

# **BUDGET BOOK 2014/15**

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**Mike Hill**  
**Head of Finance & Property & Section 151 Officer**



**BASSETLAW DISTRICT COUNCIL**

**COUNCIL**

**6<sup>TH</sup> MARCH 2014**

**REPORT OF THE CHIEF EXECUTIVE**

**COUNCIL TAX RESOLUTION & BUDGET HEADLINES 2014/15**

Cabinet Member: Finance  
Contact: Mike Hill  
Ext: 3174

**1. Public Interest Test**

- 1.1 The author of this report, Mike Hill, has determined that the report is not confidential.

**2. Purpose of the Report**

- 2.1 Under the Council's Constitution, the functions of calculating the Council Tax requirement and the District element of the Council Tax, and the function of setting the Council Tax are the responsibility of the Full Council. The function of preparing estimates and calculations for submission to Council is the responsibility of the Cabinet.
- 2.2 This report assists Members of the Council to consider the background to their budgetary and Council Tax decisions, and sets out the recommendations from Cabinet on the 13<sup>th</sup> February 2014.

**3. Background and Discussion**

**INTRODUCTION**

- 3.1 The Council Tax is a tax on property with a personal element in the form of a discount for dwellings with less than two relevant residents, plus discounts for residents receiving council tax benefit. All dwellings are listed in one of eight valuation Bands and the amount of Council Tax payable in respect of each dwelling (before discounts and other reductions) is in a set proportion between each Band.
- 3.2 The headline Council Tax is calculated for Band D, and the Tax in the remaining Bands are worked out as a proportion of this amount. The lowest Band (A) is two-thirds of Band D and the highest Band (H) is twice Band D and three times Band A. The proportions are therefore as follows:

Band A	6/9	Band E	11/9
Band B	7/9	Band F	13/9
Band C	8/9	Band G	15/9
Band D	9/9	Band H	18/9

## THE COUNCIL'S LEGAL DUTIES

- 3.3 In coming to decisions in relation to the revenue budget and the Council Tax, the District Council – and Members – have various legal duties, namely:
- (a) The Council must act in accordance with its statutory duties and responsibilities;
  - (b) The Council must act reasonably;
  - (c) The Council must not act in breach of its fiduciary duty to its Ratepayers and Council Taxpayers.

### Statutory Duty

- 3.4 As part of the Budget and the Council Tax setting process, the Council was previously required by the Local Government Finance Act 1992 to make various specific calculations and decisions. The Localism Act 2011 made significant changes to the LGFA 1992, and requires the billing authority (Bassetlaw District Council) to calculate a **Council Tax requirement** for the year, not its budget requirement as previously.
- 3.5 These calculations must be made **before 11<sup>th</sup> March** (i.e. midnight on 10<sup>th</sup> March), although they are not invalid merely because they are made on or after that date. However, until the calculations are made any attempt to set the Council Tax will be treated as null and void.
- 3.6 The District Council has a clear legal duty to set a Council Tax, and a resolution not to set a Council Tax would be unlawful, being in breach of Section 30 of the Local Government Finance Act 1992. Similarly, so would be a resolution to set a Council Tax that deliberately did not balance the various calculations.

## ADEQUACY OF COUNCIL TAX REQUIREMENT AND FINANCIAL RESERVES

- 3.7 The Local Government Act 2003 requires the Chief Financial Officer to report to the authority on the robustness of the estimates made for the purposes of the calculation and the adequacy of the proposed financial reserves. This will include estimates and reserves used for the purpose of the Cabinet's recommendations to Council, and for the purpose of any amendments to those recommendations. The Council has a statutory duty to have regard to the Chief Financial Officer's report when making decisions about the Section 31 calculations. This is set out in the *Robustness of Estimates and Adequacy of Reserves 2014/15* report contained within this document.

