

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>SUMMARY OF EXPENDITURE</b>				
SUPERVISION AND MANAGEMENT	7,243,688	7,727,860	7,611,490	8,283,220
SPECIAL SERVICES	4,108,099	4,242,230	4,298,390	4,598,150
RENT, RATES, TAXES AND OTHER CHARGES	487,199	588,130	397,630	550,890
REPAIRS AND MAINTENANCE <sup>(1)</sup>	5,232,731	5,255,400	6,141,230	5,839,840
DEBT MANAGEMENT EXPENSES	0	7,360	7,360	0
CORPORATE AND DEMOCRATIC COSTS	342,980	314,540	314,540	315,510
CONTRIBUTION TO THE BAD DEBT PROVISION	222,291	300,200	265,700	271,180
<b>TOTAL EXPENDITURE</b>	<b>17,636,988</b>	<b>18,435,720</b>	<b>19,036,340</b>	<b>19,858,790</b>
<b>SUMMARY OF INCOME</b>				
RENTAL INCOME:				
DWELLING RENTS	(38,809,575)	(40,599,500)	(40,491,910)	(41,224,020)
NON DWELLING RENTS	(106,652)	(106,170)	(114,940)	(135,550)
	(38,916,227)	(40,705,670)	(40,606,850)	(41,359,570)
CHARGES FOR SERVICES & FACILITIES - TENANTS	(1,739,246)	(1,963,640)	(1,975,770)	(1,551,150)
LEASEHOLDER SERVICE CHARGES	(739,946)	(849,640)	(782,710)	(754,560)
CONTRIBUTIONS TOWARDS EXPENDITURE	(294,308)	(247,610)	(317,360)	(292,370)
REIMBURSEMENT OF COSTS	(401,498)	(390,130)	(427,220)	(431,490)
RECHARGE INCOME (GF & CAPITAL)	(1,028,359)	(1,060,230)	(1,103,660)	(1,264,620)
<b>TOTAL INCOME</b>	<b>(43,119,584)</b>	<b>(45,216,920)</b>	<b>(45,213,570)</b>	<b>(45,653,760)</b>
DEPRECIATION	10,207,405	10,514,740	10,514,740	10,677,480
IMPAIRMENT/LOSS ON REVALUATION	20,289,034	0	0	0
INTEREST PAYABLE	7,177,225	7,166,150	7,166,150	7,115,850
INTEREST RECEIVABLE	(109,748)	(190,970)	(177,120)	(197,290)
<b>NET (SURPLUS)/DEFICIT FOR YEAR</b>	<b>12,081,321</b>	<b>(9,291,280)</b>	<b>(8,673,460)</b>	<b>(8,198,930)</b>
APPROPRIATIONS:				
REVENUE CONTRIBUTION TO CAPITAL OUTLAY	4,761,085	4,565,670	4,550,320	0
SELF FINANCING CONTRIBUTION TO PROVISION	2,000,000	0	0	5,500,000
TRANSFER TO/(FROM) REDECORATION RESERVE	(25,687)	0	(890)	0
IMPAIRMENT/LOSS ON REVALUATION	(20,289,034)	0	0	0
<b>HOUSING REVENUE ACCOUNT BALANCE</b>				
NET EXPENDITURE/(INCOME) FOR YEAR	(1,472,316)	(4,725,610)	(4,124,030)	(2,698,930)
BALANCE B/FWD 1 APRIL	(7,902,423)	(9,374,739)	(9,374,739)	(13,498,769)
<b>HRA BALANCE C/FWD 31 MARCH</b>	<b>(9,374,739)</b>	<b>(14,100,349)</b>	<b>(13,498,769)</b>	<b>(16,197,699)</b>

**SERVICE DETAILS:**

In 2012/13 the HRA became a self financing account and the housing subsidy system ceased. This change allows all future revenues to be available to be spent locally with the exception of the pooled element of Right to Buy sales.

<sup>(1)</sup> Repairs and maintenance costs only. Supervision and management is included in the Supervision and Management line.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>SUMMARY OF NET EXPENDITURE</b>				
INCOME	(39,829,152)	(41,700,160)	(41,612,930)	(41,997,160)
TENANCY SERVICES	1,407,178	1,484,070	1,489,410	1,646,590
INCOME MAXIMISATION	1,041,256	1,191,160	1,203,570	1,364,250
ANTI-SOCIAL BEHAVIOUR	168,702	136,500	130,830	180,770
CUSTOMER SERVICES	(5,290)	0	410	0
RESIDENT INVOLVEMENT	216,024	206,490	252,480	191,230
HOME OWNERSHIP	281,925	309,980	283,140	235,700
CONCESSIONARY GARDENS & TREES	17,446	26,110	33,950	71,320
SHELTERED SCHEMES	1,850,807	1,863,810	1,938,280	2,134,240
FLATS	204,843	27,960	98,230	183,490
HOMELESSNESS	205,508	267,680	195,270	229,840
PLANNED REPAIRS	602,730	996,840	1,001,090	1,426,340
RESPONSIVE REPAIRS	4,654,147	4,118,970	5,014,250	4,594,280
GAS MAINTENANCE & LEGIONELLA	1,336,969	1,187,580	1,252,970	1,191,650
ENVIRONMENTAL REPAIRS	0	(310)	(53,460)	0
SENIOR MANAGEMENT TEAM & SUPPORT	(1,883)	0	59,130	0
INFORMATION TECHNOLOGY	0	0	(10,570)	0
BUSINESS IMPROVEMENT	6,095	360,280	36,550	0
TENANCY SERVICES DIVISIONAL SUPPORT	0	0	(38,110)	0
CUSTOMER SERVICES DIVISIONAL SUPPORT	0	0	3,970	0
CENTRAL RECHARGES	(7,856,960)	12,754,770	12,556,350	12,886,910
NET OPERATING EXPENDITURE	7,067,478	6,975,180	6,989,030	6,918,560
APPROPRIATIONS	27,159,862	5,067,480	5,052,130	6,043,060
<b>TOTAL COST OF PORTFOLIO</b>	<b>(1,472,316)</b>	<b>(4,725,610)</b>	<b>(4,124,030)</b>	<b>(2,698,930)</b>

**SERVICE DETAILS:**

The Housing Revenue Account is the spend and income relating to the provision of Stevenage's rented dwelling stock.

**INCOME**

**HC110**

Income to the HRA is derived from various sources. Dwelling and non dwelling rents, charges for services and facilities provided to tenants, service charges levied on leasehold properties, grant for supporting people expenditure, commission on the collection of water charges.

01	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>INCOME:</b>				
<b>RENTAL INCOME</b>				
Dwelling Rents	(38,574,560)	(40,368,040)	(40,208,440)	(40,982,190)
Non-Dwelling Rents	(106,652)	(106,170)	(114,940)	(135,550)
<b>OTHER GRANTS AND CONTRIBUTIONS</b>				
Supporting People Grant	(517,677)	(519,100)	(519,100)	(140,270)
Other Grants & Contributions	0	0	(37,140)	(36,500)
Supporting People Self Funded Charges	(91,423)	(82,980)	(117,870)	(124,480)
Water Charges Commission	(297,002)	(296,530)	(294,420)	(301,490)
Heating Charges to Tenants	(241,307)	(327,340)	(321,020)	(276,680)
<b>RECHARGES:</b>				
Recharge Income GF & Capital	(530)	0	0	0
<b>TOTAL INCOME</b>	<b>(39,829,152)</b>	<b>(41,700,160)</b>	<b>(41,612,930)</b>	<b>(41,997,160)</b>

**SERVICE DETAILS:**

The rental income for 2015/16 is predicated on a 0.54% void rate. This is based on current void performance (0.69%) and an adjustment for anticipated void improvement as a result of changes in the management of repairs prior to relets.

