



**PRCC.52 16/17**

**Prosperous Communities  
Committee**

31<sup>st</sup> January 2017

**H**

**Subject: Draft Revenue Estimates 2017/18 – 2021/22**

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 2017/18 – 2021/22

**RECOMMENDATION(S):**

1. That the draft Prosperous Communities budget 2017/18 is recommended to Policy and Resources Committee for the inclusion in the Medium Term Financial Plan 2017/18 – 2021/22.

**IMPLICATIONS**

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

**Financial : FIN/116/17**

The 2017/2018 to 2021/22 base budgets are explained in the body of this report.

After taking a robust approach to the development and estimations within this Committees budget, to total cost of services will be £5.156m.

This reflects base budget reductions of £0.244m and an amount of £0.042m relating to a one off project funded from Earmarked Reserves. The overall impact is therefore a decrease of £0.286m decrease, details of which are contained within the 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 Prosperous Communities Committee base budget position for 2017/18 – 2021/22, incorporating the medium term financial planning principals;

- 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 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.

1.2 The Committee are required to propose the 2017/18 budget only to Corporate Policy and Resources Committee for the purpose of setting the 2017/18 budget.

1.3 The process for the preparation of this budget has included the following;

- A review of 2015/16 outturn surplus against the 2016/17 base budget to identify ongoing savings, in total this exercise identified £147.5k 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, which resulted in an increase in income budgets of £43.1k. Full Details of proposed fees and charges were presented to Prosperous Communities Committee on the 6<sup>th</sup> December 2016.

- 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, Business Rates (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 2017/18 – 2021/22.
  - Consultation 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 i.e. 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.
- 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 2016 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 Cluster is attached at Appendix B.
- 1.9 The overall net Budget per Business Unit is attached at Appendix C.
- 1.10 The Business Units income and expenditure budgets are included at Appendix D.
- 1.11 No allowance has been made for price increases within general budgets for 2017/18 other than contractual obligations. Pay budgets for 2017/18 have been increased by 1% as per the Local Government Pension Scheme pay agreement, and employer's superannuation in line with that provided by the Actuary.
- 1.12 The Lincolnshire Pension Fund has issued the results of the triennial actuarial review period 2017/18 to 2019/20 and the revised rates and contribution to the pension scheme has resulted in an overall budget reduction of £19.4k in 17/18

when compared to the estimates built into the 2016/17 Medium Term Financial Plan (MTFP).

## **2. Significant Variations**

When compared to the 2016/17 base budget shows a budget decrease of £286.9k. The major variances to the 2016/17 base budget are provided below;

- 2.1 Localism staffing restructure saved a total £185.1k – the restructure was to focus communities helping themselves and focussing resources on tackling community safety and antisocial behaviour issues.
- 2.2 Base Budget Review saving total £34.7k – the review of 2015/16 outturn surplus against 2016/17 base budget resulted in ongoing savings within the Committee. £35k of which was identified within Housing Strategy team.
- 2.3 General Grants etc. this budget was for a one off purpose and funded from Earmarked Reserves resulting in a reduction of £67k.
- 2.4 Other significant variances within individual Business Units are the result of budget movements within the Committee, and do not impact on the budget movement for the Committee overall.

## **3. Fees and Charges**

The Corporate Policy and Resources Committee held on 15 December 2016 considered the Fees and Charges recommended by this Committee.

They have requested the removal of the burial charge for children under 12 years old, and suggested that the proposed uplift, based on cost recovery and benchmarking of 130% be delivered over two financial years at a rate of 65% per annum. The Corporate Policy and Resources Committee requested details of the financial implications of such a change which are detailed below;

Original 130% uplift for 2017/18 estimated £5,250  
2017/18 Stepped approach additional £2,125  
2018/19 Stepped approach additional £3,506  
Total base budgeted impact on Stepped approach at year 2 = £5,631

The final charge will now be determined by the Corporate Policy and Resources Committee at its meeting on 12 January 2017.



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

Prosperous Communities	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(2,168,600)	(2,262,000)	(2,763,800)	(2,595,000)	(2,598,700)	(2,617,600)
Government Grants	(221,500)	0	0	0	0	0
Other Grants and Contributions	(26,900)	(47,200)	(154,100)	(403,200)	(400,400)	(403,200)
<b>Total Income</b>	<b>(2,417,000)</b>	<b>(2,309,200)</b>	<b>(2,917,900)</b>	<b>(2,998,200)</b>	<b>(2,999,100)</b>	<b>(3,020,800)</b>
<b>Expenditure</b>						
Employees	4,890,400	4,865,200	4,782,900	4,749,600	4,789,700	4,839,700
Premises	351,800	333,300	344,200	351,100	354,000	347,000
Supplies and Services	630,700	596,900	553,700	516,700	478,900	481,700
Third Party Payments	1,089,800	792,200	436,300	394,000	394,000	394,000
Transfer Payments	74,100	72,000	78,400	72,000	72,000	72,000
Transport	834,700	805,800	819,200	812,000	812,000	812,000
<b>Total Expenditure</b>	<b>7,871,500</b>	<b>7,465,400</b>	<b>7,014,700</b>	<b>6,895,400</b>	<b>6,900,600</b>	<b>6,946,400</b>
<b>Net Total</b>	<b>5,454,500</b>	<b>5,156,200</b>	<b>4,096,800</b>	<b>3,897,200</b>	<b>3,901,500</b>	<b>3,925,600</b>

