



2016/17 Budget
&
Medium Term Financial
Strategy

2017/18

to

2020/21

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1.0 STRATEGIC BUDGET SUMMARY

1.1 Savings and Growth - GO

- **Zero Based Budgeting**

1.1.1 The 2015/16 budget and the Medium Term Financial Strategy have been constructed following a Zero Based Budgeting (ZBB) approach. For the 2016/17 budget, the following services have been subject to a “ZBB Heavy” approach, in that the budgets have been fundamentally rebuilt from the bottom to the top:

- Customer Services
- Development Services
- Operational Services
- Sports and Active Lifestyle Team (Health & Leisure)
- Estates (Resources)
- CCTV, Licensing, Projects and Asset Management (Community Services)
- Corporate Services and CMT

1.1.3 The total savings agreed via the ZBB Heavy reviews for each department are shown below with detailed savings shown in Annex A and summarised in Table A below.

Table A - ZBB Tranche 2 & 3 Savings					
Service	2016/17 £'000	2017/18 £'001	2018/19 £'002	2019/20 £'003	2020/21 £'004
Directors and Corporate Resources	(221)	(323)	(373)	(373)	(373)
Customer Services	(543)	(778)	(918)	(1,075)	(1,075)
Operations	(860)	(1,121)	(1,347)	(1,657)	(1,657)
Development	(314)	(314)	(315)	(315)	(315)
Community	(112)	(169)	(172)	(173)	(173)
Leisure & Health	(102)	(123)	(123)	(123)	(123)
TOTAL	(2,237)	(2,975)	(3,458)	(3,988)	(3,988)

- **ZBB Light Reviews**

1.1.4 Where services have not been subject to a “ZBB Heavy” review they have been reviewed via the “ZBB Light” process via a desktop exercise to review the level of budgets required including further savings required and any growth required on individual budget lines which must be financed from within the overall budget.

- **Capital**

1.1.5 The revenue budget contains any implications from the proposed capital programme for 2016/17 and the MTFs, whether that be savings as a result of investment, additional running costs or the cost of borrowing and minimum revenue provisions.

- **Growth**

1.1.7 In the main, service growth expenditure has not been included; however inflation has been applied in respect of pay and a reflection of the additional costs relating to statutory changes to employers national insurance contributions from 2016/17.

1.1.8 The significant exception to this is in relation to the recycling service. In June 2014 the Council, as part of its involvement in the Cambridgeshire and Peterborough Waste Partnership (RECAP) entered into a joint contract for the processing and sale of recyclable materials. One of the main aims of the contract was to support the Council to deliver its waste minimisation targets. A joint decision by each council in RECAP was taken and endorsed to amend the commercial basis of the contract i.e. taking on increased commercial risk than under the previous contract. This involved the partners electing to take a greater share of the income from the sale of recyclables to reduce other costs paid under the previous contract; this was based on assumptions that the market for recyclables would at least remain constant if not grow. The reality has been the worldwide collapse of the market for recyclables resulting in a reduced income to this Council and all the other partners in RECAP. This income in part meets the costs of the contract and these costs have remained constant because the tonnage of materials for recycling has remained constant. The net effect is additional costs for the Council from a projected monthly cost of £2,500 per month to an estimated cost of £25,000 per month if the recyclables market does not recovery to its previous position.

1.1.8 There are items of expenditure where growth is unavoidable and where these have occurred, the ZBB process requires that they are recognised and included. Also within growth are such items as inflation and adjustments to corporate related expenditure (e.g. minimum revenue provision and pension contributions); these are detailed in Table D below where such growth exceeds £50,000.

Table B		Corporate Budget Items and the impact on the 2016/17 budget (value > £50,000)					
Item of Unavoidable Growth	2015/16		2016/17			Reason for Growth	
	Forecast	Original Budget	Budget	Growth Against Forecast	Against Updated Budget		
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's		
Minimum Revenue Provision	1,574	1,574	1,635	61	61	Additional capital spend due to the Council not funding capital expenditure from other sources (grants/capital receipts)	
Pension Contribution	1,136	1,135	1,510	374	375	Actuarial revaluation	

- Summary Impact of all budget changes**

1.1.9 Overall, ZBB, Capital and Growth have resulted in a net reduction in the Council's budget of £1.4m (7%) and £0.9m (5%) when compared to the 2015/16 Forecast Outturn and the Original Budget respectively. A service by service summary is shown in Table C below.

Table C	2015/16		2016/17					Variance:	
	Forecast Outturn	Original Budget	ZBB Heavy	ZBB Light/ Other	Capital	Inflation	Base Budget	2016/17 Budget to Forecast Outturn	2016/17 Budget to Updated Budget
Service	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's		£ 000's	%	%
Directors and Corporate	2,348	2,377	(210)	120	0	13	2,300	(2%)	(3%)
Resources	(392)	(445)	(85)	(8)	219	12	(308)	(22%)	(31%)
Customer Services	4,425	4,488	(543)	(1,643)	5	49	2,355	(47%)	(48%)
Operations	4,727	4,593	(860)	167	8	61	3,968	(16%)	(14%)
Development	1,427	1,691	(314)	(34)	0	26	1,370	(4%)	(19%)
Community	1,987	2,130	(123)	(84)	(7)	19	1,936	(3%)	(9%)
Leisure & Health	(53)	58	(102)	(278)	(11)	53	(280)	430%	(583%)
Corporate Finance	4,336	4,374	0	425	0	0	4,799	11%	10%
Shared Service	0	0	0	1,680	0	116	1,796	0%	0%
Net Expenditure	18,804	19,267	(2,237)	345	213	349	17,938		

Forecast Outturn **18,804** $\xrightarrow{\hspace{1.5cm}}$ **(866)** $\xleftarrow{\hspace{1.5cm}}$ **17,938** **(5%)**

Updated Budget **19,267** $\xrightarrow{\hspace{1.5cm}}$ **(1,329)** $\xleftarrow{\hspace{1.5cm}}$ **17,938** **(7%)**

1.1.10 Included in the Community Services tranche 2 proposals was a proposal to implement a bus departure levy in the District, raising an estimated £75,000. Following further discussion on this proposed it is being recommended that this proposal is removed from the ZBB savings. This change has been built into the draft budget.

1.1.11 In addition, the implications of the Commercial Investment Strategy, as reported to Cabinet in December 2015 have been included in the draft budget.

1.2 Revenue spending and sources of income

Income

1.2.1 The Council generates a considerable proportion of its own funding from the various services it provides; these range from income from One Leisure and Car Parking through to charging for the use of the Document Centre and Licensing and Planning Services. Service specific income is shown later in this report within the service budget pages.

1.2.2 In addition the Council also generates income from corporate activity, this mainly centres on Treasury Management; however this is considerably less than in recent years because of the current extremely low interest rate environment.

Government Grant

1.2.3 The government provides a fair proportion of the core funding of the Council. Some of this funding is in relation to specific services e.g. Housing Benefit; but some of the funding is in support of general activity. With regard to:

- New Homes Bonus (NHB), on the 17th December the government made an announcement in respect of New Homes Bonus and that the 2016/17 settlement would be £5.0m. At this time the Council continues to rely on NHB as part of the base budget.
- Council Tax Freeze Grant (CTFG) is being rolled into the RSG from 2016/17 and is, therefore, no longer identifiable. However the Government is no longer providing funding for any council tax freezes from 2016/17 onward.
- On the 17th December the government announced the Revenue Support Grant (RSG) and Non-Domestic Rates (NDR) baseline 2015/16 provisional settlement for the Council. The relative allocations for RSG and NDR are £2.1m and £4.2m respectively.

Council Tax

1.2.4 There is an assumption within the budget 2016/17 and over the term of the MTFS of a Council tax freeze thus Council Tax would remain at £133.18 from 2016/17 through to 2020/21.

Collection Fund Surplus/Deficit

1.2.5 The Collection Fund is the statutory account to account for the Council Tax and Business Rates income and the payments to preceptors of their respective shares. Any surplus or deficit on the Collection Fund at year end is distributed to the preceptors, as per legislation. The Council is required to make an estimate of the projected surplus or deficit of each component of the

Collection Fund at year end in order for the preceptors to bring their share of the surplus or deficit into the budget setting process.

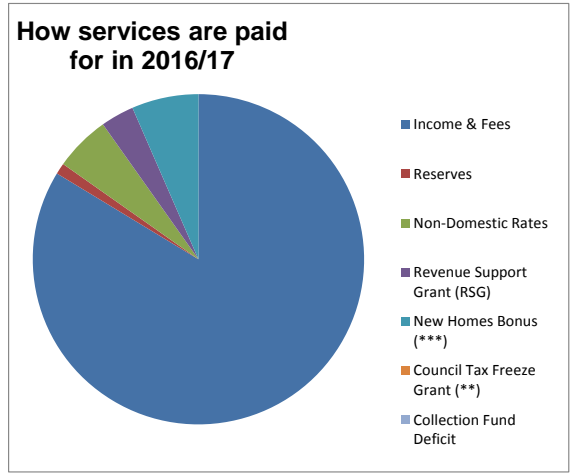
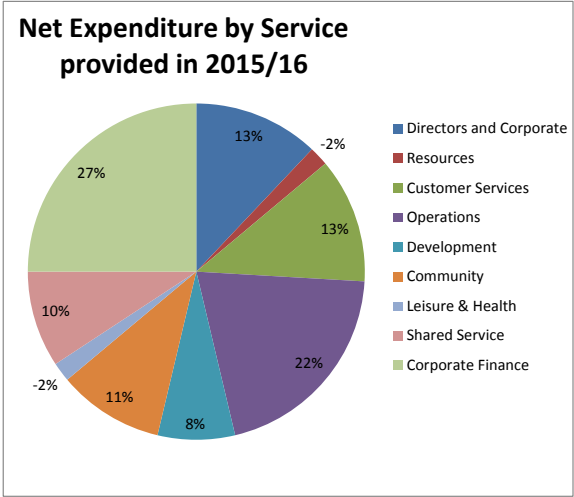
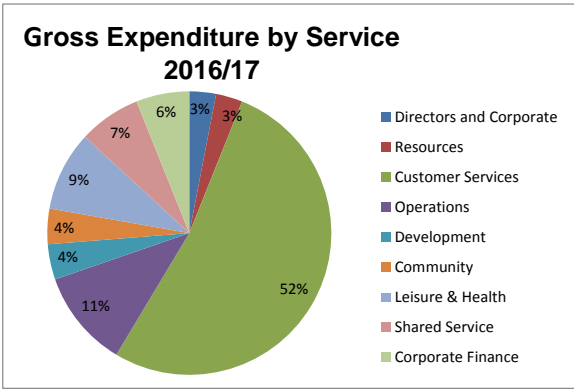
- 1.2.6 The estimated year end position of the Collection Fund is shown in **Table D** below along with the share that is apportioned to the Council. However, due to the safety net mechanisms in place for NDR funding, the Council will only have to fund £0.3m of the deficit share shown below.

