

Draft Revenue Operational Budgets and Medium Term Financial Strategy

APPENDIX 1

Subjective Analysis of Spend and Income

Huntingdonshire District Council

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(18,258,135)	Income & Fees	Fees & charges	(17,370,706)	(16,716,433)	(17,281,171)	(17,303,871)	(17,368,563)	(17,344,512)	(17,423,026)
(1,133,180)		Sales	(2,183,855)	(2,853,706)	(1,235,776)	(1,254,476)	(1,267,476)	(1,267,476)	(1,267,476)
(2,680,744)		Rent	(3,358,261)	(5,245,835)	(5,468,224)	(5,547,013)	(5,611,423)	(5,616,423)	(5,616,423)
74,867		Bad Debts Provision	159,224	135,046	146,046	169,046	169,046	169,046	169,046
(35,420,319)		Government grants	(34,294,340)	(35,228,598)	(28,660,098)	(24,112,722)	(18,476,673)	(13,712,315)	(12,873,123)
(2,598,924)		Other grants and contributions	(3,457,941)	(2,929,290)	(3,315,366)	(3,329,599)	(3,354,676)	(3,380,125)	(3,405,952)
(100,859)		Commuted sums	0	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)
(361,799)		Interest	(434,439)	(367,715)	(456,500)	(456,500)	(456,500)	(456,500)	(456,500)
(124)		Loan Repayments	0	0	0	0	0	0	0
(60,479,218)	Income & Fees Total		(60,940,318)	(63,357,862)	(56,422,419)	(51,986,466)	(46,517,596)	(41,759,636)	(41,024,784)
16,320,246	Employees	Salary	17,683,705	18,318,220	18,785,525	18,774,774	18,962,794	19,152,521	19,473,692
1,393,141		National Insurance	1,528,790	1,600,071	1,634,457	1,644,072	1,660,476	1,677,049	1,693,765
3,971,955		Pension	4,306,432	4,485,289	4,535,154	4,552,337	4,768,706	4,989,741	5,214,274
1,746,949		Hired Staff	1,526,359	286,392	182,459	168,859	168,859	168,859	168,859
173,054		Employee Insurance	186,239	172,907	187,016	205,717	226,289	248,918	248,918
111,083		Recruitment	52,352	7,850	7,742	7,742	7,742	7,742	7,742
180,605		Training	246,204	235,864	196,974	196,974	196,974	196,974	196,974
71,431		Uniform & laundry	45,311	48,622	44,780	39,280	44,780	39,280	44,780
222,746		Other staff costs	342,301	209,675	197,784	196,134	196,134	196,134	196,134
332,026		Severance payments	281,877	207,000	199,000	189,650	180,768	172,329	164,313
24,523,237	Employees Total		26,199,570	25,571,890	25,970,891	25,975,539	26,413,522	26,849,547	27,409,451
238,534	Buildings	Rents	246,681	173,512	195,959	171,959	170,959	170,959	194,959
1,125,563		Rates	992,993	1,134,570	1,157,059	1,188,429	1,224,294	1,261,022	1,298,847
594,970		Repairs & Maintenance	707,866	670,654	711,432	712,432	712,032	726,832	712,032
90		Fixtures & Fittings	328	656	0	0	0	0	0
737,375		Energy Costs	683,124	762,257	745,283	709,687	709,687	709,687	709,687
117,537		Water Services	141,763	147,291	140,769	140,769	140,769	140,769	140,769
224,523		Premises Cleaning	231,374	239,429	225,507	225,587	225,707	225,707	225,707
72,614		Premises Insurance	80,557	47,773	74,653	78,501	82,638	87,086	87,086
14,036		Ground Maintenance Costs	17,727	21,345	21,300	21,300	21,300	21,300	21,300
3,125,242	Buildings Total		3,102,413	3,197,487	3,271,962	3,248,664	3,287,386	3,343,362	3,390,387
35,839	Supplies & Services	Catering	28,531	29,421	29,321	29,321	29,321	29,321	29,321
392,823		Members Allowances	383,618	404,864	404,864	404,864	404,864	404,864	404,864
637,292		Office expenses	658,732	554,240	611,800	575,000	575,000	575,000	610,400
881,971		Communication and computing	1,144,087	821,280	1,182,731	1,129,731	1,130,731	1,130,731	1,173,731
4,601,422		Services	5,364,992	7,383,503	5,894,394	6,460,576	6,478,917	6,483,953	6,081,805
4,697,362		Equipment, furniture & materials	4,180,730	3,625,768	3,950,729	3,935,279	3,934,379	3,931,779	3,935,679
122,685		Rents	255,277	249,471	255,199	255,199	255,199	255,199	255,199
268		Uniform & laundry	200	380	380	380	380	380	380
0		Expenses	64	0	1,061	1,061	1,061	1,061	1,061
106,290		Insurance - service related	81,455	81,442	80,945	82,659	84,562	86,611	86,611
11,475,953	Supplies & Services Total		12,097,687	13,150,369	12,411,424	12,874,070	12,894,414	12,898,899	12,579,051
61,831	Transport	Mileage Allowance	67,783	63,849	59,521	59,521	59,521	59,521	59,521
37,272		Pool Car	28,689	34,031	34,600	34,600	34,600	34,600	34,600
81,391		Vehicle Insurance	148,326	76,888	82,166	87,212	92,574	97,574	97,574
28,198		Public Transport	30,055	21,011	20,678	20,678	20,678	20,790	20,909
957,770		Operating Costs	868,206	851,816	870,219	840,363	840,363	840,363	840,363
92,334		Contract Hire & operating leases	84,857	18,807	18,100	18,100	18,100	18,100	18,100
1,258,796	Transport Total		1,227,915	1,066,402	1,085,284	1,060,474	1,065,836	1,070,948	1,071,067
116,200	Benefit & Transfer Payments	Irrecoverable V A T	116,500	116,500	116,500	116,500	116,500	116,500	116,500
389,748		Levies	393,313	391,016	392,467	392,467	392,467	392,467	392,467
9,364		Services	7,387	6,900	7,900	7,900	7,900	7,900	7,900
1,331,509		Contributions paid	1,676,855	1,487,799	1,727,900	1,727,900	1,727,900	1,727,900	1,727,900
344,520		Grants	288,000	251,000	251,300	251,300	251,300	251,300	251,300
34,945,828	Benefits		34,018,173	35,295,832	28,325,340	23,689,830	18,001,530	13,150,830	12,296,430
37,137,170	Benefit & Transfer Payments Total		36,500,228	37,549,047	30,821,407	26,185,897	20,497,597	15,646,897	14,792,497
28,714	Renewals Fund Contribution		1,620	33,232	33,232	33,232	33,232	33,232	33,232
28,714	Renewals Fund Contribution Total		1,620	33,232	33,232	33,232	33,232	33,232	33,232
17,069,894	Net Expenditure		18,189,115	17,210,565	17,171,780	17,391,410	17,674,390	18,083,249	18,250,900

77,549,112	Gross Service Expenditure	79,129,433	80,568,427	73,594,200	69,377,876	64,191,986	59,842,885	59,275,684
(60,479,218)	Gross Service Income	(60,940,318)	(63,357,862)	(56,422,419)	(51,986,466)	(46,517,596)	(41,759,636)	(41,024,784)
17,069,894	Net Service Expenditure	18,189,115	17,210,565	17,171,780	17,391,410	17,674,390	18,083,249	18,250,900

Budget Totals by Head of Service								
1,857,238	Head of Community	1,870,854	1,953,162	1,768,902	1,765,474	1,808,462	1,846,584	1,881,165
2,534,331	Head of Customer Services	2,652,192	2,395,879	2,539,739	2,611,026	2,749,650	2,829,821	2,890,959
575,667	Head of Development	1,249,282	1,132,459	1,070,903	1,169,359	1,111,209	1,153,664	1,196,735
80,577	Head of Leisure & Health	(38,171)	(159,982)	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)
4,314,460	Head of Operations	4,478,826	4,031,492	3,809,091	3,644,256	3,758,501	3,874,714	3,992,953
1,773,685	Directors & Corporate Team	1,451,952	1,710,707	1,642,088	1,663,876	1,688,642	1,705,711	1,718,084
1,983,277	Head of 3C's ICT Shared Service	2,029,783	1,721,333	2,106,741	2,116,516	2,133,804	2,151,340	2,169,126
244,703	Head of Resources	113,580	(178,821)	(313,221)	(354,373)	(361,356)	(298,740)	(267,798)
3,705,955	Head of Resources (Corporate Budgets)	4,380,817	4,604,336	4,737,633	5,038,227	5,087,966	5,101,901	4,949,502
17,069,894	Net Service Expenditure Total	18,189,115	17,210,565	17,171,780	17,391,410	17,674,390	18,083,249	18,250,900