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

Cluster and Business Unit	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Commercial</b>	<b>2,353,800</b>	<b>2,339,200</b>	<b>1,878,800</b>	<b>1,893,400</b>	<b>1,876,500</b>	<b>1,897,600</b>
Street Cleansing	438,400	432,100	440,300	439,900	442,900	445,900
Town Centre Markets	31,900	15,100	15,900	16,600	16,500	17,200
Trade Waste	(50,800)	(10,800)	(10,300)	(10,000)	(24,400)	(24,100)
Waste Management	1,934,300	1,902,800	1,432,900	1,446,900	1,441,500	1,458,600
<b>Customer First</b>	<b>403,800</b>	<b>479,900</b>	<b>467,400</b>	<b>456,200</b>	<b>465,100</b>	<b>456,500</b>
Building Control	51,500	77,800	63,700	52,200	43,800	41,900
Food Safety	132,100	135,500	136,800	138,000	139,300	140,600
Health and Safety	70,600	71,000	71,700	72,300	72,800	73,400
Land Charges	(15,200)	11,300	10,800	11,800	12,800	13,900
Licenses - Community	(29,000)	(5,300)	(14,000)	(12,500)	(600)	(12,900)
Parish Lighting	54,700	53,500	61,200	56,200	57,600	59,100
Pest and Dog Control	26,700	22,900	22,900	22,900	22,900	22,900
Pollution Control	112,400	113,200	114,300	115,300	116,500	117,600
<b>Economic Development and Neighbourhoods</b>	<b>1,158,500</b>	<b>1,190,700</b>	<b>923,600</b>	<b>993,700</b>	<b>996,900</b>	<b>1,008,800</b>
Community Action & Community Safety	100,600	158,000	161,400	163,000	164,400	166,200
Development Management	(268,100)	(127,900)	(119,000)	41,300	36,900	42,600
Economic Development	747,600	470,600	425,100	370,800	374,900	378,200
Environmental Initiatives	46,900	56,900	56,900	56,900	56,900	56,900
General Grants etc	459,800	416,200	251,600	212,200	212,200	212,200
Neighbourhood Planning & Local Plans	0	139,500	68,300	68,400	68,600	69,000
Planning Policy - Forward Planning	71,700	77,400	79,300	81,100	83,000	83,700
<b>Housing and Regeneration</b>	<b>1,428,200</b>	<b>1,050,500</b>	<b>721,100</b>	<b>444,000</b>	<b>453,100</b>	<b>462,800</b>
Car Parks	(144,100)	(165,600)	(165,000)	(164,000)	(163,400)	(162,600)
Community Action & Community Safety	342,900	98,500	91,400	93,400	94,300	95,200
Culture, Heritage & Leisure	482,200	462,500	130,500	(176,800)	(175,200)	(173,400)
Environmental Initiatives	42,300	44,100	44,500	45,000	45,300	45,700
Homelessness/ Housing Advice	259,000	279,900	284,400	286,800	289,400	291,800
Housing Strategy	215,700	112,300	113,400	134,500	135,500	136,600
Other Council Properties	(12,400)	(17,700)	(17,600)	(17,500)	(17,400)	(17,300)
Private Sector Housing Renewal	146,000	141,000	143,400	145,900	147,400	148,900
Property Services	2,900	2,900	2,900	2,900	2,900	2,900
Public Conveniences	65,100	51,700	52,000	52,300	52,600	52,900
Tourism	28,600	40,900	41,200	41,500	41,700	42,100
<b>Organisational Transformation</b>	<b>110,200</b>	<b>95,900</b>	<b>105,900</b>	<b>109,900</b>	<b>109,900</b>	<b>99,900</b>
Cemeteries and Churchyards	48,200	46,100	56,100	60,100	60,100	50,100
Parks & Open Spaces	62,000	49,800	49,800	49,800	49,800	49,800
<b>Grand Total</b>	<b>5,454,500</b>	<b>5,156,200</b>	<b>4,096,800</b>	<b>3,897,200</b>	<b>3,901,500</b>	<b>3,925,600</b>



