



PR.51 14/15

**Policy and Resources  
Committee**

**Date 19 February 2015**

**Subject: Policy and Resources Committee Budget The Financial  
Strategy and Medium Term Financial Plan 2015/16 – 2019/20**

Report by:	Director of Resources (S151)
Contact Officer:	Financial Services Manager (Deputy S151) 01427 676560
Purpose / Summary:	<p>The report sets out details of the Committee's revenue estimates for the period of 2015/16 – 2019/20</p> <p>The purpose of the Financial Strategy is to update members on the current operating environment together with the challenges being faced, our approach to maintaining a sustainable financial position and progress to date. Detailed financial plans are set out within the Medium Term Financial Plan</p> <p>The purpose of the Medium Term Financial Plan (MTFP) is to set a robust overall framework for the Council's spending plans over the next five years in supporting the delivery of the Corporate Plan and underpins delivery of the Financial Strategy.</p>

**RECOMMENDATION(S):**

- 1) That Members approve the Policy and Resources Committee Budget**
- 2) That Members recommend to Council the approval of the Financial Strategy and Medium Term Financial Plan.**
- 3) That Members recommend to Council the approval of the Capital Programme 2015-16 to 2019-20**

## IMPLICATIONS

**Legal:** None arising as a result of this report

**Financial : FIN/94/15**

The 2015/2016 to 2019/20 base budgets are explained in the body of this report.

**Staffing:** None arising as a result of this report.

**Equality and Diversity including Human Rights :**

The Equality Act 2010 places a responsibility on councils to assess their budget options before taking decisions on areas that could result in discrimination. Where appropriate assessments have been undertaken by the relevant service areas.

**Risk Assessment :**

All items where necessary have been risk and equality impact assessed by the relevant budget holder.

**Climate Related Risks and Opportunities :**

There are no significant climate related risks and opportunities relating to this report

**Title and Location of any Background Papers used in the preparation of this report:**

**Call in and Urgency:**

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules applies?**

Yes

No

**Key Decision:**

Yes

No

## **1. Introduction**

- 1.1 This report sets out the Policy and Resources Committee base budget position for 2015/16 – 2019/20.
- 1.2 The draft budget proposed for 2015/16 reflects the impact of the changes to the Local Government Finance Settlement for 2015/16 and future years.
- 1.3 Considerable work, in the form of a fees and charges review, the implementation of proposals contained in the in-depth business reviews undertaken in 2013, and an analytical review of previous year surpluses, have been undertaken to identify further income generation opportunities and budget reduction proposals which can be delivered to ensure a sustainable budget.
- 1.4 Where additional expenditure and unavoidable costs are identified Business Units try to accommodate these extra costs by working more efficiently, generating extra income or reducing base budgets in non-priority areas. These items of additional expenditure and unavoidable costs, together with budget reductions are described below and have been built in to the base budgets.
- 1.5 The Policy and Resources base budgets have been developed from the forecast budgets presented to Council in March 2014 and reflect the corporate priorities agreed in the Corporate Plan. To aid comparison capital charges and central support recharges have been omitted to present only controllable costs.
- 1.6 No allowance has been made for price increases within general budgets for 2015/16 other than contractual obligations. Income budgets have been reviewed in accordance with the fees and charges policy, and have mainly been increased by circa. 2.4% for 15/16 onwards although larger increases have been applied where the Business Unit is working towards full cost recovery. Full details of proposed fees and charges were presented to Policy and Resources committee on the 15<sup>th</sup> January 2015. Pay budgets for 2015/16 have been increased by 2.2% as per the LGPS pay agreement, and employer's superannuation in line with that provided by the Actuary.

## **2. Significant Variations**

When compared to the 2015/16 base estimates originally provided for within the 2014/15 MTFP there is a net budget increase of £235.3k. The variance to the 2014/15 base budget shows a budget increase of £480.8k. The major variances to the 2014/15 base budget are shown below;

The transfer of budgets from Policy and Resources committee in respect of the impact of the Senior Management Review totals £95.7k; the budgets have been realigned to the relevant Business Unit.

- 2.1 Admin Buildings – there has been a transfer from this area of (£58.9k) in relation to the creation of a commercial properties business unit for Guildhall. There is no impact on the Council budgets overall.
- 2.2 Commercial Director - the Senior Management Review has resulted in a budget transfer into this area of £75.7k.
- 2.3 Communications – In accordance with proper accounting practice, budgets for statutory advertising of (£25k) have been transferred into the individual Business Unit budgets, there has been no increase to the overall Council budget.
- 2.4 Computer Services – there has been a budget transfer of £107k for software support and maintenance. A temporary systems development officer post (2 years) has resulted in a budget increase of £19k. The Senior Management Review has resulted in a budget transfer into this area of £13k.
- 2.5 Corporate Management-Finance – Earmarked reserves of £325k have been transferred to this area for business improvement and invest to earn investments. Contributions to the pension fund have increased by £21k as agreed with LCC.
- 2.6 Customer Services - the Senior Management Review has resulted in a budget transfer into this area of £62k. Other staffing budget amendments has resulted in a budget increase of £45k (due to the joining of JCP and results of job evaluations in this area).
- 2.7 Democratic Representation - the Senior Management Review has resulted in a budget transfer into this area of £35k.
- 2.8 Elections – budgets have been increased by £86.8k to cover the costs of the general election during 15/16. This increase has been met from an earmarked reserve so no overall impact on Council budgets.
- 2.9 Housing Benefits Admin - the Senior Management Review has resulted in a budget transfer out of this area of (£16k). Other staffing budget amendments has resulted in a budget increase of £46k (due to increments, inflation and the results of job evaluations in this area).
- 2.10 Housing Benefits Payments – additional funding for the Universal Credit Pilot of (£22.8k) has been built into the budgets for 15/16.
- 2.11 Legal Services – budgets for legal support of (£130.7k) have been transferred to the individual business units rather than being held in a central location from 15/16. There is no overall impact on Council budgets.
- 2.12 Local Tax Collection – Software budget of (£58k) has been transferred to another business unit. The Senior Management Review has resulted in a budget transfer out of this area of (£15k).

- 2.13 Precepts – the parish council precept has been increased by £29k. This has a corresponding income budget, so there is no impact on the council budgets as a whole.
- 2.14 Support Services Admin – the printing contract has resulted in a budget reduction of (£59k). The Senior Management Review has resulted in a budget transfer into this area of £15k.

Budgets of (£59k) for postage and printing have been transferred to the individual business units rather than being held in a central location from 15/16. There is no overall impact on Council budgets.

The overall Revenue Budget is provided at Appendix A with the Policy and Resources and Prosperous Communities Business Unit budgets detailed at Appendix C.

## **FINANCIAL STRATEGY 2015/16 TO 2019/20**

The Medium Term Financial Strategy (MTFS) is the Council's key financial planning document which sets out the Council's strategic approach to the management of its finances and presents indicative budgets and Council Tax levels for the medium term. It covers the General Fund Account, the Investment Strategy, the Capital Programme and the Treasury Management Strategy. It also comments on the significant risks facing the Council in the forthcoming years and explains what the Council is doing to reduce those risks.

The Financial Strategy Principles are;

- to drive a robust and sustainable financial position
- to support growth and service delivery, utilising the Council's resources
- to ensure a sound and appropriate mechanism to support robust decision making

The main objectives of the MTFS are to:

- Explain the financial context, over the medium term, and within an uncertain economic and funding environment in which the Council is set operate.
- To help ensure that the Council's financial resources are directed to support delivery of the Corporate Plan priorities and value for money.
- Provide a medium term forecast of resources and expenditure and to illustrate the financial effects of existing financial commitments over the medium term, both revenue and capital, and to inform transformational, commercial strategies necessary to achieve a balanced budget.
- To maximise the Council's financial resilience and manage risk and volatility, including maintaining adequate risk reserves.
- To secure new, and manage effectively the Council's land and property assets by undertaking a prudent level of capital investment in addition to maximising returns on investment.
- To achieve a stable and sustainable budget capable of withstanding future financial pressures.

A balanced budget will be presented annually to the Council for approval.

### **1. Corporate Plan and Priorities**

The Corporate Plan is the key corporate document which outlines the objectives for the Council and the District over the next four years. The Corporate Plan presents the vision for West Lindsey "to be seen as a place where people want to live, work, invest and visit". It identifies our values and approach to delivery and details our future priorities and outcomes. The Financial Strategy prioritises our resources to deliver our Corporate Plan priorities which have been identified as:

**1: A prosperous and enterprising District**

Delivery of business and economic growth, dealing with unemployment (especially youth unemployment), ensuring services we deliver are business friendly and are efficient, effective and economical. The Council can play a key role in the improvement of local housing stock and securing land and property to be made available for both commercial and residential use. An essential role is to ensure the local workforce is work ready and has the necessary skills sought by businesses, both existing and new. A creative re-appraisal of the use of and current returns on our existing land and property assets will play an essential role in the achievement of our vision, as well as the strategic acquisition and disposal of assets.

**2: An accessible and connected District**

To facilitate digital inclusion across the district is of key importance to the Council. This requires improvements in current broadband coverage and speeds. We want to enable our residents to have access to services from wherever they are via a device of their choice and this will require improvements in current mobile coverage. Our residents expectations on how they access services and interact with us is changing and the introduction of self-service initiatives and on-line access will provide alternatives to the traditional face to face contact.

**3: A green District where people want to live, work and visit**

Our aim is to be a carbon neutral organisation and to encourage the use of appropriate renewable energy sources across the district. We also recognise the need to support residents in order to alleviate the effects of fuel poverty and we have committed to tackling this problem via participation in a county-wide switching scheme. The need to reduce the volumes generated of household and trade waste through education and innovation is also a key component of this theme as is our on-going commitment to recycling and the delivery of an efficient waste collection service

**4: Active and, healthy citizens and communities**

It is our intention that we work to promote an improvement in the well-being of our communities. We also want to enable our older population to lead active, healthy and independent lives by playing a key role in the collective provision of appropriate support. We recognise that there are many contributing factors to health and well-being and we are committed to identifying these and assessing our role in addressing them. Our Localism emphasis will continue to play an essential role in enabling communities to help themselves through the offer of advice and support and the identification of funding opportunities to support community projects.

Additionally we have detailed a fifth theme 'Organisational Transformation' which underpins the way we conduct our business based on an entrepreneurial approach.

## **5: Organisational Transformation**

Our vision is to be a Council that is less dependent on formula or regional grants; that is innovative in relation to investments and use of assets and achieves income in other forms to meet district needs. This approach cross-cuts all other priorities and demonstrates our approach to the way we conduct our business. Making the Council more commercially aware and improving the financial acumen of officers and Members will play a key role in this. Striving for value for money in all that we do and the on-going identification of potential additional income streams is also a key focus.

The Council has identified 10 key priorities for 2015/16 which are;

- Asset acquisition and management
- Job Creation, Not in Education, Employment or Training Scheme (NEETS) and apprenticeships
- Open For Business
- Tourism and coordinating and promoting events
- Gainsborough Town Centre
- Increasing community action and volunteering
- Democracy and young people
- Promote well-being and healthy lifestyles
- Rural sparsity especially access to transport

## **2. Service Business Planning**

Service Business Plans have been developed which detail how services propose to achieve the Corporate Plan objectives and contribute to the financial challenge the Council faces. Business cases and projects have been identified and will be developed and where viable implemented to achieve the desired outcomes.

### **2.1 Operational Services**

To develop commercial trading accounts and establish new or expanded market opportunities i.e. trade waste service, weedkilling etc.

### **2.2 Public Protection**

To sell value added services i.e. for pre-application/licence advice. To centralise enforcement activity to achieve efficiencies and capacity to deliver.

### **2.4 Leisure**

To secure project management support and technical consultancy advice to assist development of options for managing leisure provision post 2018, to work in partnership to provide a service to support healthier lifestyles and physical activity whilst reducing costs to the Council.

### **2.3 Commercial Services**

To consider the creation of a development company/special purpose vehicle to enable a wider commercial approach to investment



opportunities. To secure value adding economic intelligence, and ensure suitably skilled resources are engaged to develop sound commercial business cases to achieve the objectives of the Commercial Strategy. To develop our own asset management plan to inform future capital investment or disposal decisions.

#### **2.4 Localism**

To further develop relationships and work in unison with other agencies and volunteers to reduce deprivation and to provide resources to support and enable communities to become socially conscious, safer and stronger ie South West Ward and MoD sites. To develop a Market strategy with the objective of it becoming sustainable.

#### **2.5 Revenues and Customer Services**

To promote our effective and efficient Fraud service with a view to maximising income. To improve customer services by the implementation of technology which meets future customer expectations and delivers efficiency savings.

#### **2.6 Financial Services**

To engage resources with commercial skills and business acumen to support the delivery of the Commercial Strategy. To support the organisation in becoming more commercially focused, and to enhance the business partnering role in shaping future service delivery. To make a return on investment from any financial support provided to communities.

#### **2.7 Development and Neighbourhoods**

To invest in technology, training and resources to improve value for money and thus customer satisfaction, with a view to selling value adding services in the future.

#### **2.8 Business Improvement and Technology**

To support services to deliver transformation and efficiencies through technology, processes, systems and partnership working.

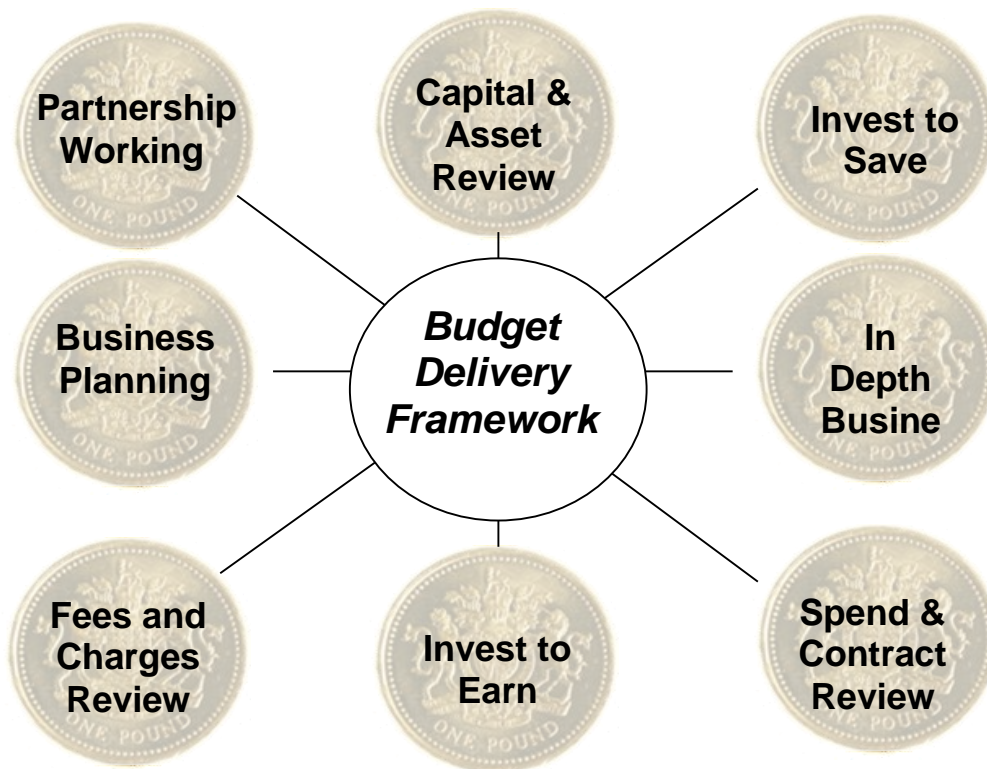
#### **2.9 Strategic Growth**

To develop strategies which result in regeneration in both the residential and business economies. To work in partnership and to access external funding streams to support our businesses, housing offer, vulnerable communities and people to achieve new jobs, safer neighbourhoods and reduce youth unemployment.

### **3. Budget Delivery Framework**

The delivery framework set out below, is not simply about balancing a budget, but seeks to deliver radical change which will minimise service impact and deliver against social needs or changes in national legislation with a focus on generating a social or financial return.

## BUDGET DELIVERY FRAMEWORK



- 3.1 It is recognised that not all the strands of the delivery framework can be delivered simultaneously and that different elements of the framework will deliver varying outcomes throughout the life of the Financial Strategy.
- 3.2 Since 2011/12 the focus has been on realising savings and ensuring appropriate foundations are in place to deliver against these activities and achieve the change in approach necessary to deliver the radical change necessary.
- 3.3 Significant progress has been made around 'Spend and Contract reviews', which not only deliver significant savings in year, but also identify further opportunities to reduce operating costs and better achieve the Councils outcomes.
- 3.4 A Business Planning Process has been developed to focus services in identifying opportunities for cost reduction, income generation and alternative methods of service delivery i.e. partnership working. Where appropriate, these opportunities will be pursued over the medium term with further opportunities being identified and undertaken over the life of the MTFP.
- 3.5 An annual review of fees and charges is undertaken, which is not only being used as a potential route to increase income but more importantly

as a mechanism to create a more commercial focus amongst service areas and ensure cost recovery.

- 3.6 A series of invest to save / invest for a financial return initiatives have also been identified within Service Business Plans, which provide the opportunity to realise on-going income streams and reduce future revenue costs.
- 3.7 Delivering these activities requires a significant change in approach and mind set amongst staff which will be supported by development and training.

## **4. Financial Management and Principles**

### **4.1 Council Tax (Appendix J)**

The Council aim to limit Council Tax increases at below 2%.

For 2015/16 the Council will once again freeze Council tax at the 2013/14 level.

### **4.2 Reserves**

The level of the General Fund Working Balance will be set, as a minimum, at 5% of Net Operating Expenditure. This minimum balance will represent funds available to mitigate risks the Council is facing in any one year and which will depend upon the robustness of the estimates within the budgets, the adequacy of budgetary control and external factors such as inflation and interest rates. Such risks may also include changes in Government policy, further funding reductions and market factors.

The level of general reserves will continue to be closely monitored during the period of this MTFS in the context of protecting the Council from existing and future liabilities. This is extremely important given the announcements by the Government regarding expected further funding reductions. However, reserves will continue to be maintained at a prudent level.

Earmarked reserves will be reviewed annually to ensure their investment in both revenue and capital initiatives align to Corporate Plan priorities.

Reserves held are invested in accordance with the Treasury Management Strategy and the interest received from their investment supports the Councils revenue budget.

### **4.3 Investment Strategy – (Appendix D)**

The Investment Strategy and will enable the Council to meet its corporate priorities, by aligning resources to specific investment projects which will deliver corporate outcomes. We recognise the importance of

investing in commercial opportunities to deliver our entrepreneurial aspirations and to generate sustainable income streams and therefore funds have been set aside to provide resources to support business cases and to deliver both the Commercial Strategy and business transformation.

Service Business Plans will inform the budget process to ensure continued attainment of the objectives of the Corporate Plan and align staffing resources at an adequate level to achieve this, supported by appropriate technological systems to ensure efficiency in processes.

In addition, investment will be required to deliver The Commercial Strategy who's objectives are;

- To generate greater income from the Council's services to reduce net subsidy.
- To secure greater external funding for the Council and the District.
- To increase capital and revenue returns to the Council through delivering housing and economic growth.
- To enhance the Council's commercial culture and capability.

The Land and Property Investment Policy and the Acquisition and Disposals Policy detail the framework by which these priorities will be achieved ie by the acquisition of, and/or investment in our own land and property assets. This will be undertaken with the objective of achieving an increase in the capital value of our holdings and to deliver increased income streams from rental which will contribute to future revenue budgets. Ensuring our commercial aspirations can be delivered.

#### **4.4 Revenue and Capital Budgets (Appendix A and F)**

Revenue and capital budgets will be projected for the period 2015/16 to 2019/20 and will be set realistically, with prudent assumptions and estimations where necessary.

Any shortfalls in financial resources will require further budget reductions and/or increased income. A programme of business planning, transformational change and commercial ventures will be undertaken to inform how these ongoing savings can be achieved.

#### **4.5 Risk Management**

The Council maintains a Corporate Risk Register and Service Risk Registers.

We will continually assess financial risks associated with activities and mitigate these risk by the creation and utilisation of provisions, earmarked reserves and general reserves.

We will review and report on internal controls and governance arrangements and will address any significant issues.

We will report to the Governance and Audit Committee who will monitor the effectiveness of risk management and governance arrangements.

