

Revenue Operational Budgets and Medium Term Financial Strategy

Subjective Analysis of Spend and Income

Huntingdonshire District Council									
Actuals 2018/19	Subjective Analysis : Controllable Only		2019/20 Forecast (August)	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget
£			£	£	£	£	£	£	£
17,197	☐ Employees	Salary	17,756	18,511	19,158	19,347	19,748	20,127	20,493
1,487		National Insurance	1,523	1,602	1,656	1,679	1,707	1,741	1,776
4,219		Pension	2,769	2,941	3,063	3,117	3,174	3,238	3,302
1,767		Hired Staff	1,197	319	358	306	306	306	306
195		Employee Insurance	198	195	216	239	239	239	239
99		Recruitment	40	15	92	94	94	97	97
187		Training	135	124	131	131	131	131	131
43		Uniform & laundry	43	41	45	39	45	45	45
263		Other staff costs	1,808	1,797	1,696	1,694	1,692	1,722	1,752
216		Severance payments	207	178	169	160	152	152	152
25,674	Employees Total		25,676	25,723	26,584	26,806	27,288	27,797	28,293
228	☐ Buildings	Rents	208	173	172	172	196	196	196
1,112		Rates	1,177	1,197	1,197	1,233	1,270	1,308	1,347
1,282		Repairs & Maintenance	1,423	1,282	1,354	1,371	1,382	1,385	1,387
0		Fixtures & Fittings	0	0	0	0	0	0	0
746		Energy Costs	857	894	897	858	858	858	858
112		Water Services	181	165	155	155	155	155	155
230		Premises Cleaning	236	241	226	226	226	226	226
92		Premises Insurance	99	96	104	108	108	108	108
218		Ground Maintenance Costs	11	23	14	14	15	14	14
4,019	Buildings Total		4,192	4,071	4,119	4,136	4,210	4,250	4,290
26	☐ Supplies & Service	Catering	21	22	22	22	22	22	22
334		Members Allowances	384	402	402	402	402	402	402
410		Office expenses	452	438	412	418	444	444	444
4,343		Communication and computing	4,308	3,218	3,159	3,143	3,187	3,186	3,186
5,089		Services	5,471	6,673	6,405	6,438	6,298	6,832	7,075
1,379		Equipment, furniture & materials	1,058	988	968	970	964	974	974
111		Rents	250	255	240	230	230	230	230
0		Uniform & laundry	0	1	0	0	0	0	0
0		Expenses	0	0	0	0	0	0	0
98		Insurance - service related	90	77	79	81	81	81	81
11,789	Supplies & Services Total		12,035	12,073	11,689	11,705	11,630	12,172	12,414
42	☐ Transport	Mileage Allowance	59	66	62	62	62	62	62
(1)		Pool Car	23	32	70	86	86	86	86
220		Vehicle Insurance	168	167	173	178	178	178	178
22		Public Transport	24	28	25	25	25	25	25
1,016		Operating Costs	944	926	927	945	945	945	945
25		Contract Hire & operating leases	15	19	19	19	19	19	19
1,324	Transport Total		1,233	1,237	1,276	1,315	1,315	1,315	1,315
117	☐ Benefit & Transf	Irrecoverable V A T	112	117	106	106	106	106	106
403		Levies	436	408	408	408	408	408	408
1		Services	10	1	1	1	1	1	1
1,468		Contributions paid	1,396	1,356	1,067	1,067	1,067	1,067	1,067
874		Grants	1,041	900	868	829	829	829	829
33,112		Benefits	29,366	24,041	26,102	23,251	11,896	11,896	11,896
35,974	Benefit & Transfer Payments Total		32,361	26,822	28,550	25,660	14,306	14,306	14,306
0	☐ Renewals Fund C	Renewals Fund Contribution	35	33	33	33	33	33	33
0		Repairs & Maintenance	0	0	25	25	25	25	25
0	Renewals Fund Contribution Total		35	33	58	58	58	58	58
(19,989)	☐ Income & Fees	Fees & charges	(20,278)	(17,910)	(17,683)	(17,790)	(17,902)	(17,991)	(18,016)
(1,203)		Sales	(1,098)	(1,039)	(1,007)	(1,010)	(1,012)	(1,022)	(1,022)
(3,729)		Rent	(4,854)	(5,795)	(6,047)	(5,683)	(5,738)	(5,885)	(6,331)
122		Bad Debts Provision	136	152	167	187	177	177	177
(33,028)		Government grants	(29,702)	(24,349)	(26,114)	(23,271)	(11,931)	(11,930)	(11,930)
(3,077)		Other grants and contributions	(2,207)	(3,177)	(3,247)	(3,238)	(3,264)	(3,264)	(3,265)
0		Commuted sums	(151)	(151)	(151)	(151)	(151)	(151)	(151)
(564)		Interest	(542)	(533)	(533)	(533)	(533)	(533)	(533)
(61,468)	Income & Fees Total		(58,696)	(52,803)	(54,615)	(51,490)	(40,345)	(40,600)	(41,071)
17,314	Net Expenditure		16,835	17,157	17,660	18,192	18,462	19,299	19,606
78,782	Gross Service Expenditure		75,531	69,959	72,275	69,682	58,807	59,898	60,677
(61,468)	Gross Service Income		(58,696)	(52,803)	(54,615)	(51,490)	(40,345)	(40,600)	(41,071)
17,314	Net Service Expenditure		16,835	17,157	17,660	18,192	18,462	19,299	19,606
3,467	Budget Totals by Responsible Officer								
270	Chief Operating Officer		3,989	4,194	4,359	4,568	4,751	4,869	4,999
4,997	Assistant Director Transformation		0	0	408	335	313	513	484
279	Assistant Director Corporate Services		4,671	5,042	4,782	5,250	5,378	5,571	5,370
4,614	Head of Leisure & Health		(37)	(20)	(215)	(371)	(394)	(328)	(250)
2,120	Head of Operations		4,146	3,852	4,429	4,473	4,468	4,627	4,821
774	Head of 3C's ICT Shared Service		2,145	2,145	2,139	2,144	2,169	2,234	2,300
0	Corporate Leadership Team		844	815	669	682	695	708	722
177	Programmes Delivery Manager		0	0	70	71	72	74	75
615	Housing Manager		198	220	177	180	183	186	189
	Planning Manager		879	908	842	860	828	846	896
17,314	Net Service Expenditure Total		16,835	17,157	17,660	18,192	18,462	19,299	19,606

