



PRCC.41 15/16

**Prosperous Communities
Committee**

Date: 2nd February 2016

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Subject: Draft Revenue Estimates 2016/17 – 2020/21

Report by:

Director of Resources (S151)

Contact Officer:

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Purpose / Summary:

The report sets out details of the Committee's draft revenue estimates for the period of 2016/17 – 2020/21

RECOMMENDATION(S):

1. That the draft Prosperous Communities budget 2016/17 is recommended to Policy and Resources Committee for the inclusion in the Medium Term Financial Plan 2016/17 – 2020/21.
2. That Members consider the proposed fees and charges for Selective Licensing, as detailed in Appendix D and make recommendation to Corporate Policy and Resources Committee for approval. These charges will only be implemented should a scheme be approved by a future Prosperous Communities.

IMPLICATIONS

Legal: None arising as a result of this report

Financial : FIN/93/16

The 2016/2017 to 2020/21 base budgets are explained in the body of this report.

Whilst the increased Committee total from the 2015/16 base budget is £453.8k, £388.8k will be funded from Earmarked Reserves upon approval by the Corporate Policy and Resources Committee.

Therefore the overall impact of the Committee on the revenue budget is a £65k increase, this compares to an increase of £202.5k against the 2015/16 MTFP estimate for 2016/17, however increased use of earmarked reserves of £352.2k therefore this results in a reduction of £149.7k on comparable budgets.

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

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No

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Key Decision:

Yes

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No

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1. Introduction

- 1.1 This report sets out the Prosperous Communities Committee base budget position for 2016/17 – 2020/21, incorporating the medium term financial planning principals
- 1.2 The Committee are required to propose the 2016/17 budget only to Policy and Resources Committee for the purpose of setting the 2016/17 Budget.
- 1.3 The process for the preparation of this budget has included the following;
- A review of 2014/15 outturn surplus against the 2015/16 base budget to identify ongoing savings, in total this exercise identified £82k of savings
 - Meetings with Budget Managers to ensure resources align to the delivery of Corporate Priorities and to review budgets, identifying ongoing pressures/savings and horizon scanning for future issues, including political, economic or legislative implications.
 - Business Planning reviews have been undertaken to identify further income generation opportunities and budget reduction proposals which can be delivered to ensure a sustainable budget.
 - A robust Fees and Charges review
 - Regular updates with the Corporate Leadership Team who have also reviewed, challenged and proposed inclusion of the pressures and savings incorporated into this budget which have not already been approved by the Corporate Policy and Resources Committee. In addition to the assumptions included within the budget i.e. pay award levels, inflation on utilities, NNDR growth etc.
 - Regular meetings have been held with the Chairs and Vice Chairs of Committees to ensure they are fully engaged in the process.
 - Inclusion of the revenue implications of the DRAFT Capital Programme 2016/17 – 2020/21
 - Engagement with Parish Councils, residents and business rate payers has been undertaken.
 - The approved additional resources being funded from Earmarked Reserves and/or external grant income.
 - Consideration of other Strategies ie Commercial Strategy, Asset Management Plan, Car Parking Strategy etc.
- 1.4 This Budget Preparation process has achieved a High Assurance rating from our Internal Auditors in their recent audit.

- 1.5 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.
- 1.6 The Prosperous Communities base budgets have been developed from the forecast budgets presented to Council in March 2015 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.
- 1.7 The Income and Expenditure Budget of the Committee is shown at Appendix A.
- 1.8 The overall net Budget per Business Unit is attached at Appendix B.
- 1.9 The Business Units income and expenditure budgets are included at Appendix C.
- 1.10 In addition there are the proposed fees and charges for Selective Licensing at Appendix D. As the Scheme has yet to be formalised, these charges were not available for inclusion in the Proposed Fees and Charges 2016/17 report presented to Prosperous Communities committee on the 8th December 2015. The Committee are requested to recommend these fees, which will only be implemented upon approval of the Scheme at a future Committee.
- 1.11 No allowance has been made for price increases within general budgets for 2016/17 other than contractual obligations. Pay budgets for 2016/17 have been increased by 1% as per the LGPS pay agreement, and employer's superannuation in line with that provided by the Actuary.
- 1.12 The review of fees and charges this year has been more comprehensive than in previous years. As part of the review process an extensive benchmarking exercise has been undertaken to furnish officers with greater levels of strategic information than has previously been used. This level of information combined with applying a more commercial approach, where applicable, enabled Managers to look at income effects if WLDC benchmarked the fees & charges at either the upper quartile, median, or lower quartile levels. Based on the overall benchmarking data, it was evident that an average target of a 6% increase on locally controlled fees and charges could be applied from this review process, however each charge was independently assessed.