In terms of Budget risks these include;

- Inflation is underestimated in the original estimates
- Interest rates are underestimated
- Changes to grant funding regimes
- Some budgets are only indicative at the time the budget is agreed
- Volatility in some budget headings between years
- Efficiency gains expected in the agreed budget are not achieved
- Unforeseen insurance costs
- Emergencies which can be foreseen which occur on an ad hoc basis
- Changes to budgets where targets are not met
- Financial guarantees/loans given by the Council
- Unforeseen Events

A list of risks and mitigating actions are detailed at paragraph 11 below.

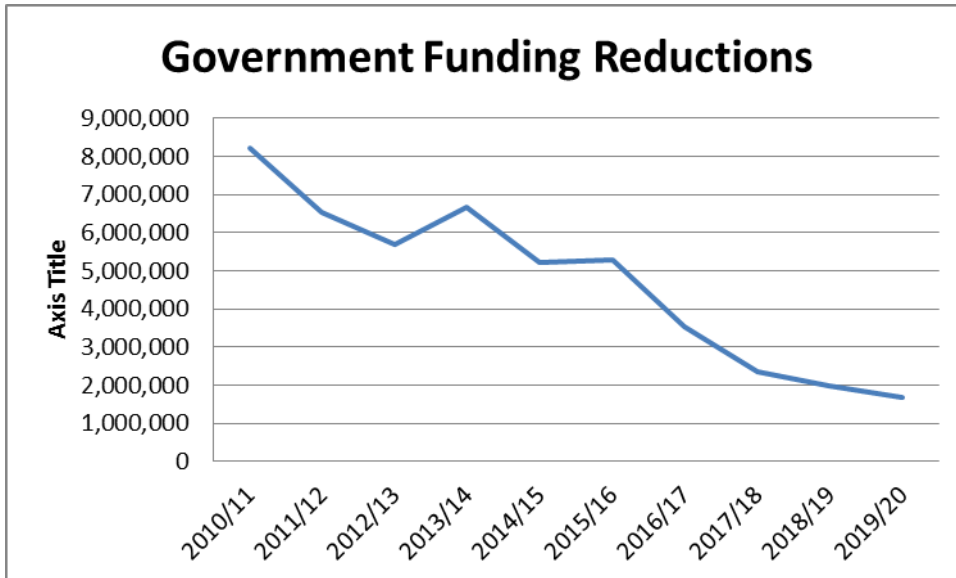
#### **4.6 Borrowing for capital investment**

For the Council to achieve its corporate priorities and to increase revenue income streams from commercial and transformational projects, it is expected that a significant amount of capital investment will be required. Prudential Borrowing will only be undertaken if it is considered prudent, affordable and sustainable. Where borrowing is to fund a commercial project the return on investment will also be taken into account when drawing down funds.

### **5 Financial Context and challenges**

- 5.1 Following a deep and sustained recession the UK economy is now experiencing a period of growth. Although the medium term outlook remains relatively positive for the private sector a consequence of low growth is that, public sector receipts remain significantly below public sector expenditure, and this together with protections for significant elements of public sector expenditure mean that resources will continue to be restricted for Local Authorities, with £2.6bn of savings to be found from Councils budgets nationally in 2015/16 and further reductions required in future years.
- 5.2 This position is further weakened as national debt has not reduced at the rate anticipated and, the deficit is unlikely to fall this year, in addition to public sector debt unlikely to fall until 2017/18. Inflation is on target however interest rates are not expected to increase in the short term.
- 5.3 A general election is due to be held in 2015 and within this context it is particularly difficult to make accurate predictions about future levels of

government funding and when the reductions will occur. However, the period of austerity for public services, which had already been extended by two years to 2018 is now expected to continue to 2020, if we exclude ring fenced public health expenditure, spending must fall by 21% in cash terms or 33% in real terms.

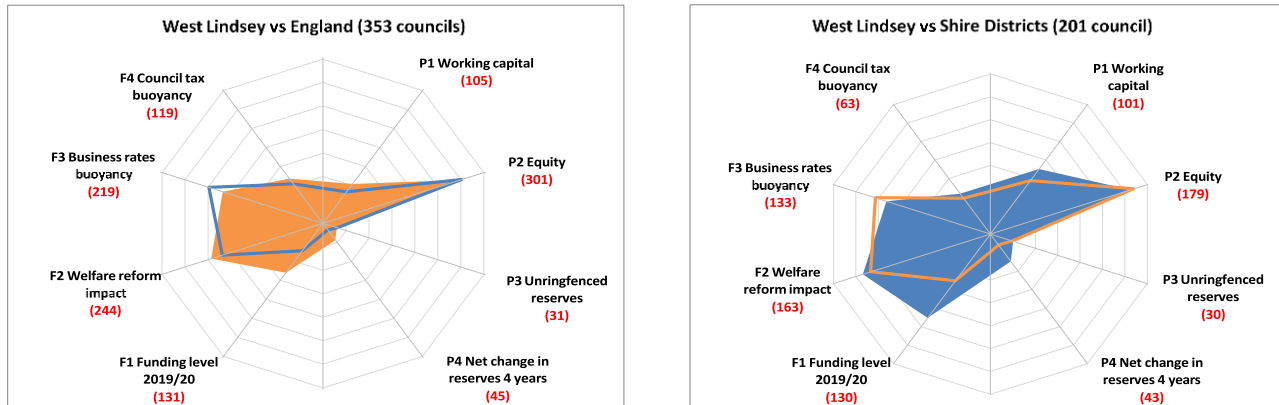


## 6 Future outlook and how we compare

- 6.1 The Local Government Association (LGA) has undertaken a future funding outlook for all Local Authorities with an analysis of each Authorities position. This has highlighted the relative financial position of each Local Authority based on present information and also their relative future position based on past trends and future expectations.
- 6.2 This is useful in terms of being able to compare our financial health with other Local Authorities. The analysis does not provide an exact position but it is arguably the most extensive analysis undertaken of the sector as a whole and does provide useful comparative data.
- 6.3 The graphs help us gain a more informed view of our position and informs us of how we compare to all Local Authorities and Shire Districts with regard to our financial position. It also identifies relative strengths and weaknesses, risks and opportunities which can be taken into account when we consider our financial strategy.
- 6.4 The results are presented in two ways; in the form of a 'spider diagram' which maps out all the rankings for each authority in a visual way and as scores in tabular form.

## Current Financial Position v Projected Future Position

### Financial position report - West Lindsey - headlines



#### Underlying data - 2014

	Present indicators	Authority value	National comparison (353 councils)				Type-based comparison (201 councils)			
			Highest	Median	Lowest	Authority rank	Highest	Median	Lowest	Authority rank
P1	Working capital, % NRE	102.37	553.09	51.12	-391.79	105	553.09	102.37	-391.79	101
P2	Equity/net revenue expenditure ratio	42.30	4065.10	242.52	-87.15	301	40.65	4.40	-0.83	179
P3	Unringfenced reserves, % NRE	105.76	282.86	41.96	3.43	31	282.86	66.25	7.83	30
P4	Net change in reserves over 4 years, %NRE	40.52	145.28	11.72	-49.31	45	145.28	18.05	-28.28	43
<b>Future indicators</b>										
F1	Funding as % of expenditure, 2019/20	95.93	100.00	87.67	41.61	131	100.00	99.75	64.89	130
F2	% working age individuals receiving benefits	13.50	25.10	11.20	3.20	244	20.50	9.80	5.00	163
F3	Trend of changes in business rateable value	36.96	119.43	41.75	-9.06	219	119.43	42.52	-9.06	133
F4	Trend of changes in the council tax base	2.26	14.20	1.64	-1.75	119	9.30	1.64	-1.75	63

6.5 The West Lindsey DC current position (relative to other Authorities) is reflected in the indicators P1- P4 (right of each spider diagram) with future indicators being F1-F4 (left of each spider diagram).

6.6 To understand the spider diagram, if we were ranked best performing (1) in all indicators this would be a small area close to the centre, if we were ranked worst performing in all areas this would be a large area closer to the edge of the diagram representing a weaker relative position.

6.7 The outline shape within the graph is our 'shape' per the model 2013.

6.8 The graphs are described below:

#### 6.8.1 Working capital – P1

The indicator weights current assets less current liabilities as a % of Net Revenue Expenditure. Authorities, such as WLDC, with strongly positive indicators would have little difficulty liquidating sufficient assets to continue to operate in the event of a cash flow crisis; authorities with negative indicators may have to borrow to carry on, incurring additional costs.

#### 6.8.2 Equity/net revenue expenditure ratio - P2.

This measures differentiates the authorities which over time have relatively higher level of liabilities to fund and limited assets from which to do so making additional financing costs likely in the future.

For WLDC our indicator is low as our long term assets (land, property, plant and equipment) are 40% lower than our long term liabilities (Pension Liability, provisions etc). Many authorities will have a wider property portfolio, including housing stocks and therefore their fixed asset holdings will be higher, whilst it is also likely they will have a significant amount of debt, comparably we remain in the lower quartile.

#### 6.6.3 Un-ringfenced Reserves – P3

This measures the period over which an Authority could continue to operate without grant or tax income by utilising reserves. It should be noted that reserves are set aside against risks and to fund priority investments. If the use of un-ringfenced reserves were utilised to support the revenue budget, this would impact greatly on the Councils corporate aspirations.

WLDC performs well in this indicator as our un-ringfenced reserves are a high proportion of Net Revenue Expenditure.

#### 6.8.3 Net change in reserves P4

This is an indicator of whether non-ring fenced reserves have been used or supplemented over the last four years.

This demonstrates the success WLDC has had over recent years of delivering savings early rather than having to support the budget from the use of reserves e.g. having a sound financial base has enabled the earmarking of New Homes Bonus for investment purposes.

#### 6.9 The analysis also provides a range of 'future indicators' based on the LGA's future funding outlook model and recent trends in tax base growth and levels of grant dependency. West Lindsey DC's future position (relative to other Authorities) is described below:

##### 6.9.1 Funding level 19/20 - Future Funding Outlook – F1

The purpose of this indicator is to measure the medium-term prospects for authorities relative to each other based on a forecast of spending against a forecast of funding.

Although it is difficult to predict where funding / spending will be in the future this analysis presents a robust position when compared to others. It should however, be recognised that this does still suggest a significant reduction in funding and further efficiency savings being generated.

The Council's Financial Strategy assumes that RSG funding will have reduced to £0 by 2021/22, therefore savings targets will be set which ensure that we will be self-sufficient in advance of current projections of future funding levels.



### 6.9.2 Welfare reform – F2

This indicator assumes that authorities where a higher number of benefit claimants live will see higher financial pressures in delivery of services such as homelessness, than those with fewer claimants. It is arguable that the impact of welfare reform will be to encourage claimants to move from current high density areas to low density areas. There is no easy way of modelling this, but this could suggest that WLDC will be more vulnerable to future changes in funding and system changes.

The Council has participated in the national pilot scheme for the implementation of the Universal Credit scheme and has implemented monitoring and an annual review of the Localisation of Council Tax Support Scheme to better understand likely risks and future impacts.

### 6.9.3 Business Rates buoyancy – F3

This measures how much the area's business rates tax base has grown in the last ten years. This is a measure of relative economic growth in the recent past and the assumption is that this is a momentum indicator (growth is more likely to continue where it is already taking place). In contrast, an area where there has been little economic growth is less likely to see a sudden growth spurt.

The Council continues to support economic growth and inward investment to the district through a number of initiatives ie Gainsborough Growth Fund, and it has maximised the element of retained business rates by joining the Lincolnshire Business Rates Pool for 2015/16.

### 6.9.4 Council Tax buoyancy – F4

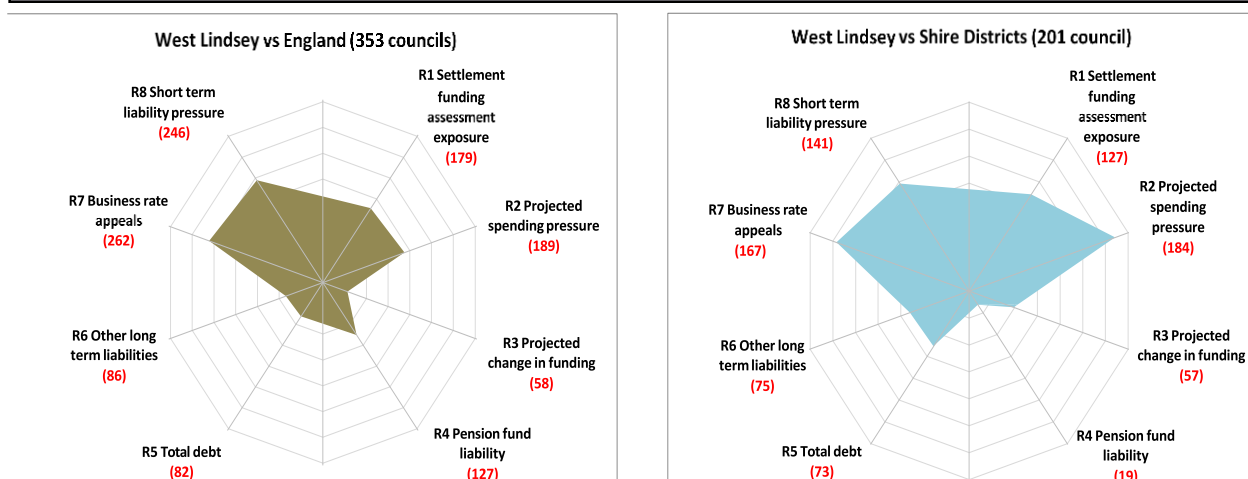
The principle behind this measure is similar to the business rates buoyancy measure and the logic is the same. Authorities with Council Tax growth will receive a boost from increase in the Council Tax base and also from New Homes Bonus.

WLDC has taken a proactive approach to increase its tax base and New Homes Bonus allocations, by bringing empty homes back into use, identifying council tax fraud, and new housing approvals.

6.10 Authorities with a weak future score are those that will face a tougher passage in the medium term. As can be seen from this analysis the positive and proactive action undertaken by the Council has put it in a relatively strong financial position and leaves it well placed to deal with future challenges. Although it must also be recognised that the Council is exposed and vulnerable to the inherent risks around tax buoyancy and welfare reform.

## 7 The West Lindsey DC risk (relative to other Authorities)

### Financial position report - West Lindsey - risks

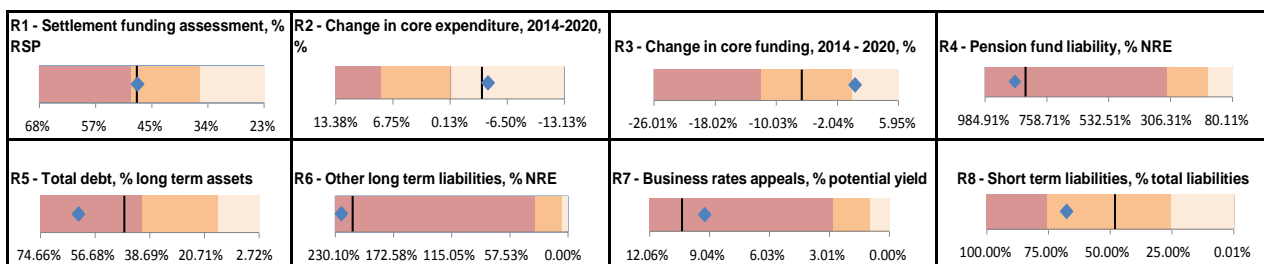


#### Underlying data

	Indicator name	Authority value
R1	Settlement funding assessment, % RSP	42.55
R2	Change in core expenditure, 2014-2020, %	4.54
R3	Change in core funding, 2014 - 2020, %	0.29
R4	Pension fund liability, % NRE	190.04
R5	Total debt, % long term assets	15.29
R6	Other long term liabilities, % NRE	6.03
R7	Business rates appeals, % potential yield	2.77
R8	Short term liabilities, % total liabilities	32.41

National comparison (353 councils)				
Highest	Median	Lowest	Authority rank	
68.18	42.38	22.61	179	
13.38	3.83	-13.13	189	
5.95	-6.70	-26.01	58	
984.91	228.04	80.11	127	
74.66	30.35	2.72	82	
230.10	16.96	0.00	86	
12.06	1.62	0.00	262	
100.00	51.90	0.01	246	

Type-based comparison (201 councils)				
Highest	Median	Lowest	Authority rank	
60.77	39.43	22.61	127	
8.81	0.41	-13.13	184	
5.80	-2.18	-26.01	57	
984.91	302.26	80.11	19	
74.66	26.11	2.72	73	
230.10	11.19	0.00	75	
12.05	1.36	0.00	167	
100.00	52.57	0.13	141	



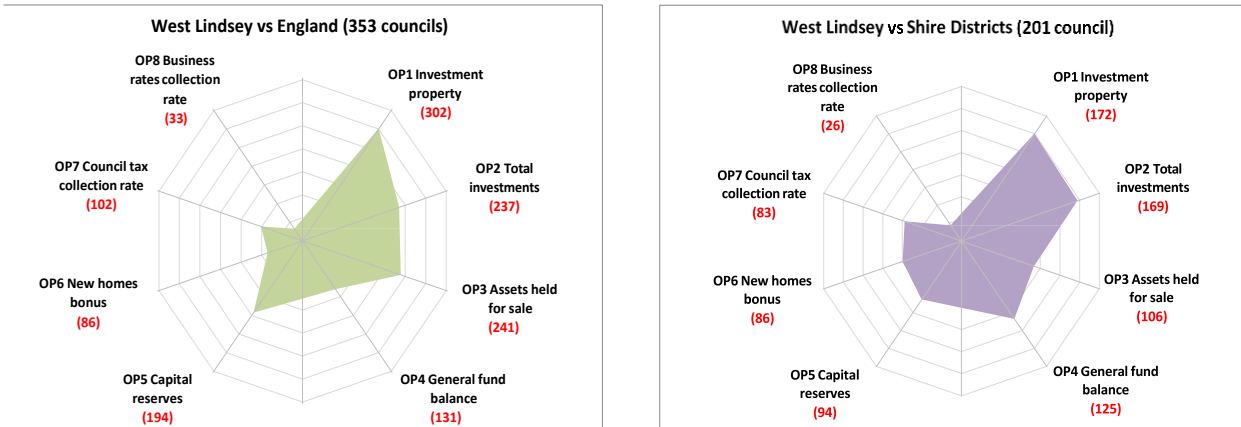
7.1.1 Our key risks are illustrated in the spider diagrams as the larger highlighted areas signalling a weaker relative position, and on the slide charts, where the darkest shade represents the lowest quartile, the diamond our position, and the black bar being the median value in England, the medium shade represents the 2<sup>nd</sup> and 3<sup>rd</sup> quartiles and the lightest colour the 4<sup>th</sup> quartile.

7.1.2 The graphs reflect that we have manage our liabilities effectively, and our financial risks relate to future funding reductions, therefore requiring the need to increase income and reduce expenditure to balance future budgets and ensure sustainability.

7.1.3 Our risks and mitigations are provided in detail at paragraph 11 below;

## 7.2 WLDC opportunities are considered in the graphs and tables below;

### Financial position report - West Lindsey - opportunities

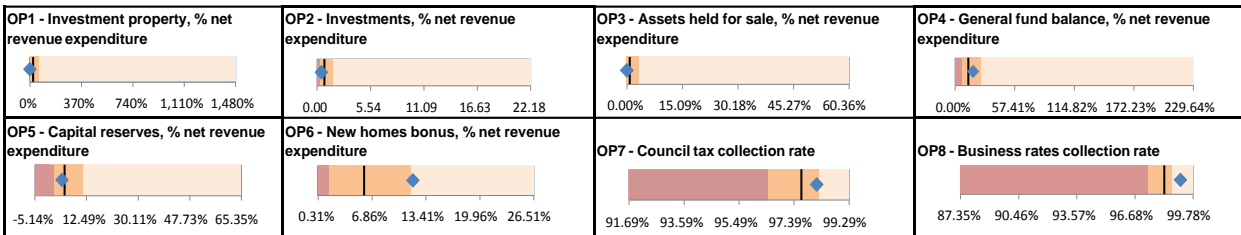


#### Underlying data

Indicator name	Authority value
OP1 Investment property, % net revenue	0.00
OP2 Investments, % net revenue expenditure	46.27
OP3 Assets held for sale, % net revenue	0.00
OP4 General fund balance, % net revenue	17.49
OP5 Capital reserves, % net revenue expenditure	4.18
OP6 New homes bonus, % net revenue	11.84
OP7 Council tax collection rate	98.18
OP8 Business rates collection rate	99.12

National comparison (353 councils)			
Highest	Median	Lowest	Authority rank
1480.39	22.50	0.00	302
2217.89	75.76	0.00	237
60.36	0.76	0.00	241
229.64	12.69	0.00	131
65.35	4.98	-5.14	194
26.51	5.88	0.31	86
99.29	97.64	91.69	102
99.78	98.24	87.35	33

Type-based comparison (201 councils)			
Highest	Median	Lowest	Authority rank
1480.39	46.88	0.00	172
2217.89	140.29	0.00	169
60.36	0.61	0.00	106
229.64	22.08	0.00	125
65.35	3.47	0.00	94
26.51	10.58	2.64	86
99.26	97.98	94.44	83
99.58	98.37	94.32	26



7.2.1 WLDC is currently performing well in relation to Council Tax and Business Rates collection rates, in addition we have continued to deliver an increase in the level of housing within the district and this is reflected in our New Homes Bonus and these are reflected in our ranking. However, as illustrated, our opportunities are identified as increasing the level of investment properties and investment which will generate commercial income streams in addition to realising capital receipts from the sale of assets not achieving value for money.