**TENANCY SERVICES**
**TENANCY SERVICES, ALLOCATIONS & HOUSING REGISTER**
**HA111, HA112**
**SERVICE DESCRIPTION:**

Management of 8,137 council homes as at 31 December 2014, 96 in shared ownership, including the allocation and letting service using the choice based lettings system which enables Registered Providers to advertise their properties to residents in Stevenage.

	2013/14 £	2014/15 £	2014/15 £	2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	697,822	706,060	686,500	729,010
Indirect Employee Expenses	12,524	10,730	11,160	10,720
<b>PREMISES RELATED:</b>				
Rents, Rates & Water Services	75,911	72,000	75,000	70,000
Premises Insurance	309	410	410	400
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	21,444	19,860	19,800	20,660
<b>SUPPLIES &amp; SERVICES:</b>				
Equipment, Tools & Materials	287	200	0	200
Printing, Stationery & General	19,458	24,200	24,200	29,200
Communications & Computing	50,309	24,630	21,490	26,190
Grants & Subscriptions	1,067	0	2,500	0
Miscellaneous Expenses	23,278	50,900	71,170	56,180
Contributions to Bad Debt Provisions	0	0	0	0
<b>THIRD PARTY PAYMENTS:</b>				
Private Contractors - Redecoration Schemes	74,370	90,000	82,500	83,000
Private Contractors	572	0	0	0
Consultancy & Agency Fees	25,819	55,750	72,850	51,350
<b>RECHARGES:</b>				
Support Services	530,988	549,410	549,410	719,190
<b>TOTAL EXPENDITURE</b>	<b>1,534,158</b>	<b>1,604,150</b>	<b>1,616,990</b>	<b>1,796,100</b>
<b>INCOME</b>				
<b>INCOME:</b>				
Other Income	(10,605)	0	(7,500)	(7,500)
Recharge Income GF & Capital	(116,376)	(120,080)	(120,080)	(142,010)
<b>TOTAL INCOME</b>	<b>(126,980)</b>	<b>(120,080)</b>	<b>(127,580)</b>	<b>(149,510)</b>
<b>NET COST OF SERVICE</b>	<b>1,407,178</b>	<b>1,484,070</b>	<b>1,489,410</b>	<b>1,646,590</b>

**SERVICE DETAILS:**

There are 4,831 applicants awaiting council homes at the end of November 2014.

**Direct Employee Expenses** - As at 1st December 2014 there are 23.01 FTE within this service.

**Consultancy & Agency Fees** - The 2015/16 estimate includes growth of £5,000 for the transfer of Housing Register applicants to a new system.

**Support Services** - Recharges for support services include office accommodation, IT, customer services centre, legal, finance SDU, tenancy divisional support.

**Recharge Income** - Staff time spent on managing the housing register is charged to the General Fund.

## INCOME MAXIMISATION

HA115

## SERVICE DESCRIPTION:

The collection of rent and service charges and management of debt in respect of tenants and leaseholders.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	438,938	442,880	457,400	425,010
Indirect Employee Expenses	6,889	7,430	7,500	6,000
<b>PREMISES RELATED:</b>				
Rents, Rates & Water Services	(1,191)	0	1,500	2,000
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	12,533	9,980	11,000	13,000
<b>SUPPLIES &amp; SERVICES:</b>				
Equipment, Tools & Materials	0	200	0	200
Printing, Stationery & General	20,744	12,440	20,940	10,200
Communications & Computing	69,974	46,870	47,870	75,480
Miscellaneous Expenses	42,706	40,350	53,210	49,780
Contributions to Provisions	222,291	300,200	265,700	271,180
<b>THIRD PARTY PAYMENTS:</b>				
Private Contractors	528	0	130	0
Consultancy & Agency Fees	173	3,100	3,600	3,100
<b>RECHARGES:</b>				
Support Services	333,540	426,770	433,980	535,290
<b>TOTAL EXPENDITURE</b>	<b>1,147,125</b>	<b>1,290,220</b>	<b>1,302,830</b>	<b>1,391,240</b>
<b>INCOME</b>				
Recharge Income HRA	(96,154)	(90,180)	(90,180)	(17,200)
<b>INCOME:</b>				
Fees & Charges	(835)	0	(200)	0
Recharge Income GF & Capital	(8,880)	(8,880)	(8,880)	(9,790)
<b>TOTAL INCOME</b>	<b>(105,869)</b>	<b>(99,060)</b>	<b>(99,260)</b>	<b>(26,990)</b>
<b>NET COST OF SERVICE</b>	<b>1,041,256</b>	<b>1,191,160</b>	<b>1,203,570</b>	<b>1,364,250</b>

## SERVICE DETAILS:

The rent collection rate for the general stock is 98.9% at the end of October 2014. However 11 evictions have taken place for rent arrears during the period April - November 2014.

**Direct Employee Expenses** - As at 1st December 2014 there are 14 FTE within this service working to maximise debt recovery.

**Contributions to Provisions** - The bad debt provision has been projected to reduce by £29,020 between Original 2014/15 and Original 2015/16.

**Support Services** - Recharges for support services include office accommodation, IT, customer services centre, finance SDU, and tenancy divisional support.

**Recharge Income** - The recharge for the production of leaseholder and General Fund garage statements is shown here.

## ANTI-SOCIAL BEHAVIOUR

HA117, HA118

## SERVICE DESCRIPTION:

Dealing with anti social behaviour affecting residents of Stevenage. This team also provides the anti social behaviour service for the General Fund.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	180,030	144,980	195,370	169,060
Indirect Employee Expenses	2,559	1,640	1,640	2,140
<b>PREMISES RELATED:</b>				
Repairs & Maintenance Of Buildings	751	0	0	0
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	4,742	3,340	3,840	3,350
<b>SUPPLIES &amp; SERVICES:</b>				
Equipment, Tools & Materials	6,349	10,000	10,000	10,000
Printing, Stationery & General	0	130	130	130
Communications & Computing	5,184	2,070	2,290	1,560
Miscellaneous Expenses	1,248	3,440	3,440	4,030
<b>THIRD PARTY PAYMENTS:</b>				
Private Contractors	132	0	40	0
<b>THIRD PARTY PAYMENTS:</b>				
Consultancy & Agency Fees	0	2,000	2,000	27,000
<b>RECHARGES:</b>				
Support Services	71,005	65,010	65,010	92,960
<b>TOTAL EXPENDITURE</b>	<b>272,000</b>	<b>232,610</b>	<b>283,760</b>	<b>310,230</b>
<b>INCOME</b>				
<b>INCOME:</b>				
Customer & Client Receipts	(28,702)	(24,000)	(69,060)	(22,000)
Recharge Income GF & Capital	(74,596)	(72,110)	(83,870)	(107,460)
<b>TOTAL INCOME</b>	<b>(103,298)</b>	<b>(96,110)</b>	<b>(152,930)</b>	<b>(129,460)</b>
<b>NET COST OF SERVICE</b>	<b>168,702</b>	<b>136,500</b>	<b>130,830</b>	<b>180,770</b>

## SERVICE DETAILS:

The number of cases (including those in the private sector) that have been reported to this service for the year up to the end of November 2014 is 342.