The outcome of the fees and charges review process is anticipated to generate additional income of £44k, excluding car parks which was the subject of a new Car Parking Strategy. This increase on a base budget of £642k reflects a 6.9% improvement in income generation across the

analysed services. The impact of the car park strategy delivers additional net benefits of £50k.

Going forward, the review fees and charges will be undertaken during the year with performance monitoring undertaken quarterly. Separate reports will therefore be brought to committee during the year outside of this year's MTFP.

Full details of proposed fees and charges were presented to Prosperous Communities Committee on the 8th December 2015.

- 1.12 A pro-active and commercial approach to bidding for external funding opportunities to enable additional resources being available to deliver corporate objectives has resulted in £221k of grant funding to be attributable to the 2016/17 budget. These grants will support the delivery of Neighbourhood Planning, health initiatives and the Homelessness Strategy.

2. Significant Variations

When compared to the 2016/17 base estimates originally provided for within the 2015/16 MTFP there is a net budget increase of £205.5k. The variance to the 2015/16 base budget shows a budget increase of £453.8k. The major variances to the 2015/16 base budget are shown below;

- 2.1 Car Parks (Total £120.3k) – End of car park lease cost savings of (£80.1k) Forecast additional income of (£50k) following the implementation of the Car Park Strategy.
- 2.3 Development Management Total £48.7k - £23.4k increase in employee costs. £10k budget provision for increasing appeal costs.
- 2.4 Economic Development Total £408.6k - £376.4 relates to the creation of the Spatial Planning Team - £83.4k movement from Earmarked Reserves and £71.9k from New Homes Bonus. £221.9k has been transferred from budget previously held within the Neighbourhood Planning business unit and is not an increase to the overall Council budget.
- 2.5 General Grants etc. Total £175.6k – relating to the approved 3 year Community Grant Scheme and supporting connectivity within the district. Of these costs £180.6k will be met from Earmarked Reserves.
- 2.6 Housing Strategy £28.5k - £25k of which is for Selective Licensing, however this will be funded from Earmarked Reserves.
- 2.7 Neighbourhood Planning & Local Plans (Total £221.9k) – budget has been transferred into the Economic Development business unit towards the creation of the Spatial Planning Team.

- 2.8 Trade Waste (Total £46.7k) – forecast increase in income from the expanded provision of a commercial Trade Waste service.
- 2.9 Waste Management Total £183.4k - £138k due to the removal of the LCC waste grant income budget. A reduction of £120k was forecast in the 15/16 MTFP and an Earmarked Reserve was created to address any further reduction due to the volatility of the agreement. The additional £18k has been met from this Earmarked Reserve. £45.4k increase in employee budgets due to incremental increases.

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

Prosperous Communities	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(1,996,000)	(2,175,500)	(2,384,600)	(2,384,600)	(2,384,600)	(2,384,600)
Government Grants	(30,000)	(221,500)	(55,000)	(55,000)	(55,000)	(55,000)
Interest	0	0	0	0	0	0
Other Grants and Contributions	(167,500)	(26,900)	(26,900)	(26,900)	(26,900)	(26,900)
Total Income	(2,193,500)	(2,423,900)	(2,466,500)	(2,466,500)	(2,466,500)	(2,466,500)
Expenditure						
Employees	4,487,700	4,890,400	4,881,800	4,858,800	4,908,600	4,984,700
Premises	403,900	351,800	342,200	343,200	344,200	345,200
Supplies and Services	502,300	630,700	599,000	497,500	497,400	483,300
Third Party Payments	908,100	1,089,800	992,100	816,000	826,800	831,200
Transfer Payments	64,100	74,100	74,100	82,500	74,100	74,100
Transport	821,200	834,700	802,500	815,100	809,500	809,500
Total Expenditure	7,187,300	7,871,500	7,691,700	7,413,100	7,460,600	7,528,000
Net Total	4,993,800	5,447,600	5,225,200	4,946,600	4,994,100	5,061,500