The new Commercial Strategy will drive the way in which the authority will generate commercial income streams ie by investing in property assets, selling our services. The development of an Asset Management Plan will identify where disposal of our owned assets can be made to achieve capital receipts for future capital investment. In addition the Treasury Management Strategy includes a wider portfolio of investment vehicles in which the authority can invest to improve returns, whilst still prioritising the security of the investment.

## **8 WLDC approach**

8.1 The Corporate Plan identifies our approach to service delivery and community development. Fundamental to this is our entrepreneurial vision which sets out three strands;

- Innovative and efficient / Greater outcome leaner design
- Co-production (helping people to help themselves)
- Commercial (more income and other sources of funding)

8.2 Our entrepreneurial approach is underpinned by a series of guiding financial principles or golden rules (Appendix D) which will be applied in utilising and managing the financial resources at the Councils disposal. At a summary level these are:

- Financial Strategy Principles – The intention of which is to drive a robust and sustainable financial position.
- Supporting growth and service delivery – Utilising the Councils resources to drive the growth and sustainability of the District and support the on-going provision of services in line with the Corporate Plan.
- Financial Management and decision making – ensuring sound and appropriate mechanisms are in place to support robust decision making.

8.3 Our Commercial Plan will have the following key themes;

- To generate greater income from the Council's services to reduce net subsidy
- To secure greater external funding for the Council and the District
- To increase capital and revenue returns to the Council through delivering Housing and Economic growth
- To enhance the Council's commercial culture and capability

## **9 Current position**

9.1 The MTFP 2014/15 projected a funding gap in the 2015/16 financial year of £1.547m to be closed to enable a balanced budget to be delivered.

9.2 During the year a number of initiatives, projects and reviews were undertaken with the aim of achieving £3m of savings in 3 years. The projected savings requirement for 2015/16 was £1.547m. The Council has been successful in identifying these savings against this target. The significant savings have been achieved from;

- Analytical Review £0.245
- Contracts £0.374

- Planning Fee Income £0.250
- Fees and Charges £0.027
- Joining the Lincolnshire Business Rates Pool £0.236
- Business Rates Retention Scheme £0.518k

9.3 The estimated amount to be met from Government Grant or Council Tax was expected to be £13.290m (excluding New Homes Bonus), this is comparable to the proposed 2015/16 budget of £12.973m (excluding New Homes Bonus)

9.4 In addition to the above the continued focus on maximising New Homes Bonus through capital investment and identification and intervention measures relating to empty homes has resulted in a further £2.6m of additional grant over the next 6 years. The New Homes Bonus scheme was a government policy commitment which ends in 2015/16 we have not made assumptions on future projections as it is unclear what future Government policy will be.

9.5 The Business Rates Retention Scheme was introduced in April 2013, calculation models have been developed to more accurately monitor and estimate any impacts of changes to grant funding from a number of local variables. However, it is considered prudent to assume a static level of business rates retention over the MTFP as it is anticipated that the scheme will be reviewed in the near future.

9.6 The proposed 2015/16 budget has been balanced without the need for a contribution from General Fund reserves.

## **10 Citizen engagement**

10.1 Budget engagement activity has been undertaken with residents of the district and which focussed on two distinct areas:

- Service Priorities
- Funding the Future

10.2 The consultation period ended on the 9 January 2015. The analysis of the 743 responses received are summarised below:

10.3 The top 3 services residents consider personally important are Waste Services – Refuse and Recycling (99.4%), Community Safety (including Anti-Social Behaviour (94%) and Street Sweeping (79.6%)

10.4 The services viewed as being of least importance were Licensing (97.5%), Cultural Services – Arts (93%), Sports and Recreation (69%).

10.5 Respondents considered the top 3 important services to the community are; Waste Services (97.5%), Community Safety (95.3%), and Street

Cleaning, with Cultural Services (94.7%), Licensing (97.3%) and Car parks the least important.

10.6 In respect of delivering the Council's corporate priorities against a reducing budget, the most supported options are detailed below;

- Share some services with local authorities (93.3%)
- Target services to those most in need, but reduce them for others (70.7%),
- Stop delivering some services but allow local communities to deliver them for themselves (59%)
- Reduce the amount of face to face contact with the Council, and increase the use of telephone and internet contact (58.7%)

The least supported options were:

- Cut back services to everyone (20.3%)
- Introduce charges for things which are currently free (31.1%)
- Increase charges already charged for (34.9%)
- Increase Council Tax to maintain services (38.4%)
- Contract services out to the private sector (41.3%)

9.7 Members are requested to take the full detailed responses into account when developing the Medium Term Financial Plan 2016/17.

## **11 Key financial challenges and tensions**

11.1 As resources are limited, the preparation of the Financial Strategy involves some hard choices in the face of a number of conflicting tensions.

11.2 A key challenge is balancing the level of spending against the level of taxation. In recent years the Government has made offers of a Council Tax freeze grant, this has helped to keep Council Tax levels down, but also has the potential to build up issues in the medium to long term as it creates an increased requirement to generate income or savings in the future.

11.3 Considering the wider economic environment the previous freeze grant offers have been attractive, however, considering the longer term implications of accepting the freeze grant will need to be carefully considered.

11.4 The current freeze offer of 1% is coupled with the Secretary of State setting the level at which a referendum would be triggered for 'excessive' Council Tax increases, for 2015/16 this is 2%.

11.5 The key issue to be weighed up is the medium to long term impact on the Council resulting from accepting the freeze grant offer and the compound nature of such a decision against the benefit received by Council Tax payers of not experiencing an increase in Council Tax. However, the relatively small impact that an increase would have on

individual households (2% being roughly equivalent to 7p per week on a Band D) would need to be considered.

- 11.6 The assumption within the MTFP is that 1% growth in the Council Tax Base will be achieved annually, and 0% increase in Council Tax charged for all years.
- 11.7 Future financial challenges may require difficult decisions regarding levels of services. This means ensuring diverse interests of different community and citizen needs are met. It is proposed that the Council does more work to engage citizens and communities when such decisions are being considered.
- 11.8 The Council makes continual assessments of the financial risks associated with its activities and mitigates most of the risk by using provisions, earmarked reserves and general reserves.

## 12 Risks

- 11.1 **Risk:** A principal source of the Council's funding is from Central Government. This funding is under review and is expected to continue to reduce over the medium term which together with the Business Rates Retention (BRR) policy and New Homes Bonus grant provides uncertainty around future resourcing levels. No information has been provided beyond 2015/16, which will be influenced by the Local Government resources review. This may also be impacted by a change in Government and thus policies, at the General Elections.

*Mitigation:* The Council has invested in the development of the Entrepreneurial Council which is aimed at making us less grant dependent by having a more commercial focus, in addition our approach to Localism, helping people to help themselves and be less dependent on state support. Enhanced monitoring mechanisms have also been introduced and are regularly reviewed to identify impacts arising from BRR early.

- 11.2 **Risk:** Services may not have fully identified spending pressures for forward years of the MTFP.

*Mitigation:* All Services carry out effective horizon scanning with profile of service demands (past and future). This is built into the MTFP budget modelling throughout the year.

- 11.3 **Risk:** The Council could be faced by new statutory requirements where a new service or level of service must be provided, but is not supported by external funding. Due to the lean nature of the Council, resources will not be available to accommodate this and it could impact on priority services.

*Mitigation:* More proactive preparation (e.g. universal credit pilot) where we adapt prior to introduction and influence national legislation. The

availability of general reserves will also help smooth any initial financial impact, pending any reallocation of resources. In the event of new requirements being imposed 'new burdens' funding could also be sought.

- 11.4 **Risk:** Meeting capital receipts targets which are an integral part of financing the capital programme.

*Mitigation:* regular monitoring of progress; contingency planning.

- 11.5 **Risk:** The cultural change and capability required to deliver against the Council's Entrepreneurial aspiration may not be realised as quickly as the financial cuts, as changes in business models can take large organisations a number of years to realise regardless of the sector.

*Mitigation:* Transformation, Commercial and Growth Boards have been established to ensure that the project management framework is effective and that robust business cases are developed prior to approval of projects and that projects are monitored, with issues being raised and escalated at an early stage for consideration.

- 11.6 **Risk:** Pay Awards and price inflation higher than assumed.

*Mitigation:* Budget for pay and price increases set on the basis of the best available evidence.

- 11.7 **Risk:** Anticipated savings/ efficiencies not achieved.

*Mitigation:* Regular monitoring and reporting take place but the size of the funding cuts increase the likelihood of this risk. Non achievement of savings would require compensating reductions in planned spending within services. A principle is in place to maintain General Reserve at a minimum of 5% of Net Operating Expenditure.

- 11.8 **Risk:** Revenue implications of capital programmes not fully anticipated.

*Mitigation:* Capital bid approval identifies revenue implications and links to Council priorities. Full analysis of revenue implications assessed and considered in scenario planning and in business case development.

- 11.9 **Risk:** Income targets not achieved.

*Mitigation:* Current economic climate likely to impact. Regular monitoring and reporting is undertaken with a full review of fees and charges annually which incorporates trend analysis and future demand estimations.

- 11.10 **Risk:** Loss of principal deposit.

*Mitigation:* Limited by the controls in the Treasury Management Strategy which focus on security of deposit rather than returns. Impact limited due



to the strategy of a diverse portfolio with top rated institutions and maximum investment limits.

- 11.11 **Risk:** The MTFP provides a balanced budget for 2015/16 but anticipates significant funding issues in 2016/17 onwards. There is a risk the Council is unable to provide a balanced budget in future years.

*Mitigation:* The actions taken so far by the new management team aim to use the Commercial and Transformational strategies to develop a medium term financial plan over the next ten months that will bring forward proposals to ensure the Council has a strategy for delivering a sustainable Medium Term Financial Plan from 2016/17 onwards.

- 11.12 **Risk:** The assumptions contained within the MTFP are not realised.

*Mitigation:* A contingency budget in addition to a significant amount of reserves are held to mitigate any in year financial risks or volatility relating to income, or increases in expenditure, and which can be utilised in the event of variations to the assumptions made.

12. **The Chief Finance Officer Statement on the Robustness of Estimates, the Adequacy of Reserves and the affordability of capital investments.**

- 12.1 In accordance with Section 25 of the Local Government Act 2003, the Council's Chief Finance Officer (Director of Resources) is required to report on the robustness of estimates, the adequacy of proposed reserves and the prudence of capital investment decisions. This information enables a longer-term view of the overall position to be taken.

- 12.2 Key factors in ensuring the robustness of estimates include the initial challenge process to establish budget options, essential project management for the proposals, monitoring and reporting arrangements and utilisation of key, skilled finance staff in drawing up detailed estimates and monitoring proposals going forward. Cross cutting and sound key assumptions are also vital to ensuring proper estimates. The key assumptions, i.e. pay awards, inflation, Council Tax, Business Rates, Government Grant and pension contributions are detailed within the this report. It is essential that in order to secure a balanced budget the base estimates are considered robust.

- 12.3 Budget changes have been built on changes approved by the Policy and Resources Committee throughout the year, and changes approved under delegation. Changes to the base budget have been reported to both Prosperous Communities Committee and Policy and Resources Committee in February 2015. Budget monitoring will be presented to the Service Leadership Team on a monthly basis with the Corporate Leadership Team and Policy and Resources Committee quarterly throughout the financial year (or by exception).

- 12.4 The balance of General Reserves as detailed at 8.3 within the MTFP are considered to be adequate to cover risks, peaks and troughs and the investments proposed. General Fund revenue reserves represent 77% of Net Operating Expenditure.
- 12.8 The earmarked reserves as set aside by the Council at the year-end 2013/14 have been independently verified by the external auditor.
- 12.5 The prudential borrowing regime places a duty on the Chief Finance Officer to ensure that the financial impact of decisions to incur borrowing are affordable both in the immediate and over the longer term.
- 12.6 Consideration of all new capital schemes and their revenue impact is undertaken alongside other revenue issues to ensure resources are appropriately allocated and impacts are reflected in the Prudential Indicators within the Treasury Management Strategy.
- 12.7 Despite the current economic uncertainty and issues around Local Government reform the Council remains in a stable financial position, with adequate reserves to deal with any economic impacts and work will continue to be undertaken to ensure that the Council is in a sound position to manage its budget within the anticipated funding reductions.
- 12.8 The professional opinion of the Chief Finance Officer on the overall adequacy of the total level of reserves and the robustness of estimates is integral to the sign off of the overall agreed budget. The Chief Finance Officer therefore confirms that the budget estimates are robust, the adequacy of reserves is satisfactory and the capital programme is affordable.

# **THE MEDIUM TERM FINANCIAL PLAN 2015/16 TO 2019/20**

## **List of Appendices**

<b>Appendix</b>	<b>Page No</b>
A. Revenue Budget Summary and Net Operating Expenditure (excluding capital and recharges)	
B. Financial Planning Principles	
C. Committee and Business Unit Budgets	
D. Investment Strategy	
E. Capital Programme 2015/16 – 2019/20	
F. Capital Funding	
G. Capital Receipts	
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## 1. **Introduction**

- 1.1 The purpose of the Medium Term Financial Plan (MTFP) is to set a robust overall framework for the Council's spending plans over the next five years in supporting the delivery of the Corporate Plan.
- 1.2 The main objectives of the Medium Term Financial Plan are;
- To look to the longer term to help plan sustainable services and budgets and help ensure that the Council's financial resources are sufficient and focussed on supporting delivery of the Corporate Plan.
  - The MTFP is designed to allow Members to make more informed financial decisions by allowing them to assess the impact of policy changes on the Council's financial position, over a five year period.
  - To provide a single document to communicate the financial context, aims and objectives to staff and stakeholders and support working with partners.
- 1.3 The report therefore incorporates the following:
- An overview of the existing economic constraints and resulting implications.
  - An overview of the Revenue budgets originally approved for 2014/15.
  - Revenue budgets proposals for the medium term, 2015/16 - 2019/20 and proposed Council Tax.
  - An overview of the Capital budgets originally approved for 2014/15.
  - Detailed Capital programme proposals for the term 2015/16 – 2019/20
- 1.4 The MTFP includes a four year budget forecast that is reviewed annually and builds on previous medium term strategies to provide the financial foundation for delivery of the Council's Corporate policy priorities and to meet the identified performance and resource issues.
- 1.5 The Council's approved MTFP (March 2014) has been reviewed with a further year added to the budget forecast and the assumptions have been reviewed and updated. The MTFP Revenue Budget Summary is attached at Appendix A.
- 1.6 The budget strategy produces an updated forecast balanced budget in 2015/16 and sets future years cumulative savings targets at circa £2.5m by 2019/20 compared to those in the 2014/15 Medium Term Financial Plan of £3m by 2017/18.
- 1.7 The graph below shows the savings achieved annually upto 2015/16 and the annual savings targets over the MTFP.



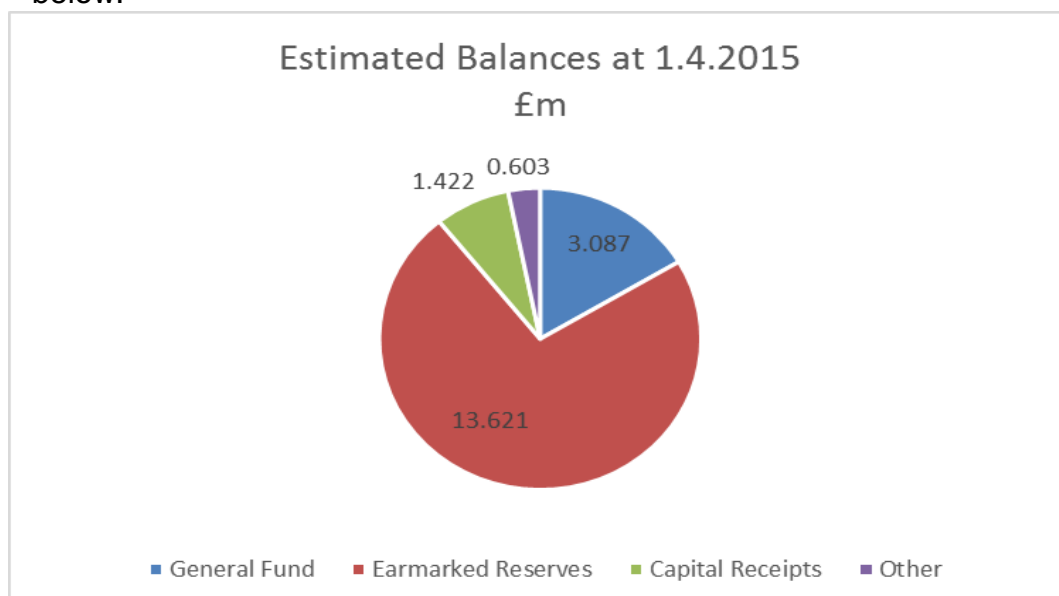
## **2 Economic climate and background to the budget cycle**

- 2.1 The Council's Medium Term Financial Plan has been formulated within the context of the current UK economic performance and the government's public sector spending plans.
- 2.2 The medium term global outlook remains uncertain but the UK economy is showing signs of recovery. Inflation remains within the Government's target range, with RPI for December at 2.7% (many of the Council's contracts are linked to this rate. The MTFP includes for 2.4% inflation (October) on contracts) and CPI has fallen to the Government set target of 2% for the first time since 2009.
- 2.3 The bank interest rate remains at a historic low of 0.5% and the Bank of England have stated that it will not increase rates until the unemployment rate (currently 7.4%) falls below 7%
- 2.4 The General Election in May 2015 may result in new or amended policies that may have an impact on the assumptions within the MTFP.
- 2.5 The MTFP will therefore need to remain flexible to respond to any opportunities or threats that the external environment will present.
- 2.6 A mid year review of the MTFP will be undertaken and presented to Members during 2015.

## **3 What are the different types of funds the Council holds**

- 3.1 At any one time the Council will hold a certain amount of 'cash in the bank' that is not there to use in perpetuity. Generally the types of cash which the Council would hold are:

- 3.1.1 Monies collected on behalf of others bodies, such as the Council Tax of major preceptors and the Government and County Council's element of NNDR etc.
- 3.1.2 Grants and contributions received for specific projects which have not yet been expended.
- 3.1.3 Residual cash balances – the timing differences between the revenue income receipts, i.e. the Government Grant called Revenue Support Grant (RSG), Benefits Subsidy and other grant income, WLDC element of Council Tax and Business Rates (NNDR) and fees and charges, and the expenditure incurred in delivering services.
- 3.1.4 Capital and Revenue Reserves. These are like savings, that once used will not be replenished. These funds are used for various activities such as
- Special projects, such as invest to save/earn which will generate future savings;
  - Contingencies, with increased focus on income which is less controllable than a fixed grant these funds need to be higher. This is especially the case with uncertainty in the economy which directly affects Building Control, Land Charges and Planning income. In addition the Business rates retention scheme and becoming a member of the Lincolnshire Business Rates Pool increases our income volatility if the level of economic activity predicted does not take place. Therefore an additional contribution of £0.250m has been made to this reserve.
  - Capital Receipts are designated for capital purposes only and cannot be transferred to revenue. It is to be used for major refurbishments, purchase of refuse vehicles or computer equipment, but it cannot be used for things such as day to day maintenance or operating costs.
- 3.1.5 Estimated balances as at 1.4.2015 total £18.733m and are illustrated below:



## **4 Local Government Finance Reform and Settlement – 2015/16**

- 4.1 The Government has provisionally announced the Local Government Finance Settlement (England) 2015-16. However the level of funding in subsequent years will not be known until after the General Election in May 2015. First indications will be set out in the next Comprehensive Spending Review which is likely to be published in autumn 2015.
- 4.2 The Spending Round 2013 was announced in June 2013, covering the period 2014/15 and 2015/16.

