

**BUDGET 2012/13 AND MEDIUM TERM PLAN 2013 to 2017**

**(Report by the Head of Financial Services)**

**1 PURPOSE**

- 1.1 The purpose of this report is to allow the Cabinet to determine its recommendations to Council on 22 February in relation to the Council's Budget and Council Tax for 2012/13, Medium Term Plan for 2013/17 and associated matters.

**2 BACKGROUND**

- 2.1 Both the Financial Strategy in September and the Draft Budget in December were considered by Overview & Scrutiny and Cabinet before being approved by Council. Both reports highlighted a continuing high level of uncertainty on a number of issues, affecting the financial position of the Authority.

**3 OVERVIEW**

**A combination of:**

- **expected progress in controlling payroll costs,**
- **a buoyant forecast for New Homes Bonus,**
- **continuing efficiency savings, and**
- **a Council Tax rise**

**result in a budget for 2012/13 that maintains a higher level of reserves and reductions in the service savings still to be identified for the future.**

**Government proposals for funding in 2012/13 are slightly higher (£37k) than expected. New Homes Bonus provides an increasingly significant element (£1.9M) of the Council's funding and this is expected to rise over the next few years to over £6M. Whilst of significant benefit it does increase the Council's reliance on the buoyancy of the house building industry.**

**Since December, some changes have been made to the Draft Budget. These include:**

- **greater savings on pay including the decision to have no pay increase again in April 2012.**
- **a £188k per year increase in the level of Voluntary Sector grants previously proposed.**
- **review of the risk provision and an increase in the minimum level of revenue reserves to £4.5M.**

**Uncertainty continues to be a major problem for Local Authorities whether as a result of the world, European or UK economies or Government proposed changes to their funding or responsibilities. It will be some years before there is any chance of greater certainty. Allowance for a risk provision has been made in the budget but higher end assumptions could result in extra costs of up to £2.1M by 2016/17.**

The Government have offered a one year grant equivalent to 2.5% to any Council that does not raise its Council Tax for 2012/13. Huntingdonshire, together with a significant number of other Authorities, does not propose to accept this as there is a significant likelihood that it will simply result in the need to cut services when the grant ceases the following year.

The Government are proposing a limit on Council Tax increases of 3.5% with the requirement to get a majority result from a referendum for any higher level.

The Council's Tax Level for the current year is £124.17 per year for Band D properties with 66% of residents on lower bands paying a lower tax. This is significantly less than the District Council average of £168. Lower taxing Districts are at a severe disadvantage from percentage limits which have minimal cash value and the Leader has written to the Secretary of State proposing that future limits should reflect a cash value based on the District Council average.

In order to protect the services that local residents value, such as voluntary sector grants which result in significant support for some of the most vulnerable, and to ensure that our budgets take proper recognition of current uncertainties a Council Tax increase of £4.34 per year (8p per week) is proposed for a Band D property. This equates to a rise of 3.5% and equivalent increases in future years mean that the Council has a lower target of future savings to achieve. This reduces the chances of reductions in the services that local residents need and value.

The following table shows the key figures:

PROPOSED	FORECAST	BUDGET	MTP			
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
	£000	£000	£000	£000	£000	£000
<b>NEW FORECAST</b>	21,435	21,722	22,299	22,842	23,611	24,365
<b>FUNDING</b>						
Use of revenue reserves	-2,409	-2,547	-1,954	-1,909	-1,122	0
<i>Remaining revenue reserves EOY</i>	<b>12,032</b>	<b>9,485</b>	<b>7,531</b>	<b>5,622</b>	<b>4,500</b>	<b>4,500</b>
New Homes Grant	-832	-1,913	-2,857	-3,704	-4,845	-6,095
Special Council Tax Grant 2011/12	-184	-184	-184	-184	0	0
Formula Grant (RSG)	-10,522	-9,288	-9,235	-8,630	-8,846	-9,067
Collection Fund Deficit	-105	-63	0	0	0	0
Council Tax	-7,383	-7,727	-8,068	-8,415	-8,797	-9,202
<b>COUNCIL TAX LEVEL</b>	<b>£124.17</b>	<b>£128.51</b>	<b>£133.01</b>	<b>£137.66</b>	<b>£142.48</b>	<b>£147.47</b>
£ increase	£0.00	£4.34	£4.50	£4.66	£4.82	£4.99
Unidentified Spending Reductions	0	0	-337	-550	-616	-891
Extra savings if higher risks		-100	-800	-1,000	-1,600	-2,100
<b>DRAFT BUDGET</b>						
Unidentified Spending Reductions		0	-500	-800	-1,338	-1,409
<b>LAST YEAR</b>						
Unidentified Spending Reductions		-751	-961	-1,524	-1,975	-2,028

#### 4 CHANGES SINCE THE DRAFT BUDGET – SPENDING AND RISK PROVISION

4.1 The tables below shows the key changes that have been made to spending and the risk provision since the Draft Budget was considered in December. Annex A provides further detail.

REVENUE SPENDING	REVENUE					
	F'CAST	BUDGET	MTP			
	2011	2012	2013	2014	2015	2016
	2012	2013	2014	2015	2016	2017
£000	£000	£000	£000	£000	£000	
DRAFT excluding Unidentified Savings	21,362	21,696	22,749	23,624	24,227	25,231
Pay and Allowances		-295	-464	-509	-533	-638
Voluntary Sector Grants			188	188	188	188
Other Service Variations	241	394	330	103	137	142
Technical Variations	-168	-73	-168	-14	208	332
<b>TOTAL VARIATIONS</b>	<b>73</b>	<b>26</b>	<b>-113</b>	<b>-232</b>	<b>0</b>	<b>25</b>
PROPOSED excl. Unidentified Savings	21,435	21,722	22,636	23,392	24,227	25,256

CAPITAL SPENDING	NET CAPITAL					
	F'CAST	BUDGET	MTP			
	2011	2012	2013	2014	2015	2016
	2012	2013	2014	2015	2016	2017
£000	£000	£000	£000	£000	£000	
DRAFT	5,506	12,198	4,067	2,851	3,736	2,699
Other Service Variations	-1,225	-456	-75	112	152	152
Technical Variations	1,041	-972	-2	6	12	16
<b>TOTAL VARIATIONS</b>	<b>-184</b>	<b>-1,428</b>	<b>-77</b>	<b>118</b>	<b>164</b>	<b>168</b>
PROPOSED	5,322	10,770	3,990	2,969	3,900	2,867

4.2 The most significant adjustments relate to:

**Pay and allowances** – Over the last year there has been substantial consultation with staff on pay and pay systems which led to agreement for a pay freeze for April 2012. Over the coming year management will be working with staff to identify a revised pay system that will enable the Council to better control costs whilst ensuring the fair and attractive salaries necessary to recruit and retain quality staff.

