

Analysis of Budget Variations - HDC Total Budget

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	17,281,627	17,394,096	17,677,091	18,085,962	18,253,626	18,253,626
New Bids Added						
Community		(31,000)	(31,000)	(49,000)	(49,000)	(49,000)
Customer Services		153,000	494,000	514,000	469,000	309,000
3C's ICT		66,000	5,000	5,000	5,000	5,000
Development		(153,000)	(184,000)	(185,000)	(187,000)	(188,000)
Leisure & Health		147,616	(118,384)	(338,384)	(371,384)	(450,384)
Operations		93,384	(229,616)	211,384	66,384	51,384
Resources		(209,000)	(339,000)	60,000	73,000	(94,000)
Resources (Corporate Items)		(158,000)	(204,000)	(15,000)	237,000	654,000
Directors & Corporate Team		(45,000)	(65,000)	(55,000)	(65,000)	(65,000)
Adjustment to Inflation		(1)	(3,624)	(8,721)	(14,643)	280,748
Other Budget Adjustments						
General Salary Changes (All Services)		(292,309)	(301,853)	(305,484)	(309,172)	(137,203)
Other Service Operational Adjustments:-						
Community		29,604	15,604	15,604	15,604	15,604
Customer Services		16,924	18,160	19,160	20,160	21,160
3C's ICT		118,192	123,192	123,192	123,192	123,192
Development		(1,121)	(1,121)	(1,121)	(1,121)	(1,121)
Leisure & Health		164,538	40,801	27,106	29,087	23,288
Operations		0	0	0	0	0
Resources		39,269	39,269	39,456	39,456	39,456
Resources (Corporate Items)		13,722	14,116	13,614	13,538	13,907
Directors & Corporate Team		(28,499)	(28,499)	(28,499)	(28,499)	(28,499)
New MTFS Totals	17,281,627	17,318,415	16,921,136	18,128,269	18,319,228	18,777,158

* Controllable Budgets – Support Service Costs (e.g. HR and Financial Services) are not allocated out to the service budgets in the tables above and in the Head of Service tables that follow. The support service budgets are shown in full under the Head of Service responsible for that support service. Therefore, the Controllable Budgets do not represent the total cost of a service.

Service Budgets by Head of Service

Head of Community									
Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(951,266)	Income & Fees	Fees & charges	(865,110)	(881,634)	(972,848)	(957,948)	(957,248)	(962,848)	(962,848)
(37,438)		Sales	(500)	(109,100)	(600)	(600)	(600)	(600)	(600)
(94,225)		Other grants and contributions	(92,131)	(95,275)	(64,975)	(64,975)	(64,975)	(64,975)	(64,975)
(848)		Interest	0	0	0	0	0	0	0
(1,083,777)	Income & Fees Total		(957,741)	(1,086,009)	(1,038,423)	(1,023,523)	(1,022,823)	(1,028,423)	(1,028,423)
1,562,423	Employees	Salary	1,567,330	1,696,259	1,732,721	1,750,038	1,749,527	1,767,011	1,784,669
150,103		National Insurance	149,254	156,290	161,295	162,908	164,538	166,183	167,845
259,704		Pension	264,373	285,595	279,047	298,126	317,561	337,355	357,513
5,693		Hired Staff	30,530	5,000	5,000	5,000	5,000	5,000	5,000
4,697		Training	7,333	4,400	4,400	4,400	4,400	4,400	4,400
1,746		Uniform & laundry	589	700	700	700	700	700	700
14,083		Other staff costs	6,511	1,112	6,112	6,112	6,112	6,112	6,112
6,646		Recruitment	8,800	0	0	0	0	0	0
98,140		Severance payments	0	0	0	0	0	0	0
2,103,235	Employees Total		2,034,719	2,149,356	2,189,275	2,227,284	2,247,838	2,286,761	2,326,239
8,518	Buildings	Rents	763	780	780	780	780	780	780
29,403		Repairs & Maintenance	2,375	2,500	2,500	2,500	2,500	2,500	2,500
4,378		Energy Costs	5,316	4,000	4,000	4,000	4,000	4,000	4,000
42,298	Buildings Total		8,454	7,280	7,280	7,280	7,280	7,280	7,280
1,391	Supplies & Services	Catering	246	521	521	521	521	521	521
102,920		Communication and computing	107,283	60,701	56,145	31,145	31,145	31,145	31,145
41,771		Services	69,794	40,462	29,820	29,820	29,820	29,820	29,820
241,642		Equipment, furniture & materials	175,442	137,451	228,989	230,489	228,989	230,489	230,489
24,497		Office expenses	(17,276)	99,550	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
138		Uniform & laundry	246	380	380	380	380	380	380
308		Insurance - service related	0	0	0	0	0	0	0
412,664	Supplies & Services Total		335,735	339,065	303,855	280,355	278,855	280,355	280,355
17,415	Transport	Mileage Allowance	20,615	19,951	16,451	16,451	16,451	16,451	16,451
40,239		Operating Costs	43,585	41,399	10,113	10,113	10,113	10,113	10,113
4,002		Pool Car	3,996	7,100	4,500	4,500	4,500	4,500	4,500
3,029		Public Transport	1,274	1,261	1,261	1,261	1,261	1,261	1,261
64,685	Transport Total		69,470	69,711	32,325	32,325	32,325	32,325	32,325
15	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
297,039		Grants	276,305	271,525	241,525	241,525	241,525	241,525	241,525
166		Irrecoverable V A T	0	0	0	0	0	0	0
297,220	Benefit & Transfer Payments Total		276,305	271,525	241,525	241,525	241,525	241,525	241,525
0	Renewals Fund Contribution	Renewals Fund Contribution	6,612	6,612	6,612	6,612	6,612	6,612	6,612
0	Renewals Fund Contribution Total		6,612	6,612	6,612	6,612	6,612	6,612	6,612
1,836,325	Grand Total		1,773,556	1,757,540	1,742,449	1,771,858	1,791,612	1,826,435	1,865,913

2,920,102	Gross Service Expenditure	2,731,296	2,843,549	2,780,872	2,795,381	2,814,435	2,854,858	2,894,336
(1,083,777)	Gross Service Income	(957,741)	(1,086,009)	(1,038,423)	(1,023,523)	(1,022,823)	(1,028,423)	(1,028,423)
1,836,325	Net Service Expenditure	1,773,556	1,757,540	1,742,449	1,771,858	1,791,612	1,826,435	1,865,913

87,459	Head of Community	85,754	85,288	86,076	87,538	89,021	90,526	92,052
311,601	Commercial Team	238,045	276,784	266,776	271,242	275,771	280,363	285,021
573,757	Community Team	572,025	615,019	584,272	590,699	597,220	603,836	610,546
96,208	Corporate Health & Safety	103,241	104,997	105,509	107,154	108,823	110,516	112,232
133,624	Environmental Health Admin	145,177	143,662	146,997	149,267	133,568	135,721	137,905
330,798	Environmental Protection Team	313,840	342,384	314,123	320,981	324,914	331,924	337,512
(182,448)	Licensing	(120,217)	(103,951)	(115,622)	(96,335)	(91,185)	(92,272)	(87,694)
5,906	Emergency Planning	12,067	11,575	11,575	11,575	11,575	11,575	11,575
299,844	Document Centre	297,047	194,849	247,662	253,107	258,630	264,231	269,912
255	Closed Churchyards	2,000	2,000	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)
(59,330)	CCTV	(68,665)	(70,393)	(89,496)	(89,496)	(89,496)	(89,496)	(89,496)
238,650	CCTV Shared Service	193,241	155,326	197,577	179,126	185,771	192,511	199,348
1,836,325	Grand Total	1,773,556	1,757,540	1,742,449	1,771,858	1,791,612	1,826,435	1,865,913