**Prosperous Communities Base Budget – Business Unit Analysis
(Excluding Capital Charges and Recharges)**

Business Unit	Base Budget 15/16	Base Budget 16/17	Base Budget 17/18	Base Budget 18/19	Base Budget 19/20	Base Budget 20/21
Building Control	61,500	51,500	57,000	61,900	66,900	71,200
Car Parks	(23,800)	(144,100)	(158,800)	(158,100)	(157,400)	(156,700)
Cemeteries and Churchyards	50,200	48,200	48,200	48,200	48,200	48,200
Community Action & Community Safety	439,800	443,500	430,200	437,300	443,600	449,900
Culture, Heritage & Leisure	500,600	482,200	440,700	449,200	457,600	466,500
Customer Services	0	0	0	0	0	0
Development Management	(316,800)	(268,100)	60,700	74,200	86,000	96,700
Economic Development	339,000	747,600	754,600	651,500	610,200	613,300
Environmental Initiatives	100,900	89,200	90,000	90,600	91,400	92,000
Food Safety	127,300	132,100	134,500	136,700	139,000	141,400
General Grants etc	284,200	459,800	459,800	193,000	193,000	193,000
Health and Safety	64,800	70,600	71,600	72,800	73,900	74,900
Homelessness/ Housing Advice	283,700	259,000	263,500	267,100	270,500	274,100
Housing Strategy	187,200	215,700	206,300	195,400	217,700	219,900
Land and Building Project	0	0	0	0	0	0
Land Charges	(20,800)	(15,200)	(12,200)	(12,400)	(10,800)	(8,800)
Licenses - Community	(42,300)	(29,000)	(27,400)	(26,000)	(24,400)	(22,800)
Neighbourhood Planning & Local Plans	221,900	0	0	0	0	0
Other Council Properties	(11,600)	(12,400)	(12,300)	(12,200)	(12,100)	(12,000)
Parish Lighting	46,700	54,700	54,700	63,100	54,700	54,700
Parks & Open Spaces	59,800	62,000	62,000	62,000	62,000	62,000
Pest and Dog Control	26,900	26,700	26,700	26,700	26,700	26,700
Planning Policy - Forward Planning	61,800	71,700	75,600	76,800	78,200	79,500
Pollution Control	95,200	107,200	109,000	110,800	112,700	114,400
Private Sector Housing Renewal	128,500	146,000	149,700	153,300	157,100	159,800
Property Services	2,900	2,900	2,900	2,900	2,900	2,900
Public Conveniences	65,100	65,100	65,200	66,000	66,700	67,500
Public Protection	18,700	5,200	5,200	5,200	5,200	5,200
Street Cleansing	449,200	438,400	440,800	450,300	453,500	458,600
Tourism	27,700	28,600	29,300	29,700	30,200	30,700
Town Centre Markets	25,600	31,900	34,200	36,900	39,500	39,600
Trade Waste	(11,000)	(57,700)	(57,700)	(57,700)	(57,700)	(71,800)
Waste Management	1,750,900	1,934,300	1,421,200	1,451,400	1,469,100	1,490,900
Grand Total	4,993,800	5,447,600	5,225,200	4,946,600	4,994,100	5,061,500

The following tables detail Business Unit Income and Expenditure Budgets

Building Control	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(216,600)	(210,500)	(210,500)	(210,500)	(210,500)	(210,500)
Interest						
Total Income	(216,600)	(210,500)	(210,500)	(210,500)	(210,500)	(210,500)
Expenditure						
Employees	244,900	232,700	238,200	243,100	248,100	252,400
Supplies and Services	14,000	12,200	12,200	12,200	12,200	12,200
Third Party Payments	5,000	2,700	2,700	2,700	2,700	2,700
Transport	14,200	14,400	14,400	14,400	14,400	14,400
Total Expenditure	278,100	262,000	267,500	272,400	277,400	281,700
Net Total	61,500	51,500	57,000	61,900	66,900	71,200