Table 9	(Surplus)/Deficit (£'000)	HDC Share (£'000)
Council Tax	(401)	(55)
Business Rates	8,237	3,876
TOTAL	7,836	3,821
Safety Net Grant		(3,564)
Net Impact on Funding		257

1.3 Summary Budget

- 1.3.1 Considering the commitment made to Freeze Council Tax for 2016/17 and the MTFs period and the ZBB process followed for the budget setting process, this results in the funding statement shown in **Table E** below.

Table E	Forecast	Original Budget	Budget	Medium Term Financial Strategy			
	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Services provided:							
Directors and Corporate	2,948	2,654	2,565	2,487	2,453	2,460	2,472
Resources	1,613	1,569	2,612	3,661	4,124	4,139	4,149
Customer Services	42,378	42,412	40,241	40,127	40,037	39,919	39,950
Operations	9,205	8,682	8,797	8,703	8,599	8,594	8,639
Development	3,186	3,645	2,910	2,758	2,754	2,776	2,798
Community	2,898	3,021	2,802	2,782	2,799	2,819	2,839
Leisure & Health	7,012	7,146	6,938	6,881	6,898	6,912	6,966
Shared Service	0	0	5,034	5,134	5,237	5,342	5,449
Corporate Finance	4,572	5,000	4,980	5,791	6,233	6,437	6,545
Gross Expenditure	73,811	74,129	76,880	78,324	79,135	79,398	79,807
Funding to provide services							
Income & Fees	(55,007)	(54,476)	(58,942)	(60,684)	(61,795)	(62,389)	(62,748)
Net Expenditure	18,804	19,653	17,938	17,639	17,340	17,008	17,058
Contribution to/(from) Earmarked Reserves			(257)	0	0	0	0
Budget Requirement	19,678	20,450	19,931	17,942	16,409	14,916	13,868
Non-Domestic Rates	(4,160)	(4,160)	(4,190)	(4,232)	(4,274)	(4,317)	(4,360)
Revenue Support Grant (RSG)	(3,183)	(3,183)	(2,110)	(921)	(442)	0	0
New Homes Bonus (***)	(4,403)	(4,403)	(4,965)	(3,724)	(2,483)	(1,241)	0
Council Tax Freeze Grant (**)	(82)	(82)	0	0	0	0	0
Collection Fund Deficit	(82)	(82)	257	0	0	0	0
Council Tax Requirement	7,768	7,768	7,905	8,048	8,193	8,340	8,490
- Base (*)	58,329	58,329	59,358	60,426	61,514	62,621	63,749
- Per Band D	133.18	133.18	133.18	133.18	133.18	133.18	133.18
Assumptions							
* Increase in Council Tax Base	Assumed there is an annual increase in the base of 1.8%.						
** Council Tax Freeze Grant	Assumed that this does not continue as a separate grant (could be "rolled-up" within RSG).						
*** New Homes Bonus	Assumed that this does not continue as a separate grant (could be "rolled-up" within RSG).						

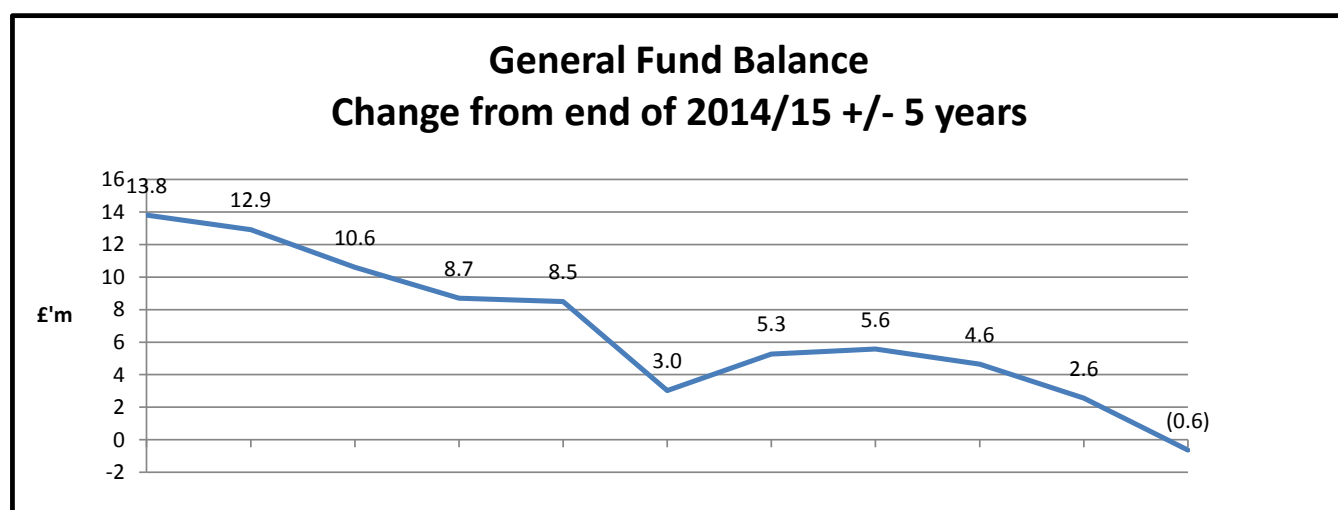


1.4 Revenue Reserves

1.4.1 The impact on the General Fund Reserve of the grant settlement from Government, the Council’s policy to freeze Council Tax and the savings and growth built into the budget 2016/17 and MTFs is shown in **Table F** below.

Table F	Forecast	Budget	Medium Term Financial Strategy			
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
General Fund Brought forward	9,287	3,022	5,273	5,576	4,645	2,553
Contribution (to) Reserve	535	2,251	303			
Contribution from Reserve	(6,800)			(931)	(2,092)	(3,190)
Carried forward	3,022	5,273	5,576	4,645	2,553	(637)
<i>Minimum Level of Reserves</i>	2,687	2,693	2,648	2,604	2,554	2,561

1.4.2 The £6.8m contribution from reserve in 2015/16 reflects the transfer to the CIS Earmarked Reserve approved by Cabinet in December 2015.



1.4.3 This is an unsustainable position and as a result the Council has three options to consider in order to ensure it is budgeting in a sustainable manner both in terms of on-going revenue and funding and its reserves.

- i. Maintain the current level of reserves and CIS investments and continue the programme of ZBB reviews in order to find the necessary savings to bring the GF reserve back to prudent recommended levels.
- ii. The decision to transfer £6.8m from the GF reserve to the CIS earmarked reserve is reversed. As a result the approved CIS business case will need to be reviewed.
- iii. Take a less aggressive view on the reduction of Government funded NHB and therefore anticipate higher levels of government grant in future years or growth in business rates.