Analysis of Budget Variations

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
2017/18 MTFS Totals	17,210,562	16,809,541	16,976,728	17,364,788	17,737,306	17,737,306
Movement		362,239	414,682	309,602	345,943	513,594
2018/19 MTFS Totals		17,171,780	17,391,410	17,674,390	18,083,249	18,250,900
Changes included in the 2018/19 MTFS						
Unavoidable Growth						
Inflation		8,122	14,112	12,943	13,165	296,587
NDR Inflation		11,280	23,063	35,436	48,411	62,011
National Living Wage		30,812	31,117	31,568	32,028	32,490
Pensions (Rate Change etc)		0	0	7,797	8,669	184,539
Interest Rate Changes		(103,785)	(63,785)	(18,785)	(18,785)	(18,785)
		(53,571)	4,507	68,959	83,488	556,842
Other Growth						
Head of Community		8,147	8,147	8,147	8,147	8,147
Head of Customer Services		378,380	395,380	444,380	444,380	444,380
3C's ICT Shared Service		376,339	383,866	391,543	399,374	407,361
Head of Development		435,799	474,299	474,299	474,299	474,299
Head of Leisure & Health		384,221	346,390	316,390	316,390	316,390
Head of Operations		236,044	56,044	56,044	56,044	56,044
Head of Resources		273,404	280,404	280,404	280,404	280,404
Directors & Corporate Team		75,341	84,341	84,341	84,341	75,341
Corporate Budgets		(7,514)	147,430	179,211	242,587	82,046
		2,160,161	2,176,301	2,234,759	2,305,966	2,144,412
Savings						
Head of Community		(147,095)	(149,235)	(150,308)	(151,395)	(156,598)
Head of Customer Services		(162,727)	(133,608)	(98,340)	(68,266)	(62,969)
3C's ICT Shared Service		(3,216)	(4,905)	(8,569)	(8,690)	(47,898)
Head of Development		(423,515)	(386,505)	(487,113)	(487,730)	(488,356)
Head of Leisure & Health		(310,172)	(328,627)	(414,318)	(490,881)	(570,621)
Head of Operations		(246,747)	(247,587)	(249,088)	(250,610)	(252,153)
Head of Resources		(336,058)	(365,819)	(434,315)	(438,806)	(438,291)
Directors & Corporate Team		(87,257)	(87,257)	(87,257)	(87,257)	(87,257)
Corporate Budgets		(23,000)	(32,350)	(41,233)	(49,671)	(57,687)
		(1,739,787)	(1,735,893)	(1,970,541)	(2,033,306)	(2,161,830)
Other Minor Changes						
		(4,564)	(30,233)	(23,575)	(10,205)	(25,830)
Total Movement		362,239	414,682	309,602	345,943	513,594

Service Budgets by Head of Service

Head of Community									
Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£ (963,483) (128,385) (761) (96,653)	Income & Fees	Fees & charges Sales Government grants Other grants and contributions	£ (996,040) (118,094) 0 (75,162)	£ (874,409) (114,617) 0 (95,155)	£ (891,634) (114,507) 0 (95,275)	£ (902,234) (114,207) 0 (95,275)	£ (897,334) (114,207) 0 (95,275)	£ (896,634) (114,207) 0 (95,275)	£ (902,234) (114,207) 0 (95,275)
(1,189,282)	Income & Fees Total		(1,189,296)	(1,084,181)	(1,101,416)	(1,111,716)	(1,106,816)	(1,106,116)	(1,111,716)
1,560,287 153,422 264,197 30,363 2,024 97 27,399 4,300 39,889	Employees	Salary National Insurance Pension Hired Staff Training Uniform & laundry Other staff costs Recruitment Severance payments	1,648,701 158,711 274,281 8,837 5,135 1,616 23,560 2,299 44,722	1,762,692 172,636 295,260 2,263 2,550 425 1,130 0 0	1,696,259 156,290 285,595 5,000 4,400 700 2,242 0 0	1,713,211 157,852 288,453 5,000 4,400 700 2,242 0 0	1,730,333 159,428 307,343 5,000 4,400 700 2,242 0 0	1,747,625 161,023 327,378 5,000 4,400 700 2,242 0 0	1,765,091 162,634 346,982 5,000 4,400 700 2,242 0 0
2,081,979	Employees Total		2,167,862	2,236,956	2,150,486	2,171,858	2,209,446	2,248,368	2,287,049
17,230 7,049 2,925	Buildings	Rents Repairs & Maintenance Energy Costs	21,430 30,319 4,420	780 2,500 4,000	780 2,500 4,000	780 2,500 4,000	(220) 2,500 4,000	(220) 2,500 4,000	(220) 2,500 4,000
27,204	Buildings Total		56,169	7,280	7,280	7,280	6,280	6,280	6,280
1,257 117,057 35,444 259,617 104,639 268	Supplies & Services	Catering Communication and computing Services Equipment, furniture & materials Office expenses Uniform & laundry	435 115,054 62,256 196,585 110,509 200	521 95,681 56,442 199,775 103,505 380	521 60,701 40,462 158,275 104,365 380	521 50,701 40,462 153,775 104,365 380	521 50,701 40,462 155,275 104,365 380	521 50,701 40,462 153,775 104,365 380	521 50,701 40,462 155,275 104,365 380
518,282	Supplies & Services Total		485,039	456,304	364,704	350,204	351,704	350,204	351,704
19,035 31,148 4,562 1,968	Transport	Mileage Allowance Operating Costs Pool Car Public Transport	19,648 42,630 5,026 1,561	19,801 25,654 7,100 1,111	19,951 41,399 7,100 1,261	19,951 41,399 7,100 1,261	19,951 41,399 7,100 1,261	19,951 41,399 7,100 1,261	19,951 41,399 7,100 1,261
56,714	Transport Total		68,865	53,666	69,711	69,711	69,711	69,711	69,711
55,160 384 301,664	Benefit & Transfer Payments	Contributions paid Services Grants	44,215 0 238,000	38,525 0 238,000	33,525 0 238,000	33,525 0 238,000	33,525 0 238,000	33,525 0 238,000	33,525 0 238,000
357,209	Benefit & Transfer Payments Total		282,215	276,525	271,525	271,525	271,525	271,525	271,525
5,132	Renewals Fund Contribution		0	6,612	6,612	6,612	6,612	6,612	6,612
5,132	Renewals Fund Contribution Total		0	6,612	6,612	6,612	6,612	6,612	6,612
1,857,238	Grand Total		1,870,854	1,953,162	1,768,902	1,765,474	1,808,462	1,846,584	1,881,165

3,046,520 (1,189,282)	Gross Service Expenditure Gross Service Income	3,060,150 (1,189,296)	3,037,343 (1,084,181)	2,870,318 (1,101,416)	2,877,190 (1,111,716)	2,915,278 (1,106,816)	2,952,700 (1,106,116)	2,992,881 (1,111,716)
1,857,238	Net Service Expenditure	1,870,854	1,953,162	1,768,902	1,765,474	1,808,462	1,846,584	1,881,165

(77,050) 232,498 277,062 627,991 94,086 117,217 345,191 89,472 (253,344) 8,903 101,233 293,979	C C T V C C T V Shared Service Commercial Team Community Team Corporate Health & Safety Environmental Health Admin Environmental Protection Team Head Of Community Licencing Emergency Planning Facilities Management Document Centre	(65,408) 248,394 292,529 612,669 93,393 133,142 367,944 87,060 (174,343) 17,485 0 257,989	(70,393) 256,389 293,803 624,634 102,622 139,140 379,555 89,875 (137,464) 11,575 0 263,426	(70,393) 155,326 276,784 615,019 104,997 137,050 342,384 83,900 (103,951) 11,575 0 216,211	(70,393) 145,736 279,600 618,571 105,911 138,398 344,328 84,712 (107,163) 11,575 0 214,199	(70,393) 151,939 284,696 623,194 107,571 140,631 352,054 86,174 (97,927) 11,575 0 218,948	(70,393) 158,231 289,865 629,692 109,256 142,895 356,870 87,657 (92,829) 11,575 0 223,765	(70,393) 164,614 295,109 635,480 110,965 145,191 364,777 89,162 (93,967) 11,575 0 228,652
1,857,238	Grand Total	1,870,854	1,953,162	1,768,902	1,765,474	1,808,462	1,846,584	1,881,165

Analysis of Budget Variations - Head of Community

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
2017/18 MTFS Totals - Head of Community	1,689,734	1,647,617	1,648,474	1,689,519	1,723,859	1,723,859
Add Document Centre	263,426	258,617	257,029	262,711	268,476	268,476
Adjusted 2017/18 MTFS Totals	1,953,160	1,906,234	1,905,503	1,952,230	1,992,335	1,992,335
Movement		(137,332)	(140,029)	(143,768)	(145,751)	(111,170)
2018/19 MTFS Totals - Head of Community		1,768,902	1,765,474	1,808,462	1,846,584	1,881,165
Changes included in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		(1)	(557)	(567)	(581)	22,571
Pensions (Rate Change etc)		0	0	(1,099)	(315)	16,317
		(1)	(557)	(1,666)	(896)	38,888
Other Growth						
Lower Licencing Income		8,147	8,147	8,147	8,147	8,147
Savings						
Misc Staff Savings		(25,095)	(23,635)	(23,635)	(23,635)	(23,635)
Cyclical Income/Expenditure Items		0	0	0	0	(4,100)
CCTV Equipment Savings		0	(3,000)	(3,000)	(3,000)	(3,000)
CCTV restructure of staffing		(20,000)	(20,200)	(20,558)	(20,920)	(21,288)
CCTV Commercialisation		(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Document Centre Commercialisation		(40,000)	(40,400)	(41,115)	(41,840)	(42,575)
Closed Churchyards		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Pest Control removal of means testing		(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
		(147,095)	(149,235)	(150,308)	(151,395)	(156,598)
Other Minor Changes		1,617	1,616	59	(1,607)	(1,607)
Total Movement		(137,332)	(140,029)	(143,768)	(145,751)	(111,170)

