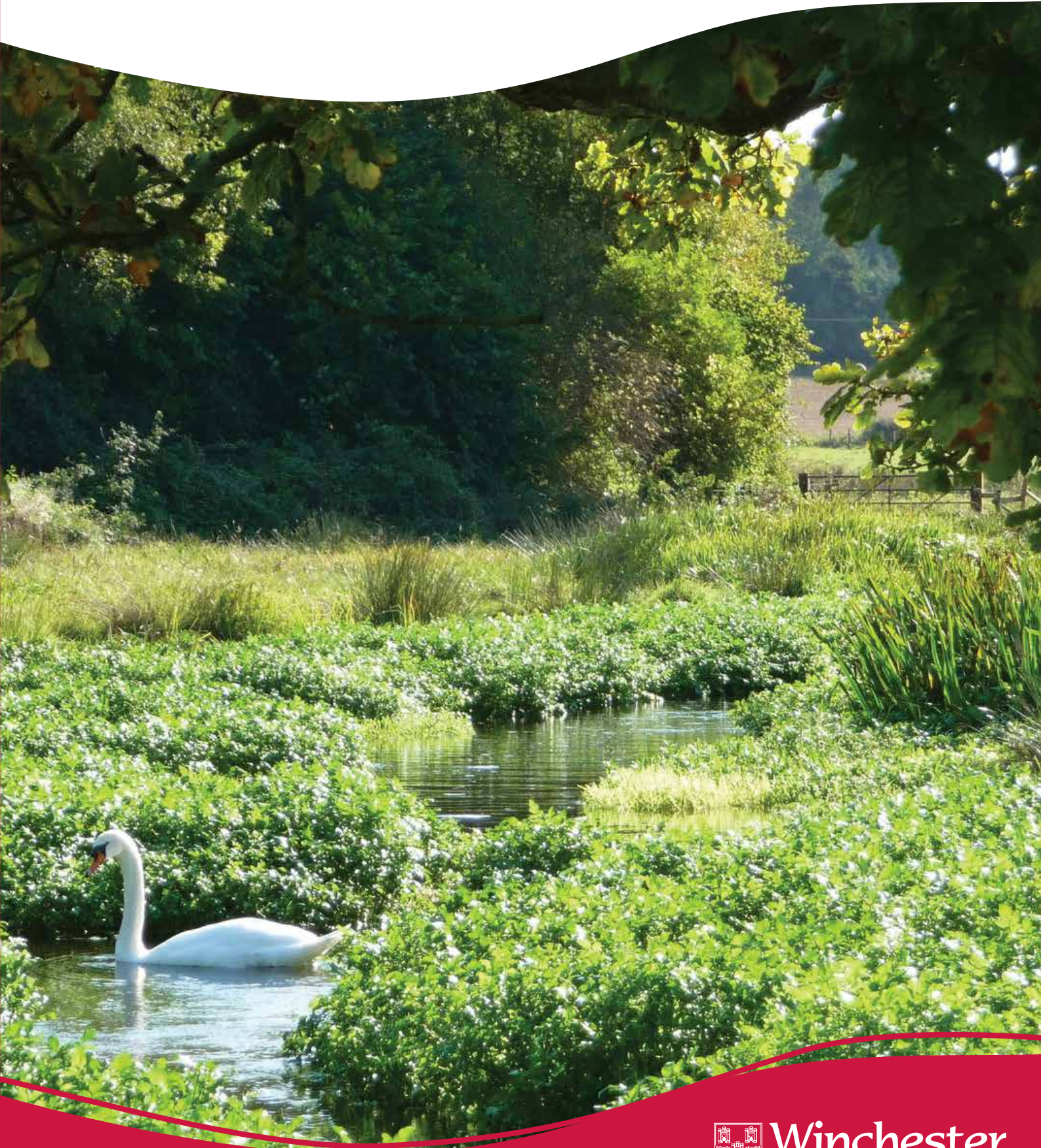


Budget Book

2016-2017



Winchester
City Council

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FOREWARD BY THE PORTFOLIO HOLDER FOR FINANCE & CORPORATE POLICY

BUDGET AND COUNCIL TAX 2016/17

Over the last year, the Council's finance team have had to deal with many financial uncertainties, so I would like to make a particular point of thanking Alexis Garlick and all her Finance Team for the excellent service that they have given to the Council in dealing with this turbulent year. I forecast that the uncertain times will continue, starting with the departure of Alexis Garlick next month, although I am confident that the team, under the leadership of Stephen Fitzgerald, will step up to the challenge.



The reduction in income that the Council receives from Central Government has been steeper than expected. The City Council has lost 34% of its Revenue Support Grant – some £600,000. RSG will be reduced to zero over the next 2 years, with a negative grant in the years after that. The New Homes Bonus scheme is changing, with payments forecast to be down a third in future years. Our cautious forecast for £2.8m per year will only be met once more homes are built.

While the number of businesses in Winchester has been growing ahead of national norms, the income that the City Council is receiving from business rates has been adversely affected by the need to make increased provisions to address the impact of changing regulations and successful appeals. As a result of decisions, such as the one that allows GP Surgeries to gain exemption from most of their business rates, backdated to 2005, an additional £1.0m has been set aside for this Financial Year, on top of the £1.6m that we added to the Business Rates provision last year representing reduced income due to appeals.

All public sector organisations must find ways to reduce their expenditure. The Council should be very grateful that we have an effective Chief Executive who is again delivering the services that we ask him to with the reduced resources that we make available. He brings greater flexibility and increased capabilities to the Council, developing a broader skills set among our officers, managing vacancies and controlling the overall paybill. Despite the many financial constraints, we continue to maintain all our frontline services and will continue to maintain them next year.

The long-term financial plan of this administration - to support, maintain and boost the local economy of Winchester – is still the best way for the Council to proceed. More jobs, more successful businesses, more income for the Council.

Last October, we forecast a revenue budget gap of £2.4m in 4 years. Some of that gap has been closed, but with Government funding disappearing faster than expected, our reliance on our programme of major projects becomes even more important. This budget relies heavily on the timely redevelopment of the Station Approach area. The delivery of a new GP Surgery in the City Centre, an enterprise centre, refurbished buildings and many of our other projects will also provide great benefits to the District. To deliver these benefits, I propose to bring in staff with specialist skills on fixed term contracts to ensure the programme proceeds on schedule.

However, these projects will not bring in any income for some years to come. In the meantime, we have to be sure that we have sufficient income to meet our expenditure. To do this for the next few years, so closing the gap, I am proposing to increase Council Tax for the first time in 6 years, during which time, inflation has taken prices up by over 15%. This increase in Council Tax, of £4.38 per year or less than 9 pence per week, for a Band D

home, will bring in an additional £205,000 pa, which is the main contribution to closing the budget gap at the end of this strategy period. Despite this increase, it is expected that Winchester City Council will remain in the lowest quartile for Council Tax for lower tier authorities, much as Hampshire County Council will still charge the lowest Council Tax for a higher tier authority, even after their increase. It is also proposed to agree to the 3.47% increase in the Town Forum precept that the Town Forum recommended.

This extra Council Tax will allow us to continue with sensible measures to promote businesses across all parts of the District to encourage even more people to shop and do business in our district and to visit this wonderful area. I propose that this includes continued support for the refurbishment of the Cathedral – our most iconic and important attraction. The budget also makes sensible provision for maintaining our car parks and our other assets. We have not raised our car parking charges for the last 3 years and do not propose to increase them in the coming year. I also propose that there is no increase in Members Allowances.

The report includes an extract from the Corporate Risk Register, including 11 Major Risks that are likely or highly likely to occur. With these risks and no spare monies available, we cannot afford any vanity projects that members might wish to propose.

We do want to continue to support those in our community who have the least. So, for the 4th year in a row, we propose to increase the amount that people can earn before they even start to pay towards their Council Tax. In addition, having introduced the Living Wage for all our own staff 3 years ago, we are now expecting all our contractors to pay the living wage to their staff. To demonstrate our commitment to this policy, we are now to be accredited with the Living Wage Foundation – one of the first Councils in the South to do so. And, on top of that, we are also proposing to maintain the amount that we pay in core grants to the voluntary sector, who do so much for our communities.

In summary, I propose this balanced budget, which I believe, through prudent management and a clear focus on the long-term financial stability for this council, will continue to encourage businesses to start up and flourish across our district, which will make it easier for residents to find jobs locally, which will deliver the same range of excellent Council services. This budget will make Winchester a better place to live in, work in and visit. I move the revised motion.

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[GLOSSARY](#) (Intranet Hyperlink)

INTRODUCTION

This Budget Book is intended to give an insight into the Council's finances to residents of the District and others as well as being a working document for Councillors and Officers. At its meeting on 18th February 2016 the Council approved the budget for 2016/17 (CAB2763 (Revised) provides more detail).

The corporate planning cycle and budget preparation for 2016/17 began with the agreement of the Capital Strategy in September 2015 and Financial Strategy in October 2015, consultation on the Revenue and Capital budgets during October 2015 through to January 2016.

The Financial Strategy sets out the key principles applied when setting the budget. These are as follows:

- The revenue budget for the forthcoming year will be balanced;
- Reserves will not be used to fund annual, recurring expenditure;
- Savings proposals will be sufficient to fund Growth proposals and to eliminate any projected deficit;
- Growth proposals will not create a revenue deficit in future financial years without equivalent forward savings also being identified;
- Growth and Savings proposals will be considered in relation to the Council's corporate objectives and priorities;
- Inflation will be applied only to budgets for staff and external contracts.

Over recent years, the Council has achieved significant savings and efficiencies and continues to work hard to ensure that ongoing savings are delivered.

There have also been considerable changes to local government commencing in 2013/14, with the introduction of the Business Rate Retention Scheme, the localisation of support for council tax and various other changes to government funding streams.

Alexis Garlick, FCCA
Chief Finance Officer
February 2016

COUNCIL TAX & PRECEPTS

SUMMARY BUDGET 2016/17

This budget covers all of the Council's running costs and income, as published on the Winchester website <http://www.winchester.gov.uk/n/council-tax/council-tax-charges-2016-17/>

2015/16				2016/17		
GROSS COST £'000	INCOME £'000	NET COST £'000	SERVICE	GROSS COST £'000	INCOME £'000	NET COST £'000
3,964	4	3,960	Corporate & Democratic Core	3,806	4	3,801
2,621	626	1,996	Central Services	2,429	626	1,803
3,777	248	3,529	Cultural and Related Services	3,815	243	3,572
5,934	946	4,988	Environment and Regulatory Services	6,089	1,188	4,901
5,072	2,329	2,742	Planning Services	6,689	2,734	3,956
4,258	6,371	(2,113)	Highways, Roads and Transport Services	4,347	6,654	(2,307)
33,291	33,291		Local Authority Housing (HRA)			
31,460	29,273	2,187	Other Housing Services	30,716	28,985	1,730
1,998	4,757	(2,760)	Other Operating Income and Expenditure	2,375	4,475	(2,100)
92,374	77,845	14,529	Total Operational Expenditure	60,266	44,909	15,357
		1,415	Contributions to & (from) General Fund Reserves			(2,074)
		(933)	Collection Fund Adjustment Account deficit / (surplus)			2,378
92,374	77,845	15,011	TOTALS	60,266	44,909	15,661
		2,411	Parish Precepts			2,521
		156	Council Tax Support Grant to Parishes			154
		17,578	Net Budget Requirement (incl. Local Precepts)			18,336
		(4,629)	Non-ringfenced Government Grants			(4,425)
		(3,865)	Non-Domestic Rates Income and Expenditure			(3,928)
			Capital Grants and Contributions			(500)
		12,949	Council Tax Requirement			9,483
		(807)	Winchester Town charge			(843)
		(2,411)	Precepts levied by Parishes			(2,521)
		(5,865)	Winchester District charge			(6,119)
		(9,084)	Council Tax Requirement			(9,483)

COUNCIL TAX & PRECEPTS

COUNCIL TAX SUMMARY

After six years holding Council Tax at 2010/11 levels, Winchester City Council has agreed that there should be an increase in Council Tax for 2016/17; the Band D Council Tax will increase from £126.27 in 2015/16 to £130.65 for 2016/17 (an increase of 3.47%) in order to meet the estimates of expenditure for services administered by the Council.

Council Taxpayers in the unparished Winchester Town area pay an additional £63.31 (£61.19 for 2015/16) at Band D for local services which, elsewhere in the District, are funded from the local Parish tax.

COUNCIL TAX SCHEDULE 2016/17	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	£	£	£	£	£	£	£	£
WINCHESTER CITY COUNCIL	87.10	101.62	116.13	130.65	159.68	188.72	217.75	261.30
HAMPSHIRE COUNTY COUNCIL	719.52	839.44	959.36	1,079.28	1,319.12	1,558.96	1,798.80	2,158.56
POLICE & CRIME COMMISSIONER-HAMPSHIRE	106.97	124.80	142.63	160.46	196.12	231.78	267.43	320.92
HAMPSHIRE FIRE & RESCUE AUTHORITY	41.73	48.69	55.64	62.60	76.51	90.42	104.33	125.20
Parish/Town Only	47.88	55.86	63.84	71.82	87.78	103.74	119.70	143.64
Parish/Town & District	134.98	157.48	179.97	202.47	247.46	292.46	337.45	404.94
Total	1,003.20	1,170.41	1,337.60	1,504.81	1,839.21	2,173.62	2,508.01	3,009.62

COUNCIL TAX & PRECEPTS

	2015/16				2016/17				Council Tax Increase
	Tax Base	CTS Grant £	Precepts £	Council Tax Band D (£)	Tax Base	CTS Grant £	Precepts £	Council Tax Band D (£)	
BILLING AUTHORITY									
WINCHESTER	46,450.38	0	5,865,289	126.27	46,835.09	0	6,119,005	130.65	3.47%
SPECIAL AREAS									
(BILLING AUTHORITY)									
WINCHESTER TOWN	13,193.31	55,154	807,299	61.19	13,309.22	31,989	842,607	63.31	3.47%
PARISHES									
BADGER FARM	964.85	1,189	35,750	37.05	963.20	1,337	40,633	42.19	13.87%
BEAUWORTH	57.55	0	0	0.00	56.85	0	0	0.00	0.00%
BIGHTON	164.93	154	3,696	22.41	173.69	157	3,693	21.26	(5.13%)
BISHOPS SUTTON	205.39	209	4,800	23.37	209.00	200	4,808	23.01	(1.54%)
BISHOPS WALTHAM	2,572.73	26,219	320,337	124.51	2,594.29	27,274	326,163	125.72	0.97%
BOARHUNT	256.87	432	15,568	60.61	260.87	565	17,435	66.84	10.28%
BRAMDEAN & HINTON AMPNER	211.54	354	6,646	31.42	212.08	361	6,889	32.48	3.37%
CHERITON	321.95	422	9,578	29.75	325.14	411	10,089	31.03	4.30%
CHILCOMB	57.82	0	0	0.00	58.63	0	0	0.00	0.00%
COLDEN COMMON	1,523.04	9,171	138,827	91.15	1,527.83	8,961	147,685	96.66	6.04%
COMPTON & SHAWFORD	846.40	500	26,670	31.51	847.32	428	26,742	31.56	0.16%
CORHAMPTON & MEONSTOKE	370.64	751	12,749	34.40	377.21	954	14,102	37.39	8.69%
CRAWLEY	218.45	402	13,098	59.96	222.23	366	14,134	63.60	6.07%
CURDRIDGE	633.88	957	29,750	46.93	635.21	1,218	30,981	48.77	3.92%
DENMEAD	2,826.61	26,124	326,424	115.48	2,816.84	25,664	345,186	122.54	6.11%
DROXFORD	322.70	777	17,500	54.23	332.28	918	18,582	55.92	3.12%
DURLEY	458.01	1,091	17,409	38.01	457.77	1,070	18,930	41.35	8.79%
EXTON	135.55	14	0	0.00	136.45	0	0	0.00	0.00%
HAMBLEDON	512.35	722	13,278	25.92	509.48	709	13,291	26.09	0.66%
HEADBOURNE WORTHY	244.66	112	5,546	22.67	244.09	125	5,982	24.51	8.12%
HURSLEY	439.62	898	18,102	41.18	440.98	735	18,265	41.42	0.58%
ITCHEN STOKE & OVINGTON	128.20	35	2,715	21.18	126.52	34	3,016	23.84	12.56%
ITCHEN VALLEY	722.50	677	23,300	32.25	722.18	821	26,121	36.17	12.16%
KILMESTON	133.99	175	3,600	26.87	134.74	161	4,239	31.46	17.08%
KINGS WORTHY	1,809.54	7,950	110,059	60.82	1,830.34	7,694	110,309	60.27	(0.90%)
LITTLETON & HARESTOCK	1,460.58	3,712	79,437	54.39	1,483.57	3,298	88,166	59.43	9.27%
MICHELDEVER	658.19	2,281	42,719	64.90	655.75	1,973	44,027	67.14	3.45%
NEW ALRESFORD	2,169.97	19,775	255,225	117.62	2,200.20	18,540	262,854	119.47	1.57%
NORTHINGTON	128.61	69	3,831	29.79	128.69	74	3,826	29.73	(0.20%)
OLD ALRESFORD	252.91	622	12,230	48.36	249.02	658	13,495	54.19	12.06%
OLIVERS BATTERY	744.38	523	24,777	33.29	751.63	371	24,929	33.17	(0.36%)
OTTERBOURNE	700.77	951	33,122	47.27	697.64	887	34,296	49.16	4.00%
OWSLEBURY	382.95	1,212	21,800	56.93	382.66	1,075	21,800	56.97	0.07%
SHEDFIELD	1,600.84	4,243	75,783	47.34	1,623.84	3,881	75,745	46.65	(1.46%)
SOBERTON	810.71	821	27,556	33.99	816.15	783	30,750	37.68	10.86%
SOUTH WONSTON	1,189.80	1,332	95,862	80.57	1,191.02	1,666	96,499	81.02	0.56%
SOUTHWICK & WIDLEY	319.59	1,600	15,870	49.66	351.53	2,375	15,260	43.41	(12.59%)
SPARSHOLT	295.38	821	15,225	51.54	302.69	822	15,606	51.56	0.04%
SWANMORE	1,260.12	10,325	162,535	128.98	1,288.97	10,079	173,991	134.98	4.65%
TICHBORNE	109.22	357	4,339	39.73	108.16	456	4,297	39.73	0.00%
TWYFORD	718.45	3,342	55,658	77.47	734.83	2,898	71,102	96.76	24.90%
UPHAM	323.24	571	18,429	57.01	325.62	483	19,517	59.94	5.14%
WARNFORD	106.94	60	890	8.32	106.49	51	949	8.91	7.09%
WEST MEON	377.95	1,532	29,269	77.44	380.63	2,148	27,852	73.17	(5.51%)
WHITELEY	1,280.71	4,405	113,920	88.95	1,287.60	3,779	117,117	90.96	2.26%
WICKHAM	1,643.07	15,080	133,687	81.36	1,651.01	15,090	137,852	83.50	2.63%
WONSTON	582.92	2,744	33,848	58.07	592.95	2,540	34,052	57.43	(1.10%)
TOTAL/AVERAGE	46,450.38	210,866	3,218,716	69.29	46,835.09	186,078	3,363,865	71.82	3.65%
PARISH TOTAL	33,257.07	155,712	2,411,417	72.51	33,525.87	154,089	2,521,258	75.20	
WINCHESTER TOWN	13,193.31	55,154	807,299	61.19	13,309.22	31,989	842,607	63.31	
TOTAL	46,450.38	210,866	3,218,716	69.29	46,835.09	186,078	3,363,865	71.82	