Analysis of Budget Variations - HDC Total Budget						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£	£	£	£	£	£
Previous MTFS Totals	17,157	16,699	18,010	18,172	18,631	18,631
New Bids Added						
Chief Operating Officer		75	75	75	225	225
Strategic Housing and Planning		(47)	(47)	(47)	(47)	(47)
Head of Leisure and Health		279	270	316	373	340
Head of Operations		634	106	95	123	167
Corporate Leadership Team		0	0	0	0	0
Head of 3C ICT		18	0	0	0	0
Head of Resources		(308)	(540)	(507)	(637)	(911)
Head of Transformation		179	32	(10)	(29)	(66)
		830	(104)	(78)	8	(292)
Impact of Other Changes						
Inflation Assumptions		216	442	661	917	1,482
General Salary Changes						
Pension Contribution Rate		(173)	(345)	(496)	(659)	(659)
Salary Changes (Incl NI & Pens)		(88)	(46)	(46)	(46)	(37)
Transfer of Sawtry Leisure Facility						
Misc Adjustments		177	236	250	449	481
		131	287	369	661	1,266
New MTFS Total	17,157	17,660	18,192	18,462	19,299	19,606

* 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.

Budgets by Service Area

Chief Operating Officer

Actuals 2018/19	Subjective Analysis : Controllable Only		2019/20 Forecast (August)	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget
£			£	£	£	£	£	£	£
4,580	☐	Employees	4,754	4,964	4,931	5,010	5,073	5,174	5,278
429		Salary	436	472	463	473	479	489	499
742		National Insurance	764	796	805	821	832	849	866
80		Pension	79	0	0	0	0	0	0
15		Hired Staff	6	5	5	5	5	5	5
17		Training	21	23	23	23	23	23	23
17		Other staff costs	9	0	0	0	0	0	0
2		Recruitment	0	0	0	0	0	0	0
0		Severance payments	(1)	(1)	1	(1)	1	1	1
0		Uniform & laundry							
5,881		Employees Total	6,068	6,258	6,228	6,331	6,413	6,541	6,671
34	☐	Buildings	3	2	2	2	2	2	2
121		Rents	121	81	119	117	119	119	119
13		Repairs & Maintenance	14	28	28	28	28	28	28
0		Energy Costs	0	1	1	1	1	1	1
29		Rates	32	28	28	28	28	28	28
		Water Services							
197		Buildings Total	170	139	177	176	177	177	177
102	☐	Supplies & Services	95	105	90	80	80	80	80
2		Rents	0	1	1	1	1	1	1
144		Catering	79	119	127	127	127	127	127
334		Communication and computing	418	459	387	377	377	377	377
32		Services	18	24	24	24	24	24	24
42		Equipment, furniture & materials	(6)	55	12	12	12	12	12
0		Office expenses	0	0	0	0	0	0	0
0		Uniform & laundry	0	0	0	0	0	0	0
0		Expenses							
656		Supplies & Services Total	605	764	641	621	621	621	621
13	☐	Transport	21	24	23	23	23	23	23
56		Mileage Allowance	21	14	20	20	20	20	20
6		Operating Costs	7	11	9	9	9	9	9
27		Public Transport	14	21	21	21	21	21	21
		Pool Car							
102		Transport Total	64	69	73	73	73	73	73
256	☐	Benefit & Transfer Payments	345	253	253	253	253	253	253
6		Grants	6	6	6	6	6	6	6
1,389		Irrecoverable V A T	1,307	1,273	984	984	984	984	984
33,112		Contributions paid	29,366	24,041	26,102	23,251	11,896	11,896	11,896
		Benefits							
34,763		Benefit & Transfer Payments Total	31,023	25,572	27,344	24,493	13,139	13,139	13,139
0	☐	Renewals Fund Contribution	10	8	8	8	8	8	8
0		Renewals Fund Contribution Total	10	8	8	8	8	8	8
(5,094)	☐	Income & Fees	(4,462)	(4,322)	(4,067)	(3,951)	(3,838)	(3,839)	(3,839)
(116)		Fees & charges	(120)	(110)	(110)	(110)	(110)	(110)	(110)
(12)		Rent	(19)	(3)	(3)	(3)	(3)	(3)	(3)
38		Other grants and contributions	110	122	137	157	157	147	147
(32,943)		Bad Debts Provision	(29,451)	(24,296)	(26,061)	(23,219)	(11,878)	(11,877)	(11,877)
(6)		Government grants	(8)	(7)	(7)	(7)	(7)	(7)	(7)
		Sales							
(38,133)		Income & Fees Total	(33,951)	(28,617)	(30,112)	(27,134)	(15,681)	(15,691)	(15,691)
3,467		Grand Total	3,989	4,194	4,359	4,568	4,751	4,869	4,999

