

## WBC SERVICE AREA INCOME ANALYSIS

### SECTION A - 2017/18 BUDGET

	FTE	Salary cost	2017/18								
			Average salary	Non-sal staff cost	Non-staff expense	Total cost	Income	Fees & Recharges charges	Total income	Net cost	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1 Community Services	50.4	1,850	37	90	5,009	6,986	-3,673	-799	-4,472	2,514	
2 Customer Services & IT	52.0	1,862	36	22	1,711	3,631	-1,276	0	-1,276	2,355	
3 Environmental & Parking Services	40.6	1,615	40	45	5,887	7,587	-1,201	-5,814	-7,015	572	
4 Finance (excluding benefit subsidy)	42.1	1,675	40	20	686	2,421	-1,214	-164	-1,378	1,043	
5 Housing Strategy	4.6	213	46	4	227	491	-58	-18	-76	415	
6 Planning Services	66.9	2,837	42	101	283	3,263	-15	-1,997	-2,012	1,251	
7 Policy & Governance	46.4	1,729	37	164	932	2,863	-64	-473	-537	2,326	
Senior management	7.0	486	69	27	1	584			0	584	
Recharges									-1,652	-1,652	
Inflation provision											
	<b>310.0</b>	<b>12,268</b>	<b>348</b>	<b>473</b>	<b>14,736</b>	<b>27,825</b>	<b>-7,501</b>	<b>-9,265</b>	<b>-1,652</b>	<b>-18,418</b>	<b>9,407</b>

### SECTION B - EXTRACTION OF 17 TOP INCOME ITEMS WITH POTENTIAL FOR CHANGE OVER NEXT FIVE YEARS

MAJOR INCOME AND FEES ITEMS	Budget type	Income 17/18	Potential change by 23/24	
The top 17 income and fees items represent 93.5% of all income and fees (£15.7m out of £16.8)				
<b>HIGH CONTRIBUTION POTENTIAL</b>				
<b>Low risk (small sums paid by many)</b>				
Car parks (parking charges)	Fees & charges	-4,840	-1,160	This is fully within WBC control, constrained only by customer reaction, hopefully rendered an effective education campaign in 2019/20. The suggested change represents a 25% increase.
<b>Higher risk (large sums paid by one or a few)</b>				
Commercial property	Income	-997	-300	This has potential to increase by expanding portfolio but has associated void risks. The increase assumes £10m additional property purchased, 75% funded by PWLB (yielding 2%
<b>MEDIUM CONTRIBUTION POTENTIAL</b>				
<b>Low risk (small sums paid by many)</b>				
Leisure Centres	Income	-693	-350	This has potential to increase by £300-400k following planned investment in Farnham and God This is classed as low risk because income depends on use by a large number of customers. The much larger Cranleigh project (building a new leisure centre for £10-20m) is not included in
Green bin charges	Fees & charges	-669	-81	This is fully within WBC control, constrained only by customer reaction.
Careline	Fees & charges	-580	-70	This has medium-term potential for some growth as the population age profile continues to rise
<b>LOW CONTRIBUTION POTENTIAL</b>				
WTS		-2,338	0	This is volatile and almost fully offset by staff and tutor costs.
Planning application fees	Fees & charges	-1,425	0	This is largely set by government, more than offset by staff costs.
Building control fees	Fees & charges	-550	0	This is currently more than offset by staff costs.
Parks	Income	-386	0	This represents rental income for sports fields and has only modest potential.
Interest (GF share)	Income	-376	0	The amount depends on interest rates and the balances invested in financial instruments.
Licensing	Fees & charges	-260	0	This is statutorily limited to offsetting direct costs and share of support costs.
Revenue admin charge	Income	-240	0	This is under government control but expected to be stable.
Central office accommodation rent	Income	-207	0	This is unlikely to have significant medium-term growth potential, largely offset by The Burys
Car parks (rental income)	Income	-190	0	This element of car park use is unlikely to have significant medium-term growth potential.
<b>NEGATIVE CONTRIBUTION POTENTIAL (RISK OF REDUCTION OR REMOVAL)</b>				
Waste & recycling	Income	-979	979	Recycling credits from SCC and could disappear by 2020/21. Sales of recycled materials are under pressure.
Housing benefit admin charge	Income	-553	250	This is expected to decline by £50k p.a. for the medium-term.
Land charges	Fees & charges	-406	200	This may be transferred to central government although staff savings would reduce impact
		<b>-15,689</b>	<b>-532</b>	This net gain of £532k of income would be eliminated if parking charges were only raised by 1%

### SECTION C - CROSS-REFERENCE OF SECTION B ITEMS TO SERVICES

#### Income - major sources

Community Services			
WTS	-2,338		
Leisure Centres	-693		
Parks	-386		
		-3,417	
Customer Services & IT			
Commercial property	-997		
Central office accommodation rent	-207		
		-1,204	
Environmental & Parking Services			
Waste & recycling	-979		
Car parks (rental income)	-190		
		-1,169	
Finance			
Housing benefit admin charge	-553		
Interest (GF share)	-376		
Revenue admin charge	-240		
		-1,169	
		-6,959	

#### Fees & charges - major sources

Environmental & Parking Services			
Car parks (parking charges)	-4,840		
Green bin charges	-669		
Licensing	-260		
		-5,769	
Planning services			
Application fees	-1,425		
Building control fees	-550		
		-1,975	
Community services			
Careline	-580		-580
Policy & governance			
Land charges	-406		-406
			-8,730