Complainant's satisfaction with the final outcome has consistently scored above the target of 4 out of 5 during 2014, and as at October 2014 was 4.35.

**Direct Employee Expenses** - As at 1st December 2014 there are 7 FTE within this service.

**Consultancy & Agency Fees** - The 2015/16 estimate includes growth of £10,000 to complete a feasibility study to determine potential demand from Housing Associations to buy anti-social behaviour services from Stevenage Borough Council. If the feasibility study determines an appetite for this service, an additional £15,000 growth is required to recruit an additional resource to deliver this from September 2015.

**Support Services** - Recharges for support services were shown on one cost centre prior to 2013/14, they are now shown at cost centre level and include office accommodation, IT, finance SDU, tenancy divisional support.

**Customer & Client Receipts** - The 2015/16 estimate includes a reduction in grant funding towards the Family Intervention Project from Herts County Council of £2,000, and their contribution will continue to reduce by an additional £2,000pa.

**Recharge Income** - Part of the service is recharged to the General Fund.

CUSTOMER SERVICES

HA220

**SERVICE DESCRIPTION:**

This service deals with Councillor and MP enquiries, monitors the service standards and deals with complaints. The housing service uses the customer service centre of the Council.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	153,570	172,550	185,240	163,130
Indirect Employee Expenses	3,508	3,710	3,710	3,440
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	3,858	3,740	3,740	3,750
<b>SUPPLIES &amp; SERVICES:</b>				
Printing, Stationery & General	0	100	300	100
Communications & Computing	6,515	41,240	41,240	41,280
Grants & Subscriptions	0	1,000	1,000	1,000
Miscellaneous Expenses	635	3,210	3,010	5,990
<b>RECHARGES:</b>				
Support Services	49,216	56,440	56,440	81,740
<b>TOTAL EXPENDITURE</b>	<b>217,302</b>	<b>281,990</b>	<b>294,680</b>	<b>300,430</b>
<b>INCOME</b>				
Recharge Income HRA	(166,872)	(228,950)	(228,950)	(169,620)
<b>INCOME:</b>				
Recharge Income GF & Capital	(55,720)	(53,040)	(65,320)	(130,810)
<b>TOTAL INCOME</b>	<b>(222,592)</b>	<b>(281,990)</b>	<b>(294,270)</b>	<b>(300,430)</b>
<b>NET COST OF SERVICE</b>	<b>(5,290)</b>	<b>0</b>	<b>410</b>	<b>0</b>

**SERVICE DETAILS:**

Customer satisfaction rating for both the telephone and the face to face service was 93.76% as at 30 November 2014. The performance for complaints from customers closed on time was 92.22%, and enquiries from our MP and Members closed on time was 97.01%. The number of complaints from customers received up until the end of November was 450. The highest number of complaints received are in respect of gas maintenance, damp & mould, and tenancy management.

**Direct Employee Expenses** - As at 1st December 2014 there are 5.59 FTE within this service.

**Communications & Computing** - A reallocation of internal phone charges within the HRA from 2014/15 has increased costs to Customer Services but reduced costs elsewhere within the HRA.

**Support Services** - 2015/16 recharge reflects reapportionment of the performance management team.

**Recharge Income** - This cost centre is recharged to frontline HRA services and to the General Fund.

## RESIDENT INVOLVEMENT

HA210, HA211

**SERVICE DESCRIPTION:**

This team aims to empower the tenants and leaseholders and ensure they are offered a wide range of ways that they can get involved in decision making regarding housing services. This involvement includes the Customer Scrutiny Panel, who carry out housing service reviews and also resident inspectors who are trained to carry out inspections of housing services. This team worked to help create the Housing Management Board for the housing service, which is a new tenant, member and officer group.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	116,093	109,490	109,890	108,980
Indirect Employee Expenses	42,735	6,740	9,740	6,790
<b>PREMISES RELATED:</b>				
Rents, Rates & Water Services	1,858	700	700	700
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	4,469	3,240	3,240	3,250
<b>SUPPLIES &amp; SERVICES:</b>				
Printing, Stationery & General	487	130	130	130
Communications & Computing	6,016	3,640	3,640	3,410
Expenses & Allowances	7	0	0	0
Grants & Subscriptions	1,031	3,110	0	0
Customer Conference	0	5,000	5,000	0
Resident Inspectors	1,323	5,000	10,000	1,500
Miscellaneous Expenses	31,423	11,520	51,350	11,420
<b>THIRD PARTY PAYMENTS:</b>				
Consultancy & Agency Fees	0	0	(30)	0
<b>RECHARGES:</b>				
Support Services	63,497	60,920	61,820	58,050
<b>TOTAL EXPENDITURE</b>	<b>268,939</b>	<b>209,490</b>	<b>255,480</b>	<b>194,230</b>
<b>INCOME</b>				
<b>INCOME:</b>				
Other Grants & Contributions	0	0	0	0
Other Income	(52,915)	(3,000)	(3,000)	(3,000)
<b>TOTAL INCOME</b>	<b>(52,915)</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>
<b>NET COST OF SERVICE</b>	<b>216,024</b>	<b>206,490</b>	<b>252,480</b>	<b>191,230</b>

**SERVICE DETAILS:**

**Direct Employee Expenses** - As at 1st December 2014 there are 3 FTE within this service.

**Support Services** - Recharges for support services include office accommodation, IT, finance SDU.

**Other Grants & Contributions** - This in the main relates to the Job Centre Plus grant funding to deliver a skills training scheme for the unemployed, which continued to be funded.



## HOME OWNERSHIP

HA114

## SERVICE DESCRIPTION:

The management of services to leaseholders including billing and consultation on charges. The service also carries out the administration of Right to Buy enquiries and sales.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	155,895	155,370	178,850	212,310
Indirect Employee Expenses	2,844	33,010	9,080	3,010
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	2,638	2,500	3,350	3,260
<b>SUPPLIES &amp; SERVICES:</b>				
Equipment, Tools & Materials	102	0	140	0
Printing, Stationery & General	453	6,000	9,770	6,000
Communications & Computing	18,436	5,270	5,270	7,920
Miscellaneous Expenses	3,306	7,280	6,600	37,430
<b>THIRD PARTY PAYMENTS:</b>				
Private Contractors	11,051	7,000	9,530	7,000
Consultancy & Agency Fees	792	7,000	7,800	7,000
<b>RECHARGES:</b>				
Support Services	185,403	180,150	180,150	124,370
<b>TOTAL EXPENDITURE</b>	<b>380,921</b>	<b>403,580</b>	<b>410,540</b>	<b>408,300</b>
<b>INCOME</b>				
Recharge Income HRA	0	0	0	(42,600)
<b>INCOME:</b>				
Fees & Charges	(98,995)	(93,600)	(127,400)	(130,000)
<b>TOTAL INCOME</b>	<b>(98,995)</b>	<b>(93,600)</b>	<b>(127,400)</b>	<b>(172,600)</b>
<b>NET COST OF SERVICE</b>	<b>281,925</b>	<b>309,980</b>	<b>283,140</b>	<b>235,700</b>

## SERVICE DETAILS:

**Direct Employee Expenses** - As at 1st December 2014 there are 6 FTE within this service. This includes the transfer from the Income Maximisation team of 1 FTE.