Analysis of Budget Variations - Community

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	1,778,902	1,765,474	1,808,462	1,846,584	1,881,165	1,881,165
MFD Budgets to 3C ICT	(21,362)	(21,362)	(21,362)	(21,362)	(21,362)	(21,362)
Adjusted Previous MTFS Totals	1,757,540	1,744,112	1,787,100	1,825,222	1,859,803	1,859,803
New Bids Added						
Document Centre Reduced Income		40,000	40,000	40,000	40,000	40,000
Hackney Carriage New Income Pilot		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Closed Churchyard Levy		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Community Information MS Replacement		(26,000)	(26,000)	(44,000)	(44,000)	(44,000)
Community Chest		(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Adjustment to Inflation		0	136	276	229	22,922
Minor Budget Adjustments						
Misc. Salary , NI & Pension		(267)	18	(490)	(201)	16,584
Document Centre		17,000	17,000	17,000	17,000	17,000
CCC Contract Terminated		5,300	5,300	5,300	5,300	5,300
CCTV Costs (Excluding Salaries)		11,764	(13,236)	(13,236)	(13,236)	(13,236)
Licensing		0	10,000	10,000	10,000	10,000
Other Minor Adjustments		(4,460)	(3,460)	(3,460)	(3,460)	(3,460)
New MTFS Totals	1,757,540	1,742,449	1,771,858	1,791,612	1,826,435	1,865,913

Head of Customer Services

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(2,187,453)	Income & Fees	Fees & charges	(2,092,453)	(1,782,055)	(2,031,202)	(1,247,683)	(1,131,266)	(1,110,761)	(1,110,761)
(33,712,958)		Government grants	(31,433,349)	(28,610,990)	(24,189,614)	(18,084,329)	(13,318,971)	(12,478,779)	(12,477,779)
(35,900,410)	Income & Fees Total		(33,525,802)	(30,393,045)	(26,220,816)	(19,332,012)	(14,450,237)	(13,589,540)	(13,588,540)
2,287,684	Employees	Salary	2,401,948	2,527,668	2,532,965	2,557,146	2,581,569	2,569,896	2,476,569
216,777		National Insurance	229,678	239,202	237,666	239,931	242,219	241,905	233,325
359,562		Pension	380,686	398,433	398,983	426,266	454,055	475,958	484,399
73,063		Hired Staff	29,491	0	0	0	0	0	0
1,535		Training	4,705	1,350	1,350	1,350	1,350	1,350	1,350
228		Uniform & laundry	191	200	(2,300)	200	(2,300)	200	200
24,770		Other staff costs	21,063	20,220	20,220	20,220	20,220	20,220	20,220
591		Recruitment	0	0	0	0	0	0	0
3,646		Severance payments	0	0	0	0	0	0	0
2,967,857	Employees Total		3,067,761	3,187,073	3,188,884	3,245,113	3,297,113	3,309,529	3,216,063
26,409	Buildings	Rents	17,412	19,400	0	0	0	0	0
21,034		Repairs & Maintenance	11,119	82	82	82	82	82	82
398		Energy Costs	33	600	0	0	0	0	0
436		Water Services	200	200	0	0	0	0	0
2,700		Rates	0	4,443	0	0	0	0	0
822		Premises Cleaning	0	1,000	0	0	0	0	0
0		Premises Insurance	0	200	0	0	0	0	0
51,799	Buildings Total		28,764	25,925	82	82	82	82	82
524	Supplies & Services	Catering	0	100	100	100	100	100	100
114,168		Communication and computing	102,810	105,500	105,500	105,500	105,500	105,500	105,500
123,143		Services	129,886	128,505	198,505	198,505	198,505	198,505	198,505
95,082		Equipment, furniture & materials	19,864	7,431	7,431	7,431	7,431	7,431	7,431
35,382		Office expenses	46,389	47,560	47,560	47,560	47,560	47,560	47,560
368,300	Supplies & Services Total		298,948	289,096	359,096	359,096	359,096	359,096	359,096
1,391	Transport	Mileage Allowance	2,356	3,100	3,000	3,000	3,000	3,000	3,000
13,306		Pool Car	9,249	9,110	9,110	9,110	9,110	9,110	9,110
10,857		Public Transport	7,110	8,280	8,280	8,280	8,280	8,280	8,280
25,554	Transport Total		18,715	20,490	20,390	20,390	20,390	20,390	20,390
1,010,746	Benefit & Transfer Payments	Contributions paid	1,092,251	952,000	1,273,000	626,000	626,000	626,000	626,000
33,836,410		Benefits	31,395,312	28,325,340	24,040,830	18,210,530	13,359,830	12,505,430	12,505,430
34,847,156	Benefit & Transfer Payments Total		32,487,563	29,277,340	25,313,830	18,836,530	13,985,830	13,131,430	13,131,430
143,987	Reserve-Revenue Transfers	Bad Debts Provision	110,290	126,046	122,046	137,046	157,046	157,046	147,046
143,987	Reserve-Revenue Transfers Total		110,290	126,046	122,046	137,046	157,046	157,046	147,046
2,504,242	Grand Total		2,486,240	2,532,925	2,783,512	3,266,245	3,369,320	3,388,033	3,285,567

38,404,652	Gross Service Expenditure	36,012,042	32,925,970	29,004,328	22,598,257	17,819,557	16,977,573	16,874,107
(35,900,410)	Gross Service Income	(33,525,802)	(30,393,045)	(26,220,816)	(19,332,012)	(14,450,237)	(13,589,540)	(13,588,540)
2,504,242	Net Service Expenditure	2,486,240	2,532,925	2,783,512	3,266,245	3,369,320	3,388,033	3,285,567

63,378	Head of Customer Services	10,549	98,042	106,909	108,804	110,727	112,678	114,656
(156,193)	Council Tax Support	(129,076)	(127,354)	(126,354)	(125,354)	(124,354)	(123,354)	(122,354)
(226,059)	Local Tax Collection	(226,499)	(227,770)	(227,770)	(227,770)	(227,770)	(227,770)	(227,770)
1,123,120	Housing Benefits	966,570	919,948	1,160,561	1,549,180	1,606,756	1,594,947	1,472,468
863,797	Housing Needs	1,010,732	1,018,645	1,066,215	1,140,892	1,171,723	1,182,709	1,184,994
836,200	Customer Services	853,965	851,414	803,951	820,493	832,238	848,823	863,573
2,504,242	Grand Total	2,486,240	2,532,925	2,783,512	3,266,245	3,369,320	3,388,033	3,285,567

Analysis of Budget Variations - Customer Services

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	2,532,925	2,604,212	2,742,836	2,823,007	2,884,145	2,884,145
Services moved	0	0	0	0	0	0
Adjusted Previous MTFS Totals	2,532,925	2,604,212	2,742,836	2,823,007	2,884,145	2,884,145
New Bids Added						
Higher Net Cost of Homeless Benefits		129,000	575,000	575,000	575,000	575,000
Coneygear Court Homeless Accommodation		(44,000)	(44,000)	(44,000)	(44,000)	(44,000)
Crown Gardens Homeless Accommodation		0	(142,000)	(142,000)	(142,000)	(142,000)
Homeless Prevention		30,000	30,000	30,000	30,000	30,000
Homeless Bad Debt Provision		2,000	17,000	37,000	37,000	27,000
Joint Commissioning - Housing Support		40,000	40,000	40,000	40,000	40,000
Call Centre Interventions		39,000	39,000	39,000	39,000	39,000
Closure of Satellite Offices		(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Recovery Officer		(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Universal Credit Admin Grant Impact		79,000	101,000	101,000	101,000	101,000
Universal Credit Other Savings		0	0	0	(45,000)	(45,000)
Revenues Shared Service - to explore the potential for a Revs & Bens Shared Service		0	0	0	0	(150,000)
Robotics Pilot		(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Adjustment to Inflation		0	(370)	(726)	(1,065)	31,788
Minor Budget Adjustments						
Misc. Salary , NI & Pension		9,376	11,619	13,879	15,793	39,474
Grant Reduction - Council Tax Support		1,000	2,000	3,000	4,000	5,000
One-off Grant Budget removed		16,000	16,000	16,000	16,000	16,000
Other Minor Adjustments		(76)	160	160	160	160
New MTFS Totals	2,532,925	2,783,512	3,266,245	3,369,320	3,388,033	3,285,567