Inevitably there is a need to include planning assumptions for future pay awards whilst stressing that these are only planning assumptions and must not be taken as an indication of the actual level of pay awards that will be negotiated and approved.

The 2013 financial planning assumption is based on cost of living

of 2%. Future years assumptions mirror the assumed Council Tax rise, both being influenced by general levels of inflation.

**Voluntary Sector Grants** – An extra £188k per year of grants, compared to the provision in the draft budget, has now been included.

**Other Service and Technical Variations** - These include provision for an A14 Inquiry, reduction in the saving from letting PFH space to reflect levels expected, review of the risk contingency and removal of the savings anticipated from PV panel installation pending assessment of how far market prices have fallen (reinstatement of one scheme is imminent under the Invest to Save procedure but will give a much lower saving).

## **5 CHANGES SINCE THE DRAFT BUDGET - FUNDING**

- 5.1 The Council Tax base has now been finalised for 2012/13 and this provides an increase of 201 Band D properties on the assumption used in the Draft Budget.
- 5.2 The Government has proposed a New Homes Bonus of £1.913M which is £37k greater than previously forecast. There is no change proposed to the Formula Grant level.
- 5.3 There will be a surplus of £464k on the Collection Fund due to the Council's success in collecting the Council Tax. This is required to be shared pro rata across precepts and so £63k will be this Council's share.

## **6. RISKS AND SENSITIVITY**

- 6.1 The most fundamental issue continues to be the economic impact of the various international financial issues. There are many conflicting views on the scale of the problems ahead for the UK and the eurozone. There may be further financial impacts on the UK and, if so, there could be impacts on the Council due to:
  - Lower income from planning fees, building control fees and leisure charges.
  - Lower New Homes Bonus
  - More applicants for housing and council tax benefit
  - Higher homelessness
  - Reductions in Government Grant

## 6.2 Other issues include:

- Delivery of the items contained in identified savings
- Identification and delivery of unidentified savings in future years.
- Levels of pay awards, inflation and interest rates
- Ability to maintain income levels
- Grant changes for 2013/14 onwards
- Impact of growth in Business Rates
- Impact of slower home building on New Homes Bonus
- Loss of Formula Grant (or Localised Business Rates) to fund New Homes Bonus
- Costs of demographic growth
- Change in Pension Fund contributions
- Impact of changes to the benefits systems on homelessness levels and the ability to collect Council Tax.
- High priority service developments not already in the MTP and any unavoidable spending requirements not referred to in this report emerging (e.g. planning appeals)
- The potential for costs relating to “orphan” contaminated land sites
- Repayment of past land charge fees
- Low demand for office property in Huntingdon e.g. assumed sale of Castle Hill House.

6.3 Annex B provides some specific examples of potential impacts on the Council's financial position. These have been used to establish a lower end figure for inclusion in the budget as the Risk Provision and a higher end figure to provide a feel for the potential extra level of risk that could emerge.

RISKS	Budget	MTP			
	12/13 £M	13/14 £M	14/15 £M	15/16 £M	16/17 £M
<b>Proposed Range</b>					
Lower End (Budgeted risk provision)	0.0	0.8	1.0	1.3	1.5
Higher End	0.1	1.6	2.0	2.9	3.6
<b>Extra savings required if higher end assumptions correct</b>	0.1	0.8	1.0	1.6	2.1

## 7.0 RESERVES

7.1 Overview and Scrutiny felt that it would be prudent to increase revenue reserves even further than the uplift from £3M to £4M proposed in the draft budget. The Proposed Budget/MTP is therefore based on not allowing reserves to fall below £4.5M.

7.2 It is very difficult to theoretically calculate the appropriate level of reserves but the following factors are all relevant:

- The new rules that require a positive referendum result before a Council can increase its tax level above the limit set by the Secretary of State has the potential to make it very difficult to replenish reserves once they are used. Reserves therefore need to be sufficient to allow a savings programme to be introduced to replenish reserves before they run out.
- The level of New Homes Bonus is forecast as £6.1M by 2016/17 and although a risk provision of £0.9M has been made there is still potential for significant variations depending on how quickly the world, European and UK economies recover.
- 2013/14 sees the planned move to the localisation of Business Rates to replace the current Formula Grant regime. There is potential for volatility in the new starting point as well as the variations thereafter.
- Individual items that could have significant revenue impacts include Planning Inquiries, higher than planned pay awards, significant rises in homelessness, reduced Government spending allocations to Local Government and falling income levels due to recession.

7.3 The graph at Annex C shows the levels of Reserves forecast to be held by District Councils at March 2012. It shows net spending (including parish precepts) compared with the level of reserves. Although there is a vast variety of results it demonstrates that, for our size and the likelihood that we have higher vulnerability, due to higher than average income levels and New Homes Bonus assumptions, £4.5M would not be excessive.

7.4 The position will be reviewed annually and the levels of reserves held by similar sized authorities will be monitored where possible. If, once some of the risks have stabilised, it were considered that reserves could be reduced then it would be possible to use the resources for one-off projects.

## **8.0 RESERVES AND THE ROBUSTNESS OF THE 2012/13 BUDGET**

8.1 The Local Government Act 2003 requires the Managing Director (Resources), as the Council's Chief Financial Officer, to report to the Council on the robustness of the estimates and the adequacy of reserves when it considers its budget and the consequent Council Tax. His comments are contained in Annex D and confirm that the budget is adequately robust and that the level of revenue reserves is currently above the minimum level required.

## 9. COUNCIL TAX LEVELS

- 9.1 Huntingdonshire continues to have a very low level of Council Tax. In the current year the Council's £124.17 charge (Band D) was 20<sup>th</sup> lowest of the 201 District Councils which have an average of £168 and a maximum of £310.
- 9.2 The following table shows the current number of properties in each tax band and demonstrates that 66% of properties have tax levels lower than band D.