## SETTING THE COUNCIL TAX

- 3.8 The final stage of the Council Tax setting process is for the Council, as billing authority, to set the overall Council Tax for each Band. Whereas the billing authorities and major precepting authorities calculate their own budget requirements, basic amounts, and amounts of each Band, the setting of the Council Tax is solely the responsibility of the District Council as billing authority.

## COUNCIL TAX FREEZE SCHEME

- 3.9 A letter received from the Department for Communities and Local Government dated 15<sup>th</sup> January 2014, set out the terms under which the scheme will operate. It states that *"Any authority ... which freezes or reduces their basic amount of council tax in 2014/15 compared to 2013/14 will be eligible to receive a grant equivalent to 1% of the basic amount of council tax set for 2013/14, multiplied by the amount calculated as the authority's council tax base for 2014/15 not taking into account the reduction in*

*the tax base due to the council tax reduction scheme*". For Bassetlaw, the 2014/15 Council Tax Freeze Grant allocation for 2014/15 is £55,861.

- 3.10 This letter also states that *"Ministers have agreed that the funding for 2014/15 (including 2015/16) freeze grant should be built into the spending review baseline. This gives as much certainty as possible at this stage that the extra funding for freezing council tax will remain available."*
- 3.11 To be clear, for local authorities to receive this grant they must freeze or reduce their Band D Council Tax (net of any local precepts and levies) in 2014/15.
- 3.12 As has been reported to the February Cabinet meeting, the Council has not increased its council tax since 2010/11, and this decision has come at a cost, as Bassetlaw would now be generating an additional £0.8m of council tax income per annum, had the council tax increased over this period in line with inflation, and the freeze grant not been added to the base. The recommendation in this report is therefore to not accept the council tax freeze grant, and to increase council tax by 1.5% for 2014/15.

### **COUNCIL TAX REFERENDUMS**

- 3.13 Schedule 5 to the Localism Act 2011 introduced a new chapter into the Local Government Finance Act 1992 ("the 1992 Act"), making provision for council tax referendums to be held if an authority increases its relevant basic amount of council tax by an amount exceeding principles determined by the Secretary of State and agreed by the House of Commons. The Localism Act also abolished the capping regime in England.
- 3.14 The final settlement for 2014/15 was announced on 5<sup>th</sup> February 2014, and one of the supporting documents is *"The Referendums Relating to Council Tax Increases (Principles) (England) Report 2014/15"*. This sets out the council tax referendum principles, and authorities' responsibilities in the event that they are required to arrange for a referendum to be held in 2014/15.
- 3.15 In short, a council tax referendum will be required to be held if a local authority contemplates setting an increase in council tax which exceeds the council tax excessiveness principle relevant to the Council. For district councils, the authority will be required to seek the approval of their local electorate in a referendum if the council sets a council tax increase (calculated on the relevant basic amount of council tax) of 2.0% or more than the equivalent 2013/14 figure.
- 3.16 For 2013/14, the situation was not clear, as there was the possibility that a referendum could be triggered by several changing factors. For Bassetlaw, this calculation excluded all local precepts, all payments to Internal Drainage Boards, and an assumption of the amount of council tax benefit support grant that would have been paid in 2013/14. This was then compared to the costs of the equivalent areas in both years. If for example, the drainage board levy is *reduced* between years but the Council maintains the same council tax figure, then it is perceived that the Council has actually *increased* its element of the precept between years, and it is on this element that the calculation of excessiveness is made. Therefore, it is the payments to these organisations that needs to be monitored to avoid any breach of the referendum limit, but this also needs to be considered against a backdrop of a changing tax base.
- 3.17 For 2014/15, the situation is still not clear. The DCLG form that requires completion appears to exclude these sub-calculations, and instead just looks at the headline increase between years. This issue has been challenged by local authorities over the last two years, but no official declaration by the DCLG has been made to date.

However taken both situations into account, the increase for Bassetlaw is well below the current 2.0% referendum limit.