41,599	Gross Service Expenditure	37,939	32,812	34,472	31,702	20,432	20,559	20,689
(38,133)	Gross Service Income	(33,951)	(28,617)	(30,112)	(27,134)	(15,681)	(15,691)	(15,691)
3,467	Net Service Expenditure	3,989	4,194	4,359	4,568	4,751	4,869	4,999

845	Customer Services	748	804	822	836	854	871	888
(46)	Housing Miscellaneous	(50)	(38)	26	27	28	30	31
823	Housing Needs	1,016	1,066	1,146	1,170	1,184	1,189	1,205
1,093	Housing Benefits	1,154	1,050	1,371	1,511	1,605	1,637	1,670
(229)	Local Tax Collection	(224)	(228)	(228)	(228)	(228)	(228)	(228)
(135)	Council Tax Support	(122)	(123)	(122)	(121)	(120)	(119)	(119)
298	Document Centre	263	248	176	180	185	190	195
237	Business Team	248	260	278	273	279	285	290
(157)	Licensing	(132)	(105)	(63)	(57)	(52)	(46)	(41)
540	Community Team	541	584	541	547	553	560	567
285	Environmental Protection Team	320	314	375	381	390	398	405
(614)	Development Management	(406)	(320)	(426)	(402)	(379)	(354)	(327)
22	Head of Customer Services	108	108	0	0	0	0	0
0	Chief Operating Officer	0	0	103	105	107	109	111
84	Head of Development	85	87	0	0	0	0	0
117	Building Control	153	153	153	153	153	153	153
87	Head of Community	86	86	0	0	0	0	0
1	Closed Churchyards	2	(13)	(13)	(13)	(13)	(13)	(13)
125	Environmental Health Admin	110	143	144	129	126	128	131
6	Emergency Planning	12	12	12	12	12	12	12
85	Corporate Health & Safety	77	106	65	66	67	68	69

Assistant Director Transformation

Actuals 2018/19	Subjective Analysis : Controllable Only	2019/20 Forecast (August)	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget
£		£	£	£	£	£	£	£
154	☐ Employees Salary	180	0	457	376	342	330	299
18	National Insurance	20	0	37	37	38	39	40
26	Pension	31	0	57	58	59	60	61
6	Hired Staff	(6)	0	0	0	0	0	0
2	Training	4	0	10	10	10	10	10
0	Other staff costs	0	0	0	0	0	0	0
6	Recruitment	1	0	5	5	5	5	5
213	Employees Total	231	0	565	487	454	444	415
0	☐ Buildings Rents	0	0	0	0	0	0	0
0	Repairs & Maintenance	1	0	0	0	0	0	0
0	Buildings Total	1	0	0	0	0	0	0
0	☐ Supplies & Services Catering	0	0	0	0	0	0	0
0	Communication and computing	0	0	1	1	1	1	1
46	Services	(232)	0	(203)	(210)	(200)	10	10
5	Equipment, furniture & materials	0	0	1	2	2	2	2
3	Office expenses	1	0	5	1	1	1	1
55	Supplies & Services Total	(231)	0	(196)	(207)	(197)	13	13
0	☐ Transport Mileage Allowance	0	0	0	0	0	0	0
0	Operating Costs	0	0	1	1	1	1	1
1	Public Transport	0	0	0	0	0	0	0
0	Pool Car	0	0	39	55	55	55	55
2	Transport Total	0	0	39	55	55	55	55
0	☐ Benefit & Transfer Payments Grants	0	0	0	0	0	0	0
0	Benefit & Transfer Payments Total	0	0	0	0	0	0	0
270	Grand Total	0	0	408	335	313	513	484

270	Gross Service Expenditure	0	0	408	335	313	513	484
0	Gross Service Income	0	0	0	0	0	0	0
270	Net Service Expenditure	0	0	408	335	313	513	484