Head of Customer Services

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(1,726,148)	Income & Fees	Fees & charges	(1,825,437)	(1,881,500)	(1,782,055)	(1,670,802)	(1,534,283)	(1,417,866)	(1,397,361)
(34,964,834)		Government grants	(34,021,553)	(35,174,676)	(28,604,176)	(24,056,800)	(18,420,751)	(13,656,393)	(12,817,201)
50,759		Bad Debts Provision	124,224	100,046	126,046	149,046	149,046	149,046	149,046
(36,640,222)	Income & Fees Total		(35,722,766)	(36,956,130)	(30,260,185)	(25,578,556)	(19,805,988)	(14,925,213)	(14,065,516)
2,388,501	Employees	Salary	2,353,835	2,378,089	2,527,668	2,549,236	2,573,580	2,598,169	2,622,663
223,477		National Insurance	219,901	220,352	239,202	241,453	243,754	246,081	248,406
380,226		Pension	383,819	404,103	398,433	402,149	427,223	452,762	479,138
139,952		Hired Staff	83,150	0	0	0	0	0	0
1,062		Training	1,300	1,350	1,350	1,350	1,350	1,350	1,350
188		Uniform & laundry	219	799	200	(2,300)	200	(2,300)	200
16,889		Other staff costs	61,358	40,520	20,220	20,220	20,220	20,220	20,220
0		Recruitment	591	0	0	0	0	0	0
60,233		Severance payments	3,646	0	0	0	0	0	0
3,210,527	Employees Total		3,107,819	3,045,213	3,187,073	3,212,108	3,266,327	3,316,282	3,371,977
19,526	Buildings	Rents	29,035	18,098	19,400	19,400	19,400	19,400	19,400
24,661		Repairs & Maintenance	485	282	82	82	82	82	82
1,422		Energy Costs	600	1,200	600	600	600	600	600
1,153		Premises Cleaning	750	1,008	1,000	1,000	1,000	1,000	1,000
4,954		Rates	4,320	4,380	4,443	4,576	4,713	4,854	5,000
187		Premises Insurance	0	0	200	200	200	200	200
149		Water Services	455	200	200	200	200	200	200
52,053	Buildings Total		35,645	25,168	25,925	26,058	26,195	26,336	26,482
93,250	Supplies & Services	Rents	81,394	75,894	81,622	81,622	81,622	81,622	81,622
970		Catering	0	200	100	100	100	100	100
117,467		Communication and computing	103,075	106,964	105,500	105,500	105,500	105,500	105,500
48,895		Services	44,836	29,733	46,883	46,883	46,883	46,883	46,883
38,843		Equipment, furniture & materials	28,545	4,980	7,431	7,431	7,431	7,431	7,431
40,133		Office expenses	31,429	43,751	47,560	47,560	47,560	47,560	47,560
339,558	Supplies & Services Total		289,279	261,522	289,096	289,096	289,096	289,096	289,096
2,695	Transport	Mileage Allowance	2,922	3,800	3,100	3,100	3,100	3,100	3,100
12,119		Pool Car	9,007	10,610	9,110	9,110	9,110	9,110	9,110
9,494		Public Transport	9,366	8,120	8,280	8,280	8,280	8,280	8,280
24,308	Transport Total		21,295	22,530	20,490	20,490	20,490	20,490	20,490
602,278	Benefit & Transfer Payments	Contributions paid	902,747	701,744	952,000	952,000	952,000	952,000	952,000
34,945,828		Benefits	34,018,173	35,295,832	28,325,340	23,689,830	18,001,530	13,150,830	12,296,430
35,548,106	Benefit & Transfer Payments Total		34,920,920	35,997,576	29,277,340	24,641,830	18,953,530	14,102,830	13,248,430
2,534,331	Grand Total		2,652,192	2,395,879	2,539,739	2,611,026	2,749,650	2,829,821	2,890,959

39,174,553	Gross Service Expenditure	38,374,958	39,352,009	32,799,924	28,189,582	22,555,638	17,755,034	16,956,475
(36,640,222)	Gross Service Income	(35,722,766)	(36,956,130)	(30,260,185)	(25,578,556)	(19,805,988)	(14,925,213)	(14,065,516)
2,534,331	Net Service Expenditure	2,652,192	2,395,879	2,539,739	2,611,026	2,749,650	2,829,821	2,890,959

100,844	Head of Customer Services	100,144	97,080	98,042	99,013	100,769	102,550	104,356
(164,087)	Council Tax Support	(135,553)	(134,894)	(129,000)	(129,000)	(129,000)	(129,000)	(129,000)
147,560	Local Tax Collection	(222,618)	(226,770)	(227,770)	(227,770)	(227,770)	(227,770)	(227,770)
708,076	Housing Benefits	1,107,681	919,727	928,408	977,021	1,039,533	1,097,241	1,130,564
832,269	Housing Needs	928,709	917,332	1,018,645	1,037,463	1,096,037	1,105,689	1,115,422
909,669	Customer Services	873,829	823,404	851,414	854,299	870,081	881,111	897,387
2,534,331	Grand Total	2,652,192	2,395,879	2,539,739	2,611,026	2,749,650	2,829,821	2,890,959

Analysis of Budget Variations - Head of Customer Services

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
2017/18 MTFS Totals - Head of Customer Services	2,659,305	2,591,390	2,614,965	2,676,652	2,734,193	2,734,193
Less Document Centre	(263,426)	(258,617)	(257,029)	(262,711)	(268,476)	(268,476)
Adjusted 2017/18 MTFS Totals	2,395,879	2,332,773	2,357,936	2,413,941	2,465,717	2,465,717
Movement		206,966	253,090	335,709	364,104	425,242
2018/19 MTFS Totals - Head of Customer Services		2,539,739	2,611,026	2,749,650	2,829,821	2,890,959
Changes included in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		0	4	0	(14)	30,976
Change to NDR inflation assumption		43	44	45	46	47
Pensions (Rate Change etc)		0	0	(1,650)	(1,667)	20,683
		43	48	(1,605)	(1,635)	51,706
Other Growth						
Change to HB Admin Grant		48,380	48,380	48,380	48,380	48,380
Higher Bad Debt Provision Contribution		26,000	49,000	49,000	49,000	49,000
Removal of Credit Budget on CSC		25,000	25,000	25,000	25,000	25,000
Growth Bid - Homeless Increase in B&B		100,000	100,000	100,000	100,000	100,000
Growth Bid - Customer Service Centre provision		90,000	90,000	90,000	90,000	90,000
Growth Bid - Homeless Reductions Act implementation		89,000	83,000	132,000	132,000	132,000
		378,380	395,380	444,380	444,380	444,380
Savings						
Impact of HB Cases migrating to UC		(162,727)	(133,608)	(98,340)	(68,266)	(62,969)
Other Minor Changes		(8,730)	(8,730)	(8,726)	(10,375)	(7,875)
Total Movement		206,966	253,090	335,709	364,104	425,242

Head of 3C's ICT Shared Service

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(2,369,146)	Income & Fees	Fees & charges	(1,906,819)	(1,129,978)	(1,357,641)	(1,365,011)	(1,378,047)	(1,391,269)	(1,404,679)
(2,340,208)		Other grants and contributions	(3,184,229)	(2,737,839)	(3,120,541)	(3,134,624)	(3,159,536)	(3,184,803)	(3,210,431)
0		Sales	(1,091,325)	(1,721,333)	0	0	0	0	0
(4,709,354)	Income & Fees Total		(6,182,373)	(5,589,150)	(4,478,182)	(4,499,635)	(4,537,583)	(4,576,072)	(4,615,110)
1,616,707	Employees	Salary	2,164,143	2,256,268	2,467,508	2,492,183	2,517,105	2,542,276	2,567,699
160,664		National Insurance	217,889	229,803	253,457	255,992	258,552	261,138	263,749
264,144		Pension	349,326	373,119	401,841	405,859	433,613	461,881	490,671
767,530		Hired Staff	554,430	99,250	0	0	0	0	0
37,017		Training	34,520	33,028	44,563	44,563	44,563	44,563	44,563
513		Uniform & laundry	964	500	530	530	530	530	530
8,565		Other staff costs	23,379	867	22,000	22,000	22,000	22,000	22,000
26,125		Recruitment	36,385	1,500	1,592	1,592	1,592	1,592	1,592
0		Employee Insurance	244	0	0	0	0	0	0
2,881,265	Employees Total		3,381,280	2,994,335	3,191,491	3,222,719	3,277,955	3,333,980	3,390,804
0	Buildings	Rents	450	0	0	0	0	0	0
637		Repairs & Maintenance	650	0	21,224	21,224	21,224	21,224	21,224
4,648		Premises Insurance	4,741	0	0	0	0	0	0
5,285	Buildings Total		5,841	0	21,224	21,224	21,224	21,224	21,224
122	Supplies & Services	Catering	175	0	0	0	0	0	0
357,295		Communication and computing	687,949	419,063	788,386	788,386	788,386	788,386	788,386
70,421		Services	1,150,882	1,448,783	(234,215)	(234,215)	(234,215)	(234,215)	(234,215)
3,360,928		Equipment, furniture & materials	2,959,647	2,431,118	2,781,103	2,781,103	2,781,103	2,781,103	2,781,103
4,909		Office expenses	5,722	7,000	30,429	30,429	30,429	30,429	30,429
0		Expenses	0	0	1,061	1,061	1,061	1,061	1,061
3,793,676	Supplies & Services Total		4,804,375	4,305,964	3,366,764	3,366,764	3,366,764	3,366,764	3,366,764
5,426	Transport	Mileage Allowance	9,917	6,233	0	0	0	0	0
2,565		Pool Car	926	1,251	3,820	3,820	3,820	3,820	3,820
4,414		Public Transport	9,808	2,700	1,624	1,624	1,624	1,624	1,624
12,406	Transport Total		20,650	10,184	5,444	5,444	5,444	5,444	5,444
0	Benefit & Transfer Payments	Contributions paid	11	0	0	0	0	0	0
0	Benefit & Transfer Payments Total		11	0	0	0	0	0	0
1,983,277	Grand Total		2,029,783	1,721,333	2,106,741	2,116,516	2,133,804	2,151,340	2,169,126