<b>Tax Band</b>	<b>Percentage at band (rounded)</b>	<b>2011/12 Council Tax</b>
A	16%	£82.78
B	26%	£96.58
C	24%	£110.37
<b>D</b>	<b>16%</b>	<b>£124.17</b>
E	12%	£151.76
F	5%	£179.36
G	2%	£206.95
H	<1%	£248.34

- 9.3 The Secretary of State has announced that Council Tax increases in excess of 3.5% will have to be supported by a positive referendum result as a replacement to the previous capping regime. This seems unfair to Council's with low tax levels as they will effectively be caught in a "poverty trap" of very small cash increases thus requiring higher levels of service reductions than in the high taxing Councils. The Leader has therefore written to the Secretary of State proposing that the referenda limit be based on a cash sum equivalent to a percentage of the average District Council level.
- 9.4 The Secretary of State has also offered a grant for just one year equivalent to a Council Tax rise of 2.5% for any Council that does not increase its Council Tax for 2012/13.
- 9.5 Overview & Scrutiny recommended that the Council should not accept the freeze grant as future referenda limits may prevent the Council ever being able to increase its Tax level to compensate for the freeze.
- 9.6 They also recommended that any decision to increase the Tax level more than 2.5% should consider the service reductions that could thus be avoided.
- 9.7 Paragraph 4.1 above illustrates one such particular saving, reducing the cut in grants to the voluntary sector, which will cost £188k. This alone represents a Council Tax increase of £3.13 or 2.5%.
- 9.8 The Council believes that local residents will wish to preserve these grants, recognise the Councils need to meet unavoidable

inflation (there will be no pay rises again in April) and preserve valued services as far as possible both this year and in future. In order to do this the plan is based on increasing Council Tax next year by £4.34 per year for a band D property (£3.86 for Band C and £3.38 for Band B). This represents a percentage increase of 2.6% of the average District Council tax level, and 3.5% of this Council's lower tax level.

9.9 The table below shows the proposals for subsequent years:

	2013/14	2014/15	2015/16	2016/17
<b>Planned Tax Level</b>	£133.01	£137.66	£142.48	£147.47
<b>Cash Increase per year</b>	£4.50	£4.65	£4.82	£4.99

## 10. PROPOSED BUDGET AND MTP

10.1 The table below shows the overall budget and funding for the next five years with an extended version being included in Annex E. The important points to note are that it has been possible to:

- stop relying on reserves to subsidise spending after 2015/16
- provide added security from higher reserve levels
- reduce the level of future savings still needing to be found.

PROPOSED	FORECAST	BUDGET	MTP			
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<b>NEW FORECAST</b>	21,435	21,722	22,299	22,842	23,611	24,365
<b>FUNDING</b>						
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Special Council Tax Grant 2011/12	-184	-184	-184	-184	0	0
Formula Grant (RSG)	-10,522	-9,288	-9,235	-8,630	-8,846	-9,067
Collection Fund Deficit	-105	-63	0	0	0	0
Council Tax	-7,383	-7,727	-8,068	-8,415	-8,797	-9,202
<b>COUNCIL TAX LEVEL</b>	<b>£124.17</b>	<b>£128.51</b>	<b>£133.01</b>	<b>£137.66</b>	<b>£142.48</b>	<b>£147.47</b>
£ increase	£0.00	£4.34	£4.50	£4.66	£4.82	£4.99
Unidentified Spending Reductions	0	0	-337	-550	-616	-891
Extra savings if higher risks		-100	-800	-1,000	-1,600	-2,100

Unidentified Spending Reductions on lower risk basis						
<b>DRAFT BUDGET</b>		0	-500	-800	-1,338	-1,409
<b>LAST YEAR'S BUDGET</b>		-751	-961	-1,524	-1,975	-2,028

10.2 The following Annexes provide more detail:

- Annex F: Budget by service area including full recharges of support costs.
- Annex G: Summary of Budgets controllable by each senior manager.
- Annex H: Annex G expanded with individual services and highlighting service variations.

10.3 A colour coding is used in Annex G to denote those service developments that require further approvals before they can commence.

## **11. CONSULTATION AND COMMENTS**

11.1 This report will be considered at a meeting of the Overview and Scrutiny (Economic Wellbeing) Panel on the 2 February and a consultation meeting with members of the business community on 6 February. Comments from both meetings will be reported to Cabinet.

## **12. PRUDENTIAL CODE**

12.1 The Prudential Code sets various limits relating to the budget and this has been included as an annex to the Treasury Management Strategy elsewhere on the Cabinet's agenda.

## **13. CONCLUSIONS**

13.1 Following discussion of the draft Budget and MTP figures in December a number of adjustments have been made. The most significant ones relate to:

- Additional savings on pay including no pay award in April 2012.
- Reinstating a major portion of the Voluntary Sector grants budget.
- Ensuring a reasonable risk provision and increased level of reserves given the major uncertainties facing the Council.

13.2 Increasing the Council Tax by £4.34 per year (8p per week), or 3.5%, for a Band D property and comparably in future years, together with the achievement of the major savings referred to in the draft report means the Council has a lower target for future savings to achieve. This reduces the chances of reductions in the services that local residents need and value.

13.3 The Council's Chief Financial Officer considers that the budget is robust and that there are adequate reserves.

#### **14. RECOMMENDATIONS**

**The Cabinet is asked to recommend to Council:**

- Approval of the proposed MTP, budget and Financial Plan (Annexes E to H)
- A £4.34 per year increase in the Council Tax for 2012/13 i.e. a Band D charge of £128.51

#### **ACCESS TO INFORMATION ACT 1985**

Grant Settlement Information – Files in Financial Services

Working Papers - Files in Financial Services

Project Appraisals

2011/12 Revenue Budget and the 2012/16 MTP

Forecast Report

Draft Budget and MTP Report.

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#### **ANNEXS**

- A Total Spending Variations since Draft Budget Report
- B Risk Ranges
- C District Council Reserves
- D Robustness of the 2012/13 Budget
- E Overall Financial Summary to 2024/25
- F Proposed Budget – Full service cost basis after the apportionment of overheads
- G Proposed MTP – Controllable basis – Budget Holder Summary
- H Proposed MTP – Controllable basis. Those MTP schemes, where further approval is required before they can commence, are highlighted.

TOTAL SPENDING VARIATIONS SINCE DRAFT BUDGET	REVENUE						NET CAPITAL					
	F'CAST	BUDGET	MTP			F'CAST	BUDGET	MTP				
	2011 2012 £000	2012 2013 £000	2013 2014 £000	2014 2015 £000	2015 2016 £000	2016 2017 £000	2011 2012 £000	2012 2013 £000	2013 2014 £000	2014 2015 £000	2015 2016 £000	2016 2017 £000
DRAFT net of Unidentified Savings	21,362	21,696	22,249	22,824	22,889	23,822	5,506	12,198	4,067	2,851	3,736	2,699
Add back forecast unidentified savings		500	800	1,338	1,409							
<b>DRAFT before Unidentified Savings</b>	<b>21,362</b>	<b>21,696</b>	<b>22,749</b>	<b>23,624</b>	<b>24,227</b>	<b>25,231</b>	<b>5,506</b>	<b>12,198</b>	<b>4,067</b>	<b>2,851</b>	<b>3,736</b>	<b>2,699</b>
<b>Pay and Allowances</b>												
Pay & allowances Review adjustment	244	549	555	688	846	938						
Replaced by Pay Inflation adjustment	-244	-844	-1,019	-1,197	-1,379	-1,576						
<b>net variation</b>	<b>0</b>	<b>-295</b>	<b>-464</b>	<b>-509</b>	<b>-533</b>	<b>-638</b>						
<b>Voluntary Sector Grants</b>			188	188	188	188						
<b>Other Service Variations</b>	241	394	330	103	137	142	-1,225	-456	-75	112	152	152
<b>Technical Variations</b>	-168	-73	-168	-14	208	332	1,041	-972	-2	6	12	16
<b>TOTAL VARIATIONS</b>	<b>73</b>	<b>26</b>	<b>-113</b>	<b>-232</b>	<b>0</b>	<b>25</b>	<b>-184</b>	<b>-1,428</b>	<b>-77</b>	<b>118</b>	<b>164</b>	<b>168</b>
<b>PROPOSED before Unidentified Savings</b>	<b>21,435</b>	<b>21,722</b>	<b>22,636</b>	<b>23,392</b>	<b>24,227</b>	<b>25,256</b>	<b>5,322</b>	<b>10,770</b>	<b>3,990</b>	<b>2,969</b>	<b>3,900</b>	<b>2,867</b>
Less forecast unidentified savings			337	550	616	891						
<b>PROPOSED net of Unidentified Savings</b>	<b>21,435</b>	<b>21,722</b>	<b>22,229</b>	<b>22,842</b>	<b>23,611</b>	<b>24,365</b>	<b>5,322</b>	<b>10,770</b>	<b>3,990</b>	<b>2,969</b>	<b>3,900</b>	<b>2,867</b>