## APPENDIX C

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

Business Unit	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Building Control	51,500	77,800	63,700	52,200	43,800	41,900
Car Parks	(144,100)	(165,600)	(165,000)	(164,000)	(163,400)	(162,600)
Cemeteries and Churchyards	48,200	46,100	56,100	60,100	60,100	50,100
Community Action & Community Safety	443,500	256,500	252,800	256,400	258,700	261,400
Culture, Heritage & Leisure	482,200	462,500	130,500	(176,800)	(175,200)	(173,400)
Development Management	(268,100)	(127,900)	(119,000)	41,300	36,900	42,600
Economic Development	747,600	470,600	425,100	370,800	374,900	378,200
Environmental Initiatives	89,200	101,000	101,400	101,900	102,200	102,600
Food Safety	132,100	135,500	136,800	138,000	139,300	140,600
General Grants etc	459,800	416,200	251,600	212,200	212,200	212,200
Health and Safety	70,600	71,000	71,700	72,300	72,800	73,400
Homelessness/ Housing Advice	259,000	279,900	284,400	286,800	289,400	291,800
Housing Strategy	215,700	112,300	113,400	134,500	135,500	136,600
Land Charges	(15,200)	11,300	10,800	11,800	12,800	13,900
Licenses - Community	(29,000)	(5,300)	(14,000)	(12,500)	(600)	(12,900)
Neighbourhood Planning & Local Plans	0	139,500	68,300	68,400	68,600	69,000
Other Council Properties	(12,400)	(17,700)	(17,600)	(17,500)	(17,400)	(17,300)
Parish Lighting	54,700	53,500	61,200	56,200	57,600	59,100
Parks & Open Spaces	62,000	49,800	49,800	49,800	49,800	49,800
Pest and Dog Control	26,700	22,900	22,900	22,900	22,900	22,900
Planning Policy - Forward Planning	71,700	77,400	79,300	81,100	83,000	83,700
Pollution Control	112,400	113,200	114,300	115,300	116,500	117,600
Private Sector Housing Renewal	146,000	141,000	143,400	145,900	147,400	148,900
Property Services	2,900	2,900	2,900	2,900	2,900	2,900
Public Conveniences	65,100	51,700	52,000	52,300	52,600	52,900
Street Cleansing	438,400	432,100	440,300	439,900	442,900	445,900
Tourism	28,600	40,900	41,200	41,500	41,700	42,100
Town Centre Markets	31,900	15,100	15,900	16,600	16,500	17,200
Trade Waste	(50,800)	(10,800)	(10,300)	(10,000)	(24,400)	(24,100)
Waste Management	1,934,300	1,902,800	1,432,900	1,446,900	1,441,500	1,458,600
<b>Grand Total</b>	<b>5,454,500</b>	<b>5,156,200</b>	<b>4,096,800</b>	<b>3,897,200</b>	<b>3,901,500</b>	<b>3,925,600</b>

## APPENDIX D

The following tables detail Business Unit Income and Expenditure Budgets

Building Control	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(210,500)	(241,100)	(257,600)	(273,900)	(287,400)	(292,200)
<b>Total Income</b>	<b>(210,500)</b>	<b>(241,100)</b>	<b>(257,600)</b>	<b>(273,900)</b>	<b>(287,400)</b>	<b>(292,200)</b>
<b>Expenditure</b>						
Employees	232,700	282,400	286,200	291,000	296,100	299,000
Supplies and Services	12,200	19,400	18,000	18,000	18,000	18,000
Third Party Payments	2,700	2,700	2,700	2,700	2,700	2,700
Transport	14,400	14,400	14,400	14,400	14,400	14,400
<b>Total Expenditure</b>	<b>262,000</b>	<b>318,900</b>	<b>321,300</b>	<b>326,100</b>	<b>331,200</b>	<b>334,100</b>
<b>Net Total</b>	<b>51,500</b>	<b>77,800</b>	<b>63,700</b>	<b>52,200</b>	<b>43,800</b>	<b>41,900</b>

Car Parks	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(251,800)	(251,800)	(251,800)	(251,800)	(251,800)	(251,800)
<b>Total Income</b>	<b>(251,800)</b>	<b>(251,800)</b>	<b>(251,800)</b>	<b>(251,800)</b>	<b>(251,800)</b>	<b>(251,800)</b>
<b>Expenditure</b>						
Employees	16,200	19,900	20,000	20,500	20,600	20,900
Premises	57,400	34,900	35,400	35,900	36,400	36,900
Supplies and Services	3,800	3,800	3,800	3,800	3,800	3,800
Third Party Payments	29,200	26,500	26,500	26,500	26,500	26,500
Transport	1,100	1,100	1,100	1,100	1,100	1,100
<b>Total Expenditure</b>	<b>107,700</b>	<b>86,200</b>	<b>86,800</b>	<b>87,800</b>	<b>88,400</b>	<b>89,200</b>
<b>Net Total</b>	<b>(144,100)</b>	<b>(165,600)</b>	<b>(165,000)</b>	<b>(164,000)</b>	<b>(163,400)</b>	<b>(162,600)</b>

