



**Corporate Policy and
Resources Committee**

9th February 2017

Revenue Base Budgets 2017-18

Report by:

Director of Resources (S151)

Contact Officer:

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Purpose / Summary:

The report sets out details of the Committee's revenue estimates for the period 2017/18 to 2021/22.

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 MTFP.

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. The report therefore outlines the Council's revised financial plans having taken into account changes in Government funding, the economic environment, local engagement and the priorities for the Council. The plan reflects the revisions to the previous estimates for the years 2017/18 to 2020/21 and the inclusion of estimates for 2021/22.

RECOMMENDATION(S):

- 1) That Members consider their recommendation to Council with regard to Fees and Charges in relation to burials
- 2) That Members approve the Corporate Policy and Resources Committee Budget 2017/18
- 3) That Members accept the Prosperous Communities Committee Budget.

IMPLICATIONS

Legal:

The Council has a responsibility to determine a legitimate budget and Council Tax requirement in compliance with statutory deadlines.

Local Authorities (Standing Orders) (England) (Amendment) Regs 2014 (SI 165) requires that once the budget is approved the minutes of the proceedings must record the names of the persons who cast a vote for the decision, against the decision or abstained.

The Local Government Act 2003 introduced the requirement to approve an Annual Treasury Management Strategy

Financial : FIN/117/17

The 2017/2018 base budgets and variance to the 2016/17 base budget are explained in the body of this report.

After taking a robust approach to the development and estimations within the budget for this Committee the total cost of services will be £5.139m.

This reflects base budget reductions of £0.958m as detailed within the report.

Staffing : None arising from 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 area.

Risk Assessment :

The Local Government Act 2003 requires the Chief Finance Officer to report on the adequacy of reserves and provisions and the robustness of budget estimates as part of the annual budget setting process.

An analysis of possible budget risks and comment on the level of reserves are included within the report.

Climate Related Risks and Opportunities :

None arising from this report

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

The Chartered Institute of Public Finance and Accountancy – The Prudential Code for Capital Finance in Local Authorities (2013 Edition)

The Chartered Institute of Public Finance and Accountancy – Treasury Management in the Public Services, Code of Practice and Cross-Sectoral Guidance Notes (2011 Edition)

The Chartered Institute of Public Finance and Accountancy – Treasury Management In the Public Services, Guidance Notes for Local Authorities including Police Authorities and Fire Authorities (2011 Edition).

The Corporate Plan

The Commercial Strategy

The Investment Strategy

The Fees and Charges Policy

The Asset Management Plan

The Acquisitions and Disposal Policy

Investment Policy – Land and Buildings

All documents are held within Financial Services at the Guildhall, Marshalls Yard, Gainsborough.

Call in and Urgency:

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

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

CORPORATE POLICY AND RESOURCES COMMITTEE BUDGET 2017/18

- 1.1 This report sets out the Corporate Policy and Resources Committee base budget position for 2017/18 – 2021/22, incorporating the medium term financial planning principals.
- 1.2 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 addition to service reviews, 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, service improvements and budget reduction proposals, which can be delivered to support 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 Corporate Policy and Resources Committee on the 15th 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
 - Engagement with Parish Councils, residents and business ratepayers 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.
- 1.3 This Budget Preparation process has achieved a High Assurance rating from our Internal Auditors.
- 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 finding efficiencies and savings within their base budgets. 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 With regard to Fees and Charges this Committee at its meeting on 15 December 2016 discussed the recommended increase in burial charges by 130% in 2017/18 and the removal of exclusive rights of burial for children under 12 years, these charges go some way towards our policy of full cost recovery, in addition to having been benchmarked with other local authorities. It was suggested at this meeting that a stepped change of 65% over 2 years would be more appropriate and the Committee requested details of the financial implications of such a change. The original charges were estimated to achieve additional income of £5,250. By taking a stepped approach this would generate additional income of £2,125 in 2017/18 and a further £3,506 in 2018/19, being a comparable total of £5,631. Members should now consider their recommendation to Council in this regard.
- 1.6 **The Corporate Policy and Resources base budgets (Appendix A-C)** have been developed from the approved budget presented to Council in March 2016, take account of any future consequences of in year decisions, and are aligned to the delivery of corporate priorities agreed in the Corporate Plan.
- 1.7 To aid comparison capital charges and central support recharges have been omitted to present only controllable costs.
- 1.8 **The Corporate Policy and Resources Business Unit budgets (Appendix D)** are provided.
- 1.9 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 LGPS pay agreement, and employer's superannuation in line with that provided by the Actuary.
- 1.10 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 a budget reduction of £19.4k in 17/18 when compared to the estimates built into the 2016/17 MTFP.

