

## BABERGH DISTRICT COUNCIL

|  |                                      |
|--|--------------------------------------|
| <b>From: Head of Corporate Resources</b> | <b>Report Number: R110</b>           |
| <b>To: Strategy Committee</b>            | <b>Date of meeting: 7 April 2016</b> |

### FINANCIAL MONITORING 2015/16 – QUARTER 3

#### 1. Purpose of Report

- 1.1 Based on the financial performance of the Council during the first 9 months of this financial year and latest information, a reporting by exception approach has been adopted to reviewing income and expenditure budget variances in the first three quarters of the year.

#### 2. Recommendations

- 2.1 That the potential or likely variations in relation to the General Fund, Housing Revenue Account and Capital Programme compared to the Budget be noted.
- 2.2 That, subject to any further budget variations that arise during the rest of the financial year, General Fund savings of £370,000 referred to in sections 11.5 (c) and 11.6 (a) and (c) of the report be transferred to the Transformation Fund.

The Committee can resolve the above.

#### 3. Financial Implications

- 3.1 These are detailed in the report.

#### 4. Legal Implications

- 4.1 There are no specific legal implications.

#### 5. Risk Management

- 5.1 This report is closely linked with a number of the Council's Significant Business Risks. Key risks are set out below:

| <b>Risk Description</b>  | <b>Likelihood</b> | <b>Impact</b> | <b>Mitigation Measures</b>  |
|--|-------------------|---------------|---|
| Forecast savings and income not delivered  | Probable          | Noticeable    | Monitored throughout the year by Finance Teams and Corporate Managers                                       |
| Expenditure and income varies from the Budget, impacting on the Council's plans and priorities | Probable          | Noticeable    | Focus on monitoring key income and expenditure streams and linkages to the delivery of strategic priorities |

| <b>Risk Description</b>                                  | <b>Likelihood</b> | <b>Impact</b> | <b>Mitigation Measures</b>                     |
|--|-------------------|---------------|--|
| Capital investment and individual projects not on target | Probable          | Noticeable    | Regular monitoring of key projects by officers |

## **6. Consultations**

6.1 With Corporate Managers.

## **7. Equality Analysis**

7.1 An equality analysis has not been completed because there is no action to be taken on service delivery as a result of this report.

## **8. Shared Service / Partnership Implications**

8.1 Corporate Managers have reviewed the budget position for each sovereign council having regard to strategic priorities and plans.

8.2 Mid Suffolk District Council's Executive Committee considered a similar report on 7 March.

## **9. Links to Joint Strategic Plan**

9.1 Ensuring that the Councils make best use of their resources is what underpins the ability to achieve the priorities set out in the Joint Strategic Plan.

## **10. Key Information**

### **Strategic Context**

10.1 In February 2016 Babergh District Council approved the Joint Medium Term Financial Strategy (MTFS). This confirms the direction of travel in that the Council needs to develop a new business model to respond to the financial challenges.

10.2 The strategic response to those challenges, to ensure long term financial sustainability, is set out in six key actions:

- a) Aligning resources to the Councils' refreshed strategic plan and essential services
- b) Continuation of the shared service agenda, collaboration with others and transformation of service delivery
- c) Behaving more commercially and generating additional income
- d) Considering new funding models (e.g. acting as an investor)
- e) Encouraging the use of digital approach to customer access
- f) Taking advantage of new forms of local government finance (e.g. new homes bonus, business rates retention)

10.3 The budget for 2015/16 relies on New Homes Bonus and business rates grant of £1.8m. The budget for 2016/17, after taking into account additional budgetary pressures including inflation and savings, increases the reliance to £2.0m in order to balance the budget. The details within the Joint MTFS show the base budget pressures over the three years 2017/18 to 2019/20 and the level of resources that could be available to fund those pressures. This has been updated following the Final Local Government Finance Settlement announcement on 8 February. It shows that there could be a funding shortfall of £1.1m in 2017/18 rising to £2.8m by 2019/20