### **CHANGES MADE TO THE BUDGET SINCE THE 13<sup>TH</sup> FEBRUARY 2014 CABINET REPORT**

- 3.18 Since the meeting of the Cabinet on 13<sup>th</sup> February 2014, the Cabinet report has been updated to take account of the following:
- The final Revenue Support Grant entitlement was announced on 5<sup>th</sup> February 2014, and the budget for 2014/15 has been amended to £4,094,400, being an increase of £1,100 over the provisional settlement.
  - The Internal Drainage Boards have now set their annual levy for 2014/15, and the budget for 2014/15 has been amended to £453,300, being an increase of £8,300 over the reported budget.
  - A transfer from the Pension Strain Reserve has been included in the budget with a value of £20,600.
  - The Town/Parish precepts have now been received for 2014/15, and the budget for 2014-17 has been amended to £906,000, being an increase of £108,600 over the reported budget.

### **BUDGET CONSULTATION**

- 3.19 Officers have consulted with the Council's stakeholders on the 2014/15 budget as follows:
- The Council Tax Reduction Scheme is a major part of the Council's budget as circa £9m is spent on council tax benefits. The Reduction Scheme results from a change in government policy, whereby only 90% of the costs of council tax benefits is funded by central government, leaving Bassetlaw to find circa £0.9m through a combination of savings, charging 10% to council tax benefit recipients, and offset by premiums on second and empty homes. The consultation exercise was undertaken during September and October 2013, and included the major preceptors and Town/Parish Councils, the Financial Inclusion Forum, and the general public via the One Stop Shops and the website.
  - The decision to withdraw the parish council tax support funding was explained in two letters sent to all Town/Parish Councils on 19<sup>th</sup> November 2013 and 6<sup>th</sup> January 2014. The Head of Finance & Property also gave a presentation on this subject to the Parish Forum on 6<sup>th</sup> January 2014 in Retford Town Hall.
  - The statutory Business Ratepayers meeting took place on 10<sup>th</sup> February 2014. No issues were raised at this meeting as no representatives of the business community attended.

### **OTHER PRECEPTING BODIES**

- 3.20 Since the meeting of the Cabinet on 13<sup>th</sup> February 2014 the precept levels of other precepting bodies have been received. These are detailed below:

## **Town and Parish Councils**

The Town and Parish Council Precepts for 2014/15 are detailed in Appendix B and total £905,997. The increase in the average Band D Council Tax for Town and Parish Councils is 11.89% and results in an average Band D Council Tax figure of £28.41 for 2014/15. Out of the 57 Town/Parish councils, 29 have increased their precept, 13 have stayed the same, and 15 have reduced.

## **Nottinghamshire County Council**

Nottinghamshire County Council met on 27<sup>th</sup> February 2014 and set their precept at £38,812,252. This results in a Band D Council Tax of £1,216.92.

## **Nottinghamshire Police & Crime Commissioner**

Nottinghamshire Police & Crime Commission met on 3<sup>rd</sup> February 2014 and set their precept at £5,516,996. This results in a Band D Council Tax of £172.98.

## **Nottinghamshire Fire & Rescue Authority**

Nottinghamshire Fire & Rescue Authority met on 28<sup>th</sup> February 2014 and set their precept at £2,266,057. This results in a Band D Council Tax of £71.05.

## **4. Implications**

### **a) For service users**

The Council Tax Resolution effectively sets the revenue and capital budgets and the Council Tax level for 2014/15.

### **b) Strategic & Policy**

As contained within this report and the individual budget reports.

### **c) Financial – Ref: 14/87**

As contained within this report and the individual budget reports.

### **d) Legal - Ref: 70/03/14**

Under the Council's Constitution, the functions of calculating the Council Tax requirement and the District element of the Council Tax, and the function of setting the Council Tax are the responsibility of the Full Council. The function of preparing estimates and calculations for submission to Council is the responsibility of the Cabinet.

### **e) Human Resources**

As contained within this report and the individual budget reports.

### **f) Community Safety, Equalities, Environmental**

As contained within this report and the individual budget reports.