**Miscellaneous Expenses** - The 2015/16 Estimate includes £10,000 growth to complete a feasibility study to determine if there is an appetite for a re-designed services and a further £20,000 for staffing costs to implement revised leasehold services, incorporating improved section 20 processes.

**Support Services** - Recharges for support services include office accommodation, IT, personnel, finance SDU.

**Fees & Charges** - This reflects the Government specified right to buy sale administration allowance of £1,300 per unit for an increased level of right to buy sales.

CONCESSIONARY GARDENS & TREES

HD110

**SERVICE DESCRIPTION:**

This service provides assistance to vulnerable tenants with difficult gardening maintenance issues in exceptional circumstances.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>PREMISES RELATED:</b>				
Grounds Maintenance	15,186	16,000	16,000	26,000
Tree Maintenance	9,474	10,000	20,000	45,000
<b>RECHARGES:</b>				
Support Services	132	110	110	320
<b>TOTAL EXPENDITURE</b>	<b>24,793</b>	<b>26,110</b>	<b>36,110</b>	<b>71,320</b>
<b>INCOME</b>				
<b>INCOME:</b>				
Other Income	(7,346)	0	(2,160)	0
<b>NET COST OF SERVICE</b>	<b>17,446</b>	<b>26,110</b>	<b>33,950</b>	<b>71,320</b>

**SERVICE DETAILS:**

**Grounds Maintenance** - The 2015/16 Estimate includes £10,000 growth to increase the budget for carrying out gardening works where the tenant cannot afford to do so.

**Tree Maintenance** - The 2015/16 Estimate includes £35,000 growth to establish a dedicated tree maintenance service for all trees on HRA land.

## SUPPORTED HOUSING

HG\*\*\*\*

## SERVICE DESCRIPTION:

This team provides housing support to approximately 2,000 older people and people requiring support living in Council sheltered and flexi care housing schemes through community support and Careline alarm services. Sheltered schemes provide additional services to support tenants to live independently and for which a charge is levied. These charges can be covered by a supporting people grant for which most tenants are eligible. Communal costs are also subject to a separate service charge, such as caretaking and cleaning of the shared areas.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	976,487	1,033,320	1,039,530	1,315,860
Indirect Employee Expenses	30,936	22,710	22,710	24,460
<b>PREMISES RELATED:</b>				
Repairs & Maintenance Of Buildings	180,924	175,230	198,070	174,330
Energy Costs	323,290	310,310	310,310	290,490
Rents, Rates & Water Services	757	240	240	240
Cleaning & Domestic Supplies	9,732	15,310	18,490	18,540
Premises Insurance	5,367	5,670	5,670	6,890
<b>TRANSPORT RELATED:</b>				
Fleet Vehicle Recharges	0	0	0	6,000
Travelling Expenses	28,931	20,910	36,070	36,080
<b>SUPPLIES &amp; SERVICES:</b>				
Equipment, Tools & Materials	13,419	41,620	31,620	24,820
Clothing, Uniforms & Laundry	2,517	2,330	2,330	2,330
Communications & Computing	59,638	33,630	39,130	23,630
Expenses & Allowances	0	50	50	50
Miscellaneous Expenses	29,988	53,420	47,920	52,270
<b>THIRD PARTY PAYMENTS:</b>				
Other Local Authorities	56,231	59,980	59,980	59,980
Private Contractors	924	880	880	880
Consultancy & Agency Fees	0	0	0	25,000
<b>RECHARGES:</b>				
Support Services	503,585	510,080	521,460	467,920
<b>TOTAL EXPENDITURE</b>	<b>2,222,725</b>	<b>2,285,690</b>	<b>2,334,460</b>	<b>2,529,770</b>
<b>INCOME</b>				
<b>INCOME:</b>				
Service Charges	(362,811)	(410,450)	(386,850)	(383,810)
Fees & Charges	(9,107)	(11,430)	(9,330)	(11,720)
<b>TOTAL INCOME</b>	<b>(371,918)</b>	<b>(421,880)</b>	<b>(396,180)</b>	<b>(395,530)</b>
<b>NET COST OF SERVICE</b>	<b>1,850,807</b>	<b>1,863,810</b>	<b>1,938,280</b>	<b>2,134,240</b>

## SERVICE DETAILS:

**Direct Employee Expenses** - As at 1st December 2014 there are 45.73 FTE working in this service, most of which are scheme based with some mobile support. The 2015/16 estimate includes £41,500 growth to develop a handyman service to be piloted to tenants as a chargeable service, and £90,000 growth to employ three tenancy support workers who will offer support to vulnerable tenants affected by Welfare Reform and Universal Credit.

**Repairs & Maintenance of Buildings** - The 2013/14 actual included growth of £100,000 for grounds maintenance to enhance communal gardens in sheltered schemes. This was then reduced by £35,000 in 2014/15 and 2015/16 to total £65,000.

**Energy Costs** - The 2015/16 estimate includes utility inflation of 5% effective when new contracts start in April 2015 for Electricity and October 2015 for Gas.

**Fleet Vehicle Recharges** - The 2015/16 estimate includes £6,000 Growth for a van to be used by the proposed new handyman service.

**Consultancy & Agency Fees** - The 2015/16 estimate includes £25,000 Growth for consultancy support to develop the older peoples strategy.

**Support Services** - Recharges for support services include office accommodation, IT, customer services centre, finance SDU.

**Fees and Charges** - Income includes service charges such as electricity and gas, caretaking, carelines and communal repairs.

