



DRAFT
2017/18 Budget
&
Medium Term Financial
Strategy
2018/19
To
2021/22

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1.0 STRATEGIC BUDGET SUMMARY

1.1 Savings and Growth

- **Line by Line Review**

1.1.1 In October 2016 senior officers undertook a line by line budget challenge process, comparing the year to date budget variances and, where significant underspends were occurring, challenging as to whether these could be removed. Further savings were identified by Heads of Services during the subsequent detailed budget setting. The results of this review are budget reductions of £700,000 as detailed in **Table 1** below.

Table 1 Line by Line Review Savings	
	2017/18
	£000
Community Services	(55)
Customer Services	(26)
Development Services	(223)
Operational Services	(246)
Leisure & Health	0
Corporate Manager	(36)
ICT	0
Directors	0
Resources	(114)
TOTAL	(700)

- **Capital**

1.1.2 The revenue budget contains any implications from the proposed capital programme for 2017/18 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**

1.1.3 Growth as appeared within the budget for one of 4 reasons:

- Inflation on employee costs and business rate changes
- Employees increment related growth
- non-employee budgets non-controllable growth
- Controllable growth

1.1.4 **Table 2** below shows the total growth for 2017/18 in each of these categories

	Unavoidable			Optional Growth	TOTAL
	Inflation	Employee Related Growth	Other Growth		
	£'000	£'000	£'000	£'000	£'000
Community Services	19	48	0	0	67
Customer Services	34	29	278	0	341
Development Services	21	11	0	281	313
Operational Services	58	120	0	25	203
Leisure and Health	53	231	0	148	432
ICT	24	16	0	0	40
Resources	10	(2)	0	0	8
Corporate Manager	7	0	0	17	24
Directors	5	0	0	26	31
TOTAL	231	453	278	497	1,459

- Commercial Investment Strategy

1.1.5 A key part of the Council's overall Budget strategy is the Commercial Investment Strategy (CIS), as approved by the Council in 2015. It is anticipated that the investments from the CIS will increase in 2017/18 and then stabilise for the following years. As a result there is an increase in the net income budget for CIS of £0.5m to give an annual net income stream of £1m.

- Summary Impact of all budget changes**

1.1.6 Overall, line by line reviews, Capital and Growth have resulted in a net reduction in the Council's budget of £0.4m (2%) and £1.2m (7%) when compared to the 2016/17 Forecast Outturn and the Original Budget respectively. A service by service summary is shown in **Table 3** below.

Service	2016/17		2017/18							Variance	
	Forecast Outturn	Original Budget	ZBB Savings	Line by Line Review	Capital	Inflation	New Initiatives	Other (Incl Growth Items)	Proposed Budget	To 2016/17 Forecast	To 2016/17 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	%
Directors & Corporate Resources	2,364	2,300	(85)	(36)		12	47	43	2,281	(4%)	(1%)
Customer Services	(720)	(308)	(62)	(53)	(54)	21	(103)	(886)	(1,445)	50%	79%
Operations	2,524	2,355	(188)	(26)	(12)	34	0	539	2,702	7%	13%
Development	3,961	3,968	(386)	(246)	(41)	74	296	126	3,791	(4%)	(5%)
Community	725	1,370		(223)		22	(169)	22	1,022	29%	(34%)
Leisure & Health	1,829	1,911	(9)	(55)	0	19	(23)	(13)	1,830	0%	(4%)
Corporate Finance	3	(280)	(50)		(43)	21	30	173	(149)	102%	(88%)
ICT Shared Service	4,408	4,799		(61)				205	4,943	11%	3%
Net Expenditure	1,986	1,796	(1)			24		(95)	1,724	(15%)	(4%)
Net Expenditure	17,081	17,913	(781)	(700)	(150)	227	78	114	16,701		

Forecast Outturn 17,081 → (380) ← 16,701 (2%)

Budget 17,913 → (1,212) ← 16,701 (7%)

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 focuses 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 15 December the Government made an announcement in respect of New Homes Bonus and that the 2017/18 settlement would be £3.7m. At this time the Council continues to rely on NHB as part of the base budget.
 - On the 15 December the Government announced the Revenue Support Grant (RSG) 2017/18 provisional settlement for the Council. The relative allocations for RSG is £1.2m.

Council Tax and Business Rates

- 1.2.4 There is an assumption within the Budget 2017/18 and over the term of the MTFs of a Council Tax increase of 2% per annum. Therefore the Council Tax for 2017/18 will be £135.84 per Band D equivalent property.
- 1.2.5 The Council receives 40% of the Business rates collected and, after allowing for the tariff payment, it estimates this to be £4.6m in 2017/18.

Collection Fund Surplus/Deficit

- 1.2.6 The Collection Fund is the statutory 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 4** below along with the share that is apportioned to the Council.

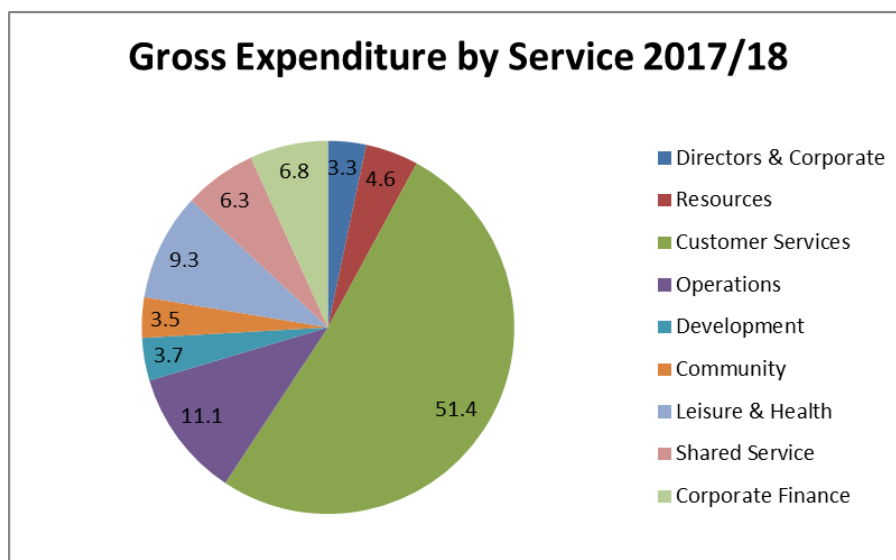
Collection Fund Estimated Surplus 2016/17		
Table 4	(Surplus)/Deficit (£'000)	HDC Share (£'000)
Council Tax	(389)	(53)
Business Rates	(3,702)	(1,481)
TOTAL	(4,091)	(1,534)

1.3 Summary Budget

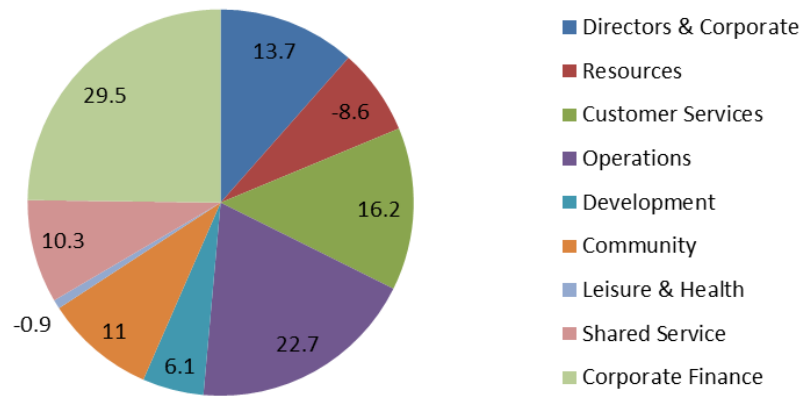
1.3.1 Considering the 2% increase in Council Tax for 2017/18 and the MTFS period and the Budget setting process, this results in the funding statement shown in **Table 5** and **Table 6** below.

Table 5	Council Services Net Expenditure Budget and MTFS						
	Forecast	Original Budget	Budget	Medium Term Financial Strategy			
	2016/17 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Services Provided:							
Community Services	1,829	1,911	1,830	1,827	1,840	1,867	1,886
Customer Services	2,524	2,355	2,702	2,634	2,657	2,693	2,724
Development Services	725	1,370	1,022	1,016	1,038	1,060	1,082
Operational Services	3,961	3,968	3,791	3,576	3,580	3,643	3,706
Leisure and Health	3	(280)	(148)	(273)	(286)	(251)	(195)
Corporate Office	1,855	1,791	1,772	1,706	1,719	1,735	1,743
ICT	1,986	1,796	1,725	1,733	1,742	1,750	1,759
Directors	509	509	509	509	509	509	509
Resources	(720)	(308)	(1,444)	(1,551)	(1,624)	(1,614)	(1,604)
Corporate Finance	4,408	4,799	4,943	5,104	5,275	5,288	5,291
TOTAL	17,081	17,913	16,701	16,282	16,450	16,680	16,902
- Expenditure	76,175	76,806	77,586	77,504	77,812	78,074	78,327
- Income	(59,095)	(58,893)	(60,884)	(61,222)	(61,363)	(61,394)	(61,425)
- Net Expenditure	17,081	17,913	16,701	16,282	16,450	16,680	16,902

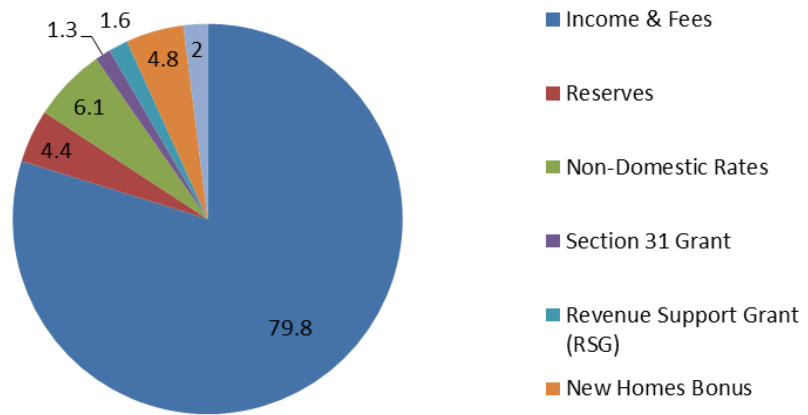
Table 6	2% Council Tax Increase						
	Forecast	Original Budget	Budget	Medium Term Financial Strategy			
	2016/17 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Net Expenditure	17,081	17,913	16,701	16,282	16,450	16,680	16,902
Contribution to/(from) Earmarked Reserves:							
- Commercial Investment Strategy	0	0	0	0	2,674	2,674	2,674
- Other	(257)	(257)	0	0	0	0	0
General Reserves	3,107	2,276	3,476	2,495	(695)	(518)	(349)
Budget Requirement	19,931	19,931	20,177	18,777	18,429	18,837	19,227
Non-Domestic Rates	(4,190)	(4,190)	(4,622)	(5,961)	(6,059)	(6,158)	(6,260)
S31 Grant	(1,018)	(1,018)	(1,018)	(1,018)	(1,018)	(1,018)	(1,018)
Revenue Support Grant (RSG)	(2,110)	(2,110)	(1,182)	(604)	0	0	0
New Homes Bonus	(4,965)	(4,965)	(3,656)	(2,787)	(2,674)	(2,674)	(2,674)
Collection Fund Surplus	0	0	(1,534)	0	0	0	0
Council Tax Requirement	(12,026)	7,905	8,166	8,407	8,678	8,986	9,276
- Base (*)	59,358	59,358	60,111	60,675	61,403	62,338	63,085
- Per Band D		133.18	135.84	138.56	141.33	144.16	147.04



Net Expenditure by Service 2017/18



How Services are Paid for in 2017/18



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 increase Council Tax and the savings and growth built into the budget 2017/18 and MTFS is shown in **Table 7** below.