### **g) This is key decision number 408, but accompanies the reports under key decision numbers 403 to 407.**

**5. Options, Risks and Reasons for Recommendations**

- 5.1 This report is a statutory requirement. It is for Members to decide on the balance between council taxation and service levels.

**6. Recommendations**

- 6.1 That recommendations 3(a) to 3(m) of Appendix F which is a summary of the recommendations made in the suite of the 2014/15 budget reports be approved.
- 6.2 That the formal Council Tax Resolution set out at Appendix A be approved.
- 6.3 That if the formal Council Tax Resolution at Appendix A is approved, the total Band D Council Tax will be as follows:

	<b>2013/14</b>	<b>2014/15</b>	<b>Increase</b>
	<b>£</b>	<b>£</b>	<b>%</b>
Bassetlaw District Council	152.82	155.11	1.50%
Nottinghamshire County Council	1,193.18	1,216.92	1.99%
Nottinghamshire Police & Crime Commissioner	169.65	172.98	1.96%
Nottinghamshire Fire & Rescue Authority	69.69	71.05	1.95%
<b>Sub-Total</b>	<b>1,585.34</b>	<b>1,616.06</b>	<b>1.94%</b>
Town & Parish Council (average)	25.39	28.41	11.89%
<b>Total</b>	<b>1,610.73</b>	<b>1,644.47</b>	<b>2.09%</b>



## APPENDIX A

### The Council is recommended to resolve as follows:

1. It be noted that on 30<sup>th</sup> January 2014 the Council calculated the Council Tax Base 2014/15:
  - (a) For the whole Council area as 31,893.84 [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended by The Localism Act 2011 (the "Act")]; and
  - (b) For dwellings in those parts of its area to which one or more special items relate as in the attached Appendix C.
2. Calculate that the Council Tax requirement for the Council's own purposes for 2014/15 (excluding Parish precepts and Special Expenses) is £4,947,100.
3. That the following amounts be calculated for the year 2014/15 in accordance with Sections 31 to 36 of the Act:
  - (a) £97,240,800 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils and any additional special expenses.
  - (b) (£91,387,700) being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
  - (c) £5,853,100 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year (Item R in the formula in Section 31B of the Act).
  - (d) £183.52 being the amount at 3(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts and special expenses).
  - (e) £906,000 being the aggregate amount of all special items (Parish precepts and special expenses) referred to in Section 34(1) of the Act (as per the attached Appendix C).
  - (f) £155.11 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept or special item relates.
4. To note that the County Council, the Police & Crime Commissioner and the Fire & Rescue Authority have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table below.

5. That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables below as the amounts of Council Tax for 2013/14 for each part of its area and for each of the categories of dwellings.

	<b>Valuation Bands</b>							
	<b>A £</b>	<b>B £</b>	<b>C £</b>	<b>D £</b>	<b>E £</b>	<b>F £</b>	<b>G £</b>	<b>H £</b>
Bassetlaw District Council	103.41	120.64	137.88	155.11	189.58	224.05	258.52	310.22
Nottinghamshire County Council	811.28	946.49	1081.71	1216.92	1487.35	1757.77	2028.20	2433.84
Nottinghamshire Police & Crime Commissioner	115.32	134.54	153.76	172.98	211.42	249.86	288.30	345.96
Nottinghamshire Fire & Rescue Authority	47.37	55.26	63.16	71.05	86.84	102.63	118.42	142.10
<b>Aggregate of Council Tax Requirements</b>	<b>1077.38</b>	<b>1256.93</b>	<b>1436.51</b>	<b>1616.06</b>	<b>1975.19</b>	<b>2334.31</b>	<b>2693.44</b>	<b>3232.12</b>