The elements of this announcement that impact on the Council are;

- Confirmation of additional reductions in to Central Government department spending plans equivalent to a 1% cut in 2014/15.
  - The announcement of a 10% real terms cut in funding for local government in 2015/16. This would include RSG, business rates and New Homes Bonus.
  - Confirmation that total spending will continue to fall up to 2017/18 in real terms at the same rate as during the spending review 2010 period.
  - Announcements of Council Tax Freeze Grant 2015/16.
  - Plans to set a threshold to require a Council Tax referendum to be held where rises of more than 2% are proposed.
  - That there would be a public sector pay restraint policy of 1% for 2015/16
- 4.3 The Financial Settlement was made in early March with our Revenue Support Grant of £2.198m for 2015/16, (a reduction of £0.868m on 2014/15).
- 4.4 The Local Government Association Grant project an annual reduction of circa 8% per annum over the MTFP being the median assumption within their modelling.
- 4.5 The MTFP assumes a budget reduction of 28% per annum reflecting the Members desire to be self-sufficient over the medium term (effectively phasing out the RSG by 2021/22). This is considered a prudent approach and increases our savings target to effectively deliver a sustainable budget ahead of latest funding projections.

## **5 Business Rate Income**

- 5.1 2013/14 saw the introduction of the Business Rates Retention Scheme which is based on an estimated yield from Business Rates and which is then shared between the Billing Authority (West Lindsey District Council 40%), the Precepting Authority (Lincolnshire County Council 10%) and the Government 50%. Growth in Business Rates can result in increased funding for the local authorities concerned. However, they will share any reduction in Business Rate yield. Such losses and gains will be subject to separate “Safety Net and Levy” arrangements to reduce potential volatility of local authority funding under the new system, effectively limiting the potential gain or loss in any one year.

- 5.2 Under the Business Rates Retention element of local government funding the provisional settlement figures published no longer provide guaranteed funding levels, but rather the starting point within the scheme. Ultimately, the level of business rates collected in 2015/16 and future years will determine the level of income received.
- 5.3 From 1 April 2015 the Council will be part of the Lincolnshire Business Rates Pool, along with Lincolnshire County Council, Lincoln City, North Kesteven, South Kesteven, East Lindsey District Councils and Boston Borough Council. Being a member of the pool will bring significant financial benefit in the amount of Business rates retainable by the Council. Any levy previously calculated as being due to the Government will now be retained locally with 60% retained by WLDC and 40% by the Lincolnshire County Council. However being a member of the pool may produce more volatility as any negative impact on the individual local economies may affect the overall resource allocation. A specific earmarked fund has been set aside to manage any volatility.
- 5.4 The budgeted business rates income retained by the Council for 2015/16 is £3.460m. The Government has set our safety net level at £2.538m. Should our income fall to this level, financial support would be given by the Government.
- 5.5 The Medium Term Financial Plan at this stage assumes that the business rate income will remain static. Whilst the Council will be proactive in promoting and generating growth in the district, it is difficult to predict the actual impact this may have on Business Rates. This is considered a prudent approach and again will ensure that our savings targets deliver sustainability ahead of need.

## **6 2014/15 Probable Outturn**

### **6.1 Revenue**

- 6.1.1 Members are no doubt aware of the on-going improvements made to the budget and performance monitoring process. Policy & Resources Committee receives regular updates of revenue and capital spends with the focus on the year end forecast outturn position. Budget holders review monthly budget management reports and the Strategic Leadership Team review summary details every month whilst the Corporate Leadership Team receive exceptions and quarterly monitoring reports.
- 6.1.2 This process has allowed more accurate predictions of the likely outturn and therefore allows the Council to make further investments into priority services or take remedial action where appropriate.
- 6.1.3 Current projections are that the Council is likely to outturn with an in year surplus in the region of £400k which will be either transferred to the General Fund Balance or earmarked for specific purposes. The main variances relate to higher than anticipated Planning Fee income, additional non-ringfenced Government grants, additional net income from live performances and events at the Trinity Arts Centre.



## 6.2 Capital

6.2.1 The revised anticipated outturn is £2.885m, this compares to the Revised Budget of £3.346m which includes £1.901m of previously approved Carry Forwards into the 2015/16 capital programme. This will be reviewed again once the final out-turn position is known. The main elements of the approved carry forward are:

- Broadband (BDUK) – scheme being managed by LCC
- Gainsborough Growth Fund – new grant scheme launched in October 2014
- Property Asset investment – medium term project
- Strategic Housing (Empty Homes/DFG's) – medium term project
- Enhancements to owned property assets – pending condition surveys

Additional schemes have include;

- Works required to Heapham Road, prior to adoption by LCC £0.137m,
- Issue of a flood defence grant £0.010m which is recoverable from DEFRA.
- Purchase of a customer self service pod £0.015m
- Proposed commercial loan advance to John Coupland Hospital to support the purchase of endoscopy equipment £0.350m

6.2.2 The Capital Programme for 2015/16 to 2019/20 (Appendix E) has been developed in accordance with the Investment Strategy attached at Appendix D.

6.2.3 In addition, slippage from the current programme has been taken into account within future spending profiles.

## 7 2015/16 Revenue Budgets (Appendix A)

### 7.1 The Council's Financial Strategy & Plan

7.1.1 The Council's Financial Strategy is updated annually to reflect the environment in which the Council is operating. This included updating the Financial planning principles or 'Golden rules', which underpin a robust financial position within the economic and financial context we are operating in (full detail of the Financial Planning Principles is attached at Appendix B).

7.1.2 These financial principles have enabled the Council to move to an extremely robust financial position. This has helped to drive out efficiency, control spending and to be proactive in its approach to financial management, resulting in low levels of Council Tax increases, whilst allowing investment in priority areas and maintaining a prudent level of general and specific reserves.

7.1.3 Going forward there will need to be a much greater emphasis on the growth and prioritisation elements of these principles as without it the Councils

financial position will be threatened and front line services more adversely affected.

## 7.2 Service Revenue Budgets 2015/16 –2019/20 (Appendix C)

7.2.1 The Medium Term Financial Plan reflects the economic climate, the financial planning principles and addresses identified service pressures and issues. The plan:

- Targets resources to achieve the greatest positive impact.
- Looks to the longer term to plan for sustainable services and budgets and the maintenance and improvement of priority services.
- Pursues efficiency to make best use of the Council's assets – funds, land, buildings, staff and information technology.
- Supports partnership working to secure best outcomes for the benefit of local communities.
- Pursues opportunities for Commercial and Transformational investment

## 7.3 Process and Base Budgets

7.3.1 An analytical review has been undertaken to which looks at expenditure and income trends over the past 3 financial years. This information was used to inform the setting of the 2015/16 base budget and identified a net budget reduction of £0.245m

7.3.2 Business Units were also requested to look across the term of the MTFP and try and identify likely expenditure spikes as a result of issues such as increasing demand, contract renewals, changes in legislation etc. to enable future cost pressures to be identified and therefore planned for by Members.

7.3.3 Where additional expenditure and unavoidable costs are identified Services try to accommodate these extra costs by working more efficiently, generating extra income or reducing base budgets in non-priority areas. Following appropriate challenge these items of additional expenditure and unavoidable costs together with savings have been built in to the base budgets.

7.3.4 The base budgets have been subject to, where relevant, an increase of 2.2% from January 2015 for pay (there was no pay increase between April 2014 and December 2014) and 0% price inflation. Where a future inflationary increase is known higher rates have been used e.g. contracts linked to RPI.

7.3.5 During the summer Business Units developed Business Plans which detailed proposals for how they would develop their service to become more commercial, and/or options on future service delivery. This informed investment bids for funds to deliver their aspirations. Whilst business cases need to be developed prior to any release of funds, specific revenue budgets have been created from Earmarked Reserves to support invest to save/earn and business transformation initiatives.

7.3.6 The work undertaken in this and previous years has put WLDC in a relatively strong financial position as the savings identified have been realised and the assumptions used have held as being realistic. This resulted in a relatively stable position for 2015/16. It is however, important that the Council maintains its proactive approach and takes positive and early action to maintain the sustainable budget position which in this year is being proposed with a small number of additional expenditure and saving items included.

7.3.7 However, there are a number of issues / uncertainties which need to be addressed over the next 12 months. Primarily around financial uncertainty;

- The grant settlement beyond 2015/16 is unknown but is widely expected to be 'tough' with reductions of around a 33% in central Government being predicted over the subsequent four years; we have currently modelled a cut of circa 28% per annum (£0.571m 2016/17), (£0.520 2017/18) and (£0.354m 2018/19) and (£0.301m 2019/20) effectively reducing RSG to £0 by the 2021/22, and ensuring our savings targets are set to achieve non reliance on this Government grant as per the Councils wishes.
- The Business Rates Retention scheme, which will fluctuate to reflect changes to the amount collectable and be subject to limits around the amount of business rates which can be retained.
- The Localisation of Council Tax support also creates further uncertainty over the level of Council Tax that will be raised and collected in any given year. The Council will again pass on the original support grant (£0.167m) to Parishes ensuring that they are compensated for any impact the scheme has on their tax base. The grant will be allocated on a pro-rata basis to the impact of the LCTS on individual parish tax bases in 2015/16. This, however, will be reviewed for 2016/17.
- The value of any discretionary reliefs awarded under Section 13A of the Local Government Finance Act 1992 are neither time or value limited.
- The reliance on income, especially from such volatile areas as Planning, Building Control and Land charges, where the Council has little influence in the level of demand. These budgets will be closely monitored throughout the year as it is difficult to accurately estimate future income levels. A small contingency has been included in the budget to manage any in year volatility.

#### **7.4 Revenue Investment**

It is proposed that the following investment budgets be considered and supported;

##### **7.4.1 Business Improvement and Transformation Budget £0.175m**

This budget will be managed by the Transformation Board to provide resources for investment needs identified within service business plans, but which require full business cases to be developed prior to approval of release of funds.

The budget will be funded from the Business Improvement and Transformation Reserve - £0.75m and £0.10m from the Invest to Save Reserve. Any remaining balances will be carried forward at the year- end for future investment

#### 7.4.2 **Invest to Earn Budget £0.150m**

This budget will be managed by the Commercial Board who will consider proposals for investment to deliver the Commercial Strategy i.e. development of commercial service delivery vehicles and opportunities for income generation, all of which would be supported by robust business cases, prior to any requirements for formal approval by the Policy and Resources Committee.

The budget would be funded from the Invest to Earn Fund with any remaining balances carried forward at year end for future investment.

#### 7.4.3 **Members ICT Refresh - £0.020m**

Provision of funds to allow a fixed contribution per Member upon the renewal of their IT equipment.

The budget would be funded from the General Fund Working Balance and any remaining balances would be carried forward at the year end.

## **8 Reserves**

8.1 The Council's reserves are held for a variety of reasons and are an essential part of good financial management. They help cope with unpredictable financial pressures and plan for future spending commitments. Having the right level of reserves is important. Where Councils hold very low reserves, there may be little resilience to the current financial shocks and sustained financial challenges being faced.

8.2 Reserves enable Councils to:

- Manage variations between their planned and actual budgets that result from unpredictable spending and income
- Smooth budgets where peaks and troughs are inevitable
- Plan their finances strategically to support their activities over the medium and long term
- Provide resources for investment to deliver corporate priorities.

8.3 In line with this the Council expects to hold £11.928m of funds at the end of 2015/16, assuming that the proposals within the MTFP are approved. The categories of reserves are detailed below:

<b>PURPOSE HELD</b>	<b>ACTUAL BALANCE AT 31/3/2014 £m</b>	<b>ESTIMATED BALANCE AT 31/3/2016 £m</b>
General Fund Working Balance	3.087	1.412
Budget Smoothing	1.152	0.687
Capital Funding (incl Capital Receipts)	4.898	2.375
Contingency/Insurance	0.725	0.893
Growth and Regeneration	3.402	4.485
Invest to save/earn/transform	0.714	1.132
Service Investment	2.204	0.790
Community Support	0.438	0.154
<b>TOTAL FUNDS</b>	<b>16.620</b>	<b>11.928</b>

- 8.4 The table above shows the emphasis on capital investment, growth and invest to save activity together with an increasing requirement for 'contingency' funds. These are essential elements of robust financial management as Government funding is reduced and more reliance is placed on volatile income sources such as Building Control, Land charges, Planning fees and Business rates; all of which are interrelated.
- 8.5 In line with best practice the Council will continue to review its specific reserves each year to ensure their continuing requirement. A review was undertaken in year with a number of reserves being transferred to increase existing reserves for corporate priority areas.
- 8.6 At this time it is not considered appropriate to return any further specific reserves to the General Fund balance. A further review will be undertaken as part of the year end processes. This review will include any remaining balance on reserves which are currently expected to be utilised during 2014/15.
- 8.7 General Fund balances are estimated to be £1.412m at 31 March 2016. These can be supplemented by £10.344m of earmarked resources and £0.172m of Capital Receipts. The aggregate total, therefore, is £11.928m. This is considered adequate in view of the size of the Council's revenue budgets and the profile of the Capital programme.
- 8.8 Current spending plans would indicate that over the short term the General Fund balances would remain at an acceptable level and in line with the Financial Planning Principles, although further action is required to deliver the savings required to maintain a sustainable financial position.
- 8.9 The 2015/16 Base Budget proposes to create new Earmarked Reserves and contribute to existing reserves as follows;

**8.9.1 The creation of a strategic Invest to Earn Fund £1.0m**

To fund projects that meet commercial aspirations and generate a return on investment i.e. traded services, attracting external funding, new commercial ventures to generate income to support future sustainability.

**8.9.2 To increase the Business Rates Volatility Reserve - £0.250m**

Whilst it is anticipated that the Council will benefit from additional annual revenue income of circa £0.245m per annum, inclusion in the Lincolnshire Business Rates Pool does come with a higher risk of volatility, therefore it is proposed to increase this reserve.

**8.9.3 To increase the Land and Property Reserve- £1.5m**

The reserve supports capital and revenue investment to deliver the Council's priority of asset acquisition and management, by investing in economic and housing regeneration schemes, to also deliver commercial returns in support of a sustainable budget position.

**8.9.4 To increase the Big Society Reserve - £0.150m**

This reserve was created to support local communities by the provision of loans to Parishes which will generate a favourable return to the Council in terms of interest.

**8.9.5 To increase the Finance Reserve - £0.270m**

The reserve is provided to meet any volatility and risks within the Revenue Budget.

**9 Capital Programme 2015/16-2019/20 (Appendix E)**

**9.1 The main changes to the programme presented to the Council last year are:-**

Approved carry forwards of £1.901m, mainly due to high value, medium term capital investment programmes being developed into specific schemes and the slippage of committed expenditure now to be expended in 2015/16.

**New Schemes**

Asset Management - Civic Upgrades - £0.106m

Connectivity and Customer Access – New Website – £0.075m

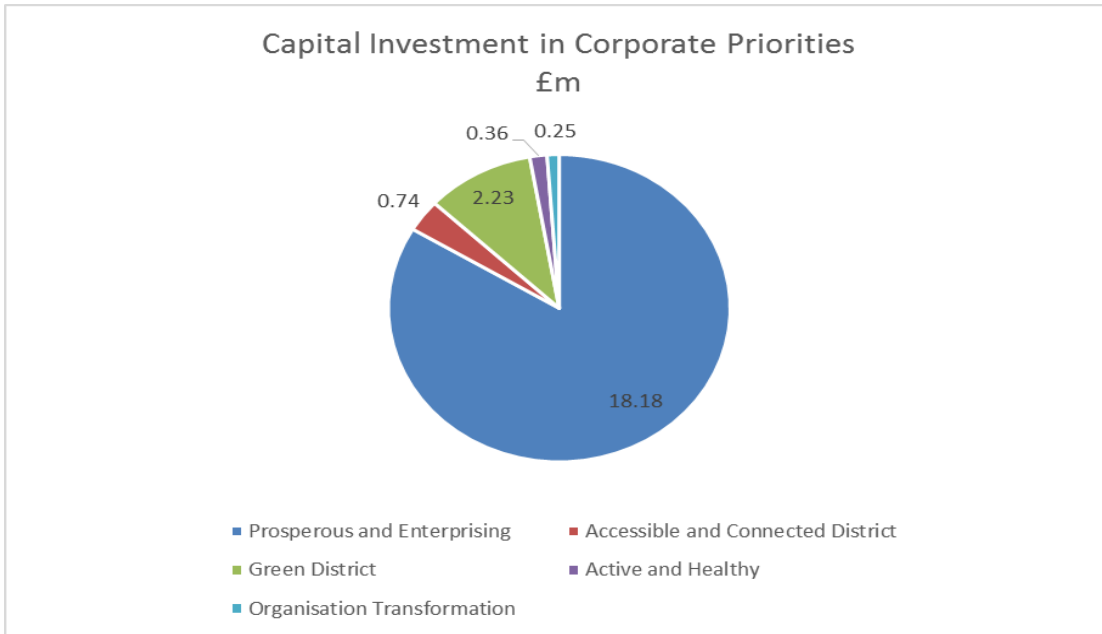
Commercial Investment - Intelligence Toolkit software £0.017m

Supporting Local Communities - Parish Loan £0.300m

Partnership Co-production - Flood Alleviation – multi agency scheme - £0.030m

Housing and Infrastructure Schemes - £9.9m

**9.2 The chart below illustrates the Capital investment in Corporate Priorities over the Medium Term Financial Plan;**



### 9.3 Capital Resources

The Council uses monies obtained from asset disposals and RTB share receipts (capital receipts), capital grants and Section 106 agreements along with revenue funding to meet the costs of its capital programme. Any shortfall in funding will result in a need to borrow.

Appendix F sets out the funding proposals for the Capital Programme.

- 9.3.1 Following the amendments to the programme set out in this report and taking into account estimates of income from future sales of the Council's assets, the balance in the Capital Receipts fund is estimated to stand at £0.277m at 31 March 2020. Appendix G details the movement in Capital Receipts.

## 10 **Pay Policy Statement** (Appendix H)

- 10.1 Under section 40 of the Localism Act, Council must approve and publish a Pay Policy Statement for each financial year. Pay policies can be amended during the financial year and full Council or a meeting of Members must be offered the opportunity to vote before large (£100k or above) salary packages are offered.
- 10.2 Following the Hutton Review of Fair Pay in Local Authorities on Data Transparency, authorities are now disclosing their pay multiple i.e. the ratio between the highest paid employee and the median earnings level with the organisation. This data will inform the annual review of the Pay Policy Statement in future years.
- 10.3 The draft Pay Policy Statement for 2015/16 is set out at Appendix H for consideration and recommendation to full Council for approval.