- 10.4 2015/16 continues to be a period of transition, in terms of developing the new business model and aligning resources to the Council's priorities. In recognition of the changing landscape for local authorities, work has been underway to review and refresh the Joint Strategic Plan. The refreshed plan was approved by Council in February. Complementing this has been a focussed management review to ensure that the Council has the right skills and capacity to support the MTFs.
- 10.5 The nature of local government funding has changed in recent years. There is less core funding in the form of Revenue Support Grant (RSG) and more incentivised and one-off funding like new homes bonus, retention of business rates and transformation challenge award. The business rates income is more uncertain than RSG, where appeals and the changing number of businesses within the district impact on the income that is available to the Council. It is also important that capital resources are used in ways to support the new business model.
- 10.6 The Government published the provisional spending figures on the 17 December 2015 and the final figures on 8 February, which included settlement figures for the next four years. As we expected, RSG will reduce year on year and disappear by 2019. The Council is looking to use its assets and borrowing capacity to generate income from alternative sources in order to protect key services.
- 10.7 It must be emphasised that the total estimated core funding for next year and future years is not a fixed guaranteed amount as it is now dependent on variations in business rates income. This is carefully monitored and the volatility and risks, for example, rate relief for schools converting to academies and the level of appeals, will affect the amount of income received.
- 10.8 The outcome of these changes and uncertainties is that predicting the resources available to the Council over a period of time is more challenging. During the transition period to a new business model there will be more annual variances against budget until we have developed our financial management skills and processes to fit the new funding environment. Members should therefore focus on whether your strategic priorities are being achieved.

## **11 Quarter 3 Position**

- 11.1 Based upon financial performance and information from April to December (with emerging trends extrapolated to the end of the financial year) and discussions with budget managers, key variations on expenditure and income compared to Budget have been identified.
- 11.2 The report covers:
- The General Fund Revenue Budget
  - The HRA Revenue Budget (Council Housing)
  - Both the General Fund and HRA Capital programmes.

11.3 Budget monitoring is a key tool and indicator on the delivery of the council's plans and priorities for the year. There will, of course, always be reasons why there are variances such as:

- Economic conditions and those services that are affected by demand
- Base budgets being over or understated (a number were identified in the 2014/15 financial outturn report to Members)
- Uncertainties relating to funding or other changes that were not known at the time the Budget was approved.

11.4 Taking each area in turn, the position on key aspects of the 2015/16 Budget is summarised below:

### **General Fund Revenue Account**

11.5 In relation to funding:

(a) Council Tax (£4.5m): At the end of December, collection rates were 86.26%, compared with 86.59% for the same period last year. Collecting council tax remains challenging, especially from those receiving council tax reductions under the Local Council Tax Reduction Scheme (LCTR). Recovery Action is varied and is a high priority for the Shared Revenues Partnership (SRP). The level of changes in circumstances and increases in those opting to pay over 12 monthly instalments is profiling more debt to be paid in future instalments. However this position will recover as we go through the remainder of the year.

(b) Government Grants: RSG (£1.6m), baseline business rates (£1.9m) and New Homes Bonus (£1.6m) were allowed for in the Budget. RSG and NHB are fixed but the actual amount of business rates will vary.

Business Rates: At the end of December, collection rates were 83.90% compared with 84.37% for the same period last year. This is predominantly due to movement in the rating list pushing instalments into the future. The collection position should recover as we move through the last quarter of the financial year.

(c) The level of Section 31 grants notified to the Council to compensate for national business rate relief is higher than budgeted by £143,000. This is the same figure as reported to Committee as part of the mid-year report in December.

Uncertainty around the final Business Rates Pool position such as appeals makes it difficult to predict what the outturn position will be, but work is being undertaken by officers to better understand the impact on income levels of strategic decisions like enterprise zones.