Scheme	REVENUE						NET CAPITAL						
	F'CAST		BUDGET		MTP		F'CAST		BUDGET		MTP		
	2011	2012	2013	2014	2015	2016	2011	2012	2013	2014	2015	2016	
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
<b>Other Service Variations</b>													
St Neots Development	-70	25											
Local Development Framework examinations		130	-10	-70	-25	-25							
A14 Inquiry		25	175										
RAF Alconbury Development	-90	90											
Customer Services - Staff savings			18	18	18	18							
Environment Strategy Funding							47						
PV Panels - Other locations	2	44	62	62	62	62	-174	-249	-187				
PV Panels - Eastfield House		20	20	19	19	19	-158						
St Neots District Heating Scheme													
Rental of space in PFH		31	62	62	62	62							
New Industrial Units		28											
Recycling Gate Fees		10											
Reduce call centre hours		20	20	20	20	20							
Ramsey Rural Renewal	-5	2	3				-63	63					
Town Centre Developments	86						-86						
Disabled Facilities Grants							-715	-295	152	152	152	152	
Community Infrastructure Levy - Preparations	97	-56	-70	-58	-69	-64	23	25					
Community Infrastructure Levy - Preparations		25	50	50	50	50	-99						
Wheeled Bins for New Properties													
2011/12 Forecast Outturn	221		330	103	137	142	-1,225	-456	-75	112	152	152	
	241	394	330	103	137	142	-1,225	-456	-75	112	152	152	

Scheme	REVENUE						NET CAPITAL					
	F'CAST	BUDGET		MTP			F'CAST	BUDGET		MTP		
	2011 2012 £000	2012 2013 £000	2013 2014 £000	2014 2015 £000	2015 2016 £000	2016 2017 £000	2011 2012 £000	2012 2013 £000	2013 2014 £000	2014 2015 £000	2015 2016 £000	2016 2017 £000
<b>Technical Variations</b>												
Interest	-3	-10	-119	-106	-116	-38						
MRP	0	-37	-81	-74	-64	-54						
VAT Partial Exemption												
Formula Grant reduction due to New Homes												
Bonus		-107						128				
Revenue staff charged to capital	-164						164					
Schemes carried forward							856					
Schemes brought forward								-1,100				
Savings expected in February Report		82										
Inflation - Capital												
Inflation - Non-Pay base items	0	0	-15	-39	-74	-110						
Inflation - MTP Developments	0	0	38	75	150	208						
Inflation - Unidentified Savings price base			7	30	113	127						
Risk provision changes				100	200	200						
Rounding	-1			-1	-1	-1						
	<b>-168</b>	<b>-73</b>	<b>-168</b>	<b>-14</b>	<b>208</b>	<b>332</b>	<b>1,041</b>	<b>-972</b>	<b>-2</b>	<b>6</b>	<b>12</b>	<b>16</b>

## RISK RANGES

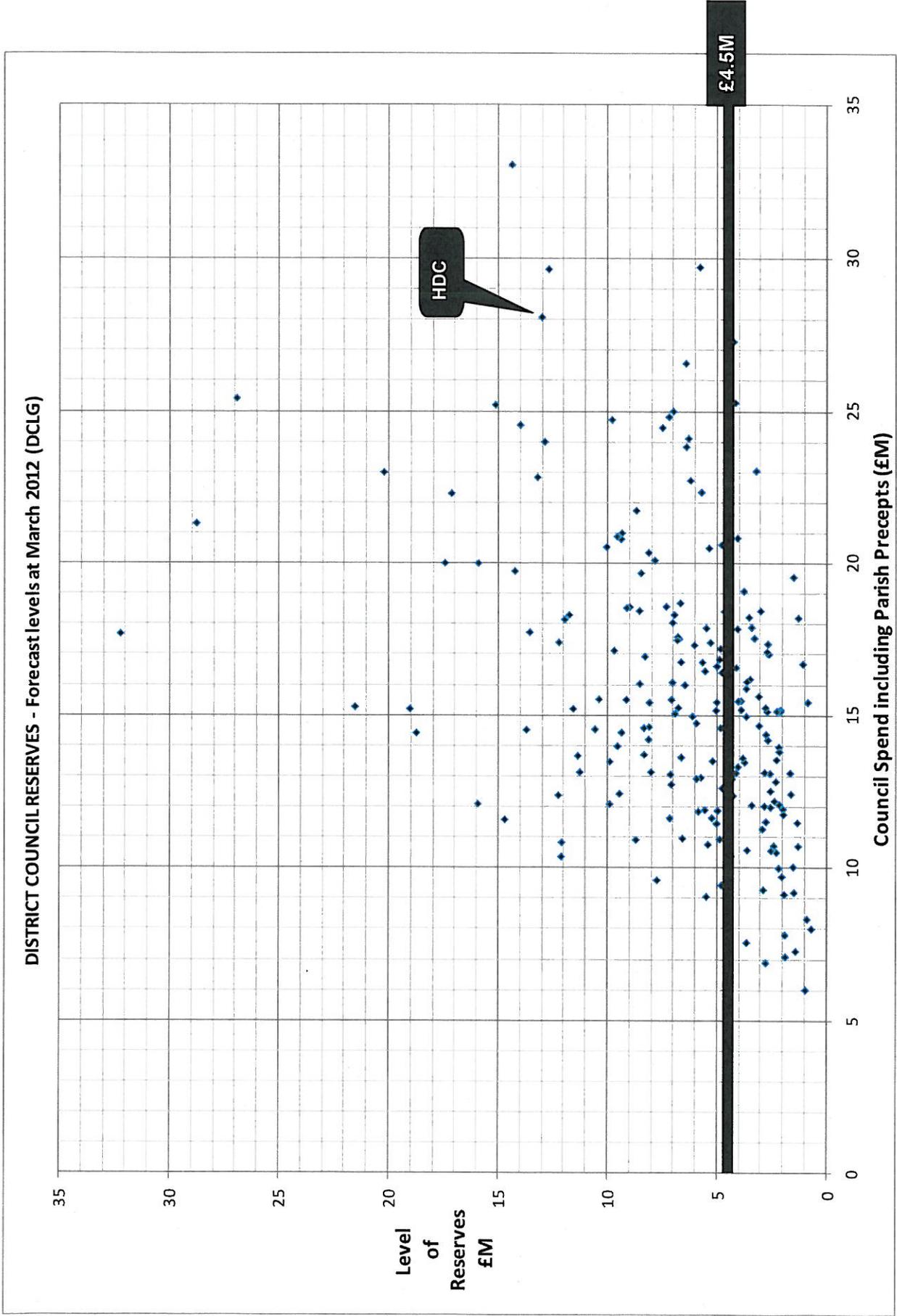
The Low end assumption is included in the Budget/MTP.