COUNCIL TAX & PRECEPTS

COUNCIL TAX SCHEDULE 2016/17	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	£	£	£	£	£	£	£	£
WINCHESTER CITY COUNCIL	87.10	101.62	116.13	130.65	159.68	188.72	217.75	261.30
HAMPSHIRE COUNTY COUNCIL	719.52	839.44	959.36	1,079.28	1,319.12	1,558.96	1,798.80	2,158.56
POLICE & CRIME COMMISSIONER-HAMPSHIRE	106.97	124.80	142.63	160.46	196.12	231.78	267.43	320.92
HAMPSHIRE FIRE & RESCUE AUTHORITY	41.73	48.69	55.64	62.60	76.51	90.42	104.33	125.20
Parish/Town Only	47.88	55.86	63.84	71.82	87.78	103.74	119.70	143.64
Parish/Town & District	134.98	157.48	179.97	202.47	247.46	292.46	337.45	404.94
Total	1,003.20	1,170.41	1,337.60	1,504.81	1,839.21	2,173.62	2,508.01	3,009.62
SPECIAL AREAS (BILLING AUTHORITY)								
WINCHESTER TOWN	997.53	1,163.79	1,330.04	1,496.30	1,828.81	2,161.33	2,493.83	2,992.60
PARISHES								
BADGER FARM	983.45	1,147.36	1,311.26	1,475.18	1,803.00	2,130.82	2,458.63	2,950.36
BEAUWORTH	955.32	1,114.55	1,273.76	1,432.99	1,751.43	2,069.88	2,388.31	2,865.98
BIGHTON	969.49	1,131.09	1,292.66	1,454.25	1,777.41	2,100.59	2,423.74	2,908.50
BISHOPS SUTTON	970.66	1,132.45	1,294.21	1,456.00	1,779.55	2,103.12	2,426.66	2,912.00
BISHOP'S WALTHAM	1,039.13	1,212.33	1,385.51	1,558.71	1,905.09	2,251.48	2,597.84	3,117.42
BOARHUNT	999.88	1,166.54	1,333.17	1,499.83	1,833.12	2,166.43	2,499.71	2,999.66
BRAMDEAN & HINTON AMPNER	976.97	1,139.81	1,302.63	1,465.47	1,791.13	2,116.80	2,442.44	2,930.94
CHERITON	976.01	1,138.68	1,301.34	1,464.02	1,789.36	2,114.70	2,440.03	2,928.04
CHILCOMB	955.32	1,114.55	1,273.76	1,432.99	1,751.43	2,069.88	2,388.31	2,865.98
COLDEN COMMON	1,019.76	1,189.73	1,359.68	1,529.65	1,869.57	2,209.50	2,549.41	3,059.30
COMPTON & SHAWFORD	976.36	1,139.10	1,301.81	1,464.55	1,790.00	2,115.47	2,440.91	2,929.10
CORHAMPTON & MEONSTOKE	980.25	1,143.63	1,307.00	1,470.38	1,797.13	2,123.89	2,450.63	2,940.76
CRAWLEY	997.72	1,164.02	1,330.29	1,496.59	1,829.16	2,161.75	2,494.31	2,993.18
CURDRIDGE	987.83	1,152.48	1,317.11	1,481.76	1,811.04	2,140.33	2,469.59	2,963.52
DENMEAD	1,037.01	1,209.86	1,382.68	1,555.53	1,901.20	2,246.88	2,592.54	3,111.06
DROXFORD	992.60	1,158.04	1,323.47	1,488.91	1,819.78	2,150.65	2,481.51	2,977.82
DURLEY	982.89	1,146.71	1,310.52	1,474.34	1,801.97	2,129.61	2,457.23	2,948.68
EXTON	955.32	1,114.55	1,273.76	1,432.99	1,751.43	2,069.88	2,388.31	2,865.98
HAMBLEDON	972.71	1,134.84	1,296.95	1,459.08	1,783.32	2,107.57	2,431.79	2,918.16
HEADBOURNE WORTHY	971.66	1,133.61	1,295.55	1,457.50	1,781.39	2,105.28	2,429.16	2,915.00
HURSLEY	982.93	1,146.77	1,310.58	1,474.41	1,802.05	2,129.71	2,457.34	2,948.82
ITCHEN STOKE & OVINGTON	971.21	1,133.09	1,294.95	1,456.83	1,780.57	2,104.32	2,428.04	2,913.66
ITCHEN VALLEY	979.43	1,142.68	1,305.91	1,469.16	1,795.64	2,122.13	2,448.59	2,938.32
KILMESTON	976.29	1,139.02	1,301.72	1,464.45	1,789.88	2,115.32	2,440.74	2,928.90
KINGS WORTHY	995.50	1,161.43	1,327.33	1,493.26	1,825.09	2,156.94	2,488.76	2,986.52
LITTLETON & HARESTOCK	994.94	1,160.77	1,326.59	1,492.42	1,824.07	2,155.72	2,487.36	2,984.84
MICHELDEVER	1,000.08	1,166.77	1,333.44	1,500.13	1,833.49	2,166.86	2,500.21	3,000.26
NEW ALRESFORD	1,034.97	1,207.47	1,379.96	1,552.46	1,897.45	2,242.45	2,587.43	3,104.92
NORTHINGTON	975.14	1,137.67	1,300.19	1,462.72	1,787.77	2,112.82	2,437.86	2,925.44
OLD ALRESFORD	991.45	1,156.70	1,321.93	1,487.18	1,817.66	2,148.15	2,478.63	2,974.36
OLIVERS BATTERY	977.43	1,140.35	1,303.24	1,466.16	1,791.97	2,117.79	2,443.59	2,932.32
OTTERBOURNE	988.09	1,152.79	1,317.46	1,482.15	1,811.51	2,140.89	2,470.24	2,964.30
OWSLEBURY	993.30	1,158.86	1,324.40	1,489.96	1,821.06	2,152.17	2,483.26	2,979.92
SHEDFIELD	986.42	1,150.83	1,315.23	1,479.64	1,808.45	2,137.26	2,466.06	2,959.28
SOBERTON	980.44	1,143.86	1,307.25	1,470.67	1,797.48	2,124.31	2,451.11	2,941.34
SOUTH WONSTON	1,009.33	1,177.57	1,345.78	1,514.01	1,850.45	2,186.91	2,523.34	3,028.02
SOUTHWICK & WIDLEY	984.26	1,148.31	1,312.35	1,476.40	1,804.49	2,132.58	2,460.66	2,952.80
SPARSHOLT	989.69	1,154.65	1,319.59	1,484.55	1,814.45	2,144.36	2,474.24	2,969.10
SWANMORE	1,045.31	1,219.53	1,393.74	1,567.97	1,916.41	2,264.85	2,613.28	3,135.94
TICHBORNE	981.81	1,145.45	1,309.08	1,472.72	1,799.99	2,127.27	2,454.53	2,945.44
TWYFORD	1,019.83	1,189.81	1,359.77	1,529.75	1,869.69	2,209.64	2,549.58	3,059.50
UPHAM	995.28	1,161.17	1,327.04	1,492.93	1,824.69	2,156.46	2,488.21	2,985.86
WARNFORD	961.26	1,121.48	1,281.68	1,441.90	1,762.32	2,082.75	2,403.16	2,883.80
WEST MEON	1,004.10	1,171.46	1,338.80	1,506.16	1,840.86	2,175.57	2,510.26	3,012.32
WHITELEY	1,015.96	1,185.30	1,354.61	1,523.95	1,862.60	2,201.27	2,539.91	3,047.90
WICKHAM	1,010.99	1,179.49	1,347.98	1,516.49	1,853.49	2,190.49	2,527.48	3,032.98
WONSTON	993.61	1,159.22	1,324.81	1,490.42	1,821.62	2,152.83	2,484.03	2,980.84

WINCHESTER TOWN ACCOUNT

Although Winchester City Council is the local authority for the whole 250 square mile area of Winchester district (serving over 112,000 people) the rural areas also have local community representation through Parish or Town Councils, or Parish Meetings. They provide a focus for the discussion of local issues and consideration of solutions. For the Winchester town area, there is not a similar elected body, so the City Council decided in 2002 to establish the Winchester Town Forum, to cover the six unparished Town wards.

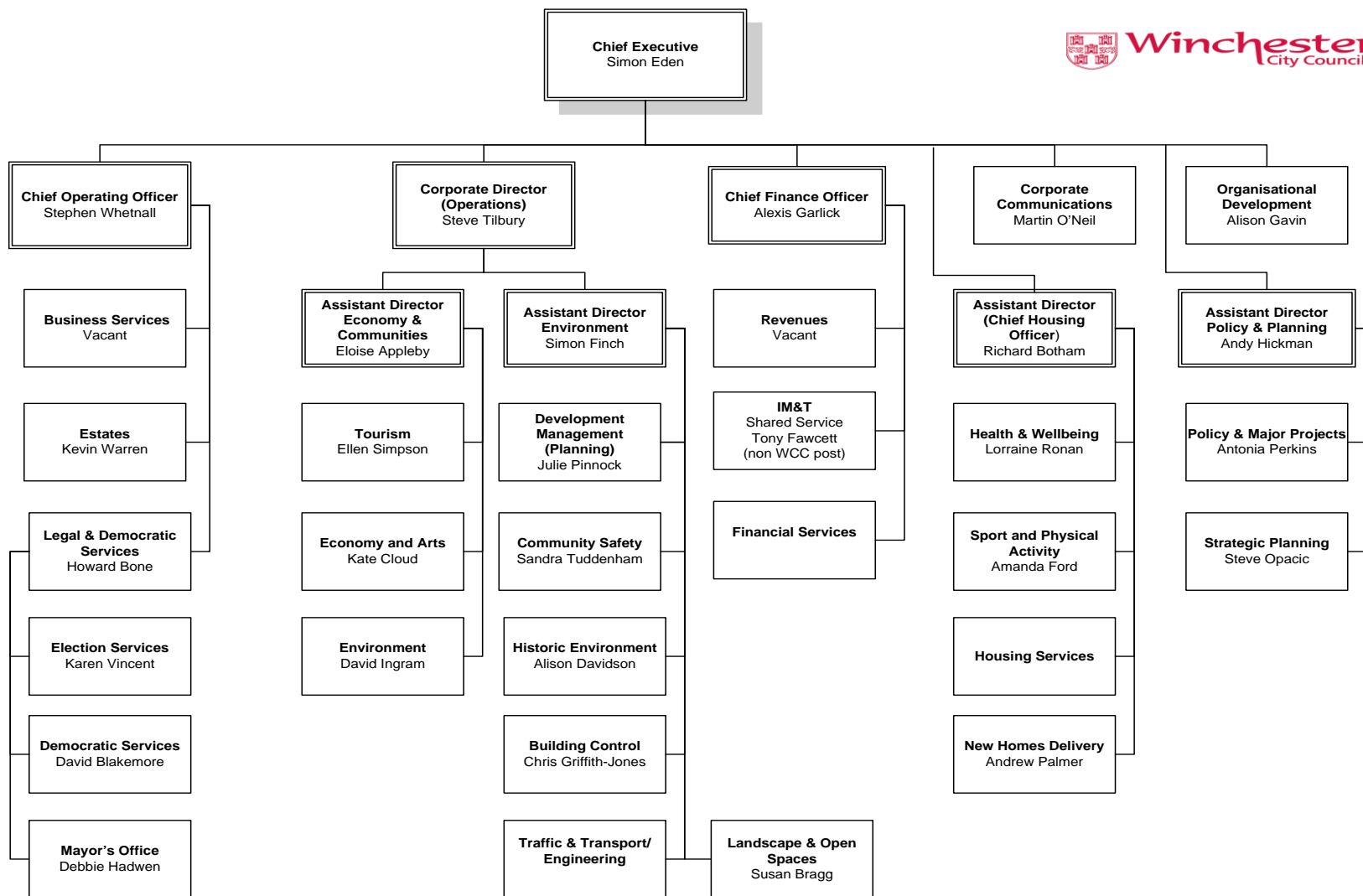
Any expenses incurred by the Council in performing in a part of its area a function performed elsewhere in its area by a Parish Council/Town Council/Parish Meeting shall not be treated as special expenses for the purposes of Section 35 of the Local Government Finance Act 1992, except in the case of the following special items relating to the non-parished area:

- (a) Magdalen Hill and West Hill Cemeteries;
- (b) Allotments;
- (c) Town centre Christmas lighting;
- (d) Footway lighting;
- (e) Bus shelter maintenance;
- (f) Grants for community facilities in the Town ("parish" element);
- (g) Recreation Grounds & Open Spaces (except Abbey Gardens, Riverside Walks, the Weirs and St Giles Hill);
- (h) Community Wardens;
- (i) Arboricultural work;
- (j) Public Conveniences
- (k) Theatre Royal
- (l) Maintenance work to Council Owned Bridges
- (m) Grit Bins
- (n) Community Speed Watch
- (o) Night Bus Contribution
- (p) St Maurice's Covert
- (q) Historic Environment Projects Officer
- (r) Neighbourhood Plans
- (s) Solar PV Study
- (t) Roger Brown Model
- (u) Administration of the Town Forum

WINCHESTER TOWN ACCOUNT

	2014/15	2015/16	2015/16	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	Outturn	Original Budget	Working Budget	Forecast	Forecast	Forecast	Forecast	Forecast
	£	£	£	£	£	£	£	£
Cost of Services								
Recurring Budgets:								
Allotments	(1,684)	(1,646)	(1,646)	(1,646)	(1,646)	(1,646)	(1,646)	(1,646)
Bus Shelter Cleaning / Maintenance / New Provision	9,060	7,600	7,600	7,600	7,600	7,600	7,600	7,600
Cemeteries	26,905	29,376	30,596	61,257	63,463	65,727	68,051	70,436
Christmas Lights	9,068	10,549	10,480	10,549	10,796	11,051	11,313	11,583
Community Speed Watch	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Community Wardens (Contribution)	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Footway Lighting	23,115	28,964	28,760	29,008	29,423	29,859	30,316	30,796
Grants	59,522	60,000	60,455	60,000	60,000	60,000	60,000	60,000
Support Costs for Grant Scheme	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Grit Bins	309	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Maintenance Work to Council Owned Bridges	0	5,500	10,500	5,500	5,500	5,500	5,500	5,500
Night Bus Contribution	13,408	13,390	13,390	13,792	14,205	14,632	15,071	15,523
Public Conveniences (Contribution)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Recreation Grounds & Open Spaces	598,170	616,324	604,544	591,023	598,567	606,283	614,175	622,248
Theatre Royal (Contribution)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Town Forum Support	4,798	4,798	4,798	4,798	4,798	4,798	4,798	4,798
Recurring Budget Proposals								
Cemeteries Income				(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Total Recurring Budgets	859,671	893,856	888,477	860,881	871,708	882,804	894,178	905,838
One-off Budgets:								
20mph Speed Limit	3,390	0	0					
Neighbourhood Plans	0	0	7,000					
St Maurice's Covert		10,000	0	40,000				
Historic Environment Projects Officer	19,064	17,236	20,672	17,236				
Cycle Café		1,000	1,000					
Solar PV Study		7,500	0	7,500				
Roger Brown Model				5,000				
Total One-off Budgets	22,454	35,736	28,672	69,736				
Total Cost of Services	882,125	929,592	917,149	930,617	871,708	882,804	894,178	905,838
Taxation and Non-specific grant income								
Council Tax Income	(795,261)	(807,299)	(807,299)	(842,607)	(842,607)	(842,607)	(842,607)	(842,607)
Council Tax Support	(68,943)	(55,154)	(55,154)	(31,989)	(12,134)	0	0	0
Council Tax Freeze (prior to 2016/17)	(37,580)	(44,596)	(44,596)	(25,866)	(9,811)	0	0	0
Interest on Balances	(1,758)	(1,487)	(2,601)	(2,155)	(3,210)	(2,801)	(1,883)	(735)
Total Taxation and Non-specific grant income	(903,542)	(916,609)	(917,723)	(902,617)	(867,762)	(842,607)	(842,607)	(843,342)
Transfers to/(from) Earmarked reserves								
(Surplus added to Reserves) / Deficit taken from Reserves	(21,417)	12,983	(575)	28,000	3,946	40,197	51,571	62,497
Capital Expenditure funded by Town Reserve		77,000	30,000	77,000				
Opening Reserve Balance (at 1st April)	(277,086)	(197,583)	(298,503)	(269,077)	(164,078)	(160,132)	(119,934)	(68,363)
Closing Reserve Balance (carried forward)	(298,503)	(107,600)	(269,077)	(164,078)	(160,132)	(119,934)	(68,363)	(5,866)
Closing Reserves forecast as % of net expenditure (Target = 10%)	34%	12%	29%	18%	18%	14%	8%	1%
TAX								
Tax at Band D	£61.32		£61.19	£63.31	£63.31	£63.31	£63.31	£63.31
Increase over previous year (£)	£0.00		£0.00	£2.12	£0.00	£0.00	£0.00	£0.00

ORGANISATIONAL STRUCTURE



STANDARD SUBJECTIVE ANALYSIS – (SeRCOP)

The Service Reporting Code of Practice for Local Authorities (SeRCOP)

Standard Subjective Analysis

All Local Authorities are required to adopt the principles set out in the Service Reporting Code of Practice for Local Authorities as issued by CIPFA (Chartered Institute of Public Finance and Accountancy). This recommends a standard subjective analysis is adopted as shown below:

Employees

- Direct Employee expenses – Salaries, Employer’s National Insurance Contribution, Employer’s retirement benefit cost, Agency staff, Employee expenses.
- Indirect Employee expenses – Relocation, Interview, Training, Advertising, Severance payments, Employee-related schemes.
- Contributions to employee-related provisions.

Premises

- Repairs, alterations and maintenance of buildings, Energy costs, Rents, Rates, Water services, Fixtures and fittings, apportionment of expenses of operational buildings, Cleaning and domestic supplies, Grounds maintenance costs, Premises insurance, Contributions to premises-related provisions.

Transport

- Direct transport costs, Recharges of vehicles hired from a central pool, Contract hire and operating leases, Public transport, Transport insurance, Car allowances, Contributions to transport-related provisions.

Supplies and Services

- Equipment, furniture and materials, Catering, Clothes, uniform and laundry, Printing, stationery and general office expenses, Services, Communications and computing, Expenses (including postage, telephones, radio and computer costs), Grants and subscriptions (Grants – where goods or services are received in return), Private Finance Initiative and Public Private Partnership schemes, Contributions to provisions, Miscellaneous expenses.

Third Party Payments

- A third party payment is a payment to an external provider or an internal service delivery unit defined as a trading operation which is operating independently, in return for the provision of a service or a subdivision of service. For example payments relating to the service delivery of the waste and recycling contract, and Community Grant payments.

SERCOP – STANDARD SUBJECTIVE ANALYSIS

Depreciation and Impairment Losses

- This provides the subjective analysis that will record the revenue impact of capital items in the service revenue accounts of the authority and includes; Depreciation, loss on impairment of assets, and amortisation of intangible fixed assets.

Transfer Payments

- This includes the cost of payments to individuals for which no goods or services are received in return by the local authority. For example Housing Benefits (Rent allowances, Rent rebates, Rate rebates, Other).

Support Services

- Charges for services that support the provision of services to the public. For example Finance, IT, Human Resources, Property Management / Office Accommodation / Legal Services / Procurement Services, Corporate Services, Transport Functions.