Head of Development

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(2,015,409)	Income & Fees	Fees & charges	(1,981,531)	(1,921,254)	(1,922,209)	(1,998,668)	(2,000,132)	(2,002,600)	(2,003,600)
(13,104)		Sales	(7,014)	(7,300)	(7,300)	(7,300)	(7,300)	(7,300)	(7,300)
(50,000)		Other grants and contributions	0	0	0	0	0	0	0
(20,000)		Government grants	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
(115,247)		Rent	(110,070)	(110,070)	(110,070)	(110,070)	(110,070)	(110,070)	(110,070)
(2,213,760)	Income & Fees Total		(2,118,615)	(2,058,624)	(2,059,579)	(2,136,038)	(2,137,502)	(2,139,970)	(2,140,970)
1,634,034	Employees	Salary	1,628,650	1,775,304	1,805,946	1,824,293	1,842,823	1,861,538	1,880,153
161,715		National Insurance	167,177	177,758	177,698	179,504	181,326	183,169	185,001
283,309		Pension	281,492	307,156	309,684	330,861	352,429	374,395	396,767
41,860		Hired Staff	30,418	11,500	0	0	0	0	0
40		Training	69	0	0	0	0	0	0
89		Uniform & laundry	266	350	350	350	350	350	350
3,384		Other staff costs	1,457	0	0	0	0	0	0
13,450		Recruitment	9,373	5,000	0	0	0	0	0
2,137,880	Employees Total		2,118,901	2,277,068	2,293,678	2,335,008	2,376,928	2,419,452	2,462,271
5,552	Buildings	Rents	1,750	3,000	3,000	3,000	3,000	3,000	3,000
18,551		Repairs & Maintenance	7,000	5,000	5,000	5,000	5,000	5,000	5,000
22,837		Energy Costs	26,400	26,400	27,900	27,900	27,900	27,900	27,900
32,315		Water Services	31,518	28,000	28,000	28,000	28,000	28,000	28,000
0		Rates	648	648	667	687	708	729	751
79,255	Buildings Total		67,316	63,048	64,567	64,587	64,608	64,629	64,651
527	Supplies & Services	Catering	481	650	400	400	400	400	400
19,082		Communication and computing	9,962	11,250	5,250	5,250	5,250	5,250	5,250
811,172		Services	493,064	537,405	523,796	498,796	498,796	498,796	498,796
8,242		Equipment, furniture & materials	3,710	4,000	4,000	4,000	4,000	4,000	4,000
57,658		Office expenses	40,043	33,730	33,430	33,430	33,430	33,430	33,430
896,681	Supplies & Services Total		547,259	587,035	566,876	541,876	541,876	541,876	541,876
6,685	Transport	Mileage Allowance	7,351	8,875	8,875	8,875	8,875	8,875	8,875
10,557		Pool Car	8,232	8,770	8,770	8,770	8,770	8,770	8,770
1,754		Public Transport	3,123	3,500	3,500	3,500	3,500	3,500	3,500
18,995	Transport Total		18,707	21,145	21,145	21,145	21,145	21,145	21,145
4	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
152,983		Grants	167,311	173,811	115,550	85,550	85,550	85,550	85,550
8,488		Irrecoverable V A T	5,800	5,800	5,800	5,800	5,800	5,800	5,800
161,475	Benefit & Transfer Payments Total		173,111	179,611	121,350	91,350	91,350	91,350	91,350
0	Renewals Fund Contribution	Renewals Fund Contribution	1,620	1,620	1,620	1,620	1,620	1,620	1,620
0	Renewals Fund Contribution Total		1,620	1,620	1,620	1,620	1,620	1,620	1,620
1,080,527	Grand Total		808,298	1,070,903	1,009,657	919,548	960,025	1,000,102	1,041,943

3,294,287	Gross Service Expenditure	2,926,913	3,129,527	3,069,236	3,055,586	3,097,527	3,140,072	3,182,913
(2,213,760)	Gross Service Income	(2,118,615)	(2,058,624)	(2,059,579)	(2,136,038)	(2,137,502)	(2,139,970)	(2,140,970)
1,080,527	Net Service Expenditure	808,298	1,070,903	1,009,657	919,548	960,025	1,000,102	1,041,943

83,628	Head of Development	84,197	84,715	86,369	87,895	89,441	91,009	92,600
227,862	Building Control	97,829	152,540	152,540	152,540	152,540	152,540	152,540
169,834	Economic Development	148,127	160,822	181,240	184,047	186,893	189,779	192,389
446,328	Planning Policy	665,146	721,388	721,386	729,165	742,127	755,277	768,616
(99,217)	Development Management	(455,541)	(343,260)	(365,687)	(446,334)	(426,687)	(407,741)	(387,018)
178,162	Housing Strategy	190,835	212,478	182,709	186,135	189,611	193,138	196,716
23,834	Public Transport	21,586	26,100	26,100	26,100	26,100	26,100	26,100
50,096	Transportation Strategy	56,120	56,120	25,000	0	0	0	0
1,080,527	Grand Total	808,298	1,070,903	1,009,657	919,548	960,025	1,000,102	1,041,943

Analysis of Budget Variations - Development

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	1,070,903	1,169,359	1,111,209	1,153,664	1,196,735	1,196,735
Services moved	0	0	0	0	0	0
Adjusted Previous MTFS Totals	1,070,903	1,169,359	1,111,209	1,153,664	1,196,735	1,196,735
New Bids Added						
Increase in Pre-Application Fees		(24,000)	(25,000)	(26,000)	(28,000)	(29,000)
LEP Contribution removed		(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
LEAN Review savings (increase discharge of conditions fees and remove recruitment budget)		(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
Reduce Appeals costs		(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Housing Strategy Savings		(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
Transportation Grants Savings		(31,000)	(56,000)	(56,000)	(56,000)	(56,000)
Great Fen Contribution Saving		(15,000)	(20,000)	(20,000)	(20,000)	(20,000)
Adjustment to Inflation		0	(277)	(564)	(861)	23,352
Minor Budget Adjustments						
Misc. Salary , NI & Pension		(5,581)	(6,263)	(6,954)	(7,651)	10,977
Other Minor Adjustments		(1,121)	(1,121)	(1,121)	(1,121)	(1,121)
New MTFS Totals	1,070,903	1,009,657	919,548	960,025	1,000,102	1,041,943

