

DIRECTORATE PLANNING - WHOLE BUDGET 2021/2024

V01

Directorate: Housing & Communities (HRA)	Director: Alan Caddick
Total No. of Units: 8	

Context:
The HRA is split into 8 distinct areas, with the main operational costs being split between 4 service managers that have a HRA and General Fund split. All costs and income relating to the provision of HRA services are contained within these 8 areas.

Unit Description:	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000	Target Budget 2023/24 £'000
Asset Management & Maintenance	37,865	39,031	39,805	40,626
Business Excellence	3,339	3,357	3,377	3,397
Commercial Services	4,377	4,374	4,402	4,431
Corporate HRA	49,257	48,776	48,782	48,788
Housing Management	11,853	12,205	12,248	12,291
PFI	(643)	(471)	(275)	(117)
Rents & Other Charges	(113,783)	(115,007)	(116,148)	(117,300)
SLA's	7,435	7,435	7,509	7,584
* Total Net Target Budget:	(300)	(300)	(300)	(300)
* Staffing Levels:	918	963	963	963
* Total Full Time Equivalents	876	915	915	915

Summary of Target Budget	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000	Target Budget 2023/24 £'000
Employees	38,256	39,121	39,121	39,122
Premises	2,422	2,525	2,659	2,810
Transport	2,116	2,116	2,136	2,157
Supplies & Services	41,808	42,664	43,703	44,690
Third Party	498	560	566	572
Transfer Payments	0	0	0	0
Capital Charges	46,242	45,700	45,700	45,700
Total Gross Expenditure	131,342	132,686	133,885	135,051
INCOME:-				
Specific Grants	5,713	5,713	5,713	5,713
Partner Contributions	0	0	0	0
Fees & Charges	124,125	125,469	126,668	127,834
Charges to Other Council Areas	1,804	1,804	1,804	1,804
Other	0	0	0	0
Total Income	131,642	132,986	134,185	135,351
Net Target Budget	(300)	(300)	(300)	(300)

The directorate services are delivered through a range of units and teams. The above information provides an overview of the structure of the directorate and highlights the level of financial resources allocated to deliver the services that we provide.

DIRECTORATE HRA	UNIT: Asset Management & Maintenance		Service Manager: Steve Greenhouse	
Context: This service area is responsible for the repairs of and maintenance of the housing stock, along with the ongoing improvements associated with the capital programme				
Target Budget Line	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000	Target Budget 2023/24 £'000
Employees	20,733	21,248	21,248	21,249
Premises	1,397	1,494	1,611	1,745
Transport	1,922	1,922	1,941	1,960
Supplies & Services	16,225	16,786	17,424	18,091
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	40,277	41,450	42,224	43,045
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	2,044	2,051	2,051	2,051
Charges to Other Council Areas	368	368	368	368
Other	0	0	0	0
Total Income	2,412	2,419	2,419	2,419
Net Expenditure - GRAND TOTAL (1)	37,865	39,031	39,805	40,626
Staffing Levels: (1)	495	503	503	503
Total Full Time Equivalent (1)	491	498	498	498

(1) (Totals to be transferred to overall summary doc.)

DIRECTORATE HRA	UNIT: Business Excellence		Service Manager: Nicky Denston	
Context: This service provides support to the HRA for strategic development, performance monitoring & customer contact				
Target Budget Line	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000	Target Budget 2023/24 £'000
Employees	1,319	1,337	1,337	1,337
Premises	0	0	0	0
Transport	3	3	3	3
Supplies & Services	2,017	2,017	2,037	2,057
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	3,339	3,357	3,377	3,397
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	0	0	0	0
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
Total Income	0	0	0	0
Net Expenditure - GRAND TOTAL (1)	3,339	3,357	3,377	3,397
Staffing Levels: (1)	33.00	33.00	33.00	33.00
Total Full Time Equivalent (1)	30.34	30.34	30.34	30.34

(1) (Totals to be transferred to overall summary doc.)

DIRECTORATE HRA	UNIT: Commercial Services	Service Manager: Nigel Collumbell		
Context: This service looks after the cleaning of high rise blocks, along with the grounds maintenance on HRA services				
Target Budget Line	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000	Target Budget 2023/24 £'000
Employees	2,890	2,911	2,911	2,911
Premises	75	76	78	80
Transport	153	153	154	156
Supplies & Services	2,501	2,501	2,526	2,551
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	5,619	5,641	5,669	5,698
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	1,239	1,264	1,264	1,264
Charges to Other Council Areas	3	3	3	3
Other	0	0	0	0
Total Income	1,242	1,267	1,267	1,267
Net Expenditure - GRAND TOTAL (1)	4,377	4,374	4,402	4,431
Staffing Levels: (1)	121	121	121	121
Total Full Time Equivalent (1)	102	102	102	102

(1) (Totals to be transferred to overall summary doc.)