LOW END ASSUMPTION Risk Provision in MTP	Extra savings needed (+) ##:				HIGH END ASSUMPTION				Extra savings needed (+) ##:						
	12/13 £M	13/14 £M	14/15 £M	15/16 £M	16/17 £M	12/13 £M	13/14 £M	14/15 £M	15/16 £M	16/17 £M	12/13 £M	13/14 £M	14/15 £M	15/16 £M	16/17 £M
Extra reduction in Government Grant in 2013/14															
2%		0.2	0.2	0.2	0.2			2%				0.2	0.2	0.2	0.2
Extra reduction in Government Grant in 2015/16 and 2016/17															
								0.9% per year accumulated						0.1	0.2
Growth per year in funding from Business Rates growth															
1% per year			-0.1	-0.2	-0.3			2% per year					-0.2	-0.3	-0.5
Reduction in New Homes Bonus grant due to slower housing completions from 2013/14															
10% lower		0.1	0.2	0.3	0.4			20% lower				0.2	0.4	0.6	0.8
Reduction in Government Grant due to insufficient New Homes Bonus funding															
All bodies share loss		0.2	0.3	0.4	0.5			Local Authorities share loss				0.3	0.5	0.6	0.8
Increase in net spending every year to cover cost of increased population. There is no provision for demographic growth in the forecast.															
0.425%		0.1	0.2	0.3	0.4			0.85%				0.2	0.4	0.6	0.8
Potential reduction in tax base from non-collectable Council Tax following localisation reductions															
Based on 8.4% of £900k		0.1	0.1	0.1	0.1			Based on 8.4% of £900k				0.1	0.1	0.1	0.1
								Increase in pay award:							
								1% per year				0.2	0.4	0.7	0.9
								Loss of income in 2012/13 and 2013/14 excluding leisure							
								2.5%			0.2	0.2			
								No leisure price increase							
								in 2013/14				0.2	0.2	0.2	0.2
		0.0	0.7	0.9	1.1	1.3					0.2	1.6	2.0	2.8	3.5
Savings Items								Savings Items							
								CCTV – further savings			-0.1	-0.1	-0.1	-0.1	-0.1
Countryside savings								Countryside savings							
Lower increase in car park charges								Lower increase in car park charges							
		0.0	0.1	0.1	0.2	0.2									
PROPOSED RANGE FROM . . .		0.0	0.8	1.0	1.3	1.5		TO . . . . .							
								Extra cost of high end assumption			0.1	1.6	2.0	2.9	3.6
											0.1	0.8	1.0	1.6	2.1

NOT INCLUDED IN EITHER ASSUMPTION	Extra savings needed (+) ##:					
	12/13 £M	13/14 £M	14/15 £M	15/16 £M	16/17 £M	
1% increase in non-pay inflation if fees and charges adjusted appropriately each year&&	0	0	0	0.1	0.1	0.1
2% change in Pension Fund contributions from 2013/14		0.3	0.3	0.3	0.3	0.3
1% increase in all interest rates from 2012/13 onwards		0.1	0.1	0.1	0.1	0.1
Increase Council Tax rise to 5% from 2013/14 onwards		-0.1	-0.2	-0.4	-0.5	-0.5

&& Excludes income items where above inflation increases already assumed

DISTRICT COUNCIL RESERVES



## **RESERVES AND THE ROBUSTNESS OF THE 2011/12 BUDGET**

The Local Government Act 2003 requires me, as the Council's Chief Financial Officer, to report on the robustness of the 2012/13 budget and the adequacy of reserves when you consider it and the consequent Council Tax.

### **Robustness**

The Council has tended in recent years to underspend its budget. This demonstrates that it has budgeted prudently and that managers have taken a mature approach to budgetary control rather than simply spending any spare sums on low priority items. This is expected to continue but the scale may fall due to the requirement for budget savings and the uncertain size and duration of the current recession.

The Internal Audit and Risk Manager considers that our internal financial controls are working adequately. There is also a sound system of financial monitoring and identification of any necessary budget variations that feeds into the budget/MTP process.

The 2012/13 budget has been prepared using the budget for 2011/12 as a base, and amending it for known changes, particularly:

- Inflation but no provision for pay awards other than a non-consolidated performance provision – the most significant element.
- The impact of MTP schemes

There will always be some items that emerge after the budget has been prepared. These are normally met by compensating savings elsewhere in the budget, or, if necessary, the use of revenue reserves.

The most significant potential risks to the budget are:

- higher inflation
- further reductions in income due to the recession
- non-achievement of planned savings
- failure of a borrower
- an emergency (e.g. flooding)
- increased demands on housing services due to increased homelessness.

### **Reduced Income**

A 1% loss of income from fees, rents and charges would amount to around £170k. The Council is budgeting to receive income of:

- Car Parks £1.8M
- Leisure Centres £6.5M
- Property £2.0M
- Planning and Building Control Fees £1.8M

### **Treasury Management**

The maximum permitted with one counterparty is £8M but this is only possible where £3M of the sum is held in a liquidity account with that body. Liquidity Accounts allow recovery of investments on the same working day which substantially reduces the risk. Thus the practical limit is probably £5M which is limited to bodies with the highest credit rating or Building Societies with more than £2 billion in assets.

**Emergencies**

Certain types of eventuality are mitigated in other ways. Many significant risks are insured against, so losses are limited to the excesses payable. The Government's Bellwin Scheme meets a large proportion, over a threshold, of the costs of any significant peacetime emergencies (e.g. severe flooding).