Head of Leisure & Health

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(5,945,429)	Income & Fees	Fees & charges	(6,111,044)	(6,559,526)	(6,686,649)	(7,219,518)	(7,489,043)	(7,602,152)	(7,685,001)
(715,670)		Sales	(803,196)	(905,488)	(816,884)	(829,821)	(831,821)	(833,821)	(833,821)
(84,946)		Other grants and contributions	(147,498)	(94,290)	(36,471)	(19,341)	(17,523)	(17,723)	(17,723)
(5,000)		Rent	(4,166)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
(6,751,045)	Income & Fees Total		(7,065,903)	(7,564,304)	(7,545,004)	(8,073,680)	(8,343,387)	(8,458,696)	(8,541,545)
3,639,046	Employees	Salary	3,635,264	3,963,583	3,982,719	4,016,626	4,056,791	4,097,362	4,138,334
206,625		National Insurance	218,098	226,302	221,129	222,706	224,935	227,184	229,456
397,706		Pension	411,115	447,275	475,283	507,779	540,887	574,607	608,942
9,629		Hired Staff	23,876	11,750	11,750	11,750	11,750	11,750	11,750
22,171		Training	23,776	25,800	3,200	200	200	200	200
8,505		Uniform & laundry	8,657	10,800	8,600	11,450	8,600	11,450	11,600
14,733		Other staff costs	8,716	0	0	0	0	0	0
3,385		Recruitment	28,689	1,150	150	150	150	150	150
12,480		Severance payments	0	0	0	0	0	0	0
4,314,281	Employees Total		4,358,191	4,686,660	4,702,831	4,770,661	4,843,313	4,922,703	5,000,432
10,728	Buildings	Rents	18,162	14,475	10,475	9,975	9,975	9,975	9,975
228,267		Repairs & Maintenance	219,912	236,400	200,100	199,700	214,500	199,700	199,700
453,925		Energy Costs	500,227	488,649	630,357	676,357	637,357	637,357	637,357
95,589		Water Services	98,653	93,339	117,328	117,328	117,328	117,328	117,328
468,821		Rates	473,480	466,236	480,222	494,628	509,468	524,751	540,494
24,254		Ground Maintenance Costs	226,231	21,300	23,310	20,310	20,310	20,310	20,310
120,416		Premises Cleaning	119,569	116,147	132,430	132,550	132,550	132,550	132,550
1,402,001	Buildings Total		1,656,235	1,436,546	1,594,222	1,650,848	1,641,488	1,641,971	1,657,714
23,719	Supplies & Services	Catering	16,264	24,050	16,250	16,250	16,250	16,250	16,250
98,031		Communication and computing	76,767	80,186	82,395	86,495	84,895	86,495	84,895
187,887		Services	178,842	190,193	222,505	221,147	220,707	220,267	220,267
618,437		Equipment, furniture & materials	635,300	685,956	591,859	559,659	555,459	560,959	560,459
118,356		Office expenses	146,512	144,054	142,178	140,820	140,820	140,820	140,820
382		Uniform & laundry	0	0	400	400	400	400	400
64		Expenses	2	0	0	0	0	0	0
0		Insurance - service related	700	0	0	0	0	0	0
1,046,875	Supplies & Services Total		1,054,387	1,124,439	1,055,587	1,024,771	1,018,531	1,025,191	1,023,091
9,073	Transport	Mileage Allowance	10,297	10,345	9,640	9,515	9,515	9,515	9,515
6,696		Operating Costs	10,033	8,575	8,410	8,410	8,410	8,410	8,410
3,330		Public Transport	1,554	1,543	1,530	1,030	1,030	1,030	1,030
178		Contract Hire & operating leases	60	100	0	0	0	0	0
19,276	Transport Total		21,944	20,563	19,580	18,955	18,955	18,955	18,955
26	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
95,644		Irrecoverable V A T	76,625	81,000	81,000	81,000	81,000	81,000	81,000
95,670	Benefit & Transfer Payments Total		76,625	81,000	81,000	81,000	81,000	81,000	81,000
0	Renewals Fund Contribution	Renewals Fund Contribution	0	25,000	25,000	25,000	25,000	25,000	25,000
0	Renewals Fund Contribution Total		0	25,000	25,000	25,000	25,000	25,000	25,000
127,058	Grand Total		101,479	(190,096)	(66,784)	(502,445)	(715,100)	(743,876)	(735,353)
6,878,103	Gross Service Expenditure		7,167,381	7,374,208	7,478,220	7,571,235	7,628,287	7,714,820	7,806,192
(6,751,045)	Gross Service Income		(7,065,903)	(7,564,304)	(7,545,004)	(8,073,680)	(8,343,387)	(8,458,696)	(8,541,545)
127,058	Net Service Expenditure		101,479	(190,096)	(66,784)	(502,445)	(715,100)	(743,876)	(735,353)
80,531	Head of Leisure & Health		81,333	81,788	82,576	84,038	85,521	87,026	88,552
197,463	One Leisure Active Lifestyles		354,267	205,371	176,686	149,571	145,633	141,299	146,915
(150,936)	One Leisure		(334,121)	(477,255)	(326,046)	(736,054)	(946,254)	(972,201)	(970,820)
127,058	Grand Total		101,479	(190,096)	(66,784)	(502,445)	(715,100)	(743,876)	(735,353)

Analysis of Budget Variations - Leisure & Health

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)	(279,826)
Services moved	0	0	0	0	0	0
Adjusted Previous MTFS Totals	(190,096)	(262,952)	(302,487)	(281,746)	(279,826)	(279,826)
New Bids Added						
OLSI Outdoor - Fitness Offering		(68,000)	(106,000)	(162,000)	(179,000)	(179,000)
OLR 3G Pitch		(4,000)	(5,000)	(5,000)	(5,000)	(5,000)
Removal of The Club Alconbury Weald		6,000	6,000	6,000	6,000	6,000
Additional Utility Costs		177,616	223,616	184,616	184,616	184,616
General Price Increases		0	0	0	0	(75,000)
Burgess Hall Income Realignment		143,000	65,000	0	0	0
Exercise Referral & Physio Follow-on Income		(7,000)	(8,000)	(9,000)	(10,000)	(10,000)
OL Concessionary Pricing Scheme		(10,000)	(15,000)	(20,000)	(25,000)	(25,000)
Children & Families Activities Offer		0	(15,000)	(15,000)	(15,000)	(15,000)
Group Exercise Classes Income		(9,000)	(32,000)	(53,000)	(53,000)	(53,000)
OL St Ives Impressions Income		(38,000)	(144,000)	(167,000)	(167,000)	(167,000)
Swimming Pool Changing Rooms		(4,000)	(14,000)	(20,000)	(23,000)	(23,000)
OL Sawtry		(39,000)	(74,000)	(78,000)	(85,000)	(89,000)
Adjustment to Inflation		1	(606)	(1,280)	(1,941)	62,791
Minor Budget Adjustments						
Misc. Salary , NI & Pension		(115,987)	(121,769)	(120,796)	(119,812)	(91,222)
Adjustments to match current Income Trends		239,124	129,133	119,848	117,779	114,930
Changes to Operational Costs		(75,078)	(88,029)	(92,579)	(88,029)	(89,979)
Other Minor Adjustments		492	(303)	(163)	(663)	(1,663)
New MTFS Totals	(190,096)	(66,784)	(502,445)	(715,100)	(743,876)	(735,353)