2. Significant Variations

The variance to the 2016/17 base budget shows a budget decrease of £957.6k with the major variances to the 2016/17 base budget provided below;

- 2.1 Base Budget Review total saving £112.8k – the review of 2015/16 outturn surplus against 2016/17 base budget resulted in ongoing savings within the Committee, primarily across the following Business Units;
- £12.8k Admin Buildings
 - £15.9k Commercial Properties
 - £25k Customer Services
 - £27k Local Tax Collection
 - £14.1k Systems Development

- 2.2 Commercial Properties – reduction in budget of £624.7k reflects anticipated income to be generated from Investment Properties and Commercial Projects. The costs of the schemes are held outside of this Committee, with a net budget position of a surplus of £270k. This is generated by £13m of investment in commercial properties as identified in the capital programme.
- 2.3 Corporate Management increase of £134.4k - £48k budget provision for impact of the Government policy on the Apprenticeship Levy. £86.4k increased pension deficit contribution following the triennial actuarial review; this is offset by a reduced superannuation rate payable across all Business Units resulting in an overall net saving of £19.4k.
- 2.5 Precepts saving of £169k – Due to central government funding reductions the Localisation of Council Tax Support (LCTS) Grant for Town and Parish Councils can no longer be supported, as approved by Corporate Policy and Resources Committee 22 September 2016.
- 2.6 Approved changes to establishment during 2016/17, and the forecast impact of future restructures has resulted in a net reduction on Committee employee budgets of £57k.
- 2.7 Long term investment interest has increased by £157.2k due to an additional £1m anticipated to be invested in the CCLA property fund in March. The fund currently has a weighted average interest rate of 5.25%.
- 2.8 Rental income is expected to increase by £70k because of commercial property acquisition.
- 2.9 £97.3k has been allocated to support revenue investment in projects.

3. The Prosperous Communities Base Budget (Appendices E and F)

- 3.1 The Prosperous Communities Committee considered their draft budget at their meeting on 31 March 2017. The details are appended at Appendix G-I
- 3.2 When compared to the 2016/17 base budget the 2017/18 base budget shows a budget decrease of £319k. The major variances to the 2016/17 base budget are provided below;
- 3.3 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.
- 3.4 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.
- 3.5 General Grants etc. this budget was for a one off purpose and funded from Earmarked Reserves resulting in a reduction of £67k.

- 3.6 Leisure – the income budget for the Leisure Centre has been increased by £11.4k for anticipated contributions payable to WLDC.
- 3.7 Car Parks – income is expected to increase by £20.7k as a result of a property acquisition.
- 3.8 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.

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

Corporate Policy and Resources	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Customer and Client Receipts	(809,900)	(1,371,200)	(2,200,600)	(2,803,900)	(2,898,000)	(2,898,000)
Government Grants	(23,207,600)	(22,735,500)	(22,721,000)	(22,707,200)	(22,707,200)	(22,707,200)
Interest	(18,500)	(178,500)	(180,400)	(175,400)	(174,200)	(174,000)
Other Grants and Contributions	(595,300)	(602,300)	(602,300)	(602,300)	(602,300)	(602,300)
Total Income	(24,631,300)	(24,887,500)	(25,704,300)	(26,288,800)	(26,381,700)	(26,381,500)
Expenditure						
Employees	4,775,700	4,889,800	5,057,700	5,267,100	5,314,600	5,456,000
Premises	658,300	373,200	682,800	715,500	732,100	737,700
Supplies and Services	1,565,500	1,563,500	1,550,700	1,640,200	1,617,000	1,614,200
Third Party Payments	505,200	590,599	584,499	670,699	584,699	579,599
Transfer Payments	23,139,300	22,536,200	22,536,200	22,536,200	22,536,200	22,536,200
Transport	84,400	73,700	73,700	78,400	73,700	73,700
Total Expenditure	30,728,400	30,026,999	30,485,599	30,908,099	30,858,299	30,997,399
Net Total	6,097,100	5,139,499	4,781,299	4,619,299	4,476,599	4,615,899