**Inflation**

A ½% increase in general and pay inflation, assuming no compensating increase in fees and charges was possible, would result in a net cost of approximately £180k.

**Interest Rates**

A change in interest rates is not material.

**Revenue Reserves**

These are estimated to be £12m at April 2012 and reduce to £9.5m by March 2013 in order to support revenue spending. This is still significantly above what would be considered a safe minimum level when considering the 2012/13 budget in isolation but clearly not excessive given their planned use over the next few years.

Therefore, even if a number of unexpected additional costs emerged there would still be sufficient funding to cover the deficit for 2012/13.

**Conclusion**

Considering all these factors, I believe that the combination of a robust budget process and our current level of reserves should give Members no concerns over the Council's financial position for 2012/13.

However, it remains critical that due consideration is given to changes in funding levels from formula grant, the localisation of business rates, the localisation of Council Tax benefits and other changes to the benefits regime that may significantly affect the Council's budget in future years.

**Terry Parker**  
**Managing Director (Resources)**

ANNEX E

PROPOSED	FORECAST	BUDGET	MTP					FORECAST					
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>NEW FORECAST</b>	21,435	21,722	22,299	22,842	23,611	24,365	25,363	26,171	27,068	28,001	28,663	29,065	28,866
<b>FUNDING</b>													
Use of revenue reserves	-2,409	-2,547	-1,954	-1,909	-1,122	0	0	0	0	0	0	0	0
<b>Remaining revenue reserves EOY</b>	<b>12,032</b>	<b>9,485</b>	<b>7,531</b>	<b>5,622</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>
New Homes Grant	-832	-1,913	-2,857	-3,704	-4,845	-6,095	-6,452	-6,594	-6,808	-7,042	-6,983	-5,936	-5,027
Special Council Tax Grant 2011/12	-184	-184	-184	-184	0	0	0	0	0	0	0	0	0
Special Council Tax Grant 2012/13	0	0	0	0	0	0	0	0	0	0	0	0	0
Formula Grant (RSG)	-10,522	-9,288	-9,235	-8,630	-8,846	-9,067	-9,294	-9,526	-9,764	-10,008	-10,259	-10,515	-11,047
Collection Fund Deficit	-105	-63	0	0	0	0	0	0	0	0	0	0	0
Council Tax	-7,383	-7,727	-8,068	-8,415	-8,797	-9,202	-9,617	-10,051	-10,495	-10,950	-11,421	-11,892	-12,352
<b>COUNCIL TAX LEVEL</b>	<b>£124.17</b>	<b>£128.51</b>	<b>£133.01</b>	<b>£137.66</b>	<b>£142.48</b>	<b>£147.47</b>	<b>£152.63</b>	<b>£157.97</b>	<b>£163.50</b>	<b>£169.22</b>	<b>£175.15</b>	<b>£187.62</b>	<b>£194.19</b>
£ increase	£0.00	£4.34	£4.50	£4.66	£4.82	£4.99	£5.16	£5.34	£5.53	£5.72	£5.92	£6.34	£6.57
% increase	0	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Unidentified Spending Adjustments	0	0	-337	-550	-616	-891	-846	-1,187	-1,330	-1,478	-1,785	-2,418	-3,797

<b>DRAFT BUDGET</b>													
Use of revenue reserves	-2,335	-2,721	-2,115	-2,188	-813	0	0	0	0	0	0	0	0
<b>Remaining revenue reserves EOY</b>	<b>11,837</b>	<b>9,116</b>	<b>7,001</b>	<b>4,813</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
Unidentified Spending Adjustments	0	0	-500	-800	-1,338	-1,409	-1,473	-1,987	-2,335	-2,666	-3,114	-4,364	-5,172

<b>LAST YEAR</b>													
Use of revenue reserves	-3,589	-2,722	-1,604	-1,735	-300	0	0	0	0	0	0	0	0
<b>Remaining revenue reserves EOY</b>	<b>9,371</b>	<b>6,649</b>	<b>5,045</b>	<b>3,310</b>	<b>3,010</b>	<b>3,010</b>	<b>3,010</b>	<b>3,010</b>	<b>3,010</b>	<b>3,010</b>	<b>3,010</b>	<b>3,010</b>	<b>3,010</b>
Unidentified Spending Adjustments	-751	-751	-961	-1,524	-1,975	-2,028	-2,632	-3,215	-3,759	-4,071	-4,535	-5,381	-5,776

SERVICE BUDGET SUMMARY	2011/12		2012/13
	Original	Forecast	Budget
	£000	£000	£000
<b>Environmental Services</b>			
Refuse Collection	3,253	3,096	3,202
Recycling	533	188	283
Drainage & Sewers	600	569	667
Public Conveniences	53	56	57
Environmental Health	2,214	2,127	2,123
Closed Churchyards	9	9	6
Street Cleaning & Litter	1,474	1,290	1,388
	<b>8,136</b>	<b>7,334</b>	<b>7,726</b>
<b>Planning</b>			
Development Control	1,193	1,358	1,050
Building Control	195	175	108
Planning Policy & Conservation	1,332	1,059	1,228
Economic Development	-364	-621	-977
Planning Delivery Grant	9	0	0
	<b>2,365</b>	<b>1,971</b>	<b>1,409</b>
<b>Community Services</b>			
Countryside	575	488	449
Tourism	100	0	0
Community Initiatives	1,019	998	886
Parks	1,825	1,603	1,593
Leisure Policy	391	381	330
Leisure Centres	2,856	2,385	2,347
Community Facilities	25	25	21
	<b>6,791</b>	<b>5,880</b>	<b>5,626</b>
<b>Community Safety</b>			
Community Safety	908	583	404
	<b>908</b>	<b>583</b>	<b>404</b>
<b>Housing Services</b>			
Housing Services	884	976	905
Private Housing Support	1,664	2,784	2,384
Homelessness	587	462	758
Housing Benefits	1,381	1,245	1,266
	<b>4,516</b>	<b>5,467</b>	<b>5,313</b>
<b>Highways &amp; Transportation</b>			
Transportation Strategy	368	878	402
Public Transport	229	204	221
Highways Services	129	118	145
Car Parks	-608	-154	-343
Environmental Improvements	344	312	347
	<b>462</b>	<b>1,358</b>	<b>772</b>
<b>Corporate Services</b>			
Local Taxation & Benefits	1,271	1,240	1,217
Corporate Management	1,490	1,390	1,193
Democratic Services	1,434	1,451	1,436
Central Services	612	400	506
Non Distributed Costs	252	270	297
	<b>5,059</b>	<b>4,751</b>	<b>4,649</b>
<b>Other Expenditure</b>			
Contingency	-90	-1	-134
Other Expenditure	-5,361	-5,708	-4,220
Investment Interest and Borrowing Costs	-93	-199	177
Unallocated Grants	-78	0	0
	<b>-5,622</b>	<b>-5,908</b>	<b>-4,177</b>
<b>Council Total</b>	<b>22,615</b>	<b>21,435</b>	<b>21,722</b>

The Service Based Budget includes direct expenditure plus the recharge of all support costs (e.g. HR, finance, legal and offices) plus depreciation on assets.