Head of Operations

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(4,206,773)	Income & Fees	Fees & charges	(4,238,844)	(4,372,384)	(4,531,885)	(4,566,885)	(4,566,885)	(4,566,885)	(4,566,885)
(175,833)		Sales	(196,066)	(208,666)	(208,666)	(208,666)	(208,666)	(208,666)	(208,666)
(42,610)		Other grants and contributions	(4,946)	(5,260)	(5,260)	(5,260)	(5,260)	(5,260)	(5,260)
(144,943)		Rent	(160,604)	(277,474)	(277,474)	(277,474)	(277,474)	(277,474)	(277,474)
(30,623)		Government grants	(13,000)	(15,922)	(15,922)	(15,922)	(15,922)	(15,922)	(15,922)
0		Commuted sums	0	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)
(4,600,782)	Income & Fees Total		(4,613,460)	(5,031,037)	(5,190,538)	(5,225,538)	(5,225,538)	(5,225,538)	(5,225,538)
4,006,262	Employees	Salary	3,963,414	4,136,976	4,167,323	4,121,877	4,221,436	4,225,050	4,267,186
363,245		National Insurance	357,866	378,660	364,733	368,424	376,610	377,417	381,191
658,511		Pension	690,006	750,292	742,099	788,288	845,449	886,481	935,447
546,861		Hired Staff	379,859	131,909	188,309	188,309	188,309	188,309	188,309
9,960		Training	2,157	4	0	0	0	0	0
47,408		Uniform & laundry	37,320	32,200	32,200	32,200	32,200	32,200	32,200
208,454		Other staff costs	157,207	148,247	145,145	145,145	145,145	145,145	145,145
14,492		Recruitment	1,950	0	0	0	0	0	0
5,816		Severance payments	0	0	0	0	0	0	0
5,861,009	Employees Total		5,589,779	5,578,288	5,639,809	5,644,243	5,809,149	5,854,602	5,949,478
11,129	Buildings	Rents	11,177	13,104	13,104	13,104	13,104	13,104	13,104
356,729		Repairs & Maintenance	321,413	292,559	292,559	285,559	285,559	285,559	285,559
215,538		Energy Costs	198,086	220,635	225,019	229,019	229,019	229,019	229,019
13,695		Water Services	11,623	18,830	18,830	18,830	18,830	18,830	18,830
342,311		Rates	609,051	668,521	688,377	708,834	729,902	751,606	773,960
222		Ground Maintenance Costs	3,169	600	600	600	600	600	600
136,383		Premises Cleaning	83,099	93,720	93,720	93,720	93,720	93,720	93,720
37		Premises Insurance	81	140	140	140	140	140	140
1,076,044	Buildings Total		1,237,708	1,308,109	1,332,349	1,349,806	1,370,874	1,392,578	1,414,932
267	Supplies & Services	Catering	3,669	0	0	0	0	0	0
21,793		Communication and computing	10,383	7,545	7,545	7,545	7,545	7,545	7,545
457,499		Services	539,524	331,570	116,570	(75,430)	275,570	180,570	165,570
394,667		Equipment, furniture & materials	292,452	298,194	335,794	330,794	330,794	330,794	330,794
54,513		Office expenses	48,795	51,432	51,432	51,432	51,432	51,432	51,432
124		Expenses	0	0	0	0	0	0	0
9,185		Insurance - service related	7,363	4,000	4,000	4,000	4,000	4,000	4,000
938,048	Supplies & Services Total		902,185	692,741	515,341	318,341	669,341	574,341	559,341
1,272	Transport	Mileage Allowance	2,991	3,800	3,800	3,800	3,800	3,800	3,800
977,925		Operating Costs	952,958	820,245	902,821	902,821	920,783	920,783	920,783
803		Public Transport	1,059	1,080	1,080	1,080	1,080	1,080	1,080
109,217		Contract Hire & operating leases	26,260	18,000	18,000	18,000	18,000	18,000	18,000
(31,430)		Pool Car	3,280	5,000	5,000	5,000	5,000	5,000	5,000
11,613		Vehicle Insurance	11,536	1,429	1,429	1,429	1,429	1,429	1,429
1,069,400	Transport Total		998,085	849,554	932,130	932,130	950,092	950,092	950,092
43	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
3,231		Irrecoverable V A T	8,050	9,200	9,200	9,200	9,200	9,200	9,200
485,486		Grants	467,939	503,864	503,864	503,864	503,864	503,864	503,864
488,761	Benefit & Transfer Payments Total		475,989	513,064	513,064	513,064	513,064	513,064	513,064
4,832,479	Grand Total		4,590,286	3,910,719	3,742,155	3,532,046	4,086,982	4,059,139	4,161,369

9,433,262	Gross Service Expenditure	9,203,746	8,941,756	8,932,693	8,757,584	9,312,520	9,284,677	9,386,907
(4,600,782)	Gross Service Income	(4,613,460)	(5,031,037)	(5,190,538)	(5,225,538)	(5,225,538)	(5,225,538)	(5,225,538)
4,832,479	Net Service Expenditure	4,590,286	3,910,719	3,742,155	3,532,046	4,086,982	4,059,139	4,161,369

85,000	Head of Operations	91,334	79,568	80,329	81,742	83,175	84,630	86,105
1,315,242	Green Spaces	1,315,710	1,138,441	1,024,402	945,706	959,076	927,792	941,736
82,659	Environmental & Energy Mgt	64,437	82,760	0	1,757	3,540	5,347	7,180
817,756	Street Cleansing	822,658	772,646	721,433	673,050	651,237	658,602	671,147
3,668	Public Conveniences	9,752	13,400	18,400	6,400	6,400	6,400	6,400
2,738,335	Waste Management	2,503,852	2,196,001	2,399,322	2,403,246	2,932,720	2,894,002	2,934,993
1,081,090	Facilities Management	985,813	870,109	964,033	985,156	1,002,690	1,020,648	1,038,092
268,714	Fleet Management	259,278	238,846	265,383	269,167	273,005	276,900	280,850
(45,474)	Markets	(55,781)	(60,998)	(64,783)	(77,968)	(76,118)	(74,233)	(72,310)
(1,514,511)	Car Parks	(1,406,767)	(1,420,054)	(1,666,364)	(1,756,210)	(1,748,743)	(1,740,949)	(1,732,824)
4,832,479	Grand Total	4,590,286	3,910,719	3,742,155	3,532,046	4,086,982	4,059,139	4,161,369

Analysis of Budget Variations - Operations

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	3,905,941	3,643,946	3,758,204	3,874,430	3,992,682	3,992,682
Insurance from Resources	4,778	4,778	4,778	4,778	4,778	4,778
Adjusted Previous MTFS Totals	3,910,719	3,648,724	3,762,982	3,879,208	3,997,460	3,997,460
New Bids Added						
In Cab Technology		35,000	35,000	35,000	35,000	35,000
Climate Change Levy		28,000	28,000	28,000	28,000	28,000
Utility Bills		4,384	8,384	8,384	8,384	8,384
St Ives Park		35,000	30,000	30,000	35,000	35,000
Street Cleaning - Litter Minimisation		38,000	0	0	0	0
Waste Management						
Cost of Recycling		0	0	400,000	400,000	400,000
Agency Staff		60,000	60,000	60,000	60,000	60,000
Recycling Contamination		110,000	110,000	110,000	110,000	110,000
Household Waste Collection		0	0	90,000	90,000	90,000
Dry Recycling Collection		90,000	90,000	90,000	90,000	90,000
Residual Waste collection		90,000	90,000	90,000	90,000	90,000
Fuel		80,000	80,000	80,000	80,000	80,000
Household Recycling Rate (60%)		80,000	80,000	80,000	0	0
Increase Green Bin charge		(15,000)	(30,000)	(30,000)	(30,000)	(30,000)
Increase Bulky Waste charge		(10,000)	(15,000)	(15,000)	(15,000)	(15,000)
Replacement Bin Delivery charge		(25,000)	(30,000)	(30,000)	(30,000)	(30,000)
New Development Bins		(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Bag Delivery charge		(2,000)	(12,000)	(12,000)	(12,000)	(12,000)
Hire Vehicles		(5,000)	(15,000)	(15,000)	(15,000)	(15,000)
Split vehicles to sell parts		0	(5,000)	(5,000)	(5,000)	(5,000)
Car Park charges increase		(225,000)	(300,000)	(300,000)	(300,000)	(300,000)
Huntingdon Bus Station - short stay parking		(30,000)	(50,000)	(55,000)	(60,000)	(65,000)
Divest Subsidised Car Park		0	(7,000)	(7,000)	(7,000)	(7,000)
Hinchingbrooke Country Park Master Plan		0	(70,000)	(80,000)	(90,000)	(100,000)
Paxton Pits Master Plan		0	0	0	(50,000)	(50,000)
Street Cleaning - increase charges by RPI		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Management reduction (Street Cleaning)		0	(23,000)	(23,000)	(23,000)	(23,000)
Litter bin removal programme		(47,000)	(47,000)	(81,000)	(86,000)	(86,000)
Godmanchester Nursery- Disinvestment		(34,000)	(34,000)	(34,000)	(34,000)	(34,000)
Open Spaces - Events Management		0	(27,000)	(27,000)	(27,000)	(27,000)
Cease Highway weed spraying		(34,000)	(34,000)	(34,000)	(34,000)	(34,000)
Arboriculture Team changes		(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Community Toilet Scheme		5,000	(7,000)	(7,000)	(7,000)	(7,000)
Commercial Waste - Trade Option		(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Adjustment to Inflation		47	2,303	3,662	5,716	82,845
Minor Budget Adjustments						
Misc. Salary , NI & Pension		0	(3,623)	(7,272)	(10,421)	29,680
Other Minor Adjustments		0	0	0	0	0
New MTFS Totals	3,910,719	3,742,155	3,532,046	4,086,982	4,059,139	4,161,369