11.6 On a reporting by exception basis, a review of expenditure and income budget variances has been undertaken. These variances are summarised below:

(a) Staff budgets/costs

A vacancy management saving of £50,000 was included in the budget for 2015/16. The Finance Team has continued to work closely with Corporate Managers on the staffing budget and costs. It is currently anticipated that the saving target will be exceeded, resulting in a favourable variance of £232,000. This is a small increase of £16,000 since the mid-year report in December and is as a result of continued vacancy savings and a number of posts funded from the Transformation Fund as Officers' time is taken up with improvement projects

(b) Transformation Fund

The table below provides a high level summary of the Transformation Funds available in 2015/16. A detailed breakdown of commitments from the Transformation Fund is shown in Appendix A.

|  | <b>£'000</b> |
|--|--------------|
| <b>Balance at 31 March 2015</b>                    | <b>1,737</b> |
| New Homes Bonus Contribution                       | 1,602        |
| Business Rates Grant                               | 400          |
| Forecast underspend (paragraph 11.7)               | 370          |
| <b>Total contributions 15/16</b>                   | <b>2,372</b> |
| <b>Revised Balance Available</b>                   | <b>4,109</b> |
| <b>LESS;</b>                                       |              |
| Funding 2015/16 budget                             | 1,786        |
| Year to date spend - at December 2015 (Appendix A) | 234          |
| <b>Forecast Balance at 31 March 2016</b>           | <b>2,089</b> |

(c) Non-pay expenditure and income – at Quarter 3, Babergh is forecasting a net overspend for the year of £5,000, this is a significant improvement of £182,000 since the mid-year report in December. This can be broken down as follows;

- £85,000 additional income in relation to planning fees. The majority of which can be attributed to the Chilton Woods development.
- Hadleigh Business Centre - a favourable variance of £46,000 is expected. This is due to a budget adjustment for the Councils contribution to final consortium costs that is no longer required.
- There are a number of other minor variances resulting in a net favourable variance of £51,000.

Consideration has been given to all variances highlighted within the financial monitoring reports to assess what impact if any these will have in 2016/17. Consequently adjustments have been made as part of the budget setting process.

11.7 It is not proposed that any action is taken to realign resources to priorities at this stage in the year, but to keep the position under review and consider the resource position in line with the refreshed Joint Strategic Plan. The favourable variance of £370,000 can be transferred to the Transformation Fund. This figure is £198,000 more than forecast from the mid-year report. The table below explains how the £370,000 favourable variance is made up.

| <b>Explanation and paragraph reference</b>            | <b>Amount (£)<br/>favourable/<br/>Adverse</b> |
|---|---|
| Section 31 Business Rates Grants – paragraph 11.5 (c) | £143,000                                      |
| Staff / Vacancy savings – paragraph 11.6 (a)          | £232,000                                      |
| Non-pay expenditure and income – paragraph 11.6 (c)   | -£5,000                                       |
| <b>TOTAL</b>  | <b>£370,000</b>                               |

11.8 The Finance Team continues to monitor the trends over the last three months of the year. The final update for 2015/16 will be included in the outturn report to Strategy Committee in July 2016.

### **Housing Revenue Account (HRA - Council Housing)**

11.9 In relation to the HRA Revenue Budget, the position on key activity areas is as follows:

- Rent and other income (Budget £16.8m) – The current level of rent arrears and the level of performance for collection are such that the contribution to the bad debt provision can be reduced. The underlying rent income is expected to be slightly less than the budget due to the combined impact of higher Right to Buy sales and the reduction in Supporting People funding. Overall the outturn is forecast at £16.9m, £0.1m higher than the budget.
- Repairs and maintenance (Budget £3.0m) – Repairs and maintenance of garages and fences/gates is currently placing an additional demand on the budget. However, savings being achieved in other budget areas are expected so that an overall overspend does not result.
- Management and other costs (Budget £2.7m) - No significant variations have been identified.
- Funding the capital programme (Budget £10.5m) - Subject to the actual level of capital spending for the year and year-end capital financing decisions, this is expected to be in line with the Budget.
- Borrowing and associated costs (Budget £3.4m) - This is also expected to be in line with the Budget.

11.10 Based on the above, potential overspends will be carefully managed. Rent income and arrears collection will continue to be closely monitored. Overall, there is currently the potential for net income for the year to be £100,000 greater than budget. This forecast is in line with that reported in the second quarter.