2.2 Service Budgets by Head of Service

Head of Community													
Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
22,218	=Employees	Hired Staff	15,050	7,000	0	0	0	0	7,000	7,000	7,000	7,000	7,000
24,670		Other staff costs	4,439	10,648	0	(10,208)	0	0	440	440	440	440	440
351,978		Pension & NI	354,295	379,299	(19,000)	25,274	3,791	389,364	392,669	396,298	400,261	404,264	404,264
1,461,934		Salary	1,393,493	1,503,905	(69,000)	27,355	15,039	1,477,299	1,488,353	1,501,530	1,516,538	1,531,697	1,531,697
14,943		Training	30,655	31,826	0	(28,776)	0	3,050	3,050	3,050	3,050	3,050	3,050
189		Uniform & laundry	1,268	2,100	0	(200)	0	1,900	1,900	1,900	1,900	1,900	1,900
1,875,932	Employees Total		1,799,201	1,934,778	(88,000)	13,445	18,830	1,879,053	1,893,412	1,910,218	1,929,189	1,948,351	1,948,351
23,359	=Buildings	Rents	4,801	550	0	0	0	550	550	550	550	550	550
174,410		Repairs & Maintenance	101,049	110,200	(10,000)	(20,000)	0	80,200	75,200	75,200	75,200	75,200	75,200
12,878		Energy Costs	11,377	13,200	0	0	0	13,200	13,200	13,200	13,200	13,200	13,200
164		Water Services	3,880	580	0	80	0	660	660	660	660	660	660
15,986		Premises Cleaning	23,707	22,626	0	0	0	22,626	22,626	22,626	22,626	22,626	22,626
26,278		Rates	26,376	26,316	0	0	526	26,842	27,368	27,915	28,473	29,043	29,043
253,076	Buildings Total		171,190	173,472	(10,000)	(19,920)	526	144,078	139,604	140,151	140,709	141,279	141,279
20,054	=Transport	Mileage Allowance	26,335	30,100	0	(2,250)	0	27,850	25,250	25,250	25,250	25,250	25,250
4,613		Pool Car	9,006	10,950	0	(3,750)	0	7,200	7,000	7,000	7,000	7,000	7,000
5,602		Public Transport	6,249	8,550	0	(4,300)	0	4,250	3,850	3,850	3,850	3,850	3,850
31,537		Operating Costs	30,954	32,711	0	0	0	32,711	32,711	32,711	32,711	32,711	32,711
61,805	Transport Total		72,544	82,311	0	(10,300)	0	72,011	68,811	68,811	68,811	68,811	68,811
1,065	=Supplies & Services	Catering	451	600	0	280	0	880	880	880	880	880	880
121,066		Communication and computing	128,145	127,449	(25,000)	(3,914)	0	98,535	73,175	73,175	73,175	73,175	73,175
244,419		Equipment, furniture & materials	170,271	152,689	0	(10,534)	(6,600)	135,555	135,455	135,455	135,455	135,455	135,455
12,795		Office expenses	28,485	29,944	0	(11,724)	0	18,220	17,520	17,520	17,520	17,520	17,520
50,478		Services	110,423	107,781	0	(40,526)	0	67,255	67,065	67,065	67,065	67,065	67,065
391		Uniform & laundry	475	600	0	(100)	0	500	500	500	500	500	500
430,214	Supplies & Services Total		438,249	419,063	(25,000)	(66,518)	(6,600)	320,945	294,595	294,595	294,595	294,595	294,595
5,503	=Benefit & Transfer Payments	Irrecoverable V A T	4,600	4,600	0	0	0	4,600	4,600	4,600	4,600	4,600	4,600
209,383		Contributions paid	70,956	71,010	0	0	0	71,010	71,010	71,010	71,010	71,010	71,010
281,066		Grants	341,206	335,356	0	(25,356)	0	310,000	310,000	310,000	310,000	310,000	310,000
495,952	Benefit & Transfer Payments Total		416,762	410,966	0	(25,356)	0	385,610	385,610	385,610	385,610	385,610	385,610
(986,444)	=Income & Fees	Fees & charges	(871,326)	(850,267)	0	90,450	0	(759,817)	(754,217)	(754,217)	(759,817)	(754,217)	(754,217)
(5,450)		Rent	(5,450)	(5,450)	0	(200)	0	(5,650)	(5,650)	(5,650)	(5,650)	(5,650)	(5,650)
(31,857)		Other grants and contributions	(34,485)	(34,485)	0	(65,252)	0	(99,737)	(99,737)	(99,737)	(99,737)	(99,737)	(99,737)
(1,023,751)	Income & Fees Total		(911,261)	(890,202)	0	24,998	0	(865,204)	(859,604)	(859,604)	(865,204)	(859,604)	(859,604)
2,093,228	Grand Total		1,986,686	2,130,388	(123,000)	(83,651)	(6,600)	1,936,493	1,922,428	1,939,781	1,953,710	1,979,042	1,979,042
3,116,979	Gross Service Expenditure		2,897,947	3,020,590	(123,000)	(108,649)	(6,600)	19,356	2,801,697	2,782,032	2,799,385	2,818,914	2,838,646
(1,023,751)	Gross Service Income		(911,261)	(890,202)	0	24,998	0	(865,204)	(859,604)	(859,604)	(865,204)	(859,604)	(859,604)
2,093,228	Net Service Expenditure		1,986,686	2,130,388	(123,000)	(83,651)	(6,600)	19,356	1,936,493	1,922,428	1,939,781	1,953,710	1,979,042

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
77,219	Head of Service		77,309	78,452	0	388	0	79,602	80,382	81,163	81,951	82,747	82,747
(20,953)	C C T V		(82,318)	(77,973)	0	6,973	0	(71,000)	(71,000)	(71,000)	(71,000)	(71,000)	(71,000)
309,167	C C T V Shared Service		254,585	245,158	(25,000)	(4,622)	(6,600)	3,308	212,244	187,637	188,928	192,232	195,570
319,267	Commercial Team		327,622	359,557	0	(14,089)	0	3,153	348,621	351,869	355,188	358,539	361,924
606,024	Community Team		687,573	688,286	0	40,851	0	2,676	731,813	734,237	737,834	741,466	745,131
8,640	Corporate Health & Safety		26,000	26,000	0	74,608	0	100,608	100,608	101,481	102,363	103,255	103,255
144,068	Environmental Health Admin		146,555	166,156	0	(18,902)	0	1,349	148,603	149,986	151,368	152,764	154,175
439,692	Environmental Protection Team		416,466	476,354	0	(73,536)	0	4,408	407,226	417,362	421,367	419,811	429,496
(187,816)	Licensing		(152,749)	(148,665)	0	(14,134)	0	1,553	(161,246)	(159,651)	(158,093)	(156,519)	(154,929)
397,919	Projects And Assets		285,642	317,063	(98,000)	(81,188)	0	2,147	140,022	130,998	131,545	132,103	132,673
2,093,228	Grand Total		1,986,686	2,130,388	(123,000)	(83,651)	(6,600)	19,356	1,936,493	1,922,428	1,939,781	1,953,710	1,979,042

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Head of Customer Services														
Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy				
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21	
171,121	=	Employees	Hired Staff	160,481	0	0	0	0	0	0	0	0	0	0
55,239			Other staff costs	29,985	31,208	0	(7,208)	0	24,000	24,000	24,000	24,000	24,000	24,000
848,033			Pension & NI	872,018	957,964	(63,500)	(216,017)	9,581	688,028	669,761	657,458	634,033	640,375	640,375
3,645,047			Salary	3,617,001	3,899,284	(250,500)	(977,123)	38,919	2,710,580	2,632,457	2,588,506	2,494,365	2,519,283	2,519,283
44,802			Training	34,404	34,350	0	(33,000)	0	1,350	1,350	1,350	1,350	1,350	1,350
1,980			Uniform & laundry	2,027	2,799	0	(500)	0	2,299	2,299	2,200	2,200	2,200	2,200
4,766,222		Employees Total		4,715,917	4,925,605	(314,000)	(1,233,848)	48,500	3,426,257	3,329,867	3,273,514	3,155,948	3,167,208	3,167,208
70,984	=	Buildings	Rents	68,131	26,598	(4,000)	8,000	0	30,598	18,848	0	0	0	0
620			Repairs & Maintenance	838	572	0	0	0	572	572	0	0	0	0
358			Energy Costs	1,671	1,200	0	0	0	1,200	1,200	0	0	0	0
285			Water Services	117	200	0	0	0	200	200	0	0	0	0
4,427			Rates	6,120	4,733	(1,000)	2,000	95	5,828	4,945	0	0	0	0
1,019			Premises Cleaning	1,135	1,008	0	0	0	1,008	1,008	0	0	0	0
77,693		Buildings Total		78,012	34,311	(5,000)	10,000	95	39,406	26,773	0	0	0	0
10,046	=	Transport	Mileage Allowance	8,929	10,050	0	(1,650)	0	8,400	8,400	8,350	8,350	8,350	8,350
8,696			Pool Car	11,494	11,610	0	(2,600)	0	9,010	9,010	9,010	9,010	9,010	9,010
6,935			Public Transport	7,013	6,620	0	(730)	0	5,890	5,890	5,890	5,890	5,890	5,890
4,522			Operating Costs	2,315	2,777	0	0	0	2,777	2,777	2,777	2,777	2,777	2,777
30,198		Transport Total		29,752	31,057	0	(4,980)	0	26,077	26,077	26,027	26,027	26,027	26,027
1,091	=	Supplies & Services	Catering	520	250	0	0	0	250	250	250	250	250	250
299,115			Communication and computing	274,820	280,042	(19,000)	(172,127)	0	88,915	83,415	77,689	77,689	77,689	77,689
441,227			Equipment, furniture & materials	531,327	492,847	(12,000)	(389,459)	4,680	96,068	96,068	96,068	96,068	96,068	96,068
152,555			Office expenses	134,998	141,683	(16,000)	(3,849)	0	121,834	116,834	116,765	116,765	116,765	116,765
71,151			Rents	91,826	75,894	0	0	0	75,894	75,894	75,894	75,894	75,894	75,894
116,525			Services	(15,177)	(122,177)	0	186,594	0	64,417	69,417	68,337	68,337	68,337	68,337
1,081,664		Supplies & Services Total		1,018,315	868,539	(47,000)	(378,841)	4,680	447,378	441,878	435,003	435,003	435,003	435,003
499,208	=	Benefit & Transfer Payments	Contributions paid	515,975	442,244	(120,000)	0	0	322,244	322,244	322,244	322,244	322,244	322,244
35,904,283			Benefits	36,020,000	36,110,000	(105,000)	(25,000)	0	35,980,000	35,980,000	35,980,000	35,980,000	35,980,000	35,980,000
36,403,491		Benefit & Transfer Payments Total		36,535,975	36,552,244	(225,000)	(25,000)	0	36,302,244	36,302,244	36,302,244	36,302,244	36,302,244	36,302,244
(1,872,828)	=	Income & Fees	Fees & charges	(1,780,467)	(1,664,772)	23,000	(145,000)	0	(1,786,772)	(1,850,772)	(1,865,772)	(1,870,772)	(1,870,772)	(1,870,772)
(34,988,527)			Rent	(35,139,108)	(35,308,750)	0	160,000	0	(35,148,750)	(35,148,750)	(35,148,750)	(35,148,750)	(35,148,750)	(35,148,750)
(1,442,624)			Government grants	(1,171,624)	(1,048,446)	45,000	114,974	0	(888,472)	(888,472)	(888,472)	(888,472)	(888,472)	(888,472)
166,704			Bad debt provision	138,050	98,050	(20,000)	0	0	78,050	68,050	68,050	68,050	68,050	68,050
0			Internal Sales	0	0	0	(140,207)	0	(140,207)	(140,207)	(140,207)	(140,207)	(140,207)	(140,207)
(38,137,275)		Income & Fees Total		(37,953,149)	(37,923,918)	48,000	(10,233)	0	(37,886,151)	(37,960,151)	(37,975,151)	(37,980,151)	(37,980,151)	(37,980,151)
4,221,994		Grand Total		4,424,821	4,487,838	(543,000)	(1,642,902)	4,680	48,595	2,355,211	2,166,688	2,061,637	1,939,071	1,970,331
42,359,269		Gross Service Expenditure		42,377,970	42,411,756	(591,000)	(1,632,669)	4,680	48,595	40,241,362	40,126,839	40,036,788	39,919,222	39,950,482
(38,137,275)		Gross Service Income		(37,953,149)	(37,923,918)	48,000	(10,233)	0	0	(37,886,151)	(37,960,151)	(37,975,151)	(37,980,151)	(37,980,151)
4,221,994		Net Service Expenditure		4,424,821	4,487,838	(543,000)	(1,642,902)	4,680	48,595	2,355,211	2,166,688	2,061,637	1,939,071	1,970,331