Income

- Government grants, Other grants and reimbursements and contributions, sales, fees and charges for services, Rents, Interest, Recharges.

GENERAL FUND REVENUE BUDGETS

GENERAL FUND – the main revenue fund of a Billing Authority. Day-to-day spending on services is met from the fund. Spending on the provision of housing, however, must be charged to a separate Housing Revenue Account.

Cost of Services		Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
	Subjective				
Expenditure	Employees	13,446	14,401	14,585	14,699
	Transport	579	603	604	586
	Premises	2,662	3,557	3,405	4,457
	Supplies & services	6,492	5,727	7,167	5,942
	Third party payments	5,633	6,331	6,161	6,303
	Transfer payments	28,032	28,536	27,958	28,386
	Support Services	(2,438)	(2,439)	(2,481)	(2,522)
	Depreciation & Impairment Losses	3,554	2,486	2,409	2,409
Expenditure Total		57,960	59,202	59,808	60,261
Income	External income	(42,097)	(40,482)	(39,933)	(40,611)
Income Total		(42,097)	(40,482)	(39,933)	(40,611)
Grand Total		15,863	18,720	19,875	19,650

GENERAL FUND REVENUE BUDGETS

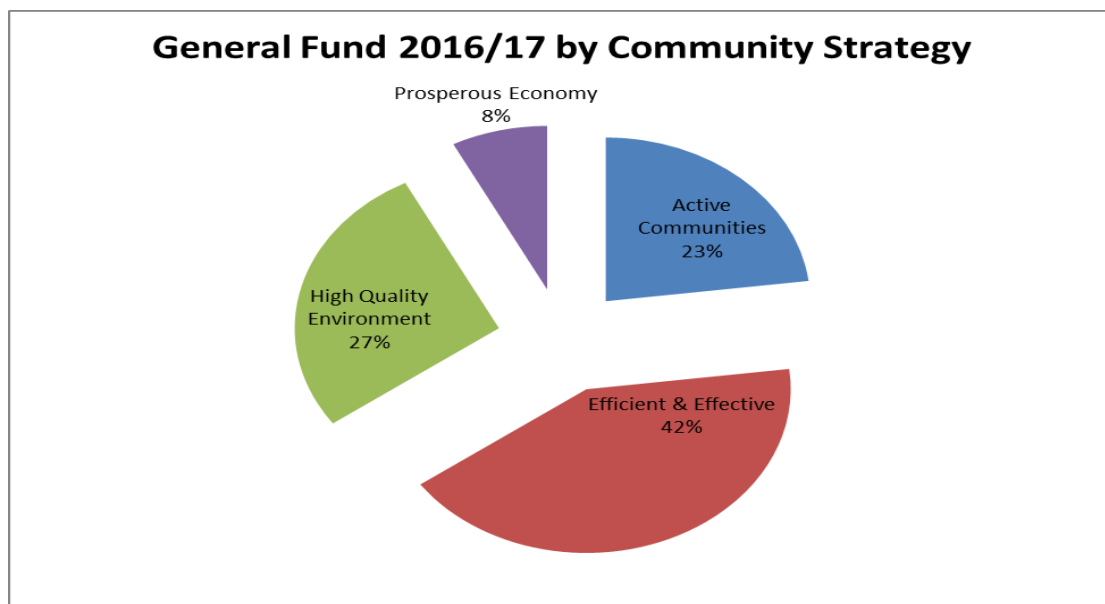
		Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Guildhall	Expenditure	Employees	558	499	606	549
		Premises	304	279	309	281
		Supplies & services	371	464	489	464
		Support Services	79	77	31	5
		Transport	13	8	8	8
		Depreciation & Impairment Losses	181	185	183	183
	Expenditure Total		1,506	1,512	1,626	1,491
	Income	External income	(910)	(942)	(963)	(942)
		Internal Charges	(158)	(147)	(147)	(147)
	Income Total		(1,068)	(1,088)	(1,110)	(1,088)
Grand Total			438	424	516	402

		Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
General Fund Property	Expenditure	Premises	283	422	422	422
		Supplies & services	7	12	12	12
		Support Services	160	265	265	235
		Depreciation & Impairment Losses	11	9	9	9
	Expenditure Total		461	708	709	679
	Income	External income	(2,546)	(2,699)	(2,470)	(2,598)
	Income Total		(2,546)	(2,699)	(2,470)	(2,598)
Grand Total			(2,086)	(1,991)	(1,760)	(1,920)

GENERAL FUND BUDGET BY OUTCOMES

The Sustainable Community Strategy sets out the way that Winchester City Council, its partners and the local community would like the Winchester District to change for the better over the next decade. Three priority outcomes are identified in the Community Strategy (Active Communities, Economic Prosperity and High Quality Environment) with one further outcome specific to the City Council which is to be “An Efficient and Effective Council”. The table below shows how the Council plans to spend its budgets across each of the outcomes.

		Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Active Communities	Expenditure	5,194	5,587	5,452	4,733
	Income	(348)	(219)	(226)	(209)
Active Communities Total		4,846	5,368	5,226	4,524
Efficient and Effective	Expenditure	36,615	37,217	37,145	38,007
	Income	(31,742)	(29,986)	(29,957)	(29,736)
Efficient and Effective Total		4,873	7,231	7,188	8,271
High Quality Environment	Expenditure	13,174	13,871	14,633	15,101
	Income	(8,985)	(9,355)	(8,799)	(9,738)
High Quality Environment Total		4,189	4,516	5,834	5,363
Prosperous Economy	Expenditure	2,977	2,526	2,578	2,420
	Income	(1,022)	(920)	(951)	(928)
Prosperous Economy Total		1,955	1,606	1,627	1,492
Grand Total		15,863	18,720	19,875	19,650



GENERAL FUND BUDGET BY TEAM

		Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
AD Economy & Communities	Expenditure	Employees	89	99	117	107
		Transport	4	4	4	4
		Premises				
		Supplies & services	30	46	41	46
		Third party payments	95	90	146	131
		Support Services	(173)	(136)	(271)	(204)
	Expenditure Total		45	104	38	85
	Income	External income	(20)		(7)	
	Income Total		(20)		(7)	
AD Economy & Communities Total			26	104	31	85
Building Control	Expenditure	Employees	459	439	456	446
		Transport	44	47	47	44
		Premises				
		Supplies & services	32	113	113	73
		Support Services	247	176	189	189
	Expenditure Total		782	776	807	753
	Income	External income	(402)	(554)	(554)	(560)
	Income Total		(402)	(554)	(554)	(560)
Building Control Total			379	221	252	193
Business Management	Expenditure	Employees	970	897	960	941
		Transport	18	21	21	21
		Premises	6	1	1	1
		Supplies & services	556	89	157	102
		Third party payments		3	3	3
		Support Services	(916)	(828)	(849)	(884)
		Depreciation & Impairment Losses	4			
	Expenditure Total		638	182	293	184
	Income	External income	(711)	(434)	(431)	(401)
	Income Total		(711)	(434)	(431)	(401)
Business Management Total			(74)	(252)	(138)	(217)
Community Grants	Expenditure	Employees	25	21	24	22
		Transport	1	6	6	6
		Premises	5	1	1	1
		Supplies & services	74	77	75	17
		Third party payments	682	770	879	760
		Support Services	(167)	(149)	(172)	(93)
		Depreciation & Impairment Losses	50			
	Expenditure Total		670	726	814	713
	Income	External income	(1)			
	Income Total		(1)			
Community Grants Total			670	726	814	713
Community Safety	Expenditure	Employees	211	226	234	228
		Transport	23	25	25	24
		Premises				
		Supplies & services	7	5	8	5
		Third party payments	20		6	
		Support Services	95	64	31	31
	Expenditure Total		356	320	303	288
	Income	External income	(20)		(2)	
	Income Total		(20)		(2)	
Community Safety Total			336	320	302	288
Corporate Communications	Expenditure	Employees	295	248	345	244
		Transport	6	6	6	6
		Supplies & services	128	181	159	181
		Third party payments				
		Support Services	(427)	(428)	(483)	(424)
	Expenditure Total		2	7	27	7
	Income	External income	(2)	(7)	(7)	(7)
	Income Total		(2)	(7)	(7)	(7)
Corporate Communications Total			()		19	

GENERAL FUND BUDGET BY TEAM

		Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Corporate Management Team	Expenditure	Employees	468	478	744	394
		Transport	23	25	25	19
		Premises	4	4	4	4
		Supplies & services	97	31	29	30
		Third party payments	36		5	
		Support Services	(558)	(515)	252	(446)
	Expenditure Total		71	23	1,059	
	Income	External income	(41)			
	Income Total		(41)			
Corporate Management Team Total			30	23	1,059	
Development Management	Expenditure	Employees	1,267	1,252	1,351	1,278
		Transport	131	126	123	126
		Premises	2	11	11	11
		Supplies & services	172	169	224	149
		Third party payments			10	10
		Support Services	962	1,419	1,525	1,525
		Depreciation & Impairment Losses	7	7	7	7
	Expenditure Total		2,542	2,984	3,250	3,105
	Income	External income	(904)	(1,361)	(846)	(1,467)
	Income Total		(904)	(1,361)	(846)	(1,467)
Development Management Total			1,639	1,622	2,405	1,638
Economy & Arts	Expenditure	Employees	214	181	227	197
		Transport	19	16	16	16
		Premises	3	5	5	5
		Supplies & services	64	101	115	98
		Third party payments	50	68	84	72
		Support Services	185	115	65	65
		Depreciation & Impairment Losses	46			
	Expenditure Total		581	486	512	454
	Income	External income	(52)	(55)	(80)	(68)
	Income Total		(52)	(55)	(80)	(68)
Economy & Arts Total			529	432	432	386
Engineering Traffic & Transport	Expenditure	Employees	252	231	251	339
		Transport	22	31	31	34
		Premises	6	7	7	7
		Supplies & services	120	46	312	46
		Third party payments	196	265	298	265
		Support Services	(37)	50	54	26
		Depreciation & Impairment Losses	51	50	48	48
	Expenditure Total		611	681	1,001	766
	Income	External income	(210)	(232)	(426)	(232)
	Income Total		(210)	(232)	(426)	(232)
Engineering Traffic & Transport Total			401	448	575	533
Environment	Expenditure	Employees	713	792	796	783
		Transport	92	102	102	102
		Premises	1	9	9	9
		Supplies & services	120	113	154	131
		Third party payments	24	7	21	32
		Support Services	369	320	163	298
		Depreciation & Impairment Losses	8	8	8	8
	Expenditure Total		1,327	1,351	1,253	1,364
	Income	External income	(398)	(362)	(370)	(355)
	Income Total		(398)	(362)	(370)	(355)
Environment Total			929	989	883	1,008

GENERAL FUND BUDGET BY TEAM

		Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Estates	Expenditure	Employees	508	663	545	690
		Transport	36	38	38	37
		Premises	875	1,178	1,036	1,922
		Supplies & services	1,297	356	890	1,035
		Third party payments		1	16	16
		Support Services	(1,613)	(2,023)	(1,654)	(2,174)
		Depreciation & Impairment Losses	355	377	377	377
	Expenditure Total		1,457	590	1,248	1,903
	Income	External income	(1,752)	(853)	(387)	(940)
	Income Total		(1,752)	(853)	(387)	(940)
Estates Total			(295)	(263)	861	963
Financial Services	Expenditure	Employees	694	625	721	754
		Transport	24	22	22	23
		Supplies & services	334	191	336	267
		Support Services	(916)	(743)	(876)	(998)
	Expenditure Total		135	95	203	46
	Income	External income	(26)	(27)	(26)	(16)
	Income Total		(26)	(27)	(26)	(16)
Financial Services Total			110	68	177	30
Health and Wellbeing	Expenditure	Employees	133	123	142	126
		Transport	6	8	8	8
		Premises	2	1	1	1
		Supplies & services	1	3	4	3
		Third party payments	81	15	15	15
		Support Services	38	55	15	15
	Expenditure Total		261	204	184	167
	Income	External income	(74)			
	Income Total		(74)			
Health and Wellbeing Total			187	204	184	167
Historic Environment	Expenditure	Employees	200	195	197	182
		Transport	14	17	17	13
		Premises				
		Supplies & services	4	11	17	42
		Third party payments	9			
		Support Services	(157)	(143)	(179)	(179)
	Expenditure Total		69	81	52	58
	Income	External income	(17)	(8)	(8)	(12)
	Income Total		(17)	(8)	(8)	(12)
Historic Environment Total			52	73	44	46
Housing Services Gen Fund	Expenditure	Employees	602	623	611	584
		Transport	55	53	53	52
		Premises	4			
		Supplies & services	318	1,003	955	116
		Third party payments	134	101	95	101
		Support Services	95	143	164	157
		Depreciation & Impairment Losses	496			
	Expenditure Total		1,704	1,922	1,878	1,010
	Income	External income	(104)	(100)	(100)	(100)
	Income Total		(104)	(100)	(100)	(100)
Housing Services Gen Fund Total			1,600	1,822	1,778	910

GENERAL FUND BUDGET BY TEAM

		Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
IMT Services	Expenditure	Employees	503	480	515	612
		Transport	28	18	18	19
		Premises	6	10	10	10
		Supplies & services	812	913	944	936
		Third party payments	83	87	84	87
		Support Services	(1,686)	(1,797)	(1,263)	(1,941)
		Depreciation & Impairment Losses	300	330	299	299
	Expenditure Total		45	42	606	21
	Income	External income	(45)	(37)	(37)	(37)
	Income Total		(45)	(37)	(37)	(37)
IMT Services Total				5	569	(16)
Joint Environment Services	Expenditure	Employees	60	56	61	58
		Transport	12	14	14	14
		Premises	70	73	73	76
		Supplies & services	131	87	87	87
		Third party payments	2,773	3,061	2,750	3,221
		Support Services	(86)	61	53	53
		Depreciation & Impairment Losses	408	411	408	408
	Expenditure Total		3,366	3,763	3,445	3,918
	Income	External income	(422)	(479)	(379)	(429)
	Income Total		(422)	(479)	(379)	(429)
Joint Environment Services Total			2,944	3,284	3,066	3,489
Joint Waste Manager	Expenditure	Employees	86	77	83	81
		Transport	7	5	5	10
		Premises				
		Supplies & services	9	12	12	12
		Third party payments	35	49	53	49
		Support Services	(129)	(128)	(134)	(134)
	Expenditure Total		8	15	20	18
Joint Waste Manager Total			8	15	20	18
Landscape & Open Spaces	Expenditure	Employees	382	360	407	355
		Transport	43	43	43	42
		Premises	778	874	868	852
		Supplies & services	53	70	83	70
		Third party payments	145	95	95	95
		Support Services	6	18	221	152
		Depreciation & Impairment Losses	362	183	165	165
	Expenditure Total		1,770	1,643	1,883	1,732
	Income	External income	(367)	(298)	(204)	(338)
	Income Total		(367)	(298)	(204)	(338)
Landscape & Open Spaces Total			1,402	1,345	1,679	1,394
Legal and Democratic Services	Expenditure	Employees	905	928	1,047	973
		Transport	72	83	83	85
		Premises	95	94	86	86
		Supplies & services	682	616	707	676
		Third party payments	30	21	21	22
		Support Services	(250)	308	(46)	(73)
		Depreciation & Impairment Losses	32	32	32	32
	Expenditure Total		1,567	2,084	1,931	1,801
	Income	External income	(34)	(18)	(88)	(18)
	Income Total		(34)	(18)	(88)	(18)
Legal and Democratic Services Total			1,533	2,065	1,842	1,783

GENERAL FUND BUDGET BY TEAM

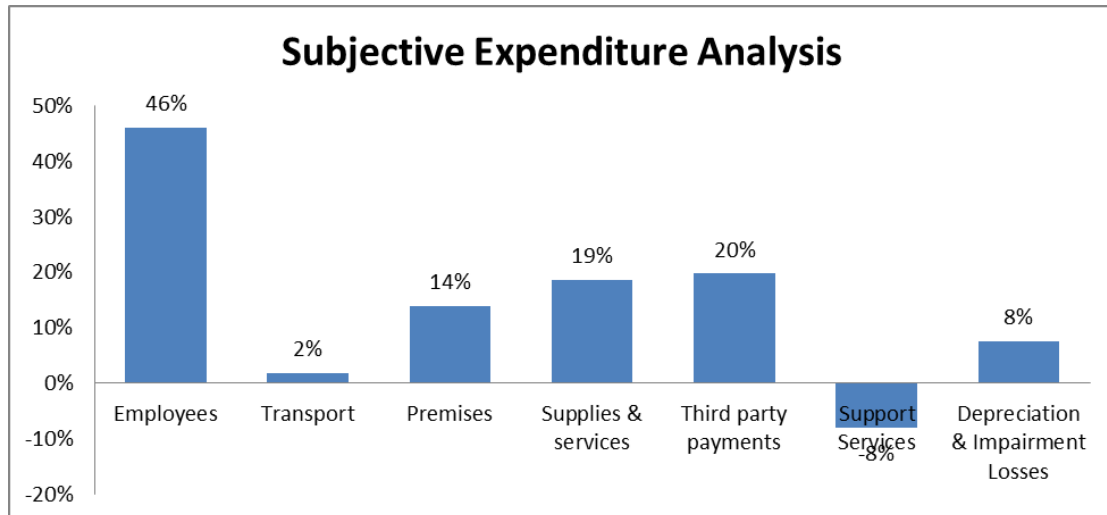
		Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
	Subjective				
Museums	Expenditure				
	Employees	191			
	Transport	11	5	5	5
	Premises	28	37	37	22
	Supplies & services	76	19	19	19
	Third party payments	168	423	461	464
	Support Services	156	107	68	30
	Depreciation & Impairment Losses	47	44	41	41
	Expenditure Total	677	634	631	581
	Income				
	External income	(70)	(13)	(13)	(13)
	Income Total	(70)	(13)	(13)	(13)
Museums Total		607	621	618	568
New Homes Delivery General Fd	Expenditure				
	Employees	353	378	407	422
	Transport	31	30	31	33
	Premises	7			
	Supplies & services	17	1	7	7
	Third party payments		7	5	3
	Support Services	(129)	(122)	(168)	(168)
	Expenditure Total	280	295	282	296
	Income				
	External income	(36)	(68)	(68)	(68)
	Income Total	(36)	(68)	(68)	(68)
New Homes Delivery General Fd Total		244	227	214	229
Parking	Expenditure				
	Employees	791	738	799	750
	Transport	(331)	(319)	(319)	(321)
	Premises	725	1,183	1,187	1,317
	Supplies & services	544	546	574	579
	Third party payments	984	1,013	1,013	883
	Support Services	436	404	407	407
	Depreciation & Impairment Losses	457	286	267	267
	Expenditure Total	3,606	3,850	3,929	3,883
	Income				
	External income	(6,311)	(6,052)	(6,302)	(6,335)
	Income Total	(6,311)	(6,052)	(6,302)	(6,335)
Parking Total		(2,706)	(2,202)	(2,373)	(2,452)
Policy and Major Projects	Expenditure				
	Employees	402	396	401	352
	Transport	17	16	16	17
	Premises	4			
	Supplies & services	109	160	177	312
	Third party payments	1			16
	Support Services	(164)	(157)	(118)	(105)
	Expenditure Total	368	415	476	592
Policy and Major Projects Total		368	415	476	592
Revenues and Welfare	Expenditure				
	Employees	1,456	1,325	1,355	1,238
	Transport	42	38	38	30
	Premises				
	Supplies & services	149	175	242	163
	Third party payments				
	Transfer payments	28,032	28,536	27,958	28,386
	Support Services	508	605	510	510
	Expenditure Total	30,188	30,679	30,103	30,328
	Income				
	External income	(28,936)	(29,346)	(28,669)	(29,051)
	Income Total	(28,936)	(29,346)	(28,669)	(29,051)
Revenues and Welfare Total		1,251	1,333	1,433	1,277
Sport & Physical Activity	Expenditure				
	Employees	182	141	154	133
	Transport	12	10	10	10
	Premises	31	22	22	22
	Supplies & services	50	9	64	34
	Third party payments	48	65	65	65
	Support Services	78	352	98	467
	Depreciation & Impairment Losses	751	751	751	751
	Expenditure Total	1,152	1,350	1,165	1,484
	Income				
	External income	(87)	(20)	(25)	(10)
	Income Total	(87)	(20)	(25)	(10)
Sport & Physical Activity Total		1,065	1,330	1,140	1,474