Corporate Policy and Resources 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 £
Chief Executive / Directors	562,200	485,200	489,900	494,700	499,300	503,800
Chief Executive	153,300	148,900	150,300	151,800	153,100	154,600
Chief Operating Officer	109,300	111,600	112,700	113,800	114,900	115,900
Commercial Director	188,000	111,800	112,900	114,000	115,100	116,100
Director of Resources	111,600	112,900	114,000	115,100	116,200	117,200
Customer First	974,700	922,200	983,400	996,900	1,035,000	1,029,800
Customer Services	520,200	509,400	536,600	521,200	545,900	530,600
Debtors	23,800	28,900	29,400	30,100	30,800	31,000
Housing Benefits Admin	0	23,900	24,400	24,900	25,500	26,000
Housing Benefits Payments	247,000	241,400	264,400	285,400	291,700	297,200
Housing Benefits Projects	(195,300)	(198,800)	(198,800)	(198,800)	(198,800)	(198,800)
Support Services - Admin	241,900	223,500	233,100	239,600	245,200	248,800
Fraud	137,100	93,900	94,300	94,500	94,700	95,000
Democratic & Member Support	3,333,900	3,247,599	3,380,599	3,680,099	3,702,099	3,827,199
Communications	121,600	118,700	120,400	122,200	124,100	125,100
Corporate Management - Apprentices	44,600	57,400	57,400	57,400	57,400	57,400
Corporate Management - Finance	853,100	1,112,999	1,232,899	1,395,799	1,492,099	1,597,199
Democratic Representation	541,100	483,100	487,300	501,600	506,200	509,500
Elections	0	0	0	99,000	0	0
Financial Services	584,900	583,500	578,600	583,300	588,100	593,300
Human Resources	255,500	278,400	280,200	282,000	283,800	285,500
Legal Services	130,700	130,700	130,700	130,700	130,700	130,700
Net Investment Interest	(18,500)	(178,500)	(180,400)	(175,400)	(174,200)	(174,000)
Precepts	515,300	351,400	356,600	361,800	367,100	372,500
Register of Electors	106,700	126,400	127,300	128,100	128,900	129,800
Support Services - Corporate	198,900	183,500	189,600	193,600	197,900	200,200
Housing and Regeneration	96,200	(602,600)	(1,120,600)	(1,638,200)	(1,784,300)	(1,776,800)
Admin Buildings	243,700	241,100	244,600	248,100	251,700	255,400
Commercial Properties	(371,700)	(1,106,900)	(1,630,200)	(2,153,200)	(2,304,800)	(2,302,900)
Emergency Planning	19,000	14,600	14,600	14,600	14,600	14,600
Other Council Properties	(800)	(500)	(500)	(500)	(500)	(500)
Property Services	206,000	249,100	250,900	252,800	254,700	256,600
Organisational Transformation	1,130,100	1,087,100	1,048,000	1,085,800	1,024,500	1,031,900
Business Improvement & Commercial Development	407,300	381,500	386,100	390,800	319,400	317,200
ICT Services	223,300	224,100	225,400	249,900	251,200	252,700
Systems Development	499,500	481,500	436,500	445,100	453,900	462,000
Grand Total	6,097,100	5,139,499	4,781,299	4,619,299	4,476,599	4,615,899