Cemeteries and Churchyards	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(4,600)	(10,100)	(10,100)	(10,100)	(10,100)	(10,100)
<b>Total Income</b>	<b>(4,600)</b>	<b>(10,100)</b>	<b>(10,100)</b>	<b>(10,100)</b>	<b>(10,100)</b>	<b>(10,100)</b>
<b>Expenditure</b>						
Premises	52,400	55,800	65,800	69,800	69,800	59,800
Supplies and Services	400	400	400	400	400	400
<b>Total Expenditure</b>	<b>52,800</b>	<b>56,200</b>	<b>66,200</b>	<b>70,200</b>	<b>70,200</b>	<b>60,200</b>
<b>Net Total</b>	<b>48,200</b>	<b>46,100</b>	<b>56,100</b>	<b>60,100</b>	<b>60,100</b>	<b>50,100</b>

Community Action & Community Safety	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(800)	(21,200)	(21,200)	(21,200)	(21,200)	(21,200)
Other Grants and Contributions	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
<b>Total Income</b>	<b>(1,800)</b>	<b>(22,200)</b>	<b>(22,200)</b>	<b>(22,200)</b>	<b>(22,200)</b>	<b>(22,200)</b>
<b>Expenditure</b>						
Employees	383,900	240,100	246,400	250,000	252,300	255,000
Premises	200	200	200	200	200	200
Supplies and Services	35,400	31,700	21,700	21,700	21,700	21,700
Third Party Payments	7,000	0	0	0	0	0
Transfer Payments	1,500	1,500	1,500	1,500	1,500	1,500
Transport	17,300	5,200	5,200	5,200	5,200	5,200
<b>Total Expenditure</b>	<b>445,300</b>	<b>278,700</b>	<b>275,000</b>	<b>278,600</b>	<b>280,900</b>	<b>283,600</b>
<b>Net Total</b>	<b>443,500</b>	<b>256,500</b>	<b>252,800</b>	<b>256,400</b>	<b>258,700</b>	<b>261,400</b>

Culture, Heritage & Leisure	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(137,100)	(138,100)	(138,100)	(138,100)	(138,100)	(138,100)
Government Grants	(135,200)	0	0	0	0	0
Interest	0	0	0	0	0	0
Other Grants and Contributions	0	(11,400)	(116,000)	(365,100)	(365,100)	(365,100)
<b>Total Income</b>	<b>(272,300)</b>	<b>(149,500)</b>	<b>(254,100)</b>	<b>(503,200)</b>	<b>(503,200)</b>	<b>(503,200)</b>
<b>Expenditure</b>						
Employees	162,900	131,600	129,500	115,600	116,700	118,000
Premises	91,200	86,700	85,300	85,800	86,300	86,800
Supplies and Services	129,900	110,100	110,100	110,100	110,100	110,100
Third Party Payments	360,700	274,700	50,800	6,000	6,000	6,000
Transfer Payments	8,000	8,000	8,000	8,000	8,000	8,000
Transport	1,800	900	900	900	900	900
<b>Total Expenditure</b>	<b>754,500</b>	<b>612,000</b>	<b>384,600</b>	<b>326,400</b>	<b>328,000</b>	<b>329,800</b>

Development Management	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(920,400)	(942,700)	(923,200)	(738,700)	(739,800)	(740,700)
<b>Total Income</b>	<b>(920,400)</b>	<b>(942,700)</b>	<b>(923,200)</b>	<b>(738,700)</b>	<b>(739,800)</b>	<b>(740,700)</b>
<b>Expenditure</b>						
Employees	575,300	745,500	734,900	710,700	707,400	714,000
Premises	5,000	5,000	5,000	5,000	5,000	5,000
Supplies and Services	45,000	40,300	40,300	40,300	40,300	40,300
Third Party Payments	15,000	10,000	10,000	10,000	10,000	10,000
Transfer Payments	500	500	500	500	500	500
Transport	11,500	13,500	13,500	13,500	13,500	13,500
<b>Total Expenditure</b>	<b>652,300</b>	<b>814,800</b>	<b>804,200</b>	<b>780,000</b>	<b>776,700</b>	<b>783,300</b>
<b>Net Total</b>	<b>(268,100)</b>	<b>(127,900)</b>	<b>(119,000)</b>	<b>41,300</b>	<b>36,900</b>	<b>42,600</b>