GENERAL FUND BUDGET BY TEAM

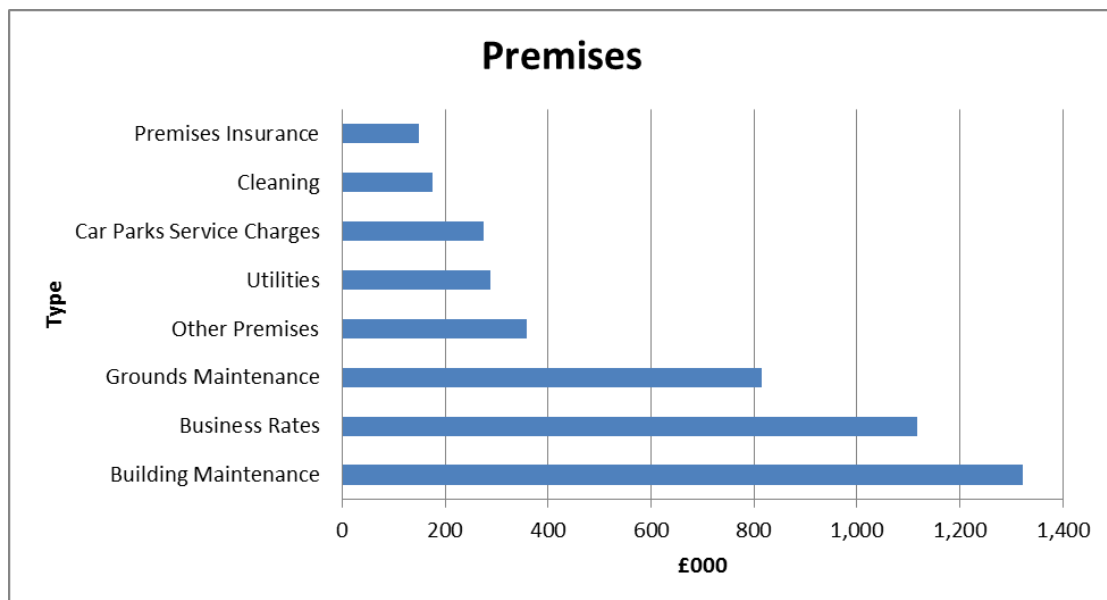
		Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Strategic Planning	Expenditure	Employees	228	214	229	222
		Transport	21	23	23	24
		Premises	1	1	1	1
		Supplies & services	108	168	125	171
		Support Services	(51)	(150)	(65)	(65)
	Expenditure Total		307	255	312	352
	Income	External income	(23)			
	Income Total		(23)			
Strategic Planning Total			283	255	312	352
Streetcare & Drainage	Expenditure	Employees	263	247	322	291
		Transport	56	60	60	57
		Premises		40	40	40
		Supplies & services	104	125	133	125
		Third party payments				
		Support Services	(422)	(429)	(514)	(512)
		Depreciation & Impairment Losses	176	1	1	1
	Expenditure Total		177	44	42	2
	Income	External income	(5)	(2)	(2)	(2)
	Income Total		(5)	(2)	(2)	(2)
Streetcare & Drainage Total			172	42	40	
Tourism	Expenditure	Employees	219	226	242	229
		Transport	8	9	9	7
		Premises	1	1	1	1
		Supplies & services	131	114	139	112
		Support Services	136	136	156	121
		Depreciation & Impairment Losses	4	4	4	4
	Expenditure Total		499	490	551	472
	Income	External income	(124)	(124)	(121)	(121)
	Income Total		(124)	(124)	(121)	(121)
Tourism Total			375	366	429	351
Corporate	Expenditure	Employees	(240)	1,003	106	922
		Transport	1			
		Premises		6	6	6
		Supplies & services	123	147	125	118
		Third party payments	30	189	36	(7)
		Support Services	1,907	1,738	921	2,808
	Expenditure Total		1,820	3,083	1,193	3,847
	Income	External income	(24)			
	Income Total		(24)			
Corporate Total			1,796	3,083	1,193	3,847
Organisational Development	Expenditure	Employees	565	738	737	746
		Transport	32	24	24	19
		Premises	7			63
		Supplies & services	39	30	139	180
		Third party payments	10			
		Support Services	(634)	(762)	(582)	(979)
	Expenditure Total		20	29	317	29
	Income	External income	(20)	(29)	(29)	(29)
	Income Total		(20)	(29)	(29)	(29)
Organisational Development Total			()		288	
Grand Total			15,863	18,720	19,875	19,650

GENERAL FUND EXPENDITURE ANALYSIS

- The Gross General Fund expenditure budget in 2016/17 (excluding benefit transfer payments) is £31.9m, split out by subjective analysis in the table below



- The **Premises** budget totals £4.5m, and is broken down as follows:

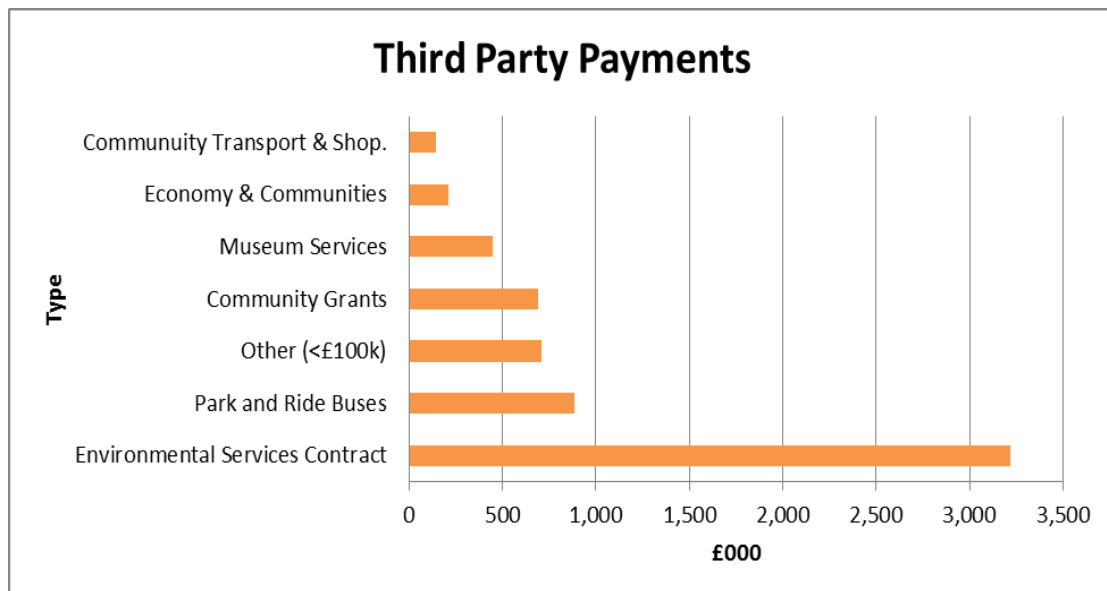


GENERAL FUND EXPENDITURE ANALYSIS

- The **Supplies & Services** budget totals £5.9m, and is broken down as follows:

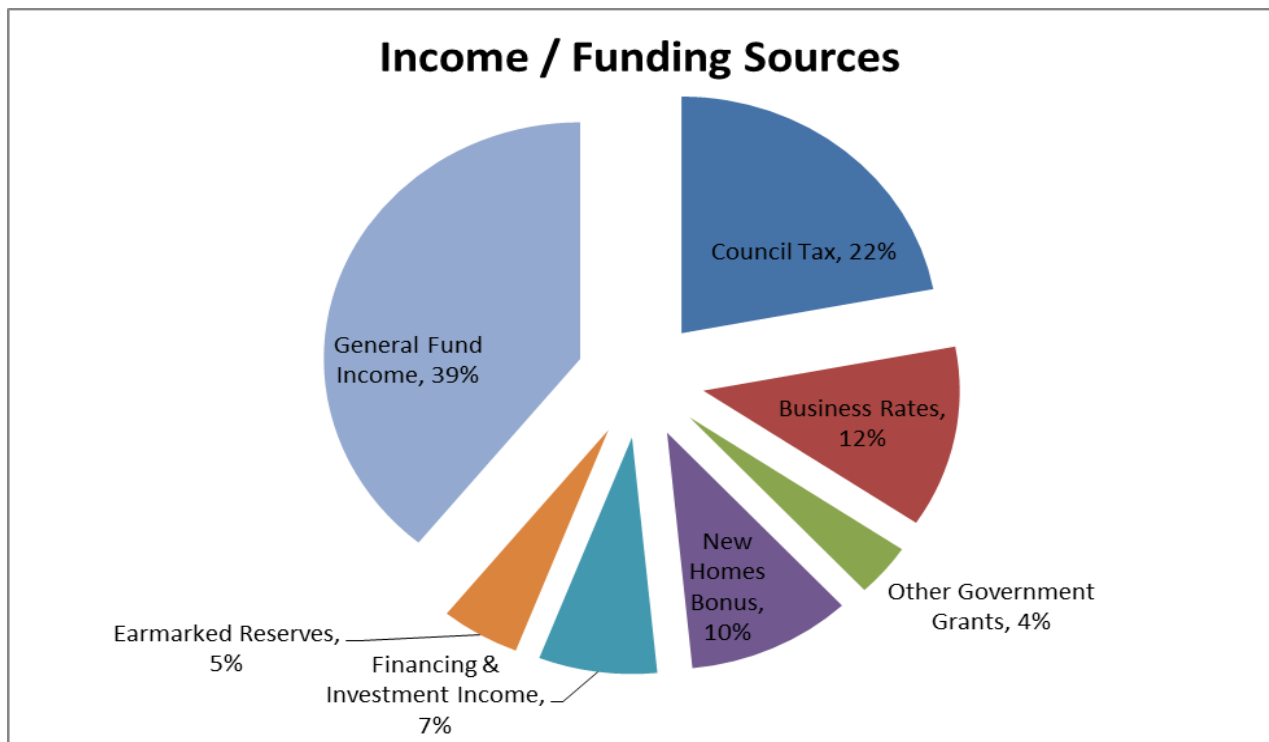


- The **Third Party Payments** budget totals £6.3m, and is broken down as follows:



GENERAL FUND INCOME / FUNDING ANALYSIS

- The Council is budgeting to fund expenditure of £29.5m (excluding Depreciation & Impairment Losses) from the sources identified below
- General Fund income of 39% is the largest source of income / funding, followed by Council Tax at 22% and Business Rates at 12%.



- General Fund Income is budgeted at £12.3m. The largest sources of income are shown below:

➤ Car Parking & Enforcement Income	£6.2m
➤ Planning	£1.0m
➤ General Fund Property	£0.9m
➤ Building Control Fees	£0.6m
- Non-ringfenced Government Grant Income (excluding New Homes Bonus) is budgeted at £5.7m.

GENERAL FUND REVENUE BUDGETS – BY TEAM

**ASSISTANT DIRECTORS – ECONOMY & COMMUNITIES, &
ENVIRONMENT**

The Assistant Directors are accountable for the Council's progress in delivering the outcomes of the Winchester District Community Strategy. They work with colleagues across the Council and with external partners to develop annual Portfolio Plans, which set out the programmes and projects to be commissioned in support of these outcomes. In addition to managing many of the Council's delivery teams, the Assistant Directors lead on cross-cutting projects, develop new policy and drive the corporate transformation agenda, seeking to deliver results for local people in new and cost-effective ways.

		Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
AD Economy & Communities	Expenditure	Employees	89	99	117	107
		Transport	4	4	4	4
		Premises				
		Supplies & services	10	31	20	46
		Third party payments	95	90	146	131
		Support Services	(173)	(136)	(271)	(204)
		Expenditure Total		26	89	17
	Income	External income			(7)	
	Income Total				(7)	
Public Art	Expenditure	Supplies & services	20	15	21	
		Expenditure Total	20	15	21	
	Income	External income	(20)			
		Income Total	(20)			
Grand Total			26	104	31	85

BUILDING CONTROL

Building Control is a statutory service that the Council has to provide. It regulates the built environment for the protection of the public through the implementation and enforcement of Building Regulations and other legislation.

Building Regulations and Building Control exists:

- To ensure the health and safety of people in and around all types of buildings
- To provide for energy efficiency in buildings to combat climate change
- To improve accessibility and convenience for all people in the built environment

		Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Building Control	Expenditure	Employees	459	439	456	446
		Transport	44	47	47	44
		Premises				
		Supplies & services	32	113	113	73
		Support Services	247	176	189	189
	Expenditure Total		782	776	807	753
	Income	External income	(402)	(554)	(554)	(560)
	Income Total		(402)	(554)	(554)	(560)
Grand Total			379	221	252	193

BUSINESS MANAGEMENT

The principle functions of Business Management are to provide a range of services for internal and external customers which include:

- Enabling access to council information and services for customers across a range of customer contact channels
- Providing specialist administrative and technical support services
- Mail, document scanning and benefits document verification services

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	970	897	960	941
	Transport	18	21	21	21
	Premises	6	1	1	1
	Supplies & services	556	89	157	102
	Third party payments		3	3	3
	Support Services	(916)	(828)	(849)	(884)
	Depreciation & Impairment Losses	4			
Expenditure Total		638	182	293	184
Income	External income	(711)	(434)	(431)	(401)
Income Total		(711)	(434)	(431)	(401)
Grand Total		(74)	(252)	(138)	(217)

	Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Customer Services Team	Expenditure				
	Employees		868	772	826
	Transport		18	19	19
	Premises				
	Supplies & services		299	19	73
	Support Services		(860)	(776)	(803)
	Expenditure Total		325	33	114
	Income				
	External income		(325)	(33)	(30)
	Income Total		(325)	(33)	(30)
Local Access Points	Expenditure				
	Premises			1	1
	Supplies & services			7	7
	Third party payments			3	3
	Expenditure Total			10	10
Local Land Charges	Expenditure				
	Employees		1		
	Transport				
	Premises		6		
	Supplies & services		204	58	73
	Support Services		102	81	88
	Expenditure Total		312	139	161
	Income				
	External income		(386)	(401)	(401)
	Income Total		(386)	(401)	(401)
Office Support	Expenditure				
	Employees		101	126	134
	Transport		1	2	2
	Supplies & services		52	5	5
	Support Services		(157)	(133)	(134)
	Depreciation & Impairment Losses		4		
	Expenditure Total		()	7	7
Grand Total			(74)	(252)	(138)

COMMUNICATIONS

The Communications Team provides an integrated communications service across all Council departments. The team manages the Council's brand, all media relations, the corporate website, e-communications channels, internal communications, and provides strategic communications advice. The team provides graphic design, print and photography and deals with filming enquiries and public notices advertising.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	295	248	345	244
	Transport	6	6	6	6
	Supplies & services	128	181	159	181
	Third party payments				
	Support Services	(427)	(428)	(483)	(424)
Expenditure Total		2	7	27	7
Income	External income	(2)	(7)	(7)	(7)
Income Total		(2)	(7)	(7)	(7)
Grand Total		(0)		19	

	Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Communications and PR	Expenditure				
	Employees	130	114	155	137
	Transport	2	3	3	3
	Supplies & services	3	26	4	26
	Third party payments				
	Support Services	(135)	(143)	(150)	(166)
	Expenditure Total			11	
Design	Expenditure				
	Employees	165	134	191	108
	Transport	3	3	3	3
	Supplies & services	72	82	82	82
	Support Services	(238)	(211)	(260)	(185)
	Expenditure Total	2	7	15	7
	Income				
	External income	(2)	(7)	(7)	(7)
	Income Total	(2)	(7)	(7)	(7)
Office Support	Expenditure				
	Employees	(0)			
	Supplies & services	54	73	73	73
	Support Services	(54)	(73)	(73)	(73)
	Expenditure Total				
Grand Total		(0)		19	

COMMUNITY GRANTS

The Community Grants Team provides funding, advice and training for not-for-profit organisations across the District, as part of a corporate commitment to maintaining a resilient and effective voluntary sector. Grants include annual core funding, project grants and small grants, and assessment criteria are aligned with the Winchester District Community Strategy. Awards are published on the Council's transparency pages.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	25	21	24	22
	Transport	1	6	6	6
	Premises	5	1	1	1
	Supplies & services	74	77	75	17
	Third party payments	682	770	879	760
	Support Services	(167)	(149)	(172)	(93)
	Depreciation & Impairment Losses	50			
Expenditure Total		670	726	814	713
Income	External income	(1)			
Income Total		(1)			
Grand Total		670	726	814	713

COMMUNITY SAFETY & NEIGHBOURHOOD SERVICES

The Community Safety & Neighbourhood Services Team delivers against the city councils statutory duty to reduce crime & disorder. We work in partnership with the police and other agencies to support local communities and other council departments by:

- Providing specialist neighbourhood officers to geographical areas across the Winchester District (Fly Tip investigation, Anti-Social Behaviour, Houses of Multiple Occupancy (HMOs), City Centre and Rural issues)
- Tackling anti-social behaviour
- Investigating and enforcing environment legislation e.g. fly tip, littering
- Working with educational establishments, businesses, resident and community groups
- Offering advice and guidance for a variety of topics (as listed - bullet point 1)
- Providing first response to city council service providers e.g. landscape and open spaces

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	211	226	234	228
	Transport	23	25	25	24
	Premises				
	Supplies & services	7	5	8	5
	Third party payments	20		6	
	Support Services	95	64	31	31
Expenditure Total		356	320	303	288
Income	External income	(20)		(2)	
Income Total		(20)		(2)	
Grand Total		336	320	302	288

	Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Community Safety	Expenditure				
	Employees	57	68	68	67
	Transport	4	5	5	5
	Premises				
	Supplies & services	4	2	4	2
	Third party payments	20		6	
	Support Services	105	87	54	54
	Expenditure Total	191	162	136	128
	Income				
	External income	(20)		(2)	
	Income Total	(20)		(2)	
Community Wardens	Expenditure				
	Employees	153	158	166	161
	Transport	19	20	20	19
	Supplies & services	3	3	3	3
	Support Services	(10)	(24)	(22)	(22)
	Expenditure Total	166	157	167	160
	Income				
	External income				
	Income Total				
Grand Total		336	320	302	288

CORPORATE MANAGEMENT TEAM

The Corporate Management Team collectively lead strategic and organisational management, and set the framework for service delivery.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	468	478	744	394
	Transport	23	25	25	19
	Premises	4	4	4	4
	Supplies & services	97	31	29	30
	Third party payments	36		5	
	Support Services	(558)	(515)	252	(446)
Expenditure Total		71	23	1,059	
Income	External income	(41)			
Income Total		(41)			
Grand Total		30	23	1,059	

DEVELOPMENT MANAGEMENT

- Development Management is a statutory function with responsibility for the determination of planning applications and administration of the planning appeals process, as required by the Town and Country Planning Acts
- Development Control Highways provides specialist advice to development control on the highways safety and parking aspects of planning applications.
- Enforcement ensures that planning permissions and conditions are complied with and takes further action where appropriate, as well as taking a pro-active role in dealing with unauthorised development and activities.

		Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Subjective				
	Employees	1,267	1,252	1,351	1,278
	Transport	131	126	123	126
	Premises	2	11	11	11
	Supplies & services	172	169	224	149
	Third party payments	5		10	10
	Support Services	962	1,419	1,525	1,525
	Depreciation & Impairment Losses	7	7	7	7
Expenditure Total		2,547	2,984	3,250	3,105
Income	External income	(919)	(1,361)	(1,246)	(1,467)
Income Total		(919)	(1,361)	(1,246)	(1,467)
Grand Total		1,629	1,622	2,005	1,638
		Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Development Control	Expenditure				
	Employees		1,035	1,010	1,079
	Transport		109	104	100
	Premises		2	1	1
	Supplies & services		114	126	181
	Support Services		1,448	1,461	1,514
	Depreciation & Impairment Losses		7	7	7
	Expenditure Total		2,715	2,709	2,882
	Income		(902)	(895)	(845)
	Income Total		(902)	(895)	(845)
Management and Support	Expenditure				
	Employees		86	77	99
	Transport		7	5	6
	Premises			10	10
	Supplies & services		12	26	27
	Third party payments			10	10
	Support Services		(106)	(118)	(113)
	Expenditure Total		()	37	(61)
Monitoring and Enforcement	Expenditure				
	Employees		145	165	173
	Transport		16	17	19
	Supplies & services		13	17	17
	Support Services		139	76	124
	Expenditure Total		313	275	331
	Income		(2)	(1)	(1)
	Income Total		(2)	(1)	(1)
South Downs National Park	Expenditure				
	Supplies & services		32		
	Support Services		(518)		
	Expenditure Total		(486)		
	Income			(466)	(452)
	Income Total			(466)	(452)
Grand Total			1,639	1,622	2,405
				1,638	

ECONOMY & ARTS

The economy and arts team plays a key role in delivering the following economic outcomes for those who live and do business in the Winchester District:

- We exploit the District's cultural strengths, heritage and historic environment, alongside its good transport and communication links and its excellent education facilities, to stimulate a modern and creative approach to business.
- We are building a low carbon economy, seeking competitive advantage and sustainable employment opportunities for local people.
- We make the most of local opportunities to enhance the skills and ambitions of those who live in the District.
- Businesses are good neighbours.

We provide business support, promotion and development opportunities in line with the Winchester District Economic Strategy 2010 – 2020.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	214	181	227	197
	Transport	19	16	16	16
	Premises	3	5	5	5
	Supplies & services	64	101	115	98
	Third party payments	50	68	84	72
	Support Services	185	115	65	65
	Depreciation & Impairment Losses	46			
Expenditure Total		581	486	512	454
Income	External income	(52)	(55)	(80)	(68)
Income Total		(52)	(55)	(80)	(68)
Grand Total		529	432	432	386
	Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Local Economy	Expenditure				
	Employees		150	115	164
	Transport		14	10	8
	Premises		3	4	4
	Supplies & services		26	75	66
	Third party payments		51	65	65
	Support Services		112	71	45
	Depreciation & Impairment Losses		46		
	Expenditure Total		403	340	328
	Income	External income	8	(9)	(22)
	Income Total		8	(9)	(22)
Public Art	Expenditure				
	Transport				
	Premises			1	1
	Supplies & services		33	26	26
	Third party payments		(1)	3	7
	Support Services		66	38	10
	Expenditure Total		98	68	43
	Income	External income	(1)		
	Income Total		(1)		
Local Economy LEADER	Expenditure				
	Employees		65	66	58
	Transport		5	6	8
	Supplies & services		5		6
	Support Services		6	6	10
	Expenditure Total		80	78	82
	Income	External income	(58)	(46)	(46)
	Income Total		(58)	(46)	(46)
Grand Total			529	432	432
				432	386

ENGINEERING, TRAFFIC & TRANSPORT

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	252	231	251	339
	Transport	22	31	31	34
	Premises	6	7	7	7
	Supplies & services	120	46	312	46
	Third party payments	196	265	298	265
	Support Services	(37)	50	54	26
	Depreciation & Impairment Losses	51	50	48	48
Expenditure Total		611	681	1,001	766
Income	External income	(210)	(232)	(426)	(232)
Income Total		(210)	(232)	(426)	(232)
Grand Total		401	448	575	533

ENGINEERING, TRAFFIC & TRANSPORT

		Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Comm Transport Shopmobility	Expenditure	Supplies & services	5			
		Third party payments	144	141	144	141
		Support Services	2	14	2	2
		Expenditure Total	151	155	146	143
Corporate	Expenditure	Supplies & services	39		11	
		Support Services	22			
		Expenditure Total	62		11	
	Income	External income	(62)			
	Income Total	(62)				
Engineering Projects	Expenditure	Supplies & services	48		256	
		Third party payments		30	60	30
		Support Services	127	71	135	135
		Depreciation & Impairment Losses	46	47	44	44
		Expenditure Total	221	148	495	210
	Income	External income	(92)	(60)	(346)	(60)
	Income Total	(92)	(60)	(346)	(60)	
Environmental Issues	Expenditure	Employees				81
	Expenditure Total					81
Footway Lighting	Expenditure	Premises	5	7	7	7
		Supplies & services	9	5	5	5
		Support Services	2	7	2	2
		Depreciation & Impairment Losses	5	4	4	4
		Expenditure Total	21	23	17	17
Street Naming and Numbering	Expenditure	Third party payments	1			
		Support Services	19	54	18	18
		Expenditure Total	20	54	18	18
	Income	External income	(3)	(6)	(6)	(6)
		Income Total	(3)	(6)	(6)	(6)
Street Services	Expenditure	Supplies & services		1	1	1
		Third party payments	3	4	4	4
		Support Services	14	17	23	23
		Expenditure Total	17	22	28	28
Sustainable Transport	Expenditure	Supplies & services		1		1
		Support Services	13	11	12	12
		Expenditure Total	13	12	12	13
Traffic Management	Expenditure	Supplies & services	9	4	4	4
		Third party payments	9	20	20	20
		Support Services	3	164	115	115
		Expenditure Total	21	188	139	139
	Income	External income		(92)		(92)
	Income Total		(92)		(92)	
Traffic Projects	Expenditure	Third party payments	39	70	70	70
		Support Services	47	8	48	48
		Expenditure Total	86	78	118	118
	Income	External income	(53)	(74)	(74)	(74)
	Income Total	(53)	(74)	(74)	(74)	
Engineering Business Unit	Expenditure	Employees	252	231	251	259
		Transport	22	31	31	34
		Premises	1			
		Supplies & services	11	35	35	35
		Support Services	(286)	(297)	(301)	(329)
		Expenditure Total			16	
Grand Total			401	448	575	533

JOINT ENVIRONMENTAL SERVICES

The Joint Environmental Services Team is responsible for a number of contracts including Waste Management services (including the Recycling Service), Street Cleaning, Grounds Maintenance and Public Convenience Cleansing.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	60	56	61	58
	Transport	12	14	14	14
	Premises	70	73	73	76
	Supplies & services	131	87	87	87
	Third party payments	2,773	3,061	2,750	3,221
	Support Services	(86)	61	53	53
	Depreciation & Impairment Losses	408	411	408	408
Expenditure Total		3,366	3,763	3,445	3,918
Income	External income	(422)	(479)	(379)	(429)
Income Total		(422)	(479)	(379)	(429)
Grand Total		2,944	3,284	3,066	3,489

JOINT ENVIRONMENTAL SERVICES

		Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
	Subjective				
Abandoned Vehicles	Expenditure				
	Supplies & services				
	Third party payments		3	3	3
	Support Services				
	Expenditure Total		4	3	3
Garden Waste	Expenditure				
	Supplies & services	7	8	8	8
	Third party payments	341	350	350	347
	Support Services	4			
	Expenditure Total	352	358	358	355
Materials Recycling	Expenditure				
	Transport		1	1	1
	Premises				
	Supplies & services	60	57	57	57
	Third party payments	745	917	798	946
	Support Services	55	123	102	102
	Depreciation & Impairment Losses	167	167	167	167
	Expenditure Total	1,027	1,264	1,124	1,272
	Income				
	External income	(409)	(472)	(372)	(422)
	Income Total	(409)	(472)	(372)	(422)
Public Conveniences	Expenditure				
	Premises	70	71	71	75
	Supplies & services				
	Third party payments	128	110	110	110
	Support Services	4	31	(1)	(1)
	Depreciation & Impairment Losses	25	28	25	25
	Expenditure Total	227	240	206	210
	Income				
	External income	(8)	(10)	(10)	(10)
	Income Total	(8)	(10)	(10)	(10)
Refuse Collection	Expenditure				
	Transport	3	1	1	1
	Premises		2	2	2
	Supplies & services	9	5	5	5
	Third party payments	804	695	576	782
	Support Services	52	123	97	97
	Depreciation & Impairment Losses	109	109	109	109
	Expenditure Total	978	936	790	996
	Income				
	External income		3	3	3
	Income Total		3	3	3
Street Cleaning	Expenditure				
	Transport		2	2	2
	Supplies & services	4	17	17	17
	Third party payments	569	710	670	781
	Support Services	94	125	164	174
	Depreciation & Impairment Losses	107	107	107	107
	Expenditure Total	774	962	960	1,081
	Income				
	External income	(1)			
	Income Total	(1)			
Joint Client	Expenditure				
	Employees	60	56	61	58
	Transport	9	10	10	10
	Supplies & services	49	1	1	1
	Third party payments	186	276	243	251
	Support Services	(295)	(342)	(310)	(319)
	Expenditure Total	8		4	
	Income				
	External income	(4)			
	Income Total	(4)			
Grand Total		2,944	3,284	3,066	3,489

ENVIRONMENTAL HEALTH & LICENSING

The Environment Service carries out a variety of services focused on the protection of Public Health. These services cover smoke free legislation, food safety inspections, health and safety inspections, investigations of food premise complaints, food product complaints, reportable accidents, health and safety complaints and infectious disease control in relation to food borne infection and environmental diseases. The service also investigates nuisance complaints, drainage problems, provides stray dog control, animal licensing/welfare and pest control services, as well as providing expert planning consultations to address environmental impacts including, contaminated land and air quality management.

The Service is also responsible for the issuing, enforcement and compliance of licences for Taxis and Private Hire Vehicles, licences under the Licensing Act 2003, Gambling Act 2005, Tables and Chairs Licences, Street Trading Consents, Charitable Collections and Public Health Funerals. The Licensing function works closely with Environmental Health which provides specialist consultations to licensing and leading the authority's liaison through the Safety Advisory Group, on special events management for events held within the district.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	713	792	796	783
	Transport	92	102	102	102
	Premises	1	9	9	9
	Supplies & services	120	113	154	131
	Third party payments	24	7	21	32
	Support Services	369	320	163	298
	Depreciation & Impairment Losses	8	8	8	8
Expenditure Total		1,327	1,351	1,253	1,364
Income	External income	(398)	(362)	(370)	(355)
Income Total		(398)	(362)	(370)	(355)
Grand Total		929	989	883	1,008

ENVIRONMENTAL HEALTH & LICENSING

		Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Animal Licensing	Expenditure	Transport	2			
		Supplies & services	7	3	3	3
		Support Services	42	28	42	42
	Expenditure Total		51	31	45	45
	Income	External income	(16)	(6)	(6)	(6)
Income Total		(16)	(6)	(6)	(6)	
Dog Control Service	Expenditure	Transport	2	2	2	2
		Supplies & services	43	34	34	34
		Support Services	(7)	(16)	(16)	(16)
	Expenditure Total		39	20	20	20
	Income	External income	(39)	(20)	(20)	(20)
Income Total		(39)	(20)	(20)	(20)	
Food Control	Expenditure	Employees	250	282	268	292
		Transport	26	31	31	34
		Premises	1	1	1	1
		Supplies & services	9	9	16	9
		Support Services	(24)	(134)	(31)	(31)
	Expenditure Total		262	189	284	305
	Income	External income	(4)	(3)	(3)	(3)
Income Total		(4)	(3)	(3)	(3)	
Health and Safety Enforcement	Expenditure	Employees				
		Supplies & services	9			
		Support Services	103	199	152	152
	Expenditure Total		112	199	152	152
	Income	External income	()			
Income Total		()				
Infectious Disease	Expenditure	Support Services	3	8	4	4
	Expenditure Total		3	8	4	4
Licensing	Expenditure	Employees				
		Premises		1	1	1
		Supplies & services		1	9	1
		Support Services	280	223	157	150
	Expenditure Total		280	225	168	152
Income	External income	(167)	(150)	(158)	(150)	
Income Total		(167)	(150)	(158)	(150)	

ENVIRONMENTAL HEALTH & LICENSING

		Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Licensing Business Unit	Expenditure	Employees	114	114	110	119
		Transport	6	3	3	3
		Premises				
		Supplies & services	2			
		Support Services	(121)		(116)	(122)
		Expenditure Total			117	(2)
Pest Control	Expenditure	Employees	65	83	53	50
		Transport	18	29	29	25
		Premises		8	8	8
		Supplies & services	7	24	24	24
		Third party payments	5		14	13
		Support Services	39	71	39	39
Expenditure Total		133	214	165	158	
	Income	External income	(62)	(60)	(60)	(60)
	Income Total		(62)	(60)	(60)	(60)
Pollution	Expenditure	Supplies & services	20	24	51	43
		Support Services	208	150	203	185
		Depreciation & Impairment Losses	8	8	8	8
		Expenditure Total	236	183	262	236
	Income	External income	(6)	(23)	(23)	(23)
	Income Total		(6)	(23)	(23)	(23)
Public Health Act Burials	Expenditure	Third party payments	19	7	7	19
		Support Services	21	16	9	144
		Expenditure Total	40	24	17	163
		Income	External income	(8)	(1)	(1)
	Income Total		(8)	(1)	(1)	
Statutory Nuisance	Expenditure	Employees	284	313	365	323
		Transport	39	37	37	38
		Premises	1			
		Supplies & services	9	8	8	8
		Support Services	(329)	(358)	(386)	(369)
		Expenditure Total	3	23		
	Income	External income	(2)			
	Income Total		(2)			
Taxi and Private Hire	Expenditure	Supplies & services	12	5	5	5
		Support Services	115	100	70	84
		Expenditure Total	127	105	75	89
		Income	External income	(90)	(96)	(96)
	Income Total		(90)	(96)	(89)	
Water Supply and Swim Pools	Expenditure	Supplies & services	2	4	4	4
		Support Services	38	33	37	37
		Expenditure Total	40	37	41	41
		Income	External income	(4)	(4)	(4)
	Income Total		(4)	(4)	(4)	
Grand Total			929	989	883	1,008

ESTATES

The Estates team provides a construction, property and facilities management service to the Council. The team manages the operation of the Investment property portfolio, Winchester Guildhall and the weekly city centre Markets. The team develops, manages and maintains both operational and non-operational property assets. The service also manages non - operational housing assets and procures the construction of new council housing. Valuation advice is provided to other services including Planning Control and the New Homes Development Team to secure the provision of affordable housing as part of the planning process.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	1,066	1,162	1,151	1,239
	Transport	49	46	46	46
	Premises	1,178	1,457	1,344	2,203
	Supplies & services	1,668	821	1,380	1,500
	Third party payments		1	16	16
	Support Services	(1,534)	(1,946)	(1,623)	(2,169)
	Depreciation & Impairment Losses	536	561	560	560
Expenditure Total		2,963	2,103	2,874	3,394
Income	External income	(2,662)	(1,795)	(1,350)	(1,881)
	Internal Charges	(158)	(147)	(147)	(147)
Income Total		(2,820)	(1,941)	(1,496)	(2,028)
Grand Total		143	161	1,377	1,366

	Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Christmas Lighting	Expenditure				
	Supplies & services	15	15	1	1
	Third party payments		1	16	16
	Support Services	3	5	4	4
	Expenditure Total	18	21	20	20
Corporate	Expenditure				
	Supplies & services	651			
	Expenditure Total	651			
	Income				
	External income	(651)			
	Income Total	(651)			
Corporate Property Repairs	Expenditure				
	Employees				
	Transport				
	Premises	100	369	119	464
	Supplies & services	8			
	Support Services	(108)	(369)	(232)	(464)
	Expenditure Total			(113)	
	Income				
	External income				
	Income Total				
Development Control	Expenditure				
	Supplies & services	62			
	Expenditure Total	62			

ESTATES

	Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Estates Business Unit	Expenditure				
	Employees	360	526	399	562
	Transport	30	31	31	31
	Premises	6		6	6
	Supplies & services	7	6	10	10
	Support Services	(389)	(563)	(466)	(602)
	Expenditure Total	14	1	(20)	6
	Income				
	External income	(19)	(1)	(6)	(6)
	Income Total	(19)	(1)	(6)	(6)
Estates Grounds Maintenance	Expenditure				
	Premises		10	30	10
	Support Services	1	1	1	1
	Expenditure Total	1	11	31	11
F2 Store	Expenditure				
	Premises	76	91	91	69
	Supplies & services		1	1	1
	Support Services	(68)	(48)	(48)	(26)
	Depreciation & Impairment Losses	15	15	15	15
	Expenditure Total	23	60	60	60
	Income				
	External income	(23)	(60)	(60)	(60)
	Income Total	(23)	(60)	(60)	(60)
Facilities Management	Expenditure				
	Employees	135	125	133	128
	Transport	5	7	7	7
	Premises				
	Supplies & services	1	3	3	3
	Support Services	(141)	(135)	(136)	(138)
	Expenditure Total	(1)	7	7	7
General Fund Property	Expenditure				
	Premises	59	100	181	151
	Supplies & services	477	292	837	962
	Support Services	28	34	38	38
	Depreciation & Impairment Losses	35	57	57	57
	Expenditure Total	599	483	1,113	1,207
	Income				
	External income	(728)	(488)	(306)	(571)
	Income Total	(728)	(488)	(306)	(571)
Office Accomodation	Expenditure				
	Employees				
	Transport				
	Premises	573	608	609	659
	Supplies & services	64	29	29	29
	Support Services	(931)	(943)	(808)	(993)
	Depreciation & Impairment Losses	305	305	305	305
	Expenditure Total	11	305	134	305
	Income				
	External income	(11)			
	Income Total	(11)			
Planning Delivery	Expenditure				
	Premises	61			564
	Supplies & services	6			20
	Support Services	3			
	Depreciation & Impairment Losses				
	Expenditure Total	69			584
	Income				
	External income	(310)	(291)		(289)
	Income Total	(310)	(291)		(289)
Staff Canteen	Expenditure				
	Employees	13	12	13	
	Transport	1			
	Supplies & services	6	10	10	10
	Support Services	(10)	(7)	(7)	5
	Expenditure Total	10	15	15	15
	Income				
	External income	(10)	(15)	(15)	(15)
	Income Total	(10)	(15)	(15)	(15)
Grand Total		(295)	(263)	861	963

FINANCIAL SERVICES

Financial Services is responsible for ensuring the Council maintains proper financial records and books of accounts, and an effective system of internal financial control.