FLATS

FLATS AND CARETAKING

HJ\*\*\*

**SERVICE DESCRIPTION:**

This service manages 2,833 flats (which includes 28 new build flats) and 1,359 leaseholder properties, the latter have been bought from the Council under the Right to Buy scheme and are now privately owned. The leaseholders and tenants pay a service charge for their share of the costs of services received such as caretaking, window cleaning, repairs and maintenance of communal areas. The frequency of caretaking visits are dependant on the needs of each block.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ESTIMATE 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	318,784	308,570	339,180	407,020
Indirect Employee Expenses	8,854	6,600	6,600	6,430
<b>PREMISES RELATED:</b>				
Repairs & Maintenance Of Buildings	262,374	256,000	268,500	288,140
Grounds Maintenance	633	1,620	1,620	1,620
Tree Maintenance	0	0	0	0
Energy Costs	307,365	362,030	318,710	302,760
Rents, Rates & Water Services	773	250	250	250
Cleaning & Domestic Supplies	29,531	32,430	19,210	19,390
Premises Insurance	125,681	139,730	139,730	109,370
<b>TRANSPORT RELATED:</b>				
Fleet Vehicle Recharges	32,450	33,400	28,200	34,600
Travelling Expenses	1,859	2,000	2,000	2,000
<b>SUPPLIES &amp; SERVICES:</b>				
Equipment, Tools & Materials	17,934	21,060	11,690	17,060
Clothing, Uniforms & Laundry	4,671	3,000	3,000	3,000
Communications & Computing	14,573	4,260	4,510	3,450
Grants & Subscriptions	0	500	750	500
Miscellaneous Expenses	(7,528)	33,390	36,510	32,470
<b>THIRD PARTY PAYMENTS:</b>				
Contract Services	48,703	21,440	46,210	54,650
<b>RECHARGES:</b>				
Support Services	293,983	253,440	253,440	256,830
<b>TOTAL EXPENDITURE</b>	<b>1,460,639</b>	<b>1,479,720</b>	<b>1,480,110</b>	<b>1,539,540</b>
<b>INCOME</b>				
Recharge Income HRA	(1,157)	0	(970)	0
<b>INCOME:</b>				
Service Charges - Tenants	(489,712)	(583,250)	(575,460)	(579,360)
Service Charges - Leaseholders	(739,946)	(849,640)	(782,710)	(754,560)
Fees & Charges	(10,772)	(10,430)	(8,910)	(10,990)
Other Income	(14,210)	(8,440)	(13,830)	(11,140)
<b>TOTAL INCOME</b>	<b>(1,255,796)</b>	<b>(1,451,760)</b>	<b>(1,381,880)</b>	<b>(1,356,050)</b>
<b>NET COST OF SERVICE</b>	<b>204,843</b>	<b>27,960</b>	<b>98,230</b>	<b>183,490</b>

**SERVICE DETAILS:**

**Direct Employee Expenses** - As at 1st December 2014 there are 14.12 FTE working in this service. The 2015/16 Estimate includes £84,000 growth which will deliver more frequent caretaking services subject to implementing the outcome of the current caretaking review, which is due for completion in September 2015.

**Energy Costs** - The 2015/16 estimate includes utility inflation of 5% effective when new contracts start in April 2015 for Electricity and October 2015 for Gas.

**Support Services** - Recharges for support services include office accommodation, IT, personnel, policy, health and safety, media and communications, finance SDU

## HOMELESSNESS, TENANCY SUSTAINMENT AND WELFARE RIGHTS

## HOMELESSNESS

HL\*\*\*

**SERVICE DESCRIPTION:**

The tenancy support team manages the Council's emergency and temporary accommodation for homeless families. It provides support for homeless families, new and existing tenants and care leavers to prevent tenancy failure. The team also manages housing benefit and debt advice, and financial inclusion.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	252,808	335,020	326,870	267,630
Indirect Employee Expenses	7,110	4,970	4,970	4,720
<b>PREMISES RELATED:</b>				
Repairs & Maintenance Of Buildings	19,514	13,890	18,890	14,280
Energy Costs	25,799	25,460	25,460	20,850
Rents, Rates & Water Services	2,283	1,030	1,030	1,030
Cleaning & Domestic Supplies	840	2,300	2,150	3,090
Premises Insurance	159	170	170	210
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	7,314	6,450	6,450	7,960
<b>SUPPLIES &amp; SERVICES:</b>				
Communications & Computing	7,989	3,370	3,370	5,040
Equipment, Tools & Materials	9,714	10,640	11,910	11,940
Miscellaneous Expenses	5,538	5,800	5,800	5,060
<b>THIRD PARTY PAYMENTS:</b>				
Private Contractors	26,019	32,820	32,820	26,820
Consultancy & Agency Fees	56,170	34,920	34,920	83,000
<b>RECHARGES:</b>				
Support Services	114,982	120,960	120,960	123,880
<b>TOTAL EXPENDITURE</b>	<b>536,238</b>	<b>597,800</b>	<b>595,770</b>	<b>575,510</b>
<b>INCOME</b>				
<b>INCOME:</b>				
Dwelling Rents	(235,015)	(231,460)	(283,470)	(241,830)
Service Charges	(15,205)	(18,660)	(35,360)	(23,180)
Fees & Charges	(509)	0	(650)	(660)
Other Grants & Contributions	0	0	(1,020)	0
Recharge Income GF & Capital	(80,000)	(80,000)	(80,000)	(80,000)
<b>TOTAL INCOME</b>	<b>(330,729)</b>	<b>(330,120)</b>	<b>(400,500)</b>	<b>(345,670)</b>
<b>NET COST OF SERVICE</b>	<b>205,508</b>	<b>267,680</b>	<b>195,270</b>	<b>229,840</b>

**SERVICE DETAILS:**

There are nine designated emergency accommodation units at Wellfield House and Julian's Road. There are 29 designated units of temporary accommodation at Wellfield Court. The use of General purpose properties used for temporary accommodation has increased to meet homelessness presentations.

**Direct Employee Expenses** - As at 1st December 2014 there are 13.54 FTE within this service.

**Support Services** - Recharges for support services include office accommodation, IT, personnel, policy, health and safety, media and communications, finance SDU.

**Recharge income** - Short term emergency accommodation provided by the HRA is recharged to the General Fund.

## PLANNED REPAIRS

HA120,HP750,HR026,HR392,HR662,HP192

**SERVICE DESCRIPTION:**

This service identifies the investment needs of the housing stock over the life of the 30 year business plan, procures contracts to deliver those plans and manages the contracts for revenue and capital funded programmes. It includes the cost of those contracts which are revenue funded schemes. The staff time associated with capital funded schemes is recharged to the capital programme.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	798,010	766,920	815,570	1,050,220
Indirect Employee Expenses	10,834	10,110	10,110	10,280
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	19,292	15,120	15,120	18,150
<b>SUPPLIES &amp; SERVICES:</b>				
Equipment, Tools & Materials	364	5,700	5,700	700
Clothing, Uniforms & Laundry	0	0	0	0
Communications & Computing	7,158	6,060	9,710	7,310
Grants & Subscriptions	1,875	0	2,500	0
Miscellaneous Expenses	4,959	11,070	11,190	11,030
<b>THIRD PARTY PAYMENTS:</b>				
Contract Services	0	0	0	140,000
Private Contractors	159,743	554,410	525,910	563,410
Private Contractors - Redecoration Schemes	12,604	0	530	0
Consultancy & Agency Fees	0	0	0	60,000
<b>RECHARGES:</b>				
Support Services	680,867	709,930	710,070	1,003,570
<b>TOTAL EXPENDITURE</b>	<b>1,695,705</b>	<b>2,079,320</b>	<b>2,106,410</b>	<b>2,864,670</b>
<b>INCOME</b>				
Recharge Income HRA	(444,842)	(439,390)	(439,390)	(726,400)
<b>INCOME:</b>				
Other Income	(7,660)	0	(4,330)	0
Recharge Income GF & Capital	(627,869)	(643,090)	(660,930)	(711,930)
Fees & Charges - Redecoration Schemes	13,084	0	220	0
Transfer from Reserve - Redecoration Schemes	(25,687)	0	(890)	0
<b>TOTAL INCOME</b>	<b>(1,092,975)</b>	<b>(1,082,480)</b>	<b>(1,105,320)</b>	<b>(1,438,330)</b>
<b>NET COST OF SERVICE</b>	<b>602,730</b>	<b>996,840</b>	<b>1,001,090</b>	<b>1,426,340</b>

**SERVICE DETAILS:**

The planned investment programme funded from revenue includes; external redecoration, electrical testing, stair lifts and hoists testing and the planned works to communal areas in flats and sheltered schemes. The HRA capital programme includes the decent homes works (internal & external), structural works and disabled adaptations.