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy				
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21	
154,798		Head of Service		92,117	88,639	0	6,972	866	96,477	97,363	98,328	99,303	100,287	100,287
928,244		Customer Services		935,833	1,105,638	(239,000)	(52,388)	4,680	829,302	787,893	727,837	735,494	743,228	743,228
464,206		Document Centre		467,882	466,883	(91,000)	(148,484)	3,404	230,803	199,295	187,687	186,113	189,573	189,573
240,985		Housing Benefits		586,631	513,609	(139,000)	(105,501)	11,498	280,606	227,445	211,934	96,289	104,487	104,487
799,053		Housing Needs		837,487	823,288	(30,000)	(21,148)	5,597	777,737	783,490	789,108	794,762	800,515	800,515
1,445,953		Information Management		1,353,297	1,264,179	0	(1,274,303)	10,124	0	0	0	0	0	0
188,755		Local Tax Collection		151,574	225,601	(44,000)	(48,049)	6,734	140,286	71,202	46,743	27,090	32,241	32,241
4,221,994		Grand Total		4,424,821	4,487,838	(543,000)	(1,642,902)	4,680	48,595	2,355,211	2,166,688	2,061,637	1,939,071	1,970,331

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Head of ICT Shared Services

Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/ Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
0	=Employees	Pension & NI		0	0	213,625		3,036	216,661	220,994	225,414	229,923	234,522
0		Salary		0	0	2,486,543		42,866	2,529,409	2,579,997	2,631,597	2,684,229	2,737,913
0		Training		0	0	32,380		648	33,028	33,689	34,363	35,050	35,751
0		Other staff costs		0	0	850		17	867	884	902	920	938
0		Uniform & laundry		0	0	500		10	510	520	530	541	552
0		Recruitment		0	0	1,500		30	1,530	1,561	1,592	1,624	1,656
0	Employees Total			0	0	2,735,398		46,607	2,782,005	2,837,645	2,894,398	2,952,287	3,011,332
0	=Buildings	Repairs & Maintenance		0	0	20,000		400	20,400	20,808	21,224	21,648	22,081
0	Buildings Total			0	0	20,000		400	20,400	20,808	21,224	21,648	22,081
0	=Transport	Mileage Allowance		0	0	7,060		141	7,201	7,345	7,492	7,642	7,795
0		Public Transport		0	0	1,530		31	1,561	1,592	1,624	1,656	1,689
0		Pool Car		0	0	3,600		72	3,672	3,745	3,820	3,896	3,974
0	Transport Total			0	0	12,190		244	12,434	12,682	12,936	13,194	13,458
0	=Supplies & Services	Communication and computing		0	0	560,391		11,008	561,399	572,627	584,080	595,761	607,677
0		Equipment, furniture & materials		0	0	2,330,678		46,613	2,377,291	2,424,839	2,473,337	2,522,803	2,573,258
0		Office expenses		0	0	23,240		465	23,705	24,179	24,663	25,158	25,660
0		Services		0	0	(755,217)		10,742	(744,475)	(759,366)	(774,555)	(790,047)	(805,846)
0		Expenses		0	0	1,000		20	1,020	1,040	1,061	1,082	1,104
0	Supplies & Services Total			0	0	2,150,092		68,848	2,218,940	2,263,319	2,308,586	2,354,757	2,401,853
0	=Income & Fees	Fees & charges		0	0	(1,175,999)		(120)	(1,176,119)	(1,199,641)	(1,223,634)	(1,248,106)	(1,273,069)
0		Other grants and contributions		0	0	(2,061,326)		0	(2,061,326)	(2,102,552)	(2,144,603)	(2,187,495)	(2,231,245)
0	Income & Fees Total			0	0	(3,237,325)		(120)	(3,237,445)	(3,302,193)	(3,368,237)	(3,435,601)	(3,504,314)
0	Grand Total			0	0	1,680,355		115,979	1,796,334	1,832,261	1,868,907	1,906,285	1,944,410
0	Gross Service Expenditure		0	0	0	4,917,680	0	116,099	5,033,779	5,134,454	5,237,144	5,341,886	5,448,724
0	Gross Service Income		0	0	0	(3,237,325)	0	(120)	(3,237,445)	(3,302,193)	(3,368,237)	(3,435,601)	(3,504,314)
0	Net Service Expenditure		0	0	0	1,680,355	0	115,979	1,796,334	1,832,261	1,868,907	1,906,285	1,944,410

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Head of Development													
Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17				Medium Term Financial Strategy				
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
0	= Employees	Hired Staff	11,547	0	0	0	0	0	0	0	0	0	0
9,754		Other staff costs	11,219	0	0	0	0	0	0	0	0	0	0
468,548		Pension & NI	424,314	531,856	(19,630)	(50,860)	5,317	466,683	471,663	476,380	481,145	485,957	
1,851,551		Salary	1,698,970	2,108,589	(76,765)	(381,887)	21,086	1,671,023	1,689,147	1,706,040	1,723,101	1,740,331	
28,962		Training	16,356	19,000	0	(19,000)	0	0	0	0	0	0	0
116		Uniform & laundry	301	500	0	(150)	0	350	350	350	350	350	350
2,358,930	Employees Total		2,162,708	2,659,945	(96,395)	(451,897)	26,403	2,138,056	2,161,160	2,182,770	2,204,596	2,226,638	
1,344	= Buildings	Rents	566	150	0	(150)	0	0	0	0	0	0	0
(34,335)		Repairs & Maintenance	8,120	8,120	0	0	0	8,120	8,120	8,120	8,120	8,120	8,120
21,995		Energy Costs	17,982	20,000	0	0	0	20,000	20,000	20,000	20,000	20,000	20,000
22,062		Water Services	22,714	19,400	0	3,600	0	23,000	23,000	23,000	23,000	23,000	23,000
11,066	Buildings Total		49,382	47,670	0	3,450	0	51,120	51,120	51,120	51,120	51,120	
30,572	= Transport	Mileage Allowance	21,846	36,600	0	(19,300)	0	17,300	17,300	17,300	17,300	17,300	17,300
9,982		Pool Car	10,283	13,100	0	(3,000)	0	10,100	10,100	10,100	10,100	10,100	10,100
6,070		Public Transport	3,639	6,100	0	(50)	0	6,050	6,050	6,050	6,050	6,050	6,050
46,624	Transport Total		35,768	55,800	0	(22,350)	0	33,450	33,450	33,450	33,450	33,450	
4,538	= Supplies & Services	Catering	743	1,500	0	0	0	1,500	1,500	1,500	1,500	1,500	1,500
19,707		Communication and computing	13,075	14,696	(7,000)	(3,396)	0	4,300	4,300	4,300	4,300	4,300	4,300
63,124		Equipment, furniture & materials	53,218	55,800	0	(52,680)	0	3,120	3,120	3,120	3,120	3,120	3,120
63,183		Office expenses	32,931	35,332	(5,000)	(9,977)	0	20,355	20,355	20,355	20,355	20,355	20,355
23,164		Rents	23,134	23,255	0	0	0	23,255	23,255	23,255	23,255	23,255	23,255
396,596		Services	597,215	535,176	(175,605)	79,531	0	439,102	264,102	239,102	239,102	239,102	239,102
570,312	Supplies & Services Total		720,317	665,759	(187,605)	13,478	0	491,632	316,632	291,632	291,632	291,632	
6,276	= Benefit & Transfer Payments	Irrecoverable V A T	5,800	5,800	0	0	0	5,800	5,800	5,800	5,800	5,800	5,800
390,606		Contributions paid	187,227	185,136	(17,000)	(600)	0	167,536	167,536	167,536	167,536	167,536	167,536
73,050		Grants	25,000	25,000	(3,000)	0	0	22,000	22,000	22,000	22,000	22,000	22,000
469,932	Benefit & Transfer Payments Total		218,027	215,936	(20,000)	(600)	0	195,336	195,336	195,336	195,336	195,336	
(3,128,727)	= Income & Fees	Fees & charges	(1,644,076)	(1,836,986)	(10,000)	425,227	0	(1,421,759)	(1,415,759)	(1,415,759)	(1,415,759)	(1,415,759)	(1,415,759)
(10,341)		Sales	(10,135)	(11,900)	0	2,000	0	(9,900)	(9,900)	(9,900)	(9,900)	(9,900)	(9,900)
(98,253)		Rent	(100,000)	(100,000)	0	(3,000)	0	(103,000)	(103,000)	(103,000)	(103,000)	(103,000)	(103,000)
(30,000)		Government grants	(5,000)	(5,000)	0	0	0	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
(3,267,320)	Income & Fees Total		(1,759,211)	(1,953,886)	(10,000)	424,227	0	(1,539,659)	(1,533,659)	(1,533,659)	(1,533,659)	(1,533,659)	
189,544	Grand Total		1,426,990	1,691,224	(314,000)	(33,692)	26,403	1,369,935	1,224,039	1,220,649	1,242,475	1,264,517	
3,456,864	Gross Service Expenditure		3,186,201	3,645,110	(304,000)	(457,919)	0	26,403	2,909,594	2,757,698	2,754,308	2,776,134	2,798,176
(3,267,320)	Gross Service Income		(1,759,211)	(1,953,886)	(10,000)	424,227	0	0	(1,539,659)	(1,533,659)	(1,533,659)	(1,533,659)	(1,533,659)
189,544	Net Service Expenditure		1,426,990	1,691,224	(314,000)	(33,692)	0	26,403	1,369,935	1,224,039	1,220,649	1,242,475	1,264,517

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17				Medium Term Financial Strategy				
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
102,739	Head of Service		76,395	77,928	0	(888)	0	762	77,802	78,582	79,363	80,151	80,947
(61,861)	Building Control		(31,439)	12,892	0	74,892	0	3,815	91,599	91,599	91,599	91,599	91,599
(1,239,373)	Development Management		(210,354)	(201,414)	(117,605)	81,171	0	9,584	(228,264)	(218,399)	(207,488)	(196,468)	(185,339)
191,382	Economic Development		268,097	308,167	(80,000)	2,542	0	1,353	232,062	189,457	190,865	192,288	193,725
265,776	Housing Strategy		275,739	298,921	(54,000)	(25,556)	0	2,682	222,047	224,797	226,984	229,193	231,423
930,881	Planning Policy		1,048,552	1,194,729	(62,395)	(165,852)	0	8,207	974,689	858,003	839,326	845,712	852,162
189,544	Grand Total		1,426,990	1,691,224	(314,000)	(33,692)	26,403	1,369,935	1,224,039	1,220,649	1,242,475	1,264,517	