Table 7 Council General Fund and Earmarked Reserves						
	Forecast	Budget	Medium Term Financial Strategy			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000	£'000
GENERAL FUND						
Brought forward	2,537	2,568	2,505	2,442	2,467	2,502
Contribution to Reserve	31	3,476	2,495			
Contribution (from) Reserve				(695)	(518)	(349)
Contribution to/(from) Budget Surplus Reserve		(3,539)	(2,558)	720	553	382
Carried forward	2,568	2,505	2,442	2,467	2,502	2,535
<i>Minimum Level of Reserves</i>	<i>2,568</i>	<i>2,505</i>	<i>2,442</i>	<i>2,467</i>	<i>2,502</i>	<i>2,535</i>
EARMARKED RESERVES						
Commercial Investment reserve						
Brought forward	12,390	3,230	3,230	3,230	6,331	9,432
Contribution to Reserve	40	0	0	3,101	3,101	3,101
Contribution (from) Reserve	(9,200)	0	0	0	0	0
Carried forward	3,230	3,230	3,230	6,331	9,432	12,533
Budget Surplus Reserve						
Brought Forward	805	3,425	6,964	9,521	8,802	8,249
Contribution to Reserve	2,909					
Contribution (from) Reserve	(289)					
Contribution from/(to) General Fund	0	3,539	2,558	(720)	(553)	(382)
Carried forward	3,425	6,964	9,521	8,802	8,249	7,867

Analysis of Budget Movements:-

	HDC Budget				
	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£
Original Budget for 2016/17 Approved February 2016	17,912,784	17,912,784	17,912,784	17,912,784	17,912,784
Impact of Inflation on Pay, NI and Pensions	208,387	425,490	641,885	874,833	1,110,103
Impact of Inflation on NDR	17,339	39,520	62,053	85,038	108,482
Savings identified during Line by Line review meetings	(701,141)	(701,141)	(701,141)	(701,141)	(701,141)
Previous ZBB savings identified	(835,100)	(1,397,000)	(1,727,000)	(1,727,000)	(1,727,000)
Delay to achievement of ZBB savings	53,633	15,596	20,000	20,000	20,000
Impact of Service Initiatives	(95,138)	(120,138)	(120,138)	(120,138)	(120,138)
Impact of Corporate Initiatives	173,788	173,788	173,788	173,788	173,788
Impact of Capital Schemes	(149,483)	(221,334)	(282,134)	(301,834)	(316,634)
Payroll Adjustments					
Community Services	48,463	50,463	50,463	50,463	50,463
Customer Services	29,416	10,076	10,076	10,076	10,076
Development	10,613	20,390	20,390	20,390	20,390
Leisure & Health	230,685	230,685	230,685	230,685	230,685
Operations	120,314	120,314	120,314	120,314	120,314
Directors & Corporate Team	61,686	61,686	61,686	61,686	61,686
ICT Shared Service	15,738	15,738	15,738	15,738	15,738
Resources	(2,167)	(2,167)	(2,167)	(2,167)	(2,167)
Other Budget Adjustments					
Community Services	(61,130)	(57,930)	(64,030)	(57,630)	(58,430)
Customer Services	509,871	561,018	708,518	711,018	708,518
Development	11,892	(1,003)	(1,303)	(1,303)	(1,303)
Leisure & Health	(57,598)	(180,823)	(181,803)	(182,789)	(168,980)
Operations	6,098	298	12,298	12,298	12,298
Directors & Corporate Team	(18,907)	(29,907)	(29,907)	(25,907)	(29,907)
ICT Shared Service	(110,645)	(126,142)	(141,794)	(157,602)	(173,569)
Resources	(883,011)	(883,336)	(875,961)	(875,961)	(875,961)
Corporate Finance	204,739	365,301	536,212	534,419	522,177
Budget Awaiting Approval February 2017	16,701,126	16,282,226	16,449,512	16,680,058	16,902,272

**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.*

2.2 Service Budgets by Head of Service

Head of Community									
Actuals 2015/16	Subjective Analysis : Controllable Only *		2016/17 Forecast	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget
£			£	£	£	£	£	£	£
(850,807)	Income & Fees	Fees & charges	(826,030)	(759,817)	(794,066)	(793,366)	(798,966)	(794,066)	(793,366)
(300)		Sales	(493)	0	(600)	(600)	(600)	(600)	(600)
(5,450)		Rent	(5,550)	(5,650)	(5,650)	(5,650)	(5,650)	(5,650)	(5,650)
(1,596)		Government grants	0	0	0	0	0	0	0
(28,884)		Other grants and contributions	(97,212)	(99,737)	(100,415)	(100,415)	(100,415)	(100,415)	(100,415)
(795)		Commuted sums	0	0	0	0	0	0	0
(887,832)	Income & Fees Total		(929,285)	(865,204)	(900,731)	(900,031)	(905,631)	(900,731)	(900,031)
1,357,807	Employees	Salary	1,384,518	1,477,299	1,516,571	1,531,735	1,547,052	1,562,524	1,578,148
103,799		National Insurance	138,909	146,801	153,484	155,020	156,570	158,135	159,717
222,494		Pension	234,110	242,563	259,737	262,334	264,959	267,609	270,285
24,324		Hired Staff	19,051	7,000	5,000	5,000	5,000	5,000	5,000
13,465		Training	3,220	3,050	2,550	2,550	2,550	2,550	2,550
182		Uniform & laundry	958	1,900	425	425	425	425	425
13,696		Other staff costs	36,075	440	1,130	1,130	1,130	1,130	1,130
0		Severance Payments	43,821	0	0	0	0	0	0
1,735,767	Employees Total		1,860,662	1,879,053	1,938,897	1,958,194	1,977,686	1,997,373	2,017,255
(1,136)	Buildings	Rents	14,350	550	1,150	1,150	1,150	1,150	1,150
26,376		Rates	27,081	26,842	26,705	27,240	27,785	28,340	28,907
68,018		Repairs & Maintenance	86,817	80,200	74,700	74,700	74,700	74,700	74,700
14,469		Energy Costs	14,657	13,200	13,200	13,200	13,200	13,200	13,200
27,318		Premises Cleaning	28,150	22,626	21,500	21,500	21,500	21,500	21,500
2,473		Water Services	2,411	660	660	660	660	660	660
137,518	Buildings Total		173,466	144,078	137,915	138,450	138,995	139,550	140,117
344	Supplies & Services	Catering	1,116	880	421	421	421	421	421
118,311		Communication and computing	103,316	98,535	86,041	61,041	61,041	61,041	61,041
55,585		Services	50,816	67,255	58,442	58,442	58,442	58,442	58,442
183,053		Equipment, furniture & materials	132,030	128,943	121,157	122,657	121,157	122,657	121,157
18,682		Office expenses	17,673	18,220	16,772	16,772	16,772	16,772	16,772
330		Uniform & laundry	355	500	380	380	380	380	380
99		Expenses	100	0	0	0	0	0	0
376,404	Supplies & Services Total		305,406	314,333	283,213	259,713	258,213	259,713	258,213
14,817	Transport	Mileage Allowance	17,065	27,850	19,801	19,801	19,801	19,801	19,801
23,146		Operating Costs	22,874	32,711	22,877	22,877	22,877	22,877	22,877
5,282		Pool Car	6,467	7,200	6,850	6,850	6,850	6,850	6,850
2,869		Public Transport	1,494	4,250	1,111	1,111	1,111	1,111	1,111
46,114	Transport Total		47,900	72,011	50,639	50,639	50,639	50,639	50,639
(59,404)	Benefit & Transfer Payments	Contributions paid	74,558	71,010	71,010	71,010	71,010	71,010	71,010
323,015		Grants	284,875	285,000	238,000	238,000	238,000	238,000	238,000
329		Irrecoverable V A T	4,600	4,600	4,600	4,600	4,600	4,600	4,600
263,940	Benefit & Transfer Payments Total		364,033	360,610	313,610	313,610	313,610	313,610	313,610
6,612	Renewals Fund Contribution	Renewals Fund Contribution	6,612	6,612	6,612	6,612	6,612	6,612	6,612
6,612	Renewals Fund Contribution Total		6,612	6,612	6,612	6,612	6,612	6,612	6,612
1,678,523	Grand Total		1,828,794	1,911,493	1,830,155	1,827,187	1,840,124	1,866,766	1,886,415
2,566,355	Gross Service Expenditure		2,758,079	2,776,697	2,730,886	2,727,218	2,745,755	2,767,497	2,786,446
(887,832)	Gross Service Income		(929,285)	(865,204)	(900,731)	(900,031)	(905,631)	(900,731)	(900,031)
1,678,523	Net Service Expenditure		1,828,794	1,911,493	1,830,155	1,827,187	1,840,124	1,866,766	1,886,415
(82,676)	C C T V		(70,484)	(71,000)	(70,393)	(70,393)	(70,393)	(70,393)	(70,393)
242,981	C C T V Shared Service		220,063	212,244	242,718	221,310	224,938	228,602	232,302
261,958	Commercial Team		284,210	348,621	330,654	334,086	337,553	341,054	344,590
598,674	Community Team		626,048	625,657	563,102	565,870	568,667	571,492	574,345
9,046	Corporate Health & Safety		98,266	100,608	102,974	103,878	104,793	105,716	106,648
134,586	Environmental Health Admin		122,237	144,279	146,842	148,912	144,696	150,995	153,108
371,194	Environmental Protection Team		415,100	492,706	485,800	492,134	495,515	501,945	505,424
78,873	Head Of Community		82,481	79,602	84,311	85,119	85,934	86,758	87,590
(187,676)	Licencing		(196,155)	(161,246)	(187,048)	(185,459)	(183,854)	(182,233)	(180,596)
251,563	Projects And Assets		247,028	140,022	131,195	131,730	132,275	132,830	133,397
1,678,523	Grand Total		1,828,794	1,911,493	1,830,155	1,827,187	1,840,124	1,866,766	1,886,415