**Capital Programme**

11.12 The Finance Team has continued to work closely with Corporate Managers to review the current capital budgets and to review forecast spend. A full breakdown of the revised budget and current forecast for 2015/16 can be seen in Appendix B.

11.13 Officers continue to develop the investment strategy to support the use of the £25m Delivery Programme Investment Opportunities budget and are continuing to procure the services of a property adviser. It is anticipated that the overall investment strategy will be discussed with and approved by Members in the first half of 2016/17, so it is currently forecast that there will be no spend in 2015/16.

General Fund

11.14 Excluding the £25m, current investment plans for this year total £6.6m, against a programme of £8.7m as set out in Appendix B.

11.15 Following the overstatement adjustment of the 2015/16 budget for the installation of PV panels on council homes to £3.1m, a favourable variance of £0.1m is anticipated. This will not be carried forward to 2016/17 as the programme finishes in 2015/16.

11.16 Planned improvement works at the two leisure centres (excluding essential works) have been placed on hold, pending the outcome of a strategic assessment of built and pitch facilities across the district.

11.17 A favourable variance of £0.2m is expected for grants for affordable housing, this is as a result of a number of Housing Associations reviewing their positions following the proposed changes to rents.

HRA (Council Housing)

11.18 Current investment plans for this year total £7.1m compared to a programme of £10.5m as set out in Appendix B. The main variance is on the new build programme as a result of the difficulty in being able to accurately predict the payment profile in a new area of work for the Council

**12. Appendices**

| Title                                   | Location |
|---|----------|
| <b>APPENDIX A – Transformation Fund</b> | Attached |
| <b>APPENDIX B - Capital Programme</b>   | Attached |

### 13. Background Documents

24 February 2015 Budget Report 2015/16 – [P107](#)

10 September 2015 Financial Monitoring 2015-16 Quarter 1 – [R42](#)

3 December 2015 Financial Monitoring 2015-16 Quarter 2 – [R68](#)

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## TRANSFORMATION FUND – PROJECTS