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Head of Leisure & Health

Actuals 2014/15	Subjective Analysis : Controllable Only *	Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy					
				ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21		
19,773	= Employees													
27,358	Hired Staff	11,280	14,000	0	(4,000)		0	10,000	10,000	10,000	10,000	10,000	10,000	10,000
625,373	Other staff costs	18,587	20,417	(500)	(936)		0	18,981	18,781	18,781	18,781	18,781	18,781	18,781
3,861,081	Pension & NI	545,285	642,872	(17,500)	26,118		6,434	657,925	652,772	659,301	665,890	672,550	672,550	672,550
56,762	Salary	3,762,959	3,729,304	(59,500)	(50,704)		37,271	3,656,371	3,648,999	3,685,461	3,722,288	3,759,495	3,759,495	3,759,495
8,882	Training	51,000	58,536	(2,000)	(33,736)		0	22,800	22,800	22,800	22,800	22,800	22,800	22,800
	Uniform & laundry	10,099	10,355	(200)	1,684		0	11,839	11,789	11,789	11,789	11,789	11,789	11,789
4,599,229	Employees Total	4,399,210	4,475,484	(79,700)	(61,574)		43,705	4,377,916	4,365,141	4,408,132	4,451,548	4,495,415	4,495,415	4,495,415
111,058	= Buildings													
11,852	Premises Cleaning	102,171	113,555	0	(3,470)		0	110,085	110,085	110,085	110,085	110,085	110,085	110,085
198,778	Rents	15,740	15,740	(3,000)	0	4,000	0	16,740	7,800	7,800	7,800	7,800	7,800	7,800
467,781	Repairs & Maintenance	265,722	265,247	0	9,642	(15,000)	0	259,889	257,889	257,889	257,889	257,889	257,889	257,889
537,568	Rates	476,837	477,410	0	(12,631)		9,548	474,327	483,875	493,553	503,425	513,493	513,493	513,493
65,195	Energy Costs	530,517	546,550	0	8,539		0	555,089	522,089	486,089	446,089	446,089	446,089	446,089
12,260	Water Services	59,256	96,461	0	500		0	96,961	96,961	96,961	96,961	96,961	96,961	96,961
8,210	Ground Maintenance Costs	8,800	2,200	0	10,145		0	12,345	12,345	12,345	12,345	12,345	12,345	12,345
	Fixtures & Fittings	2,771	3,026	0	(1,370)		0	1,656	1,656	1,656	1,656	1,656	1,656	1,656
1,412,702	Buildings Total	1,461,815	1,520,189	(3,000)	11,355	(11,000)	9,548	1,527,092	1,492,700	1,466,378	1,436,250	1,446,318	1,446,318	1,446,318
(1,424)	= Transport													
15,929	Contract Hire & operating leases	301	300	0	0		0	300	300	300	300	300	300	300
0	Mileage Allowance	10,615	11,580	(2,000)	2,255		0	11,835	10,335	10,335	10,335	10,335	10,335	10,335
2,671	Pool Car	117	200	0	(200)		0	0	0	0	0	0	0	0
5,823	Public Transport	2,194	2,500	(1,000)	0		0	1,500	1,000	1,000	1,000	1,000	1,000	1,000
	Operating Costs	9,026	8,783	(500)	170		0	8,453	8,164	8,164	8,164	8,164	8,164	8,164
22,999	Transport Total	22,254	23,363	(3,500)	2,225		0	22,088	19,799	19,799	19,799	19,799	19,799	19,799
19,655	= Supplies & Services													
66,349	Catering	19,099	21,450	0	(2,500)		0	18,950	18,950	18,950	18,950	18,950	18,950	18,950
735,841	Communication and computing	82,015	67,007	(500)	(6,254)		0	60,253	60,053	61,053	61,053	61,053	61,053	61,053
135,523	Equipment, furniture & materials	633,840	653,776	(200)	(84,527)		0	569,049	568,649	568,649	568,649	568,649	568,649	568,649
148,896	Office expenses	145,872	136,112	(2,100)	(5,849)		0	128,162	125,512	125,512	125,512	125,512	125,512	125,512
104	Services	141,494	141,996	(5,000)	(8,214)		0	128,782	123,802	123,802	123,802	123,802	123,802	123,802
	Uniform & laundry	200	200	0	0		0	200	200	200	200	200	200	200
1,106,368	Supplies & Services Total	1,022,521	1,020,541	(7,800)	(107,344)		0	905,396	897,166	898,166	898,166	898,166	898,166	898,166
82,991	= Benefit & Transfer Payments													
82,991	Irrecoverable V A T	81,000	81,000	0	0		0	81,000	81,000	81,000	81,000	81,000	81,000	81,000
25,000	Benefit & Transfer Payments Total	81,000	81,000	0	0		0	81,000	81,000	81,000	81,000	81,000	81,000	81,000
25,000	= Renewals Fund Contribution													
25,000	R&R	25,000	25,000	0	0		0	25,000	25,000	25,000	25,000	25,000	25,000	25,000
25,000	Renewals Fund Contribution Total	25,000	25,000	0	0		0	25,000	25,000	25,000	25,000	25,000	25,000	25,000
(6,001,660)	= Income & Fees													
(825,987)	Fees & charges	(6,127,444)	(6,134,235)	(7,000)	(161,367)		0	(6,302,602)	(6,503,399)	(6,699,527)	(6,901,540)	(7,107,110)	(7,107,110)	(7,107,110)
(6,250)	Sales	(816,315)	(876,929)	0	43,489		0	(833,440)	(859,744)	(885,524)	(912,079)	(939,426)	(939,426)	(939,426)
(51,843)	Rent	(5,000)	(5,000)	0	0		0	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,628)	(5,628)
	Other grants and contributions	(115,841)	(71,380)	(1,000)	(5,151)		0	(77,531)	(28,151)	(28,151)	(28,151)	(28,151)	(28,151)	(28,151)
(6,885,740)	Income & Fees Total	(7,064,599)	(7,087,544)	(8,000)	(123,029)		0	(7,218,573)	(7,396,444)	(7,618,507)	(7,847,234)	(8,080,315)	(8,080,315)	(8,080,315)
363,550	Grand Total	(52,800)	58,032	(102,000)	(278,367)	(11,000)	53,253	(280,082)	(515,639)	(720,033)	(935,472)	(1,114,618)	(1,114,618)	(1,114,618)
7,249,290	Gross Service Expenditure	7,011,799	7,145,576	(94,000)	(155,338)	(11,000)	53,253	6,938,491	6,880,805	6,898,474	6,911,762	6,965,697	6,965,697	6,965,697
(6,885,740)	Gross Service Income	(7,064,599)	(7,087,544)	(8,000)	(123,029)	0	0	(7,218,573)	(7,396,444)	(7,618,507)	(7,847,234)	(8,080,315)	(8,080,315)	(8,080,315)
363,550	Net Service Expenditure	(52,800)	58,032	(102,000)	(278,367)	(11,000)	53,253	(280,082)	(515,639)	(720,033)	(935,472)	(1,114,618)	(1,114,618)	(1,114,618)

Actuals 2014/15	Objective Analysis : Controllable Only *	Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy				
				ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21	
44,027	Head of Service	75,801	78,028	0	(968)		762	77,822	78,602	79,383	80,171	80,967	80,967
258,785	Sports and Active Lifestyles	225,073	323,397	(102,000)	(2,360)		3,842	222,879	205,811	208,407	211,030	213,676	213,676
60,738	One Leisure	(353,674)	(343,392)	0	(275,039)	(11,000)	48,649	(580,782)	(800,051)	(1,007,822)	(1,226,672)	(1,409,260)	(1,409,260)
363,550	Grand Total	(52,800)	58,032	(102,000)	(278,367)	(11,000)	53,253	(280,082)	(515,639)	(720,033)	(935,472)	(1,114,618)	(1,114,618)