6. That the Council's basic amount of Council Tax for 2014/15 is not excessive in accordance with the principles approved under Section 52ZB of the Local Government Finance Act 1992.
7. The Council hereby authorises the Section 151 Officer to administer the provisions of the Local Government Finance Acts 1988 and 1992 with regard to the demand, collection and recovery of Council Tax and Non-Domestic Rates and the operation of the Collection Fund.
8. (a) The Council hereby specifies that the Business Rates shall be collected in accordance with respective statutory monthly instalment schemes laid down in Regulations within a 10 month period from April to January, or a 12 month period April to March.
- (b) The Council hereby specifies that the Council Tax shall be collected in accordance with respective statutory monthly instalment schemes laid down in Regulations within a 10 month period from April to January, or a 12 month period April to March, except where agreements are made with the taxpayer to pay in weekly instalments.
- (c) Payments will fall due on the first day of each month except where specific arrangements for Direct Debit apply for Council Tax and Business Rates.

**BASSETLAW DISTRICT COUNCIL TAXBASE & LOCAL PRECEPTS 2014/15**

Parish/Town Council	2013/14			2014/15			Council Tax Increase
	Taxbase	Precept	Council Tax Band D	Taxbase	Precept	Council Tax Band D	
	£	£	£	£	£	£	
Askham	79.69	0	0.00	80.91	0	0.00	0.00%
Babworth	211.24	4,026	19.06	220.66	4,711	21.35	12.01%
Barnby Moor	106.40	2,503	23.52	108.88	2,961	27.20	15.65%
Beckingham-cum-Saundby	462.57	17,405	37.63	469.03	18,886	40.27	7.02%
Blyth	463.90	25,745	55.50	467.51	25,635	54.83	-1.21%
Bole	49.42	0	0.00	48.90	0	0.00	0.00%
Bothamsall	90.42	1,000	11.06	91.10	1,000	10.98	-0.72%
Carburton	23.72	0	0.00	24.29	0	0.00	0.00%
Carlton in Lindrick	1,532.79	88,722	57.88	1,558.05	148,014	95.00	64.13%
Clarborough & Welham	373.85	15,000	40.12	377.46	15,000	39.74	-0.95%
Clayworth	138.21	5,543	40.11	137.88	5,900	42.79	6.68%
Clumber and Hardwick	31.57	0	0.00	33.13	0	0.00	0.00%
Cuckney	74.51	6,374	85.55	75.52	6,438	85.25	-0.35%
Dunham on Trent with Ragnall, Fledborough and Darlton	205.41	7,738	37.67	206.44	9,488	45.96	22.01%
East Drayton	106.60	3,055	28.66	109.04	3,194	29.29	2.20%
East Markham	453.87	16,972	37.39	454.49	17,328	38.13	1.98%
East Retford Charter Trustees	6,137.31	8,771	1.43	6,240.64	8,924	1.43	0.00%
Elkesley	214.32	12,362	57.68	219.19	12,485	56.96	-1.25%