Analysis of Budget Movements:-

	Head of Community Budget				
	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£
Original Budget for 2016/17 Approved February 2016	1,911,493	1,911,493	1,911,493	1,911,493	1,911,493
Impact of Inflation on Pay, NI and Pensions	18,666	37,963	57,455	77,142	97,024
Impact of Inflation on NDR	(137)	398	943	1,498	2,065
Savings identified during Line by Line review meetings	(55,200)	(55,200)	(55,200)	(55,200)	(55,200)
Previous ZBB savings identified	(34,000)	(37,000)	(38,000)	(38,000)	(38,000)
Delay to achievement of ZBB savings	25,000	0	0	0	0
Impact of Service Initiatives	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
Payroll Adjustments	48,463	50,463	50,463	50,463	50,463
Other Budget Adjustments					
Reduction to Voluntary Sector Grants	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)
Additional External Income	(12,027)	(12,027)	(12,027)	(12,027)	(12,027)
Other Minor Changes	(25,103)	(21,903)	(28,003)	(21,603)	(22,403)
Budget Awaiting Approval February 2017	1,830,155	1,827,187	1,840,124	1,866,766	1,886,415

**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 2015/16	Subjective Analysis : Controllable Only *		2016/17 Forecast	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget
£			£	£	£	£	£	£	£
(1,552,679)	Income & Fees	Fees & charges	(1,799,640)	(1,786,772)	(1,963,393)	(1,978,393)	(1,983,393)	(1,983,393)	(1,983,393)
0		Sales	(122,426)	(140,207)	(125,747)	(125,747)	(125,747)	(125,747)	(125,747)
(358)		Rent	0	0	0	0	0	0	0
(36,481,540)		Government grants	(35,239,588)	(36,037,222)	(35,117,397)	(35,117,397)	(35,117,397)	(35,117,397)	(35,117,397)
113,753		Bad Debts Provision	113,050	78,050	100,046	100,046	100,046	100,046	100,046
(37,920,824)	Income & Fees Total		(37,048,604)	(37,886,151)	(37,106,491)	(37,121,491)	(37,126,491)	(37,126,491)	(37,126,491)
2,648,732	Employees	Salary	2,643,623	2,710,580	2,624,509	2,598,044	2,621,998	2,648,194	2,674,652
184,110		National Insurance	238,184	243,188	239,404	239,490	241,884	244,303	246,746
418,266		Pension	347,205	444,841	459,824	455,854	460,413	465,017	469,668
105,107		Hired Staff	68,105	0	0	0	0	0	0
24,599		Training	2,727	1,350	1,350	1,350	1,350	1,350	1,350
733		Uniform & laundry	2,199	2,299	799	3,200	700	3,200	700
27,237		Other staff costs	16,018	24,000	24,520	24,520	24,520	24,520	24,520
0		Severance payments	5,767	0	0	0	0	0	0
216		Recruitment	0	0	0	0	0	0	0
3,409,000	Employees Total		3,323,828	3,426,258	3,350,406	3,322,458	3,350,865	3,386,584	3,417,636
39,760	Buildings	Rents	26,606	30,598	18,098	0	0	0	0
6,120		Rates	4,954	5,828	4,380	0	0	0	0
3,575		Repairs & Maintenance	1,256	572	282	82	82	82	82
2,031		Energy Costs	843	1,200	1,200	0	0	0	0
1,209		Premises Cleaning	1,353	1,008	1,008	0	0	0	0
106		Water Services	249	200	200	0	0	0	0
192		Premises Insurance	0	0	0	0	0	0	0
52,993	Buildings Total		35,261	39,406	25,168	82	82	82	82
70,069	Supplies & Services	Rents	73,500	75,894	75,894	75,894	75,894	75,894	75,894
694		Catering	323	250	200	200	200	200	200
128,313		Communication and computing	117,061	88,915	101,964	95,464	95,464	95,464	95,464
75,592		Services	42,741	64,417	29,733	29,733	29,733	29,733	29,733
264,864		Equipment, furniture & materials	105,562	96,068	82,948	89,948	89,948	89,948	89,948
145,045		Office expenses	119,213	121,834	119,034	118,974	118,974	118,974	118,974
684,577	Supplies & Services Total		458,400	447,378	409,773	410,213	410,213	410,213	410,213
5,094	Transport	Mileage Allowance	3,948	8,400	3,800	3,500	3,500	3,500	3,500
2,057		Operating Costs	2,574	2,777	2,777	2,777	2,777	2,777	2,777
9,037		Pool Car	10,911	9,010	10,810	10,810	10,810	10,810	10,810
4,520		Public Transport	9,360	5,890	8,120	8,120	8,120	8,120	8,120
20,708	Transport Total		26,793	26,077	25,507	25,207	25,207	25,207	25,207
518,565	Benefit & Transfer Payments	Contributions paid	576,600	322,244	701,744	701,744	701,744	701,744	701,744
35,830,955		Benefits	35,151,297	35,980,000	35,295,832	35,295,832	35,295,832	35,295,832	35,295,832
36,349,520	Benefit & Transfer Payments Total		35,727,897	36,302,244	35,997,576	35,997,576	35,997,576	35,997,576	35,997,576
2,595,974	Grand Total		2,523,575	2,355,212	2,701,939	2,634,045	2,657,452	2,693,171	2,724,223

40,516,798	Gross Service Expenditure	39,572,179	40,241,363	39,808,430	39,755,536	39,783,943	39,819,662	39,850,714
(37,920,824)	Gross Service Income	(37,048,604)	(37,886,151)	(37,106,491)	(37,121,491)	(37,126,491)	(37,126,491)	(37,126,491)
2,595,974	Net Service Expenditure	2,523,575	2,355,212	2,701,939	2,634,045	2,657,452	2,693,171	2,724,223

95,369	Head of Customer Services	99,104	96,477	97,455	98,421	99,396	100,381	101,377
(149,571)	Council Tax Support	(137,598)	(122,950)	(122,950)	(122,950)	(122,950)	(122,950)	(122,950)
186,189	Local Tax Collection	135,942	140,286	5,591	5,180	9,814	14,495	19,224
415,990	Housing Benefits	493,522	403,556	722,810	733,519	744,336	755,261	766,295
746,777	Housing Needs	818,325	777,737	919,456	925,308	931,218	937,188	943,217
868,422	Customer Services	853,454	829,303	826,646	746,542	749,489	759,491	764,568
432,798	Document Centre	260,826	230,803	252,931	248,025	246,149	249,305	252,492
2,595,974	Grand Total	2,523,575	2,355,212	2,701,939	2,634,045	2,657,452	2,693,171	2,724,223

Analysis of Budget Movements:-

	Head of Customer Services Budget				
	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£
Original Budget for 2016/17 Approved February 2016	2,355,212	2,355,212	2,355,212	2,355,212	2,355,212
Impact of Inflation on Pay, NI and Pensions	33,959	67,170	100,077	133,296	166,848
Impact of Inflation on NDR	(428)	(340)	(340)	(340)	(340)
Savings identified during Line by Line review meetings	(26,091)	(26,091)	(26,091)	(26,091)	(26,091)
Previous ZBB savings identified	(188,000)	(328,000)	(485,000)	(485,000)	(485,000)
Impact of Capital Schemes	(12,000)	(5,000)	(5,000)	(5,000)	(5,000)
Payroll Adjustments	29,416	10,076	10,076	10,076	10,076
Other Budget Adjustments					
Removal Of ZBB Shared Service Savings	0	50,000	100,000	100,000	100,000
Removal of ZBB Universal Credit Savings	0	0	100,000	100,000	100,000
Reduction in Summons Costs Income	30,571	30,571	30,571	30,571	30,571
Anticipated reduction to Benefits Admin Grant	68,907	68,907	68,907	68,907	68,907
Additional Cost of Benefits to Homeless Families	201,996	201,996	201,996	201,996	201,996
Additional Costs of Homeless Accommodation	96,500	96,500	96,500	96,500	96,500
Reduction in Printing Income (Internal)	14,460	14,460	14,460	14,460	14,460
Reduction in Printing Income (External)	67,000	67,000	67,000	67,000	67,000
Additional Costs External Printing	18,500	18,500	18,500	18,500	18,500
Other Minor Changes	11,937	13,084	10,584	13,084	10,584
Budget Awaiting Approval February 2017	2,701,939	2,634,045	2,657,452	2,693,171	2,724,223