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Head of Operations													
Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
535,286	=Employees	Hired Staff	405,878	381,798	(2,100)	0	0	379,698	378,088	375,988	373,888	373,888	
205,940		Other staff costs	234,812	235,572	(35,482)	(19,177)	0	180,913	179,923	178,273	176,623	176,623	
924,400		Pension & NI	910,472	957,886	(120,191)	143,787	9,578	991,060	997,021	999,491	1,001,987	1,012,008	
3,965,438		Salary	3,882,729	4,021,257	(388,541)	(74,932)	39,632	3,597,416	3,619,236	3,524,817	3,529,454	3,564,490	
28,206		Training	14,879	19,485	0	(19,485)	0	0	0	0	0	0	
1,547		Employee Insurance	1,167	2,000	0	0	0	2,000	2,000	2,000	2,000	2,000	
19,831		Uniform & laundry	14,780	20,343	0	(125)	0	20,218	20,218	20,218	20,218	20,218	
5,680,648		Employees Total	5,464,715	5,638,341	(546,314)	30,068	49,210	5,171,305	5,196,486	5,100,787	5,104,170	5,149,227	
81,713		=Buildings	Premises Cleaning	79,622	83,348	0	0	0	83,348	83,348	83,348	83,348	83,348
21,586			Rents	15,394	13,006	0	0	0	13,006	13,006	13,006	13,006	13,006
337,581	Repairs & Maintenance		364,660	352,698	0	0	0	352,698	352,698	352,698	352,698	352,698	
576,071	Rates		583,706	585,865	0	0	11,575	597,440	589,440	589,440	589,440	589,440	
194,910	Energy Costs		194,332	175,929	0	16,084	(17,500)	174,513	157,013	157,013	157,013	157,013	
23,076	Water Services		19,157	27,670	0	0	0	27,670	27,670	27,670	27,670	27,670	
5,163	Ground Maintenance Costs		12,484	18,200	0	0	0	18,200	18,200	18,200	18,200	18,200	
(556)	Premises Insurance	2,940	5,040	0	0	0	5,040	5,040	5,040	5,040	5,040		
1,239,545	Buildings Total	1,272,296	1,261,756	0	16,084	(17,500)	1,271,915	1,246,415	1,246,415	1,246,415	1,246,415		
18,471	=Transport	Contract Hire & operating leases	29,245	29,357	0	0	0	29,357	29,357	29,357	29,357	29,357	
14,330		Mileage Allowance	15,706	18,860	0	0	0	18,860	18,860	18,860	18,860	18,860	
10,304		Pool Car	9,023	6,550	0	(2,600)	0	3,950	3,950	3,950	3,950	3,950	
2,931		Public Transport	1,704	1,200	0	0	0	1,200	1,200	1,200	1,200	1,200	
3,116		Vehicle Insurance	5,504	1,200	0	0	0	1,200	1,200	1,200	1,200	1,200	
970,413		Operating Costs	1,007,310	1,079,332	(6,500)	0	0	1,072,832	999,931	993,431	986,931	986,931	
1,019,565		Transport Total	1,068,493	1,136,499	(6,500)	(2,600)	0	1,127,399	1,054,498	1,047,998	1,041,498	1,041,498	
48,493	=Supplies & Services	Catering	2,865	200	0	0	0	200	200	200	200	200	
31,869		Communication and computing	25,711	24,597	0	(17,641)	0	6,956	6,956	6,956	6,956	6,956	
353,394		Equipment, furniture & materials	361,280	371,646	(1,900)	(18,019)	5,000	356,727	355,587	353,687	351,787	351,787	
2,848		Insurance - service related	4,550	7,000	0	0	0	7,000	7,000	7,000	7,000	7,000	
40,445		Office expenses	41,942	49,350	0	(3,630)	0	45,720	45,720	45,720	45,720	45,720	
272,198		Services	452,160	146,053	0	167,075	20,000	333,128	313,128	313,128	313,128	313,128	
749,246	Supplies & Services Total	888,508	598,846	(1,900)	127,785	25,000	749,731	728,591	726,691	724,791	724,791		
4,649	=Benefit & Transfer Payments	Irrecoverable V A T	2,600	2,600	0	0	0	2,600	2,600	2,600	2,600	2,600	
270,909		Contributions paid	508,226	44,340	0	430,000	0	474,340	474,340	474,340	474,340	474,340	
275,558	Benefit & Transfer Payments Total	510,826	46,940	0	430,000	0	476,940	476,940	476,940	476,940	476,940		
(3,782,636)	=Income & Fees	Fees & charges	(3,996,565)	(3,639,543)	(262,286)	(400,000)	0	(4,301,829)	(4,391,829)	(4,431,829)	(4,551,829)	(4,551,829)	
(136,486)		Sales	(139,047)	(130,700)	(30,000)	0	0	(160,700)	(170,700)	(170,700)	(170,700)	(170,700)	
(90,887)		Rent	(114,294)	(86,324)	(13,000)	0	0	(99,324)	(120,324)	(120,324)	(220,324)	(220,324)	
(149,996)		Other grants and contributions	(63,169)	(58,632)	0	712	0	(57,920)	(57,920)	(57,920)	(57,920)	(57,920)	
(20,330)		Government grants	(13,557)	(23,240)	0	0	0	(23,240)	(23,240)	(23,240)	(23,240)	(23,240)	
(77,763)		Commuted sums	(151,331)	(151,331)	0	0	0	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	
0		Internal Sales	0	0	0	(35,032)	0	(35,032)	(35,032)	(35,032)	(35,032)	(35,032)	
(4,258,098)		Income & Fees Total	(4,477,962)	(4,089,770)	(305,286)	(434,320)	0	(4,829,376)	(4,950,376)	(4,990,376)	(5,210,376)	(5,210,376)	
4,706,463	Grand Total	4,726,876	4,592,612	(860,000)	167,017	7,500	60,785	3,967,914	3,752,554	3,608,455	3,383,438	3,428,495	
8,964,561	Gross Service Expenditure	9,204,839	8,682,382	(554,714)	601,337	7,500	60,785	8,797,290	8,702,930	8,598,831	8,593,814	8,638,871	
(4,258,098)	Gross Service Income	(4,477,962)	(4,089,770)	(305,286)	(434,320)	0	0	(4,829,376)	(4,950,376)	(4,990,376)	(5,210,376)	(5,210,376)	
4,706,463	Net Service Expenditure	4,726,876	4,592,612	(860,000)	167,017	7,500	60,785	3,967,914	3,752,554	3,608,455	3,383,438	3,428,495	

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
92,137	Head of Service	Car Parks	182,967	92,007	(14,348)	(225)	868	78,302	79,189	79,971	80,761	81,558	
(1,202,950)		Environmental & Energy Mgt	(1,110,079)	(1,298,295)	(186,277)	15,166	6,723	(1,462,683)	(1,528,722)	(1,536,858)	(1,634,976)	(1,633,074)	
157,722		Facilities Management	179,959	182,362	(87,430)	20,902	20,000	1,807	137,641	119,357	120,239	121,131	122,032
998,505		Fleet Management	945,582	969,642	51,942	18,787	(17,500)	9,223	1,032,094	996,690	950,685	854,219	857,789
219,394		Green Spaces	235,396	245,862	42,788	(36,715)	1,500	253,435	254,976	257,056	259,157	261,278	
1,031,685		Markets	1,128,091	1,209,648	(169,409)	14,407	13,419	1,068,065	1,041,840	1,004,963	967,839	980,466	
(110,053)		Operations Management	(98,872)	(89,395)	24,049	(1,040)	688	(65,699)	(65,416)	(64,894)	(64,366)	(63,833)	
847,975		Street Cleansing	388,805	430,407	(275,839)	(129,397)	3,720	28,891	32,713	32,751	32,789	32,828	
815,464		Waste Management	835,802	882,213	(63,329)	4,950	6,099	829,933	816,176	752,538	748,464	754,450	
1,856,586		Grand Total	2,039,226	1,968,161	(182,147)	260,182	5,000	16,738	2,067,935	2,005,751	2,012,004	2,018,420	2,035,001
4,706,463		Grand Total	4,726,876	4,592,612	(860,000)	167,017	7,500	60,785	3,967,914	3,752,554	3,608,455	3,383,438	3,428,495

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Head of Resources

Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
68,892	=Employees	Hired Staff	79,782	21,000	0	(1,700)		0	19,300	19,300	19,300	19,300	19,300
3,484		Other staff costs	671	1,150	0	(800)		0	350	350	350	350	350
216,045		Pension & NI	205,790	227,038	0	(17,863)		2,270	211,645	203,109	198,406	200,389	202,394
860,471		Salary	822,799	905,178	0	(146,557)		8,952	767,573	736,127	718,623	725,709	732,867
10,623		Training	15,349	18,282	0	(18,282)		0	0	0	0	0	0
1,159,515	Employees Total		1,124,391	1,172,648	0	(185,002)		11,222	998,868	958,886	936,679	945,748	954,911
1,058	=Buildings	Premises Cleaning	1,230	1,230	0	0		0	1,230	1,230	1,230	1,230	1,230
128,124		Rents	120,000	120,000	0	0		0	120,000	120,000	120,000	120,000	120,000
196,740		Repairs & Maintenance	40,893	42,478	(8,000)	0	(12,000)		0	22,478	22,478	22,478	22,478
19,732		Premises Insurance	20,718	0	0	0	0		0	0	0	0	0
39,122		Rates	34,376	15,300	0	0	0	306	15,606	15,918	16,236	16,561	16,892
5,980		Energy Costs	4,873	5,000	0	0	0	0	5,000	5,000	5,000	5,000	5,000
338		Water Services	200	200	0	0	0	0	200	200	200	200	200
391,095	Buildings Total		222,289	184,208	(8,000)	0	(12,000)	306	164,514	164,826	165,144	165,469	165,800
2,878	=Transport	Mileage Allowance	1,297	1,750	0	(750)		0	1,000	1,000	1,000	1,000	1,000
1,118		Pool Car	1,424	900	0	(100)		0	800	800	800	800	800
3,461		Public Transport	2,904	2,600	0	(1,200)		0	1,400	1,400	1,400	1,400	1,400
7,457	Transport Total		5,625	5,250	0	(2,050)		0	3,200	3,200	3,200	3,200	3,200
9,849	=Supplies & Services	Communication and computing	5,534	4,380	0	(1,680)		0	2,700	2,700	2,700	2,700	2,700
66,365		Equipment, furniture & materials	55,339	58,960	0	(58,960)	74,567		74,567	20,233	18,233	21,233	21,233
31,779		Insurance - service related	34,116	31,514	0	0	0		31,514	31,514	31,514	31,514	31,514
45,926		Office expenses	49,323	41,170	0	(15,600)	144,000		169,570	247,570	314,570	315,570	316,570
140,028		Services	91,498	45,964	0	209,974	887,000		1,142,938	2,207,938	2,627,938	2,628,938	2,628,938
293,946	Supplies & Services Total		235,810	181,988	0	133,734	1,105,567	0	1,421,289	2,509,955	2,994,955	2,999,955	3,000,955
3,539	=Benefit & Transfer Payments	Services	4,000	4,000	0	0		0	4,000	4,000	4,000	4,000	4,000
28,974		Irrecoverable V A T	20,500	20,500	0	0	0		20,500	20,500	20,500	20,500	20,500
32,513	Benefit & Transfer Payments Total		24,500	24,500	0	0		0	24,500	24,500	24,500	24,500	24,500
(128,871)	=Income & Fees	Fees & charges	(149,453)	(134,746)	(10,000)	45,000		0	(99,746)	(99,746)	(99,746)	(99,746)	(99,746)
(1,868)		Sales	(4,520)	0	0	0	0		0	0	0	0	0
(1,813,544)		Rent	(1,851,011)	(1,878,450)	(67,000)	0	(875,000)		0	(2,820,450)	(4,127,450)	(4,895,450)	(4,957,450)
(1,944,283)	Income & Fees Total		(2,004,984)	(2,013,196)	(77,000)	45,000	(875,000)	0	(2,920,196)	(4,227,196)	(4,995,196)	(5,057,196)	(5,120,196)
(59,758)	Grand Total		(392,368)	(444,602)	(85,000)	(8,318)	218,567	11,528	(307,825)	(565,829)	(870,718)	(918,324)	(970,830)
1,884,525	Gross Service Expenditure		1,612,616	1,568,594	(8,000)	(53,318)	1,093,567	11,528	2,612,371	3,661,367	4,124,478	4,138,872	4,149,366
(1,944,283)	Gross Service Income		(2,004,984)	(2,013,196)	(77,000)	45,000	(875,000)	0	(2,920,196)	(4,227,196)	(4,995,196)	(5,057,196)	(5,120,196)
(59,758)	Net Service Expenditure		(392,368)	(444,602)	(85,000)	(8,318)	218,567	11,528	(307,825)	(565,829)	(870,718)	(918,324)	(970,830)