Everton	338.58	11,500	33.97	344.79	11,650	33.79	-0.53%
Gamston with West Drayton & Eaton	239.02	6,210	25.98	241.84	6,283	25.98	0.00%
Gringley-on-the Hill	293.57	18,983	64.66	297.14	18,983	63.89	-1.19%
Harworth & Bircotes	1,730.04	199,000	115.03	1,757.44	199,000	113.23	-1.56%
Haughton	20.29	0	0.00	20.15	0	0.00	0.00%
Hayton	146.36	6,588	45.01	153.78	6,637	43.16	-4.11%
Headon-cum-Upton with Grove & Stokeham	145.79	3,490	23.94	142.33	3,407	23.94	0.00%
Hodsock	518.68	25,379	48.93	513.98	33,018	64.24	31.29%
Holbeck & Welbeck	101.54	3,043	29.97	123.38	3,438	27.87	-7.01%
Laneham	130.40	5,009	38.41	134.86	5,058	37.51	-2.34%
Lound	187.88	3,882	20.66	187.96	4,934	26.25	27.06%
Markham Clinton	90.38	3,140	34.74	90.97	3,140	34.52	-0.63%
Mattersey	233.23	4,582	19.65	228.83	7,143	31.22	58.88%
Misson	257.25	9,210	35.80	260.31	9,394	36.09	0.81%
Misterton	661.14	51,000	77.14	680.20	51,000	74.98	-2.80%
Nether Langwith	130.90	6,136	46.88	133.64	7,587	56.77	21.10%
Normanton-on-Trent with Marnham	182.62	4,092	22.41	186.34	4,258	22.85	1.96%
North Leverton with Hablesthorpe	318.68	18,000	56.48	324.53	18,878	58.17	2.99%
North and South Wheatley	252.70	18,758	74.23	256.76	19,059	74.23	0.00%
Norton	50.09	960	19.17	46.89	926	19.75	3.03%
Rampton	260.46	5,967	22.91	262.68	5,571	21.21	-7.42%
Ranskill	484.41	16,700	34.47	483.63	16,700	34.53	0.17%
Rhodesia	195.91	4,150	21.18	204.42	5,000	24.46	15.49%
Scaftworth	18.19	0	0.00	18.09	0	0.00	0.00%
Scrooby	128.10	3,850	30.05	126.55	4,396	34.74	15.61%
Shireoaks	440.29	11,076	25.16	448.81	12,383	27.59	9.66%
South Leverton	187.63	6,754	36.00	188.42	7,832	41.57	15.47%
Sturton-le-Steeple	181.04	11,895	65.70	183.28	13,562	74.00	12.63%
Styrrup with Oldcotes	226.99	12,632	55.65	234.17	13,629	58.20	4.58%
Sutton	247.41	10,587	42.79	251.01	10,741	42.79	0.00%
Torworth	78.61	3,433	43.67	79.59	4,033	50.67	16.03%
Treswell-with-Cottam	115.83	2,146	18.53	120.73	2,146	17.78	-4.05%
Tuxford	728.36	72,481	99.51	740.80	90,261	121.84	22.44%
Wakeringham	331.55	14,634	44.14	333.22	16,900	50.72	14.91%
Wallingwells	12.07	0	0.00	11.03	0	0.00	0.00%
West Burton	6.61	0	0.00	6.48	0	0.00	0.00%
West Stockwith	103.14	4,278	41.48	109.41	6,016	54.99	32.57%
Wiseton	39.72	400	10.07	38.89	539	13.86	37.64%
Worksop Charter Trustees	10,838.29	2,276	0.21	11,003.39	2,531	0.23	9.52%
<b>Total:</b>	<b>31,409.55</b>	<b>797,437</b>	<b>25.39</b>	<b>31,893.84</b>	<b>905,997</b>	<b>28.41</b>	<b>11.89%</b>