**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 3C's ICT Shared Service

Actuals 2015/16	Subjective Analysis : Controllable Only *		2016/17 Forecast	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget
£			£	£	£	£	£	£	£
(781,602)	Income & Fees	Fees & charges	(1,277,086)	(1,176,119)	(1,132,048)	(1,137,580)	(1,143,168)	(1,148,811)	(1,154,512)
(625)		Sales	0	0	0	0	0	0	0
0		Other grants and contributions	(2,238,061)	(2,061,326)	(2,027,938)	(2,037,903)	(2,047,967)	(2,058,132)	(2,068,398)
(881)		Government grants	0	0	0	0	0	0	0
(783,108)	Income & Fees Total		(3,515,147)	(3,237,445)	(3,159,986)	(3,175,483)	(3,191,135)	(3,206,943)	(3,222,910)
1,142,698	Employees	Salary	1,639,123	1,846,614	1,893,055	1,911,936	1,931,005	1,950,265	1,969,718
89,898		National Insurance	163,133	188,265	190,056	191,957	193,877	195,816	197,774
191,450		Pension	268,524	327,806	318,889	322,078	325,299	328,552	331,838
348,060		Hired Staff	381,872	0	0	0	0	0	0
16,180		Training	33,504	33,028	33,028	33,028	33,028	33,028	33,028
3,593		Other staff costs	2,337	867	867	867	867	867	867
0		Recruitment	1,065	1,530	1,500	1,500	1,500	1,500	1,500
0		Uniform & laundry	0	510	500	500	500	500	500
1,791,879	Employees Total		2,489,558	2,398,620	2,437,895	2,461,866	2,486,076	2,510,528	2,535,225
173	Buildings	Rents	0	0	0	0	0	0	0
0		Repairs & Maintenance	8,131	20,400	0	0	0	0	0
173	Buildings Total		8,131	20,400	0	0	0	0	0
127	Supplies & Services	Catering	79	0	0	0	0	0	0
119,692		Communication and computing	439,118	561,399	359,760	359,760	359,760	359,760	359,760
26,355		Services	134,488	(361,090)	(272,550)	(272,550)	(272,550)	(272,550)	(272,550)
300,923		Equipment, furniture & materials	2,402,827	2,377,291	2,342,201	2,342,201	2,342,201	2,342,201	2,342,201
2,716		Office expenses	14,756	23,705	7,000	7,000	7,000	7,000	7,000
0		Expenses	510	1,020	0	0	0	0	0
449,813	Supplies & Services Total		2,991,778	2,602,325	2,436,411	2,436,411	2,436,411	2,436,411	2,436,411
3,305	Transport	Mileage Allowance	5,504	7,201	6,233	6,233	6,233	6,233	6,233
2,754		Pool Car	2,930	3,672	1,251	1,251	1,251	1,251	1,251
1,993		Public Transport	3,716	1,561	2,700	2,700	2,700	2,700	2,700
8,052	Transport Total		12,150	12,434	10,184	10,184	10,184	10,184	10,184
1,466,809	Grand Total		1,986,470	1,796,334	1,724,504	1,732,978	1,741,536	1,750,180	1,758,910
2,249,917	Gross Service Expenditure		5,501,617	5,033,779	4,884,490	4,908,461	4,932,671	4,957,123	4,981,820
(783,108)	Gross Service Income		(3,515,147)	(3,237,445)	(3,159,986)	(3,175,483)	(3,191,135)	(3,206,943)	(3,222,910)
1,466,809	Net Service Expenditure (HDC Share of ICT Service)		1,986,470	1,796,334	1,724,504	1,732,978	1,741,536	1,750,180	1,758,910
972,484	Information Management		10,361	0	0	0	0	0	0
494,325	ICT Shared Service		1,976,109	1,796,334	1,724,504	1,732,978	1,741,536	1,750,180	1,758,910
1,466,809	Grand Total		1,986,470	1,796,334	1,724,504	1,732,978	1,741,536	1,750,180	1,758,910

Analysis of Budget Movements:-

	Head of 3C's ICT Shared Service Budget				
	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£
Original Gross Budget for 2016/17 Approved February 2016	5,027,659	5,027,659	5,027,659	5,027,659	5,027,659
Impact of Inflation on Pay, NI and Pensions	23,577	47,548	71,758	96,210	120,907
Previous ZBB savings identified (Yaxley Office Line Rental)	(500)	(500)	(500)	(500)	(500)
Payroll Adjustments	15,738	15,738	15,738	15,738	15,738
Other Budget Adjustments					
Additional Operational Costs from Cambridge City Council	47,645	47,645	47,645	47,645	47,645
Lower Operational Costs	(235,749)	(235,749)	(235,749)	(235,749)	(235,749)
ICTSS Gross Expenditure	4,878,370	4,902,341	4,926,551	4,951,003	4,975,700
Original Gross Income from Partners	(3,231,325)	(3,231,325)	(3,231,325)	(3,231,325)	(3,231,325)
Adjustment to CCC Charge	33,388	23,423	13,359	3,195	(7,071)
Adjustment to SCDC Charge	44,071	38,539	32,951	27,307	21,606
New Charges to Partners	(3,153,866)	(3,169,363)	(3,185,015)	(3,200,823)	(3,216,790)
HDC Share	1,724,504	1,732,978	1,741,536	1,750,180	1,758,910

*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 2015/16	Subjective Analysis : Controllable Only *		2016/17 Forecast	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget
£			£	£	£	£	£	£	£
(2,349,163)	Income & Fees	Fees & charges	(2,076,530)	(1,421,759)	(1,696,254)	(1,692,254)	(1,692,254)	(1,692,254)	(1,692,254)
(8,369)		Sales	(6,791)	(9,900)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)
(105,062)		Rent	(102,398)	(103,000)	(109,030)	(109,030)	(109,030)	(109,030)	(109,030)
(15,000)		Government grants	(20,000)	(5,000)	(40,000)	(20,000)	(20,000)	(20,000)	(20,000)
(35)		Interest	0	0	0	0	0	0	0
(2,477,629)	Income & Fees Total		(2,205,719)	(1,539,659)	(1,852,784)	(1,828,784)	(1,828,784)	(1,828,784)	(1,828,784)
1,629,158	Employees	Salary	1,518,981	1,653,473	1,696,430	1,720,583	1,737,789	1,755,168	1,772,719
120,422		National Insurance	154,408	174,927	171,273	174,116	175,857	177,615	179,392
288,345		Pension	272,130	309,307	301,994	306,471	309,535	312,630	315,756
38,358		Hired Staff	49,511	0	16,170	0	0	0	0
7,719		Training	384	0	0	0	0	0	0
75		Uniform & laundry	250	350	350	350	350	350	350
6,781		Other staff costs	275	0	275	275	275	275	275
0		Severance payments	5,092	0	0	0	0	0	0
7,050		Recruitment	9,283	0	5,000	5,000	5,000	5,000	5,000
2,097,908	Employees Total		2,010,314	2,138,057	2,191,492	2,206,796	2,228,807	2,251,039	2,273,493
1,926	Buildings	Rents	0	0	2,200	700	700	700	700
4,679		Repairs & Maintenance	2,633	6,500	7,000	7,000	7,000	7,000	7,000
21,978		Energy Costs	23,845	20,000	23,800	23,800	23,800	23,800	23,800
22,651		Water Services	26,202	23,000	28,000	28,000	28,000	28,000	28,000
0		Rates	0	0	629	642	655	668	681
51,234	Buildings Total		52,681	49,500	61,629	60,142	60,155	60,168	60,181
23,134	Supplies & Services	Rents	23,295	23,255	23,577	23,577	23,577	23,577	23,577
889		Catering	795	1,500	650	650	650	650	650
18,743		Communication and computing	9,838	4,300	13,750	11,250	11,250	11,250	11,250
376,654		Services	564,089	439,102	334,277	298,277	298,277	298,277	298,277
80,100		Equipment, furniture & materials	3,905	3,120	2,000	2,000	2,000	2,000	2,000
62,066		Office expenses	25,476	20,355	39,955	34,255	33,955	33,955	33,955
88		Expenses	0	0	0	0	0	0	0
(360)		Insurance - service related	0	0	0	0	0	0	0
561,314	Supplies & Services Total		627,398	491,632	414,209	370,009	369,709	369,709	369,709
14,435	Transport	Mileage Allowance	7,634	17,300	8,900	8,875	8,875	8,875	8,875
(14)		Operating Costs	0	0	0	0	0	0	0
10,287		Pool Car	10,172	10,100	8,770	8,770	8,770	8,770	8,770
3,089		Public Transport	3,208	6,050	3,500	3,500	3,500	3,500	3,500
(15)		Contract Hire & operating leases	0	0	0	0	0	0	0
27,782	Transport Total		21,014	33,450	21,170	21,145	21,145	21,145	21,145
582,315	Benefit & Transfer Payments	Contributions paid	162,536	167,536	168,311	168,311	168,311	168,311	168,311
3,035		Services	34,280	0	0	0	0	0	0
(6,100)		Grants	15,000	22,000	11,000	11,000	11,000	11,000	11,000
5,875		Irrecoverable V A T	5,800	5,800	5,800	5,800	5,800	5,800	5,800
585,125	Benefit & Transfer Payments Total		217,616	195,336	185,111	185,111	185,111	185,111	185,111
(760)	Renewals Fund Contribution	Renewals Fund Contribution	1,620	1,620	1,620	1,620	1,620	1,620	1,620
(760)	Renewals Fund Contribution Total		1,620	1,620	1,620	1,620	1,620	1,620	1,620
844,974	Grand Total		724,925	1,369,936	1,022,447	1,016,039	1,037,763	1,060,008	1,082,475

3,322,603	Gross Service Expenditure	2,930,643	2,909,595	2,875,231	2,844,823	2,866,547	2,888,792	2,911,259
(2,477,629)	Gross Service Income	(2,205,719)	(1,539,659)	(1,852,784)	(1,828,784)	(1,828,784)	(1,828,784)	(1,828,784)
844,974	Net Service Expenditure	724,925	1,369,936	1,022,447	1,016,039	1,037,763	1,060,008	1,082,475

609,202	Planning Policy	597,905	854,715	705,424	689,584	696,227	703,239	710,322
76,508	Head of Development	80,433	77,802	81,516	82,324	83,139	83,963	84,795
210,296	Economic Development	233,310	232,062	193,943	195,367	196,806	198,260	199,728
208,295	Housing Strategy	221,165	222,047	220,721	217,444	219,690	221,957	224,247
(307,725)	Development Management	(582,208)	(192,510)	(354,977)	(344,500)	(333,919)	(323,231)	(312,437)
(30,173)	Building Control	91,600	91,600	91,600	91,600	91,600	91,600	91,600
56,241	Transportation Strategy	55,518	65,020	58,120	58,120	58,120	58,120	58,120
22,330	Public Transport	27,202	19,200	26,100	26,100	26,100	26,100	26,100
844,974	Grand Total	724,925	1,369,936	1,022,447	1,016,039	1,037,763	1,060,008	1,082,475

Analysis of Budget Movements:-

	Head of Development Budget				
	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£
Original Budget for 2016/17 Approved February 2016	1,369,936	1,369,936	1,369,936	1,369,936	1,369,936
Impact of Inflation on Pay, NI and Pensions	21,377	43,074	65,085	87,317	109,771
Impact of Inflation on NDR	629	642	655	668	681
Savings identified during Line by Line review meetings	(223,000)	(223,000)	(223,000)	(223,000)	(223,000)
Impact of Service Initiatives (End of Various Projects)	(169,000)	(194,000)	(194,000)	(194,000)	(194,000)
Payroll Adjustments	10,613	20,390	20,390	20,390	20,390
Other Budget Adjustments					
One- off Hired Staff	16,170	0	0	0	0
CIL Admin Receipts	(45,782)	(45,782)	(45,782)	(45,782)	(45,782)
Appeal Costs - Re-phased	40,000	40,000	40,000	40,000	40,000
Other Budget adjustments	1,504	4,779	4,479	4,479	4,479
Budget Awaiting Approval February 2017	1,022,447	1,016,039	1,037,763	1,060,008	1,082,475