**Corporate Policy and Resources 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 £
Admin Buildings	243,700	241,100	244,600	248,100	251,700	255,400
Business Improvement & Commercial Development	407,300	381,500	386,100	390,800	319,400	317,200
Chief Executive	153,300	148,900	150,300	151,800	153,100	154,600
Chief Operating Officer	109,300	111,600	112,700	113,800	114,900	115,900
Commercial Director	188,000	111,800	112,900	114,000	115,100	116,100
Commercial Properties	(371,700)	(1,106,900)	(1,630,200)	(2,153,200)	(2,304,800)	(2,302,900)
Communications	121,600	118,700	120,400	122,200	124,100	125,100
Corporate Management - Apprentices	44,600	57,400	57,400	57,400	57,400	57,400
Corporate Management - Finance	853,100	1,112,999	1,232,899	1,395,799	1,492,099	1,597,199
Customer Services	520,200	509,400	536,600	521,200	545,900	530,600
Debtors	23,800	28,900	29,400	30,100	30,800	31,000
Democratic Representation	541,100	483,100	487,300	501,600	506,200	509,500
Director of Resources	111,600	112,900	114,000	115,100	116,200	117,200
Elections	0	0	0	99,000	0	0
Emergency Planning	19,000	14,600	14,600	14,600	14,600	14,600
Financial Services	584,900	583,500	578,600	583,300	588,100	593,300
Fraud	0	23,900	24,400	24,900	25,500	26,000
Housing Benefits Admin	247,000	241,400	264,400	285,400	291,700	297,200
Housing Benefits Payments	(195,300)	(198,800)	(198,800)	(198,800)	(198,800)	(198,800)
Human Resources	255,500	278,400	280,200	282,000	283,800	285,500
ICT Services	223,300	224,100	225,400	249,900	251,200	252,700
Legal Services	130,700	130,700	130,700	130,700	130,700	130,700
Local Tax Collection	241,900	223,500	233,100	239,600	245,200	248,800
Net Investment Interest	(18,500)	(178,500)	(180,400)	(175,400)	(174,200)	(174,000)
Other Council Properties	(800)	(500)	(500)	(500)	(500)	(500)
Precepts	515,300	351,400	356,600	361,800	367,100	372,500
Property Services	206,000	249,100	250,900	252,800	254,700	256,600
Register of Electors	106,700	126,400	127,300	128,100	128,900	129,800
Support Services - Admin	137,100	93,900	94,300	94,500	94,700	95,000
Support Services - Corporate	198,900	183,500	189,600	193,600	197,900	200,200
Systems Development	499,500	481,500	436,500	445,100	453,900	462,000
Grand Total	6,097,100	5,139,499	4,781,299	4,619,299	4,476,599	4,615,899

APPENDIX D

The following tables detail Business Unit Income and Expenditure Budgets

Admin Buildings	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Customer and Client Receipts	(300)	(10,300)	(10,300)	(10,300)	(10,300)	(10,300)
Other Grants and Contributions	(13,800)	(13,800)	(13,800)	(13,800)	(13,800)	(13,800)
Total Income	(14,100)	(24,100)	(24,100)	(24,100)	(24,100)	(24,100)
Expenditure						
Premises	214,700	223,400	226,900	230,400	234,000	237,700
Supplies and Services	43,100	41,800	41,800	41,800	41,800	41,800
Total Expenditure	257,800	265,200	268,700	272,200	275,800	279,500
Net Total	243,700	241,100	244,600	248,100	251,700	255,400

Business Improvement & Commercial 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 £
Income						
Total Income	0	0	0	0	0	0
Expenditure						
Employees	401,200	368,500	373,100	377,800	307,200	311,200
Supplies and Services	1,200	1,500	1,500	1,500	1,500	1,500
Third Party Payments	1,400	8,400	8,400	8,400	7,600	1,400
Transport	3,500	3,100	3,100	3,100	3,100	3,100
Total Expenditure	407,300	381,500	386,100	390,800	319,400	317,200
Net Total	407,300	381,500	386,100	390,800	319,400	317,200

Chief Executive	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Customer and Client Receipts	0	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)
Total Income	0	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)
Expenditure						
Employees	140,000	139,200	140,600	142,100	143,400	144,900
Premises	500	500	500	500	500	500
Supplies and Services	8,700	8,400	8,400	8,400	8,400	8,400
Transport	4,100	4,100	4,100	4,100	4,100	4,100
Total Expenditure	153,300	152,200	153,600	155,100	156,400	157,900
Net Total	153,300	148,900	150,300	151,800	153,100	154,600

Chief Operating Officer	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Total Income	0	0	0	0	0	0
Expenditure						
Employees	105,600	107,900	109,000	110,100	111,200	112,200
Supplies and Services	1,100	1,100	1,100	1,100	1,100	1,100
Transport	2,600	2,600	2,600	2,600	2,600	2,600
Total Expenditure	109,300	111,600	112,700	113,800	114,900	115,900
Net Total	109,300	111,600	112,700	113,800	114,900	115,900

Commercial Director	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Total Income	0	0	0	0	0	0
Expenditure						
Employees	183,900	107,700	108,800	109,900	111,000	112,000
Supplies and Services	1,600	1,600	1,600	1,600	1,600	1,600
Transport	2,500	2,500	2,500	2,500	2,500	2,500
Total Expenditure	188,000	111,800	112,900	114,000	115,100	116,100
Net Total	188,000	111,800	112,900	114,000	115,100	116,100