Head of 3C's ICT

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(2,317,130)	Income & Fees	Fees & charges	(2,063,674)	(1,357,641)	(1,400,175)	(1,413,211)	(1,426,433)	(1,439,843)	(1,439,843)
(38)		Sales	(4,731)	(5,407)	(5,407)	(5,407)	(5,407)	(5,407)	(5,407)
(3,042,903)		Other grants and contributions	(3,392,566)	(3,120,541)	(2,999,558)	(3,024,470)	(3,049,737)	(3,075,365)	(3,075,365)
(7,679)		Government grants	0	0	0	0	0	0	0
(5,367,750)	Income & Fees Total		(5,460,971)	(4,483,589)	(4,405,140)	(4,443,088)	(4,481,577)	(4,520,615)	(4,520,615)
2,163,038	Employees	Salary	2,231,583	2,467,508	2,338,560	2,361,946	2,385,565	2,409,421	2,433,515
220,854		National Insurance	234,318	253,457	233,597	235,933	238,292	240,675	243,082
354,290		Pension	379,724	401,841	404,606	432,274	460,455	489,156	518,385
609,791		Hired Staff	134,429	0	92,000	92,000	92,000	92,000	92,000
47,484		Training	28,694	44,563	44,065	44,065	44,065	44,065	44,065
1,326		Uniform & laundry	310	530	1,326	1,326	1,326	1,326	1,326
29,259		Other staff costs	36,364	22,000	36,686	36,686	36,686	36,686	36,686
59,613		Recruitment	8,710	1,592	15,000	15,000	15,000	15,000	15,000
171		Employee Insurance	33	0	171	171	171	171	171
3,485,826	Employees Total		3,054,163	3,191,491	3,166,011	3,219,401	3,273,560	3,328,500	3,384,230
300	Buildings	Rents	0	0	300	300	300	300	300
6,317		Repairs & Maintenance	116,848	21,224	6,317	6,317	6,317	6,317	6,317
6,617	Buildings Total		116,848	21,224	6,617	6,617	6,617	6,617	6,617
508	Supplies & Services	Catering	101	0	508	508	508	508	508
629,431		Communication and computing	829,105	788,386	695,612	695,612	695,612	695,612	695,612
147,945		Services	(41,038)	(234,215)	43,409	43,409	43,409	43,409	43,409
2,820,420		Equipment, furniture & materials	3,525,475	2,801,927	2,600,942	2,544,942	2,544,942	2,544,942	2,544,942
(15,838)		Office expenses	43,984	36,374	13,386	13,386	13,386	13,386	13,386
0		Expenses	620	1,061	0	0	0	0	0
3,582,466	Supplies & Services Total		4,358,247	3,393,533	3,353,857	3,297,857	3,297,857	3,297,857	3,297,857
10,292	Transport	Mileage Allowance	3,249	0	10,292	10,292	10,292	10,292	10,292
243		Operating Costs	75	0	243	243	243	243	243
2,682		Pool Car	2,508	3,820	3,745	3,745	3,745	3,745	3,745
8,366		Public Transport	2,641	1,624	8,365	8,365	8,365	8,365	8,365
798		Contract Hire & operating leases	0	0	798	798	798	798	798
22,380	Transport Total		8,474	5,444	23,443	23,443	23,443	23,443	23,443
11	Benefit & Transfer Payments	Contributions paid	0	0	11	11	11	11	11
11	Benefit & Transfer Payments Total		0	0	11	11	11	11	11
1,729,551	Grand Total		2,076,761	2,128,103	2,144,799	2,104,241	2,119,911	2,135,813	2,191,543

7,097,300	Gross Service Expenditure	7,537,732	6,611,692	6,549,939	6,547,329	6,601,488	6,656,428	6,712,158
(5,367,750)	Gross Service Income	(5,460,971)	(4,483,589)	(4,405,140)	(4,443,088)	(4,481,577)	(4,520,615)	(4,520,615)
1,729,551	Net Service Expenditure	2,076,761	2,128,103	2,144,799	2,104,241	2,119,911	2,135,813	2,191,543

1,729,551	ICT Shared Service	2,076,761	2,128,103	2,144,799	2,104,241	2,119,911	2,135,813	2,191,543
1,729,551	Grand Total	2,076,761	2,128,103	2,144,799	2,104,241	2,119,911	2,135,813	2,191,543

Analysis of Budget Variations - 3C's ICT

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFs Totals	2,106,741	2,116,516	2,133,804	2,151,340	2,169,126	2,169,126
MFD Budgets from Community	21,362	21,362	21,362	21,362	21,362	21,362
Adjusted Previous MTFs Totals	2,128,103	2,137,878	2,155,166	2,172,702	2,190,488	2,190,488
New Bids Added						
Income Management System Replacement		(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Security Enhancements		30,000	25,000	25,000	25,000	25,000
Eastnet Upgrade		27,000	10,000	10,000	10,000	10,000
Community Information MS Replacement		29,000	(10,000)	(10,000)	(10,000)	(10,000)
Adjustment to Inflation		0	(1,773)	(3,565)	(5,374)	26,019
Minor Budget Adjustments						
Misc. Salary , NI & Pension		(177,271)	(177,344)	(177,418)	(177,493)	(153,156)
Reduced Income from Partners		99,902	99,902	99,902	99,902	99,902
Operational Costs		18,290	23,290	23,290	23,290	23,290
New MTFs Totals	2,128,103	2,144,799	2,104,241	2,119,911	2,135,813	2,191,543

Directors & Corporate Team

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(474,976)	Income & Fees	Fees & charges	(278,210)	(217,000)	(245,500)	(245,500)	(245,500)	(245,500)	(245,500)
(3,366)		Sales	(136)	0	0	0	0	0	0
(232,935)		Government grants	(7,016)	(20,000)	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)
(711,277)	Income & Fees Total		(285,361)	(237,000)	(262,500)	(262,500)	(262,500)	(262,500)	(262,500)
1,001,955	Employees	Salary	846,194	1,013,982	910,771	912,033	921,307	1,060,548	1,071,154
80,987		National Insurance	92,968	93,171	95,237	95,400	96,364	97,338	98,311
139,767		Pension	146,374	152,501	156,908	166,438	177,288	188,339	199,593
18,635		Hired Staff	13,010	22,300	22,300	22,300	22,300	22,300	22,300
6,848		Training	5,884	4,600	8,600	8,600	8,600	8,600	8,600
992		Other staff costs	197	0	0	0	0	0	0
2,051		Recruitment	0	0	0	0	0	0	0
1,251,235	Employees Total		1,104,627	1,286,554	1,193,816	1,204,771	1,225,859	1,377,125	1,399,958
44,603	Buildings	Rents	24,141	25,200	1,200	1,200	1,200	25,200	25,200
75		Repairs & Maintenance	260	0	0	0	0	0	0
44,678	Buildings Total		24,401	25,200	1,200	1,200	1,200	25,200	25,200
6,033	Supplies & Services	Catering	3,675	4,000	3,800	3,800	3,800	3,800	3,800
148,150		Communication and computing	75,708	126,463	67,463	67,463	67,463	110,463	110,463
34,654		Services	(59,892)	(158,333)	69,440	73,440	69,440	(171,833)	(171,833)
13,441		Equipment, furniture & materials	957	500	500	500	500	500	500
271,123		Office expenses	195,855	169,400	130,800	120,800	130,800	156,200	156,200
0		Insurance - service related	5,285	3,300	3,300	3,300	3,300	3,300	3,300
379,540		Members Allowances	376,742	404,864	402,364	402,364	402,364	402,364	402,364
852,942	Supplies & Services Total		598,330	550,194	677,667	671,667	677,667	504,794	504,794
11,813	Transport	Mileage Allowance	12,904	12,700	12,800	12,800	12,800	12,800	12,800
165		Pool Car	100	200	200	200	200	200	200
3,465		Public Transport	2,811	2,240	2,540	2,540	2,540	2,540	2,540
15,443	Transport Total		15,815	15,140	15,540	15,540	15,540	15,540	15,540
2,000	Benefit & Transfer Payments	Grants	2,000	2,000	0	0	0	0	0
2,000	Benefit & Transfer Payments Total		2,000	2,000	0	0	0	0	0
1,455,022	Grand Total		1,459,811	1,642,088	1,625,723	1,630,678	1,657,766	1,660,159	1,682,992