## APPENDIX A

|    | Project   | Theme                            | Amount Sought | Council        | Capital or Revenue | 2014/15 Actual |             | Amount Spent as at 31.12.2015 |             | TOTAL Spent Cumulatively | Balance |
|----|---|----------------------------------|---------------|----------------|--------------------|----------------|-------------|-------------------------------|-------------|--------------------------|---------|
|    |   |                                  |               |                |                    | BABERGH        | MID SUFFOLK | BABERGH                       | MID SUFFOLK |                          |         |
|    | <b>Approved:</b>  |                                  |               |                |                    |                |             |                               |             |                          |         |
| 1  | Priority Based Resourcing work to move to our new financial and business model and Delivery Programme Resources   | Efficient Organisation           | 212,000       | Shared Equally | Revenue            | 60,568         | 60,804      |                               |             | 121,372                  | 90,628  |
| 2  | Interim organisational development capacity to build change management and leadership capacity within the organisation  | Efficient Organisation           | 60,000        | Shared Equally | Revenue            | 24,212         | 24,212      | 46,627                        | 46,627      | 141,679                  | -81,679 |
| 3  | Development of evidence base for playing pitch and built sports/recreational facilities to feed into strategy and wider review of how leisure assets contribute towards health outcomes.        | Community Capacity               | 25,000        | Shared Equally | Revenue            | 7,075          | 7,075       | 14,151                        | 14,151      | 42,452                   | -17,452 |
| 4  | Investigation and research into the feasibility and viability of a Suffolk wide Building Control Partnership to support collaborative working across Suffolk                                    | Efficient Organisation           | 20,000        | Shared Equally | Revenue            |                |             |                               |             | 0                        | 20,000  |
| 5  | Establishment of a joint contract register to support the commissioning for outcomes framework and the transparency agenda  | Efficient Organisation           | 15,000        | Shared Equally | Revenue            | 3,000          | 3,000       |                               |             | 6,000                    | 9,000   |
| 6  | Development and implementation of the Community Infrastructure Levy to support economic growth  | Housing Delivery/Business Growth | 53,000        | Shared Equally | Revenue            | 14,017         | 13,918      | 14,882                        | 14,057      | 56,874                   | -3,874  |
| 7  | Additional resources within the Strategic Housing Team to support housing growth  | Housing Delivery                 | 187,000       | Shared Equally | Revenue            |                |             | 31,670                        | 31,670      | 63,340                   | 123,660 |
| 8  | Undertake research to develop a visitor destination plan with West Suffolk and Ipswich to support an emerging Suffolk tourism strategy  | Business Growth                  | 15,000        | Shared Equally | Revenue            | 2,500          | 2,500       | 5,000                         | 5,000       | 15,000                   | 0       |
| 9  | Undertaking HRA stock / viability assessments in order to maximise the use of our housing resources   | Housing Delivery                 | 15,000        | Shared Equally | Revenue            |                |             |                               |             | 0                        | 15,000  |
| 10 | Contribution to a countywide project developing a website that showcases the local economy  | Business Growth                  | 50,000        | Shared Equally | Revenue            | 25,000         | 25,000      |                               |             | 50,000                   | 0       |
| 11 | Additional capacity in area of skills and work enabling to support the right skills for business project, thereby contributing towards a economic growth  | Business Growth                  | 6,000         | Shared Equally | Revenue            |                |             | 908                           | 908         | 1,815                    | 4,185   |
| 12 | External property consultancy to undertake preliminary options appraisal under the accommodation review to ensure optimum use of strategic assets (see also 25 below)                           | Efficient Organisation           | 24,000        | Shared Equally | Revenue            | 12,113         | 12,113      |                               |             | 24,226                   | -226    |
| 13 | Additional capacity within the Licensing Team to enable the Corporate Manager to work on the Open for Business Project thereby supporting business to thrive and grow                           | Business Growth                  | 30,000        | Shared Equally | Revenue            |                |             | 6,875                         | 6,875       | 13,749                   | 16,251  |
| 14 | Commissioning of external specialist feasibility / viability work on key sites as required, to be able to move them forward for approval and development to support economic and housing growth | Housing Delivery/Business Growth | 500,000       | Shared Equally | Revenue            |                |             | 6,000                         | 2,000       | 8,000                    | 492,000 |