Commercial 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 £
Income						
Customer and Client Receipts	(792,000)	(1,257,100)	(2,086,500)	(2,619,300)	(2,783,900)	(2,783,900)
Other Grants and Contributions	(18,400)	(18,400)	(18,400)	(18,400)	(18,400)	(18,400)
Total Income	(810,400)	(1,275,500)	(2,104,900)	(2,637,700)	(2,802,300)	(2,802,300)
Expenditure						
Premises	407,000	136,900	443,000	452,800	465,800	467,700
Supplies and Services	31,700	31,700	31,700	31,700	31,700	31,700
Total Expenditure	438,700	168,600	474,700	484,500	497,500	499,400
Net Total	(371,700)	(1,106,900)	(1,630,200)	(2,153,200)	(2,304,800)	(2,302,900)

Communications	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Total Income	0	0	0	0	0	0
Expenditure						
Employees	98,700	95,700	97,400	99,200	101,100	102,100
Supplies and Services	21,700	21,800	21,800	21,800	21,800	21,800
Transport	1,200	1,200	1,200	1,200	1,200	1,200
Total Expenditure	121,600	118,700	120,400	122,200	124,100	125,100
Net Total	121,600	118,700	120,400	122,200	124,100	125,100

Corporate Management - Apprentices	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Total Income	0	0	0	0	0	0
Expenditure						
Employees	44,600	57,400	57,400	57,400	57,400	57,400
Total Expenditure	44,600	57,400	57,400	57,400	57,400	57,400
Net Total	44,600	57,400	57,400	57,400	57,400	57,400

Corporate Management - Finance	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Customer and Client Receipts	68,300	0	0	0	0	0
Total Income	68,300	0	0	0	0	0
Expenditure						
Employees	693,600	884,200	990,700	1,148,200	1,239,800	1,340,100
Supplies and Services	34,200	97,700	107,800	112,300	117,000	121,800
Third Party Payments	57,000	131,099	134,399	135,299	135,299	135,299
Total Expenditure	784,800	1,112,999	1,232,899	1,395,799	1,492,099	1,597,199
Net Total	853,100	1,112,999	1,232,899	1,395,799	1,492,099	1,597,199

Customer 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 £
Income						
Customer and Client Receipts	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)
Total Income	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)
Expenditure						
Employees	404,700	425,600	432,800	437,400	442,100	446,800
Premises	800	800	800	800	800	800
Supplies and Services	83,600	85,700	105,700	85,700	105,700	85,700
Third Party Payments	37,700	4,900	4,900	4,900	4,900	4,900
Transport	3,900	2,900	2,900	2,900	2,900	2,900
Total Expenditure	530,700	519,900	547,100	531,700	556,400	541,100
Net Total	520,200	509,400	536,600	521,200	545,900	530,600

Debtors	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Total Income	0	0	0	0	0	0
Expenditure						
Employees	21,300	17,600	18,100	18,800	19,500	19,700
Supplies and Services	2,500	11,300	11,300	11,300	11,300	11,300
Total Expenditure	23,800	28,900	29,400	30,100	30,800	31,000
Net Total	23,800	28,900	29,400	30,100	30,800	31,000

Democratic Representation	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Total Income	0	0	0	0	0	0
Expenditure						
Employees	205,700	177,700	180,400	183,100	186,100	187,800
Supplies and Services	306,200	277,200	278,700	290,300	291,900	293,500
Transport	29,200	28,200	28,200	28,200	28,200	28,200
Total Expenditure	541,100	483,100	487,300	501,600	506,200	509,500
Net Total	541,100	483,100	487,300	501,600	506,200	509,500

Director of Resources	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Total Income	0	0	0	0	0	0
Expenditure						
Employees	105,600	107,900	109,000	110,100	111,200	112,200
Supplies and Services	3,100	2,600	2,600	2,600	2,600	2,600
Transport	2,900	2,400	2,400	2,400	2,400	2,400
Total Expenditure	111,600	112,900	114,000	115,100	116,200	117,200
Net Total	111,600	112,900	114,000	115,100	116,200	117,200

Elections	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Customer and Client Receipts	0	0	0	(70,500)	0	0
Total Income	0	0	0	(70,500)	0	0
Expenditure						
Employees	0	0	0	0	(19,400)	(19,400)
Premises	0	0	0	19,400	19,400	19,400
Supplies and Services	0	0	0	60,100	0	0
Third Party Payments	0	0	0	85,300	0	0
Transport	0	0	0	4,700	0	0
Total Expenditure	0	0	0	169,500	0	0
Net Total	0	0	0	99,000	0	0