270	Transformation	0	0	408	335	313	513	484
270	Grand Total	0	0	408	335	313	513	484

Assistant Director Corporate Resources

Actuals 2018/19	Subjective Analysis : Controllable Only		2019/20 Forecast (August)	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget
£			£	£	£	£	£	£	£
1,260	⇒ Employees	Salary	1,058	1,314	1,472	1,402	1,560	1,591	1,622
104		National Insurance	103	135	148	139	142	145	148
1,779		Pension	182	221	256	261	267	272	277
568		Hired Staff	487	22	74	22	22	22	22
103		Training	66	62	62	62	62	62	62
6		Other staff costs	1,586	1,584	1,584	1,584	1,584	1,615	1,648
8		Recruitment	11	0	0	0	0	0	0
193		Severance payments	177	178	169	160	152	152	152
195		Employee Insurance	198	195	216	238	238	238	238
4,216	Employees Total		3,868	3,711	3,980	3,869	4,027	4,098	4,170
168	⇒ Buildings	Rents	179	145	145	145	169	169	169
74		Repairs & Maintenance	142	144	144	144	144	144	144
5		Energy Costs	9	7	7	7	7	7	7
7		Premises Cleaning	16	15	15	15	15	15	15
92		Premises Insurance	99	96	103	108	108	108	108
35		Rates	47	28	29	30	31	32	33
0		Water Services	0	0	0	0	0	0	0
381	Buildings Total		492	434	443	448	473	474	475
8	⇒ Supplies & Services	Rents	154	150	150	150	150	150	150
2		Catering	2	3	3	3	3	3	3
167		Communication and computing	232	117	117	117	160	160	160
3,317		Services	4,212	5,599	5,360	5,561	5,494	5,761	5,933
4		Equipment, furniture & materials	0	0	3	3	3	3	3
185		Office expenses	219	144	134	144	169	169	169
83		Insurance - service related	79	73	75	77	77	77	77
334		Members Allowances	384	402	402	402	402	402	402
4,100	Supplies & Services Total		5,284	6,489	6,245	6,458	6,459	6,727	6,899
9	⇒ Transport	Mileage Allowance	7	11	11	11	11	11	11
0		Operating Costs	0	0	0	0	0	0	0
4		Public Transport	2	3	3	3	3	3	3
0		Pool Car	0	1	1	1	1	1	1
207		Vehicle Insurance	165	166	171	176	176	176	176
0		Contract Hire & operating leases	0	0	0	0	0	0	0
220	Transport Total		175	180	185	191	191	191	191
0	⇒ Benefit & Transfer Payments	Services	0	0	0	0	0	0	0
2		Grants	40	39	39	0	0	0	0
21		Irrecoverable V A T	20	21	21	21	21	21	21
94		Contributions paid	89	83	83	83	83	83	83
403		Levies	436	408	408	408	408	408	408
520	Benefit & Transfer Payments Total		585	550	550	511	511	511	511
(497)	⇒ Income & Fees	Fees & charges	(472)	(400)	(447)	(418)	(418)	(418)	(418)
(3,427)		Rent	(4,512)	(5,403)	(5,655)	(5,291)	(5,346)	(5,493)	(5,939)
(1)		Other grants and contributions	(21)	0	0	0	0	0	0
(564)		Interest	(542)	(533)	(533)	(533)	(533)	(533)	(533)
83		Bad Debts Provision	26	30	30	30	30	30	30
(31)		Government grants	(213)	(17)	(17)	(17)	(17)	(17)	(17)
(3)		Sales	(0)	0	0	0	0	0	0
(4,439)	Income & Fees Total		(5,733)	(6,322)	(6,621)	(6,228)	(6,283)	(6,430)	(6,876)
4,997	Grand Total		4,671	5,042	4,782	5,250	5,378	5,571	5,370

9,437	Gross Service Expenditure	10,404	11,364	11,403	11,477	11,661	12,001	12,246
(4,439)	Gross Service Income	(5,733)	(6,322)	(6,621)	(6,228)	(6,283)	(6,430)	(6,876)
4,997	Net Service Expenditure	4,671	5,042	4,782	5,250	5,378	5,571	5,370

0	Transformation	(26)	(101)	(7)	(42)	(93)	(131)	(133)
4,604	Corporate Finance	4,854	5,005	5,136	5,381	5,823	6,158	6,363
90	Head of Resources	89	89	106	108	110	112	114
(2,753)	Commercial Estates	(3,221)	(2,792)	(3,587)	(3,236)	(3,495)	(3,636)	(4,075)
621	Human Resources	468	492	589	454	460	467	473
501	Risk Management	481	481	516	550	550	550	550
193	Legal	210	224	224	224	224	224	224
141	Audit	150	143	137	139	142	144	146
767	Finance	820	666	775	777	790	803	816
60	Procurement	46	26	62	48	35	36	37
775	Democratic & Elections	799	811	831	845	833	844	854
4,997	Grand Total	4,671	5,042	4,782	5,250	5,378	5,571	5,370