Economic Development	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	0	(6,800)	0	0	0	0
Government Grants	(55,000)	0	0	0	0	0
<b>Total Income</b>	<b>(55,000)</b>	<b>(6,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	608,700	445,600	393,300	354,100	358,200	361,500
Supplies and Services	900	900	900	800	800	800
Third Party Payments	165,100	15,000	15,000	0	0	0
Transfer Payments	23,900	11,900	11,900	11,900	11,900	11,900
Transport	4,000	4,000	4,000	4,000	4,000	4,000
<b>Total Expenditure</b>	<b>802,600</b>	<b>477,400</b>	<b>425,100</b>	<b>370,800</b>	<b>374,900</b>	<b>378,200</b>
<b>Net Total</b>	<b>747,600</b>	<b>470,600</b>	<b>425,100</b>	<b>370,800</b>	<b>374,900</b>	<b>378,200</b>

Environmental Initiatives	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(1,000)	0	0	0	0	0
<b>Total Income</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	37,000	38,800	39,200	39,700	40,000	40,400
Supplies and Services	3,800	5,800	5,800	5,800	5,800	5,800
Third Party Payments	30,000	37,000	37,000	37,000	37,000	37,000
Transfer Payments	17,900	17,900	17,900	17,900	17,900	17,900
Transport	1,500	1,500	1,500	1,500	1,500	1,500
<b>Total Expenditure</b>	<b>90,200</b>	<b>101,000</b>	<b>101,400</b>	<b>101,900</b>	<b>102,200</b>	<b>102,600</b>
<b>Net Total</b>	<b>89,200</b>	<b>101,000</b>	<b>101,400</b>	<b>101,900</b>	<b>102,200</b>	<b>102,600</b>

Food Safety	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(700)	(700)	(700)	(700)	(700)	(700)
<b>Total Income</b>	<b>(700)</b>	<b>(700)</b>	<b>(700)</b>	<b>(700)</b>	<b>(700)</b>	<b>(700)</b>
<b>Expenditure</b>						
Employees	125,200	126,600	127,900	129,100	130,400	131,700
Supplies and Services	600	500	500	500	500	500
Transport	7,000	9,100	9,100	9,100	9,100	9,100
<b>Total Expenditure</b>	<b>132,800</b>	<b>136,200</b>	<b>137,500</b>	<b>138,700</b>	<b>140,000</b>	<b>141,300</b>
<b>Net Total</b>	<b>132,100</b>	<b>135,500</b>	<b>136,800</b>	<b>138,000</b>	<b>139,300</b>	<b>140,600</b>

General Grants etc	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
<b>Total Income</b>	0	0	0	0	0	0
<b>Expenditure</b>						
Supplies and Services	135,800	124,500	91,900	55,000	55,000	55,000
Third Party Payments	324,000	291,700	159,700	157,200	157,200	157,200
<b>Total Expenditure</b>	<b>459,800</b>	<b>416,200</b>	<b>251,600</b>	<b>212,200</b>	<b>212,200</b>	<b>212,200</b>
<b>Net Total</b>	<b>459,800</b>	<b>416,200</b>	<b>251,600</b>	<b>212,200</b>	<b>212,200</b>	<b>212,200</b>

Health and Safety	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
<b>Total Income</b>	0	0	0	0	0	0
<b>Expenditure</b>						
Employees	69,000	69,300	70,000	70,600	71,100	71,700
Supplies and Services	300	400	400	400	400	400
Transport	1,300	1,300	1,300	1,300	1,300	1,300
<b>Total Expenditure</b>	<b>70,600</b>	<b>71,000</b>	<b>71,700</b>	<b>72,300</b>	<b>72,800</b>	<b>73,400</b>
<b>Net Total</b>	<b>70,600</b>	<b>71,000</b>	<b>71,700</b>	<b>72,300</b>	<b>72,800</b>	<b>73,400</b>

Homelessness/ Housing Advice	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(23,000)	(43,900)	(43,900)	(43,900)	(43,900)	(43,900)
Government Grants	(31,300)	0	0	0	0	0
<b>Total Income</b>	<b>(54,300)</b>	<b>(43,900)</b>	<b>(43,900)</b>	<b>(43,900)</b>	<b>(43,900)</b>	<b>(43,900)</b>
<b>Expenditure</b>						
Employees	241,300	249,600	254,100	256,500	259,100	261,500
Supplies and Services	5,000	13,900	13,900	13,900	13,900	13,900
Third Party Payments	61,100	55,600	55,600	55,600	55,600	55,600
Transport	5,900	4,700	4,700	4,700	4,700	4,700
<b>Total Expenditure</b>	<b>313,300</b>	<b>323,800</b>	<b>328,300</b>	<b>330,700</b>	<b>333,300</b>	<b>335,700</b>
<b>Net Total</b>	<b>259,000</b>	<b>279,900</b>	<b>284,400</b>	<b>286,800</b>	<b>289,400</b>	<b>291,800</b>