Emergency 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 £
Income						
Total Income	0	0	0	0	0	0
Expenditure						
Supplies and Services	15,200	14,600	14,600	14,600	14,600	14,600
Transport	3,800	0	0	0	0	0
Total Expenditure	19,000	14,600	14,600	14,600	14,600	14,600
Net Total	19,000	14,600	14,600	14,600	14,600	14,600

Financial 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 £
Income						
Customer and Client Receipts	0	(11,600)	(11,600)	(11,600)	(11,600)	(11,600)
Total Income	0	(11,600)	(11,600)	(11,600)	(11,600)	(11,600)
Expenditure						
Employees	407,400	430,000	434,500	439,200	443,900	448,000
Supplies and Services	50,500	39,100	39,100	39,100	39,100	39,100
Third Party Payments	122,900	122,700	113,300	113,300	113,400	114,500
Transport	4,100	3,300	3,300	3,300	3,300	3,300
Total Expenditure	584,900	595,100	590,200	594,900	599,700	604,900
Net Total	584,900	583,500	578,600	583,300	588,100	593,300

Fraud	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Customer and Client Receipts	0	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Total Income	0	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Expenditure						
Employees	0	51,400	51,900	52,400	53,000	53,500
Supplies and Services	0	500	500	500	500	500
Transport	0	2,000	2,000	2,000	2,000	2,000
Total Expenditure	0	53,900	54,400	54,900	55,500	56,000
Net Total	0	23,900	24,400	24,900	25,500	26,000

Housing Benefits Admin	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Customer and Client Receipts	(30,000)	0	0	0	0	0
Government Grants	(336,800)	(290,700)	(276,200)	(262,400)	(262,400)	(262,400)
Total Income	(366,800)	(290,700)	(276,200)	(262,400)	(262,400)	(262,400)
Expenditure						
Employees	566,100	468,300	476,800	484,000	490,300	495,800
Premises	1,500	1,500	1,500	1,500	1,500	1,500
Supplies and Services	35,600	36,700	36,700	36,700	36,700	36,700
Third Party Payments	0	17,200	17,200	17,200	17,200	17,200
Transport	10,600	8,400	8,400	8,400	8,400	8,400
Total Expenditure	613,800	532,100	540,600	547,800	554,100	559,600
Net Total	247,000	241,400	264,400	285,400	291,700	297,200

Local Tax Collection	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Government Grants	(105,800)	(105,800)	(105,800)	(105,800)	(105,800)	(105,800)
Other Grants and Contributions	(157,600)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)
Total Income	(263,400)	(285,800)	(285,800)	(285,800)	(285,800)	(285,800)
Expenditure						
Employees	335,000	344,600	354,200	360,700	366,300	369,900
Supplies and Services	92,700	88,100	88,100	88,100	88,100	88,100
Third Party Payments	75,300	74,300	74,300	74,300	74,300	74,300
Transport	2,300	2,300	2,300	2,300	2,300	2,300
Total Expenditure	505,300	509,300	518,900	525,400	531,000	534,600
Net Total	241,900	223,500	233,100	239,600	245,200	248,800

Net Investment Interest	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Interest	(18,500)	(178,500)	(180,400)	(175,400)	(174,200)	(174,000)
Total Income	(18,500)	(178,500)	(180,400)	(175,400)	(174,200)	(174,000)
Expenditure						
Total Expenditure	0	0	0	0	0	0
Net Total	(18,500)	(178,500)	(180,400)	(175,400)	(174,200)	(174,000)

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 £
Income						
Other Grants and Contributions	(5,500)	(2,600)	(2,600)	(2,600)	(2,600)	(2,600)
Total Income	(5,500)	(2,600)	(2,600)	(2,600)	(2,600)	(2,600)
Expenditure						
Premises	4,700	2,100	2,100	2,100	2,100	2,100
Total Expenditure	4,700	2,100	2,100	2,100	2,100	2,100
Net Total	(800)	(500)	(500)	(500)	(500)	(500)

Precepts	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Total Income	0	0	0	0	0	0
Expenditure						
Supplies and Services	338,300	343,400	348,600	353,800	359,100	364,500
Transfer Payments	177,000	8,000	8,000	8,000	8,000	8,000
Total Expenditure	515,300	351,400	356,600	361,800	367,100	372,500
Net Total	515,300	351,400	356,600	361,800	367,100	372,500