**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 2015/16	Subjective Analysis : Controllable Only *		2016/17 Forecast	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget
£			£	£	£	£	£	£	£
(6,123,511)	Income & Fees	Fees & charges	(6,144,314)	(6,302,602)	(6,510,263)	(6,656,198)	(6,671,238)	(6,679,784)	(6,686,335)
(832,078)		Sales	(833,046)	(833,440)	(814,875)	(837,375)	(855,375)	(867,375)	(876,375)
(5,000)		Rent	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
(101,639)		Other grants and contributions	(109,660)	(77,531)	(67,622)	(47,622)	(47,622)	(47,622)	(47,622)
(7,062,228)	Income & Fees Total		(7,092,020)	(7,218,573)	(7,397,760)	(7,546,195)	(7,579,235)	(7,599,781)	(7,615,332)
5,747,156	Employees	Salary	3,730,151	3,656,370	3,853,538	3,912,256	3,951,497	3,991,196	4,031,227
159,767		National Insurance	211,850	214,862	218,447	221,049	223,259	225,490	227,741
410,162		Pension	403,550	443,063	464,571	470,264	474,965	479,713	484,506
9,684		Hired Staff	9,627	10,000	9,500	9,500	9,500	9,500	9,500
35,042		Training	20,787	22,800	23,800	23,800	23,800	23,800	23,800
9,833		Uniform & laundry	9,628	11,839	7,939	12,489	12,489	12,489	12,489
17,258		Other staff costs	10,024	16,981	16,381	16,381	16,381	16,381	16,381
2,577		Recruitment	1,704	1,000	1,350	1,350	1,350	1,350	1,350
0		Employee Insurance	500	1,000	0	0	0	0	0
4,319,069	Employees Total		4,397,821	4,377,915	4,595,526	4,667,089	4,713,241	4,759,919	4,806,994
13,526	Buildings	Rents	13,540	16,740	11,760	7,760	7,760	7,760	7,760
231,687		Repairs & Maintenance	271,860	259,889	263,885	248,185	248,185	248,185	262,985
520,555		Energy Costs	543,024	555,089	525,722	493,685	458,089	458,089	458,089
66,430		Water Services	99,831	96,961	96,961	96,961	96,961	96,961	96,961
113,432		Premises Cleaning	110,566	110,085	120,497	119,497	119,577	119,697	119,777
21,416		Ground Maintenance Costs	8,429	12,345	21,345	21,345	21,345	21,345	21,345
342,142		Rates	457,490	474,327	452,656	461,709	470,942	480,361	489,968
0		Fixtures & Fittings	897	1,656	656	656	656	656	656
1,309,188	Buildings Total		1,505,637	1,527,092	1,493,482	1,449,798	1,423,515	1,433,054	1,457,541
26,448	Supplies & Services	Catering	25,476	18,950	24,050	24,050	24,050	24,050	24,050
75,972		Communication and computing	71,095	60,253	79,577	80,577	80,577	80,577	80,577
188,275		Services	202,514	128,782	178,733	178,293	177,853	177,413	176,973
711,175		Equipment, furniture & materials	622,567	569,049	616,725	612,525	612,525	612,525	612,525
148,022		Office expenses	140,466	128,163	138,333	138,333	138,333	138,333	138,333
81		Uniform & laundry	0	200	0	0	0	0	0
1,795		Insurance - service related	2,705	0	0	0	0	0	0
1,151,768	Supplies & Services Total		1,064,823	905,397	1,037,418	1,033,778	1,033,338	1,032,898	1,032,458
12,479	Transport	Mileage Allowance	9,577	11,835	8,315	8,315	8,315	8,315	8,315
7,231		Operating Costs	8,682	8,393	6,775	6,775	6,775	6,775	6,775
0		Pool Car	12	0	0	0	0	0	0
3,117		Public Transport	2,003	1,560	1,260	1,260	1,260	1,260	1,260
472		Contract Hire & operating leases	685	300	300	300	300	300	300
153		Vehicle Insurance	0	0	0	0	0	0	0
23,452	Transport Total		20,959	22,088	16,650	16,650	16,650	16,650	16,650
84	Benefit & Transfer Payments	Services	18	0	200	200	200	200	200
92,966		Irrecoverable V A T	81,000	81,000	81,000	81,000	81,000	81,000	81,000
93,050	Benefit & Transfer Payments Total		81,018	81,000	81,200	81,200	81,200	81,200	81,200
25,000	Renewals Fund Contribution	Renewals Fund Contribution	25,000	25,000	25,000	25,000	25,000	25,000	25,000
25,000	Renewals Fund Contribution Total		25,000	25,000	25,000	25,000	25,000	25,000	25,000
(140,701)	Grand Total		3,238	(280,081)	(148,484)	(272,680)	(286,291)	(251,060)	(195,489)

6,921,527	Gross Service Expenditure	7,095,258	6,938,492	7,249,276	7,273,515	7,292,944	7,348,721	7,419,843
(7,062,228)	Gross Service Income	(7,092,020)	(7,218,573)	(7,397,760)	(7,546,195)	(7,579,235)	(7,599,781)	(7,615,332)
(140,701)	Net Service Expenditure	3,238	(280,081)	(148,484)	(272,680)	(286,291)	(251,060)	(195,489)

74,431	Head of Leisure & Health	78,886	77,822	81,291	82,099	82,914	83,738	84,570
216,194	One Leisure Active Lifestyles	212,689	222,879	204,461	227,582	230,737	233,924	237,143
(431,326)	One Leisure	(288,337)	(580,782)	(434,236)	(582,361)	(599,942)	(568,722)	(517,202)
(140,701)	Grand Total	3,238	(280,081)	(148,484)	(272,680)	(286,291)	(251,060)	(195,489)

	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£
Original Budget for 2016/17 Approved February 2016	(280,081)	(280,081)	(280,081)	(280,081)	(280,081)
Impact of Inflation on Pay, NI and Pensions	43,144	88,508	134,540	181,038	227,993
Impact of Inflation on NDR	(21,671)	(12,618)	(3,385)	6,034	15,641
Previous ZBB savings identified	(54,000)	(90,000)	(130,000)	(130,000)	(130,000)
Delay to ZBB Savings Scheme Ramsey (Salix)	3,633	7,596	12,000	12,000	12,000
Impact of Service Initiatives (Marketing Post from Corp Team)	30,053	30,053	30,053	30,053	30,053
Impact of Capital Schemes	(42,649)	(66,000)	(98,300)	(118,000)	(132,800)
Payroll Adjustments	230,685	230,685	230,685	230,685	230,685
Other Budget Adjustments					
Additional Grant Income OLAL	(41,212)	(21,212)	(21,212)	(21,212)	(21,212)
Additional Income OLAL	(10,400)	(10,400)	(10,400)	(10,400)	(10,400)
Additional Income - The Club Alconbury	(92,043)	(92,578) ✓	(93,118) ✓	(93,664) ✓	(94,215)
Membership Income	107,728	64,728	64,728	64,728	64,728
Additional Swimming Income	(104,610)	(124,610)	(124,610)	(124,610)	(124,610)
Additional Indoor Sports Income	(47,191)	(112,091)	(112,091)	(112,091)	(112,091)
Additional Hospitality Income	(32,156)	(32,156)	(32,156)	(32,156)	(32,156)
Additional Expenditure - The Club Alconbury	24,996	24,996	24,996	24,996	24,996
Additional Equipment/Equipment Maintenance Costs	76,681 ✓	72,481	72,481	72,481	72,481
Additional Entertainments Licence Expenditure	48,260	48,260	48,260	48,260	48,260
Loan Interest re Asset Transfer - Huntingdon	4,400 ✓	3,960 ✓	3,520 ✓	3,080	2,640
5 Yearly Electrical Testing	0	0	0	0	14,800
Other Expenditure changes	4,373 ✓	(5,777)	(5,777)	(5,777)	(5,777)
Other income changes	3,576	3,576	3,576	3,576	3,576
Budget Awaiting Approval February 2017	(148,484)	(272,680)	(286,291)	(251,060)	(195,489)

**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 2015/16	Subjective Analysis : Controllable Only *		2016/17 Forecast	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget
£			£	£	£	£	£	£	£
(4,045,587)	Income & Fees	Fees & charges	(4,242,559)	(4,276,290)	(4,247,003)	(4,287,003)	(4,307,003)	(4,307,003)	(4,307,003)
(148,612)		Sales	(191,706)	(190,032)	(196,432)	(196,432)	(196,432)	(196,432)	(196,432)
(92,746)		Rent	(147,445)	(90,804)	(187,124)	(267,024)	(267,024)	(267,024)	(267,024)
(98,475)		Other grants and contributions	(74,823)	(57,798)	(23,414)	(23,414)	(23,414)	(23,414)	(23,414)
(118,024)		Commuted sums	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)
(20,510)		Government grants	(23,778)	(13,922)	(13,922)	(13,922)	(13,922)	(13,922)	(13,922)
(4,523,954)	Income & Fees Total		(4,831,643)	(4,780,177)	(4,819,226)	(4,939,126)	(4,959,126)	(4,959,126)	(4,959,126)
3,706,819	Employees	Salary	3,754,355	3,636,676	4,029,776	3,939,584	3,948,492	3,987,836	4,027,573
249,363		National Insurance	330,063	326,070	364,139	365,728	367,338	371,011	374,723
604,150		Pension	645,048	673,995	710,468	712,124	713,797	720,934	728,145
510,494		Hired Staff	499,222	402,665	136,909	129,809	127,709	127,709	127,709
27,046		Training	1,004	0	0	0	0	0	0
26,000		Uniform & laundry	46,657	40,349	38,609	37,809	37,809	37,809	37,809
172,200		Other staff costs	145,239	120,152	147,152	145,502	143,852	143,852	143,852
6,115		Recruitment	10,252	400	0	0	0	0	0
0		Employee Insurance	0	0	0	0	0	0	0
36,097		Severance payments	0	0	0	0	0	0	0
5,338,283	Employees Total		5,431,842	5,200,307	5,427,053	5,330,556	5,338,997	5,389,151	5,439,811
18,303	Buildings	Rents	13,629	13,048	13,104	13,104	13,104	13,104	13,104
292,645		Repairs & Maintenance	278,497	298,820	297,309	297,309	297,309	297,309	297,309
203,943		Energy Costs	188,921	187,465	192,835	190,835	190,835	190,835	190,835
15,505		Water Services	20,194	21,770	21,270	21,270	21,270	21,270	21,270
77,049		Premises Cleaning	81,039	89,044	88,744	88,744	88,744	88,744	88,744
5,017		Ground Maintenance Costs	0	0	0	0	0	0	0
572,866		Rates	586,961	589,930	604,592	616,553	628,754	641,200	653,893
40		Premises Insurance	40	40	40	40	40	40	40
1,185,367	Buildings Total		1,169,281	1,200,117	1,217,894	1,227,855	1,240,056	1,252,502	1,265,195
3,896	Supplies & Services	Catering	2,319	100	100	100	100	100	100
35,470		Communication and computing	9,969	4,810	7,185	7,185	7,185	7,185	7,185
379,648		Services	440,735	563,220	330,812	330,812	330,812	330,812	330,812
303,109		Equipment, furniture & materials	270,203	304,482	270,397	268,497	266,597	266,597	266,597
51,981		Office expenses	32,288	29,280	40,756	40,756	40,756	40,756	40,756
2,274		Insurance - service related	930	4,000	5,000	5,000	5,000	5,000	5,000
776,378	Supplies & Services Total		756,444	905,892	654,250	652,350	650,450	650,450	650,450
7,208	Transport	Mileage Allowance	5,326	5,660	4,250	4,250	4,250	4,250	4,250
863,804		Operating Costs	859,523	941,551	803,146	796,646	802,146	802,146	802,146
7,992		Pool Car	4,995	2,400	5,450	5,450	5,450	5,450	5,450
1,693		Public Transport	616	800	1,080	1,080	1,080	1,080	1,080
33,227		Contract Hire & operating leases	52,403	16,185	18,507	18,507	18,507	18,507	18,507
5,147		Vehicle Insurance	2,086	1,500	900	900	900	900	900
7,450		Car Allowance	0	0	0	0	0	0	0
926,521	Transport Total		924,948	968,096	833,333	826,833	832,333	832,333	832,333
1,323	Benefit & Transfer Payments	Services	0	0	0	0	0	0	0
3,354		Irrecoverable V A T	2,600	2,600	4,600	4,600	4,600	4,600	4,600
465,531		Contributions paid	507,589	471,079	472,879	472,879	472,879	472,879	472,879
470,208	Benefit & Transfer Payments Total		510,189	473,679	477,479	477,479	477,479	477,479	477,479
4,172,803	Grand Total		3,961,061	3,967,914	3,790,783	3,575,947	3,580,189	3,642,789	3,706,142