Housing Strategy	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(15,000)	0	0	0	0	0
<b>Total Income</b>	<b>(15,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	167,200	108,900	110,000	111,100	112,100	113,200
Supplies and Services	1,100	1,000	1,000	1,000	1,000	1,000
Third Party Payments	60,000	0	0	20,000	20,000	20,000
Transport	2,400	2,400	2,400	2,400	2,400	2,400
<b>Total Expenditure</b>	<b>230,700</b>	<b>112,300</b>	<b>113,400</b>	<b>134,500</b>	<b>135,500</b>	<b>136,600</b>
<b>Net Total</b>	<b>215,700</b>	<b>112,300</b>	<b>113,400</b>	<b>134,500</b>	<b>135,500</b>	<b>136,600</b>

Land Charges	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(125,000)	(117,400)	(117,400)	(117,400)	(117,400)	(117,400)
<b>Total Income</b>	<b>(125,000)</b>	<b>(117,400)</b>	<b>(117,400)</b>	<b>(117,400)</b>	<b>(117,400)</b>	<b>(117,400)</b>
<b>Expenditure</b>						
Employees	80,500	97,900	98,900	99,900	100,900	102,000
Supplies and Services	1,300	2,800	1,300	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
<b>Total Expenditure</b>	<b>109,800</b>	<b>128,700</b>	<b>128,200</b>	<b>129,200</b>	<b>130,200</b>	<b>131,300</b>
<b>Net Total</b>	<b>(15,200)</b>	<b>11,300</b>	<b>10,800</b>	<b>11,800</b>	<b>12,800</b>	<b>13,900</b>

Licenses - Community	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(131,300)	(111,800)	(121,400)	(120,800)	(109,900)	(123,100)
Other Grants and Contributions	(5,400)	(1,000)	(3,300)	(3,300)	(500)	(3,300)
<b>Total Income</b>	<b>(136,700)</b>	<b>(112,800)</b>	<b>(124,700)</b>	<b>(124,100)</b>	<b>(110,400)</b>	<b>(126,400)</b>
<b>Expenditure</b>						
Employees	85,800	90,000	90,900	91,800	92,800	93,700
Supplies and Services	18,900	14,500	16,800	16,800	14,000	16,800
Transport	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Expenditure</b>	<b>107,700</b>	<b>107,500</b>	<b>110,700</b>	<b>111,600</b>	<b>109,800</b>	<b>113,500</b>
<b>Net Total</b>	<b>(29,000)</b>	<b>(5,300)</b>	<b>(14,000)</b>	<b>(12,500)</b>	<b>(600)</b>	<b>(12,900)</b>

Neighbourhood Planning & Local Plans	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
<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	95,400	24,200	24,300	24,500	24,900
Supplies and Services	0	100	100	100	100	100
Third Party Payments	0	44,000	44,000	44,000	44,000	44,000
<b>Total Expenditure</b>	<b>0</b>	<b>139,500</b>	<b>68,300</b>	<b>68,400</b>	<b>68,600</b>	<b>69,000</b>
<b>Net Total</b>	<b>0</b>	<b>139,500</b>	<b>68,300</b>	<b>68,400</b>	<b>68,600</b>	<b>69,000</b>

Other Council Properties	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(38,400)	(41,300)	(41,300)	(41,300)	(41,300)	(41,300)
<b>Total Income</b>	<b>(38,400)</b>	<b>(41,300)</b>	<b>(41,300)</b>	<b>(41,300)</b>	<b>(41,300)</b>	<b>(41,300)</b>
<b>Expenditure</b>						
Premises	24,900	22,500	22,600	22,700	22,800	22,900
Supplies and Services	1,100	1,100	1,100	1,100	1,100	1,100
<b>Total Expenditure</b>	<b>26,000</b>	<b>23,600</b>	<b>23,700</b>	<b>23,800</b>	<b>23,900</b>	<b>24,000</b>
<b>Net Total</b>	<b>(12,400)</b>	<b>(17,700)</b>	<b>(17,600)</b>	<b>(17,500)</b>	<b>(17,400)</b>	<b>(17,300)</b>

Parish Lighting	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Total Income	0	0	0	0	0	0
<b>Expenditure</b>						
Premises	32,400	33,300	34,600	36,000	37,400	38,900
Transfer Payments	22,300	20,200	26,600	20,200	20,200	20,200
<b>Total Expenditure</b>	<b>54,700</b>	<b>53,500</b>	<b>61,200</b>	<b>56,200</b>	<b>57,600</b>	<b>59,100</b>
<b>Net Total</b>	<b>54,700</b>	<b>53,500</b>	<b>61,200</b>	<b>56,200</b>	<b>57,600</b>	<b>59,100</b>

Parks & Open Spaces	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(1,000)	0	0	0	0	0
<b>Total Income</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Premises	46,200	33,700	33,700	33,700	33,700	33,700
Supplies and Services	16,800	16,100	16,100	16,100	16,100	16,100
<b>Total Expenditure</b>	<b>63,000</b>	<b>49,800</b>	<b>49,800</b>	<b>49,800</b>	<b>49,800</b>	<b>49,800</b>
<b>Net Total</b>	<b>62,000</b>	<b>49,800</b>	<b>49,800</b>	<b>49,800</b>	<b>49,800</b>	<b>49,800</b>