## Revenue Budget Summary 2015/16 - 2019/20

	2015/16 Original Budget £	2016/17 Original Budget £	2017/18 Original Budget £	2018/19 Original Budget £	2019/20 Original Budget £
Policy & Resources Committee	6,584,200	6,167,800	6,272,300	6,386,700	6,600,600
Prosperous Communities Committee	4,900,000	5,109,000	5,167,300	5,288,000	5,394,900
<b>Grand Total</b>	<b>11,484,200</b>	<b>11,276,800</b>	<b>11,439,600</b>	<b>11,674,700</b>	<b>11,995,500</b>
Parish Precepts	1,495,600	1,525,500	1,556,000	1,587,100	1,618,800
Interest and investment income	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Interest payable	37,400	289,500	281,300	278,100	278,100
Statutory MRP	206,500	622,300	499,500	457,700	428,000
Capital Expenditure charged Against General Fund	2,947,300	2,339,000	1,170,000	1,303,000	435,000
<b>Net Operating Expenditure</b>	<b>15,971,000</b>	<b>15,853,100</b>	<b>14,746,400</b>	<b>15,100,600</b>	<b>14,555,400</b>
Capital Grants Applied	62,000	62,000	0	0	0
Transfer to / (from) General Fund	(914,000)	1,279,900	817,600	479,700	197,000
Transfer to / (from) Earmarked Reserves	(160,400)	(2,222,600)	(805,700)	(909,800)	(132,800)
<b>Amount to be met from Government Grant or Council Tax</b>	<b>14,958,600</b>	<b>14,972,400</b>	<b>14,758,300</b>	<b>14,670,500</b>	<b>14,619,600</b>
<b>Funding</b>					
Revenue Support Grant	2,198,100	1,627,000	1,107,400	753,000	451,800
Business Rate Retention Scheme	3,223,800	3,223,800	3,223,800	3,223,800	3,223,800
Council Tax Freeze Grant	61,600	0	0	0	0
Collection Fund Surplus - Council Tax	115,700	50,000	50,000	50,000	50,000
Parish Councils Tax Requirement	1,495,600	1,525,500	1,556,000	1,587,100	1,618,800
New Homes Bonus	1,986,000	1,986,000	1,523,700	1,185,800	903,200
NNDR Pooling	236,800	236,800	236,800	236,800	236,800
Other Government Grants	178,600	102,600	102,600	102,600	102,600
Capital Grants and Contributions	62,000	62,000	0	0	0
<b>Council Tax Requirement</b>	<b>5,400,400</b>	<b>5,454,400</b>	<b>5,508,900</b>	<b>5,564,000</b>	<b>5,619,700</b>
<b>TOTAL FUNDING</b>	<b>14,958,600</b>	<b>14,268,100</b>	<b>13,309,200</b>	<b>12,703,100</b>	<b>12,206,700</b>
<b>Balanced Budget/Future Savings Target</b>	<b>0</b>	<b>704,300</b>	<b>1,449,100</b>	<b>1,967,400</b>	<b>2,412,900</b>



## SUMMARY OF WLDC MEDIUM TERM FINANCIAL PLAN 2015/16 - 2019/20

### NET OPERATING EXPENDITURE

	2015/16 Original Budget £	2016/17 Original Budget £	2017/18 Original Budget £
<b>Expenditure</b>	<b>42,200,200</b>	<b>41,208,300</b>	<b>40,130,500</b>
Capital Expenditure	2,947,300	2,339,000	1,170,000
Employees	9,202,400	9,356,400	9,512,500
Interest Payable	37,400	11,400	3,200
Other Operating Expenditure-Parish Precepts	1,495,600	1,525,500	1,556,000
Premises	803,000	708,900	719,300
Supplies and Services	2,144,100	2,043,200	2,043,200
Third Party Payments	1,810,200	1,433,400	1,362,700
Transfer Payments	22,843,100	22,843,100	22,843,100
Transport	917,100	947,400	920,500
<b>Income</b>	<b>(26,435,700)</b>	<b>(26,255,600)</b>	<b>(26,161,700)</b>
Customer and Client Receipts	(2,483,100)	(2,453,000)	(2,297,700)
Government Grants	(23,090,600)	(23,060,600)	(23,060,600)
Interest Receivable	(210,600)	(210,600)	(204,000)
Other Grants and Contributions	(651,400)	(531,400)	(599,400)
<b>Transfers To / (From) Reserves</b>	<b>(805,900)</b>	<b>19,700</b>	<b>789,500</b>
Transfers To / (From) Reserves	(805,900)	19,700	789,500
<b>Grand Total</b>	<b>14,958,600</b>	<b>14,972,400</b>	<b>14,758,300</b>

## APPENDIX A

<b>2018/19 Original Budget £</b>	<b>2019/20 Original Budget £</b>
<b>40,560,700</b>	<b>40,152,700</b>
1,303,000	435,000
9,736,900	9,959,300
0	0
1,587,100	1,618,800
734,800	770,400
2,043,200	2,107,200
1,371,100	1,474,600
22,843,100	22,843,100
941,500	944,300
<b>(26,195,900)</b>	<b>(26,303,400)</b>
<b>(2,334,100)</b>	<b>(2,441,600)</b>
<b>(23,060,600)</b>	<b>(23,060,600)</b>
<b>(201,800)</b>	<b>(201,800)</b>
<b>(599,400)</b>	<b>(599,400)</b>
<b>305,700</b>	<b>770,300</b>
305,700	770,300
<b>14,670,500</b>	<b>14,619,600</b>

**FINANCIAL PLANNING PRINCIPLES**

**1. Financial Strategy Principles**

i. General Fund (Revenue) Balances

Balances should not fall below £1m, with the optimum level of general reserves being around 5% of Net Operating Expenditure. This position will be reviewed on a regular basis to ensure it remains appropriate.

ii. Council Tax levels

Whilst taking in to account the Government grant settlement, implications on the delivery of Corporate Priorities and any penalties that might apply the aim is to set Council Tax increases at or below 2% (the Governments cap for no referendum), while being mindful of the medium term to ensure that a sustainable budgetary position is preserved.

iii. Invest to save (Efficiency and Value for Money)

The Council recognises the need to demonstrate Value for Money across its services and will use existing resources responsibly and efficiently. The Council will constantly review its costs and compare them to others. The Council will drive out efficiencies in order to fund future investment in services and manage funding reductions to avoid putting pressure on local Council Tax levels.

The use of invest to save initiatives can be used to increase productivity / efficiency, reduce costs or to generate an income.

iv. Specific Grant

Where a specific grant which funds a specific service is withdrawn, the service stops;

Where grant funding reduces, which is pass ported through to another organisation, the reduced sum continues to be pass ported, providing the end recipient organisation feels it can still provide a value-added service at that funding point.

v. Service / function transfer

Where a function is transferred to another provider, the Council leaves all service-provision discussions, including any top-up funding, with the new provider;

The Council should not substitute itself as the provider / funder of services when another public provider cuts such a service.

## **2. Supporting growth and service delivery**

### **i. Investment**

Where appropriate undertake investments and programmes, to protect the local economy and lever in other investments.

### **ii. Debt Policy**

The Council is currently debt free and this position is projected to be maintained over the life of the MTFP. In some cases borrowing may be a more beneficial funding route and is a legitimate financing tool controlled by the Prudential Indicators that Members set locally. Therefore, WLDC's debt free status will be reviewed against emerging / major capital schemes as we should be prepared to consider debt-funding as a means of programme delivery or stimulus where we have good evidence to state it makes commercial and fiscal sense or have a wider economic benefit.

### **iii. Source Local**

To ensure all possible avenues are used within procurement rules to source locally;

### **iv. Partnership working**

Work closely with partners in the voluntary, public and private sectors, to ensure optimum efficiency.

### **v. Asset management / asset portfolio review**

The Councils assets will be reviewed on a regular basis. Assets fulfil a number of purposes for the Council:

- They enable services to be delivered
- They provide an income
- They help the Council deliver its priorities through such things as enabling regeneration and economic development to take place
- They provide a community benefit

As the operating environment changes over time the usefulness of a particular asset for meeting one of those purposes will change. This is why the assets the Council hold and the purposes it holds them for needs to be regularly reviewed.

vi. Tax Changes

The Council would ordinarily neither seek to buffer nor profit from tax changes e.g. VAT;

**3. Financial Management and decision making**

i. Capital and investment decisions

Through the Entrepreneurial Council, Commercial, Growth and Transformation Boards, projects will be appraised rigorously under our project management methodology and investment decisions will support the Council's outcomes framework. Whole life costs will be considered with the revenue implications of each investment decision forming part of the options appraisal. Any agreed project will be managed as per the Council's own project management protocols. The whole capital programme will be reviewed annually through the financial and business planning process.

ii. Earmarked Reserves

In line with legislation and guidance, specific reserves are reviewed in detail each year. Any Specific Reserves noted, at that time, as being no longer required will be repatriated to the 'General' revenue balances and considered for re-allocation.

The Council will always seek to "horizon scan" for financial pressures and try to prudently set aside sums to alleviate pressures on future Council Tax levels, to this end specific reserves will be held for a variety of purposes, the primary objectives are set out here:

- To hold revenue funds that will be used to finance future capital activity;
- To 'smooth' revenue expenditure spikes across multiple years;
- To finance specific project activity;
- To allow cross year 'revenue' flexibility;
- To support invest to save activity.

iii. Treasury Management and Investment Strategy

The Council will ensure that the primary principle and purpose governing the Council's investment criteria is the security of its investments thus ensuring funds are available for the purpose set out in the Corporate Plan and Medium Term Financial Plan, although the yield or return on the investment is also a key consideration.

The Council will ensure it has sufficient liquidity in its investments and that it maintains a policy covering categories of investment types it will

## APPENDIX B

invest in, criteria for choosing investment counterparties with adequate security, and monitoring of their security.

Within these criteria the Strategy and approach will be reviewed regularly to maximise the return on investments achieved with targets being based on projected movements in rates of return and available balances.

### iv. Optimising Income

Where possible the Council will aim for cost recovery on all fees and charges. However, it is accepted that market conditions may well determine fees in the short term and the Council will endeavour to better understand those markets. Fees as a minimum will increase in line with inflation, unless the Council policy and outcomes framework needs discretionary pricing to support the delivery of Corporate Priorities; in such cases the corporate Fees, Charges and concessions policy will be used.

### v. Budget management

Fundamental to the Councils success is undertaking appropriate financial monitoring and management. Robust arrangements will be maintained for in year monitoring and forecasting together with the identification of savings and potential underspends which will inform contract and spending decisions.

### vi. Consultation

The Council believes in engagement with stakeholders and recognises the right of customers to shape their communities through the planning and delivery of Council services. As such this Council will undertake consultation exercises at each budget round.

Where significant funding and investment changes are to occur appropriate Equality Impact Assessments (EIA's) will be undertaken to inform the process of the likely implications.

APPENDIX C

**Policy and Resources Income and Expenditure Budgets  
(excluding Capital Charges and Recharges)**

Policy and Resources	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	4,300	(121,900)	(183,300)	(183,400)	(183,500)	(254,100)
Government Grants	(23,031,900)	(23,060,600)	(23,060,600)	(23,060,600)	(23,060,600)	(23,060,600)
Interest	0	(10,500)	(10,500)	(3,900)	(1,700)	(1,700)
Other Grants and Contributions	(542,300)	(465,500)	(465,500)	(465,500)	(465,500)	(465,500)
<b>Total Income</b>	<b>(23,569,900)</b>	<b>(23,658,500)</b>	<b>(23,719,900)</b>	<b>(23,713,400)</b>	<b>(23,711,300)</b>	<b>(23,781,900)</b>
<b>Expenditure</b>						
Employees	4,286,300	4,714,700	4,797,800	4,891,600	4,995,200	5,092,800
Interest	0	0	0	0	0	0
Premises	355,200	274,700	257,300	259,800	266,800	293,400
Supplies and Services	1,633,800	1,477,400	1,401,400	1,401,400	1,401,400	1,465,400
Third Party Payments	541,600	901,000	568,000	569,700	571,400	663,000
Transfer Payments	22,768,600	22,779,000	22,779,000	22,779,000	22,779,000	22,779,000
Transport	87,800	95,900	84,200	84,200	84,200	88,900
<b>Total Expenditure</b>	<b>29,673,300</b>	<b>30,242,700</b>	<b>29,887,700</b>	<b>29,985,700</b>	<b>30,098,000</b>	<b>30,382,500</b>
<b>Net Total</b>	<b>6,103,400</b>	<b>6,584,200</b>	<b>6,167,800</b>	<b>6,272,300</b>	<b>6,386,700</b>	<b>6,600,600</b>

## APPENDIX C

### Policy and Resources Base Budget - Business Unit Analysis (excluding Capital Charges and Recharges)

Business Unit	2014/15 Base Budget £	2015/16 Base Budget £	2016/17 Base Budget £	2017/18 Base Budget £	2018/19 Base Budget £	2019/20 Base Budget £
Accountancy Services	520,100	512,300	525,500	537,900	549,100	560,700
Admin Buildings	300,400	241,500	247,400	253,800	260,700	267,800
Audit Services	63,000	63,000	63,000	63,000	63,000	63,000
Chief Executive	157,000	154,800	155,800	156,800	157,700	158,700
Chief Operating Officer	110,100	106,200	107,000	107,700	108,400	109,200
Commercial Director	107,600	184,900	185,700	186,400	187,100	187,900
Communications	135,500	116,700	120,000	123,400	127,100	129,900
Computer Services	991,900	1,149,200	1,165,100	1,172,600	1,191,900	1,211,800
Corporate Management - Finance	944,900	1,341,100	912,900	913,900	915,100	916,200
Customer Services	409,800	518,000	530,900	542,700	553,600	565,200
Democratic Representation	519,300	584,300	559,200	563,200	567,500	581,600
Elections	0	86,800	19,200	19,200	19,200	116,800
Emergency Planning	18,900	18,900	18,900	18,900	18,900	18,900
Housing Benefits Admin	(103,300)	(137,400)	(120,300)	(102,400)	(86,000)	(71,000)
Housing Benefits Payments	81,000	62,500	62,500	62,500	62,500	62,500
Human Resources	172,300	181,000	188,000	193,700	199,100	203,600
Industrial Estates	2,600	1,000	1,000	1,000	1,000	1,000
Investment Interest	0	(10,500)	(10,500)	(3,900)	(1,700)	(1,700)
Legal Services	130,700	0	0	0	0	0
Local Tax Collection	294,200	237,100	253,100	268,100	284,400	295,700
Precepts	487,000	508,700	508,700	508,700	508,700	508,700
Property Services	200,500	215,000	214,900	215,100	219,200	223,500
Register of Electors	92,300	100,700	102,500	104,300	106,100	108,000
Support Services - Admin	377,000	261,600	269,700	276,900	283,900	291,000
Support Services - Purchasing	90,600	86,800	87,600	88,800	90,200	91,600
<b>Grand Total</b>	<b>6,103,400</b>	<b>6,584,200</b>	<b>6,167,800</b>	<b>6,272,300</b>	<b>6,386,700</b>	<b>6,600,600</b>



APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Accountancy Services	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	453,800	448,300	459,500	470,200	479,700	489,700
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	49,200	49,800	49,800	49,800	49,800	49,800
Third Party Payments	12,500	10,100	12,100	13,800	15,500	17,100
Transfer Payments	0	0	0	0	0	0
Transport	4,600	4,100	4,100	4,100	4,100	4,100
<b>Total Expenditure</b>	<b>520,100</b>	<b>512,300</b>	<b>525,500</b>	<b>537,900</b>	<b>549,100</b>	<b>560,700</b>
<b>Net Total</b>	<b>520,100</b>	<b>512,300</b>	<b>525,500</b>	<b>537,900</b>	<b>549,100</b>	<b>560,700</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Admin Buildings	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(300)	(300)	(300)	(300)	(300)	(300)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	(91,600)	(13,800)	(13,800)	(13,800)	(13,800)	(13,800)
<b>Total Income</b>	<b>(91,900)</b>	<b>(14,100)</b>	<b>(14,100)</b>	<b>(14,100)</b>	<b>(14,100)</b>	<b>(14,100)</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Premises	320,400	213,500	219,400	225,800	232,700	239,800
Supplies and Services	71,900	42,100	42,100	42,100	42,100	42,100
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>392,300</b>	<b>255,600</b>	<b>261,500</b>	<b>267,900</b>	<b>274,800</b>	<b>281,900</b>
<b>Net Total</b>	<b>300,400</b>	<b>241,500</b>	<b>247,400</b>	<b>253,800</b>	<b>260,700</b>	<b>267,800</b>



APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Chief Executive	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	137,300	135,500	136,500	137,500	138,400	139,400
Interest	0	0	0	0	0	0
Premises	0	700	700	700	700	700
Supplies and Services	13,000	11,900	11,900	11,900	11,900	11,900
Third Party Payments	0	0	0	0	0	0
Transfer Payments	2,100	2,100	2,100	2,100	2,100	2,100
Transport	4,600	4,600	4,600	4,600	4,600	4,600
<b>Total Expenditure</b>	<b>157,000</b>	<b>154,800</b>	<b>155,800</b>	<b>156,800</b>	<b>157,700</b>	<b>158,700</b>
<b>Net Total</b>	<b>157,000</b>	<b>154,800</b>	<b>155,800</b>	<b>156,800</b>	<b>157,700</b>	<b>158,700</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Chief Operating Officer	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	106,200	102,100	102,900	103,600	104,300	105,100
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	1,600	1,500	1,500	1,500	1,500	1,500
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	2,300	2,600	2,600	2,600	2,600	2,600
<b>Total Expenditure</b>	<b>110,100</b>	<b>106,200</b>	<b>107,000</b>	<b>107,700</b>	<b>108,400</b>	<b>109,200</b>
<b>Net Total</b>	<b>110,100</b>	<b>106,200</b>	<b>107,000</b>	<b>107,700</b>	<b>108,400</b>	<b>109,200</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Commercial Director	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	104,600	177,600	178,400	179,100	179,800	180,600
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	0	4,300	4,300	4,300	4,300	4,300
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Expenditure</b>	<b>107,600</b>	<b>184,900</b>	<b>185,700</b>	<b>186,400</b>	<b>187,100</b>	<b>187,900</b>
<b>Net Total</b>	<b>107,600</b>	<b>184,900</b>	<b>185,700</b>	<b>186,400</b>	<b>187,100</b>	<b>187,900</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Communications	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	90,100	92,500	95,800	99,200	102,900	105,700
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	43,700	22,500	22,500	22,500	22,500	22,500
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	1,700	1,700	1,700	1,700	1,700	1,700
<b>Total Expenditure</b>	<b>135,500</b>	<b>116,700</b>	<b>120,000</b>	<b>123,400</b>	<b>127,100</b>	<b>129,900</b>
<b>Net Total</b>	<b>135,500</b>	<b>116,700</b>	<b>120,000</b>	<b>123,400</b>	<b>127,100</b>	<b>129,900</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Computer Services	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(11,200)	(18,500)	(18,600)	(18,700)	(18,800)	(18,900)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(11,200)</b>	<b>(18,500)</b>	<b>(18,600)</b>	<b>(18,700)</b>	<b>(18,800)</b>	<b>(18,900)</b>
<b>Expenditure</b>						
Employees	711,900	771,400	787,400	795,000	814,400	834,400
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	283,000	388,300	388,300	388,300	388,300	388,300
Third Party Payments	1,700	1,700	1,700	1,700	1,700	1,700
Transfer Payments	0	0	0	0	0	0
Transport	6,500	6,300	6,300	6,300	6,300	6,300
<b>Total Expenditure</b>	<b>1,003,100</b>	<b>1,167,700</b>	<b>1,183,700</b>	<b>1,191,300</b>	<b>1,210,700</b>	<b>1,230,700</b>
<b>Net Total</b>	<b>991,900</b>	<b>1,149,200</b>	<b>1,165,100</b>	<b>1,172,600</b>	<b>1,191,900</b>	<b>1,211,800</b>



APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Corporate Management-Finance	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	34,000	68,300	(47,900)	(47,900)	(47,900)	(47,900)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>34,000</b>	<b>68,300</b>	<b>(47,900)</b>	<b>(47,900)</b>	<b>(47,900)</b>	<b>(47,900)</b>
<b>Expenditure</b>						
Employees	786,600	853,700	876,700	877,700	878,900	880,000
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	12,000	14,700	14,700	14,700	14,700	14,700
Third Party Payments	112,300	404,000	69,000	69,000	69,000	69,000
Transfer Payments	0	0	0	0	0	0
Transport	0	400	400	400	400	400
<b>Total Expenditure</b>	<b>910,900</b>	<b>1,272,800</b>	<b>960,800</b>	<b>961,800</b>	<b>963,000</b>	<b>964,100</b>
<b>Net Total</b>	<b>944,900</b>	<b>1,341,100</b>	<b>912,900</b>	<b>913,900</b>	<b>915,100</b>	<b>916,200</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Customer Services	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>(1,000)</b>
<b>Expenditure</b>						
Employees	284,200	387,600	400,500	412,300	423,200	434,800
Interest	0	0	0	0	0	0
Premises	800	800	800	800	800	800
Supplies and Services	82,600	88,100	88,100	88,100	88,100	88,100
Third Party Payments	38,000	38,000	38,000	38,000	38,000	38,000
Transfer Payments	0	0	0	0	0	0
Transport	5,200	4,500	4,500	4,500	4,500	4,500
<b>Total Expenditure</b>	<b>410,800</b>	<b>519,000</b>	<b>531,900</b>	<b>543,700</b>	<b>554,600</b>	<b>566,200</b>
<b>Net Total</b>	<b>409,800</b>	<b>518,000</b>	<b>530,900</b>	<b>542,700</b>	<b>553,600</b>	<b>565,200</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Democratic Representation	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	158,500	195,500	200,400	204,400	208,700	212,800
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	332,200	359,400	329,400	329,400	329,400	339,400
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	28,600	29,400	29,400	29,400	29,400	29,400
<b>Total Expenditure</b>	<b>519,300</b>	<b>584,300</b>	<b>559,200</b>	<b>563,200</b>	<b>567,500</b>	<b>581,600</b>
<b>Net Total</b>	<b>519,300</b>	<b>584,300</b>	<b>559,200</b>	<b>563,200</b>	<b>567,500</b>	<b>581,600</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Elections	Base Budget	Base Budget	Base Budget	Base Budget	Base Budget	Base Budget
	14/15 £	15/16 £	16/17 £	17/18 £	18/19 £	19/20 £
<b>Income</b>						
Customer and Client Receipts	0	(70,500)	(70,500)	(70,500)	(70,500)	(141,000)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>(70,500)</b>	<b>(70,500)</b>	<b>(70,500)</b>	<b>(70,500)</b>	<b>(141,000)</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Premises	0	19,400	0	0	0	19,400
Supplies and Services	0	49,000	5,500	5,500	5,500	59,500
Third Party Payments	0	84,200	84,200	84,200	84,200	174,200
Transfer Payments	0	0	0	0	0	0
Transport	0	4,700	0	0	0	4,700
<b>Total Expenditure</b>	<b>0</b>	<b>157,300</b>	<b>89,700</b>	<b>89,700</b>	<b>89,700</b>	<b>257,800</b>
<b>Net Total</b>	<b>0</b>	<b>86,800</b>	<b>19,200</b>	<b>19,200</b>	<b>19,200</b>	<b>116,800</b>



APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Housing Benefits Admin	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	(430,800)	(430,800)	(430,800)	(430,800)	(430,800)	(430,800)
Interest	0	0	0	0	0	0
Other Grants and Contributions	(278,600)	(278,600)	(278,600)	(278,600)	(278,600)	(278,600)
<b>Total Income</b>	<b>(709,400)</b>	<b>(709,400)</b>	<b>(709,400)</b>	<b>(709,400)</b>	<b>(709,400)</b>	<b>(709,400)</b>
<b>Expenditure</b>						
Employees	495,600	525,400	542,500	560,400	576,800	591,800
Interest	0	0	0	0	0	0
Premises	2,100	1,800	1,800	1,800	1,800	1,800
Supplies and Services	93,400	33,000	33,000	33,000	33,000	33,000
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	15,000	11,800	11,800	11,800	11,800	11,800
<b>Total Expenditure</b>	<b>606,100</b>	<b>572,000</b>	<b>589,100</b>	<b>607,000</b>	<b>623,400</b>	<b>638,400</b>
<b>Net Total</b>	<b>(103,300)</b>	<b>(137,400)</b>	<b>(120,300)</b>	<b>(102,400)</b>	<b>(86,000)</b>	<b>(71,000)</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Housing Benefits Payments	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	(78,800)	(23,900)	(23,900)	(23,900)	(23,900)
Government Grants	(22,473,700)	(22,514,000)	(22,514,000)	(22,514,000)	(22,514,000)	(22,514,000)
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(22,473,700)</b>	<b>(22,592,800)</b>	<b>(22,537,900)</b>	<b>(22,537,900)</b>	<b>(22,537,900)</b>	<b>(22,537,900)</b>
<b>Expenditure</b>						
Employees	0	45,500	100	100	100	100
Interest	0	0	0	0	0	0
Premises	0	300	300	300	300	300
Supplies and Services	0	2,900	400	400	400	400
Third Party Payments	0	0	0	0	0	0
Transfer Payments	22,554,700	22,599,000	22,599,000	22,599,000	22,599,000	22,599,000
Transport	0	7,600	600	600	600	600
<b>Total Expenditure</b>	<b>22,554,700</b>	<b>22,655,300</b>	<b>22,600,400</b>	<b>22,600,400</b>	<b>22,600,400</b>	<b>22,600,400</b>
<b>Net Total</b>	<b>81,000</b>	<b>62,500</b>	<b>62,500</b>	<b>62,500</b>	<b>62,500</b>	<b>62,500</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Human Resources	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	143,300	152,600	159,600	165,300	170,700	175,200
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	9,800	9,200	9,200	9,200	9,200	9,200
Third Party Payments	17,000	17,000	17,000	17,000	17,000	17,000
Transfer Payments	700	700	700	700	700	700
Transport	1,500	1,500	1,500	1,500	1,500	1,500
<b>Total Expenditure</b>	<b>172,300</b>	<b>181,000</b>	<b>188,000</b>	<b>193,700</b>	<b>199,100</b>	<b>203,600</b>
<b>Net Total</b>	<b>172,300</b>	<b>181,000</b>	<b>188,000</b>	<b>193,700</b>	<b>199,100</b>	<b>203,600</b>



APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Industrial Estates	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Premises	2,600	1,000	1,000	1,000	1,000	1,000
Supplies and Services	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>2,600</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Net Total</b>	<b>2,600</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Investment Interest	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	(10,500)	(10,500)	(3,900)	(1,700)	(1,700)
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>(10,500)</b>	<b>(10,500)</b>	<b>(3,900)</b>	<b>(1,700)</b>	<b>(1,700)</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>	<b>0</b>	<b>(10,500)</b>	<b>(10,500)</b>	<b>(3,900)</b>	<b>(1,700)</b>	<b>(1,700)</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Legal Services	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(5,100)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(5,100)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	0	(128,700)	(128,700)	(128,700)	(128,700)	(128,700)
Third Party Payments	135,800	138,700	138,700	138,700	138,700	138,700
Transfer Payments	0	0	0	0	0	0
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>135,800</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Net Total</b>	<b>130,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Local Tax Collection	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	(127,400)	(105,800)	(105,800)	(105,800)	(105,800)	(105,800)
Interest	0	0	0	0	0	0
Other Grants and Contributions	(157,600)	(157,600)	(157,600)	(157,600)	(157,600)	(157,600)
<b>Total Income</b>	<b>(285,000)</b>	<b>(263,400)</b>	<b>(263,400)</b>	<b>(263,400)</b>	<b>(263,400)</b>	<b>(263,400)</b>
<b>Expenditure</b>						
Employees	319,600	336,500	352,500	367,500	383,800	395,100
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	148,000	86,200	86,200	86,200	86,200	86,200
Third Party Payments	74,300	75,300	75,300	75,300	75,300	75,300
Transfer Payments	34,100	200	200	200	200	200
Transport	3,200	2,300	2,300	2,300	2,300	2,300
<b>Total Expenditure</b>	<b>579,200</b>	<b>500,500</b>	<b>516,500</b>	<b>531,500</b>	<b>547,800</b>	<b>559,100</b>
<b>Net Total</b>	<b>294,200</b>	<b>237,100</b>	<b>253,100</b>	<b>268,100</b>	<b>284,400</b>	<b>295,700</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Precepts	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	310,000	331,700	331,700	331,700	331,700	331,700
Third Party Payments	0	0	0	0	0	0
Transfer Payments	177,000	177,000	177,000	177,000	177,000	177,000
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>487,000</b>	<b>508,700</b>	<b>508,700</b>	<b>508,700</b>	<b>508,700</b>	<b>508,700</b>
<b>Net Total</b>	<b>487,000</b>	<b>508,700</b>	<b>508,700</b>	<b>508,700</b>	<b>508,700</b>	<b>508,700</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Property Services	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(2,600)	(1,600)	(1,600)	(1,600)	(1,600)	(1,600)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	(8,500)	(8,500)	(8,500)	(8,500)	(8,500)	(8,500)
<b>Total Income</b>	<b>(11,100)</b>	<b>(10,100)</b>	<b>(10,100)</b>	<b>(10,100)</b>	<b>(10,100)</b>	<b>(10,100)</b>
<b>Expenditure</b>						
Employees	148,900	137,900	141,700	145,800	149,800	154,000
Interest	0	0	0	0	0	0
Premises	29,300	37,200	33,300	29,400	29,500	29,600
Supplies and Services	8,200	25,200	25,200	25,200	25,200	25,200
Third Party Payments	20,000	20,000	20,000	20,000	20,000	20,000
Transfer Payments	0	0	0	0	0	0
Transport	5,200	4,800	4,800	4,800	4,800	4,800
<b>Total Expenditure</b>	<b>211,600</b>	<b>225,100</b>	<b>225,000</b>	<b>225,200</b>	<b>229,300</b>	<b>233,600</b>
<b>Net Total</b>	<b>200,500</b>	<b>215,000</b>	<b>214,900</b>	<b>215,100</b>	<b>219,200</b>	<b>223,500</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Register of Electors	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(9,500)	(9,500)	(9,500)	(9,500)	(9,500)	(9,500)
Government Grants	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Interest	0	0	0	0	0	0
Other Grants and Contributions	(6,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
<b>Total Income</b>	<b>(15,500)</b>	<b>(26,500)</b>	<b>(26,500)</b>	<b>(26,500)</b>	<b>(26,500)</b>	<b>(26,500)</b>
<b>Expenditure</b>						
Employees	42,100	62,800	64,600	66,400	68,200	70,100
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	36,000	52,500	52,500	52,500	52,500	52,500
Third Party Payments	29,200	11,200	11,200	11,200	11,200	11,200
Transfer Payments	0	0	0	0	0	0
Transport	500	700	700	700	700	700
<b>Total Expenditure</b>	<b>107,800</b>	<b>127,200</b>	<b>129,000</b>	<b>130,800</b>	<b>132,600</b>	<b>134,500</b>
<b>Net Total</b>	<b>92,300</b>	<b>100,700</b>	<b>102,500</b>	<b>104,300</b>	<b>106,100</b>	<b>108,000</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Support Services-Admin	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	258,600	244,000	252,100	259,300	266,300	273,400
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	116,200	15,400	15,400	15,400	15,400	15,400
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	2,200	2,200	2,200	2,200	2,200	2,200
<b>Total Expenditure</b>	<b>377,000</b>	<b>261,600</b>	<b>269,700</b>	<b>276,900</b>	<b>283,900</b>	<b>291,000</b>
<b>Net Total</b>	<b>377,000</b>	<b>261,600</b>	<b>269,700</b>	<b>276,900</b>	<b>283,900</b>	<b>291,000</b>



APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Support Services-Purchasing	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	45,000	45,800	46,600	47,800	49,200	50,600
Interest	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	7,800	3,200	3,200	3,200	3,200	3,200
Third Party Payments	37,800	37,800	37,800	37,800	37,800	37,800
Transfer Payments	0	0	0	0	0	0
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>90,600</b>	<b>86,800</b>	<b>87,600</b>	<b>88,800</b>	<b>90,200</b>	<b>91,600</b>
<b>Net Total</b>	<b>90,600</b>	<b>86,800</b>	<b>87,600</b>	<b>88,800</b>	<b>90,200</b>	<b>91,600</b>

## APPENDIX C

**Prosperous Communities Income and Expenditure Budgets  
(excluding Capital Charges and Recharges)**

Prosperous Communities	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(1,724,700)	(2,361,700)	(2,265,100)	(2,109,700)	(2,146,000)	(2,182,900)
Government Grants	0	(30,000)	0	0	0	0
Interest	(100)	(100)	(100)	(100)	(100)	(100)
Other Grants and Contributions	(89,200)	(185,900)	(65,900)	(133,900)	(133,900)	(133,900)
<b>Total Income</b>	<b>(1,814,000)</b>	<b>(2,577,700)</b>	<b>(2,331,100)</b>	<b>(2,243,700)</b>	<b>(2,280,000)</b>	<b>(2,316,900)</b>
<b>Expenditure</b>						
Employees	4,367,400	4,487,700	4,553,500	4,615,800	4,736,600	4,861,400
Premises	644,700	528,300	451,600	459,500	468,000	477,000
Supplies and Services	569,100	667,200	642,300	642,300	642,300	642,300
Third Party Payments	771,200	909,200	865,400	793,000	799,700	811,600
Transfer Payments	99,800	64,100	64,100	64,100	64,100	64,100
Transport	1,086,700	821,200	863,200	836,300	857,300	855,400
<b>Total Expenditure</b>	<b>7,538,900</b>	<b>7,477,700</b>	<b>7,440,100</b>	<b>7,411,000</b>	<b>7,568,000</b>	<b>7,711,800</b>
<b>Net Total</b>	<b>5,724,900</b>	<b>4,900,000</b>	<b>5,109,000</b>	<b>5,167,300</b>	<b>5,288,000</b>	<b>5,394,900</b>

Business Unit	2014/15 Base Budget £	2015/16 Base Budget £	2016/17 Base Budget £	2017/18 Base Budget £	2018/19 Base Budget £	2019/20 Base Budget £
Building Control	57,700	62,600	64,200	66,100	67,300	68,900
Car Parks	189,100	(23,800)	(91,500)	(97,000)	(99,900)	(103,000)
Cemeteries	33,900	50,200	50,300	50,400	50,500	50,600
Choosing Health	0	0	0	0	0	0
Commercial Properties and Town Centre Management	(186,600)	(234,600)	(273,800)	(273,600)	(273,400)	(273,200)
Community Development Grants	0	0	0	0	0	0
Community Safety	528,300	473,800	487,300	497,900	508,800	520,200
Culture - YASIG	0	0	0	0	0	0
Culture & Heritage - Arts	120,000	151,400	154,900	109,100	112,300	115,700
Development Control	32,100	(244,700)	(88,200)	108,400	112,500	116,900
Economic Development	254,900	339,900	346,100	352,500	359,100	351,000
Env Init - Conservation	17,300	8,800	9,000	9,200	9,500	9,700
Env Init - Sustainable Development	39,400	40,900	41,900	43,000	44,000	45,100
Environment Protection	232,000	116,300	119,700	122,900	126,400	129,600
Environmental	6,000	7,800	7,800	7,800	7,800	7,800
Food Safety	126,800	127,600	131,700	135,200	138,700	142,300
General Grants etc	247,500	257,800	188,400	166,600	166,600	166,600
Health and Safety	60,100	64,900	67,500	69,100	70,600	72,200
Homelessness/ Housing Advice	294,000	285,600	262,500	267,400	272,200	277,200
Housing Advances & RSL Support	1,100	1,000	1,000	1,000	1,000	1,000
Housing Strategy	241,400	211,900	214,100	216,400	218,500	240,800
Licenses - Community	(35,200)	(37,200)	(34,800)	(35,900)	(37,000)	(38,200)
Local Land Charges	(41,600)	(19,900)	(20,900)	(21,900)	(23,100)	(24,300)
Open Spaces - BCTV	29,000	29,000	29,000	29,000	29,000	29,000
Open Spaces - Parks	50,600	59,800	59,800	59,800	59,800	59,800
Open Spaces - Wolds	26,600	22,300	22,400	22,400	22,600	22,800
Other Council Properties	(5,200)	(6,700)	(6,600)	(6,500)	(6,400)	(6,300)
Other Planning	131,300	213,700	171,100	136,600	136,600	136,600
Parish Lighting	44,200	46,700	49,900	53,500	57,400	61,700
Planning Policy - Forward Planning	91,300	70,200	93,200	65,200	66,800	68,600
planning policy - support	0	0	0	0	0	0
Primary Care Trust	0	0	0	0	0	0
Private Sector Housing Renewal	104,300	129,700	166,100	170,500	174,800	179,300
Public Conveniences	65,600	65,100	66,800	68,500	70,300	72,200
Public Transport	35,000	35,000	35,000	35,000	35,000	35,000
Recreation and Sport	347,700	349,300	349,500	357,000	364,800	372,800
Regeneration & Skills Development	0	0	0	0	0	0
Street Cleansing	475,200	449,200	458,200	466,100	483,000	488,700
Tourism	27,400	27,800	28,500	29,300	30,000	30,800
Town Centre Markets	10,400	25,800	16,800	18,200	19,700	21,700
Waste Management	2,037,600	1,742,800	1,932,100	1,868,100	1,912,200	1,945,300
Welfare Services	35,700	0	0	0	0	0

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Building Control	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(216,500)	(216,600)	(221,800)	(227,100)	(232,600)	(238,200)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(216,500)</b>	<b>(216,600)</b>	<b>(221,800)</b>	<b>(227,100)</b>	<b>(232,600)</b>	<b>(238,200)</b>
<b>Expenditure</b>						
Employees	235,200	244,900	251,700	258,900	265,600	272,800
Premises	0	0	0	0	0	0
Supplies and Services	19,800	15,100	15,100	15,100	15,100	15,100
Third Party Payments	5,000	5,000	5,000	5,000	5,000	5,000
Transfer Payments	0	0	0	0	0	0
Transport	14,200	14,200	14,200	14,200	14,200	14,200
<b>Total Expenditure</b>	<b>274,200</b>	<b>279,200</b>	<b>286,000</b>	<b>293,200</b>	<b>299,900</b>	<b>307,100</b>
<b>Net Total</b>						
	<b>57,700</b>	<b>62,600</b>	<b>64,200</b>	<b>66,100</b>	<b>67,300</b>	<b>68,900</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Car Parks	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(211,800)	(190,400)	(174,700)	(178,900)	(183,200)	(187,600)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(211,800)</b>	<b>(190,400)</b>	<b>(174,700)</b>	<b>(178,900)</b>	<b>(183,200)</b>	<b>(187,600)</b>
<b>Expenditure</b>						
Employees	0	17,300	17,700	18,200	18,700	19,100
Premises	363,900	119,500	36,400	37,300	38,200	39,100
Supplies and Services	8,500	6,100	5,400	5,400	5,400	5,400
Third Party Payments	27,500	22,700	22,700	20,000	20,000	20,000
Transfer Payments	0	0	0	0	0	0
Transport	1,000	1,000	1,000	1,000	1,000	1,000
<b>Total Expenditure</b>	<b>400,900</b>	<b>166,600</b>	<b>83,200</b>	<b>81,900</b>	<b>83,300</b>	<b>84,600</b>
<b>Net Total</b>	<b>189,100</b>	<b>(23,800)</b>	<b>(91,500)</b>	<b>(97,000)</b>	<b>(99,900)</b>	<b>(103,000)</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Cemeteries	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(2,300)	(2,700)	(2,700)	(2,700)	(2,700)	(2,700)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(2,300)</b>	<b>(2,700)</b>	<b>(2,700)</b>	<b>(2,700)</b>	<b>(2,700)</b>	<b>(2,700)</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Premises	35,800	52,500	52,600	52,700	52,800	52,900
Supplies and Services	400	400	400	400	400	400
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>36,200</b>	<b>52,900</b>	<b>53,000</b>	<b>53,100</b>	<b>53,200</b>	<b>53,300</b>
<b>Net Total</b>	<b>33,900</b>	<b>50,200</b>	<b>50,300</b>	<b>50,400</b>	<b>50,500</b>	<b>50,600</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Community Safety	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(1,500)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
<b>Total Income</b>	<b>(1,500)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>
<b>Expenditure</b>						
Employees	417,100	363,000	376,500	387,100	398,000	409,400
Premises	0	700	700	700	700	700
Supplies and Services	93,600	93,700	93,700	93,700	93,700	93,700
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	19,100	19,500	19,500	19,500	19,500	19,500
<b>Total Expenditure</b>	<b>529,800</b>	<b>476,900</b>	<b>490,400</b>	<b>501,000</b>	<b>511,900</b>	<b>523,300</b>
<b>Net Total</b>	<b>528,300</b>	<b>473,800</b>	<b>487,300</b>	<b>497,900</b>	<b>508,800</b>	<b>520,200</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Culture & Heritage - Arts	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(85,000)	(99,300)	(99,500)	(99,700)	(99,900)	(100,100)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(85,000)</b>	<b>(99,300)</b>	<b>(99,500)</b>	<b>(99,700)</b>	<b>(99,900)</b>	<b>(100,100)</b>
<b>Expenditure</b>						
Employees	59,900	90,900	93,000	65,700	67,200	68,800
Premises	55,100	53,500	55,100	56,800	58,700	60,700
Supplies and Services	89,400	85,700	85,700	85,700	85,700	85,700
Third Party Payments	0	20,000	20,000	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	600	600	600	600	600	600
<b>Total Expenditure</b>	<b>205,000</b>	<b>250,700</b>	<b>254,400</b>	<b>208,800</b>	<b>212,200</b>	<b>215,800</b>
<b>Net Total</b>	<b>120,000</b>	<b>151,400</b>	<b>154,900</b>	<b>109,100</b>	<b>112,300</b>	<b>115,700</b>



APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Development Control	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(521,600)	(920,000)	(784,100)	(607,800)	(622,400)	(637,300)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(521,600)</b>	<b>(920,000)</b>	<b>(784,100)</b>	<b>(607,800)</b>	<b>(622,400)</b>	<b>(637,300)</b>
<b>Expenditure</b>						
Employees	517,500	549,100	569,700	590,000	608,700	628,000
Premises	0	0	0	0	0	0
Supplies and Services	9,300	103,700	103,700	103,700	103,700	103,700
Third Party Payments	12,000	10,000	10,000	10,000	10,000	10,000
Transfer Payments	0	0	0	0	0	0
Transport	14,900	12,500	12,500	12,500	12,500	12,500
<b>Total Expenditure</b>	<b>553,700</b>	<b>675,300</b>	<b>695,900</b>	<b>716,200</b>	<b>734,900</b>	<b>754,200</b>
<b>Net Total</b>	<b>32,100</b>	<b>(244,700)</b>	<b>(88,200)</b>	<b>108,400</b>	<b>112,500</b>	<b>116,900</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Economic Development	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	220,500	295,100	301,300	307,700	314,300	321,200
Premises	0	0	0	0	0	0
Supplies and Services	5,900	1,900	1,900	1,900	1,900	1,900
Third Party Payments	0	15,000	15,000	15,000	15,000	0
Transfer Payments	23,900	23,900	23,900	23,900	23,900	23,900
Transport	4,600	4,000	4,000	4,000	4,000	4,000
<b>Total Expenditure</b>	<b>254,900</b>	<b>339,900</b>	<b>346,100</b>	<b>352,500</b>	<b>359,100</b>	<b>351,000</b>
<b>Net Total</b>	<b>254,900</b>	<b>339,900</b>	<b>346,100</b>	<b>352,500</b>	<b>359,100</b>	<b>351,000</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Env Initiatives - Conservation	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	16,400	7,900	8,100	8,300	8,600	8,800
Premises	0	0	0	0	0	0
Supplies and Services	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	900	900	900	900	900	900
<b>Total Expenditure</b>	<b>17,300</b>	<b>8,800</b>	<b>9,000</b>	<b>9,200</b>	<b>9,500</b>	<b>9,700</b>
<b>Net Total</b>	<b>17,300</b>	<b>8,800</b>	<b>9,000</b>	<b>9,200</b>	<b>9,500</b>	<b>9,700</b>

The following tables detail Business Unit Income and Expenditure Budgets

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Env Initiatives - Sustainable Development	Base Budget	Base Budget	Base Budget	Base Budget	Base Budget	Base Budget
	14/15 £	15/16 £	16/17 £	17/18 £	18/19 £	19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	33,900	35,600	36,600	37,700	38,700	39,800
Premises	0	0	0	0	0	0
Supplies and Services	4,000	3,800	3,800	3,800	3,800	3,800
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	1,500	1,500	1,500	1,500	1,500	1,500
<b>Total Expenditure</b>	<b>39,400</b>	<b>40,900</b>	<b>41,900</b>	<b>43,000</b>	<b>44,000</b>	<b>45,100</b>
<b>Net Total</b>	<b>39,400</b>	<b>40,900</b>	<b>41,900</b>	<b>43,000</b>	<b>44,000</b>	<b>45,100</b>

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The following tables detail Business Unit Income and Expenditure Budgets

Environment Protection	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(10,800)	(10,800)	(10,800)	(10,800)	(10,800)	(10,800)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	(500)	(500)	(500)	(500)	(500)	(500)
<b>Total Income</b>	<b>(11,300)</b>	<b>(11,300)</b>	<b>(11,300)</b>	<b>(11,300)</b>	<b>(11,300)</b>	<b>(11,300)</b>
<b>Expenditure</b>						
Employees	222,800	110,000	113,400	116,600	120,100	123,300
Premises	500	500	500	500	500	500
Supplies and Services	7,300	5,700	5,700	5,700	5,700	5,700
Third Party Payments	4,000	4,000	4,000	4,000	4,000	4,000
Transfer Payments	0	0	0	0	0	0
Transport	8,700	7,400	7,400	7,400	7,400	7,400
<b>Total Expenditure</b>	<b>243,300</b>	<b>127,600</b>	<b>131,000</b>	<b>134,200</b>	<b>137,700</b>	<b>140,900</b>
<b>Net Total</b>	<b>232,000</b>	<b>116,300</b>	<b>119,700</b>	<b>122,900</b>	<b>126,400</b>	<b>129,600</b>

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The following tables detail Business Unit Income and Expenditure Budgets

Environmental	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Premises	6,000	7,800	7,800	7,800	7,800	7,800
Supplies and Services	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>6,000</b>	<b>7,800</b>	<b>7,800</b>	<b>7,800</b>	<b>7,800</b>	<b>7,800</b>
<b>Net Total</b>	<b>6,000</b>	<b>7,800</b>	<b>7,800</b>	<b>7,800</b>	<b>7,800</b>	<b>7,800</b>

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The following tables detail Business Unit Income and Expenditure Budgets

Food Safety	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(600)	(600)	(600)	(600)	(600)	(600)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>
<b>Expenditure</b>						
Employees	117,300	119,700	123,800	127,300	130,800	134,400
Premises	0	0	0	0	0	0
Supplies and Services	3,100	1,500	1,500	1,500	1,500	1,500
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	7,000	7,000	7,000	7,000	7,000	7,000
<b>Total Expenditure</b>	<b>127,400</b>	<b>128,200</b>	<b>132,300</b>	<b>135,800</b>	<b>139,300</b>	<b>142,900</b>
<b>Net Total</b>	<b>126,800</b>	<b>127,600</b>	<b>131,700</b>	<b>135,200</b>	<b>138,700</b>	<b>142,300</b>

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The following tables detail Business Unit Income and Expenditure Budgets

General Grants	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	82,300	20,600	1,400	1,400	1,400	1,400
Third Party Payments	157,200	229,200	179,000	157,200	157,200	157,200
Transfer Payments	8,000	8,000	8,000	8,000	8,000	8,000
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>247,500</b>	<b>257,800</b>	<b>188,400</b>	<b>166,600</b>	<b>166,600</b>	<b>166,600</b>
<b>Net Total</b>	<b>247,500</b>	<b>257,800</b>	<b>188,400</b>	<b>166,600</b>	<b>166,600</b>	<b>166,600</b>



APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Health and Safety	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	57,700	63,000	65,600	67,200	68,700	70,300
Premises	0	0	0	0	0	0
Supplies and Services	1,100	600	600	600	600	600
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	1,300	1,300	1,300	1,300	1,300	1,300
<b>Total Expenditure</b>	<b>60,100</b>	<b>64,900</b>	<b>67,500</b>	<b>69,100</b>	<b>70,600</b>	<b>72,200</b>
<b>Net Total</b>						
	<b>60,100</b>	<b>64,900</b>	<b>67,500</b>	<b>69,100</b>	<b>70,600</b>	<b>72,200</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Homelessness / Housing Advice	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	(27,000)	(23,000)	(23,000)	(23,000)	(23,000)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>(27,000)</b>	<b>(23,000)</b>	<b>(23,000)</b>	<b>(23,000)</b>	<b>(23,000)</b>
<b>Expenditure</b>						
Employees	197,900	228,100	201,000	205,900	210,700	215,700
Premises	0	0	0	0	0	0
Supplies and Services	15,500	10,400	10,400	10,400	10,400	10,400
Third Party Payments	74,600	68,600	68,600	68,600	68,600	68,600
Transfer Payments	0	0	0	0	0	0
Transport	6,000	5,500	5,500	5,500	5,500	5,500
<b>Total Expenditure</b>	<b>294,000</b>	<b>312,600</b>	<b>285,500</b>	<b>290,400</b>	<b>295,200</b>	<b>300,200</b>
<b>Net Total</b>	<b>294,000</b>	<b>285,600</b>	<b>262,500</b>	<b>267,400</b>	<b>272,200</b>	<b>277,200</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Housing Advances & RSL Support	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	(100)	(100)	(100)	(100)	(100)	(100)
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Premises	100	0	0	0	0	0
Supplies and Services	0	0	0	0	0	0
Third Party Payments	1,100	1,100	1,100	1,100	1,100	1,100
Transfer Payments	0	0	0	0	0	0
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>1,200</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>
<b>Net Total</b>						
	<b>1,100</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Housing Strategy	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	(10,000)	(10,200)	(10,400)	(10,600)	(10,900)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>(10,000)</b>	<b>(10,200)</b>	<b>(10,400)</b>	<b>(10,600)</b>	<b>(10,900)</b>
<b>Expenditure</b>						
Employees	197,300	157,900	160,300	162,800	165,100	167,700
Premises	0	0	0	0	0	0
Supplies and Services	4,100	26,500	26,500	26,500	26,500	26,500
Third Party Payments	35,000	35,000	35,000	35,000	35,000	55,000
Transfer Payments	0	0	0	0	0	0
Transport	5,000	2,500	2,500	2,500	2,500	2,500
<b>Total Expenditure</b>	<b>241,400</b>	<b>221,900</b>	<b>224,300</b>	<b>226,800</b>	<b>229,100</b>	<b>251,700</b>
<b>Net Total</b>	<b>241,400</b>	<b>211,900</b>	<b>214,100</b>	<b>216,400</b>	<b>218,500</b>	<b>240,800</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Licences - Community	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(127,300)	(141,500)	(144,800)	(148,200)	(151,800)	(155,400)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	(4,800)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
<b>Total Income</b>	<b>(132,100)</b>	<b>(149,500)</b>	<b>(152,800)</b>	<b>(156,200)</b>	<b>(159,800)</b>	<b>(163,400)</b>
<b>Expenditure</b>						
Employees	80,800	82,500	88,200	90,500	93,000	95,400
Premises	0	0	0	0	0	0
Supplies and Services	13,200	26,900	26,900	26,900	26,900	26,900
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	2,900	2,900	2,900	2,900	2,900	2,900
<b>Total Expenditure</b>	<b>96,900</b>	<b>112,300</b>	<b>118,000</b>	<b>120,300</b>	<b>122,800</b>	<b>125,200</b>
<b>Net Total</b>	<b>(35,200)</b>	<b>(37,200)</b>	<b>(34,800)</b>	<b>(35,900)</b>	<b>(37,000)</b>	<b>(38,200)</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Local Land Charges	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(125,000)	(125,000)	(128,000)	(131,100)	(134,300)	(137,500)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>(128,000)</b>	<b>(131,100)</b>	<b>(134,300)</b>	<b>(137,500)</b>
<b>Expenditure</b>						
Employees	53,500	74,800	76,800	78,900	80,900	82,900
Premises	0	0	0	0	0	0
Supplies and Services	2,100	2,300	2,300	2,300	2,300	2,300
Third Party Payments	27,500	27,500	27,500	27,500	27,500	27,500
Transfer Payments	0	0	0	0	0	0
Transport	300	500	500	500	500	500
<b>Total Expenditure</b>	<b>83,400</b>	<b>105,100</b>	<b>107,100</b>	<b>109,200</b>	<b>111,200</b>	<b>113,200</b>
<b>Net Total</b>	<b>(41,600)</b>	<b>(19,900)</b>	<b>(20,900)</b>	<b>(21,900)</b>	<b>(23,100)</b>	<b>(24,300)</b>



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The following tables detail Business Unit Income and Expenditure Budgets

Open Spaces-Parks	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>(1,000)</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Premises	34,800	43,000	43,000	43,000	43,000	43,000
Supplies and Services	16,800	17,800	17,800	17,800	17,800	17,800
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>51,600</b>	<b>60,800</b>	<b>60,800</b>	<b>60,800</b>	<b>60,800</b>	<b>60,800</b>
<b>Net Total</b>	<b>50,600</b>	<b>59,800</b>	<b>59,800</b>	<b>59,800</b>	<b>59,800</b>	<b>59,800</b>



APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Open Spaces-Wolds	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	8,200	3,900	4,000	4,000	4,200	4,400
Premises	0	0	0	0	0	0
Supplies and Services	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0
Transfer Payments	17,900	17,900	17,900	17,900	17,900	17,900
Transport	500	500	500	500	500	500
<b>Total Expenditure</b>	<b>26,600</b>	<b>22,300</b>	<b>22,400</b>	<b>22,400</b>	<b>22,600</b>	<b>22,800</b>
<b>Net Total</b>						
	<b>26,600</b>	<b>22,300</b>	<b>22,400</b>	<b>22,400</b>	<b>22,600</b>	<b>22,800</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Other Council Properties	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(7,500)	(17,400)	(17,400)	(17,400)	(17,400)	(17,400)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(7,500)</b>	<b>(17,400)</b>	<b>(17,400)</b>	<b>(17,400)</b>	<b>(17,400)</b>	<b>(17,400)</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Premises	2,300	7,100	7,200	7,300	7,400	7,500
Supplies and Services	0	3,600	3,600	3,600	3,600	3,600
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>2,300</b>	<b>10,700</b>	<b>10,800</b>	<b>10,900</b>	<b>11,000</b>	<b>11,100</b>
<b>Net Total</b>	<b>(5,200)</b>	<b>(6,700)</b>	<b>(6,600)</b>	<b>(6,500)</b>	<b>(6,400)</b>	<b>(6,300)</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Other Planning	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	0	42,600	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	0	0	0	0	0	0
Third Party Payments	131,300	171,100	171,100	136,600	136,600	136,600
Transfer Payments	0	0	0	0	0	0
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>131,300</b>	<b>213,700</b>	<b>171,100</b>	<b>136,600</b>	<b>136,600</b>	<b>136,600</b>
<b>Net Total</b>	<b>131,300</b>	<b>213,700</b>	<b>171,100</b>	<b>136,600</b>	<b>136,600</b>	<b>136,600</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Parish Lighting	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Premises	29,900	32,400	35,600	39,200	43,100	47,400
Supplies and Services	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0
Transfer Payments	14,300	14,300	14,300	14,300	14,300	14,300
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>44,200</b>	<b>46,700</b>	<b>49,900</b>	<b>53,500</b>	<b>57,400</b>	<b>61,700</b>
<b>Net Total</b>						
	<b>44,200</b>	<b>46,700</b>	<b>49,900</b>	<b>53,500</b>	<b>57,400</b>	<b>61,700</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Planning Policy-Forward Planning	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	(30,000)	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>(30,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	86,400	95,700	88,700	60,700	62,300	64,100
Premises	0	0	0	0	0	0
Supplies and Services	1,200	800	800	800	800	800
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	3,700	3,700	3,700	3,700	3,700	3,700
<b>Total Expenditure</b>	<b>91,300</b>	<b>100,200</b>	<b>93,200</b>	<b>65,200</b>	<b>66,800</b>	<b>68,600</b>
<b>Net Total</b>						
	<b>91,300</b>	<b>70,200</b>	<b>93,200</b>	<b>65,200</b>	<b>66,800</b>	<b>68,600</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Private Sector Housing Renewal	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	(7,200)	(5,500)	(5,600)	(5,700)	(5,800)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>(7,200)</b>	<b>(5,500)</b>	<b>(5,600)</b>	<b>(5,700)</b>	<b>(5,800)</b>
<b>Expenditure</b>						
Employees	97,800	127,100	161,800	166,300	170,700	175,300
Premises	0	0	0	0	0	0
Supplies and Services	1,100	3,400	3,400	3,400	3,400	3,400
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	5,400	6,400	6,400	6,400	6,400	6,400
<b>Total Expenditure</b>	<b>104,300</b>	<b>136,900</b>	<b>171,600</b>	<b>176,100</b>	<b>180,500</b>	<b>185,100</b>
<b>Net Total</b>	<b>104,300</b>	<b>129,700</b>	<b>166,100</b>	<b>170,500</b>	<b>174,800</b>	<b>179,300</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Public Conveniences	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	34,900	36,100	37,000	37,900	38,800	39,800
Premises	28,200	26,800	27,600	28,400	29,300	30,200
Supplies and Services	2,500	2,200	2,200	2,200	2,200	2,200
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>65,600</b>	<b>65,100</b>	<b>66,800</b>	<b>68,500</b>	<b>70,300</b>	<b>72,200</b>
<b>Net Total</b>	<b>65,600</b>	<b>65,100</b>	<b>66,800</b>	<b>68,500</b>	<b>70,300</b>	<b>72,200</b>





APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Recreation and Sport	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	40,800	42,400	36,200	37,100	38,200	39,300
Premises	37,400	39,000	39,000	39,000	39,000	39,000
Supplies and Services	3,200	1,600	1,600	1,600	1,600	1,600
Third Party Payments	266,000	266,000	272,400	279,000	285,700	292,600
Transfer Payments	0	0	0	0	0	0
Transport	300	300	300	300	300	300
<b>Total Expenditure</b>	<b>347,700</b>	<b>349,300</b>	<b>349,500</b>	<b>357,000</b>	<b>364,800</b>	<b>372,800</b>
<b>Net Total</b>	<b>347,700</b>	<b>349,300</b>	<b>349,500</b>	<b>357,000</b>	<b>364,800</b>	<b>372,800</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Street Cleansing	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(23,800)	(30,300)	(31,000)	(31,700)	(32,400)	(33,100)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
<b>Total Income</b>	<b>(43,800)</b>	<b>(50,300)</b>	<b>(51,000)</b>	<b>(51,700)</b>	<b>(52,400)</b>	<b>(53,100)</b>
<b>Expenditure</b>						
Employees	310,500	315,100	323,300	331,600	340,400	349,300
Premises	2,500	2,500	2,500	2,500	2,500	2,500
Supplies and Services	32,200	31,800	31,800	31,800	31,800	31,800
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	173,800	150,100	151,600	151,900	160,700	158,200
<b>Total Expenditure</b>	<b>519,000</b>	<b>499,500</b>	<b>509,200</b>	<b>517,800</b>	<b>535,400</b>	<b>541,800</b>
<b>Net Total</b>	<b>475,200</b>	<b>449,200</b>	<b>458,200</b>	<b>466,100</b>	<b>483,000</b>	<b>488,700</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Tourism	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	25,900	26,400	27,100	27,900	28,600	29,400
Premises	0	0	0	0	0	0
Supplies and Services	200	100	100	100	100	100
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	1,300	1,300	1,300	1,300	1,300	1,300
<b>Total Expenditure</b>	<b>27,400</b>	<b>27,800</b>	<b>28,500</b>	<b>29,300</b>	<b>30,000</b>	<b>30,800</b>
<b>Net Total</b>	<b>27,400</b>	<b>27,800</b>	<b>28,500</b>	<b>29,300</b>	<b>30,000</b>	<b>30,800</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Commercial Properties and Town Centre Management	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(214,700)	(386,100)	(425,600)	(425,700)	(425,800)	(425,900)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	(13,900)	(18,400)	(18,400)	(18,400)	(18,400)	(18,400)
<b>Total Income</b>	<b>(228,600)</b>	<b>(404,500)</b>	<b>(444,000)</b>	<b>(444,100)</b>	<b>(444,200)</b>	<b>(444,300)</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Premises	39,700	136,000	136,300	136,600	136,900	137,200
Supplies and Services	2,300	33,900	33,900	33,900	33,900	33,900
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>42,000</b>	<b>169,900</b>	<b>170,200</b>	<b>170,500</b>	<b>170,800</b>	<b>171,100</b>
<b>Net Total</b>	<b>(186,600)</b>	<b>(234,600)</b>	<b>(273,800)</b>	<b>(273,600)</b>	<b>(273,400)</b>	<b>(273,200)</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Town Centre Markets	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(67,500)	(62,500)	(69,100)	(70,700)	(72,400)	(74,100)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>(67,500)</b>	<b>(62,500)</b>	<b>(69,100)</b>	<b>(70,700)</b>	<b>(72,400)</b>	<b>(74,100)</b>
<b>Expenditure</b>						
Employees	63,100	62,400	64,700	67,300	70,100	73,400
Premises	7,500	6,300	6,600	7,000	7,400	7,800
Supplies and Services	3,200	15,500	10,500	10,500	10,500	10,500
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Transport	4,100	4,100	4,100	4,100	4,100	4,100
<b>Total Expenditure</b>	<b>77,900</b>	<b>88,300</b>	<b>85,900</b>	<b>88,900</b>	<b>92,100</b>	<b>95,800</b>
<b>Net Total</b>	<b>10,400</b>	<b>25,800</b>	<b>16,800</b>	<b>18,200</b>	<b>19,700</b>	<b>21,700</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Waste Management	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	(106,800)	(110,200)	(112,200)	(114,200)	(116,300)	(118,400)
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	(50,000)	(138,000)	(18,000)	(86,000)	(86,000)	(86,000)
<b>Total Income</b>	<b>(156,800)</b>	<b>(248,200)</b>	<b>(130,200)</b>	<b>(200,200)</b>	<b>(202,300)</b>	<b>(204,400)</b>
<b>Expenditure</b>						
Employees	1,272,000	1,296,200	1,327,000	1,360,200	1,394,200	1,428,800
Premises	1,000	700	700	700	700	700
Supplies and Services	111,800	116,600	116,600	116,600	116,600	116,600
Third Party Payments	0	4,000	4,000	4,000	4,000	4,000
Transfer Payments	0	0	0	0	0	0
Transport	809,600	573,500	614,000	586,800	599,000	599,600
<b>Total Expenditure</b>	<b>2,194,400</b>	<b>1,991,000</b>	<b>2,062,300</b>	<b>2,068,300</b>	<b>2,114,500</b>	<b>2,149,700</b>
<b>Net Total</b>	<b>2,037,600</b>	<b>1,742,800</b>	<b>1,932,100</b>	<b>1,868,100</b>	<b>1,912,200</b>	<b>1,945,300</b>

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Welfare Services	Base Budget 14/15 £	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £
<b>Income</b>						
Customer and Client Receipts	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	0	0	0	0	0	0
Premises	0	0	0	0	0	0
Supplies and Services	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0
Transfer Payments	35,700	0	0	0	0	0
Transport	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>35,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>	<b>35,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **INVESTMENT STRATEGY 2015/16 – 2019/20**

### **1. Introduction**

The Investment Strategy provides a framework to ensure both revenue and capital investment decisions contribute to the achievement of the Council's priorities and objectives as set out in the Corporate Plan.