Car Parks	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(190,400)	(251,800)	(251,800)	(251,800)	(251,800)	(251,800)
Interest						
Total Income	(190,400)	(251,800)	(251,800)	(251,800)	(251,800)	(251,800)
Expenditure						
Employees	17,300	16,200	14,300	14,500	14,700	14,900
Premises	119,500	57,400	47,300	47,800	48,300	48,800
Supplies and Services	6,100	3,800	3,800	3,800	3,800	3,800
Third Party Payments	22,700	29,200	26,500	26,500	26,500	26,500
Transport	1,000	1,100	1,100	1,100	1,100	1,100
Total Expenditure	166,600	107,700	93,000	93,700	94,400	95,100
Net Total	(23,800)	(144,100)	(158,800)	(158,100)	(157,400)	(156,700)

Cemeteries and Churchyards	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(2,700)	(4,600)	(4,600)	(4,600)	(4,600)	(4,600)
Interest						
Total Income	(2,700)	(4,600)	(4,600)	(4,600)	(4,600)	(4,600)
Expenditure						
Premises	52,500	52,400	52,400	52,400	52,400	52,400
Supplies and Services	400	400	400	400	400	400
Total Expenditure	52,900	52,800	52,800	52,800	52,800	52,800
Net Total	50,200	48,200	48,200	48,200	48,200	48,200

The following tables detail Business Unit Income and Expenditure Budgets

Community Action and Community Safety	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(400)	(800)	(20,800)	(20,800)	(20,800)	(20,800)
Other Grants and Contributions	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Total Income	(1,400)	(1,800)	(21,800)	(21,800)	(21,800)	(21,800)
Expenditure						
Employees	363,000	383,900	390,600	397,700	404,000	411,100
Premises	700	200	200	200	200	200
Supplies and Services	58,700	35,400	35,400	35,400	35,400	35,400
Third Party Payments	0	7,000	7,000	7,000	7,000	6,200
Transfer Payments	0	1,500	1,500	1,500	1,500	1,500
Transport	18,800	17,300	17,300	17,300	17,300	17,300
Total Expenditure	441,200	445,300	452,000	459,100	465,400	471,700
Net Total	439,800	443,500	430,200	437,300	443,600	449,900

Culture, Heritage & Leisure	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(99,300)	(137,100)	(137,100)	(137,100)	(137,100)	(137,100)
Government Grants	0	(135,200)	0	0	0	0
Total Income	(99,300)	(272,300)	(137,100)	(137,100)	(137,100)	(137,100)
Expenditure						
Employees	133,300	162,900	100,100	101,700	103,000	104,600
Premises	91,000	91,200	91,400	91,600	91,800	92,000
Supplies and Services	80,700	129,900	96,700	96,700	96,700	96,700
Third Party Payments	286,000	360,700	280,700	287,400	294,300	301,400
Transfer Payments	8,000	8,000	8,000	8,000	8,000	8,000
Transport	900	1,800	900	900	900	900
Total Expenditure	599,900	754,500	577,800	586,300	594,700	603,600
Net Total	500,600	482,200	440,700	449,200	457,600	466,500

The following tables detail Business Unit Income and Expenditure Budgets

Development Management	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(920,000)	(920,400)	(607,500)	(607,500)	(607,500)	(607,500)
Total Income	(920,000)	(920,400)	(607,500)	(607,500)	(607,500)	(607,500)
Expenditure						
Employees	549,100	575,300	591,200	604,700	616,500	627,200
Premises	0	5,000	5,000	5,000	5,000	5,000
Supplies and Services	31,600	45,000	45,000	45,000	45,000	45,000
Third Party Payments	10,000	15,000	15,000	15,000	15,000	15,000
Transfer Payments	0	500	500	500	500	500
Transport	12,500	11,500	11,500	11,500	11,500	11,500
Total Expenditure	603,200	652,300	668,200	681,700	693,500	704,200
Net Total	(316,800)	(268,100)	60,700	74,200	86,000	96,700