DIRECTORATE HRA	UNIT: Corporate HRA	Service Manager: Alan Caddick		
Context: This includes non operational costs such as capital financing charges & pension liabilities.				
Target Budget Line	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000	Target Budget 2023/24 £'000
Employees	2,501	2,506	2,506	2,506
Premises	125	125	126	128
Transport	3	3	3	3
Supplies & Services	393	449	454	458
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	46,242	45,700	45,700	45,700
Total Gross Expenditure	49,264	48,783	48,789	48,795
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	7	7	7	7
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
Total Income	7	7	7	7
Net Expenditure - GRAND TOTAL (1)	49,257	48,776	48,782	48,788
Staffing Levels: (1)	0	0	0	0
Total Full Time Equivalent (1)	0	0	0	0

(1) (Totals to be transferred to overall summary doc.)

DIRECTORATE HRA	UNIT: Housing Management	Service Manager: Nigel Collumbell		
Context: This service is responsible for the management of local offices and letting of the Housing stock. It also includes income management services along with ASB & CCTV.				

Target Budget Line	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000	Target Budget 2023/24 £'000
Employees	10,812	11,119	11,119	11,119
Premises	522	527	537	547
Transport	34	34	34	34
Supplies & Services	2,783	2,783	2,810	2,837
Third Party	498	560	566	572
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	14,649	15,023	15,066	15,109
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	1,363	1,385	1,385	1,385
Charges to Other Council Areas	1,433	1,433	1,433	1,433
Other	0	0	0	0
Total Income	2,796	2,818	2,818	2,818
Net Expenditure - GRAND TOTAL (1)	11,853	12,205	12,248	12,291
Staffing Levels: (1)	269	306	306	306
Total Full Time Equivalent (1)	253	285	285	285

(1) (Totals to be transferred to overall summary doc.)

DIRECTORATE HRA	UNIT: PFI	Service Manager: Trevor Fields		
Context: The management of the PFI stock is carried out by Riverside, with the contract running until 2031. The unitary fee is payable from here, along with the grant received from Central Government.				
Target Budget Line	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000	Target Budget 2023/24 £'000
Employees	1	0	0	0
Premises	53	53	54	55
Transport	1	1	1	1
Supplies & Services	9,338	9,577	9,816	9,973
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	9,393	9,631	9,871	10,029
INCOME:-				
Specific Grants	5,713	5,713	5,713	5,713
Partner Contributions	0	0	0	0
Fees & Charges	4,323	4,389	4,433	4,433
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
Total Income	10,036	10,102	10,146	10,146
Net Expenditure - GRAND TOTAL (1)	(643)	(471)	(275)	(117)
Staffing Levels: (1)	0	0	0	0
Total Full Time Equivalent (1)	0	0	0	0

(1) (Totals to be transferred to overall summary doc.)

DIRECTORATE HRA	UNIT: Rents & Other Charges	Service Manager: Alan Caddick		
Context: This includes rental income from council properties and expenditure mainly relates to a provision for bad debts.				
Target Budget Line	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000	Target Budget 2023/24 £'000
Employees	0	0	0	0
Premises	250	250	253	255
Transport	0	0	0	0

Supplies & Services	1,116	1,116	1,127	1,139
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	1,366	1,366	1,380	1,394
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	115,149	116,373	117,528	118,694
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
Total Income	115,149	116,373	117,528	118,694
Net Expenditure - GRAND TOTAL (1)	(113,783)	(115,007)	(116,148)	(117,300)
Staffing Levels: (1)	0	0	0	0
Total Full Time Equivalent (1)	0	0	0	0

(1) (Totals to be transferred to overall summary doc.)

DIRECTORATE	UNIT:	Service Manager:		
HRA	SLA's	Alan Caddick		
Context:				
This is budgets for agreed internal support towards the HRA including ICT, Finance & HR				
Target Budget Line	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000	Target Budget 2023/24 £'000
Employees	0	0	0	0
Premises	0	0	0	0
Transport	0	0	0	0
Supplies & Services	7,435	7,435	7,509	7,584
Third Party	0	0	0	0
Transfer Payments	0	0	0	0
Capital Charges	0	0	0	0
Total Gross Expenditure	7,435	7,435	7,509	7,584
INCOME:-				
Specific Grants	0	0	0	0
Partner Contributions	0	0	0	0
Fees & Charges	0	0	0	0
Charges to Other Council Areas	0	0	0	0
Other	0	0	0	0
Total Income	0	0	0	0
Net Expenditure - GRAND TOTAL (1)	7,435	7,435	7,509	7,584
Staffing Levels: (1)	0	0	0	0
Total Full Time Equivalent (1)	0	0	0	0

Total HRA	Target Budget 2020/21 £'000	Target Budget 2021/22 £'000	Target Budget 2022/23 £'000	Target Budget 2023/24 £'000
Employees	38,256	39,121	39,121	39,122
Premises	2,422	2,525	2,659	2,810
Transport	2,116	2,116	2,136	2,157
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Specific Grants	5,713	5,713	5,713	5,713
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Fees & Charges	124,125	125,469	126,668	127,834
Charges to Other Council Areas	1,804	1,804	1,804	1,804
Other	0	0	0	0
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