SERVICE BUDGET		2011/12		2012/13
		Budget	Forecast	Budget
		£000	£000	£000
<b>Environmental Services</b>				
Refuse Collection	Abandoned Vehicles	59	37	37
	Domestic Refuse	3,209	3,078	3173
	Trade Refuse	-15	-18	-8
		<b>3,253</b>	<b>3,096</b>	<b>3,202</b>
Recycling	Recycling	616	271	376
	Recycling Sites	-83	-84	-93
		<b>533</b>	<b>187</b>	<b>283</b>
Drainage & Sewers	Internal Drainage Boards	367	378	387
	Nightsoil Collection	11	7	11
	Watercourses	222	184	269
		<b>600</b>	<b>569</b>	<b>667</b>
Public Conveniences	Public Conveniences	53	56	57
		<b>53</b>	<b>56</b>	<b>57</b>
Environmental Health	Air Quality	141	128	127
	Animal Welfare	153	148	152
	Contaminated Land	142	106	108
	Health & Safety	239	194	205
	Energy Efficiency	374	404	404
	Environmental Health General	12	12	-18
	Food Safety	471	460	486
	Health Promotion	31	37	43
	Licences	43	46	4
	Nuisances	254	286	291
	Pest Control	144	101	111
	Private Sector Housing	195	200	203
	Travellers	15	7	7
		<b>2,214</b>	<b>2,129</b>	<b>2,123</b>
Closed Churchyards	Closed Churchyards	9	9	6
		<b>9</b>	<b>9</b>	<b>6</b>
Street Cleaning & Litter	Littering	88	69	88
	Street Cleaning	1,386	1,221	1,300
		<b>1,474</b>	<b>1,290</b>	<b>1,388</b>
	<b>Environmental Services</b>	<b>8,136</b>	<b>7,334</b>	<b>7,726</b>
<b>Planning</b>				
Development Management	Advice	652	574	605
	Application Processing	265	562	219
	Enforcement	276	222	226
		<b>1,193</b>	<b>1,358</b>	<b>1,050</b>
Building Control	Promotion & Enforcement	216	216	229
	Applications	-21	-41	-121
		<b>195</b>	<b>175</b>	<b>108</b>
Planning Policy & Conservation	A14 Inquiry	0	0	25
	Conservation & Listed Buildings	156	129	143
	Local Plan	718	525	672
	Planning Projects/Implementation	250	221	211
	Trees	208	184	177
		<b>1,332</b>	<b>1,059</b>	<b>1,228</b>

SERVICE BUDGET		2011/12		2012/13
		Budget	Forecast	Budget
		£000	£000	£000
Economic Development	Business & Enterprise Support	308	357	328
	Markets	-44	6	-45
	NNDR Discretionary Relief	29	23	30
	Property Development and Management	-964	-1,179	-1,349
	Town Centre Management	307	171	59
		<b>-364</b>	<b>-622</b>	<b>-977</b>
Planning Delivery Grant	Planning Grant Unallocated	9	0	0
	<b>Planning</b>	<b>2,365</b>	<b>1,970</b>	<b>1,409</b>
<b>Community Services</b>				
Countryside	Barford Road Pocket Park			
	Countryside Management	189	114	132
	Hinchingbrooke Country Park	244	216	198
	Paxton Pits	112	121	102
	Miscellaneous Countryside sites	30	37	17
		<b>575</b>	<b>488</b>	<b>449</b>
Tourism	Tourism	100	0	0
		<b>100</b>	<b>0</b>	<b>0</b>
Community Initiatives	Community Projects	170	150	117
	Community Initiatives Mgt	266	408	344
	Equal Opportunities	75	56	57
	Sustainable Communities	75	0	0
	Miscellaneous Grants	433	383	368
		<b>1,019</b>	<b>997</b>	<b>886</b>
Parks	Parks & Open Spaces	1,755	1,536	1,526
	Pavilions	68	66	67
	Unallocated Land Survey	2	2	0
		<b>1,825</b>	<b>1,604</b>	<b>1,593</b>
Leisure Policy	Arts Development	60	23	17
	Leisure Development	331	358	313
		<b>391</b>	<b>381</b>	<b>330</b>
Leisure Centres	One Leisure Huntingdon	621	561	599
	One Leisure Ramsey	405	414	403
	One Leisure Sawtry	460	382	416
	One Leisure St Ives	726	592	500
	One Leisure St Neots	627	400	378
	Leisure Centres Overall	17	36	51
		<b>2,856</b>	<b>2,385</b>	<b>2,347</b>
Community Facilities	Leisure Grants	4	4	0
	Priory Centre	21	21	21
		<b>25</b>	<b>25</b>	<b>21</b>
	<b>Community Services</b>	<b>6,791</b>	<b>5,880</b>	<b>5,626</b>

SERVICE BUDGET		2011/12		2012/13
		Budget	Forecast	Budget
		£000	£000	£000
<b>Community Safety</b>				
Community Safety	C C T V	558	322	171
	Community Safety	350	261	233
		<b>908</b>	<b>583</b>	<b>404</b>
	<b>Community Safety</b>	<b>908</b>	<b>583</b>	<b>404</b>
<b>Housing Services</b>				
Housing Services	Choice Based Lettings	23	15	30
	Housing Advice	311	344	284
	Housing Strategy	193	157	149
	Waiting List	274	240	328
	Other housing services	83	221	114
		<b>884</b>	<b>977</b>	<b>905</b>
Private Housing Support	Home Improvement Agency	106	79	67
	Housing Associations	356	202	160
	Housing Surveys	27	28	25
	Renovation/Improvement Grants	1,150	2,449	2,107
	Safer homes scheme	25	25	25
		<b>1,664</b>	<b>2,783</b>	<b>2,384</b>
Homelessness	Accommodation For Homeless	23	25	63
	Homelessness Management	312	257	404
	Homeless Prevention	148	76	185
	Hostel Support	104	104	106
		<b>587</b>	<b>462</b>	<b>758</b>
Housing Benefits	Housing Benefits Admin	1,512	1,407	1,402
	Rent Allowance Local Scheme	14	14	14
	Rent Allowance National Scheme	-285	-335	-293
	Temporary Accommodation Support	140	160	143
		<b>1,381</b>	<b>1,246</b>	<b>1,266</b>
	<b>Housing Services</b>	<b>4,516</b>	<b>5,468</b>	<b>5,313</b>
<b>Highways &amp; Transportation</b>				
Transportation Strategy	Cycling	26	29	31
	Transportation Management	195	226	245
	Transport Schemes	147	622	126
		<b>368</b>	<b>877</b>	<b>402</b>
Public Transport	Bus Shelters	123	85	97
	Bus Stations	78	98	109
	Concessionary Fares	28	21	15
		<b>229</b>	<b>204</b>	<b>221</b>
Highways Services	Street naming	129	118	145
		<b>129</b>	<b>118</b>	<b>145</b>
Car Parks	Car Park Assets	120	94	117
	Car Park Management	-752	-302	-515
	Car Park Policy	24	54	55
		<b>-608</b>	<b>-154</b>	<b>-343</b>
Environmental Improvements	Management Schemes	96	60	102
		248	252	245
		<b>344</b>	<b>312</b>	<b>347</b>
	<b>Highways &amp; Transportation</b>	<b>462</b>	<b>1,357</b>	<b>772</b>