6,692,631	Gross Service Expenditure	8,212,157	7,310,483	6,584,923	6,616,151	6,671,387	6,727,412	6,784,236
(4,709,354)	Gross Service Income	(6,182,373)	(5,589,150)	(4,478,182)	(4,499,635)	(4,537,583)	(4,576,072)	(4,615,110)
1,983,277	Net HDC Service Expenditure	2,029,783	1,721,333	2,106,741	2,116,516	2,133,804	2,151,340	2,169,126

11,667	Information Management	0	0	0	0	0	0	0
1,971,610	ICT Shared Service	2,029,783	1,721,333	2,106,741	2,116,516	2,133,804	2,151,340	2,169,126
1,983,277	Grand Total	2,029,783	1,721,333	2,106,741	2,116,516	2,133,804	2,151,340	2,169,126

Analysis of Budget Variations - Head of 3C's ICT Shared Service

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
2017/18 MTFS Totals - Head of 3C's ICT	1,721,333	1,729,737	1,738,225	1,753,321	1,768,712	1,768,712
Movement		377,004	378,291	380,483	382,628	400,414
2018/19 MTFS Totals - Head 3C's ICT		2,106,741	2,116,516	2,133,804	2,151,340	2,169,126
Changes included in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		4,661	7,109	7,181	7,304	39,957
Pensions (Rate Change etc)		0	0	5,238	5,290	29,461
		4,661	7,109	12,419	12,594	69,418
Other Growth						
Growth Bid (HDC Element)		376,339	383,866	391,543	399,374	407,361
Savings						
Change to Partner Contributions		(3,216)	(4,905)	(8,569)	(8,690)	(47,898)
Other Minor Changes						
		(780)	(7,779)	(14,910)	(20,650)	(28,467)
Total Movement		377,004	378,291	380,483	382,628	400,414

Head of Development

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(2,197,358)	Income & Fees	Fees & charges	(1,794,605)	(1,696,254)	(1,921,254)	(1,896,709)	(1,972,168)	(1,972,631)	(1,973,099)
(922)		Other grants and contributions	(50,000)	0	0	0	0	0	0
(7,046)		Sales	(7,156)	(7,500)	(7,300)	(7,300)	(7,300)	(7,300)	(7,300)
(7)		Interest	0	0	0	0	0	0	0
(105,965)		Rent	(109,783)	(109,030)	(110,070)	(110,070)	(110,070)	(110,070)	(110,070)
(20,000)		Government grants	(20,000)	(40,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
(2,331,298)	Income & Fees Total		(1,981,544)	(1,852,784)	(2,058,624)	(2,034,079)	(2,109,538)	(2,110,001)	(2,110,469)
1,498,229	Employees	Salary	1,669,440	1,739,255	1,775,304	1,823,856	1,842,384	1,861,095	1,879,993
151,618		National Insurance	166,012	174,461	177,758	181,499	183,343	185,205	187,087
268,557		Pension	286,936	301,232	307,156	315,554	337,471	359,796	382,534
53,790		Hired Staff	49,818	16,170	11,500	0	0	0	0
56		Training	0	0	0	0	0	0	0
87		Uniform & laundry	264	350	350	350	350	350	350
2,535		Other staff costs	434	275	275	275	275	275	275
11,343		Recruitment	9,780	5,000	5,000	5,000	5,000	5,000	5,000
16,973		Severance payments	0	0	0	0	0	0	0
2,003,187	Employees Total		2,182,684	2,236,743	2,277,343	2,326,534	2,368,823	2,411,721	2,455,239
351	Buildings	Rents	7,344	2,200	3,000	3,000	3,000	3,000	3,000
8,068		Repairs & Maintenance	5,000	5,000	5,000	5,000	5,000	5,000	5,000
26,590		Energy Costs	25,500	23,800	26,400	26,400	26,400	26,400	26,400
0		Rates	0	629	648	667	687	708	729
27,388		Water Services	28,000	28,000	28,000	28,000	28,000	28,000	28,000
62,397	Buildings Total		65,844	59,629	63,048	63,067	63,087	63,108	63,129
23,377	Supplies & Services	Rents	23,655	23,577	23,577	23,577	23,577	23,577	23,577
1,136		Catering	550	650	650	650	650	650	650
17,479		Communication and computing	13,437	13,750	11,250	11,250	11,250	11,250	11,250
473,513		Services	654,908	390,347	513,828	538,828	513,828	513,828	513,828
18,175		Equipment, furniture & materials	13,730	12,691	4,000	4,000	4,000	4,000	4,000
39,391		Office expenses	35,242	39,955	33,455	33,155	33,155	33,155	33,155
573,072	Supplies & Services Total		741,522	480,970	586,760	611,460	586,460	586,460	586,460
8,580	Transport	Mileage Allowance	7,144	8,900	8,875	8,875	8,875	8,875	8,875
8,741		Pool Car	8,353	8,770	8,770	8,770	8,770	8,770	8,770
2,193		Public Transport	2,444	3,500	3,500	3,500	3,500	3,500	3,500
1,995		Contract Hire & operating leases	0	0	0	0	0	0	0
21,508	Transport Total		17,941	21,170	21,145	21,145	21,145	21,145	21,145
199,341	Benefit & Transfer Payments	Contributions paid	167,415	168,311	162,811	162,811	162,811	162,811	162,811
4,299		Services	0	0	0	0	0	0	0
38,779		Grants	48,000	11,000	11,000	11,000	11,000	11,000	11,000
5,800		Irrecoverable V A T	5,800	5,800	5,800	5,800	5,800	5,800	5,800
248,219	Benefit & Transfer Payments Total		221,215	185,111	179,611	179,611	179,611	179,611	179,611
(1,418)	Renewals Fund Contribution	Renewals Fund Contribution	1,620	1,620	1,620	1,620	1,620	1,620	1,620
(1,418)	Renewals Fund Contribution Total		1,620	1,620	1,620	1,620	1,620	1,620	1,620
575,667	Grand Total		1,249,282	1,132,459	1,070,903	1,169,359	1,111,209	1,153,664	1,196,735

2,906,965	Gross Service Expenditure	3,230,826	2,985,243	3,129,527	3,203,437	3,220,746	3,263,665	3,307,204
(2,331,298)	Gross Service Income	(1,981,544)	(1,852,784)	(2,058,624)	(2,034,079)	(2,109,538)	(2,110,001)	(2,110,469)
575,667	Net Service Expenditure	1,249,282	1,132,459	1,070,903	1,169,359	1,111,209	1,153,664	1,196,735

277,585	Planning Policy	623,237	706,848	721,388	797,301	810,947	824,790	838,833
80,865	Head of Development	83,707	81,516	84,715	85,554	87,064	88,596	90,150
246,854	Housing Strategy	230,695	219,892	212,478	203,074	206,869	210,718	214,623
(379,463)	Development Management	(273,588)	(359,076)	(343,260)	(332,476)	(412,565)	(392,365)	(371,872)
83,125	Building Control	273,970	147,670	152,540	152,540	152,540	152,540	152,540
184,576	Economic Development	227,441	253,389	160,822	181,145	184,133	187,165	190,241
54,401	Transportation Strategy	56,120	56,120	56,120	56,120	56,120	56,120	56,120
27,724	Public Transport	27,700	26,100	26,100	26,100	26,100	26,100	26,100
575,667	Grand Total	1,249,282	1,132,459	1,070,903	1,169,359	1,111,209	1,153,664	1,196,735