Economic Development	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Government Grants	0	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)
Total Income	0	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)
Expenditure						
Employees	295,100	608,700	618,700	518,600	493,500	498,500
Supplies and Services	1,000	900	900	900	800	800
Third Party Payments	15,000	165,100	162,100	159,100	143,000	141,100
Transfer Payments	23,900	23,900	23,900	23,900	23,900	23,900
Transport	4,000	4,000	4,000	4,000	4,000	4,000
Total Expenditure	339,000	802,600	809,600	706,500	665,200	668,300
Net Total	339,000	747,600	754,600	651,500	610,200	613,300

The following tables detail Business Unit Income and Expenditure Budgets

Environmental Initiatives	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Total Income	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Expenditure						
Employees	47,400	37,000	37,800	38,400	39,200	39,800
Supplies and Services	3,700	3,800	3,800	3,800	3,800	3,800
Third Party Payments	30,000	30,000	30,000	30,000	30,000	30,000
Transfer Payments	17,900	17,900	17,900	17,900	17,900	17,900
Transport	2,900	1,500	1,500	1,500	1,500	1,500
Total Expenditure	101,900	90,200	91,000	91,600	92,400	93,000
Net Total	100,900	89,200	90,000	90,600	91,400	92,000

Food Safety	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(600)	(700)	(700)	(700)	(700)	(700)
Total Income	(600)	(700)	(700)	(700)	(700)	(700)
Expenditure						
Employees	119,700	125,200	127,600	129,800	132,100	134,500
Supplies and Services	1,200	600	600	600	600	600
Transport	7,000	7,000	7,000	7,000	7,000	7,000
Total Expenditure	127,900	132,800	135,200	137,400	139,700	142,100
Net Total	127,300	132,100	134,500	136,700	139,000	141,400

General Grants etc.	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Total Income	0	0	0	0	0	0
Expenditure						
Supplies and Services	55,000	135,800	135,800	35,800	35,800	35,800
Third Party Payments	229,200	324,000	324,000	157,200	157,200	157,200
Total Expenditure	284,200	459,800	459,800	193,000	193,000	193,000
Net Total	284,200	459,800	459,800	193,000	193,000	193,000

The following tables detail Business Unit Income and Expenditure Budgets

Health & Safety	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	63,000	69,000	70,000	71,200	72,300	73,300
Supplies and Services	500	300	300	300	300	300
Transport	1,300	1,300	1,300	1,300	1,300	1,300
Total Expenditure	64,800	70,600	71,600	72,800	73,900	74,900
Net Total	64,800	70,600	71,600	72,800	73,900	74,900

Homelessness / Housing Advice	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(27,000)	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
Government Grants	0	(31,300)	0	0	0	0
Total Income	(27,000)	(54,300)	(23,000)	(23,000)	(23,000)	(23,000)
Expenditure						
Employees	228,100	241,300	215,100	218,700	222,100	225,700
Supplies and Services	8,500	5,000	5,000	5,000	5,000	5,000
Third Party Payments	68,600	61,100	61,100	61,100	61,100	61,100
Transport	5,500	5,900	5,300	5,300	5,300	5,300
Total Expenditure	310,700	313,300	286,500	290,100	293,500	297,100
Net Total	283,700	259,000	263,500	267,100	270,500	274,100

Housing Strategy	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(10,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Total Income	(10,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Expenditure						
Employees	157,900	167,200	169,800	171,900	174,200	176,400
Supplies and Services	1,800	1,100	1,100	1,100	1,100	1,100
Third Party Payments	35,000	60,000	48,000	35,000	55,000	55,000
Transport	2,500	2,400	2,400	2,400	2,400	2,400
Total Expenditure	197,200	230,700	221,300	210,400	232,700	234,900
Net Total	187,200	215,700	206,300	195,400	217,700	219,900