The strategy defines how the capital programme is to be formulated, and it identifies issues and options that influence revenue and capital spending, and sets out how the resources will be managed.

The Strategy will enable the Council's vision and ambitions to be reflected in the investment programme over the medium term.

Key elements of the strategy;

- Ensures investments meet our Corporate Plan objectives
- Incorporates the requirements of the Asset Management Plan
- Enables the development of an Investment Programme over the medium term (5 years)
- Provides a framework which will identify priorities for the use of resources for investment.
- Ensures decisions are based on sound business cases.
- Links to the Treasury Management Strategy ensuring an affordable and sustainable Investment Programme and within the limitations of Prudential Indicators.
- Informs the Budget Strategy by identifying the revenue impacts of investment decisions.
- Incorporates an annual review to ensure the programme still meets our priorities.
- Considers opportunities for joint ventures/partnerships/co-production

### **2. Principles Supporting the Strategy**

#### **a) Strategy Principles**

- The investment programme will support the Council's strategic priorities. Therefore the investment programme will link to all key strategic planning documents: specifically the Corporate Plan and the Medium Term Financial Strategy.
- Schemes within the programme will be prioritised on an authority wide basis and the process of assessing investments, against specific criteria, will identify the relative importance of potential schemes.



- **Responsible Investing (RI)** - investing in opportunities that seek to generate both financial value and sustainable growth,
- **Socially responsible investing (SRI)**, also known as sustainable, socially conscious, "green" or ethical investing, is any investment strategy which seeks to consider both financial return and social good.

## b) Investment Policy

The Investment Strategy will be underpinned by a Physical Asset Investment Policy. The policy ***does not describe detailed operational investment activity but does describe the framework, and principal [underlying] considerations, which the Council will follow when reviewing and subsequently agreeing investment opportunities.*** It is designed to support the goals and objectives as outlined in the Corporate Plan, the general objectives of a UK public sector service provider and the very specific aims; goals and aspirations of the Council members; executive officers and their teams.

## c) Finance Principles

- The overarching principal is the commitment to achieve affordable investments over the longer term.
- To pursue all available external funding options and opportunities for leverage of external resources
- Value for money investment over full life cycle.
- Robust financial implications and appraisals are included within all Business Cases and Invest to Save/Earn scheme proposals and schemes are costed on a whole life basis.
- The development of partnerships, including the pursuit of shared services, joint ventures and community arrangements, where appropriate, to achieve the Council's investment aspirations and value for money.
- Monitoring and evaluation of approved schemes will form part of Progress and Delivery project monitoring reporting.
- Encourage community engagement by informing on priorities and consultation on proposals.

#### **d) Asset Management Principles**

The Asset Management Strategy (NB the Asset Management Strategy will be revised and updated in 2015)

- Define corporate policies and responsibilities relating to property asset management.
- Link property asset management strategies and investment plans to the Council's other strategic plans
- Carry out an assessment of the Council's accommodation needs based on its statutory functions, strategic aims, service delivery priorities and other objectives
- Assess the extent, type, condition, accessibility and performance of the existing stock to ensure that it is sufficient, suitable and "fit for purpose"
- Develop strategies for improving asset management and determine priorities for future investment in terms of maintenance and capital replacements
- Carry out an assessment of capital receipt opportunities
- To identify all significant factors which will influence or direct the asset management strategy, with particular emphasis on matters related to the Council policies, service requirements, changes in working practices and the requirements of Government policy, legislation and regulations.

### **3. Investment Priorities**

The Council's proposed Investment Programme 2015/16 will support the Corporate Plan's 5 key themes.

#### **Key Themes**

**Prosperous and enterprising District**

**An accessible and connected District**

**A green District where people want to live, work and visit**

**Active, and healthy citizens and communities**

**Organisational Transformation**

### **4. The Investment Strategy Process**

The strategic approach to revenue and capital investment decisions needs to be formalised to ensure that our resources are directed to the most appropriate schemes which both deliver our key priorities and which are based on sound business cases. Assessment is to be based on uniform criteria.

An Investment Strategy Process has been developed which will ensure that prioritisation of investments are directed to deliver Corporate objectives. This will include:

Existing Capital Programme – review outcome

Annual review of existing Projects – reviewed outcome

Asset Management Plan – detailed costs of required investment in property portfolio.

Financing availability ie Earmarked Reserves, Grant funding, Capital Receipts and Prudential Borrowing

Business Plans – identifying new schemes and projects for evaluation both capital and revenue.

A weighted scoring mechanism will then be applied to each investment proposal, ensuring a strategic approach rather than on a service needs basis.

Based on the outcome of prioritisation scoring, a list of schemes in assessment order will be presented to Members for consultation, prior to inclusion in the Draft Revenue Budget and Capital Programme.

Fully costed and appraised business cases will be presented to the relevant Board for consideration prior to any final decision being made.

Final decisions will be made in accordance with the Constitution and governance arrangements.

The final Investment Programme and its financial implications, will be included within the Medium Term Financial Plan and this will be submitted to Council in March annually.

Progress will be incorporated into both Quarterly Budget Monitoring and Progress and Delivery reporting framework for monitoring and review.

## **5. Financing Process**

The Council's financial planning process ensures that the decisions about the allocation of capital and revenue resources are taken to achieve a corporate and consistent approach. The key corporate documents in this regard are;

The Corporate Plan

The Medium Term Financial Strategy - incorporates the revenue budget financial impacts of Capital decisions.

The Reserves Strategy- prioritises the use of reserves for capital and revenue purposes.

The Treasury Management Strategy - informs the affordability and sustainability of prudent capital investment decisions.

The Commercial Strategy

The Procurement Strategy

The Asset Management Strategy

The investment and the ongoing revenue implications of each scheme are ascertained from the financial implications and appraisals within the business cases.

Capital Investment Value – assessed against capital definition, and deminimis limits.

Revenue Implications – impact on revenue budgets for running costs/additional staffing etc. and the impact of the cost of borrowing or loss of investment interest if capital receipts and revenue reserves are to be utilised.

The funding of Capital schemes can come from a number of resources;

- External grants and contributions (including S106)
- Capital receipts
- Revenue contributions and Earmarked Reserves
- Prudential unsupported borrowing
- Leasing
- Other sources – ie partnerships or private sector involvement

## **6. CONCLUSION**

The Investment Strategy is a working document, which enables the Council to make informed rational capital investment decisions to achieve its corporate priorities and objectives. It provides a framework for determining the relative importance of individual projects.

The strategy will be reviewed annually to ensure that it remains relevant and effective.

APPENDIX E

Capital Programme 2015/2016 - 2019/2020

Corporate Priority / Scheme	Estimate 2015/16	Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	TOTAL INVESTMENTS
	£	£	£	£	£	£
<b>Prosperous and Enterprising</b>						
Capital Enhancements to Council Owned Assets incl Energy Efficiency Measures	632,850	70,000	70,000	70,000	70,000	912,850
Civic Enhancements	106,000	-	-	-	-	106,000
Land and Property Investment	1,555,920	1,385,000	760,000	360,000	-	4,060,920
Trade Waste Pilot	-	-	-	-	-	-
Gainsborough Growth Fund	347,940	125,000	75,000	41,000	-	588,940
Private Sector Renewal - DFG's	410,500	410,500	366,000	365,000	366,000	1,918,000
Strategic Housing - Empty Homes	570,130	-	-	-	-	570,130
Independent Living	62,000	62,000	-	-	-	124,000
Housing and Infrastructure Investment	4,900,000	4,000,000	1,000,000	-	-	9,900,000
<b>Accessible and Connected District</b>						
Rural Broadband (BDUK)	555,000	-	-	-	-	555,000
Rural Broadband (Quickline)	105,000	-	-	-	-	105,000
Website replacement (CMS)	75,000	-	-	-	-	75,000
<b>Green District Where people want to live, work and visit</b>						
Replacement Refuse Freighters	129,000	850,000	255,000	628,000	365,000	2,227,000
<b>Active and Healthy Citizens and Communities</b>						
Caistor Townscape Heritage Scheme	25,000	-	-	-	-	25,000
Scotter - River Eau Flood Alleviation Scheme	30,000	-	-	-	-	30,000
Parish Council Loan - Big Society	300,000	-	-	-	-	300,000
<b>Organisational Transformation</b>						
Desktop Refresh/SAN and SQL replacment	18,000	-	10,000	204,000	-	232,000
Commercial Toolkit - Experian Mosaic	17,000	-	-	-	-	17,000
<b>Total Capital Programme Gross Expenditure</b>	<b>9,839,340</b>	<b>6,902,500</b>	<b>2,536,000</b>	<b>1,668,000</b>	<b>801,000</b>	<b>21,746,840</b>
<b>Grants &amp; Contributions etc</b>						
Grants & Contributions etc	742,940	486,000	333,000	333,000	333,000	2,227,940
Revenue Financing	2,947,300	2,339,000	1,170,000	1,303,000	435,000	8,194,300
Useable Capital Receipts	1,249,100	77,500	33,000	32,000	33,000	1,424,600
Prudential Borrowing	4,900,000	4,000,000	1,000,000	-	-	9,900,000
<b>Total Capital Programme Funding</b>	<b>9,839,340</b>	<b>6,902,500</b>	<b>2,536,000</b>	<b>1,668,000</b>	<b>801,000</b>	<b>21,746,840</b>

**APPENDIX F**

**Capital Financing Resources**

Source	Estimate 2015/16	Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20
	£	£	£	£	£
<b>Use of Capital Receipts</b>	<b>1,249,100</b>	<b>77,500</b>	<b>33,000</b>	<b>32,000</b>	<b>33,000</b>
<b>Use of Capital grants</b>					
Lincolnshire CC grant (Ind Living)	62,000	62,000	-	-	-
Disabled Facilities Grant	333,000	333,000	333,000	333,000	333,000
Growth Point	347,940	91,000	-	-	-
	<b>742,940</b>	<b>486,000</b>	<b>333,000</b>	<b>333,000</b>	<b>333,000</b>
<b>Use of Earmarked Reserves</b>					
Strategic Housing	257,610	-	-	-	-
Decent Homes	31,210	-	-	-	-
Capital Investment Fund	200,000	-	-	-	-
Property Asset Fund	1,070,630	1,385,000	760,000	360,000	-
Maintenance of Facilities Fund	562,850	50,000	50,000	50,000	50,000
Carbon Reduction Fund	70,000	20,000	20,000	20,000	20,000
IT Fund	18,000	-	10,000	204,000	-
Waste Management Fund	129,000	850,000	255,000	628,000	365,000
Investment for Growth Fund	105,000	34,000	75,000	41,000	
Big Society	300,000	-	-	-	-
Business Improvement & Transformation	75,000	-	-	-	-
Invest to Earn	17,000	-	-	-	-
Civic Fund	81,000	-	-	-	-
Flood Alleviation	30,000	-	-	-	-
	<b>2,947,300</b>	<b>2,339,000</b>	<b>1,170,000</b>	<b>1,303,000</b>	<b>435,000</b>
<b>Prudential Borrowing</b>	<b>4,900,000</b>	<b>4,000,000</b>	<b>1,000,000</b>	-	-
<b>Capital Financing Total</b>	<b>9,839,340</b>	<b>6,902,500</b>	<b>2,536,000</b>	<b>1,668,000</b>	<b>801,000</b>

## APPENDIX G

**Capital Receipts Summary**

<b>Financial Year</b>	<b>Capital Receipts B/F</b>	<b>Receipts Received</b>	<b>Receipts Applied</b>	<b>Capital Receipts C/F</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
2014/15	2,393,049	245,006	- 1,336,350	1,301,705
2015/16	1,301,705	120,000	- 1,249,100	172,605
2016/17	172,605	70,000	- 77,500	165,105
2017/18	165,105	70,000	- 33,000	202,105
2018/19	202,105	70,000	- 32,000	240,105
2019/20	240,105	70,000	- 33,000	277,105

# Pay Policy Statement 2015/16



## Introduction

West Lindsey District Council recognises that, in the context of managing scarce public resources, remuneration at all levels needs to be adequate to secure and retain high quality employees dedicated to the service of the public, but at the same time needs to avoid being unnecessarily generous or otherwise excessive.

It is important that local authorities are able to determine their own pay structures in order to address local priorities and to compete in the local labour market.

In particular, it is recognised that senior management roles in local government are complex and diverse functions in a highly politicised environment where often national and local pressure conflict. The council's ability to continue to attract and retain high calibre leaders capable of delivering this complex agenda, particularly during times of financial challenge, is crucial if the council is to retain its current high performance levels during this period of change. The next period will be a particularly complex and challenging time for senior leaders and staff.

## Legislation

Section 38/11 of the Localism Act 2011 requires local authorities to produce a Pay Policy Statement for 2013/2014 and for each financial year thereafter. This document comprises that Pay Policy Statement being recommended for adoption.

The Act and supporting statutory guidance provides details of matters that must be included in this statutory pay policy but also emphasises that each local authority has the autonomy to take its own decisions on pay and pay policies. The Pay Policy Statement must be approved formally by full council by the end of March each year, can be amended in year, must be published on the council's website and must be complied with when setting the terms and conditions of Chief Officer employees.

## Context

This pay policy includes a policy on:-

- The level and elements of remuneration for each Chief Officer
- The remuneration of the lowest paid employees
- The relationship between the remuneration of Chief Officer and other officers; and
- Other specific aspects of Chief Officer remuneration, fees and charges and other discretionary payments

Remuneration in this context is defined widely to include not just pay but also charges, fees, allowances, benefits in kind, enhancements of pension entitlements and termination payments.

## Senior Pay

In this policy the senior pay group covers posts in the top two tiers of the organisation and any statutory officers i.e. Chief Finance Officer, section 151 or monitoring officer that are not included in the two tiers. These include the Chief Executive and Directors.

The council currently have the following number of posts at the level:-

1 x Chief Executive

3 x Directors and 1 x Monitoring Officer, at Strategic Lead level

The management structure of the organisation can be found in appendix 1.

The policy for each group is as follows:-

### **Chief Executive**

The salary for this post has been established as a fixed salary point of £105,000. This is a local grade established following an analysis of the degree of responsibility in the role, the current downward movement in the market rates, benchmarking with other comparators and the ability to recruit and retain an exceptional candidate.

This salary was approved by full council. There are no additional bonus, performance, honoraria or ex gratia payments.

Other conditions of service are as prescribed by the Joint National Council (JNC) for Local Authority Chief Executives national conditions.

### **Directors**

The salary for these posts has been established as a fixed salary point within the range £80,000 to £85,000. This is a local grade established following an analysis of the degree of responsibility in the role, the current downward movement in the market rates, benchmarking with other comparators and the ability to recruit and retain exceptional candidates.

There are no other additional elements of remuneration in respect of overtime, flexi-time, bank holiday working, stand-by payments, etc., paid to these senior staff, as they are expected to undertake duties outside their contractual hours and working patterns without additional payment.

Other terms and conditions are as prescribed by the NJC for Local Authority Services.

## **Chief Finance Officer – Section 151**

This post is at Director level which has been detailed above.

## **Monitoring Officer**

The salary for this post is paid at a spot salary of £60,000 per annum plus an honorarium of £5000 per annum to reflect the specific statutory responsibilities. This additional payment has been approved under officer delegation.

The Council applies the Joint National Conditions of Service for Chief Executives and Chief Officers and any nationally agreed salary increases are applied.

## **Additional Fees**

Special fees are paid for Returning Officer duties which are not part of the post holder's substantive role. These fees are payable as required and can be made to any senior officer appointed to fulfil the statutory duties of this role. The Returning Officer is an officer of West Lindsey District Council who is appointed under representation of the People Act 1983. Whilst appointed by West Lindsey District Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of West Lindsey District Council. As Returning Officer, he/she is paid a separate allowance for each election for which he/she is responsible.

## **Lowest Paid Employees**

The council operates an apprenticeship scheme, apprentices are employed with the council as part of a training and development scheme for a maximum of a 1 year period.

Apprentices provide an additional staffing resource to the council, however they are not a substitute for established posts; the emphasis of the apprenticeship programme is learning and development.

Entering into a placement as an apprentice benefits a young person (under the age of 25) in gaining a recognised qualification whilst receiving valuable work experience within a reputable public body. Apprentices are given the opportunity to gain skills and experience within their chosen sector.

Age range	Hourly Rate	Full time equivalent based on 37 hours per week
16 – 17	£3.79	£7,312
18 – 20	£5.13	£9,897
21+	£6.50	£12,540

The salary paid to all apprentices is based on the National Minimum Wage requirement and therefore is increased in line with Government recommendations. All other staff are paid above the National Minimum Wage.

All posts except that of the Chief Executive, Directors and Heads of Service are evaluated using the NJC job evaluation scheme, which is recognised by employers and trade unions nationally. This scheme allows for robust measurement against set criteria resulting in fair and objective evaluations and satisfies equal pay requirements.

Each salary other than that of the Senior Management is set within a pay band which is made up of spinal points, staff progress through these spinal points with length of service until they reach the top point in their pay band.

The Council applies the National Joint Conditions of Service for all employees, and any nationally agreed salary increases are applied.

### Payments/Charges and Contributions

All officers of the Council are entitled to join the Local Government Pension Scheme (LGPS). The LGPS is a contributory scheme; employees contribute 5.5%-12.5% of their own salaries to the scheme. Employers' contributions to the LGPS vary depending upon how much is needed to ensure benefits under the Scheme are properly funded, and are set independently. The rules governing the pension scheme are contained in regulations made by Parliament.

The council makes employer's contributions into the scheme, which are reviewed each 3 years by the actuary. The current rate is 14.1% of pensionable pay, in addition the council makes lump sum deficit payments to the local government pension fund which equate to approximately 7% of pensionable pay.

### Multipliers

The idea of publishing the ratio of the pay of an organisation's top earner to that of its median earner has been recommended in order to support the principles of Fair Pay following the 2011 report on public sector pay and the transparency agenda.

The pay ratio between the highest paid employee and the lowest paid employee is 15:1. The Hutton Review on Senior Pay for the Government published in 2011 recommended a maximum ratio of 20:1, and therefore the council complies with the Hutton recommendations.

## **Discretionary Payments**

The policy for the award of any discretionary payments is the same for all staff regardless of their pay level. The following arrangements apply:

*'Redundancy payments under regulation 5 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) regulations 2006.'*

This provides an overall lump sum of 2 times the statutory redundancy payment multiplier based on actual weeks pay. This is payable to employees made redundant with 2 or more years local government service.

*Severance payments under section 6*

No severance payments: Employees aged 55 and over who are retiring early in the interests of efficiency will receive immediate payment of their pension benefits with no additional years service or compensatory payments. The capital cost of the early payment of pension benefits will be met by the council but approval is subject to the cost being met by savings over a 3 year period.

*Additional memberships for revision purposes under regulation 12 of the Local Government Pension Scheme (Benefits, Membership & Contributions) Regulations 2007. Additional payments under regulation 13 of the same legislation.*

No discretionary additional membership or payment provisions are applied.

## **Disclosure**

This pay policy statement will be published on the council's website. In addition, the remuneration details for all senior staff are disclosed at regular intervals.

**Core Leadership Team Structure**

**Manjeet Gill**

- Chief Executive Office
- Leader and Civic Function
- PA Function
- Corporate Governance Strategy and Plan

**Penny Sharp  
Commercial Director**

Special Projects  
Land & Property  
Income Generation  
Commercial Strategy

**Mark Sturgess  
Chief Operating Officer**

Revenues & Benefits  
Localism Strategy  
MOD Strategy  
Voluntary Sector  
Community Safety  
Economic Growth  
Democratic Services  
Home Choices  
Environmental Health  
Health / Leisure  
Waste/Street Scene  
Planning / Building Control  
Neighbourhood Planning  
Housing Strategy

**Ian Knowles  
Director Of  
Resources  
Section 151**

Corporate Accounts  
Treasury Management  
Financial Management / VFM  
HR/OD  
Corporate Governance  
Business Development  
Business Improvement  
ICT  
Customer Services  
Communications

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