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy				
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21	
177,906	Audit & Risk Management	Commercial Estates	211,138	223,542	0	559		1,607	225,708	227,355	229,094	230,849	232,623	
(1,362,807)		Finance	(1,584,605)	(1,618,488)	(85,000)	1,389	144,000	1,342	(1,556,757)	(1,720,380)	(1,999,985)	(2,060,572)	(2,122,142)	
670,319		Head of Service	634,838	639,512	0	(60,801)	74,567		5,656	658,933	559,904	531,425	541,180	546,983
76,509		Legal	88,267	86,782	0	478			762	88,022	89,607	90,420	91,241	
292,910		Procurement	178,100	142,153	0	68,151			1,534	211,838	213,416	213,431	213,446	213,462
85,405			79,894	81,898	0	(18,094)			627	64,431	65,074	65,710	66,353	67,003
(59,758)	Grand Total		(392,368)	(444,602)	(85,000)	(8,318)	218,567	11,528	(307,825)	(565,829)	(870,718)	(918,324)	(970,830)	

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Directors and Corporate Management

Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy				
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21	
48,871	=Employees	Hired Staff	10,000	10,000	0	0		0	10,000	10,000	10,000	10,000	10,000	
26,885		Other staff costs	7,260	7,400	(5,000)	0		0	2,400	2,400	2,400	2,400	2,400	
217,972		Pension & NI	255,637	263,217	(27,447)	12,595		2,632	250,997	250,168	241,866	244,285	246,729	
954,078		Salary	1,128,793	1,027,825	(99,553)	(2,983)		10,279	935,568	932,822	902,956	911,984	921,103	
29,027		Training	32,767	28,823	(48,583)	137,819		0	118,059	118,059	118,059	118,059	118,059	
1,276,833	Employees Total		1,434,458	1,337,265	(180,583)	147,431		12,911	1,317,024	1,313,449	1,275,281	1,286,728	1,298,291	
28,869	=Buildings	Rents	23,964	7,200	0	0		0	7,200	7,200	7,200	7,200	7,200	
28,869	Buildings Total		23,964	7,200	0	0		0	7,200	7,200	7,200	7,200	7,200	
13,214	=Transport	Mileage Allowance	18,406	19,250	0	(6,500)		0	12,750	12,750	12,750	12,750	12,750	
947		Pool Car	759	1,000	0	(700)		0	300	300	300	300	300	
2,498		Public Transport	1,913	1,640	0	0		0	1,640	1,640	1,640	1,640	1,640	
16,659	Transport Total		21,078	21,890	0	(7,200)		0	14,690	14,690	14,690	14,690	14,690	
8,447	=Supplies & Services	Catering	6,871	7,250	(2,000)	(1,000)		0	4,250	4,250	4,250	4,250	4,250	
156,984		Communication and computing	154,576	132,011	(2,000)	(11,511)		0	118,500	118,500	118,500	118,500	118,500	
57,672		Equipment, furniture & materials	61,590	64,443	(2,000)	(60,443)		0	2,000	2,000	2,000	2,000	2,000	
7,332		Insurance - service related	7,332	7,515	0	0		0	7,515	7,515	7,515	7,515	7,515	
376,481		Members Allowances	379,825	379,550	0	7,225		0	386,775	386,775	386,775	386,775	386,775	
199,373		Office expenses	160,125	133,005	(1,000)	15,334		0	147,339	147,339	147,339	147,339	147,339	
0		Rents	4,000	4,000	0	2,000		0	6,000	6,000	6,000	6,000	6,000	
624,742		Services	689,766	554,191	(22,000)	16,309		0	548,500	473,500	477,500	473,500	473,500	
1,431,032	Supplies & Services Total		1,464,085	1,281,965	(29,000)	(32,086)		0	1,220,879	1,145,879	1,149,879	1,145,879	1,145,879	
525	=Benefit & Transfer Payments	Grants	2,000	2,000	0	0		0	2,000	2,000	2,000	2,000	2,000	
30,150		Services	2,277	3,700	0	0		0	3,700	3,700	3,700	3,700	3,700	
30,675	Benefit & Transfer Payments Total		4,277	5,700	0	0		0	5,700	5,700	5,700	5,700	5,700	
(257,874)	=Income & Fees	Fees & charges	(308,185)	(264,001)	0	(999)		0	(265,000)	(275,000)	(275,000)	(275,000)	(275,000)	
(706,308)		Government grants	(291,762)	(13,000)	0	13,000		0	0	0	0	0	0	
(964,183)	Income & Fees Total		(599,947)	(277,001)	0	12,001		0	(265,000)	(275,000)	(275,000)	(275,000)	(275,000)	
1,819,886	Grand Total		2,347,916	2,377,019	(209,583)	120,146		12,911	2,300,493	2,211,918	2,177,750	2,185,197	2,196,760	
2,784,068	Gross Service Expenditure		2,947,863	2,654,020	(209,583)	108,145		0	12,911	2,585,493	2,486,918	2,452,750	2,460,197	2,471,760
(964,183)	Gross Service Income		(599,947)	(277,001)	0	12,001		0	0	(265,000)	(275,000)	(275,000)	(275,000)	(275,000)
1,819,886	Net Service Expenditure		2,347,916	2,377,019	(209,583)	120,146		0	12,911	2,300,493	2,211,918	2,177,750	2,185,197	2,196,760

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
556,050	Corporate Team		1,123,243	1,139,452	(206,583)	159,640		5,197	1,097,706	1,001,244	965,250	958,796	962,377
948,643	Democratic & Elections		765,077	774,341	(3,000)	(40,585)		3,176	733,932	737,188	744,388	743,618	746,882
315,193	Directors		459,596	463,225	0	1,092		4,538	468,855	473,486	478,112	482,783	487,501
1,819,886	Grand Total		2,347,916	2,377,019	(209,583)	120,146		12,911	2,300,493	2,211,918	2,177,750	2,185,197	2,196,760

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Head of Resources (Corporate Budgets)

Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/ Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
142,554	= Employees	Employee Insurance	161,506	177,516	0	(9,752)		0	167,764	167,764	167,764	184,540	184,540
794,669		Pension & NI	1,136,000	1,135,000	0	375,000		0	1,510,000	1,574,000	1,649,000	1,724,000	1,799,000
455,403		Severance payments	206,241	207,000	0	0		0	207,000	207,000	206,000	206,000	205,000
1,392,626	Employees Total		1,503,747	1,519,516	0	365,248	0	1,884,764	1,948,764	2,022,764	2,114,540	2,188,540	
0	= Buildings	Insurance - service related			0	5,000		0	5,000	5,000	5,000	5,500	5,500
62,276		Premises Insurance	55,633	59,244	0	(3,997)		0	55,247	55,247	55,247	60,772	60,772
62,276	Buildings Total		55,633	59,244	0	1,003	0	60,247	60,247	60,247	66,272	66,272	
81,337	= Transport	Vehicle Insurance	81,360	84,535	0	(917)		0	83,618	83,618	83,618	91,980	91,980
81,337	Transport Total		81,360	84,535	0	(917)	0	83,618	83,618	83,618	91,980	91,980	
550	= Supplies & Services	Communication and computing	580	610	0	(610)		0	0	0	0	0	0
19,553		Equipment, furniture & materials	21,478	20,258	0	(19,821)		0	437	437	437	481	481
62,385		Insurance - service related	77,218	67,772	0	6,175		0	73,947	73,947	73,947	81,284	81,284
1,961,542		Services	2,440,771	2,466,625	0	(54,525)		0	2,412,100	3,158,773	3,523,216	3,613,399	3,643,488
2,044,031	Supplies & Services Total		2,540,047	2,555,265	0	(68,781)	0	2,486,484	3,233,157	3,597,600	3,695,163	3,725,253	
198,209	= Benefit & Transfer Payments	Contributions paid	0	0	0	73,855		0	73,855	73,855	73,855	73,855	73,855
2,375		Irrecoverable V A T	1,625	1,625	0	75		0	1,700	1,700	1,700	1,700	1,700
389,740		Levies	389,355	394,291	0	(4,936)		0	389,355	389,355	393,249	393,249	397,181
590,323	Benefit & Transfer Payments Total		390,980	395,916	0	68,994	0	464,910	464,910	468,804	468,804	472,736	
7,909	= Income & Fees	Bad debt provision	60,000	60,000	0	(25,000)		0	35,000	35,000	35,000	35,000	35,000
2,387		Fees & charges	0	0	0	(10,000)		0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
(1,549,467)		Government grants	(63,175)	(68,000)	0	68,000		0	0	0	0	0	0
(84,917)		Interest	(232,882)	(232,014)	0	26,299		0	(205,715)	(204,715)	(204,715)	(209,715)	(209,715)
(1,624,087)	Income & Fees Total		(236,057)	(240,014)	0	59,299	0	(180,715)	(179,715)	(179,715)	(184,715)	(184,715)	
2,546,507	Grand Total		4,335,710	4,374,462	0	424,846	0	4,799,308	5,610,982	6,053,318	6,252,044	6,360,066	
4,170,594	Gross Service Expenditure		4,571,768	4,614,476	0	365,547	0	0	4,980,023	5,790,697	6,233,033	6,436,759	6,544,781
(1,624,087)	Gross Service Income		(236,057)	(240,014)	0	59,299	0	0	(180,715)	(179,715)	(179,715)	(184,715)	(184,715)
2,546,507	Net Service Expenditure		4,335,710	4,374,462	0	424,846	0	4,799,308	5,610,982	6,053,318	6,252,044	6,360,066	