The following tables detail Business Unit Income and Expenditure Budgets

Land Charges	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
Total Income	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
Expenditure						
Employees	74,800	80,500	82,000	83,300	84,900	86,900
Supplies and Services	1,400	1,300	2,800	1,300	1,300	1,300
Third Party Payments	27,500	27,500	27,500	27,500	27,500	27,500
Transport	500	500	500	500	500	500
Total Expenditure	104,200	109,800	112,800	112,600	114,200	116,200
Net Total	(20,800)	(15,200)	(12,200)	(12,400)	(10,800)	(8,800)

Licences - Community	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(141,500)	(131,300)	(131,300)	(131,300)	(131,300)	(131,300)
Other Grants and Contributions	(8,000)	(5,400)	(5,400)	(5,400)	(5,400)	(5,400)
Total Income	(149,500)	(136,700)	(136,700)	(136,700)	(136,700)	(136,700)
Expenditure						
Employees	82,500	85,800	87,400	88,800	90,400	92,000
Supplies and Services	21,800	18,900	18,900	18,900	18,900	18,900
Transport	2,900	3,000	3,000	3,000	3,000	3,000
Total Expenditure	107,200	107,700	109,300	110,700	112,300	113,900
Net Total	(42,300)	(29,000)	(27,400)	(26,000)	(24,400)	(22,800)

Neighbourhood Planning & Local Plans	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Government Grants	(30,000)	0	0	0	0	0
Interest						
Total Income	(30,000)	0	0	0	0	0
Expenditure						
Employees	80,800	0	0	0	0	0
Third Party Payments	171,100	0	0	0	0	0
Total Expenditure	251,900	0	0	0	0	0
Net Total	221,900	0	0	0	0	0

APPENDIX C

The following tables detail Business Unit Income and Expenditure Budgets

Other Council Properties	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(37,800)	(38,400)	(38,400)	(38,400)	(38,400)	(38,400)
Total Income	(37,800)	(38,400)	(38,400)	(38,400)	(38,400)	(38,400)
Expenditure						
Premises	25,100	24,900	25,000	25,100	25,200	25,300
Supplies and Services	1,100	1,100	1,100	1,100	1,100	1,100
Total Expenditure	26,200	26,000	26,100	26,200	26,300	26,400
Net Total	(11,600)	(12,400)	(12,300)	(12,200)	(12,100)	(12,000)

Parish Lighting	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Total Income	0	0	0	0	0	0
Expenditure						
Premises	32,400	32,400	32,400	32,400	32,400	32,400
Transfer Payments	14,300	22,300	22,300	30,700	22,300	22,300
Total Expenditure	46,700	54,700	54,700	63,100	54,700	54,700
Net Total	46,700	54,700	54,700	63,100	54,700	54,700

Parks & Open Spaces	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Total Income	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Expenditure						
Premises	43,000	46,200	46,200	46,200	46,200	46,200
Supplies and Services	17,800	16,800	16,800	16,800	16,800	16,800
Total Expenditure	60,800	63,000	63,000	63,000	63,000	63,000
Net Total	59,800	62,000	62,000	62,000	62,000	62,000

The following tables detail Business Unit Income and Expenditure Budgets

Pest and Dog Control	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(1,700)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Total Income	(1,700)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Expenditure						
Supplies and Services	27,900	27,900	27,900	27,900	27,900	27,900
Transport	700	800	800	800	800	800
Total Expenditure	28,600	28,700	28,700	28,700	28,700	28,700
Net Total	26,900	26,700	26,700	26,700	26,700	26,700

Planning Policy - Forward Planning	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	57,500	68,700	72,600	73,800	75,200	76,500
Supplies and Services	600	800	800	800	800	800
Transport	3,700	2,200	2,200	2,200	2,200	2,200
Total Expenditure	61,800	71,700	75,600	76,800	78,200	79,500
Net Total	61,800	71,700	75,600	76,800	78,200	79,500