SERVICE BUDGET		2011/12		2012/13
		Budget	Forecast	Budget
		£000	£000	£000
<b>Corporate Services</b>				
Local Taxation & Benefits	Council Tax	995	950	941
	Council Tax Benefits	288	302	297
	N N D R Administration	-12	-12	-21
		<b>1,271</b>	<b>1,240</b>	<b>1,217</b>
Corporate Management	Chief Executive & Management Team	641	560	421
	External Audit	158	173	164
	Public Accountability	574	538	482
	Treasury Management	117	118	126
		<b>1,490</b>	<b>1,389</b>	<b>1,193</b>
Democratic Services	Corporate Committees	522	563	546
	Member Allowances & Support	912	888	890
		<b>1,434</b>	<b>1,451</b>	<b>1,436</b>
Central Services	Elections	531	385	441
	Emergency Planning	90	58	92
	Land Charges	-9	-44	-27
		<b>612</b>	<b>399</b>	<b>506</b>
Non Distributed Costs	Pensions	218	188	225
	ICT services to other organisations	34	22	11
	Unused Capacity of assets	0	59	61
		<b>252</b>	<b>269</b>	<b>297</b>
<b>Corporate Services</b>		<b>5,059</b>	<b>4,748</b>	<b>4,649</b>
<b>Other Expenditure</b>				
Contingency	Other Contingencies	-90	-1	-134
		<b>-90</b>	<b>-1</b>	<b>-134</b>
Other Expenditure	Capital Charges Reversed	-5,497	-6,973	-6,183
	Deferred Expenditure	0	-222	0
	MRP (Provision for repaying borrowing)	682	618	718
	Items still to be allocated or recharged to Services	-586	108	320
	Pensions Lump Sum	0	660	896
	Other Expenditure	40	101	29
		<b>-5,361</b>	<b>-5,708</b>	<b>-4,220</b>
Investment Interest and borrowing costs	Interest Paid	523	440	793
	Interest Received	-616	-639	-616
		<b>-93</b>	<b>-199</b>	<b>177</b>
Unallocated grants	Area Based Grant	-78	0	0
		<b>-78</b>	<b>0</b>	<b>0</b>
<b>Other Expenditure</b>		<b>-5,622</b>	<b>-5,908</b>	<b>-4,177</b>
<b>COUNCIL TOTAL</b>		<b>22,615</b>	<b>21,435</b>	<b>21,722</b>

ANNEX G

SUMMARY BUDGET Controllable basis	REVENUE												NET CAPITAL					
	Actual	Budget			Forecast			MTP			Budget	Forecast		Budget		MTP		
		2010	2011	2012	2013	2014	2015	2016	2017	2018		2019	2020	2021	2022	2023	2024	2025
		£000	£000	£000	£000	£000	£000	£000	£000	£000		£000	£000	£000	£000	£000	£000	£000
Managing Directors and Corporate Office	1,168	1,002	886	454	406	406	403	403	403	16	8							
Head of Legal & Democratic Services	1,962	2,020	1,713	1,779	1,683	1,743	1,717	1,717	1,717	123	13	140	109	11	253	85		
Head of Housing Services	1,180	1,292	1,202	1,300	1,352	1,352	1,352	1,352	1,352	900	925	1,635	1,376	1,387	1,429	1,208		
Head of Environmental and Community Services	2,384	2,437	2,317	2,249	2,142	2,140	2,188	2,133	2,133	56	88	-15						
Head of Operations	4,517	4,946	4,501	4,298	4,261	4,257	4,254	4,216	4,216	758	989	1,015	1,275	1,143	1,409	780		
Head of Planning Services	2,428	1,829	1,965	1,583	1,287	793	376	171	171	5,871	1,795	4,857	1,136	-700	-700	-700		
Head of Environmental Management	2,777	2,971	2,588	2,609	2,542	2,536	2,531	2,492	2,492	-167	328	-1,989	1,053	231	71	72		
Head of Customer Services	1,800	1,962	1,817	1,760	1,834	1,827	1,827	1,827	1,827	24	111	136						
Head of Financial Services	1,602	2,434	2,908	3,651	4,356	5,008	5,444	5,826	5,826	182	203	147	53	34	96			
Head of IMD	2,120	2,103	2,070	1,917	1,900	1,941	1,906	1,876	1,876	587	797	565	252	252	352	572		
General Manager, Leisure	880	1,030	543	497	157	-90	-286	-279	-279	3,706	251	4,329	697	422	672	535		
Non-Allocated Items		-1,411	-1,085	-375	379	929	1,899	2,631	2,631	-123	-186	-50	145	189	318	315		
<b>TOTAL BUDGET</b>	<b>22,818</b>	<b>22,615</b>	<b>21,435</b>	<b>21,722</b>	<b>22,299</b>	<b>22,842</b>	<b>23,611</b>	<b>24,365</b>	<b>24,365</b>	<b>11,933</b>	<b>5,322</b>	<b>10,770</b>	<b>3,990</b>	<b>2,969</b>	<b>3,900</b>	<b>2,867</b>		

**CONTROLLABLE BUDGET**

The Controllable budget disaggregates the Service Budget so that each element is allocated to the Head of Service or, in a few cases, Managing Director responsible for managing and controlling the spending. For example: Leisure Centres in the Service budget includes support services such as HR and accountancy whilst in the Controllable Budget these support service costs are shown under the Head of Service that controls them.

The Controllable Budget is the fundamental focus of budgetary control within the authority.

It shows the individual variations included in the MTP allocated to each budget area and colour codes those schemes where further approval is required before they can commence.

Approval required by:

COMT and then Cabinet
Head of Service following consultation with MDs and Executive Councillors for Service and Finance.
COMT
Head of Service for any unshaded items



