8,696,757	Gross Service Expenditure	8,792,704	8,748,091	8,610,009	8,515,073	8,539,315	8,601,915	8,665,268
(4,523,954)	Gross Service Income	(4,831,643)	(4,780,177)	(4,819,226)	(4,939,126)	(4,959,126)	(4,959,126)	(4,959,126)
4,172,803	Net Service Expenditure	3,961,061	3,967,914	3,790,783	3,575,947	3,580,189	3,642,789	3,706,142

171,488	Head of Operations	109,681	78,302	79,087	79,868	80,657	81,453	82,257
146,024	Environmental & Energy Mgt	63,884	97,332	77,533	78,477	79,430	80,393	81,365
728,679	Street Cleansing	780,057	826,877	796,802	783,800	780,869	788,008	795,219
997,732	Green Spaces	1,023,786	1,071,021	1,101,286	1,059,558	1,023,397	1,036,993	1,050,725
7,866	Public Conveniences	13,400	13,400	13,400	13,400	13,400	13,400	13,400
1,937,461	Waste Management	2,102,206	2,104,683	1,918,991	1,928,384	1,949,971	1,969,752	1,989,734
410,046	Operations Management	19,262	28,891	1,575	1,575	1,575	1,575	1,575
926,402	Facilities Management	970,531	1,041,289	965,930	794,251	803,635	813,171	822,865
217,130	Fleet Management	248,127	249,228	256,085	258,194	260,324	262,475	264,647
(68,130)	Markets	(60,656)	(47,885)	(67,290)	(66,367)	(65,430)	(64,482)	(63,522)
(1,301,895)	Car Parks	(1,309,216)	(1,495,224)	(1,352,616)	(1,355,193)	(1,347,639)	(1,339,949)	(1,332,123)
4,172,803	Grand Total	3,961,061	3,967,914	3,790,783	3,575,947	3,580,189	3,642,789	3,706,142

Analysis of Budget Movements:-

	Head of Operations Budget				
	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£
Original Budget for 2016/17 Approved February 2016	3,967,914	3,967,914	3,967,914	3,967,914	3,967,914
Impact of Inflation on Pay, NI and Pensions	46,110	97,013	147,054	197,208	247,868
Impact of Inflation on NDR	28,004	39,965	52,166	64,612	77,305
Savings identified during Line by Line review meetings	(247,000)	(247,000)	(247,000)	(247,000)	(247,000)
Previous ZBB savings identified	(394,600)	(664,500)	(734,500)	(734,500)	(734,500)
ZBB Savings Delayed (Car Parks NDR)	8,000	8,000	8,000	8,000	8,000
Impact of Service Initiatives (Surveyor Post)	36,443	36,443	36,443	36,443	36,443
Impact of Corporate Initiatives (Car Park Charges)	260,000	260,000	260,000	260,000	260,000
Impact of Capital Schemes (Salix)	(40,500)	(42,500)	(42,500)	(42,500)	(42,500)
Payroll Adjustments	120,314	120,314	120,314	120,314	120,314
Other Budget Adjustments					
Hired Staff for Mapping	5,000	0	0	0	0
Additional Vehicle Maintenance	0	0	12,000	12,000	12,000
Markets Income/Operating Costs	(18,654)	(18,654)	(18,654)	(18,654)	(18,654)
Parks & Open Spaces Operating Costs	(94,565)	(94,565)	(94,565)	(94,565)	(94,565)
Additional Operating Costs Countryside	37,996	37,996	37,996	37,996	37,996
Emergency Planning	(27,316)	(27,316)	(27,316)	(27,316)	(27,316)
Street Cleaning Operational Expenditure	27,148	27,148	27,148	27,148	27,148
Waste Management Operational Savings	(58,583)	(58,583)	(58,583)	(58,583)	(58,583)
Grounds Maintenance & Street Cleaning Charge to Cou	89,177	89,177	89,177	89,177	89,177
Car Parks Additional Operating Costs	24,000	24,000	24,000	24,000	24,000
Other Misc Adjustments	21,895	21,095	21,095	21,095	21,095
Budget Awaiting Approval February 2017	3,790,783	3,575,947	3,580,189	3,642,789	3,706,142

**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 2015/16	Subjective Analysis : Controllable Only *		2016/17 Forecast	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget
£			£	£	£	£	£	£	£
(114,919)	Income & Fees	Fees & charges	(110,101)	(99,746)	(99,746)	(99,746)	(99,746)	(99,746)	(99,746)
(5,735)		Sales	(1,280)	0	0	0	0	0	0
(342,325)		Other grants and contributions	0	0	0	0	0	0	0
(7,679)		Government grants	0	0	0	0	0	0	0
(1,809,483)		Rent	(2,339,287)	(2,820,450)	(4,939,031)	(5,002,031)	(5,064,031)	(5,064,031)	(5,064,031)
(10,613)		Interest	0	0	0	0	0	0	0
(2,290,754)	Income & Fees Total		(2,450,668)	(2,920,196)	(5,038,777)	(5,101,777)	(5,163,777)	(5,163,777)	(5,163,777)
730,917	Employees	Salary	697,623	784,574	790,513	757,854	740,593	747,924	755,329
56,856		National Insurance	69,963	78,114	79,600	76,593	75,032	75,783	76,540
123,359		Pension	117,727	135,831	133,275	127,400	124,265	125,508	126,763
181,533		Hired Staff	165,222	0	0	0	5,000	5,000	5,000
14,440		Training	695	0	0	0	0	0	0
1,208		Other Staff Costs	346	350	350	350	350	350	350
500		Recruitment	6,500	0	0	0	0	0	0
1,108,813	Employees Total		1,058,076	998,869	1,003,738	962,197	945,240	954,565	963,982
120,314	Buildings	Rents	120,007	120,000	120,000	120,000	120,000	120,000	120,000
32,348		Repairs & Maintenance	31,898	22,478	22,478	22,478	22,478	22,478	22,478
1,164		Premises Cleaning	1,230	1,230	1,230	1,230	1,230	1,230	1,230
23,245		Rates	27,106	15,606	26,548	27,079	27,620	28,172	28,736
20,718		Premises Insurance	0	0	0	0	0	0	0
1,898		Energy Costs	6,986	5,000	5,000	5,000	5,000	5,000	5,000
547		Water Services	200	200	200	200	200	200	200
200,234	Buildings Total		187,427	164,514	175,456	175,987	176,528	177,080	177,644
0	Supplies & Services	Rents	72,000	144,000	144,000	144,000	144,000	144,000	144,000
1,150		Catering	91	0	0	0	0	0	0
8,982		Communication and computing	3,818	2,700	2,700	2,700	2,700	2,700	2,700
240,739		Services	279,928	1,142,938	2,166,538	2,166,138	2,168,438	2,168,438	2,168,438
253,805		Equipment, furniture & materials	51,546	74,567	20,232	18,232	21,232	21,232	21,232
49,516		Office expenses	23,442	25,570	23,240	23,315	23,390	23,390	23,390
34,116		Insurance - service related	26,985	31,514	31,514	31,514	31,514	31,514	31,514
388,308	Supplies & Services Total		457,810	1,421,289	2,388,224	2,385,899	2,391,274	2,391,274	2,391,274
563	Transport	Mileage Allowance	577	1,000	750	750	750	750	750
1,090		Pool Car	1,123	800	650	650	650	650	650
3,169		Public Transport	2,091	1,400	1,100	1,100	1,100	1,100	1,100
4,822	Transport Total		3,791	3,200	2,500	2,500	2,500	2,500	2,500
3,903	Benefit & Transfer Payments	Services	2,762	4,000	4,000	4,000	4,000	4,000	4,000
98,365		Contributions paid	0	0	0	0	0	0	0
14,277		Irrecoverable V A T	20,500	20,500	20,500	20,500	20,500	20,500	20,500
116,545	Benefit & Transfer Payments Total		23,262	24,500	24,500	24,500	24,500	24,500	24,500
(472,032)	Grand Total		(720,302)	(307,824)	(1,444,359)	(1,550,694)	(1,623,735)	(1,613,858)	(1,603,877)

1,818,722	Gross Service Expenditure	1,730,366	2,612,372	3,594,418	3,551,083	3,540,042	3,549,919	3,559,900
(2,290,754)	Gross Service Income	(2,450,668)	(2,920,196)	(5,038,777)	(5,101,777)	(5,163,777)	(5,163,777)	(5,163,777)
(472,032)	Net Service Expenditure	(720,302)	(307,824)	(1,444,359)	(1,550,694)	(1,623,735)	(1,613,858)	(1,603,877)