It includes the following responsibilities; the preparation of the Council's Annual Budgets and Medium Term Financial Strategy; monitoring and reporting on performance against budgets; financial support to corporate projects; the preparation of the Council's Annual Financial Report and Statement of Accounts; Treasury management; VAT advice & compliance; the development of financial systems: payments and receipts and the Cash Office.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	694	625	721	754
	Transport	24	22	22	23
	Supplies & services	334	191	336	267
	Support Services	(916)	(743)	(876)	(998)
Expenditure Total		135	95	203	46
Income	External income	(26)	(27)	(26)	(16)
Income Total		(26)	(27)	(26)	(16)
Grand Total		110	68	177	30

	Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Accountancy	Expenditure				
	Employees	461	451	532	571
	Transport	15	14	14	15
	Supplies & services	126	19	91	19
	Support Services	(577)	(457)	(477)	(590)
	Expenditure Total	26	27	160	16
	Income				
	External income	(26)	(27)	(26)	(16)
	Income Total	(26)	(27)	(26)	(16)
Corporate	Expenditure				
	Employees	58	53	57	55
	Transport	1			
	Supplies & services	38	14	38	38
	Support Services	12	2	(60)	(62)
	Expenditure Total	110	68	34	30
Exchequer	Expenditure				
	Employees	174	122	132	128
	Transport	3	7	7	7
	Supplies & services	40	26	76	77
	Support Services	(218)	(155)	(206)	(211)
	Expenditure Total			9	
Internal Audit	Expenditure				
	Employees	1			
	Transport	4		1	1
	Supplies & services	129	132	131	134
	Support Services	(134)	(132)	(132)	(135)
	Expenditure Total			()	
Grand Total		110	68	177	30

HEALTH & WELLBEING

This small team works across the Council and also in partnership with a range of statutory, community and voluntary sector organisations to improve the health and wellbeing of residents. Its main responsibilities include:-

- Leading the Council's response to health and wellbeing issues.
- Leading the delivery of the Government's Supporting Families Programme in the District.
- Supporting initiatives which aim to address health and wellbeing priorities with a specific focus on tackling areas of health inequalities.
- Convening the Winchester District Health and Wellbeing Partnership Board and leading the Council's input to the work of the board.
- Providing a strategic lead on issues related to older people.
- Providing a strategic lead on issues related to children and young people.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	133	123	142	126
	Transport	6	8	8	8
	Premises	2	1	1	1
	Supplies & services	1	3	4	3
	Third party payments	81	15	15	15
	Support Services	38	55	15	15
Expenditure Total		261	204	184	167
Income	External income	(74)			
Income Total		(74)			
Grand Total		187	204	184	167

HISTORIC ENVIRONMENT

The Historic Environment Team provides an advisory and management resource of specialists which underpins the protection, enhancement and recording of all built heritage assets within the borough, whether above or below ground. The team manages the Council's Historic Environment Record and advises Planning Management on compliance with local and Government policy on protecting the Historic Environment.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	200	195	197	182
	Transport	14	17	17	13
	Premises				
	Supplies & services	4	11	17	42
	Third party payments	9			
	Support Services	(157)	(143)	(179)	(179)
Expenditure Total		69	81	52	58
Income	External income	(17)	(8)	(8)	(12)
Income Total		(17)	(8)	(8)	(12)
Grand Total		52	73	44	46

HOUSING SERVICES – GENERAL FUND

The Council operates a range of General Fund housing services to ensure that the Council meets its statutory obligations to address housing need in the district.

This includes the management of allocations to social housing (through the Hampshire Home Choice partnership), assisting and advising residents threatened with homelessness, the provision of disabled facilities grants and an advice and enforcement service to promote decent private sector housing. The development and enablement of affordable housing is coordinated by the New Homes Delivery team in accordance with the Council's Housing Strategy and Housing Revenue Account Business Plan.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	602	623	611	584
	Transport	55	53	53	52
	Premises	4			
	Supplies & services	318	1,003	955	116
	Third party payments	134	101	95	101
	Support Services	95	143	164	157
	Depreciation & Impairment Losses	496			
Expenditure Total		1,704	1,922	1,878	1,010
Income	External income	(104)	(100)	(100)	(100)
Income Total		(104)	(100)	(100)	(100)
Grand Total		1,600	1,822	1,778	910

HOUSING SERVICES – GENERAL FUND

		Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Care in the Community	Expenditure	Support Services		5		
	Expenditure Total			5		
Community Planning	Expenditure	Employees				
		Transport				
		Supplies & services		1	1	1
		Third party payments	1	5	5	5
		Support Services	3	35	1	1
		Expenditure Total		3	41	7
	Income	External income		(23)	(23)	(23)
	Income Total			(23)	(23)	(23)
Homelessness	Expenditure	Employees	325	342	308	301
		Transport	38	32	32	30
		Premises	4			
		Supplies & services	315	992	949	111
		Third party payments	133	88	82	88
		Support Services	70	84	32	32
		Expenditure Total		885	1,537	1,402
	Income	External income	(55)			
	Income Total		(55)			
Housing Needs	Expenditure	Employees	148	155	164	148
		Transport	7	8	8	8
		Premises				
		Supplies & services	2			
		Support Services	(44)	(7)	58	58
		Expenditure Total		114	156	231
	Income	External income	()			
	Income Total		()			
Housing Services GF BU	Expenditure	Employees				
		Transport				
		Premises				
		Supplies & services		7		
		Support Services	()	(7)	7	
		Expenditure Total		()	7	
Private Sector Housing	Expenditure	Employees	128	126	139	134
		Transport	10	13	13	14
		Supplies & services	1	3	5	4
		Third party payments		8	8	8
		Support Services	66	33	66	66
		Expenditure Total		205	183	230
	Income	External income	(50)	(77)	(77)	(77)
	Income Total		(50)	(77)	(77)	(77)
Renovation Grants	Expenditure	Depreciation & Impairment Losses	496			
	Expenditure Total		496			
Grand Total			1,600	1,822	1,778	910

INFORMATION MANAGEMENT & TECHNOLOGY (IMT) SERVICES

The Information Management and Technology Service is integral to supporting all services across the Council.

As well as developing, supporting & maintaining existing IT systems, the service is heavily involved throughout the selection, procurement and implementation processes for all new information based systems.

The Information Management and Technology Service provides:

- Strategic and Tactical support across all the Councils business
- Advice and support on Information Management and Technology
- Help and advice on the transformational agenda
- Telecommunications for both land and mobile technology
- A Spatial Mapping Service
- Address management system

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	503	480	515	612
	Transport	28	18	18	19
	Premises	6	10	10	10
	Supplies & services	812	913	944	936
	Third party payments	83	87	84	87
	Support Services	(1,686)	(1,797)	(1,263)	(1,941)
	Depreciation & Impairment Losses	300	330	299	299
Expenditure Total		45	42	606	21
Income	External income	(45)	(37)	(37)	(37)
Income Total		(45)	(37)	(37)	(37)
Grand Total			5	569	(16)

	Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
IT Services	Expenditure				
	Employees	503	480	515	612
	Transport	28	18	18	19
	Premises	6	10	10	10
	Supplies & services	613	669	700	688
	Third party payments	83	87	84	87
	Support Services	(1,470)	(1,536)	(1,002)	(1,676)
	Depreciation & Impairment Losses	283	313	282	282
	Expenditure Total	45	42	606	21
	Income				
	External income	(45)	(37)	(37)	(37)
	Income Total	(45)	(37)	(37)	(37)
Telephones and Printers	Expenditure				
	Supplies & services	200	244	244	248
	Support Services	(217)	(261)	(261)	(265)
	Depreciation & Impairment Losses	17	17	17	17
	Expenditure Total			()	
Grand Total			()	5	569

LANDSCAPE & OPEN SPACES

The Landscape and Open Spaces Team delivers a range of functions and services that contribute to delivery of High Quality Environment and Active Communities priorities within the Community Strategy:

- Professional guidance to Planning to enhance development within the district by focusing on high quality landscape, ecology and trees.
- Professional guidance to Planning to ensure the adequate provision of high quality open space and play facilities.
- Work to enhance and benefit the biodiversity of the district, including working with others to develop and deliver projects which enhance the natural and urban environment.
- Supervision of the District's protected trees including the provision of guidance and assessment of applications for works to such trees.
- Monitoring and management of Council trees to ensure that the Council's trees are maintained in good order and risks are minimized.
- Provision of high quality amenity open spaces to enhance the quality of life for the Community including the management and maintenance of the parks and gardens within Winchester City and securing enhancements to these areas where possible.
- Refurbishment and enhancement of Council play and outdoor recreational facilities within Winchester Town to meet changing community needs.
- Supervision of Council sports pitches both in respect of routine maintenance and liaison with sports users (clubs, societies etc.)
- Management of Magdalen Hill and other closed cemeteries and supervision of burials to ensure that high quality of service is maintained.
- Delivery of projects to improve green infrastructure.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	382	360	407	355
	Transport	43	43	43	42
	Premises	778	874	868	852
	Supplies & services	53	70	83	70
	Third party payments	145	95	95	95
	Support Services	6	18	221	152
	Depreciation & Impairment Losses	362	183	165	165
Expenditure Total		1,770	1,643	1,883	1,732
Income	External income	(367)	(298)	(204)	(338)
Income Total		(367)	(298)	(204)	(338)
Grand Total		1,402	1,345	1,679	1,394

LANDSCAPE & OPEN SPACES

		Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Allotments	Expenditure	Premises				
		Support Services	1	1	1	1
	Expenditure Total		1	2	1	1
	Income	External income	(3)	(3)	(3)	(3)
Income Total		(3)	(3)	(3)	(3)	
Cemeteries	Expenditure	Premises	59	66	66	93
		Supplies & services	3	12	2	2
		Third party payments	6			
		Support Services	61	64	58	58
		Depreciation & Impairment Losses	9	9	9	9
	Expenditure Total		139	151	135	162
Income	External income	(141)	(105)	(105)	(145)	
Income Total		(141)	(105)	(105)	(145)	
Grants	Expenditure	Premises				
		Third party payments	139	30	30	30
		Support Services			4	
		Depreciation & Impairment Losses	198			
Expenditure Total		337	30	34	30	
Income	External income	(99)				
Income Total		(99)				
Grounds Maintenance	Expenditure	Employees	132	126	120	67
		Transport	19	22	22	21
		Premises	519	567	561	538
		Supplies & services	43	45	68	45
		Third party payments		65	65	65
		Support Services	120	183	385	286
		Depreciation & Impairment Losses	122	141	123	123
	Expenditure Total		954	1,149	1,344	1,145
Income	External income	(53)	(149)	(55)	(149)	
Income Total		(53)	(149)	(55)	(149)	
Landscape	Expenditure	Employees	250	234	287	288
		Transport	24	21	22	21
		Supplies & services	7	10	11	20
		Support Services	(219)	(266)	(269)	(269)
		Depreciation & Impairment Losses	11	11	11	11
	Expenditure Total		74	10	62	72
Income	External income	(44)	(10)	(10)	(10)	
Income Total		(44)	(10)	(10)	(10)	
Sports Pitches	Expenditure	Transport				
		Premises	200	241	241	221
		Supplies & services		2	2	2
		Support Services	43	36	42	76
		Depreciation & Impairment Losses	22	22	22	22
Expenditure Total		265	301	307	322	
Income	External income	(28)	(31)	(31)	(31)	
Income Total		(28)	(31)	(31)	(31)	
Grand Total		1,402	1,345	1,679	1,394	

LEGAL & DEMOCRATIC SERVICES

The main functions of the Legal & Democratic Services Team are:

- Legal Services; Data Protection and Freedom of Information.
- Committee Administration
- Member Support Services
- Mayoral and Civic Events
- Emergency Planning and Business Continuity (support to the Chief Executive)
- Electoral Registration and Elections

The Team's purpose is "to achieve professional and operational excellence through the efficient provision of legal and democratic services that are customer orientated, responsive, flexible and cost effective."

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	905	928	1,047	973
	Transport	72	83	83	85
	Premises	95	94	86	86
	Supplies & services	682	616	707	676
	Third party payments	30	21	21	22
	Support Services	(250)	308	(46)	(73)
	Depreciation & Impairment Losses	32	32	32	32
Expenditure Total		1,567	2,084	1,931	1,801
Income	External income	(34)	(18)	(88)	(18)
Income Total		(34)	(18)	(88)	(18)
Grand Total		1,533	2,065	1,842	1,783

LEGAL & DEMOCRATIC SERVICES

		Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Boundary Reviews	Expenditure	Supplies & services			19	
		Support Services		1	17	17
	Expenditure Total			1	36	17
Civic and mayoral	Expenditure	Employees	29	29	31	29
		Transport	9	15	15	15
		Premises	34	35	35	35
		Supplies & services	35	31	34	31
		Support Services	29	46	25	38
		Depreciation & Impairment Losses	32	32	32	32
	Expenditure Total		169	188	171	180
Income	External income		(4)	(4)	(4)	
Income Total			(4)	(4)	(4)	
Council and Committee Business	Expenditure	Employees	246	202	221	208
		Transport	26	35	35	35
		Premises	60	58	50	50
		Supplies & services	465	481	486	464
		Support Services	63	601	281	268
	Expenditure Total		860	1,377	1,073	1,026
Income	External income		()			
Income Total			()			
Elections	Expenditure	Employees	80	82	186	82
		Transport				
		Premises				
		Supplies & services	53	28	28	29
		Support Services	26	59	16	16
	Expenditure Total		159	169	229	127
Income	External income		(1)	(70)		
Income Total			(1)	(70)		
Electorat Registration	Expenditure	Employees	109	139	148	162
		Transport	3	3	3	3
		Premises				
		Supplies & services	86	26	74	101
		Support Services	120	115	126	126
	Expenditure Total		319	283	352	392
Income	External income		(1)	(2)	(2)	
Income Total			(1)	(2)	(2)	
Emergency Planning	Expenditure	Employees	1			
		Transport	4			
		Premises				
		Supplies & services	1	1	1	1
		Third party payments	30	21	21	22
		Support Services	5	29	23	23
	Expenditure Total		40	52	46	47
Income	External income		(14)			
Income Total			(14)			
Legal Business Unit	Expenditure	Employees	441	476	462	492
		Transport	30	30	30	32
		Premises				
		Supplies & services	40	50	65	50
		Support Services	(492)	(543)	(533)	(561)
	Expenditure Total		19	13	23	13
Income	External income		(19)	(13)	(13)	
Income Total			(19)	(13)	(13)	
Grand Total			1,533	2,065	1,842	1,783

MUSEUMS

The care of Winchester Museums' collections is at the heart of the service that is dedicated to preserving Winchester's history and sharing it, creatively and intelligently, with residents and visitors.

The City Museum and Westgate tell the story of Winchester from Roman to present times and, together, attract over 65,000 visitors per year who explore the buildings themselves, study the collections they house and enjoy the special events they host. The City Museum has long formed an essential part of a visit to Winchester and continues to be the third most popular attraction in the city. The Westgate, too, has an almost iconic local status with its distinctive design and location, its unrivalled view down the High Street and its inclusion as one of the five medieval gates on the city's coat of arms. The third of the service's venues, City Space, opened in 2007 at the Winchester Discovery Centre and offers local artists a platform for exhibiting their works through a programme of changing exhibitions.

The reserve collections are made accessible through the museum's storage facility, 'F2', at Bar End.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	191			
	Transport	11	5	5	5
	Premises	28	37	37	22
	Supplies & services	76	19	19	19
	Third party payments	168	423	461	464
	Support Services	156	107	68	30
	Depreciation & Impairment Losses	47	44	41	41
Expenditure Total		677	634	631	581
Income	External income	(70)	(13)	(13)	(13)
Income Total		(70)	(13)	(13)	(13)
Grand Total		607	621	618	568

NEW HOMES DELIVERY

In 2012, the replacement of the housing subsidy system with self-financing enabled the Council to commence a programme to build over 300 new Council homes on existing Council land over 10 years. The New Homes Delivery team was established at that time to lead and manage the delivery of this programme.

The Council has approved a detailed capital programme to invest over £51 million in delivering at least 200 homes for rent and shared ownership by 2020, actively assessing potential sites for additional development beyond that date.

The team is also responsible for working with registered providers to enable development on other land in the district and to promote opportunities to increase the provision of affordable housing generally. This includes major developments such as Winchester Village, North Whiteley and Barton Farm.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	353	378	407	422
	Transport	31	30	31	33
	Premises	7			
	Supplies & services	17	1	7	7
	Third party payments		7	5	3
	Support Services	(129)	(122)	(168)	(168)
Expenditure Total		280	295	282	296
Income	External income	(36)	(68)	(68)	(68)
Income Total		(36)	(68)	(68)	(68)
Grand Total		244	227	214	229

ORGANISATIONAL DEVELOPMENT

Organisational Development provides support to the activities of front line services through ensuring the effective, safe management and utilisation of staff, which is fundamental to the provision of services within a labour intensive organisation such as the Council. The team also plays a significant role in supporting the strategic priorities of the Council where those priorities impact on the Council as an important employer within the district through:-

- Recruitment and Selection
- Pay and Benefits Management
- Employee Relations and Communication
- Training and Staff Development
- Occupational Health and Safety Management
- Risk & Insurance

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	565	738	737	746
	Transport	32	24	24	19
	Premises	7			63
	Supplies & services	39	30	139	180
	Third party payments	10			
	Support Services	(634)	(762)	(582)	(979)
Expenditure Total		20	29	317	29
Income	External income	(20)	(29)	(29)	(29)
Income Total		(20)	(29)	(29)	(29)
Grand Total		()		288	

ORGANISATIONAL DEVELOPMENT

		Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Corporate Insurance & Risk	Expenditure	Employees	27	26	27	24
		Transport	1			
		Premises				63
		Supplies & services	4	15	15	15
		Support Services	(32)	(40)	(40)	(101)
		Expenditure Total		(0)		2
Employment Related Expenses	Expenditure	Employees	107	314	272	320
		Transport				
		Premises	7			
		Supplies & services	22	1	110	151
		Support Services	(131)	(314)	(122)	(469)
		Expenditure Total		6	1	260
	Income	External income	(6)	(1)	(1)	(1)
	Income Total		(6)	(1)	(1)	(1)
HR Business Unit	Expenditure	Employees	341	322	356	324
		Transport	16	14	14	14
		Premises				
		Supplies & services	10	12	12	12
		Third party payments	10			
		Support Services	(364)	(324)	(334)	(327)
	Expenditure Total		13	24	48	24
	Income	External income	(13)	(24)	(24)	(24)
	Income Total		(13)	(24)	(24)	(24)
Payroll	Expenditure	Employees	90	77	81	79
		Transport	15	10	10	5
		Supplies & services	2	2	2	2
		Support Services	(107)	(85)	(85)	(82)
		Expenditure Total		1	4	7
	Income	External income	(1)	(4)	(4)	(4)
	Income Total		(1)	(4)	(4)	(4)
Grand Total			(0)		288	

PARKING

Parking Services covers car parks in Winchester town and the district, park and ride, on and off street parking enforcement, and matters relating to the issue of penalty charge notices.