Pollution Control	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(10,800)	(10,800)	(10,800)	(10,800)	(10,800)	(10,800)
Other Grants and Contributions	(500)	(500)	(500)	(500)	(500)	(500)
Total Income	(11,300)	(11,300)	(11,300)	(11,300)	(11,300)	(11,300)
Expenditure						
Employees	93,100	106,200	108,000	109,800	111,700	113,400
Premises	500	500	500	500	500	500
Supplies and Services	2,800	2,200	2,200	2,200	2,200	2,200
Third Party Payments	4,000	3,500	3,500	3,500	3,500	3,500
Transport	6,100	6,100	6,100	6,100	6,100	6,100
Total Expenditure	106,500	118,500	120,300	122,100	124,000	125,700
Net Total	95,200	107,200	109,000	110,800	112,700	114,400

The following tables detail Business Unit Income and Expenditure Budgets

Private Sector Housing Renewal	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(7,200)	(6,300)	(6,300)	(6,300)	(6,300)	(6,300)
Total Income	(7,200)	(6,300)	(6,300)	(6,300)	(6,300)	(6,300)
Expenditure						
Employees	127,100	139,600	143,300	146,900	150,700	153,400
Premises	0	5,000	5,000	5,000	5,000	5,000
Supplies and Services	2,200	1,400	1,400	1,400	1,400	1,400
Transport	6,400	6,300	6,300	6,300	6,300	6,300
Total Expenditure	135,700	152,300	156,000	159,600	163,400	166,100
Net Total	128,500	146,000	149,700	153,300	157,100	159,800

Property Services	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Total Income	0	0	0	0	0	0
Expenditure						
Premises	2,900	2,900	2,900	2,900	2,900	2,900
Total Expenditure	2,900	2,900	2,900	2,900	2,900	2,900
Net Total	2,900	2,900	2,900	2,900	2,900	2,900

Public Conveniences	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	36,100	37,100	37,000	37,600	38,100	38,700
Premises	26,800	25,900	26,100	26,300	26,500	26,700
Supplies and Services	2,200	2,100	2,100	2,100	2,100	2,100
Total Expenditure	65,100	65,100	65,200	66,000	66,700	67,500
Net Total	65,100	65,100	65,200	66,000	66,700	67,500

The following tables detail Business Unit Income and Expenditure Budgets

Public Protection	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	16,900	4,000	4,000	4,000	4,000	4,000
Supplies and Services	500	100	100	100	100	100
Transport	1,300	1,100	1,100	1,100	1,100	1,100
Total Expenditure	18,700	5,200	5,200	5,200	5,200	5,200
Net Total	18,700	5,200	5,200	5,200	5,200	5,200

Street Cleansing	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(30,300)	(32,000)	(32,000)	(32,000)	(32,000)	(32,000)
Other Grants and Contributions	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Total Income	(50,300)	(52,000)	(52,000)	(52,000)	(52,000)	(52,000)
Expenditure						
Employees	315,100	303,200	305,600	310,800	315,800	320,900
Premises	2,500	2,500	2,500	2,500	2,500	2,500
Supplies and Services	31,800	32,400	32,400	32,400	32,400	32,400
Transport	150,100	152,300	152,300	156,600	154,800	154,800
Total Expenditure	499,500	490,400	492,800	502,300	505,500	510,600
Net Total	449,200	438,400	440,800	450,300	453,500	458,600

Tourism	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	26,400	27,300	28,000	28,400	28,900	29,400
Transport	1,300	1,300	1,300	1,300	1,300	1,300
Total Expenditure	27,700	28,600	29,300	29,700	30,200	30,700
Net Total	27,700	28,600	29,300	29,700	30,200	30,700

The following tables detail Business Unit Income and Expenditure Budgets

Town Centre Markets	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(62,500)	(51,300)	(51,300)	(51,300)	(51,300)	(51,300)
Total Income	(62,500)	(51,300)	(51,300)	(51,300)	(51,300)	(51,300)
Expenditure						
Employees	62,400	64,700	67,000	69,700	72,300	72,400
Premises	6,300	4,600	4,600	4,600	4,600	4,600
Supplies and Services	15,300	9,700	9,700	9,700	9,700	9,700
Transport	4,100	4,200	4,200	4,200	4,200	4,200
Total Expenditure	88,100	83,200	85,500	88,200	90,800	90,900
Net Total	25,600	31,900	34,200	36,900	39,500	39,600