Analysis of Budget Variations - Head of Development

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
2017/18 MTFS Totals - Head of Development	1,355,439	1,352,228	1,411,198	1,457,870	1,505,217	1,505,217
Less Apprentice Scheme to Resources	(220,980)	(294,640)	(331,470)	(337,488)	(343,594)	(343,594)
Cycle Routes/Shelters to Operations	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Adjusted 2017/18 MTFS Totals	1,132,459	1,055,588	1,077,728	1,118,382	1,159,623	1,159,623
Movement		15,315	91,631	(7,173)	(5,959)	37,112
2018/19 MTFS Totals - Head of Development		1,070,903	1,169,359	1,111,209	1,153,664	1,196,735
Changes in the 2018/19 MTFS:-						
Unavoidable growth						
Inflation		0	1,240	1,257	1,276	26,062
Change to NDR Inflation assumption		6	12	19	27	34
National Living Wage		1,142	1,156	1,175	1,197	1,219
Pensions (Rate Change etc)		0	0	980	989	20,339
		1,148	2,408	3,431	3,489	47,654
Other Growth						
Higher Cost of Building Control Shared Service		60,940	60,940	60,940	60,940	60,940
Expenditure Funded from Additional Application Fees		260,000	260,000	260,000	260,000	260,000
Lower Application Fee Income		100,000	100,000	100,000	100,000	100,000
Misc Staff Savings		3,359	3,359	3,359	3,359	3,359
Changes to Hired Staff		11,500	0	0	0	0
Local Plan Exp (Funded from Reserves)		0	50,000	50,000	50,000	50,000
		435,799	474,299	474,299	474,299	474,299
Savings						
Higher Application Fee Income - Price Increase	(260,000)	(260,000)	(260,000)	(260,000)	(260,000)	(260,000)
Economic Development Marketing Post removed	(36,665)	(36,665)	(36,665)	(36,665)	(36,665)	(36,665)
JSPU - No Longer required	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)	(5,500)
One Year Apprentice Savings	(37,350)	0	0	0	0	0
DM fees volume increase	0	0	(100,000)	(100,000)	(100,000)	(100,000)
DM Consultants Fees Adjustment	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Adjustment to Staff Exp Funded from Fees increase	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Adjustment to Exp Funded from Fees increase	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Economic Development work to be undertaken by LEP	(34,000)	(34,340)	(34,948)	(35,565)	(36,191)	
	(423,515)	(386,505)	(487,113)	(487,730)	(488,356)	
Other Minor Changes	1,883	1,429	2,210	3,983	3,515	
Movement Total		15,315	91,631	(7,173)	(5,959)	37,112

Head of Leisure & Health

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(6,042,214)	Income & Fees	Fees & charges	(6,135,056)	(6,509,993)	(6,559,526)	(6,677,288)	(6,793,313)	(6,872,694)	(6,952,234)
(99,801)		Other grants and contributions	(98,703)	(67,622)	(94,290)	(94,440)	(94,605)	(94,787)	(94,986)
(796,903)		Sales	(756,299)	(814,875)	(905,488)	(924,488)	(937,488)	(937,488)	(937,488)
(5,000)		Rent	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
(6,943,918)	Income & Fees Total		(6,995,057)	(7,397,490)	(7,564,303)	(7,701,216)	(7,830,406)	(7,909,969)	(7,989,708)
3,699,327	Employees	Salary	3,753,693	3,853,538	3,963,584	4,049,106	4,089,777	4,130,676	4,171,983
212,403		National Insurance	220,456	218,447	226,301	231,468	233,783	236,120	238,479
398,498		Pension	430,370	452,803	447,274	459,662	491,045	523,012	555,563
8,974		Hired Staff	7,162	9,500	11,750	11,750	11,750	11,750	11,750
19,355		Training	23,336	23,800	25,800	25,800	25,800	25,800	25,800
12,483		Uniform & laundry	6,996	7,939	10,800	7,800	10,800	7,800	10,800
17,288		Other staff costs	11,992	16,381	50	50	50	50	50
3,837		Recruitment	2,347	1,350	1,150	1,150	1,150	1,150	1,150
2,190		Severance payments	0	0	0	0	0	0	0
4,374,355	Employees Total		4,456,352	4,583,758	4,686,710	4,786,787	4,864,156	4,936,359	5,015,576
15,490	Buildings	Rents	12,470	11,760	14,475	14,475	14,475	14,475	14,475
227,839		Repairs & Maintenance	192,551	263,885	236,400	237,400	237,000	251,800	237,000
494,543		Energy Costs	444,803	525,722	488,648	453,052	453,052	453,052	453,052
446,246		Rates	468,484	452,656	466,236	480,222	494,628	509,468	524,751
74,409		Water Services	95,149	96,961	93,339	93,339	93,339	93,339	93,339
116,878		Premises Cleaning	122,149	120,497	116,147	116,227	116,347	116,347	116,347
13,885		Ground Maintenance Costs	17,727	21,345	21,300	21,300	21,300	21,300	21,300
69		Fixtures & Fittings	328	656	0	0	0	0	0
1,389,359	Buildings Total		1,353,660	1,493,482	1,436,545	1,416,015	1,430,141	1,459,781	1,460,264
23,212	Supplies & Services	Catering	22,750	24,050	24,050	24,050	24,050	24,050	24,050
79,042		Communication and computing	96,112	79,577	80,186	80,186	81,186	81,186	81,186
247,357		Services	185,044	178,733	189,993	186,553	186,113	185,673	185,233
640,212		Equipment, furniture & materials	598,591	616,725	685,957	673,907	671,507	670,407	672,807
142,712		Office expenses	142,457	138,333	144,004	144,004	144,004	144,004	144,004
0		Expenses	64	0	0	0	0	0	0
2,705		Insurance - service related	0	0	0	0	0	0	0
1,135,240	Supplies & Services Total		1,045,018	1,037,418	1,124,190	1,108,700	1,106,860	1,105,320	1,107,280
9,181	Transport	Mileage Allowance	9,567	8,315	10,345	10,345	10,345	10,345	10,345
102		Pool Car	0	0	0	0	0	0	0
3,592		Public Transport	2,065	1,260	1,543	1,543	1,543	1,543	1,543
921		Contract Hire & operating leases	68	300	100	100	100	100	100
5,621		Operating Costs	8,975	6,775	8,575	8,575	8,575	8,575	8,575
19,417	Transport Total		20,675	16,650	20,563	20,563	20,563	20,563	20,563
0	Benefit & Transfer Payments	Contributions paid	30	0	0	0	0	0	0
125		Services	151	200	200	200	200	200	200
81,000		Irrecoverable V A T	81,000	81,000	81,000	81,000	81,000	81,000	81,000
81,125	Benefit & Transfer Payments Total		81,181	81,200	81,200	81,200	81,200	81,200	81,200
25,000	Renewals Fund Contribution	Renewals Fund Contribution	0	25,000	25,000	25,000	25,000	25,000	25,000
25,000	Renewals Fund Contribution Total		0	25,000	25,000	25,000	25,000	25,000	25,000
80,577	Grand Total		(38,171)	(159,982)	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)

7,024,496	Gross Service Expenditure	6,956,886	7,237,508	7,374,207	7,438,264	7,527,919	7,628,222	7,709,882
(6,943,918)	Gross Service Income	(6,995,057)	(7,397,490)	(7,564,303)	(7,701,216)	(7,830,406)	(7,909,969)	(7,989,708)
80,577	Net Service Expenditure	(38,171)	(159,982)	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)

79,978	Head of Leisure & Health	80,746	80,980	81,788	82,600	84,062	85,545	87,050
213,497	One Leisure Active Lifestyles	197,160	203,274	205,371	205,352	207,747	210,063	212,287
(212,898)	One Leisure Active Lifestyles	(316,077)	(444,236)	(477,255)	(550,904)	(594,297)	(577,355)	(579,164)
80,577	Grand Total	(38,171)	(159,982)	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)

Analysis of Budget Variations - Head of Leisure & Health

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
2017/18 MTFS Totals - Head of Leisure & Health	(159,982)	(284,295)	(298,022)	(235,881)	(152,861)	(152,861)
Movement		94,199	35,070	(66,606)	(128,885)	(126,965)
2018/19 MTFS Totals - Head of Leisure & Health		(190,096)	(262,952)	(302,487)	(281,746)	(279,826)
Changes in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		(1)	833	835	852	59,354
Change to NDR Inflation assumption		4,527	9,280	14,267	19,500	24,984
National Living Wages		18,370	18,549	18,778	19,011	19,241
Pensions (Rate Change etc)		0	0	(282)	(286)	26,998
		<u>22,896</u>	<u>28,662</u>	<u>33,598</u>	<u>39,077</u>	<u>130,577</u>
Other Growth						
General Swimming Income Changes		101,611	101,611	101,611	101,611	101,611
Membership Income		15,785	15,785	15,785	15,785	15,785
Ten Pin Bowling Income		7,000	7,000	7,000	7,000	7,000
Fitness Classes Income		23,486	8,655	8,655	8,655	8,655
Parties Income		30,250	30,250	30,250	30,250	30,250
Income Sensitivity Analysis Adjustments		53,000	30,000	0	0	0
Purchases off-set by additional income		66,520	66,520	66,520	66,520	66,520
Misc Staff changes - One leisure		46,144	46,144	46,144	46,144	46,144
OL Active Lifestyles Expenditure Funded from additional Income		40,425	40,425	40,425	40,425	40,425
		<u>384,221</u>	<u>346,390</u>	<u>316,390</u>	<u>316,390</u>	<u>316,390</u>
Savings						
Additional Savings on Gas/Electric		(5,037)	(5,037)	(5,037)	(5,037)	(5,037)
Swimming Lessons Fees Increase		(82,619)	(148,463)	(148,463)	(148,463)	(148,463)
Burgess Hall Income		(66,882)	(64,682)	(64,682)	(64,682)	(64,682)
Other One Leisure Income		(38,171)	(35,537)	(111,199)	(187,066)	(262,935)
Equipment Purchases		0	(10,100)	(16,600)	(13,600)	(13,600)
Apprentices - One Year Saving		(56,025)	0	0	0	0
OL Active Lifestyles External Funding Changes		(46,668)	(46,668)	(46,668)	(46,668)	(46,668)
OL Active Lifestyles Income Changes		(14,770)	(18,140)	(21,669)	(25,365)	(29,236)
		<u>(310,172)</u>	<u>(328,627)</u>	<u>(414,318)</u>	<u>(490,881)</u>	<u>(570,621)</u>
Other Minor Changes		(2,746)	(11,355)	(2,276)	6,529	(3,311)
Total Movement		94,199	35,070	(66,606)	(128,885)	(126,965)