Head of Leisure & Health

Actuals 2018/19	Subjective Analysis : Controllable Only		2019/20 Forecast (August)	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget
£			£	£	£	£	£	£	£
3,719	⇒ Employees	Salary	3,779	3,983	3,770	3,820	3,897	3,975	4,054
215		National Insurance	211	221	209	210	215	219	223
418		Pension	425	475	463	467	477	486	496
9		Hired Staff	9	12	0	0	0	0	0
17		Training	19	3	0	0	0	0	0
22		Other staff costs	27	1	(99)	(101)	(103)	(105)	(107)
5		Recruitment	0	0	77	79	79	82	82
6		Uniform & laundry	7	9	11	8	11	11	11
4,413	Employees Total		4,477	4,704	4,430	4,484	4,575	4,668	4,759
12	⇒ Buildings	Rents	11	10	10	10	10	10	10
331		Repairs & Maintenance	307	294	238	266	251	253	251
121		Premises Cleaning	126	132	117	117	117	117	117
505		Energy Costs	607	630	629	590	590	590	590
215		Ground Maintenance Costs	10	22	14	14	15	14	14
69		Water Services	106	117	83	83	83	83	83
473		Rates	479	480	459	473	487	501	516
0		Fixtures & Fittings	0	0	0	0	0	0	0
1,726	Buildings Total		1,646	1,687	1,549	1,552	1,552	1,567	1,580
16	⇒ Supplies & Services	Catering	17	16	17	17	17	17	17
87		Communication and computing	82	83	78	80	82	80	80
148		Services	170	195	210	255	253	274	274
448		Equipment, furniture & materials	470	497	465	473	467	477	476
139		Office expenses	142	142	142	142	142	142	142
0		Uniform & laundry	0	0	0	0	0	0	0
2		Insurance - service related	0	0	0	0	0	0	0
0		Expenses	0	0	0	0	0	0	0
840	Supplies & Services Total		881	935	912	967	961	990	990
10	⇒ Transport	Mileage Allowance	10	10	10	10	10	10	10
6		Operating Costs	9	8	9	9	9	9	9
2		Public Transport	2	2	0	0	0	0	0
0		Contract Hire & operating leases	0	0	0	0	0	0	0
18	Transport Total		21	20	19	19	19	19	19
0	⇒ Benefit & Transfer Payments	Services	9	0	0	0	0	0	0
81		Irrecoverable V A T	78	81	70	70	70	70	70
81	Benefit & Transfer Payments Total		88	81	70	70	70	70	70
0	⇒ Renewals Fund Contribution	Repairs & Maintenance			25	25	25	25	25
0		Renewals Fund Contribution	0	25	25	25	25	25	25
0	Renewals Fund Contribution Total		0	25	50	50	50	50	50
(5,919)	⇒ Income & Fees	Fees & charges	(6,310)	(6,613)	(6,405)	(6,704)	(6,810)	(6,871)	(6,896)
(750)		Sales	(776)	(817)	(785)	(788)	(790)	(800)	(800)
(125)		Other grants and contributions	(82)	(36)	(49)	(15)	(15)	(16)	(16)
(4)		Rent	(7)	(5)	(5)	(5)	(5)	(5)	(5)
(1)		Government grants	0	0	0	0	0	0	0
(6,799)	Income & Fees Total		(7,174)	(7,471)	(7,244)	(7,513)	(7,620)	(7,692)	(7,718)
279	Grand Total		(62)	(20)	(215)	(371)	(394)	(328)	(250)

7,078	Gross Service Expenditure	7,113	7,451	7,029	7,142	7,226	7,364	7,468
(6,799)	Gross Service Income	(7,174)	(7,471)	(7,244)	(7,513)	(7,620)	(7,692)	(7,718)
279	Net Service Expenditure	(62)	(20)	(215)	(371)	(394)	(328)	(250)

81	Head of Leisure & Health	83	83	85	87	88	90	92
420	Leisure Centres Corporate	444	465	379	384	389	394	399
(222)	One Leisure	(588)	(568)	(680)	(842)	(872)	(813)	(741)
279	Grand Total	(62)	(20)	(215)	(371)	(394)	(328)	(250)