Trade Waste	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(23,100)	(100,600)	(100,600)	(100,600)	(100,600)	(100,600)
Interest						
Total Income	(23,100)	(100,600)	(100,600)	(100,600)	(100,600)	(100,600)
Expenditure						
Supplies and Services	10,000	41,200	41,200	41,200	41,200	27,100
Transport	2,100	1,700	1,700	1,700	1,700	1,700
Total Expenditure	12,100	42,900	42,900	42,900	42,900	28,800
Net Total	(11,000)	(57,700)	(57,700)	(57,700)	(57,700)	(71,800)

Waste Management	Base Budget 15/16 £	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £
Income						
Customer and Client Receipts	(87,100)	(111,900)	(613,900)	(613,900)	(613,900)	(613,900)
Other Grants and Contributions	(138,000)	0	0	0	0	0
Total Income	(225,100)	(111,900)	(613,900)	(613,900)	(613,900)	(613,900)
Expenditure						
Employees	1,296,200	1,353,900	1,373,500	1,395,400	1,416,900	1,438,700
Premises	700	700	700	700	700	700
Supplies and Services	103,700	100,600	100,600	100,600	100,600	100,600
Third Party Payments	4,000	4,000	4,000	4,000	4,000	4,000
Transport	571,400	587,000	556,300	564,600	560,800	560,800
Total Expenditure	1,976,000	2,046,200	2,035,100	2,065,300	2,083,000	2,104,800
Net Total	1,750,900	1,934,300	1,421,200	1,451,400	1,469,100	1,490,900

Selective Licensing Fees and Charges

The fees for selective licensing will only be introduced should a scheme be approved by the Prosperous Communities Committee. The fees outline the costs of a licence for both a Council run scheme and a co-regulated scheme. Should a scheme be approved, the timescale for introducing the fees will be determined accordingly.

Cost Breakdown	WLDC Scheme (Time Taken)	WLDC Scheme Fee	Co- Regulated (Time Taken)	Co- Regulated (WLDC Fee)
Send out information pack and open record on Flare	01:00:00	£19.25	00:05:00	£1.60
Answer queries on application process	01:00:00	£19.25	01:00:00	N/A
Log and scan application pack, link to database	00:30:00	£9.63	00:30:00	N/A
Land Registry search & input into database	00:30:00	£9.63	00:20:00	£6.42
Land registry search fee		£3.00		£3.00
Council tax check	00:20:00	£6.42	00:20:00	£6.42
Check application details	01:00:00	£19.25	01:00:00	N/A
check enclosures: relevant certificates and proofs	01:30:00	£28.88	01:30:00	N/A
'Fit and Proper' person check: Self declaration, council records	02:00:00	£38.50	01:00:00	N/A
"Fit and Proper person check validation			00:15:00	£4.81
Check with other Council services			00:45:00	£14.44
raise debtor, check payment	00:40:00	£12.83	00:40:00	£12.83
update details on database	00:40:00	£12.83	00:20:00	N/A
Send out acknowledgement letter	00:20:00	£6.42	00:20:00	N/A
Inspection organisation & notifications	01:00:00	£19.25	01:00:00	N/A
Inspection of property	01:30:00	£28.88	01:30:00	N/A
Travel time	00:40:00	£12.83	00:40:00	N/A
Mileage		£2.70		N/A
Prepare and send out draft licence to applicant & relevant persons	01:30:00	£28.88	01:00:00	£19.25
Redraft licence including feedback from landlord/manager	01:00:00	£19.25	00:30:00	£9.63
Senior officer to check and sign legal notices	00:30:00	£20.89	00:30:00	£20.89
Amend and send final licence for applicant & relevant persons	00:30:00	£9.63	00:30:00	£9.63
revisit to check compliance with licence conditions	01:00:00	£19.25	02:00:00	N/A
Spot check 1 in 10 properties for 1 hour			00:06:00	£1.93
Enter details on public register	00:30:00	£9.63	00:30:00	£9.63
Enquiries and Monitoring During Licence Period	01:00:00	£19.25	01:00:00	N/A
	18:40:00	£376.29	05:31:00	£120.46
Proposed Licence Fee		£375		£120