2,166,299	Gross Service Expenditure	1,745,172	1,879,088	1,888,223	1,893,178	1,920,266	1,922,659	1,945,492
(711,277)	Gross Service Income	(285,361)	(237,000)	(262,500)	(262,500)	(262,500)	(262,500)	(262,500)
1,455,022	Net Service Expenditure	1,459,811	1,642,088	1,625,723	1,630,678	1,657,766	1,660,159	1,682,992

715,266	Democratic & Elections	650,381	810,780	811,207	801,391	813,495	800,689	808,271
278,106	Corporate Team	303,867	339,256	318,853	325,060	331,357	337,744	344,056
461,651	Directors	505,562	492,052	495,663	504,227	512,914	521,726	530,665
1,455,022	Grand Total	1,459,811	1,642,088	1,625,723	1,630,678	1,657,766	1,660,159	1,682,992

Analysis of Budget Variations - Directors & Corporate Team

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	1,642,088	1,663,876	1,688,642	1,705,711	1,718,084	1,718,084
Services moved	0	0	0	0	0	0
Adjusted Previous MTFS Totals	1,642,088	1,663,876	1,688,642	1,705,711	1,718,084	1,718,084
New Bids Added						
<i>Transformation</i> - Member IT/Postage & Printing Savings		(10,000)	(20,000)	(10,000)	(20,000)	(20,000)
Democratic Services - Code of Conduct		5,000	5,000	5,000	5,000	5,000
Corporate Team Staff Savings		(15,000)	(25,000)	(25,000)	(25,000)	(25,000)
Civic Allowance Grant		(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Shared Service with Other Councils		(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
Adjustment to Inflation		0	208	313	418	13,880
Minor Budget Adjustments						
Misc. Salary , NI & Pension		35,347	35,328	35,242	35,157	44,528
Charge to HDC Ventures		(24,000)	(24,000)	(24,000)	(24,000)	(24,000)
Other Minor Adjustments		(4,500)	(4,500)	(4,500)	(4,500)	(4,500)
New MTFS Totals	1,642,088	1,625,723	1,630,678	1,657,766	1,660,159	1,682,992

Head of Resources

Actuals 2017/18	Subjective Analysis : Controllable Only		2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£			£	£	£	£	£	£	£
(276,590)	Income & Fees	Fees & charges	(166,125)	(166,642)	(177,573)	(225,163)	(195,632)	(195,632)	(195,632)
(4,505)		Sales	0	0	0	0	0	0	0
(544)		Interest	0	0	0	0	0	0	0
(3,047,072)		Rent	(3,307,321)	(5,075,680)	(5,200,679)	(5,463,089)	(5,007,433)	(4,994,433)	(5,161,433)
(3,328,711)	Income & Fees Total		(3,473,445)	(5,242,322)	(5,378,252)	(5,688,252)	(5,203,065)	(5,190,065)	(5,357,065)
992,072	Employees	Salary	894,132	1,268,318	1,129,218	1,141,435	1,053,774	1,064,236	1,074,804
92,962		National Insurance	81,789	118,459	118,360	119,544	109,739	110,837	111,943
161,435		Pension	153,312	219,146	189,908	203,896	198,188	210,541	223,122
449,721		Hired Staff	525,300	0	0	0	0	0	0
129,060		Training	117,767	116,257	116,952	116,952	116,952	116,952	116,952
26,898		Other staff costs	3,725	4,400	4,400	4,400	4,400	4,400	4,400
3,945		Recruitment	464	0	0	0	0	0	0
192,096		Employee Insurance	195,245	187,016	195,174	215,746	238,375	238,375	238,375
2,048,189	Employees Total		1,971,733	1,913,597	1,754,012	1,801,973	1,721,428	1,745,341	1,769,596
124,647	Buildings	Rents	133,981	120,000	144,000	144,000	144,000	144,000	144,000
82,812		Repairs & Maintenance	104,592	122,502	143,502	143,502	143,502	143,502	143,502
4,367		Energy Costs	6,095	5,000	7,000	7,000	7,000	7,000	7,000
75,111		Premises Insurance	91,718	74,313	96,313	103,450	107,898	107,898	107,898
7,509		Premises Cleaning	12,882	14,640	14,640	14,640	14,640	14,640	14,640
215		Water Services	545	400	400	400	400	400	400
23,207		Rates	30,839	17,211	27,587	28,822	29,882	30,967	31,882
317,869	Buildings Total		380,652	354,066	433,442	441,814	447,322	448,407	449,322
2,189	Supplies & Services	Catering	26	0	0	0	0	0	0
6,821		Communication and computing	3,421	2,700	2,700	2,700	2,700	2,700	2,700
438,847		Services	595,723	2,399,820	2,395,198	2,392,198	2,395,298	2,395,404	2,395,404
63,551		Equipment, furniture & materials	47,584	45,834	49,834	49,834	49,834	49,834	49,834
26,185		Office expenses	27,303	31,505	31,055	31,055	31,055	31,055	31,055
97,670		Insurance - service related	69,637	73,065	69,087	70,990	73,039	73,039	73,039
635,264	Supplies & Services Total		743,694	2,552,924	2,547,874	2,546,777	2,551,926	2,552,032	2,552,032
1,383	Transport	Mileage Allowance	728	750	750	750	750	750	750
590		Pool Car	386	600	600	600	600	600	600
2,422		Public Transport	1,594	1,150	1,480	1,480	1,592	1,711	1,711
146,343		Vehicle Insurance	165,330	80,737	165,737	171,099	176,099	176,099	176,099
150,738	Transport Total		168,038	83,237	168,567	173,929	179,041	179,160	179,160
2	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0	0
33,961		Irrecoverable V A T	17,938	20,500	20,500	20,500	20,500	20,500	20,500
33,962	Benefit & Transfer Payments Total		17,938	20,500	20,500	20,500	20,500	20,500	20,500
0	Reserve-Revenue Transfers	Reserve-Revenue Transfers	0	0	(113,000)	(4,000)	34,000	34,000	34,000
0	Reserve-Revenue Transfers Total		0	0	(113,000)	(4,000)	34,000	34,000	34,000
(142,688)	Grand Total		(191,391)	(317,999)	(566,857)	(707,259)	(248,848)	(210,625)	(352,455)

3,186,023	Gross Service Expenditure	3,282,054	4,924,324	4,811,395	4,980,993	4,954,217	4,979,440	5,004,610
(3,328,711)	Gross Service Income	(3,473,445)	(5,242,322)	(5,378,252)	(5,688,252)	(5,203,065)	(5,190,065)	(5,357,065)
(142,688)	Net Service Expenditure	(191,391)	(317,999)	(566,857)	(707,259)	(248,848)	(210,625)	(352,455)