Head of Operations

Actuals 2018/19	Subjective Analysis : Controllable Only		2019/20 Forecast (August)	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget
£			£	£	£	£	£	£	£
4,041	⇒	Employees	4,213	4,456	4,726	4,859	4,920	5,021	5,122
357		Salary	374	389	406	418	423	431	440
658		National Insurance	728	792	816	829	846	863	880
722		Pension	480	193	209	209	209	209	209
19		Hired Staff	1	1	1	1	1	1	1
154		Training	161	152	152	152	152	152	152
2		Other staff costs	4	0	0	0	0	0	0
22		Recruitment	16	0	0	0	0	0	0
0		Severance payments	0	0	0	0	0	0	0
35		Employee Insurance	36	32	32	32	32	32	32
		Uniform & laundry							
6,010		Employees Total	6,015	6,015	6,342	6,500	6,582	6,709	6,836
12	⇒	Buildings	11	13	13	13	13	13	13
461		Rents	503	518	608	598	623	624	627
224		Repairs & Maintenance	227	229	233	233	233	233	233
102		Energy Costs	94	94	94	94	94	94	94
0		Premises Cleaning	0	0	0	0	0	0	0
603		Premises Insurance	651	688	709	730	752	774	797
14		Rates	42	19	44	44	44	44	44
4		Water Services	1	1	1	1	1	1	1
0		Ground Maintenance Costs	0	0	0	0	0	0	0
		Fixtures & Fittings							
1,419		Buildings Total	1,529	1,562	1,701	1,712	1,759	1,782	1,809
2	⇒	Supplies & Services	0	0	0	0	0	0	0
109		Catering	113	63	38	38	38	38	38
630		Communication and computing	582	204	338	252	222	257	297
341		Services	257	238	247	240	240	240	240
44		Equipment, furniture & materials	54	53	73	73	73	73	73
12		Office expenses	12	4	4	4	4	4	4
		Insurance - service related							
1,138		Supplies & Services Total	1,018	562	700	607	577	612	652
(1)	⇒	Transport	3	4	4	4	4	4	4
951		Mileage Allowance	914	903	898	916	916	916	916
1		Operating Costs	1	1	1	1	1	1	1
(31)		Public Transport	4	5	5	5	5	5	5
13		Pool Car	3	1	1	1	1	1	1
22		Vehicle Insurance	15	18	18	18	18	18	18
		Contract Hire & operating leases							
955		Transport Total	940	932	927	945	945	945	945
490	⇒	Benefit & Transfer Payments	499	504	504	504	504	504	504
9		Grants	8	9	9	9	9	9	9
		Irrecoverable V A T							
499		Benefit & Transfer Payments Total	507	513	513	513	513	513	513
(4,974)	⇒	Income & Fees	(5,132)	(4,941)	(4,962)	(5,012)	(5,118)	(5,143)	(5,143)
(182)		Fees & charges	(215)	(277)	(277)	(277)	(277)	(277)	(277)
(33)		Rent	(121)	(138)	(138)	(138)	(138)	(138)	(138)
(29)		Other grants and contributions	(14)	(16)	(16)	(16)	(16)	(16)	(16)
(188)		Government grants	(229)	(209)	(209)	(209)	(209)	(209)	(209)
0		Sales	(151)	(151)	(151)	(151)	(151)	(151)	(151)
		Commuted sums							
(5,406)		Income & Fees Total	(5,862)	(5,733)	(5,754)	(5,804)	(5,909)	(5,935)	(5,935)
4,614		Grand Total	4,146	3,852	4,429	4,473	4,468	4,627	4,821

10,020,557	Gross Service Expenditure	10,009	9,584	10,183	10,277	10,376	10,562	10,755
(5,406,365)	Gross Service Income	(5,862)	(5,733)	(5,754)	(5,804)	(5,909)	(5,935)	(5,935)
4,614,192	Net Service Expenditure	4,146	3,852	4,429	4,473	4,468	4,627	4,821

1,086	Facilities Management	880	748	867	885	902	920	938
1,214	Green Spaces	1,030	1,024	1,106	951	967	983	1,000
94	Head of Operations	80	82	83	85	87	88	90
84	Environmental & Energy Mgt	217	216	219	205	210	216	222
7	Public Conveniences	18	18	6	6	6	6	6
2,436	Waste Management	2,397	2,386	2,518	2,729	2,725	2,824	2,923
892	Street Cleansing	789	734	804	777	786	801	816
(1,460)	Car Parks - Off Street	(1,594)	(1,535)	(1,453)	(1,442)	(1,509)	(1,519)	(1,497)
(33)	Car Park - On Street	(49)	(132)	(132)	(132)	(132)	(132)	(132)
249	Fleet Management	259	265	300	304	309	313	317
(51)	Markets	(44)	(65)	(35)	(48)	(46)	(44)	(42)
(72)	CCTV	(90)	(89)	(89)	(89)	(89)	(89)	(89)
167	CCTV Shared Service	253	198	233	242	250	259	268
4,614	Grand Total	4,146	3,852	4,429	4,473	4,468	4,627	4,821