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 £
Income						
Customer and Client Receipts	(1,600)	(1,600)	(1,600)	(1,600)	(1,600)	(1,600)
Total Income	(1,600)	(1,600)	(1,600)	(1,600)	(1,600)	(1,600)
Expenditure						
Employees	143,200	186,500	188,300	190,200	192,100	194,000
Premises	29,100	8,000	8,000	8,000	8,000	8,000
Supplies and Services	10,800	10,600	10,600	10,600	10,600	10,600
Third Party Payments	20,000	41,100	41,100	41,100	41,100	41,100
Transport	4,500	4,500	4,500	4,500	4,500	4,500
Total Expenditure	207,600	250,700	252,500	254,400	256,300	258,200
Net Total	206,000	249,100	250,900	252,800	254,700	256,600

Register of Electors	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Customer and Client Receipts	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Government Grants	(10,000)	0	0	0	0	0
Total Income	(20,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Expenditure						
Employees	65,400	79,300	80,200	81,000	81,800	82,700
Supplies and Services	28,400	26,200	26,200	26,200	26,200	26,200
Third Party Payments	30,200	30,200	30,200	30,200	30,200	30,200
Transport	2,700	700	700	700	700	700
Total Expenditure	126,700	136,400	137,300	138,100	138,900	139,800
Net Total	106,700	126,400	127,300	128,100	128,900	129,800

Support Services - Admin	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Total Income	0	0	0	0	0	0
Expenditure						
Employees	57,500	22,400	22,800	23,000	23,200	23,500
Supplies and Services	78,700	70,600	70,600	70,600	70,600	70,600
Transport	900	900	900	900	900	900
Total Expenditure	137,100	93,900	94,300	94,500	94,700	95,000
Net Total	137,100	93,900	94,300	94,500	94,700	95,000

Support Services - Corporate	Base Budget 16/17 £	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £
Income						
Total Income	0	0	0	0	0	0
Expenditure						
Employees	194,000	180,700	186,800	190,800	195,100	197,400
Supplies and Services	2,100	2,100	2,100	2,100	2,100	2,100
Transfer Payments	2,100	0	0	0	0	0
Transport	700	700	700	700	700	700
Total Expenditure	198,900	183,500	189,600	193,600	197,900	200,200
Net Total	198,900	183,500	189,600	193,600	197,900	200,200

Systems 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 £
Income						
Customer and Client Receipts	(19,300)	(22,300)	(22,300)	(22,300)	(22,300)	(22,300)
Total Income	(19,300)	(22,300)	(22,300)	(22,300)	(22,300)	(22,300)
Expenditure						
Employees	257,500	269,000	273,800	277,600	281,300	284,200
Supplies and Services	258,300	232,800	183,000	187,800	192,900	198,100
Transport	3,000	2,000	2,000	2,000	2,000	2,000
Total Expenditure	518,800	503,800	458,800	467,400	476,200	484,300
Net Total	499,500	481,500	436,500	445,100	453,900	462,000

**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 £
Income						
Customer and Client Receipts	(2,168,600)	(2,282,700)	(2,784,500)	(2,615,700)	(2,619,400)	(2,638,300)
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)
Total Income	(2,417,000)	(2,329,900)	(2,938,600)	(3,018,900)	(3,019,800)	(3,041,500)
Expenditure						
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
Total Expenditure	7,871,500	7,465,400	7,014,700	6,895,400	6,900,600	6,946,400
Net Total	5,454,500	5,135,500	4,076,100	3,876,500	3,880,800	3,904,900

**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 £
Commercial	2,353,800	2,339,200	1,878,800	1,893,400	1,876,500	1,897,600
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
Customer First	403,800	479,900	467,400	456,200	465,100	456,500
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
Economic Development and Neighbourhoods	1,158,500	1,190,700	923,600	993,700	996,900	1,008,800
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
Housing and Regeneration	1,428,200	1,029,800	700,400	423,300	432,400	442,100
Car Parks	(144,100)	(186,300)	(185,700)	(184,700)	(184,100)	(183,300)
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
Organisational Transformation	110,200	95,900	105,900	109,900	109,900	99,900
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
Grand Total	5,454,500	5,135,500	4,076,100	3,876,500	3,880,800	3,904,900

**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)	(186,300)	(185,700)	(184,700)	(184,100)	(183,300)
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
Grand Total	5,454,500	5,135,500	4,076,100	3,876,500	3,880,800	3,904,900