88,804	Head of Resources	88,219	88,705	88,525	89,987	91,470	92,975	94,501
870,030	Finance	745,027	589,930	665,689	627,058	623,917	632,678	641,565
663,230	Audit & Risk Management	622,349	539,902	623,696	660,754	696,995	699,140	701,316
207,904	Legal	222,897	223,940	223,940	223,940	223,940	223,940	223,940
605,559	HR and Payroll Services	646,456	865,695	497,109	503,018	512,010	518,089	524,256
60,524	Procurement	59,954	30,868	25,534	26,236	26,945	27,664	28,391
(2,638,739)	Commercial Estates	(2,576,293)	(2,657,038)	(2,691,350)	(2,838,252)	(2,424,125)	(2,405,111)	(2,566,424)
(142,688)	Grand Total	(191,391)	(317,999)	(566,857)	(707,259)	(248,848)	(210,625)	(352,455)

Analysis of Budget Variations - Resources

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	(313,221)	(354,373)	(361,356)	(298,740)	(267,798)	(267,798)
Insurance to Operations	(4,778)	(4,778)	(4,778)	(4,778)	(4,778)	(4,778)
Adjusted Previous MTFS Totals	(317,999)	(359,151)	(366,134)	(303,518)	(272,576)	(272,576)
New Bids Added						
Internal Audit - Insurance Admin		6,000	6,000	6,000	6,000	6,000
Higher Insurance Premium Costs		91,000	94,000	94,000	94,000	94,000
NDR Vacant Properties		13,000	13,000	13,000	13,000	13,000
Repairs to Industrial Units		18,000	18,000	18,000	18,000	18,000
Caxton Road irrecoverable costs		2,000	2,000	2,000	2,000	2,000
Lower Consultants costs		(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
Oaktree Car Park Development		0	0	0	0	(99,000)
Oaktree Lease Expiry		0	0	492,000	492,000	492,000
St Ives Redevelopment		0	0	0	0	(20,000)
Huntingdon Redevelopment		0	0	0	15,000	(31,000)
Alms Close		0	(85,000)	(85,000)	(85,000)	(85,000)
Commercial Estates Service		0	0	(81,000)	(83,000)	(85,000)
Resources Review		(29,000)	(40,000)	(52,000)	(52,000)	(52,000)
Apprenticeship Scheme (removal)		(299,000)	(299,000)	(299,000)	(299,000)	(299,000)
Debt Recovery		0	(37,000)	(37,000)	(37,000)	(37,000)
Internal Audit Shared Service		0	0	0	0	0
Adjustment to Inflation		(49)	(1,575)	(3,111)	(5,961)	8,733
Minor Budget Adjustments						
Misc. Salary , NI & Pension		(37,926)	(39,819)	(41,675)	(44,544)	(34,068)
Ground Rent		23,300	23,300	23,300	23,300	23,300
HR Operational Costs		10,375	10,375	10,375	10,375	10,375
Estates Additional Costs		4,006	4,006	4,006	4,006	4,006
Other Minor Adjustments		1,588	1,588	1,775	1,775	1,775
New MTFS Totals	(317,999)	(566,857)	(707,259)	(248,848)	(210,625)	(352,455)

Head of Resources (Corporate Budgets)

Actuals 2017/18	Subjective Analysis : Controllable Only	2018/19 Forecast (August)	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
£		£	£	£	£	£	£	£
(29,098)	Income & Fees Fees & charges	(289)	0	0	0	0	0	0
(462,315)	Interest	(469,499)	(456,500)	(532,500)	(532,500)	(532,500)	(532,500)	(532,500)
(23,180)	Government grants	0	0	0	0	0	0	0
(514,593)	Income & Fees Total	(469,787)	(456,500)	(532,500)	(532,500)	(532,500)	(532,500)	(532,500)
921	Employees National Insurance	0	0	(12,200)	(14,522)	(14,667)	(14,814)	(14,962)
1,585,050	Pension	0	0	(22,800)	(27,828)	(28,106)	(28,387)	(28,671)
0	Other staff costs	1,584,000	1,584,000	1,584,000	1,599,840	1,615,838	1,631,996	1,648,316
268,196	Severance Payments	193,714	199,000	177,650	168,767	160,329	152,313	152,313
0	Salary	0	0	(132,000)	(163,320)	(164,953)	(166,603)	(168,269)
1,854,167	Employees Total	1,777,714	1,783,000	1,594,650	1,562,937	1,568,441	1,574,505	1,588,727
2,577,122	Supplies & Services Services	2,840,672	2,922,086	3,288,162	3,322,338	3,556,211	3,647,594	4,064,963
0	Equipment, furniture & materials	14	0	0	0	0	0	0
5	Office expenses	600	0	0	0	0	0	0
2,743	Insurance - service related	(675)	580	580	580	580	580	580
2,579,870	Supplies & Services Total	2,840,611	2,922,666	3,288,742	3,322,918	3,556,791	3,648,174	4,065,543
13	Transport Pool Car	0	0	0	0	0	0	0
13	Transport Total	0	0	0	0	0	0	0
76,057	Benefit & Transfer Payments Contributions paid	76,000	76,000	76,000	76,000	76,000	76,000	76,000
4,056	Irrecoverable V A T	0	0	0	0	0	0	0
402,406	Levies	403,065	402,278	407,868	407,868	407,868	407,868	407,868
0	Discretionary Relief	0	0	39,000	39,000	0	0	0
482,519	Benefit & Transfer Payments Total	479,065	478,278	522,868	522,868	483,868	483,868	483,868
25,265	Reserve-Revenue Transfers Bad Debts Provision	25,000	20,000	30,000	30,000	30,000	30,000	30,000
25,265	Reserve-Revenue Transfers Total	25,000	20,000	30,000	30,000	30,000	30,000	30,000
4,427,242	Grand Total	4,652,603	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638
4,941,835	Gross Service Expenditure	5,122,390	5,203,944	5,436,260	5,438,723	5,639,100	5,736,547	6,168,138
(514,593)	Gross Service Income	(469,787)	(456,500)	(532,500)	(532,500)	(532,500)	(532,500)	(532,500)
4,427,242	Net Service Expenditure	4,652,603	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638
4,427,242	Corporate Finance	4,652,603	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638
4,427,242	Grand Total	4,652,603	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638

Analysis of Budget Variations - Resources (Corporate Budgets)

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
Previous MTFS Totals	4,747,444	5,048,038	5,097,777	5,111,712	4,959,313	4,959,313
Services moved	0	0	0	0	0	0
Adjusted Previous MTFS Totals	4,747,444	5,048,038	5,097,777	5,111,712	4,959,313	4,959,313
New Bids Added						
Minimum Revenue Provision changes		(18,000)	32,000	314,000	566,000	983,000
Strategic Restructure		(130,000)	(130,000)	(130,000)	(130,000)	(130,000)
NDR Hardship Relief Reimbursement		39,000	39,000	0	0	0
Pension Early Retirements		(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Bad Debt Provision		10,000	10,000	10,000	10,000	10,000
BFG, Income scheme from the loan		(66,000)	(66,000)	(66,000)	(66,000)	(66,000)
Interest Rate Changes		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Transformation - Customer Portal for HDC		29,000	(67,000)	(121,000)	(121,000)	(121,000)
Adjustment to Inflation		0	(1,670)	(3,726)	(5,804)	8,418
Minor Budget Adjustments						
Misc. Salary , NI & Pension		0	0	0	0	0
Bank Charges		8,000	8,000	8,000	8,000	8,000
IDB Levies		5,590	5,590	5,590	5,590	5,590
Other Minor Adjustments		132	526	24	(52)	317
New MTFS Totals	4,747,444	4,903,760	4,906,223	5,106,600	5,204,047	5,635,638