**Direct Employee Expenses** - As at 1st December 2014 there are 24.6 FTE within this service. The 2015/16 Estimate includes £133,500 Growth to deliver programme of works for remodelling 1090 'poorly' performing assets and amber schemes, and £33,000 growth to appoint a major works liaison officer to assist in gaining access to undertake works.

**Contract Services** - The 2015/16 estimate includes £140,000 growth to enhance the painting programme to improve communal areas.

**Private Contractors** - The 2015/16 estimate includes £11,000 growth to produce and implement a Housing Energy and Sustainability Strategy and Plan.

**Consultancy and Agency Fees** - The 2015/16 estimate includes £50,000 growth to complete design visioning exercises for the tower blocks, and £10,000 growth to carry out an options appraisal on the benefits of installing photovoltaic units to roofs.

**Support Services** - Recharges for support services include office accommodation, IT, personnel, policy, health and safety, media and communications, finance SDU.

**Recharge income** - Staff time spent on managing the HRA capital programme is charged to the capital schemes.

**RESPONSIVE REPAIRS**
**HA122,HR121,HR122,HR123,HR210,HR472,HR572,,HR662,HR700,HR890**
**SERVICE DESCRIPTION:**

This is the cost of managing and carrying out the responsive repairs service to all the Council owned homes. The service includes the costs of undertaking void works prior to re-letting council homes and making them available for occupation.

This area of service includes the out of hours emergency response service, responsive repairs and works to void properties. The Building Maintenance Organisation (BMO) undertake the majority of these repairs and charges the HRA for the cost of the works carried out. In response to feedback from tenants a significant training programme is being implemented at the BMO in order to deliver multi trade working and ensure that more repairs are carried out at the first visit.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	410,758	383,720	357,760	356,540
Indirect Employee Expenses	35,700	8,260	8,260	6,860
<b>PREMISES RELATED:</b>				
Energy Costs	(496)	1,160	1,160	1,160
Premises Insurance	390	520	520	510
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	923	3,760	3,760	5,260
<b>SUPPLIES &amp; SERVICES:</b>				
Communications & Computing	39,365	14,000	14,000	14,900
Miscellaneous Expenses	4,140	7,610	7,610	5,550
Contributions to Bad Debt Provisions	0	0	0	34,500
<b>THIRD PARTY PAYMENTS:</b>				
Contract Services	3,477,433	3,056,610	3,512,500	3,523,080
Private Contractors	523,750	373,050	850,050	400,380
<b>RECHARGES:</b>				
Support Services	1,032,748	1,118,010	1,118,010	1,024,920
<b>TOTAL EXPENDITURE</b>	<b>5,524,711</b>	<b>4,966,700</b>	<b>5,873,630</b>	<b>5,373,660</b>
<b>INCOME</b>				
Recharge Income HRA	(724,920)	(667,730)	(667,730)	(596,260)
<b>INCOME:</b>				
Customer & Client Receipts	(145,644)	(180,000)	(181,860)	(183,120)
Recharge Income GF & Capital	0	0	(9,790)	0
<b>TOTAL INCOME</b>	<b>(870,564)</b>	<b>(847,730)</b>	<b>(859,380)</b>	<b>(779,380)</b>
<b>NET COST OF SERVICE</b>	<b>4,654,147</b>	<b>4,118,970</b>	<b>5,014,250</b>	<b>4,594,280</b>

**SERVICE DETAILS:**

There is a 98.98% satisfaction with the service, 95.66% of repairs are carried out on a first time fix and voids are being relet in 29.77 days as at the end of November 2014.

Direct Employee Expenses - As at 1st December 2014 there are 16.49 FTE within this service.

Private Contractors - The 2015/16 estimate includes growth of £41,420 for responsive repairs to new build programme properties.

Support Services - Recharges for support services include office accommodation, IT, personnel, health and safety, finance SDU.

Customer & Client Receipts - This includes the cost of repairs rechargeable to both tenants and leaseholders and is demand led.

Recharge income - Part of this cost centre is recharged to the building maintenance organisation (BMO) and the caretaking service.

## GAS MAINTENANCE &amp; LEGIONELLA

HA125, HR292

## SERVICE DESCRIPTION:

This is the cost of servicing and maintaining gas appliances in tenants homes and communal boilers and to carry out the testing of water for legionella. It is a landlord obligation to undertake annual gas safety checks and comply with all the relevant gas and legionella legislation.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	199,800	160,180	239,030	178,780
Indirect Employee Expenses	2,833	2,070	2,070	2,140
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	3,574	5,000	5,000	5,000
<b>SUPPLIES &amp; SERVICES:</b>				
Communications & Computing Expenses & Allowances	650	1,730	1,730	1,730
Miscellaneous Expenses	41	0	0	0
	77	0	1,640	1,740
<b>RECHARGES:</b>				
Support Services	438,203	146,510	178,990	147,620
Recharge Income HRA	(281,650)	(299,140)	(331,620)	(260,570)
<b>THIRD PARTY PAYMENTS:</b>				
Private Contractors	988,696	1,181,330	1,168,340	1,129,970
<b>TOTAL EXPENDITURE</b>	<b>1,352,224</b>	<b>1,197,680</b>	<b>1,265,180</b>	<b>1,206,410</b>
<b>INCOME</b>				
<b>INCOME:</b>				
Other Income	(7,228)	0	(490)	0
Recharge Income GF & Capital	(8,027)	(10,100)	(11,720)	(14,760)
<b>TOTAL INCOME</b>	<b>(15,255)</b>	<b>(10,100)</b>	<b>(12,210)</b>	<b>(14,760)</b>
<b>NET COST OF SERVICE</b>	<b>1,336,969</b>	<b>1,187,580</b>	<b>1,252,970</b>	<b>1,191,650</b>

## SERVICE DETAILS:

100% of gas appliances have a current safety certificate as at the end of December 2014.

**Direct Employee Expenses** - As at 1st December 2014 there are 6 FTE within this service.

**Support Services** - Recharges for support services include office accommodation, IT, personnel, health and safety, finance SDU.