Head of 3C ICT Shared Service

Actuals 2018/19	Subjective Analysis : Controllable Only		2019/20 Forecast (August)	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget
£			£	£	£	£	£	£	£
2,225	☐ Employees	Salary	2,412	2,339	2,442	2,491	2,541	2,592	2,644
236		National Insurance	240	234	250	255	260	265	271
384		Pension	404	405	431	440	448	457	466
354		Hired Staff	143	92	74	74	74	74	74
21		Training	31	44	44	44	44	44	44
59		Other staff costs	13	37	37	37	37	37	37
57		Recruitment	7	15	10	10	10	10	10
1		Uniform & laundry	1	1	1	1	1	1	1
0		Employee Insurance	0	0	0	0	0	0	0
3,337	Employees Total		3,250	3,167	3,290	3,352	3,416	3,481	3,547
0	☐ Buildings	Rents	0	0	0	0	0	0	0
295		Repairs & Maintenance	350	246	246	246	246	246	246
295	Buildings Total		350	247	247	247	247	247	247
0	☐ Supplies & Services	Catering	0	1	1	1	1	1	1
3,827		Communication and computing	3,790	2,830	2,787	2,768	2,768	2,768	2,768
473		Services	42	43	42	42	42	42	42
549		Equipment, furniture & materials	313	227	227	227	227	227	227
(32)		Office expenses	12	13	12	12	12	12	12
0		Insurance - service related	0	0	0	0	0	0	0
4,818	Supplies & Services Total		4,157	3,114	3,069	3,050	3,050	3,050	3,050
9	☐ Transport	Mileage Allowance	12	10	10	10	10	10	10
2		Operating Costs	0	0	0	0	0	0	0
4		Public Transport	7	8	8	8	8	8	8
2		Pool Car	2	4	4	4	4	4	4
3		Contract Hire & operating leases	0	1	1	1	1	1	1
20	Transport Total		22	23	23	23	23	23	23
0	☐ Benefit & Transfer Payments	Services	0	0	0	0	0	0	0
(16)		Contributions paid	0	0	0	0	0	0	0
(16)	Benefit & Transfer Payments Total		0	0	0	0	0	0	0
(3,172)	☐ Income & Fees	Fees & charges	(3,585)	(1,400)	(1,427)	(1,440)	(1,454)	(1,454)	(1,454)
(255)		Sales	(85)	(5)	(5)	(5)	(5)	(5)	(5)
(2,906)		Other grants and contributions	(1,964)	(3,000)	(3,057)	(3,082)	(3,107)	(3,107)	(3,107)
(6,333)	Income & Fees Total		(5,634)	(4,405)	(4,489)	(4,527)	(4,567)	(4,567)	(4,567)
2,120	Grand Total		2,145	2,145	2,139	2,144	2,169	2,234	2,300

8,453	Gross Service Expenditure	7,779	6,551	6,628	6,672	6,735	6,800	6,867
(6,333)	Gross Service Income	(5,634)	(4,405)	(4,489)	(4,527)	(4,567)	(4,567)	(4,567)
2,120	Net Service Expenditure	2,145	2,145	2,139	2,144	2,169	2,234	2,300

2,120	ICT Shared Service	0	2,145	2,145	2,139	2,144	2,169	2,234	2,300
2,120	Grand Total	0	2,145	2,145	2,139	2,144	2,169	2,234	2,300

Corporate Leadership Team

Actuals 2018/19	Subjective Analysis : Controllable Only		2019/20 Forecast (August)	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget
£			£	£	£	£	£	£	£
582	☐	Employees Salary	631	636	497	507	518	528	539
65		National Insurance	70	72	57	58	59	60	61
101		Pension	108	110	86	88	90	91	93
8		Training	8	9	9	9	9	9	9
0		Other staff costs	0	0	0	0	0	0	0
0		Severance payments	13	0	0	0	0	0	0
756		Employees Total	829	827	649	662	675	688	702
2	☐	Buildings Rents	2	0	0	0	0	0	0
2		Buildings Total	2	0	0	0	0	0	0
1	☐	Supplies & Services Catering	1	1	1	1	1	1	1
3		Communication and computing	2	3	1	1	1	1	1
0		Services	7	(15)	5	5	5	5	5
1		Equipment, furniture & materials	0	1	0	0	0	0	0
18		Office expenses	16	18	18	18	18	18	18
22		Supplies & Services Total	26	7	25	25	25	25	25
2	☐	Transport Mileage Allowance	3	3	2	2	2	2	2
2		Public Transport	2	1	1	1	1	1	1
0		Pool Car	0	0	0	0	0	0	0
4		Transport Total	5	4	4	4	4	4	4
0	☐	Benefit & Transfer Payments Services	1	1	1	1	1	1	1
0		Benefit & Transfer Payments Total	1	1	1	1	1	1	1
(10)	☐	Income & Fees Fees & charges	(19)	(24)	(10)	(10)	(10)	(10)	(10)
(0)		Sales	0	0	0	0	0	0	0
(10)		Income & Fees Total	(19)	(24)	(10)	(10)	(10)	(10)	(10)
774		Grand Total	844	815	669	682	695	708	722

785	Gross Service Expenditure	863	838	679	692	705	718	732
(10)	Gross Service Income	(19)	(24)	(10)	(10)	(10)	(10)	(10)
774	Net Service Expenditure	844	815	669	682	695	708	722

283	Corporate Team	344	319	95	97	98	100	102
0	Business Change	0	0	41	43	44	45	46
0	Business Intelligence & Performa	0	0	24	24	25	25	26
491	Directors	500	496	508	518	528	538	549
774	Grand Total	844	815	669	682	695	708	722