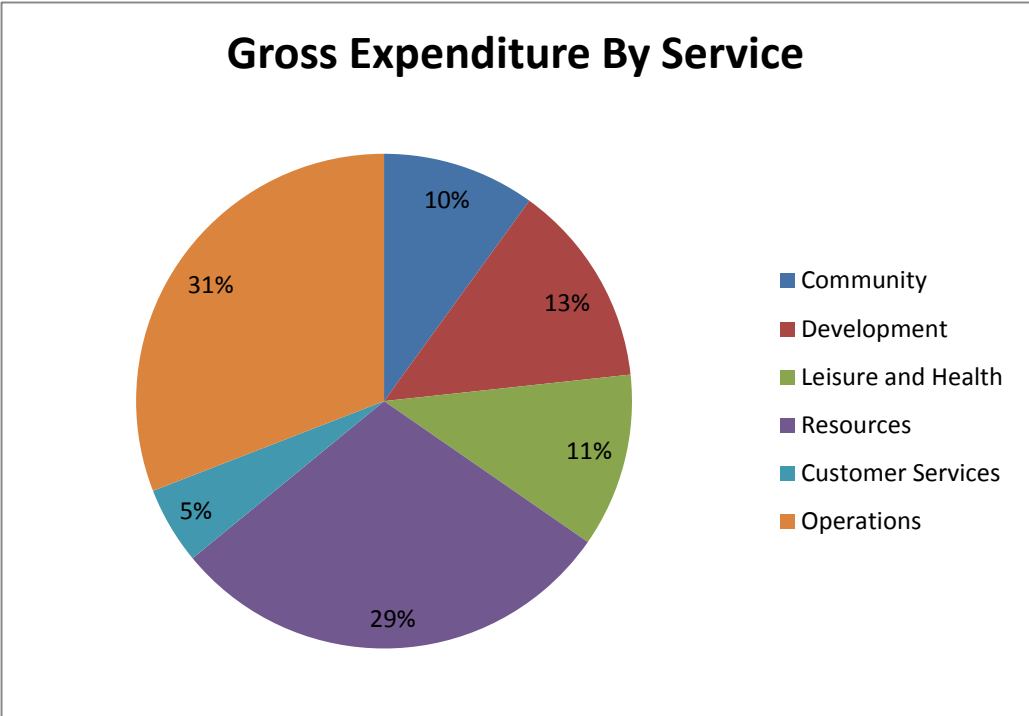
*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

3.0 CAPITAL

- 3.1 The detailed draft capital programme for the period 2016/17 to 2020/21 is shown below in **Table G**, along with the sources of finance. The revenue implications of the individual capital proposals are built into the individual revenue budgets and the impact of the proposed programme on the minimum revenue position (MRP) is **£61,000**. In addition there is an MRP increase in 2017/18 of £0.6m as a result of the funding of the 2016/17 capital programme.

Table G	Forecast	Budget	Medium Term Financial Strategy			
	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s
Community						
CCTV Camera Replacements	87	40	40	40	40	40
CCTV Shared Service Room	2					
Loves Farm Community Building	72					
Pathfinder House Site	10					
Huntingdon West Development	1,059	718				
CCTV Pathfinder House Resilience		20				
CCTV Wi-Fi		250				
Lone Worker Software		20				
Development						
Alconbury Weald Remediation	1,985					
Private Sector Housing Grants	75					
Disabled Facilities Grants	1,545	1,400	1,300	1,200	1,100	1,000
A14 Upgrade					200	200
Leisure and Health						
Pedals Scheme	9					
One Leisure Synthetic Pitch	392					
One Leisure St Ives Development	0					
One Leisure Improvements	226	249	270	281	317	317
Replacement Fitness Equipment	185					
One Leisure St Ives String Bowling System		42				
One Leisure Huntingdon Changing Facilities		92				
One Leisure Huntingdon Expansion		811				
Resources						
VAT Exempt Capital	121					
Housing Association Loan	2,750	2,750				
Phoenix Industrial Unit Roof Replacement	200					
Octagon Improvements	50					
Cash Receipting System Upgrade	17					
Levellers Lane Industrial Unit Roof Replacement		78				
Clifton Road Industrial Unit Roof Replacement		70				
Financial Management System Replacement		192				
Customer Services						
Business Systems	13					
CRM System Upgrade		117				
E-forms		44				
Flexible Working - 3CSS		50	50	50		
Telephones - 3CSS		100	100			
Virtual Server - 3CSS		220				
Operations						
Building Efficiencies (Salix)	70	74	74			
Environment Strategy Funding (Loves Farm Community Building)	30					
Wheeled Bins	127	234	234	234	234	234
Vehicle Fleet Replacement	761	1,861	1,062	551	1,344	971
Car Park Improvements	25					
In-Cab Technology		75				
Play Equipment	45	25	20	20	21	21
Retro-Fitting Buildings		662	320			
Bridge Place Car Park Godmanchester		318				
Total Cost	9,856	10,512	3,470	2,376	3,256	2,783
Asset Sales	(847)					
Capital Receipts	(500)	(400)	(300)	(300)	(300)	(300)
Grants and Contributions	(3,456)	(536)	(758)	(792)	(810)	(853)
Borrowing - External	(2,750)	(7,750)	(2,000)	(1,000)	(2,000)	(1,000)
Borrowing - Internal	(2,303)	(1,826)	(412)	(284)	(146)	(630)
Total Sources of Finance	(9,856)	(10,512)	(3,470)	(2,376)	(3,256)	(2,783)

Borrowing: External; for 2016/17 this includes the balance of the loan to Luminus Housing. Any additional external borrowing to the capital programme will be included in the Treasury Management Strategy that will be approved in February 2016.



4.0 TREASURY MANAGEMENT

4.1 The following gives a high level commentary on the Treasury Management activity that the Council is expecting to undertake during 2016/17.

- **Short Term Borrowing**

During any year the Council will undertake short term borrowing and lending to maintain effective daily cash flow balances. For the forthcoming year, it is estimated that the net cost of short-term borrowing will be £15,000; this is based on an estimated daily cash flow balance of £8.0m. The cost of borrowing is based on an estimated interest rate of 0.75%.

- **Long Term Borrowing**

The Treasury Management Strategy permits the Council to borrow for the long-term to maintain effective working capital balances and to support back-to-back lending to external organisations. At the end of 2015/16, it is forecast that the total balances in respect of long-term borrowing will be £14.0m. The estimated cost of long term borrowing in 2016-17 is £0.649m.

During 2016/17 further long-term borrowing will occur to finance the Commercial Investment Strategy. Borrowing of £20m is estimated, with an estimated cost of £55,000 in 2016/17.

5.0 Capital Financing Requirement (CFR)

5.1 The following tables demonstrate, over the period of the MTFs, the Councils capital commitments and plans against its underlying need to borrow. The three tables below show the Council's total CFR which is then split into that which relates to the Council's mainstream spending and that which relates to the Capital Investment Strategy (CIS).

Capital Financing Requirement - Total	Forecast 2015/16 £000s	Budget 2016/17 £000s	Medium Term Financial Strategy			
			2017/18	2018/19	2019/20	2020/21
			£000s	£000s	£000s	£000s
Opening Capital Financing Requirement	35,474	38,997	66,053	79,285	75,780	75,371
Closing Capital Financing Requirement	38,997	66,053	79,285	75,780	75,371	74,420
Increase in Underlying Need to Borrow	3,523	27,056	13,232	(3,505)	(409)	(951)

Capital Financing Requirement - Capital Programme	Forecast 2015/16 £000s	Budget 2016/17 £000s	Medium Term Financial Strategy			
			2017/18	2018/19	2019/20	2020/21
			£000s	£000s	£000s	£000s
Opening Capital Financing Requirement	35,474	38,997	46,938	47,119	45,983	45,574
Property Plant and Equipment	2,172	4,753	2,020	1,126	1,956	1,583
Intangible Assets	30	743	150	50	0	0
Investment Properties	240	148	0	0	0	0
Revenue Expenditure Funded From Capital Under Statute	4,589	2,118	1,300	1,200	1,300	1,200
Community Infrastructure Levy	700	0	0	0	0	0
Repayable Advances	2,825	2,750	0	0	0	0
Additional Requirement	10,556	10,512	3,470	2,376	3,256	2,783
Capital Receipts	(1,347)	(400)	(300)	(300)	(300)	(300)
Grants and Contributions	(3,456)	(536)	(758)	(792)	(810)	(853)
Capital Reserves	0	0	0	0	0	0
Capital Reserves - Community Infrastructure Levy	(700)	0	0	0	0	0
Minimum Revenue Provision	(1,530)	(1,635)	(2,231)	(2,420)	(2,555)	(2,581)
	(7,033)	(2,571)	(3,289)	(3,512)	(3,665)	(3,734)
Closing Capital Financing Requirement	38,997	46,938	47,119	45,983	45,574	44,623
Increase in Underlying Need to Borrow	3,523	7,941	181	(1,136)	(409)	(951)

Capital Financing Requirement - Commercial Investment Strategy	Forecast	Budget	Medium Term Financial Strategy			
	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s
Opening Capital Financing Requirement	0	0	19,115	32,166	29,797	27,428
Property Shares	5,000	5,000	0	0	0	0
Direct Assets (Local Area)	5,000	10,000	5,000	0	0	0
Direct Assets (Regional Cities)	0	5,000	10,000	0	0	0
Additional Requirement	10,000	20,000	15,000	0	0	0
Capital Investment Earmarked Reserve	(10,000)	0	0	0	0	0
Minimum Revenue Provision	0	(885)	(1,949)	(2,369)	(2,369)	(2,369)
	(10,000)	(885)	(1,949)	(2,369)	(2,369)	(2,369)
Closing Capital Financing Requirement	0	19,115	32,166	29,797	27,428	25,059
Increase in Underlying Need to Borrow	0	19,115	13,051	(2,369)	(2,369)	(2,369)