**Recharge Income** - Part of this cost centre is recharged to responsive repairs and HRA capital schemes.



## ENVIRONMENTAL REPAIRS

## ENVIRONMENTAL REPAIRS PROJECTS, ENVIRONMENTAL MANAGEMENT AND TECHNICAL SUPPORT

HA124

## SERVICE DESCRIPTION:

The repairs support team provides administrative support to the repairs service including the scheduling of appointments. The team manages the aids and adaptations activity, the grounds maintenance service provided by the Council, utility contracts and deals with repairs recoverable through insurance claims.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	531,240	501,210	449,960	498,830
Indirect Employee Expenses	22,185	4,950	4,950	4,720
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	14,885	13,100	13,100	11,600
<b>PREMISES RELATED:</b>				
Rents, Rates & Water Services	188	0	0	0
<b>SUPPLIES &amp; SERVICES:</b>				
Communications & Computing	1,557	3,030	3,030	3,020
Miscellaneous Expenses	2,971	4,570	4,750	3,820
Contributions to Provisions	8,719	0	0	0
<b>THIRD PARTY PAYMENTS:</b>				
Private Contractors	132	0	180	0
<b>RECHARGES:</b>				
Support Services	92,414	103,210	103,210	151,530
<b>TOTAL EXPENDITURE</b>	<b>674,290</b>	<b>630,070</b>	<b>579,180</b>	<b>673,520</b>
<b>INCOME</b>				
Recharge Income HRA	(626,439)	(589,250)	(589,250)	(664,400)
<b>INCOME:</b>				
Other Income	(1,954)	0	(360)	0
Recharge Income GF & Capital	(45,897)	(41,130)	(43,030)	(9,120)
<b>TOTAL INCOME</b>	<b>(674,290)</b>	<b>(630,380)</b>	<b>(632,640)</b>	<b>(673,520)</b>
<b>NET COST OF SERVICE</b>	<b>0</b>	<b>(310)</b>	<b>(53,460)</b>	<b>0</b>

## SERVICE DETAILS:

Direct Employee Expenses - As at 1st December 2014 there are 10 FTE within this service.

Support Services - Recharges for support services include IT, health and safety, finance SDU.

Recharge income - Part of this cost centre is recharged to responsive repairs, gas maintenance, the caretaking service and HRA capital schemes.

SENIOR MANAGEMENT TEAM &amp; SUPPORT

SENIOR MANAGEMENT TEAM, EXECUTIVE SUPPORT, GOVERNANCE &amp; COMPLIANCE AND STRATEGY &amp; ENABLING

HB800, HB840

**SERVICE DESCRIPTION:**

This service represents the senior management and support for the housing management service.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	260,389	177,620	218,760	258,730
Indirect Employee Expenses	3,013	9,240	5,240	1,290
<b>PREMISES RELATED:</b>				
Rents, Rates & Water Services	9,294	9,840	9,840	10,410
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	3,404	8,970	8,970	4,180
<b>SUPPLIES &amp; SERVICES:</b>				
Printing, Stationery & General	6,780	10,500	10,500	7,260
Communications & Computing	6,748	1,130	1,130	830
Expenses & Allowances	3,023	13,000	4,000	2,000
Grants & Subscriptions	13,185	29,000	22,850	19,150
Miscellaneous Expenses	685	19,600	14,600	4,900
<b>THIRD PARTY PAYMENTS:</b>				
Consultancy & Agency Fees	150	0	0	0
<b>RECHARGES:</b>				
Support Services	68,240	70,710	112,850	99,740
<b>TOTAL EXPENDITURE</b>	<b>374,910</b>	<b>349,610</b>	<b>408,740</b>	<b>408,490</b>
<b>INCOME</b>				
Recharge Income HRA	(376,793)	(349,610)	(349,610)	(408,490)
<b>TOTAL INCOME</b>	<b>(376,793)</b>	<b>(349,610)</b>	<b>(349,610)</b>	<b>(408,490)</b>
<b>NET COST OF SERVICE</b>	<b>(1,883)</b>	<b>0</b>	<b>59,130</b>	<b>0</b>

**SERVICE DETAILS:**

Direct Employee Expenses - As at 1st December 2014 there are 3 FTE in this service.

Support Services - Recharges for support services include IT, health and safety, finance SDU.

Recharge income - This cost centre is recharged to HRA front line service cost centres.

## INFORMATION TECHNOLOGY

HB846

## SERVICE DESCRIPTION:

The ICT service administers the housing and asset management systems used within the service. It supports business development through the use of innovation in ICT and supports the central ICT service on all issues impacting on the housing management service.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	45,993	108,950	73,380	91,420
Indirect Employee Expenses	5,657	820	820	860
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	176	400	400	400
<b>SUPPLIES &amp; SERVICES:</b>				
Communications & Computing	1,324	310	310	260
Miscellaneous Expenses	456	760	760	690
<b>THIRD PARTY PAYMENTS:</b>				
Consultancy & Agency Fees	0	10,000	35,000	10,000
<b>RECHARGES:</b>				
Support Services	9,264	7,260	7,260	11,320
<b>TOTAL EXPENDITURE</b>	<b>62,871</b>	<b>128,500</b>	<b>117,930</b>	<b>114,950</b>
<b>INCOME</b>				
Recharge Income HRA	(27,621)	(93,250)	(93,250)	(56,210)
<b>INCOME:</b>				
Recharge Income GF & Capital	(35,250)	(35,250)	(35,250)	(58,740)
<b>TOTAL INCOME</b>	<b>(62,871)</b>	<b>(128,500)</b>	<b>(128,500)</b>	<b>(114,950)</b>
<b>NET COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>(10,570)</b>	<b>0</b>

## SERVICE DETAILS:

**Direct Employee Expenses** - As at 1st December 2014 there are 3 FTE working in this service.

**Support Services** - Recharges for support services include IT, health and safety, finance SDU.

**Recharge income** - This cost centre is recharged to HRA front line service cost centres.

## BUSINESS IMPROVEMENT

## BUSINESS IMPROVEMENT, PERFORMANCE MANAGEMENT, HOUSING IMPROVEMENT PLAN

HA730, HB880

## SERVICE DESCRIPTION:

Provision of performance management data on the housing service and the management of service improvement projects.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	236,490	260,040	175,610	180,700
Indirect Employee Expenses	3,093	2,890	2,890	1,290
<b>PREMISES RELATED:</b>				
Rents, Rates & Water Services	623	0	0	0
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	3,265	2,980	2,980	2,240
<b>SUPPLIES &amp; SERVICES:</b>				
Printing, Stationery & General	0	0	0	0
Communications & Computing	5,246	1,450	1,450	1,820
Grants & Subscriptions	0	6,550	6,550	6,550
Miscellaneous Expenses	1,369	10,060	7,560	1,640
Contributions to Provisions	75,995	0	0	0
<b>THIRD PARTY PAYMENTS:</b>				
Private Contractors	0	250,000	0	0
Consultancy & Agency Fees	4,498	30,000	43,200	25,000
<b>RECHARGES:</b>				
Support Services	37,695	41,590	41,590	38,190
<b>TOTAL EXPENDITURE</b>	<b>368,273</b>	<b>605,560</b>	<b>281,830</b>	<b>257,430</b>
<b>INCOME</b>				
Recharge Income HRA	(362,178)	(245,280)	(245,280)	(257,430)
<b>TOTAL INCOME</b>	<b>(362,178)</b>	<b>(245,280)</b>	<b>(245,280)</b>	<b>(257,430)</b>
<b>NET COST OF SERVICE</b>	<b>6,095</b>	<b>360,280</b>	<b>36,550</b>	<b>0</b>

## SERVICE DETAILS:

**Direct Employee Expenses** - As at 1st December 2014 there are 3 FTE working within this service. The 2015/16 estimate includes £40,000 for an additional policy officer to support managers.