Head of Operations

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(4,269,439)	Income & Fees	Fees & charges	(4,078,558)	(4,248,553)	(4,385,419)	(4,405,419)	(4,405,419)	(4,405,419)	(4,405,419)
(61,340)		Other grants and contributions	(49,847)	(28,674)	(5,260)	(5,260)	(5,260)	(5,260)	(5,260)
(196,066)		Sales	(209,880)	(195,381)	(208,481)	(208,481)	(208,481)	(208,481)	(208,481)
(164,633)		Rent	(146,707)	(192,774)	(277,474)	(277,474)	(277,474)	(277,474)	(277,474)
(40,796)		Government grants	(19,852)	(13,922)	(15,922)	(15,922)	(15,922)	(15,922)	(15,922)
(100,859)		Communed sums	0	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)
(4,833,132)	Income & Fees Total		(4,504,844)	(4,830,635)	(5,043,887)	(5,063,887)	(5,063,887)	(5,063,887)	(5,063,887)
3,826,553	Employees	Salary	4,041,930	4,086,093	4,069,043	3,965,357	4,005,893	4,046,841	4,088,212
337,180		National Insurance	364,909	368,554	369,567	362,337	366,002	369,701	373,440
625,970		Pension	670,526	700,583	738,540	720,271	769,858	820,356	871,781
503,185		Hired Staff	441,587	136,909	131,909	129,809	129,809	129,809	129,809
560		Training	584	0	4	4	4	4	4
58,064		Uniform & laundry	35,252	38,609	32,200	32,200	32,200	32,200	32,200
146,515		Other staff costs	192,466	147,152	148,247	146,597	146,597	146,597	146,597
18,789		Recruitment	0	0	0	0	0	0	0
4,749		Severance payments	1,710	0	0	0	0	0	0
5,521,565	Employees Total		5,748,964	5,477,900	5,489,510	5,356,575	5,450,363	5,545,508	5,642,043
17,256	Buildings	Rents	12,231	13,474	13,104	13,104	13,104	13,104	13,104
303,876		Repairs & Maintenance	382,727	372,509	323,724	323,724	323,724	323,724	323,724
203,879		Energy Costs	202,552	201,135	220,635	220,635	220,635	220,635	220,635
651,308		Rates	496,217	650,357	668,521	688,377	708,834	729,902	751,606
15,288		Water Services	17,958	21,930	18,830	18,830	18,830	18,830	18,830
94,507		Premises Cleaning	96,245	103,284	93,720	93,720	93,720	93,720	93,720
40		Premises Insurance	40	40	140	140	140	140	140
21		Fixtures & Fittings	0	0	0	0	0	0	0
1,286,174	Buildings Total		1,207,970	1,362,729	1,338,674	1,358,530	1,378,987	1,400,055	1,421,759
0	Supplies & Services	Rents	228	0	0	0	0	0	0
2,443		Catering	57	0	0	0	0	0	0
45,915		Communication and computing	11,387	7,545	7,545	7,545	7,545	7,545	7,545
427,678		Services	234,992	330,812	331,570	331,570	331,570	331,570	331,570
321,899		Equipment, furniture & materials	314,822	272,747	267,629	265,729	265,729	265,729	265,729
43,480		Office expenses	43,748	41,256	51,432	51,432	51,432	51,432	51,432
461		Insurance - service related	7,001	5,000	4,000	4,000	4,000	4,000	4,000
841,876	Supplies & Services Total		612,235	657,360	662,176	660,276	660,276	660,276	660,276
3,461	Transport	Mileage Allowance	3,480	4,250	3,800	3,800	3,800	3,800	3,800
7,458		Pool Car	4,810	5,450	5,000	5,000	5,000	5,000	5,000
474		Public Transport	808	1,080	1,080	1,080	1,080	1,080	1,080
89,417		Contract Hire & operating leases	84,789	18,507	18,000	18,000	18,000	18,000	18,000
921,001		Operating Costs	816,601	819,387	820,245	790,389	790,389	790,389	790,389
6,881		Vehicle Insurance	6,232	900	1,429	1,429	1,429	1,429	1,429
1,028,692	Transport Total		916,720	849,574	849,554	819,698	819,698	819,698	819,698
462,086	Benefit & Transfer Payments	Contributions paid	488,580	505,364	503,564	503,564	503,564	503,564	503,564
7,200		Irrecoverable V A T	9,200	9,200	9,200	9,200	9,200	9,200	9,200
0		Grants	0	0	300	300	300	300	300
469,286	Benefit & Transfer Payments Total		497,780	514,564	513,064	513,064	513,064	513,064	513,064
4,314,460	Grand Total		4,478,826	4,031,492	3,809,091	3,644,256	3,758,501	3,874,714	3,992,953

9,147,593	Gross Service Expenditure	8,983,670	8,862,127	8,852,978	8,708,143	8,822,388	8,938,601	9,056,840
(4,833,132)	Gross Service Income	(4,504,844)	(4,830,635)	(5,043,887)	(5,063,887)	(5,063,887)	(5,063,887)	(5,063,887)
4,314,460	Net Service Expenditure	4,478,826	4,031,492	3,809,091	3,644,256	3,758,501	3,874,714	3,992,953

1,069,070	Facilities Management	1,112,673	1,067,592	797,331	811,499	829,295	847,513	866,175
120,430	Head of Operations	83,163	78,789	79,568	80,354	81,767	83,200	84,655
52,393	Environmental & Energy Mgt	83,096	77,167	82,760	83,723	85,462	87,227	89,019
1,117,113	Green Spaces	1,285,863	1,163,650	1,121,351	1,087,219	1,111,779	1,136,695	1,161,976
10,156	Public Conveniences	14,179	13,400	13,400	13,400	13,400	13,400	13,400
2,346,747	Waste Management	2,414,097	2,000,856	2,196,241	2,038,965	2,077,068	2,115,723	2,154,938
794,934	Street Cleansing	753,578	793,949	772,646	769,615	782,469	795,511	808,742
265,262	Fleet Management	253,388	256,247	226,846	228,866	232,637	236,464	240,346
(61,026)	Markets	(63,574)	(67,542)	(60,998)	(59,790)	(57,975)	(56,124)	(54,238)
(1,400,618)	Car Parks	(1,457,638)	(1,352,616)	(1,420,054)	(1,409,595)	(1,397,401)	(1,384,895)	(1,372,060)
4,314,460	Grand Total	4,478,826	4,031,492	3,809,091	3,644,256	3,758,501	3,874,714	3,992,953

Analysis of Budget Variations - Head of Operations

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£	£	£	£	£	£
2017/18 MTFS Totals -Head of Operations	4,029,492	3,811,077	3,816,760	3,921,913	4,028,662	4,028,662
Add Transportation Items	2,000	2,000	2,000	2,000	2,000	2,000
Adjusted 2017/18 MTFS Totals	4,031,492	3,813,077	3,818,760	3,923,913	4,030,662	4,030,662
Movement		(3,986)	(174,504)	(165,412)	(155,948)	(37,709)
2018/19 MTFS Totals - Head of Operations		3,809,091	3,644,256	3,758,501	3,874,714	3,992,953
Changes included in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		0	1,528	1,543	1,573	69,651
Change to NDR inflation assumption		6,439	13,183	20,268	27,695	35,482
National Living Wage		5,019	5,069	5,159	5,250	5,344
Pensions (Rate Change etc)		0	0	1,875	1,895	45,718
		11,458	19,780	28,845	36,413	156,195
Other Growth						
One-off growth Bid Waste Management	180,000	0	0	0	0	0
Misc Staff Changes	49,544	49,544	49,544	49,544	49,544	49,544
Higher Deisel Costs	6,500	6,500	6,500	6,500	6,500	6,500
	236,044	56,044	56,044	56,044	56,044	56,044
Savings						
Additional Car Park Income	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
Car Parks NDR Savings following Appeals	(7,272)	(7,272)	(7,272)	(7,272)	(7,272)	(7,272)
Lower Vehicle Maintenance Costs	(37,376)	(37,376)	(37,376)	(37,376)	(37,376)	(37,376)
Lower Premises Expenditure	(34,099)	(34,099)	(34,099)	(34,099)	(34,099)	(34,099)
Bus Stations Departure Levy	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
Restructures	(84,000)	(84,840)	(86,341)	(87,863)	(87,863)	(89,406)
	(246,747)	(247,587)	(249,088)	(250,610)	(250,610)	(252,153)
Other Minor Changes	(4,741)	(2,741)	(1,213)	2,205	2,205	2,205
Total Movement		(3,986)	(174,504)	(165,412)	(155,948)	(37,709)