88,503	Head of Resources	93,229	88,022	88,201	89,025	89,856	90,696	91,544
77,831	Procurement	65,249	64,431	60,454	61,044	61,640	62,242	62,850
202,393	Audit & Risk Management	218,389	225,708	223,071	224,659	233,966	235,918	237,889
255,469	Legal	221,213	211,838	211,838	211,838	211,838	211,838	211,838
701,675	Finance	726,316	658,934	624,386	576,441	553,037	557,869	562,749
(1,543,330)	Commercial Estates	(2,044,698)	(1,556,757)	(2,652,309)	(2,713,701)	(2,774,072)	(2,772,421)	(2,770,747)
(254,573)	Section 106	0	0	0	0	0	0	0
(472,032)	Grand Total	(720,302)	(307,824)	(1,444,359)	(1,550,694)	(1,623,735)	(1,613,858)	(1,603,877)

Analysis of Budget Movements:-

	Head of Resources Budget				
	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£
Original Budget for 2016/17 Approved February 2016	(307,825)	(307,825)	(307,825)	(307,825)	(307,825)
Impact of Inflation on Pay, NI and Pensions	9,886	19,845	29,388	38,713	48,130
Impact of Inflation on NDR	10,942	11,473	12,014	12,566	13,130
Savings identified during Line by Line review meetings	(52,850)	(52,850)	(52,850)	(52,850)	(52,850)
Previous ZBB savings identified	(62,000)	(125,000)	(187,000)	(187,000)	(187,000)
Impact of Corporate Initiatives (CIS)	(103,000)	(103,000)	(103,000)	(103,000)	(103,000)
Impact of Capital Schemes (New FMS)	(54,334)	(107,834)	(136,334)	(136,334)	(136,334)
Payroll Adjustments	(2,167)	(2,167)	(2,167)	(2,167)	(2,167)
Other Budget Adjustments					
Consultants Budget from Corporate Budgets	11,500	11,500	11,500	11,500	11,500
Adjustment to Rental income	85,419	85,419	85,419	85,419	85,419
CIS Changes to Expected Income and expenditure	(978,000)	(978,000)	(978,000)	(978,000)	(978,000)
Other minor Adjustments	(1,930)	(2,255)	5,120	5,120	5,120
Budget Awaiting Approval February 2017	(1,444,359)	(1,550,694)	(1,623,735)	(1,613,858)	(1,603,877)

**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 & Corporate Management

Actuals 2015/16	Subjective Analysis : Controllable Only *		2016/17 Forecast	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget
£			£	£	£	£	£	£	£
(325,205)	Income & Fees	Fees & charges	(357,219)	(265,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)
(2,776)		Sales	(262)	0	0	0	0	0	0
(39,658)		Other grants and contributions	0	0	0	0	0	0	0
(315,648)		Government grants	(388,341)	0	0	0	0	0	0
(683,286)	Income & Fees Total		(745,822)	(265,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)
1,076,669	Employees	Salary	1,134,812	935,568	998,646	956,110	965,671	975,327	985,079
79,076		National Insurance	88,096	94,665	100,586	96,460	97,424	98,399	99,382
164,247		Pension	149,908	156,332	171,053	163,416	165,050	166,700	168,367
0		Hired Staff	10,068	10,000	22,300	22,300	22,300	22,300	22,300
25,503		Training	120,351	118,059	118,059	118,059	118,059	118,059	118,059
5,142		Other staff costs	3,404	2,400	3,000	3,000	3,000	3,000	3,000
216		Recruitment	13,298	0	0	0	0	0	0
19,483		Severance payments	0	0	0	0	0	0	0
1,370,337	Employees Total		1,519,936	1,317,024	1,413,644	1,359,945	1,371,504	1,383,785	1,396,187
25,445	Buildings	Rents	36,980	7,200	7,200	7,200	7,200	7,200	7,200
80		Repairs & Maintenance	0	0	0	0	0	0	0
0		Premises Cleaning	20	0	0	0	0	0	0
25,525	Buildings Total		37,000	7,200	7,200	7,200	7,200	7,200	7,200
5,075	Supplies & Services	Rents	6,000	6,000	6,000	6,000	6,000	6,000	6,000
5,211		Catering	4,572	4,250	4,000	4,000	4,000	4,000	4,000
177,289		Communication and computing	172,019	118,500	96,000	96,000	96,000	96,000	96,000
923,431		Services	705,374	548,500	444,646	435,646	435,646	439,646	435,646
69,022		Equipment, furniture & materials	16,358	2,000	2,500	500	500	500	500
176,181		Office expenses	219,770	147,339	156,100	156,100	156,100	156,100	156,100
8,832		Insurance - service related	3,285	7,515	3,300	3,300	3,300	3,300	3,300
164		Expenses	0	0	0	0	0	0	0
382,928		Members Allowances	384,945	386,775	404,864	404,864	404,864	404,864	404,864
1,748,134	Supplies & Services Total		1,512,324	1,220,879	1,117,410	1,106,410	1,106,410	1,110,410	1,106,410
15,094	Transport	Mileage Allowance	13,168	12,750	11,800	11,800	11,800	11,800	11,800
443		Pool Car	241	300	200	200	200	200	200
3,577		Public Transport	2,513	1,640	2,140	2,140	2,140	2,140	2,140
19,114	Transport Total		15,922	14,690	14,140	14,140	14,140	14,140	14,140
2,019	Benefit & Transfer Payments	Services	2,642	3,700	2,700	2,700	2,700	2,700	2,700
14		Contributions paid	20,273	0	0	0	0	0	0
0		Grants	2,100	2,000	2,000	2,000	2,000	2,000	2,000
2,033	Benefit & Transfer Payments Total		25,015	5,700	4,700	4,700	4,700	4,700	4,700
2,481,856	Grand Total		2,364,375	2,300,493	2,281,094	2,215,795	2,227,954	2,244,235	2,252,637

3,165,142	Gross Service Expenditure	3,110,196	2,565,493	2,557,094	2,491,795	2,503,954	2,520,235	2,528,637
(683,286)	Gross Service Income	(745,822)	(265,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)
2,481,856	Net Service Expenditure	2,364,375	2,300,493	2,281,094	2,215,795	2,227,954	2,244,235	2,252,637

589,680	Democratic & Elections	725,704	733,932	777,338	776,724	780,144	787,599	787,088
462,728	Directors	509,414	468,855	501,743	506,650	511,606	516,612	521,668
1,429,448	Corporate Team	1,129,257	1,097,706	1,002,013	932,421	936,204	940,024	943,881
2,481,856	Grand Total	2,364,375	2,300,493	2,281,094	2,215,795	2,227,954	2,244,235	2,252,637

Analysis of Budget Movements:-

	Directors & Corporate Management Budget				
	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£
Original Budget for 2016/17 Approved February 2016	2,300,493	2,300,493	2,300,493	2,300,493	2,300,493
Impact of Inflation on Pay, NI and Pensions	11,668	24,369	36,528	48,809	61,211
Savings identified during Line by Line review meetings	(36,000)	(36,000)	(36,000)	(36,000)	(36,000)
Previous ZBB savings identified	(102,000)	(152,000)	(152,000)	(152,000)	(152,000)
ZBB Savings Delayed (Comms Team)	17,000	0	0	0	0
Impact of Service Initiatives (Training/Recruitment Co-Ord)	30,366	30,366	30,366	30,366	30,366
Impact of Corporate Initiatives (Additional Cabinet Members)	16,788	16,788	16,788	16,788	16,788
Payroll Adjustments	61,686	61,686	61,686	61,686	61,686
Other Budget Adjustments					
Consultants to Complete TUPE	5,000	0	0	0	0
Occupational Health Additional Costs - Sickness Policy	8,000	8,000	8,000	8,000	8,000
Savings on LGSS Contract to off-set Training/Rec Co-Ord	(30,054)	(30,054)	(30,054)	(30,054)	(30,054)
Compensation Review (Councillors) Cyclical 3 years	4,000	0	0	4,000	0
Other Misc Adjustments	(5,853)	(7,853)	(7,853)	(7,853)	(7,853)
Budget Awaiting Approval February 2017	2,281,094	2,215,795	2,227,954	2,244,235	2,252,637

*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 2015/16	Subjective Analysis : Controllable Only *		2016/17 Forecast	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget
£			£	£	£	£	£	£	£
(226,414)	Income & Fees	Fees & charges	(1,233)	(10,000)	0	0	0	0	0
(42,639)		Government grants	0	0	0	0	0	0	0
(149,466)		Interest	(309,699)	(205,715)	(367,715)	(367,715)	(367,715)	(367,715)	(367,715)
21,489		Bad Debts Provision	35,000	35,000	35,000	35,000	35,000	35,000	35,000
(397,030)	Income & Fees Total		(275,932)	(180,715)	(332,715)	(332,715)	(332,715)	(332,715)	(332,715)
891	Employees	National Insurance	1,846	0	0	0	0	0	0
1,136,000		Pension	1,508,672	1,510,000	1,510,000	1,510,000	1,510,000	1,525,100	1,540,351
0		Training	0	0	0	0	0	0	0
632,474		Severance Payments	223,682	207,000	207,000	207,000	207,000	207,000	207,000
161,505		Employee Insurance	173,054	167,764	172,907	187,016	205,717	226,289	248,918
1,930,870	Employees Total		1,907,254	1,884,764	1,889,907	1,904,016	1,922,717	1,958,389	1,996,269
55,633	Buildings	Premises Insurance	50,985	55,247	47,733	51,313	55,161	59,298	63,746
55,633		Buildings Total	50,985	55,247	47,733	51,313	55,161	59,298	63,746
652	Supplies & Services	Communication and computing	0	0	0	0	0	0	0
2,131,825		Services	2,214,008	2,412,100	2,755,636	2,890,710	3,032,312	2,998,545	2,952,177
32,547		Equipment, furniture & materials	0	437	0	0	0	0	0
0		Office expenses	38	0	0	0	0	0	0
137,017		Insurance - service related	44,524	78,947	41,628	43,227	44,941	46,844	48,893
2,302,041	Supplies & Services Total		2,258,570	2,491,484	2,797,264	2,933,937	3,077,253	3,045,389	3,001,070
81,360	Transport	Vehicle Insurance	74,510	83,618	75,988	80,737	85,783	91,145	96,145
81,360		Transport Total	74,510	83,618	75,988	80,737	85,783	91,145	96,145
15,363	Benefit & Transfer Payments	Contributions paid	0	73,855	73,855	73,855	73,855	73,855	73,855
1,752		Irrecoverable V A T	1,700	1,700	0	0	0	0	0
388,393		Levies	391,291	389,356	391,016	392,467	392,467	392,467	392,467
405,508	Benefit & Transfer Payments Total		392,991	464,911	464,871	466,322	466,322	466,322	466,322
4,378,382	Grand Total		4,408,378	4,799,309	4,943,048	5,103,610	5,274,521	5,287,828	5,290,837