Programmes Delivery Manager

Actuals 2018/19	Subjective Analysis : Controllable Only		2019/20 Forecast (August)	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget
£			£	£	£	£	£	£	£
0	☐	Employees Salary	0	0	54	55	56	57	58
0		National Insurance	0	0	6	6	6	7	7
0		Pension	0	0	9	9	10	10	10
0		Employees Total	0	0	69	70	72	73	75
0	☐	Supplies & Services Office expenses	0	0	0	0	0	0	0
0		Supplies & Services Total	0	0	0	0	0	0	0
0	☐	Transport Mileage Allowance	0	0	0	0	0	0	0
0		Public Transport	0	0	0	0	0	0	0
0		Pool Car	0	0	0	0	0	0	0
0		Transport Total	0	0	1	1	1	1	1
0		Grand Total	0	0	70	71	72	74	75

0	Gross Service Expenditure	0	0	70	71	72	74	75
0	Gross Service Income	0	0	0	0	0	0	0
0	Net Service Expenditure	0	0	70	71	72	74	75

0	Programmes Delivery	0	0	70	71	72	74	75
0	Grand Total	0	0	70	71	72	74	75

Housing Manager

Actuals 2018/19	Subjective Analysis : Controllable Only	2019/20 Forecast (August)	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget
£		£	£	£	£	£	£	£
103	☐ Employees Salary	129	150	116	119	121	124	126
9	National Insurance	11	14	11	12	12	12	12
18	Pension	22	26	20	21	21	21	22
28	Hired Staff	6	0	0	0	0	0	0
158	Employees Total	168	189	148	151	154	157	160
0	☐ Supplies & Services Catering	0	0	0	0	0	0	0
1	Communication and computing	0	1	0	0	0	0	0
0	Services	2	2	0	0	0	0	0
1	Office expenses	0	1	0	0	0	0	0
2	Supplies & Services Total	3	4	1	1	1	1	1
0	☐ Transport Mileage Allowance	1	1	1	1	1	1	1
0	Public Transport	0	0	0	0	0	0	0
0	Pool Car	0	0	0	0	0	0	0
0	Transport Total	1	2	1	1	1	1	1
17	☐ Benefit & Transfer Payments Grants	28	28	28	28	28	28	28
17	Benefit & Transfer Payments Total	28	28	28	28	28	28	28
0	☐ Income & Fees Fees & charges	(1)	(2)	0	0	0	0	0
0	Income & Fees Total	(1)	(2)	0	0	0	0	0
177	Grand Total	198	220	177	180	183	186	189

177	Gross Service Expenditure	199	222	177	180	183	186	189
0	Gross Service Income	(1)	(2)	0	0	0	0	0
177	Net Service Expenditure	198	220	177	180	183	186	189

177	Housing Strategy	0	198	220	177	180	183	186	189
177	Grand Total	0	198	220	177	180	183	186	189

Planning Manager

Actuals 2018/19	Subjective Analysis : Controllable Only		2019/20 Forecast (August)	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget
£			£	£	£	£	£	£	£
533	☐ Employees	Salary	600	669	693	707	722	736	751
54		National Insurance	59	67	69	71	72	74	75
93		Pension	104	116	120	122	125	127	130
5		Other staff costs	0	0	0	0	0	0	0
4		Recruitment	7	0	0	0	0	0	0
1		Training	0	0	0	0	0	0	0
0		Uniform & laundry	0	0	0	0	0	0	0
691	Employees Total		770	851	883	901	919	938	956
0	☐ Buildings	Rents	2	2	2	2	2	2	2
0	Buildings Total		2	2	2	2	2	2	2
3	☐ Supplies & Services	Catering	0	0	0	0	0	0	0
5		Communication and computing	10	2	11	11	11	11	11
141		Services	270	186	266	156	106	106	137
10		Office expenses	13	12	16	16	16	16	16
159	Supplies & Services Total		294	200	293	183	133	133	164
1	☐ Transport	Mileage Allowance	3	4	1	1	1	1	1
2		Public Transport	2	2	2	2	2	2	2
0		Pool Car	1	1	1	1	1	1	1
3	Transport Total		5	7	4	4	4	4	4
109	☐ Benefit & Transfer Payments	Grants	129	77	45	45	45	45	45
109	Benefit & Transfer Payments Total		129	77	45	45	45	45	45
(323)	☐ Income & Fees	Fees & charges	(297)	(208)	(364)	(254)	(255)	(255)	(255)
(0)		Sales	(1)	(1)	(1)	(1)	(1)	(1)	(1)
(24)		Government grants	(24)	(20)	(20)	(20)	(20)	(20)	(20)
(347)	Income & Fees Total		(321)	(229)	(384)	(275)	(275)	(275)	(275)
615	Grand Total		879	908	842	860	828	846	896

962	Gross Service Expenditure	1,200	1,137	1,227	1,135	1,103	1,122	1,171
(347)	Gross Service Income	(321)	(229)	(384)	(275)	(275)	(275)	(275)
615	Net Service Expenditure	879	908	842	860	828	846	896

23	Public Transport	26	26	24	24	24	24	24
38	Transportation Strategy	25	25	0	0	0	0	0
88	Economic Development	173	181	185	189	193	196	199
466	Planning Policy	655	675	633	647	611	626	673
615	Grand Total	879	908	842	860	828	846	896