Head of Resources

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(141,959)	Income & Fees	Fees & charges	(140,537)	(109,746)	(166,642)	(169,409)	(170,999)	(170,999)	(170,999)
(2,430)		Sales	(840)	0	0	0	0	0	0
(2,405,146)		Rent	(3,096,771)	(4,939,031)	(5,075,680)	(5,154,469)	(5,218,879)	(5,223,879)	(5,223,879)
0		Interest	(544)	0	0	0	0	0	0
(2,549,535)	Income & Fees Total		(3,238,692)	(5,048,777)	(5,242,322)	(5,323,878)	(5,389,878)	(5,394,878)	(5,394,878)
690,194	Employees	Salary	1,022,987	1,267,563	1,272,177	1,287,421	1,300,220	1,313,148	1,326,205
69,072		National Insurance	97,305	117,845	118,710	119,358	120,552	121,758	122,976
114,654		Pension	181,821	212,081	219,814	222,336	237,541	253,027	268,798
220,857		Hired Staff	359,075	0	0	0	0	0	0
115,557		Training	171,113	170,536	116,257	116,257	116,257	116,257	116,257
2,638		Other staff costs	27,775	3,350	4,750	4,750	4,750	4,750	4,750
14,164		Recruitment	950	0	0	0	0	0	0
173,054		Employee Insurance	185,995	172,907	187,016	205,717	226,289	248,918	248,918
1,400,190	Employees Total		2,047,022	1,944,282	1,918,724	1,955,839	2,005,609	2,057,858	2,087,904
120,326	Buildings	Rents	120,000	120,000	120,000	120,000	120,000	120,000	120,000
22,839		Repairs & Maintenance	96,134	26,478	122,502	122,502	122,502	122,502	122,502
8,016		Energy Costs	5,249	6,400	5,000	5,000	5,000	5,000	5,000
23,056		Rates	23,972	26,548	17,211	14,587	15,432	16,090	16,761
303		Water Services	201	200	400	400	400	400	400
11,965		Premises Cleaning	12,230	14,640	14,640	14,640	14,640	14,640	14,640
67,739		Premises Insurance	75,776	47,733	74,313	78,161	82,298	86,746	86,746
151		Ground Maintenance Costs	0	0	0	0	0	0	0
254,394	Buildings Total		333,562	241,999	354,066	355,290	360,272	365,378	366,049
0	Supplies & Services	Rents	144,000	144,000	144,000	144,000	144,000	144,000	144,000
749		Catering	161	0	0	0	0	0	0
6,632		Communication and computing	4,364	2,700	2,700	2,700	2,700	2,700	2,700
891,561		Services	494,824	2,248,353	2,249,820	2,243,225	2,240,225	2,243,325	2,243,431
39,041		Equipment, furniture & materials	60,678	85,232	45,834	48,834	48,834	48,834	48,834
24,433		Office expenses	24,828	27,840	31,155	30,055	30,055	30,055	30,055
75,962		Insurance - service related	71,710	72,562	73,065	74,779	76,682	78,731	78,731
1,038,378	Supplies & Services Total		800,565	2,580,687	2,546,574	2,543,593	2,542,496	2,547,645	2,547,751
104	Transport	Mileage Allowance	1,016	750	750	750	750	750	750
1,165		Pool Car	375	650	600	600	600	600	600
2,234		Public Transport	1,595	1,100	1,150	1,150	1,150	1,262	1,381
74,510		Vehicle Insurance	142,094	75,988	80,737	85,783	91,145	96,145	96,145
78,014	Transport Total		145,080	78,488	83,237	88,283	93,645	98,757	98,876
0	Benefit & Transfer Payments	Contributions paid	2	0	0	0	0	0	0
2,762		Services	5,541	4,000	6,000	6,000	6,000	6,000	6,000
20,500		Irrecoverable V A T	20,500	20,500	20,500	20,500	20,500	20,500	20,500
23,262	Benefit & Transfer Payments Total		26,043	24,500	26,500	26,500	26,500	26,500	26,500
244,703	Grand Total		113,580	(178,821)	(313,221)	(354,373)	(361,356)	(298,740)	(267,798)

2,794,237	Gross Service Expenditure	3,352,272	4,869,956	4,929,101	4,969,505	5,028,522	5,096,138	5,127,080
(2,549,535)	Gross Service Income	(3,238,692)	(5,048,777)	(5,242,322)	(5,323,878)	(5,389,878)	(5,394,878)	(5,394,878)
244,703	Net Service Expenditure	113,580	(178,821)	(313,221)	(354,373)	(361,356)	(298,740)	(267,798)

568,319	Audit & Risk Management	645,621	560,175	544,679	575,556	610,335	647,305	650,190
(2,099,659)	Commercial Estates	(2,339,242)	(2,633,916)	(2,657,038)	(2,740,134)	(2,806,334)	(2,808,480)	(2,805,572)
208,396	Legal	211,189	218,060	223,940	223,940	223,940	223,940	223,940
695,767	Finance	710,428	687,208	589,930	566,376	574,783	583,311	591,961
92,860	Head of Resources	88,291	87,865	88,705	89,532	91,061	92,612	94,186
65,579	Procurement	60,054	60,226	30,868	31,461	32,532	33,619	34,722
710,827	Human Resources	624,037	617,581	435,958	431,059	436,159	444,334	449,583
2,613	Payroll	26,936	3,000	130,937	132,165	134,397	136,661	138,958
0	Apprentice Scheme	86,266	220,980	298,800	335,672	341,771	347,958	354,234
244,703	Grand Total	113,580	(178,821)	(313,221)	(354,373)	(361,356)	(298,740)	(267,798)

Analysis of Budget Variations - Head of Resources

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
2017/18 MTFS Totals - Head of Resources	(737,477)	(919,766)	(992,535)	(975,104)	(957,420)	(957,420)
Add Apprentice Scheme	220,980	294,640	331,470	337,488	343,594	343,594
Insurance Premiums	337,676	361,713	391,022	422,996	457,122	457,122
Adjusted 2017/18 MTFS Totals	(178,821)	(263,413)	(270,043)	(214,620)	(156,704)	(156,704)
Movement		(49,808)	(84,330)	(146,736)	(142,036)	(111,094)
2018/19 MTFS Totals - Head of Resources		(313,221)	(354,373)	(361,356)	(298,740)	(267,798)
Changes in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		3,463	2,968	2,997	3,057	20,122
Change to NDR Inflation assumptions		265	544	837	1,143	1,464
National Living Wage		6,281	6,343	6,456	6,570	6,686
Pensions (Rate Change etc)		0	0	2,687	2,714	15,639
		10,009	9,855	12,977	13,484	43,911
Other Growth						
Higher Corporate Subscriptions		3,000	3,000	3,000	3,000	3,000
Higher cost of Legal Shared Service		12,102	12,102	12,102	12,102	12,102
Finance Software Costs		27,302	27,302	27,302	27,302	27,302
Commercial Estates Growth Bid		231,000	238,000	238,000	238,000	238,000
		273,404	280,404	280,404	280,404	280,404
Savings						
Changes to Insurance Premiums		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Misc Staff Savings		(11,579)	(11,579)	(11,579)	(11,579)	(11,579)
Lower HR Consultants		(26,913)	(26,913)	(26,913)	(26,913)	(26,913)
Adjust Financial Services Salaries		(6,566)	(6,566)	(5,852)	(5,131)	(4,404)
Adjust HR Salaries		(4,000)	(3,171)	(2,334)	(1,484)	(618)
Commercial Estates Savings Bid		(193,000)	(223,000)	(292,000)	(297,000)	(297,000)
Audit Vacant Post and Retirement		(43,000)	(43,430)	(44,198)	(44,978)	(45,770)
Restructures	✓	(16,000)	(16,160)	(16,439)	(16,721)	(17,007)
Procurement - improved procurement spend		(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
		(336,058)	(365,819)	(434,315)	(438,806)	(438,291)
Other Minor Changes		2,837	(8,770)	(5,802)	2,882	2,882
Total Movement		(49,808)	(84,330)	(146,736)	(142,036)	(111,094)