The service also covers the management of the controlled parking zones, residents permit schemes, and management of the city's cctv monitoring service.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	791	738	799	750
	Transport	(331)	(319)	(319)	(321)
	Premises	725	1,183	1,187	1,317
	Supplies & services	544	546	574	579
	Third party payments	984	1,013	1,013	883
	Support Services	436	404	407	407
	Depreciation & Impairment Losses	457	286	267	267
Expenditure Total		3,606	3,850	3,929	3,883
Income	External income	(6,311)	(6,052)	(6,302)	(6,335)
Income Total		(6,311)	(6,052)	(6,302)	(6,335)
Grand Total		(2,706)	(2,202)	(2,373)	(2,452)

	Subjective	Outturn 2014/15 £000	Original Estimate £000	Revised Estimate £000	Original Estimate £000
Car Parking and Enforcement	Expenditure				
	Employees	791	738	799	750
	Transport	(331)	(319)	(319)	(321)
	Premises	715	1,160	1,149	1,294
	Supplies & services	367	349	377	378
	Third party payments	984	1,013	1,013	883
	Support Services	433	378	403	403
	Depreciation & Impairment Losses	382	215	196	196
	Expenditure Total	3,341	3,534	3,618	3,583
	Income				
	External income	(6,311)	(6,052)	(6,302)	(6,335)
	Income Total	(6,311)	(6,052)	(6,302)	(6,335)
CCTV	Expenditure				
	Premises	10	23	38	23
	Supplies & services	177	197	197	201
	Support Services	3	25	4	4
	Depreciation & Impairment Losses	75	71	71	71
	Expenditure Total	265	317	311	300
	Income				
	External income	()			
	Income Total	()			
Grand Total		(2,706)	(2,202)	(2,373)	(2,452)

POLICY & MAJOR PROJECTS

The Policy and Major Projects team provide support to Cabinet, Corporate Management Team and Assistant Directors on a range of general policy issues, as well as providing the focus for the Council's programme of Major Projects, by directly project managing them or by helping other teams deliver them. The team covers a range of functions, including:

- Project managing the Council's major projects
- Coordinating and supplementing resources across teams to support projects
- Supporting other teams with project management documentation and training
- Corporate Planning (including risk and performance management)
- Providing programme management of the major projects programme
- Consultation and community engagement
- Co-ordinate the development of the Council's priorities
- Providing the officer lead for overview and scrutiny

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	402	396	401	352
	Transport	17	16	16	17
	Premises	4			
	Supplies & services	109	160	177	312
	Third party payments	1			16
	Support Services	(164)	(157)	(118)	(105)
Expenditure Total		368	415	476	592
Grand Total		368	415	476	592

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Policy & Major Projects	Expenditure				
	Employees	402	396	401	352
	Transport	17	16	16	17
	Premises	4			
	Supplies & services	48	152	86	304
	Third party payments				16
	Support Services	(164)	(157)	(118)	(105)
	Expenditure Total	306	406	385	584
Drainage and Flooding	Expenditure				
	Supplies & services	11		38	
	Third party payments	1			
	Support Services				
	Expenditure Total	12		38	
Market Research	Expenditure				
	Supplies & services	1	5	5	5
	Support Services		1		
	Expenditure Total	1	6	5	5
River Park Leisure Centre	Expenditure				
	Supplies & services	49		45	
	Expenditure Total	49		45	
Scrutiny	Expenditure				
	Supplies & services		3	3	3
	Expenditure Total		3	3	3
Grand Total		368	415	476	592

REVENUES & BENEFITS

The principle functions of Revenues & Benefits are:

- Billing and recovery of Council Tax, Business Rates and Business Improvement District Levy.
- Administering Housing Benefit, Council Tax Benefit and the Council Tax Reduction Scheme.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	1,456	1,325	1,355	1,238
	Transport	42	38	38	30
	Premises				
	Supplies & services	149	175	242	163
	Third party payments				
	Transfer payments	28,032	28,536	27,958	28,386
	Support Services	508	605	510	510
Expenditure Total		30,188	30,679	30,103	30,328
Income	External income	(28,951)	(29,346)	(28,669)	(29,051)
Income Total		(28,951)	(29,346)	(28,669)	(29,051)
Grand Total		1,236	1,333	1,433	1,277

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Administration	Expenditure				
	Employees	1,456	1,325	1,355	1,238
	Transport	42	38	38	30
	Premises				
	Supplies & services	149	175	242	163
	Third party payments				
	Support Services	508	605	510	510
	Expenditure Total	2,156	2,143	2,145	1,942
	Income				
	External income	(710)	(656)	(656)	(603)
	Income Total	(710)	(656)	(656)	(603)
Benefits	Expenditure				
	Transfer payments	28,032	28,536	27,958	28,386
	Expenditure Total	28,032	28,536	27,958	28,386
	Income				
	External income	(28,226)	(28,690)	(28,013)	(28,448)
	Income Total	(28,226)	(28,690)	(28,013)	(28,448)
Grand Total		1,251	1,333	1,433	1,277

SPORT & PHYSICAL ACTIVITY

The Sport and Physical Activity Team works with other sports and leisure partners to provide activity programmes and high quality facilities for people in the district. Main responsibilities include:-

- Increase participation in sport and physical activity
- Increase the number of coaches, officials and volunteers in relation to sport and physical activity
- Improve access to high quality sports facilities

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	182	141	154	133
	Transport	12	10	10	10
	Premises	31	22	22	22
	Supplies & services	50	9	64	34
	Third party payments	48	65	65	65
	Support Services	78	352	98	467
	Depreciation & Impairment Losses	751	751	751	751
Expenditure Total		1,152	1,350	1,165	1,484
Income	External income	(87)	(20)	(25)	(10)
Income Total		(87)	(20)	(25)	(10)
Grand Total		1,065	1,330	1,140	1,474

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Meadowside Leisure Centre	Expenditure				
	Premises	9	6	6	6
	Supplies & services				
	Third party payments	7	12	12	12
	Support Services	45	64	32	32
	Depreciation & Impairment Losses	55	55	55	55
	Expenditure Total	117	137	105	105
	Income				
	External income				
	Income Total				
River Park Leisure Centre	Expenditure				
	Transport				
	Premises	20	14	14	15
	Supplies & services				
	Third party payments	36	46	46	46
	Support Services	81	389	97	466
	Depreciation & Impairment Losses	696	696	696	696
	Expenditure Total	833	1,146	854	1,223
	Income				
	External income	(30)	(17)	(17)	(7)
	Income Total	(30)	(17)	(17)	(7)
Sport Strategy and Management	Expenditure				
	Employees	182	141	154	133
	Transport	12	10	10	10
	Premises	2	1	1	1
	Supplies & services	50	9	64	34
	Third party payments	5	7	7	7
	Support Services	(49)	(101)	(31)	(31)
	Expenditure Total	202	67	206	155
	Income				
	External income	(57)	(3)	(8)	(3)
	Income Total	(57)	(3)	(8)	(3)
Grand Total		1,065	1,330	1,140	1,474

STRATEGIC PLANNING

The Strategic Planning Team is primarily responsible for developing and influencing spatial planning policies to implement the Council's strategic priorities and the Sustainable Community Strategy. It has a major contribution to make towards achieving the Community Strategy's overarching aim of Sustainable Development. Its work includes:

- Developing spatial planning policies through the production of Local Development Documents which will form part of the emerging Local Development Framework (LDF);
- Developing the community planning and engagement process to support the Sustainable Community Strategy and LDF;
- Leading the master planning and implementation of large development areas;
- Providing a technical input to corporate projects where there is a spatial planning dimension; and
- Advising/commenting on/influencing the planning policies being developed by other organisations and Government where they affect Winchester District.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	228	214	229	222
	Transport	21	23	23	24
	Premises	1	1	1	1
	Supplies & services	108	168	125	171
	Support Services	(51)	(150)	(65)	(65)
Expenditure Total		307	255	312	352
Income	External income	(23)			
Income Total		(23)			
Grand Total		283	255	312	352

STREETCARE & DRAINAGE

This team plays a key role in ensuring that Winchester is a safe and well-presented District. Its wide ranging activities include inspections and maintenance of sewage treatment works, rivers and drainage systems; playground inspections and repairs; practical support for high profile events; landscaping and repair work on public land, and front-line assistance in the event of severe weather incidents such as flooding.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	263	247	322	291
	Transport	56	60	60	57
	Premises		40	40	40
	Supplies & services	104	125	133	125
	Third party payments				
	Support Services	(422)	(429)	(514)	(512)
	Depreciation & Impairment Losses	176	1	1	1
Expenditure Total		177	44	42	2
Income	External income	(5)	(2)	(2)	(2)
Income Total		(5)	(2)	(2)	(2)
Grand Total		172	42	40	

TOURISM

The Visit Winchester team ensures that visitors and local people have access to high quality information about the Winchester District and also surrounding tourist attractions within the county. Winchester's popularity has grown significantly over the last 6 years, the economic impact of tourism in Winchester has grown from £240m in 2008 to £350m by the end of 2014. The number of visitors has also outstripped expectations, rising from 4m to 5.6m in the same period. Visit Winchester's marketing and tourist information centre teams work in close partnership with the private sector, developing a five year Destination Management Plan to further and protect the interests of tourism locally.

The marketing service is now delivered via a Destination Management Partnership called 'Visit Winchester and the Heart of Hampshire'. This is a public/private consortium founded by Winchester City Council with Tourism South East, East Hampshire District Council, the South Downs National Park and private sector businesses. A commitment to raising the profile of the destination means that the service continues to develop innovative campaigns in order to net measurable outcomes for businesses. The service now manages the 'Visit Winchester' brand and works closely with teams at the South Downs National Park in order to ensure that the rural attractions on Winchester's doorstep are well publicised to visitors and residents.

	Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Expenditure	Employees	219	226	242	229
	Transport	8	9	9	7
	Premises	1	1	1	1
	Supplies & services	131	114	139	112
	Support Services	136	136	156	121
	Depreciation & Impairment Losses	4	4	4	4
Expenditure Total		499	490	551	472
Income	External income	(124)	(124)	(121)	(121)
Income Total		(124)	(124)	(121)	(121)
Grand Total		375	366	429	351

TOURISM

		Subjective	Outturn 2014/15 £000	Original Estimate 2015/16 £000	Revised Estimate 2015/16 £000	Original Estimate 2016/17 £000
Discovery Centre City Space	Expenditure	Supplies & services	17			
		Depreciation & Impairment Losses	4	4	4	4
	Expenditure Total		20	4	4	4
Marketing	Expenditure	Employees	103	100	109	104
		Transport	5	7	7	4
		Premises				
		Supplies & services	55	75	100	72
		Support Services	56	77	62	62
	Expenditure Total		219	259	277	243
	Income	External income	(49)	(59)	(57)	(57)
	Income Total		(49)	(59)	(57)	(57)
Tourist Information Centre	Expenditure	Employees	116	126	133	125
		Transport	3	2	2	2
		Premises		1	1	1
		Supplies & services	59	40	40	40
		Support Services	80	59	94	59
	Expenditure Total		259	227	269	226
	Income	External income	(74)	(65)	(65)	(65)
	Income Total		(74)	(65)	(65)	(65)
Grand Total			375	366	429	351

HOUSING REVENUE ACCOUNT

The Council is responsible for providing a management and maintenance service to around 5,000 council properties throughout the Winchester District. The housing stock is mainly traditional built low-rise houses, although in addition to general needs housing tenancies, the City Council also provides in excess of 900 tenancies for older persons, 55 “extra care” tenancies and nearly 50 units of accommodation for homeless households.

Local authorities are required to maintain a separate account which sets out the expenditure and income arising from the provision of housing. In April 2012, the Government implemented a “self-financing” approach for local authority housing. All Councils with housing stock now retain all rents locally, in return for a “one-off” contribution towards national housing debt. The City Council’s contribution was £167 million. Until recently, this approach helped to both stabilise funding for management and maintenance costs as well as generate additional resources to fund a programme of building new Council homes. However, future investment is under review following Government announcements on rent reductions until April 2020 and local authority contributions towards the funding of Right to Buy discounts for housing association tenants.

The Council’s Housing Business Plan sets out investment proposals for the next 30 years, funded from housing rents and making best use of Right to Buy receipts, developers affordable housing contributions, available grants and borrowing approvals. It provides for over £49 million of capital investment by 2020/21 to address the backlog in maintenance work identified through a full stock condition survey.

Nearly £57 million between 2015/16 and 2020/21 is also planned to fund a new build programme of over 200 dwellings for rent and shared ownership. A summary of the 30 year HRA Business Plans Capital and Revenue forecasts are shown on the following pages.

HOUSING REVENUE ACCOUNT BUDGETS

Housing Revenue Account Subjective Summary	2015/16 Original Estimate	2015/16 Revised Estimate	2016/17 Original Estimate
	£000	£000	£000
Employees	3,074	3,084	3,230
Premises	5,226	5,306	5,248
Transport	266	252	262
Supplies & services	844	845	876
Third party payments	125	105	105
Support Services	2,173	2,322	2,243
Net Interest	5,226	5,168	5,172
Depreciation on Fixed Assets	5,929	5,929	5,976
External income	(29,213)	(29,252)	(29,439)
Surplus for year on HRA Services	(6,350)	(6,241)	(6,327)
Capital Expenditure funded by HRA	10,362	5,348	9,850
Right to Buy Admin Fees	(21)	(23)	(21)
Net (increase)/decrease in HRA Balance before transfers to or from reserves	3,991	(916)	3,502
Transfer to Insurance Reserve	66	20	66
(Increase)/ decrease in HRA Balance	4,057	(896)	3,568
HRA Working Balance			
Opening Balance	(6,479)	(4,186)	(5,082)
Add Projected Deficit/(Surplus)	4,057	(896)	3,568
Projected Balance at Year End	(2,422)	(5,082)	(1,514)
NB: 2014/15 Actuals were reported as part of the Annual Financial Report			

HOUSING REVENUE ACCOUNT BUDGETS

Housing Revenue Account Service Summary	2015/16 Original Estimate £000	2015/16 Revised Estimate £000	2016/17 Original Estimate £000
Housing Management General			
Estate Management	879	944	1,118
HRA General	1,691	1,991	1,811
Joint Housing Register	127	127	0
Removal Incentive Scheme	80	50	50
Rent Accounting	269	259	234
Tenants Information	123	124	123
Vacant Dwellings	24	24	23
New Build Programme Support	468	438	557
	3,661	3,957	3,916
Housing Management Special			
Communal Services	12	(21)	(24)
Disabled Adaptations	133	123	109
Estate Maintenance	480	419	549
Homelessness	(50)	(24)	(95)
Sewage Works	214	256	182
Sheltered Housing	637	648	608
	1,426	1,401	1,329
Repairs			
Responsive Maintenance	2,300	2,300	2,309
Voids	470	615	500
Cyclic	1,176	1,176	1,176
Sub-total Repairs Works	3,946	4,091	3,985
Repairs Administration	1,440	1,260	1,346
	5,386	5,351	5,331
Debt Management Expenses	0	0	30
Interest Payable	5,225	5,168	5,172
Depreciation of Fixed Assets	5,929	5,929	5,976
	11,154	11,097	11,178
Rents and Other Income			
Dwelling Rents	(26,415)	(26,430)	(26,392)
Garage Rents	(863)	(807)	(850)
Other Income	(275)	(279)	(285)
Sheltered Charges	(400)	(507)	(530)
Interest Receivable	(24)	(24)	(24)
	(27,977)	(28,047)	(28,081)
Surplus for year on HRA Services	(6,350)	(6,241)	(6,327)

HOUSING REVENUE ACCOUNT BUDGETS

Housing Revenue Account Service Summary	2015/16 Original Estimate	2015/16 Revised Estimate	2016/17 Original Estimate
	£000	£000	£000
Capital Expenditure funded by HRA	10,362	5,348	9,850
Right to Buy Admin Fees	(21)	(23)	(21)
Net (increase)/decrease in HRA Balance before transfers to or from reserves	3,991	(916)	3,502
Transfer to Insurance Reserve	66	20	66
(Increase)/ decrease in HRA Balance	4,057	(896)	3,568
HRA Working Balance			
Opening Balance	(6,479)	(4,186)	(5,082)
Add Projected Deficit/(Surplus)	4,057	(896)	3,568
Projected Balance at Year End	(2,422)	(5,082)	(1,514)
NB: 2014/15 Actuals were reported as part of the Annual Financial Report			

HOUSING REVENUE ACCOUNT BUSINESS PLAN

Housing Revenue Account Business Plan - Self-Financing Extract

Year No.	Year	Closing HRA Working Balance £	Capital Shortfall in Year £	Extra Borrowing £	Principal Repayment £	Closing Borrowing £	HRA Borrowing Limit (Debt Cap) £
1	2016/17	1,513,906	0	10,258,170	0	167,610,970	168,512,988
2	2017/18	3,398,970	0	0	890,000	166,720,970	168,512,988
3	2018/19	3,098,900	0	0	0	166,720,970	168,512,988
4	2019/20	2,271,900	0	1,440,030	0	168,161,000	168,512,988
5	2020/21	2,499,000	0	0	0	168,161,000	168,512,988
6	2021/22	2,586,829	0	0	0	168,161,000	168,512,988
7	2022/23	2,159,596	0	0	0	168,161,000	168,512,988
8	2023/24	2,027,036	0	0	0	168,161,000	168,512,988
9	2024/25	1,276,083	1,549,735	0	0	168,161,000	168,512,988
10	2025/26	1,306,794	3,143,844	0	0	168,161,000	168,512,988
11	2026/27	1,339,462	354,786	0	0	168,161,000	168,512,988
12	2027/28	1,372,948	494,242	0	0	168,161,000	168,512,988
13	2028/29	1,407,272	569,987	0	0	168,161,000	168,512,988
14	2029/30	1,442,454	451,247	0	0	168,161,000	168,512,988
15	2030/31	1,836,200	0	0	0	168,161,000	168,512,988
16	2031/32	1,566,451	0	0	0	168,161,000	168,512,988
17	2032/33	1,553,614	853,271	0	0	168,161,000	168,512,988
18	2033/34	1,592,200	745,110	0	0	168,161,000	168,512,988
19	2034/35	1,632,004	535,741	0	0	168,161,000	168,512,988
20	2035/36	1,720,609	0	0	0	168,161,000	168,512,988
21	2036/37	1,714,869	325,212	0	0	168,161,000	168,512,988
22	2037/38	1,757,490	670,124	0	0	168,161,000	168,512,988
23	2038/39	1,801,427	525,869	0	0	168,161,000	168,512,988
24	2039/40	1,846,463	399,131	0	0	168,161,000	168,512,988
25	2040/41	1,892,625	273,374	0	0	168,161,000	168,512,988
26	2041/42	1,939,940	892,698	0	2,000,000	166,161,000	168,512,988
27	2042/43	2,086,103	148,110	0	0	166,161,000	168,512,988
28	2043/44	2,425,350	0	0	0	166,161,000	168,512,988
29	2044/45	2,089,773	584,085	0	1,650,000	164,511,000	168,512,988
30	2045/46	2,141,332	7,587,984	3,500,000	0	168,011,000	168,512,988

CAPITAL BUDGET

The Capital Strategy sets out the context of the capital programme, and is in line with the Council's Community Strategy. Individual schemes within the capital programme each require appropriate approval by Cabinet or Portfolio Holders in accordance with Financial Procedure Rules before any funds are committed.

The Council produces an annual Capital Strategy based on the Government's good practice guidelines to assist Local Authorities with asset management and control of capital programmes.

The Capital Strategy 2015 was approved by Cabinet in September 2015 and was applied to the preparation of the Capital Programme for the 2016/17 Budget.

The Council has adopted the CIPFA Prudential Code which is designed to ensure that capital investment plans of local authorities are affordable, prudent and sustainable, and due regard should be given to the Prudential Code in determining the Council's capital programme.

The total approved programme amounts to £187m over six years, with £50.5m in 2016/17.