## APPENDIX A (Cont'd)

|                           | Project  | Theme                            | Amount Sought    | Council        | Capital or Revenue | 2014/15 Actual |                | Amount Spent as at 31.12.2015 |                | TOTAL Spent Cumulatively | Balance          |
|---------------------------|--|----------------------------------|------------------|----------------|--------------------|----------------|----------------|-------------------------------|----------------|--------------------------|------------------|
|                           |  |                                  |                  |                |                    | BABERGH        | MID SUFFOLK    | BABERGH                       | MID SUFFOLK    |                          |                  |
|                           | <b>Approved:</b>   |                                  |                  |                |                    |                |                |                               |                |                          |                  |
| 15                        | Additional Economic Development capacity to support a number of initiatives aimed at increasing economic growth e.g. key sites, market towns and engaging businesses | Business Growth                  | 100,000          | Shared Equally | Revenue            |                |                | 27,167                        | 27,167         | 54,334                   | 45,666           |
| 16                        | Review of the administrative function within the councils to ensure that it can support the organisation to be flexible and able to grasp new opportunities          | Efficient Organisation           | 15,000           | Shared Equally | Revenue            | 2,156          | 2,156          | 3,019                         | 3,019          | 10,350                   | 4,650            |
| 17                        | Integrated employment service for young people in Stowmarket and surrounding area - MyGo   | Business Growth                  | 107,000          | MSDC only      | Revenue            |                |                | 0                             | 8,228          | 8,228                    | 98,772           |
| 18                        | Extension of fixed term Heritage & Design officer post for 2 years to support work on securing heritage assets   | Business Growth                  | 69,000           | Shared Equally | Revenue            |                |                |                               |                | 0                        | 69,000           |
| 19                        | Review of leasehold management services  | Efficient Organisation           | 5,000            | Shared Equally | Revenue            |                |                |                               |                | 0                        | 5,000            |
| 20                        | Commission Connect Education Businesses (CEB) to work with schools to help them to link up with local businesses more effectively                                    | Business Growth                  | 30,000           | Shared Equally | Revenue            |                |                |                               |                | 0                        | 30,000           |
| 21                        | Extend the Enabling Officer, Community Led Planning post from mid-2016 until mid-2017  | Business Growth                  | 49,000           | Shared Equally | Revenue            |                |                |                               |                | 0                        | 49,000           |
| 22                        | Inspecting Houses in Multiple Occupation - 12 mth fixed term post  | Housing Delivery/Business Growth | 55,000           | Shared Equally | Revenue            |                |                |                               |                | 0                        | 55,000           |
| 23                        | Introduction of Glass collection round for trade waste service (income generation project) - cost of vehicle and wheeled bins  | Business Growth                  | 84,000           | Shared Equally | Capital            |                |                |                               |                | 0                        | 84,000           |
| 24                        | Sales person to promote trade waste services - 6 months (linked to 23 above)   | Business Growth                  | 20,000           | Shared Equally | Revenue            |                |                |                               |                | 0                        | 20,000           |
| 25                        | Accommodation Review - Phase 1 Analysis and Direction  | Efficient Organisation           | 100,000          | Shared Equally | Revenue            |                |                | 4,987                         | 4,987          | 9,974                    | 90,026           |
| 26                        | External support to undertake Local Housing Needs Surveys  | Housing Delivery/Business Growth | 20,000           | Shared Equally | Revenue            |                |                |                               |                | 0                        | 20,000           |
| 27                        | HRA projects: Review Of Trades Team  | Housing Delivery/Business Growth | 55,000           | MSDC only      | HRA                |                |                |                               | 25,875         | 25,875                   | 29,125           |
| 28                        | External support to create Joint Local Plan  | Business Growth                  | 20,000           | Shared Equally | Revenue            |                |                |                               |                | 0                        | 20,000           |
| 29                        | General Transformation - other projects  | Efficient Organisation           |                  |                | Revenue            |                |                | 0                             | 0              | 0                        |                  |
|                           | - Interim Programme Delivery Director  |                                  |                  |                |                    |                |                | 56,931                        | 56,931         | 113,862                  |                  |
|                           | - Additional legal support for Planning  |                                  |                  |                |                    |                |                | 11,000                        | 11,000         | 22,000                   |                  |
|                           | - Focussed Management Review   |                                  |                  |                |                    |                |                | 4,700                         | 4,700          | 9,400                    |                  |
| <b>APPROVED SUB-TOTAL</b> |  |                                  | <b>1,941,000</b> |                |                    | <b>150,642</b> | <b>150,779</b> | <b>233,917</b>                | <b>263,194</b> | <b>798,532</b>           | <b>1,287,730</b> |
|                           |  |                                  |                  |                |                    |                |                |                               |                | <b>41%</b>               |                  |