Directors and Corporate Team

Actuals 2016/17	Subjective Analysis : Controllable Only *		2017/18 Forecast	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£			£	£	£	£	£	£	£
(276,527)	Income & Fees	Fees & charges	(477,158)	(266,000)	(217,000)	(217,000)	(217,000)	(217,000)	(217,000)
(2,350)		Sales	(261)	0	0	0	0	0	0
(393,451)		Government grants	(232,935)	0	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
(672,329)	Income & Fees Total		(710,354)	(266,000)	(237,000)	(237,000)	(237,000)	(237,000)	(237,000)
1,040,448	Employees	Salary	1,028,976	974,722	1,013,982	894,404	903,502	912,691	1,051,846
84,197		National Insurance	82,728	97,973	93,171	94,112	95,061	96,022	96,993
144,660		Pension	144,303	162,108	152,501	154,053	164,772	175,691	186,811
22,297		Hired Staff	22,300	22,300	22,300	22,300	22,300	22,300	22,300
4,974		Training	10,216	4,600	4,600	4,600	4,600	4,600	4,600
918		Other staff costs	1,337	0	0	0	0	0	0
32,526		Recruitment	0	0	0	0	0	0	0
1,330,019	Employees Total		1,289,860	1,261,703	1,286,554	1,169,469	1,190,235	1,211,304	1,362,550
48,356	Buildings	Rents	43,721	7,200	25,200	1,200	1,200	1,200	25,200
20		Premises Cleaning	0	0	0	0	0	0	0
48,376	Buildings Total		43,721	7,200	25,200	1,200	1,200	1,200	25,200
6,058	Supplies & Services	Rents	6,000	6,000	6,000	6,000	6,000	6,000	6,000
5,949		Catering	4,403	4,000	4,000	4,000	4,000	4,000	4,000
141,084		Communication and computing	112,710	96,000	126,463	83,463	83,463	83,463	126,463
225,423		Services	28,681	19,700	(166,033)	75,240	79,240	75,240	(166,033)
18,646		Equipment, furniture & materials	8,132	2,500	500	500	500	500	500
237,469		Office expenses	264,797	152,600	169,400	134,000	134,000	134,000	169,400
392,823		Members Allowances	383,618	404,864	404,864	404,864	404,864	404,864	404,864
3,285		Insurance - service related	0	3,300	3,300	3,300	3,300	3,300	3,300
1,030,737	Supplies & Services Total		808,341	688,964	548,494	711,367	715,367	711,367	548,494
13,350	Transport	Mileage Allowance	14,089	11,800	12,700	12,700	12,700	12,700	12,700
559		Pool Car	192	200	200	200	200	200	200
3,829		Public Transport	2,408	2,140	2,240	2,240	2,240	2,240	2,240
17,737	Transport Total		16,689	14,140	15,140	15,140	15,140	15,140	15,140
13,273	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
1,795		Services	1,695	2,700	1,700	1,700	1,700	1,700	1,700
4,077		Grants	2,000	2,000	2,000	2,000	2,000	2,000	2,000
19,144	Benefit & Transfer Payments Total		3,695	4,700	3,700	3,700	3,700	3,700	3,700
1,773,685	Grand Total		1,451,952	1,710,707	1,642,088	1,663,876	1,688,642	1,705,711	1,718,084

2,446,014	Gross Service Expenditure	2,162,306	1,976,707	1,879,088	1,900,876	1,925,642	1,942,711	1,955,084
(672,329)	Gross Service Income	(710,354)	(266,000)	(237,000)	(237,000)	(237,000)	(237,000)	(237,000)
1,773,685	Net Service Expenditure	1,451,952	1,710,707	1,642,088	1,663,876	1,688,642	1,705,711	1,718,084

717,114	Democratic & Elections	678,449	776,150	810,780	824,264	834,048	835,917	832,872
543,135	Directors	427,816	499,847	492,052	496,864	505,517	514,297	523,203
513,436	Corporate Team	345,687	434,710	339,256	342,748	349,077	355,497	362,009
1,773,685	Grand Total	1,451,952	1,710,707	1,642,088	1,663,876	1,688,642	1,705,711	1,718,084

Analysis of Budget Variations - Directors & Corporate Team

	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
2017/18 MTFS Totals - Directors & Corporate Team	1,710,707	1,650,054	1,661,855	1,686,876	1,704,198	1,704,198
Movement		(7,966)	2,021	1,766	1,513	13,886
2018/19 MTFS Totals - Directors & Corporate Team		1,642,088	1,663,876	1,688,642	1,705,711	1,718,084
Changes included in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		0	987	(303)	(302)	11,736
Pensions (Rate Change etc)		0	0	48	49	9,384
		0	987	(255)	(253)	21,120
Other Growth						
Lower Land Charges Income		73,000	73,000	73,000	73,000	73,000
4 Yearly Election Cycle		2,341	11,341	11,341	11,341	2,341
		75,341	84,341	84,341	84,341	75,341
Savings						
Land Charges Fee increase		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Delete Fixed Term Post		(19,257)	(19,257)	(19,257)	(19,257)	(19,257)
Remove BA (part funding)		(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
Lower Land Charges Office Expenses		(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Electoral Registration Printing		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Electoral Registration Grant Income		(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Electoral Registration Postage		(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
		(87,257)	(87,257)	(87,257)	(87,257)	(87,257)
Other Minor Changes		3,950	3,950	4,937	4,682	4,682
Total Movement		(7,966)	2,021	1,766	1,513	13,886

Head of Resources (Corporate Budgets)										
Actuals 2016/17	Subjective Analysis : Controllable Only *			2017/18 Forecast	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
£ (271,861) (361,792) (477) 24,107 (124)	Income & Fees	Fees & charges	(16,496)	0	0	0	0	0	0	0
		Interest	(433,895)	(367,715)	(456,500)	(456,500)	(456,500)	(456,500)	(456,500)	
		Government grants	0	0	0	0	0	0	0	
		Bad Debts Provision	35,000	35,000	20,000	20,000	20,000	20,000	20,000	
		Loan Repayments	0	0	0	0	0	0	0	
(610,148)	Income & Fees Total			(415,391)	(332,715)	(436,500)	(436,500)	(436,500)	(436,500)	(436,500)
1,108	Employees	National Insurance	878	0	0	0	0	0	0	0
1,511,050		Pension	1,585,050	1,584,000	1,584,000	1,584,000	1,599,840	1,615,838	1,631,996	
207,993		Severance Payments	231,799	207,000	199,000	189,650	180,768	172,329	164,313	
1,720,151	Employees Total			1,817,727	1,791,000	1,783,000	1,773,650	1,780,608	1,788,167	1,796,309
2,181,130	Supplies & Services	Services	2,508,569	2,680,600	2,922,086	3,232,030	3,274,811	3,281,187	3,120,646	
126		Office expenses	0	0	0	0	0	0	0	
23,877		Insurance - service related	2,744	580	580	580	580	580	580	
2,205,133	Supplies & Services Total			2,511,313	2,681,180	2,922,666	3,232,610	3,275,391	3,281,767	3,121,226
(629)	Benefit & Transfer Payments	Contributions paid	73,855	73,855	76,000	76,000	76,000	76,000	76,000	76,000
1,700		Irrecoverable V A T	0	0	0	0	0	0	0	
389,748		Levies	393,313	391,016	392,467	392,467	392,467	392,467	392,467	
390,819	Benefit & Transfer Payments Total			467,168	464,871	468,467	468,467	468,467	468,467	468,467
3,705,955	Grand Total			4,380,817	4,604,336	4,737,633	5,038,227	5,087,966	5,101,901	4,949,502

4,316,103 (610,148)	Gross Service Expenditure Gross Service Income	4,796,207 (415,391)	4,937,051 (332,715)	5,174,133 (436,500)	5,474,727 (436,500)	5,524,466 (436,500)	5,538,401 (436,500)	5,386,002 (436,500)
3,705,955	Net Service Expenditure	4,380,817	4,604,336	4,737,633	5,038,227	5,087,966	5,101,901	4,949,502

3,705,955	Corporate Finance	4,380,817	4,604,336	4,737,633	5,038,227	5,087,966	5,101,901	4,949,502
3,705,955	Grand Total	4,380,817	4,604,336	4,737,633	5,038,227	5,087,966	5,101,901	4,949,502

Analysis of Budget Variations - Head of Resources (Corporate Budgets)						
	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
2017/18 MTFS Totals - Corporate Budgets	4,942,011	5,231,499	5,375,808	5,389,622	5,382,746	5,382,746
Less Insurance Premiums	(337,676)	(361,713)	(391,022)	(422,996)	(457,122)	(457,122)
Adjusted 2017/18 MTFS Totals	4,604,335	4,869,786	4,984,786	4,966,626	4,925,624	4,925,624
Movement		(132,153)	53,441	121,340	176,277	23,878
2018/19 MTFS Totals - Corporate Budgets		4,737,633	5,038,227	5,087,966	5,101,901	4,949,502
Changes included in the 2018/19 MTFS:-						
Unavoidable Growth						
Inflation		0	0	0	0	16,158
Interest Rate Changes		(103,785)	(63,785)	(18,785)	(18,785)	(18,785)
		<u>(103,785)</u>	<u>(63,785)</u>	<u>(18,785)</u>	<u>(18,785)</u>	<u>(2,627)</u>
Other Growth						
MRP Changes		(20,514)	134,430	166,211	229,587	69,046
Additional Audit Fees		3,000	3,000	3,000	3,000	3,000
Cash Collection Increased Costs		10,000	10,000	10,000	10,000	10,000
		<u>(7,514)</u>	<u>147,430</u>	<u>179,211</u>	<u>242,587</u>	<u>82,046</u>
Savings						
Bad Debt Provision Changes		(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Pensions Act Increases adjustment		(8,000)	(17,350)	(26,233)	(34,671)	(42,687)
		<u>(23,000)</u>	<u>(32,350)</u>	<u>(41,233)</u>	<u>(49,671)</u>	<u>(57,687)</u>
Other Minor Changes		2,146	2,146	2,147	2,146	2,146
Total Movement		(132,153)	53,441	121,340	176,277	23,878