CAPITAL PROGRAMME

	2015/16			2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
	Original Estimate	Adjustments	Revised Estimate	Revised Forecast	Revised Forecast	Revised Forecast	Revised Forecast	Revised Forecast	Forecast
	£000	£000	£000	£000	£000	£000	£000	£000	£000
General Fund									
<i>Spending and Committed</i>									
Abbey Mill	-	26	26	-	-	-	-	-	26
Avalon House	-	19	19	-	-	-	-	-	19
Broadband for Hampshire	46	-	46	-	-	-	-	-	46
Capital Grants - Chesil theatre	60	-	60	-	-	-	-	-	60
Carfax Land Purchase	2,470	(25)	2,445	-	-	-	-	-	2,445
Car Parks	197	(41)	156	305	122	180	180	180	1,123
Depot	-	61	61	-	-	-	-	-	61
Disabled Facility Grants	500	205	705	500	500	500	500	500	3,205
Flood Prevention Works	100	125	225	250	-	-	-	-	475
Guildhall Heating System	-	27	27	-	-	-	-	-	27
IMT Property Plant and Equipment	181	4	185	160	193	122	130	116	906
IMT Intangible Assets	-	64	64	-	-	30	-	-	94
Magdalen Hill Cemetery - Extension	135	105	240	-	-	-	-	-	240
Meadowside Car Park Lighting	-	24	24	-	-	-	-	-	24
Old Chesil Rectory	30	4	34	-	-	-	-	-	34
Open Spaces and Recreation Facilities	-	120	120	-	-	-	-	-	120
Repair and Renew Grants	-	172	172	-	-	-	-	-	172
River Itchen Maintenance	-	133	133	-	-	-	-	-	133
St Clement's Surgery	3,000	(2,970)	30	3,645	601	-	-	-	4,276
Wickham Toilet Works	-	32	32	-	-	-	-	-	32
Winchester Cathedral Roof	25	-	25	25	-	-	-	-	50
Total Spending and Committed	6,744	(1,915)	4,829	4,885	1,416	832	810	796	13,568

CAPITAL PROGRAMME

	2015/16			2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
	Original Estimate	Adjustments	Revised Estimate	Revised Forecast	Revised Forecast	Revised Forecast	Revised Forecast	Revised Forecast	Forecast
	£000	£000	£000	£000	£000	£000	£000	£000	£000
General Fund									
<i>Approved* - Not Committed</i>									
Abbey Gardens - environmental improvements	-	25	25	-	-	-	-	-	25
Enterprise Centre managed workspace	1,000	(1,000)	-	-	-	-	-	-	0
Matley's Yard	500	(500)	-	-	-	-	-	-	0
New Streetcare/Pest Control Depot	200	(200)	-	-	-	-	-	-	0
Enterprise, Matley's Yard, Streetcare Depot	-	345	345	1,945	-	-	-	-	2,290
Hampshire Community Bank	-	63	63	125	62	-	-	-	250
Total Approved* - Not Committed	1,700	(1,267)	433	2,070	62	-	-	-	2,565
<i>Programmed But Not Yet Approved*</i>									
2-3 Bridge St	100	-	100	-	-	-	-	-	100
153 High Street	-	-	-	-	400	-	-	-	400
Abbey House	-	59	59	40	51	50	50	-	250
Abbey Mill - hydro	149	(139)	10	139	-	-	-	-	149
Asset Management Plan	30	(7)	23	300	149	150	150	200	972
Casson Block	-	-	-	150	-	-	-	-	150
Changing Pavilions (Town A/C)	457	(457)	-	700	-	-	-	-	700
Chesil Multi Storey car park	200	(50)	150	250	200	200	200	-	1,000
City Offices & Annexe Works	170	(170)	-	350	290	-	-	-	640
Cycle Café - Capital Grant	-	-	-	50	-	-	-	-	50
Market Lane Toilet Works	44	(44)	-	44	-	-	-	-	44
Property Acquisition & Development	-	-	-	4,000	-	-	-	-	4,000
Purchase of Garrison Ground	-	-	-	300	-	-	-	-	300

CAPITAL PROGRAMME

	2015/16			2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
	Original Estimate	Adjustments	Revised Estimate	Revised Forecast	Revised Forecast	Revised Forecast	Revised Forecast	Revised Forecast	Forecast
	£000	£000	£000	£000	£000	£000	£000	£000	£000
General Fund									
<i>Programmed But Not Yet Approved*</i>									
Redevelopment of Old Bar End Depot Site	2,500	(2,400)	100	2,400	2,500	-	-	-	5,000
River Park Leisure Centre - Essential Repairs	4,190	(4,190)	-	-	-	-	-	-	0
River Park Leisure Centre - Refurbishment	-	-	-	1,510	4,500	-	-	-	6,010
South Winchester Coach Park	-	-	-	200	-	-	-	-	200
Station Approach - Carfax	1,000	(1,000)	-	1,000	14,000	14,000	-	-	29,000
Station Approach - Cattlemarket	-	-	-	-	-	1,000	4,500	4,500	10,000
Station Approach - Public Realm Works	-	-	-	-	2,500	2,500	-	-	5,000
Surface Car Park at Friarsgate	-	-	-	800	-	-	-	-	800
Winchester Town Access Plan	-	-	-	-	-	-	-	-	0
Total Programmed But Not Yet Approved*	8,840	(8,398)	442	12,233	24,590	17,900	4,900	4,700	64,765
Total General Fund	17,284	(11,580)	5,704	19,188	26,068	18,732	5,710	5,496	80,898
Housing Revenue Account									
Major repairs	7,979	(2,379)	5,600	7,599	6,522	6,699	6,882	7,053	40,355
New Build	13,037	(5,199)	7,838	22,064	8,972	5,760	5,970	6,149	56,753
Improvements and Loft Conversions	1,193	136	1,329	780	350	350	350	350	3,509
Disabled Adaptations	731	-	731	770	792	814	840	860	4,807
Other Capital Spend	136	14	150	108	111	114	117	120	720
Total Housing Revenue Account	23,076	(7,428)	15,648	31,321	16,747	13,737	14,159	14,532	106,144
Grand Total	40,360	(19,008)	21,352	50,509	42,815	32,469	19,869	20,028	187,042

Note: bold denotes a project where the budget and/or forecast timing has been revised since CAB2732 General Fund Medium Term Financial Strategy approved in October 2015; grey highlight denotes a new project.

CAPITAL PROGRAMME FINANCING

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
	£000	£000	£000	£000	£000	£000	£000
General Fund							
<i>Externally Funded</i>							
Government Grants	445	445	445	445	445	445	2,670
External Contributions							
Non governmental grants	247	200	2,500	2,500	0	0	5,447
Open Space Fund	120	423	0	0	0	0	543
Total Externally Funded	812	1,068	2,945	2,945	445	445	8,660
<i>Earmarked Reserves</i>							
Car Parks Property	306	755	322	380	380	180	2,323
Information, Management, and Technology	138	160	193	122	130	116	859
Major Investment Reserve	3,028	25	720	30	0	0	3,803
Property - Asset Management Reserve	281	958	890	200	200	200	2,729
Winchester Town	30	77	0	0	0	0	107
Total Earmarked Reserves	3,783	1,975	2,125	732	710	496	9,821
<i>Capital Receipts</i>	724	4,565	11,387	55	55	55	16,841
<i>Revenue Contribution to Capital</i>	0	0	150	0	0	0	150
<i>Capital Financing Requirement</i>	385	11,580	9,461	15,000	4,500	4,500	45,426
Total General Fund	5,704	19,188	26,068	18,732	5,710	5,496	80,898
Housing							
Capital Grants and Contributions	2,462	2,602	1,658	50	0	250	7,022
Harris Bequest	605	0	0	0	0	0	605
Major Repairs Reserve	5,550	6,150	6,430	6,665	6,830	6,999	38,624
Capital Receipts	1,052	2,461	1,618	947	775	825	7,678
Revenue Contribution to Capital	5,348	9,850	7,041	6,075	5,104	6,458	39,876
<i>Capital Financing Requirement</i>	631	10,258	0	0	1,450	0	12,339
Total Housing Revenue Account	15,648	31,321	16,747	13,737	14,159	14,532	106,144
Total Financing of Capital Programme	21,352	50,509	42,815	32,469	19,869	20,028	187,042

USABLE RESERVES

The CIPFA guidance stipulates:

“When reviewing their medium term financial plans and preparing their annual budgets local authorities should consider the establishment and maintenance of reserves. These can be held for three main purposes:

- a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves
- a contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves
- a means of building up funds, often referred to as earmarked reserves, to meet known or predicted liabilities

There are specific requirements under Section 25 of the Local Government Act, 2003, for the Chief Finance Officer to provide a positive assurance statement about the adequacy of proposed financial reserves and the robustness of estimates made for the purposes of the Budget calculation. Within the context of the overall budget and reserve levels, the Head of Finance was able to provide positive assurance on the robustness of the estimates made for the purposes of the budget calculation for next year.

The Council maintains a number of Reserves, some of which are explained below;

- The General Fund working balance stands at £2m. The level of this balance is kept under review and considered in the light of a number of factors concerning the Council’s level of exposure to risk and particularly to changes in income and expenditure.
- The Major Investment Reserve is a revenue funded reserve that supports the delivery of the Council’s priorities; both capital and revenue. Although any deficit in the Revenue budget would have the first call on these funds, the Financial Strategy supports the use of this reserve to fund the capital programme.
- The Council has continuing budget requirements to support its Asset Management Plans and the Property Asset Management Plans reserve has been established for application towards both capital and revenue Asset Management Plan priorities.

GENERAL FUND USABLE RESERVES

		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	Bal. @	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
	01/04/2015	Closing Bal.	Closing Bal.	Closing Bal.	Closing Bal.	Closing Bal.	Closing Bal.
	£000	£000	£000	£000	£000	£000	£000
Building Control							
Business Rates Retention	(1,000)	(2,217)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Car Parks Property	(1,178)	(1,214)	(719)	(739)	(759)	(779)	(999)
Community Grants	(11)	(11)	(11)	(11)	(11)	(11)	(11)
Developer Contributions	(6)	(406)	(906)	(906)	(906)	(906)	(906)
Flood Support Schemes	(105)	(85)					
Homelessness Gold Standard	(1,006)						
Homelessness Prevention	(484)	(432)	(373)	(311)	(311)	(311)	(311)
Income Equalisation	(244)						
Information Management and Technology	(215)	(188)	(139)	(57)	(46)	(27)	(22)
Insurance	(40)	(40)	(40)	(40)	(40)	(40)	(40)
Local Development Framework (LDF)	(173)	(101)					
Local Elections	(30)	(30)		(70)	(58)	(46)	(34)
Municipal Mutual Insurance	(157)	(157)	(94)	(94)	(94)	(94)	(94)
Museums Acquisitions	(8)	(8)	(8)	(8)	(8)	(8)	(8)
Museums Publications	(38)						
Organisational Development	(432)	(1,389)	(1,089)	(839)	(689)	(539)	(389)
Planning Deposits (Interest)	(91)	(91)	(91)	(91)	(91)	(91)	(91)
Property - Asset Management Plans	(1,938)	(2,677)	(1,178)	(473)	(458)	(443)	(428)
Winchester Town Reserve	(298)	(269)	(164)	(160)	(120)	(68)	(6)
Total General Fund Earmarked Reserves *	(7,454)	(9,314)	(5,812)	(4,799)	(4,591)	(4,364)	(4,339)
General Fund Balance	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)

GENERAL FUND USABLE RESERVES

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
MAJOR INVESTMENT RESERVE	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
	£000	£000	£000	£000	£000	£000
Opening Balance	(9,057)	(3,500)	(2,954)	(750)	(1,006)	(842)
Transfers (to)	(255)	(853)	(92)	(600)		(356)
REVENUE Transfers from	2,784	1,375	1,576	314	164	164
CAPITAL Transfers from	3,028	25	720	30		
Forecast Closing Balance	(3,500)	(2,954)	(750)	(1,006)	(842)	(1,034)
(Surplus) / Deficit - Appendix C			368	1,342	1,094	1,067
Forecast Closing Balance *			(382)	704	1,962	2,836
<i>* A highlighted debit balance means there are insufficient reserve balances and therefore savings will need to be identified for future years.</i>						
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
CAPITAL RECEIPTS RESERVE - General Fund	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST	FORECAST
	£000	£000	£000	£000	£000	£000
Opening Balance	(2,766)	(6,656)	(3,400)	(1,006)	(1,267)	(1,531)
Forecast Receipts	(4,614)	(1,309)	(8,993)	(316)	(319)	(322)
Forecast Utilisation	724	4,565	11,387	55	55	55
Forecast Closing Balance	(6,656)	(3,400)	(1,006)	(1,267)	(1,531)	(1,798)

BUDGET RISK ASSESSMENT

Risk Number	Risk Title	What might go wrong	Likelihood	Impact	Financial Risk	Management Actions	Estimated Cost	
CR1	Silver Hill Development	If the Council terminates the contract:						
		Regeneration of Silver Hill area is substantially delayed by the need to restart a design and development process, and by the expiry of existing Compulsory Purchase Order	Likely	Major	There is no budget identified for any costs for the future regeneration of the area.	Assessment of options.	Unquantifiable At this stage	
		Additional costs at public expense for public realm improvements	Highly Likely	Moderate	There is no budget identified for any potential costs.	Assessment of options	Unquantifiable at this stage	
		Successful litigation against the Council for breach of the Development Agreement	Highly unlikely	Major	The General Fund Balance is the reserve available to cover various unspecified risks, and this stands at £2m. Any successful claims in excess of this would require revised financial plans to be drawn up.	Ensure all actions taken are in accordance with the Development Agreement, taking legal advice as appropriate.	£m?	
CR2	Asset Management	<ul style="list-style-type: none"> • Lack of long term planning • Unwillingness to take-long term decisions • Prioritisation of maintenance and repairs 	Likely	Major	Financial consequences of fixed assets not fully reflected in the Council's medium term financial plans.	- Extended planning period - Ensure adequate Property - Asset Management Reserve		
					High proportion of rental income derived from few assets	- Broaden investment property portfolio - Ensure adequate Property - Asset Management Reserve	£600,000	
					Increased / unfinanced capital expenditure	- Prudential Code compliance / Treasury Management Strategy		

BUDGET RISK ASSESSMENT

Risk Number	Risk Title	What might go wrong	Likelihood	Impact	Financial Risk	Management Actions	Estimated Cost
CR3	Programme Management & Major Projects	<ul style="list-style-type: none"> Over ambitious Council Willingness to increase the programme Staff overburdened Insufficient staff capacity 	Highly Likely	Major	Projects not delivered within agreed timescales – anticipated income not received Increased maintenance liabilities and costs	Ensure effective project & programme management, identifying resource & expertise gaps and filling appropriately. Enhanced financial modelling to be developed.	£150,000 pa growth bid
CR4	Control Weakness identified by Internal Audit	Issues arising from Internal Audit reports not addressed	Likely	Moderate	Losses arising from control weaknesses.	Effective monitoring and follow up of overdue management actions. Clear accountabilities.	
CR5	Financial Stability	Government funding less than assumed in medium term financial projections e.g. New Homes Bonus, Settlement Funding Assessment (Revenue Support Grant + Business Rates Baseline)	Likely	Major	Reliance on New Homes Bonus to support baseline recurring revenue budget	The Medium Term Financial Strategy caps the amount to support the recurring revenue baseline.	10% of gross expenditure = c£3m
					New Homes Bonus income could be lower than forecast from 2017/18 to 2020/21.	Forecasts have been adjusted for key risks and the timing difference between the completion of a new home and the Bonus payment.	
					Settlement Funding Assessment (Revenue Support Grant + Business Rates Baseline). Current Government forecasts to 2019/20 could be reduced by further top slicing.	Set final budget based on final Government Grant allocations for 2016/17. Keep sensitivity analysis under review to determine the risk of further reductions.	£3m in 2016/17

BUDGET RISK ASSESSMENT

Risk Number	Risk Title	What might go wrong	Likelihood	Impact	Financial Risk	Management Actions	Estimated Cost
		Actual capital programme delivered differs significantly from medium term financial plan assumption; e.g. overspends or under-delivery of forecast financial benefits.	Highly Likely	Major	Delay will impact on timing of savings to be achieved reducing the financial resilience in the medium term. Could result in avoidable borrowing costs and sub-optimal investments.	Project cash-flow forecasting and monitoring to be improved. Project Management	
		Other financial risks considered			Devolution	Assessment to be made when proposals are known	Unknown
					Business Rates retention – uncertainty in appeals, impact of revaluation in 2017, and reset in 2020.	Business Rates Earmarked Reserve	c. £1m
					Pension Scheme Liability - £53,470,000 at 31 March 2015 Triennial review at 31/3/16 may result in significant increase in employer's contribution rates and past service payments	Keep under review and respond to any consultations with the Pension Fund. Give early consideration for the 2017/18 budget.	1% increase would cost c. £100k
					Pay Inflation – could be higher than 1% p.a. assumed in the forecast	Considered unlikely given the Government expectations here	1% increase would cost c. £140k in 2016/17
					RPI/CPI – if higher than assumed could result in higher contractual costs than budgeted	Prudent assumptions	£150k assumed in 2016/17
					Interest rates could be lower than assumed for investments/ or higher for borrowing	- External expert advice - Prudent budget assumption	
					Lower car parking income than assumed	Close monitoring and car park earmarked reserve	+/-1% = c. £60k

BUDGET RISK ASSESSMENT

Risk Number	Risk Title	What might go wrong	Likelihood	Impact	Financial Risk	Management Actions	Estimated Cost
					Lower Planning Fee income arising from changes in legislation and /or fewer applications	Maintain adequate General Fund Balance	£200,000
					Contract renewals result in increased costs e.g. Joint waste contract, external audit contract		
CR6	Staff Engagement	Reduction in staff morale	Likely	Major	Cost of recruitment	<ul style="list-style-type: none"> - Development of People Strategy for the Council - Preparation of Workforce Plan - Pay Policy 	Unknown
		Reduction in the ability to recruit staff	Likely	Major			
		Reduction in the ability to retain staff	Likely	Major			
CR7	Environmental Risks	Political disagreement about plans (e.g. Air Quality, parking provision in Winchester, climate change)	Likely	Moderate	Cost of additional staff hours and equipment. Possible requirement to contribute to further joint mitigation measures with Hampshire County Council / Environment Agency.	<p>Clear policies in place (e.g. parking strategy, air quality action plan) and cross referenced</p> <p>Emergency Plan regularly updated and training provided for staff</p> <p>Mitigation measures currently being installed (e.g. Hambledon pipe) to reduce flooding impacts</p>	
		Extreme weather events; e.g. unforeseen or extended hot or cold period	Likely	Major			
CR8	Commissioning	Failure of contractors to deliver services	Likely	Major	Opportunity cost – goods/services not delivered that should have been.	Maintain effective vetting and monitoring procedures for contractors (e.g. Contract Procedure Rules). Internal Audit assurance. Maintain adequate General Fund Balance.	Up to £1m

BUDGET RISK ASSESSMENT

Risk Number	Risk Title	What might go wrong	Likelihood	Impact	Financial Risk	Management Actions	Estimated Cost
CR9	Transformation	Inadequate and /or lack of dedicated resources allocated to the review process	Likely	Major	<ul style="list-style-type: none"> - Targeted savings not achieved. - Missed opportunities to realise efficiency savings. - Managed cost base reductions not achieved in time resulting in unplanned service cuts 	<ul style="list-style-type: none"> - Vanguard service redesign underway. - Ensure programme in place and monitored - Ensure effective project management 	£250k p.a. savings to be identified



Winchester
City Council