4,775,412	Gross Service Expenditure	4,684,310	4,980,024	5,275,763	5,436,325	5,607,236	5,620,543	5,623,552
(397,030)	Gross Service Income	(275,932)	(180,715)	(332,715)	(332,715)	(332,715)	(332,715)	(332,715)
4,378,382	Net Service Expenditure	4,408,378	4,799,309	4,943,048	5,103,610	5,274,521	5,287,828	5,290,837

441,642	Audit & Risk Management	342,123	385,433	337,676	361,713	391,022	422,996	457,122
3,936,740	Corporate Finance	4,066,255	4,413,876	4,605,372	4,741,897	4,883,499	4,864,832	4,833,715
4,378,382	Grand Total	4,408,378	4,799,309	4,943,048	5,103,610	5,274,521	5,287,828	5,290,837

Analysis of Budget Movements:-

	Head of Resources Corporate Budgets				
	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£
Original Budget for 2016/17 Approved February 2016	4,799,309	4,799,309	4,799,309	4,799,309	4,799,309
Impact of Inflation on Pay, NI and Pensions	0	0	0	15,100	30,351
Savings identified during Line by Line review meetings	(61,000)	(61,000)	(61,000)	(61,000)	(61,000)
Other Budget Adjustments					
Changes to Insurance Premiums	9,243	33,280	62,589	94,563	128,689
Changes to IDB Levies	1,660	3,111	3,111	3,111	3,111
Impact of Capital Investment on MRP	366,036	501,110	642,712	608,945	562,577
CIS CCLA Investment Income	(162,000)	(162,000)	(162,000)	(162,000)	(162,000)
Consultants Budget transferred to Finance	(11,500)	(11,500)	(11,500)	(11,500)	(11,500)
Other minor Adjustments	1,300	1,300	1,300	1,300	1,300
Budget Awaiting Approval February 2017	4,943,048	5,103,610	5,274,521	5,287,828	5,290,837

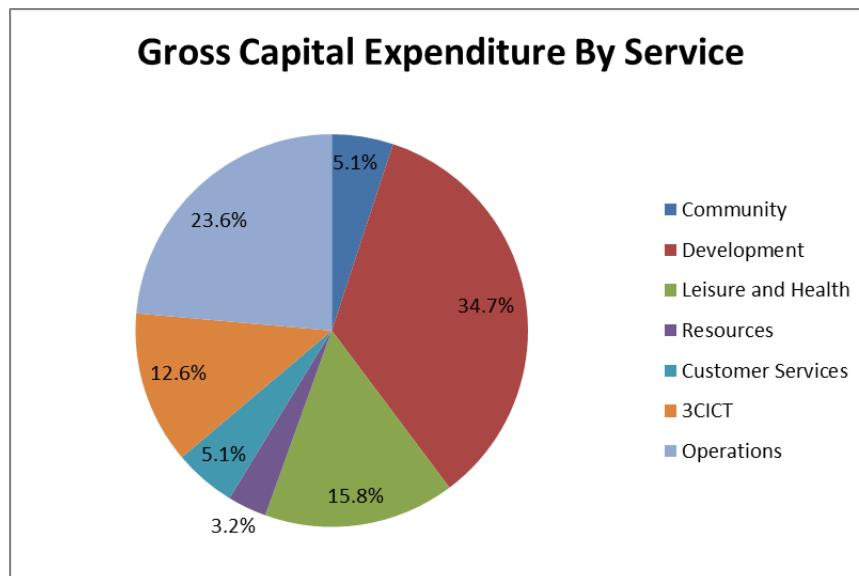
*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

3.0 CAPITAL

- 3.1 The detailed Draft Capital Programme for the period 2017/18 to 2021/22 is shown below in **Table 8** below, 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 **£3.8m**. This includes the MRP for the Commercial Investment Strategy (CIS). In addition there is an MRP increase in 2018/19 of £0.3m as a result of the funding of the 2017/18 Capital Programme.

Table 8	Forecast 2016/17 £000s	Budget 2017/18 £000s	Medium Term Financial Strategy			
			2018/19	2019/20	2020/21	2021/22
			£000s	£000s	£000s	£000s
Gross Expenditure						
Community						
CCTV Camera Replacements		160				
CCTV Camera Replacements - Rephase		30				
Huntingdon West Development	806					
CCTV Pathfinder House Resilience -Rephase		20				
CCTV Wi-Fi - Rephase		250				
Lone Worker Software - Rephase		20				
Development						
Alconbury Weald Remediation - Rephase		1,985				
Private Sector Housing Grants	30					
Disabled Facilities Grants	1,400	1,300	1,200	1,100	1,100	1,100
A14 Upgrade				200	200	200
Leisure and Health						
One Leisure Synthetic Pitch	390					
One Leisure Improvements	206	109	281	317	317	317
One Leisure Improvements - Rephase		96				
Replacement Fitness Equipment	163					
One Leisure St Ives String Bowling System	48					
One Leisure Huntingdon Changing Facilities	92					
One Leisure Huntingdon Development	32					
One Leisure Huntingdon Development - Rephase		779				
One Leisure St Neots Pool		264				
One Leisure St Ives Burgess Hall		244	214			
Resources						
VAT Exempt Capital	71					
VAT Exempt Capital -Rephase		29				
Housing Association Loan	2,750					
Phoenix Industrial Unit Roof Replacement	40					
Phoenix Industrial Unit Roof Replacement -Rephase		157				
Octagon Improvements	30					
Cash Receipting System Upgrade	40					
Levellers Lane Industrial Unit Roof Replacement	22					
Levellers Lane Industrial Unit Roof Replacement - Rephase		56				
Clifton Road Industrial Unit Roof Replacement	21					
Clifton Road Industrial Unit Roof Replacement - Rephase		49				
Financial Management System Replacement	192					
FMS Archive Solution		14				
Capital Grant to Huntingdon Town Council	300					
Loan Facility to Huntingdon Town Council	800					
Investment in Trading Company	100					
Customer Services						
E-forms	31					
Printing Equipment		181				
Pathfinder House Reception DWP		303				

3C ICT						
Flexible Working - 3CSS	20	50	50			
Telephones - 3CSS	165					
Virtual Server - 3CSS	250	140				
ICT Transformation		1,000				
Operations						
Building Efficiencies (Salix)	38	28				
Wheeled Bins	216	231	280	236	238	254
Vehicle Fleet Replacement	1,788	912	1,112	1,428	722	1,064
Vehicle Fleet Replacement - Rephase		266				
In-Cab Technology - Rephase	0	75				
Play Equipment	20	24	25	25	53	30
Retro-Fitting Buildings	568	311				
Bridge Place Car Park Godmanchester	100	218				
Car Park Resurfacing			197	178	97	80
Operations Back Office		135				
Doorstep Greens and Neighbourhood Gardens	22					
Civic Suite Audio Equipment	108					
Play Area Fencing		35	25	15		
Total Gross Expenditure	10,859	9,471	3,384	3,499	2,727	3,045
Financing						
Total Grants and Contributions	(1,401)	(1,367)	(1,145)	(1,092)	(1,093)	(1,101)
Total Capital Reserves	(806)	(1,985)	0	0	0	0
Total Capital Receipts	(852)	(820)	(820)	(820)	(820)	(820)
To Earmarked Reserves	(592)	(1,014)	0	0	0	0
Net to be funded by borrowing (Internal)	7,208	4,285	1,419	1,587	814	1,124



4.0 TREASURY MANAGEMENT

TO BE COMPLETED

5.0 Capital Financing Requirement (CFR)

5.1 The following tables demonstrate over the period of the MTF5, the Council's capital commitments and plans against its underlying need to borrow. The 3 tables below show the Council's total CFR, the Council's mainstream spending and the Capital Investment Strategy (CIS).

Capital Financing Requirement - Total	Forecast	Budget	Medium Term Financial Strategy			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£000s	£000s	£000s	£000s	£000s	£000s
Opening Capital Financing Requirement	35,391	40,718	69,252	66,482	63,913	60,628
Closing Capital Financing Requirement	40,718	69,252	66,482	63,913	60,628	57,692
Increase/(Decrease) in Underlying Need to Borrow	5,327	28,534	(2,770)	(2,569)	(3,285)	(2,936)

Capital Financing Requirement - Capital Programme	Forecast	Budget	Medium Term Financial Strategy			
	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s
Opening Capital Financing Requirement	35,391	40,718	42,835	41,961	41,288	39,899
Capital Investment						
Property, Plant and Equipment	4,057	4,490	2,134	2,199	1,427	1,745
Investment Properties	83	262	0	0	0	0
Intangible Assets	533	1,434	50	0	0	0
Revenue Expenditure Funded From Capital Under Statute	2,536	3,285	1,200	1,300	1,300	1,300
Repayable Advances	3,650	0	0	0	0	0
Additional Requirement	10,859	9,471	3,384	3,499	2,727	3,045
Sources of Finance						
Capital Receipts	(852)	(820)	(820)	(820)	(820)	(820)
Capital Grants and Contributions	(1,401)	(1,367)	(1,145)	(1,092)	(1,093)	(1,101)
Use of Capital Grants Unapplied	(806)	(1,985)	0	0	0	0
Direct Revenue Financing	(592)	(1,014)	0	0	0	0
Minimum Revenue Provision	(1,881)	(2,168)	(2,293)	(2,260)	(2,203)	(2,164)
	(5,532)	(7,354)	(4,258)	(4,172)	(4,116)	(4,085)
Closing Capital Financing Requirement	40,718	42,835	41,961	41,288	39,899	38,859
Increase/(Decrease) in Underlying Need to Borrow	5,327	2,117	(874)	(673)	(1,389)	(1,040)

Capital Financing Requirement - Commercial Investment Strategy	Forecast	Budget	Medium Term Financial Strategy			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£000s	£000s	£000s	£000s	£000s	£000s
Opening Capital Financing Requirement	0	0	26,417	24,521	22,625	20,729
Capital Investment						
Property Shares	0	1,500	0	0	0	0
Direct Assets (Local Area)	0	15,000	0	0	0	0
Direct Assets (Regional Cities)	9,203	15,000	0	0	0	0
Additional Requirement	9,203	31,500	0	0	0	0
Sources of Finance						
Capital Investment Earmarked Reserve	(9,203)	(3,187)	0	0	0	0
Minimum Revenue Provision	0	(1,896)	(1,896)	(1,896)	(1,896)	(1,896)
	(9,203)	(5,083)	(1,896)	(1,896)	(1,896)	(1,896)
Closing Capital Financing Requirement	0	26,417	24,521	22,625	20,729	18,833
Increase/(Decrease) in Underlying Need to Borrow	0	26,417	(1,896)	(1,896)	(1,896)	(1,896)