Pest and Dog Control	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
<b>Total Income</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>
<b>Expenditure</b>						
Supplies and Services	27,900	24,900	24,900	24,900	24,900	24,900
Transport	800	0	0	0	0	0
<b>Total Expenditure</b>	<b>28,700</b>	<b>24,900</b>	<b>24,900</b>	<b>24,900</b>	<b>24,900</b>	<b>24,900</b>
<b>Net Total</b>	<b>26,700</b>	<b>22,900</b>	<b>22,900</b>	<b>22,900</b>	<b>22,900</b>	<b>22,900</b>

Planning Policy - Forward Planning	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Total Income	0	0	0	0	0	0
<b>Expenditure</b>						
Employees	68,700	74,400	76,300	78,100	80,000	80,700
Supplies and Services	800	800	800	800	800	800
Transport	2,200	2,200	2,200	2,200	2,200	2,200
<b>Total Expenditure</b>	<b>71,700</b>	<b>77,400</b>	<b>79,300</b>	<b>81,100</b>	<b>83,000</b>	<b>83,700</b>
<b>Net Total</b>	<b>71,700</b>	<b>77,400</b>	<b>79,300</b>	<b>81,100</b>	<b>83,000</b>	<b>83,700</b>

Pollution Control	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(10,800)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)
Other Grants and Contributions	(500)	(500)	(500)	(500)	(500)	(500)
<b>Total Income</b>	<b>(11,300)</b>	<b>(5,700)</b>	<b>(5,700)</b>	<b>(5,700)</b>	<b>(5,700)</b>	<b>(5,700)</b>
<b>Expenditure</b>						
Employees	110,200	107,000	108,100	109,100	110,300	111,400
Premises	500	500	500	500	500	500
Supplies and Services	2,300	2,300	2,300	2,300	2,300	2,300
Third Party Payments	3,500	3,500	3,500	3,500	3,500	3,500
Transport	7,200	5,600	5,600	5,600	5,600	5,600
<b>Total Expenditure</b>	<b>123,700</b>	<b>118,900</b>	<b>120,000</b>	<b>121,000</b>	<b>122,200</b>	<b>123,300</b>
<b>Net Total</b>	<b>112,400</b>	<b>113,200</b>	<b>114,300</b>	<b>115,300</b>	<b>116,500</b>	<b>117,600</b>

Private Sector Housing Renewal	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(6,300)	(8,400)	(8,400)	(8,400)	(8,400)	(8,400)
<b>Total Income</b>	<b>(6,300)</b>	<b>(8,400)</b>	<b>(8,400)</b>	<b>(8,400)</b>	<b>(8,400)</b>	<b>(8,400)</b>
<b>Expenditure</b>						
Employees	139,600	142,000	144,400	146,900	148,400	149,900
Premises	5,000	0	0	0	0	0
Supplies and Services	1,400	1,100	1,100	1,100	1,100	1,100
Transport	6,300	6,300	6,300	6,300	6,300	6,300
<b>Total Expenditure</b>	<b>152,300</b>	<b>149,400</b>	<b>151,800</b>	<b>154,300</b>	<b>155,800</b>	<b>157,300</b>
<b>Net Total</b>	<b>146,000</b>	<b>141,000</b>	<b>143,400</b>	<b>145,900</b>	<b>147,400</b>	<b>148,900</b>

Property Services	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
<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>						
Premises	2,900	2,900	2,900	2,900	2,900	2,900
<b>Total Expenditure</b>	<b>2,900</b>	<b>2,900</b>	<b>2,900</b>	<b>2,900</b>	<b>2,900</b>	<b>2,900</b>
<b>Net Total</b>	<b>2,900</b>	<b>2,900</b>	<b>2,900</b>	<b>2,900</b>	<b>2,900</b>	<b>2,900</b>



Public Conveniences	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
<b>Total Income</b>	0	0	0	0	0	0
<b>Expenditure</b>						
Employees	37,100	0	0	0	0	0
Premises	25,900	49,800	50,100	50,400	50,700	51,000
Supplies and Services	2,100	1,900	1,900	1,900	1,900	1,900
<b>Total Expenditure</b>	<b>65,100</b>	<b>51,700</b>	<b>52,000</b>	<b>52,300</b>	<b>52,600</b>	<b>52,900</b>
<b>Net Total</b>	<b>65,100</b>	<b>51,700</b>	<b>52,000</b>	<b>52,300</b>	<b>52,600</b>	<b>52,900</b>