## APPENDIX B

| <b>BABERGH<br/>CAPITAL PROGRAMME 2015/16</b>                       | <b>15/16<br/>Revised<br/>Budget<br/>£'000</b> | <b>YTD<br/>spend<br/>Apr - Dec<br/>£'000</b> | <b>Forecast<br/>£'000</b> | <b>Forecast<br/>variance to<br/>Revised<br/>Budget<br/>£'000</b> |
|--|---|--|---------------------------|--|
| <b>Housing Revenue Account</b>                                     |   |  |                           |  |
| <b>Housing Maintenance</b>   |   |  |                           |  |
| Planned maintenance  | 4,186   | 1,988  | 4,186                     | 0  |
| Other programmes   | 1,640   | 667  | 1,640                     | 0  |
| Environmental Improvements   | 10  | 1  | 10                        | 0  |
| Horticulture and play equipment                                    | 101   | 0  | 101                       | 0  |
| Disabled Facilities work   | 300   | 193  | 300                       | 0  |
| <b>New build programme</b>   | <b>3,793</b>                                  | <b>415</b>                                   | <b>249</b>                | <b>-3,544</b>  |
| <b>New build acquisitions</b>                                      | <b>492</b>                                    |  | <b>640</b>                | <b>148</b>   |
| <b>Total HRA Capital Spend</b>                                     | <b>10,522</b>                                 | <b>3,264</b>                                 | <b>7,126</b>              | <b>-3,396</b>  |
| <b>General Fund</b>  |   |  |                           |  |
| <b>Housing</b>   |   |  |                           |  |
| Mandatory Disabled Facilities Grant                                | 329   | 294  | 329                       | 0  |
| Discretionary Housing Grants                                       | 100   | 92   | 100                       | 0  |
| Empty Homes Grant  | 150   | 0  | 100                       | -50  |
| Grants for Affordable Housing                                      | 288   | 0  | 46                        | -242   |
| Energy Efficiency Grants   | 9   | 0  | 0                         | -9   |
| <b>Total Housing</b>   | <b>876</b>                                    | <b>386</b>                                   | <b>575</b>                | <b>-301</b>  |
| <b>Environmental Services</b>                                      |   |  |                           |  |
| Recycling Bins   | 62  | 84   | 84                        | 22   |
| Planned Maintenance / Enhancements - Car Parks                     | 25  | 2  | 25                        | 0  |
| Planned Maintenance / Enhancements - Kingfisher                    | 287   | 20   | 47                        | -240   |
| Planned Maint / Enhancements - Hadleigh Pool                       | 47  | 3  | 47                        | 0  |
| Play Equipment   | 79  | 0  | 79                        | 0  |
| Street Parking Improvement   | 8   | 0  | 0                         | -8   |
| <b>Total Environmental Services</b>                                | <b>509</b>                                    | <b>109</b>                                   | <b>282</b>                | <b>-226</b>  |
| <b>Community Services</b>  |   |  |                           |  |
| Broadband Development  | 50  | 0  | 0                         | -50  |
| Replacement CCTV Cameras   | 40  | 0  | 40                        | 0  |
| Community Development Grants                                       | 355   | 57   | 337                       | -18  |
| <b>Total Community Services</b>                                    | <b>445</b>                                    | <b>57</b>                                    | <b>377</b>                | <b>-68</b>   |
| <b>Asset Management</b>  |   |  |                           |  |
| Planned Maint / Enhancements - Hadleigh HQ                         | 79  | 11   | 40                        | -39  |
| Planned Maint / Enhancements - Other Corp Buildings                | 84  | 26   | 84                        | 0  |
| Carbon Reduction   | 141   | -4   | 141                       | 0  |
| Hadleigh Community facility  | 10  | 0  | 9                         | -1   |
| Installation of PV Panels on Housing Stock                         | 3,098   | 2,471  | 2,998                     | -100   |
| <b>Total Asset Management</b>                                      | <b>3,412</b>                                  | <b>2,505</b>                                 | <b>3,272</b>              | <b>-140</b>  |
| <b>Corporate Services</b>  |   |  |                           |  |
| ICT - Hardware / Software (incl joint working with MSDC)           | 600   | 167  | 600                       | 0  |
| Land assembly, property acquisition and regeneration opportunities | 2,898   | 64   | 1,464                     | -1,434   |
| <b>Total Corporate Services</b>                                    | <b>3,498</b>                                  | <b>231</b>                                   | <b>2,064</b>              | <b>-1,434</b>  |
| <b>Delivery Programme Investment Opportunities</b>                 | <b>25,000</b>                                 | <b>0</b>                                     | <b>0</b>                  | <b>-25,000</b>   |
| <b>Total General Fund Capital Spend</b>                            | <b>33,740</b>                                 | <b>3,288</b>                                 | <b>6,571</b>              | <b>-27,170</b>   |
| <b>Total Capital Spend</b>   | <b>44,262</b>                                 | <b>6,553</b>                                 | <b>13,697</b>             | <b>-30,566</b>   |