activities delegated to schools that are usually funded from a specific government grant, Dedicated Schools Grant.
<b>Section 151</b>	Section 151 of the Local Government Act 1972 requires Councils to nominate an officer to be responsible for the proper administration of their financial affairs. This officer must report to the Council any unlawful financial activity involving the authority or if they believe expenditure is likely to exceed resources. For Bournemouth Borough Council, the Executive Director (Finance) is the Council's S151 Officer.
<b>SeRCOP</b>	Service Reporting Code of Practice - The framework devised by <b>CIPFA</b> that defines proper accounting practice with regard to consistent financial reporting for services, all local authorities in the United Kingdom are expected to adopt its requirements and recommendations.
<b>Single Capital Pot</b>	A process by which the Government allocates capital resources. All allocations through this process are effectively non-ringfenced resources, which allow the Authority discretion over how it actually allocates them.

<b>Specific Grants</b>	Grants paid to the council for a specific purpose including housing benefit, housing improvement etc.
<b>Spending Review</b>	In a spending review the Government sets an overall total for public spending and defines the key improvements that the public can expect from these resources, for the period covered by the review.
<b>Statement of Accounts</b>	A statutory financial document that sets out the financial position of the Council at 31 March each year, and the financial activities during the year.
<b>Taxbase</b>	The number of Band D equivalent properties in a local authority's area. This figure is used by the Council to calculate <b>Council Tax</b> and also by the Government to calculate the Council's grant entitlement.
<b>Unsupported Borrowing</b>	<p>This was introduced through the <b>Prudential Code</b>. It is the undertaking of additional borrowing, over and above that which the Government is prepared to fund. Therefore the principal repayments, together with the interest on borrowings, need to be considered as part of a robust business case. This essentially allows the Council two options for the Capital scheme in question, either:</p> <ul style="list-style-type: none"> <li>• the cost of borrowing is allowed to fall on the Council Tax payer through a higher level of Council Tax, or</li> <li>• the cost of borrowing is met through a combination of efficiency savings and/or additional income generation.</li> </ul>
<b>Variance</b>	When comparing the amount actually spent within a particular budget with estimated expenditure, any difference between estimates and actuals is referred to as a variance or an over/under spend.
<b>Virement</b>	A switch of resource from one budget to another or from one budget head to another. The rules concerning virements are contained in the Financial Regulations.