Street Cleansing	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(32,000)	(32,700)	(32,700)	(32,700)	(32,700)	(32,700)
Other Grants and Contributions	(20,000)	(33,300)	(33,300)	(33,300)	(33,300)	(33,300)
<b>Total Income</b>	<b>(52,000)</b>	<b>(66,000)</b>	<b>(66,000)</b>	<b>(66,000)</b>	<b>(66,000)</b>	<b>(66,000)</b>
<b>Expenditure</b>						
Employees	303,200	311,100	314,200	317,200	320,200	323,200
Premises	2,500	2,500	2,500	2,500	2,500	2,500
Supplies and Services	32,400	32,900	32,900	32,900	32,900	32,900
Transport	152,300	151,600	156,700	153,300	153,300	153,300
<b>Total Expenditure</b>	<b>490,400</b>	<b>498,100</b>	<b>506,300</b>	<b>505,900</b>	<b>508,900</b>	<b>511,900</b>
<b>Net Total</b>	<b>438,400</b>	<b>432,100</b>	<b>440,300</b>	<b>439,900</b>	<b>442,900</b>	<b>445,900</b>

Tourism	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
<b>Total Income</b>	0	0	0	0	0	0
<b>Expenditure</b>						
Employees	27,300	27,600	27,900	28,200	28,400	28,800
Transfer Payments	0	12,000	12,000	12,000	12,000	12,000
Transport	1,300	1,300	1,300	1,300	1,300	1,300
<b>Total Expenditure</b>	<b>28,600</b>	<b>40,900</b>	<b>41,200</b>	<b>41,500</b>	<b>41,700</b>	<b>42,100</b>
<b>Net Total</b>	<b>28,600</b>	<b>40,900</b>	<b>41,200</b>	<b>41,500</b>	<b>41,700</b>	<b>42,100</b>

Town Centre Markets	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(51,300)	(51,300)	(51,300)	(51,300)	(51,300)	(51,300)
<b>Total Income</b>	<b>(51,300)</b>	<b>(51,300)</b>	<b>(51,300)</b>	<b>(51,300)</b>	<b>(51,300)</b>	<b>(51,300)</b>
<b>Expenditure</b>						
Employees	64,700	54,500	55,200	55,800	55,600	56,200
Premises	4,600	4,800	4,900	5,000	5,100	5,200
Supplies and Services	9,700	2,900	2,900	2,900	2,900	2,900
Transport	4,200	4,200	4,200	4,200	4,200	4,200
<b>Total Expenditure</b>	<b>83,200</b>	<b>66,400</b>	<b>67,200</b>	<b>67,900</b>	<b>67,800</b>	<b>68,500</b>
<b>Net Total</b>	<b>31,900</b>	<b>15,100</b>	<b>15,900</b>	<b>16,600</b>	<b>16,500</b>	<b>17,200</b>

Trade Waste	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(93,700)	(93,800)	(93,800)	(93,800)	(93,800)	(93,800)
<b>Total Income</b>	<b>(93,700)</b>	<b>(93,800)</b>	<b>(93,800)</b>	<b>(93,800)</b>	<b>(93,800)</b>	<b>(93,800)</b>
<b>Expenditure</b>						
Employees	0	40,100	40,600	40,900	41,500	41,800
Supplies and Services	41,200	41,200	41,200	41,200	26,200	26,200
Transport	1,700	1,700	1,700	1,700	1,700	1,700
<b>Total Expenditure</b>	<b>42,900</b>	<b>83,000</b>	<b>83,500</b>	<b>83,800</b>	<b>69,400</b>	<b>69,700</b>
<b>Net Total</b>	<b>(50,800)</b>	<b>(10,800)</b>	<b>(10,300)</b>	<b>(10,000)</b>	<b>(24,400)</b>	<b>(24,100)</b>

Waste Management	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
<b>Income</b>						
Customer and Client Receipts	(111,900)	(141,700)	(643,700)	(643,700)	(643,700)	(643,700)
<b>Total Income</b>	<b>(111,900)</b>	<b>(141,700)</b>	<b>(643,700)</b>	<b>(643,700)</b>	<b>(643,700)</b>	<b>(643,700)</b>
<b>Expenditure</b>						
Employees	1,353,900	1,366,900	1,390,700	1,408,500	1,423,100	1,440,200
Premises	700	700	700	700	700	700
Supplies and Services	100,600	101,600	101,600	101,600	81,600	81,600
Third Party Payments	4,000	4,000	4,000	4,000	4,000	4,000
Transport	587,000	571,300	579,600	575,800	575,800	575,800
<b>Total Expenditure</b>	<b>2,046,200</b>	<b>2,044,500</b>	<b>2,076,600</b>	<b>2,090,600</b>	<b>2,085,200</b>	<b>2,102,300</b>
<b>Net Total</b>	<b>1,934,300</b>	<b>1,902,800</b>	<b>1,432,900</b>	<b>1,446,900</b>	<b>1,441,500</b>	<b>1,458,600</b>