**Private Contractors** - The 2014/15 estimate includes a growth bid of £250,000 to address regeneration opportunities identified by the Council.

**Support Services** - Recharges for support services include IT, health and safety, finance SDU.

**Recharge income** - The cost of the team is now recharged to HRA front line service cost centres.

## TENANCY SERVICES DIVISIONAL SUPPORT

HA119

## SERVICE DESCRIPTION:

Administration and support for tenancy services, allocations, income maximisation and for the anti social behaviour teams.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	102,402	107,050	73,490	268,310
Indirect Employee Expenses	592	1,240	1,240	860
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	24	310	1,040	1,060
<b>SUPPLIES &amp; SERVICES:</b>				
Equipment, Tools & Materials	0	230	250	230
Communications & Computing	1,866	390	390	49,390
Miscellaneous Expenses	6,626	5,300	0	2,990
<b>THIRD PARTY PAYMENTS:</b>				
Consultancy & Agency Fees	0	0	0	10,000
<b>RECHARGES:</b>				
Support Services	21,011	29,640	29,640	27,490
<b>TOTAL EXPENDITURE</b>	<b>132,522</b>	<b>144,160</b>	<b>106,050</b>	<b>360,330</b>
<b>INCOME</b>				
Recharge Income HRA	(132,472)	(144,160)	(144,160)	(360,330)
<b>INCOME:</b>				
Other Income	(50)	0	0	0
<b>TOTAL INCOME</b>	<b>(132,522)</b>	<b>(144,160)</b>	<b>(144,160)</b>	<b>(360,330)</b>
<b>NET COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>(38,110)</b>	<b>0</b>

## SERVICE DETAILS:

**Direct Employee Expenses** - As at 1st December 2014 there are 2 FTE working in support of these services. The 2015/16 estimate includes £56,440 for additional officer to respond to the number of potential fraud cases, £35,000 growth for an additional safeguarding officer to deal with the increased number of safeguarding and domestic abuse cases, and £100,000 for additional tenancy and income officer posts in advance of the implementation of Universal Credit.

**Communications & Computing** - The 2015/16 estimate includes £38,000 growth for the procurement of software to identify potential housing fraud and £10,000 for the ongoing annual licence.

**Consultancy & Agency Fees** - The 2015/16 estimate includes £10,000 growth to undertake a broader review of the housing management structure, considering the implications of Universal Credit.

**Support Services** - Recharges for support services include IT, health and safety, finance SDU.

**Recharge income** - The cost of the team is now recharged to HRA front line service cost centres.

CUSTOMER SERVICES DIVISIONAL SUPPORT

HA200

Administration and support to the tenancy services managing flats, sheltered and homelessness accommodation.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	96,936	93,970	97,290	96,820
Indirect Employee Expenses	2,022	2,740	2,740	860
<b>TRANSPORT RELATED:</b>				
Travelling Expenses	1,526	2,270	2,270	2,280
<b>SUPPLIES &amp; SERVICES:</b>				
Communications & Computing	2,000	530	530	860
Grants & Subscriptions	642	1,150	1,800	1,800
Miscellaneous Expenses	1,320	2,140	2,140	1,690
<b>RECHARGES:</b>				
Support Services	31,126	27,600	27,600	23,640
<b>TOTAL EXPENDITURE</b>	<b>135,571</b>	<b>130,400</b>	<b>134,370</b>	<b>127,950</b>
<b>INCOME</b>				
Recharge Income HRA	(135,571)	(130,400)	(130,400)	(127,950)
<b>TOTAL INCOME</b>	<b>(135,571)</b>	<b>(130,400)</b>	<b>(130,400)</b>	<b>(127,950)</b>
<b>NET COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>3,970</b>	<b>0</b>

**SERVICE DETAILS:**

**Direct Employee Expenses** - As at 1st December 2014 there are 3 FTE working in support of these services.

**Support Services** - Recharges for support services +include IT, health and safety, finance SDU.

**Recharge income** - The cost of the team is now recharged to HRA front line service cost centres.

## CENTRAL RECHARGES &amp; OTHER COSTS NON-ALLOCATED RECHARGES

HA110

## SERVICE DESCRIPTION:

These costs are those which are centrally held as they cannot be allocated to a specific area of service. These include depreciation, bank charges, property insurance and the transfer to reserves.

	ACTUAL 2013/14 £	ORIGINAL 2014/15 £	WORKING BUDGET 2014/15 £	ORIGINAL 2015/16 £
<b>EXPENDITURE</b>				
<b>EMPLOYEE COSTS:</b>				
Direct Employee Expenses	35,594	59,510	7,530	14,600
Transitional Vacancy Rate	0	(190,990)	(146,700)	(194,080)
Indirect Employee Expenses	4,195	0	313,960	0
<b>PREMISES RELATED:</b>				
Premises Insurance	266,789	357,570	162,570	348,880
<b>SUPPLIES &amp; SERVICES:</b>				
Equipment, Tools & Materials	1,492	25,000	15,000	25,000
Communications & Computing	0	(3,140)	0	0
Miscellaneous Expenses	156,130	19,590	50,250	19,670
Bank Charges	110,670	113,600	113,600	113,600
Contributions to Provisions	16,075	200,000	(275,340)	0
<b>THIRD PARTY PAYMENTS:</b>				
Private Contractors	0	1,690	0	0
Consultancy & Agency Fees	29,282	97,040	175,170	153,040
<b>RECHARGES:</b>				
Support Services	1,619,761	1,581,520	1,633,310	1,757,830
<b>CAPITAL CHARGES:</b>				
Capital Charges	0	7,360	7,360	0
Depreciation	10,207,405	10,514,740	10,514,740	10,677,480
Impairment/Loss on Revaluation	(20,289,034)	0	0	0
<b>TOTAL EXPENDITURE</b>	<b>(7,841,641)</b>	<b>12,783,490</b>	<b>12,571,450</b>	<b>12,916,020</b>
<b>INCOME</b>				
<b>INCOME:</b>				
Other Income	(9,819)	(28,720)	(9,700)	(29,110)
Capital Deminimus Receipts	(5,500)	0	(5,400)	0
<b>TOTAL INCOME</b>	<b>(15,319)</b>	<b>(28,720)</b>	<b>(15,100)</b>	<b>(29,110)</b>
<b>NET COST OF SERVICE</b>	<b>(7,856,960)</b>	<b>12,754,770</b>	<b>12,556,350</b>	<b>12,886,910</b>

## SERVICE DETAILS:

**Direct Employee Expenses** - The cost of HRA pensioners is included here.

**Miscellaneous Expenses** - The 2013/14 Actual includes the costs of a one-off asset review of the Council's housing stock.

**Support Services** - The HRA's share of corporate management and cost of democracy charged from the General Fund is included here. The 2015/16 estimate includes £100,000 growth to appoint a development agent to provide professional services to enable the Council to deliver a large scale development programme, £194,000 growth to establish an in-house delivery team to support the delivery of the housing development programme, £20,000 growth to complete feasibility and viability studies on potential development sites and £45,500 growth to appoint a human resources business partner to support the housing change programme.