**Summary:**

Increased	29
Remained the same	13
Reduced	15
	<b>57</b>

**LOCAL PRECEPTS 2014/15**

	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Bassetlaw District Council	103.41	120.64	137.88	155.11	189.58	224.05	258.52	310.22
Nottinghamshire County Council	811.28	946.49	1081.71	1216.92	1487.35	1757.77	2028.20	2433.84
Nottinghamshire Police & Crime Commissioner	115.32	134.54	153.76	172.98	211.42	249.86	288.30	345.96
Nottinghamshire Fire & Rescue Authority	47.37	55.26	63.16	71.05	86.84	102.63	118.42	142.10
<b>TOTAL:</b>	<b>1077.38</b>	<b>1256.93</b>	<b>1436.51</b>	<b>1616.06</b>	<b>1975.19</b>	<b>2334.31</b>	<b>2693.44</b>	<b>3232.12</b>
Askham	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Babworth	14.23	16.61	18.98	21.35	26.09	30.84	35.58	42.70
Barnby Moor	18.13	21.16	24.18	27.20	33.24	39.29	45.33	54.40
Beckingham-cum-Saundby	26.85	31.32	35.80	40.27	49.22	58.17	67.12	80.54
Blyth	36.55	42.65	48.74	54.83	67.01	79.20	91.38	109.66
Bole	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Bothamsall	7.32	8.54	9.76	10.98	13.42	15.86	18.30	21.96
Carburton	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Carlton in Lindrick	63.33	73.89	84.44	95.00	116.11	137.22	158.33	190.00
Clarborough & Welham	26.49	30.91	35.32	39.74	48.57	57.40	66.23	79.48
Clayworth	28.53	33.28	38.04	42.79	52.30	61.81	71.32	85.58
Cumber and Hardwick	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cuckney	56.83	66.31	75.78	85.25	104.19	123.14	142.08	170.50
Dunham on Trent with Ragnall, Fledborough and Darlton	30.64	35.75	40.85	45.96	56.17	66.39	76.60	91.92
East Drayton	19.53	22.78	26.04	29.29	35.80	42.31	48.82	58.58
East Markham	25.42	29.66	33.89	38.13	46.60	55.08	63.55	76.26
East Retford Charter Trustees	0.95	1.11	1.27	1.43	1.75	2.07	2.38	2.86
Elkesley	37.97	44.30	50.63	56.96	69.62	82.28	94.93	113.92
Everton	22.53	26.28	30.04	33.79	41.30	48.81	56.32	67.58
Garnston with West Drayton & Eaton	17.32	20.21	23.09	25.98	31.75	37.53	43.30	51.96
Gringley-on-the Hill	42.59	49.69	56.79	63.89	78.09	92.29	106.48	127.78
Harworth & Bircotes	75.49	88.07	100.65	113.23	138.39	163.55	188.72	226.46
Haughton	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hayton	28.77	33.57	38.36	43.16	52.75	62.34	71.93	86.32
Headon-cum-Upton with Grove & Stokeham	15.96	18.62	21.28	23.94	29.26	34.58	39.90	47.88
Hodsock	42.83	49.96	57.10	64.24	78.52	92.79	107.07	128.48
Holbeck & Welbeck	18.58	21.68	24.77	27.87	34.06	40.26	46.45	55.74
Laneham	25.01	29.17	33.34	37.51	45.85	54.18	62.52	75.02
Lound	17.50	20.42	23.33	26.25	32.08	37.92	43.75	52.50
Markham Clinton	23.01	26.85	30.68	34.52	42.19	49.86	57.53	69.04
Mattersey	20.81	24.28	27.75	31.22	38.16	45.10	52.03	62.44
Misson	24.06	28.07	32.08	36.09	44.11	52.13	60.15	72.18
Misterton	49.99	58.32	66.65	74.98	91.64	108.30	124.97	149.96
Nether Langwith	37.85	44.15	50.46	56.77	69.39	82.00	94.62	113.54
Normanton-on-Trent with Mamham	15.23	17.77	20.31	22.85	27.93	33.01	38.08	45.70
North Leverton with Habbleshthorpe	38.78	45.24	51.71	58.17	71.10	84.02	96.95	116.34
North and South Wheatley	49.49	57.73	65.98	74.23	90.73	107.22	123.72	148.46
Norton	13.17	15.36	17.56	19.75	24.14	28.53	32.92	39.50
Rampton	14.14	16.50	18.85	21.21	25.92	30.64	35.35	42.42
Ranskill	23.02	26.86	30.69	34.53	42.20	49.88	57.55	69.06
Rhodesia	16.31	19.02	21.74	24.46	29.90	35.33	40.77	48.92
Scaftworth	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Scrooby	23.16	27.02	30.88	34.74	42.46	50.18	57.90	69.48
Shireoaks	18.39	21.46	24.52	27.59	33.72	39.85	45.98	55.18
South Leverton	27.71	32.33	36.95	41.57	50.81	60.05	69.28	83.14
Sturton-le-Steeple	49.33	57.56	65.78	74.00	90.44	106.89	123.33	148.00
Styrrup with Oldcotes	38.80	45.27	51.73	58.20	71.13	84.07	97.00	116.40
Sutton	28.53	33.28	38.04	42.79	52.30	61.81	71.32	85.58
Torworth	33.78	39.41	45.04	50.67	61.93	73.19	84.45	101.34
Treswell-with-Cottam	11.85	13.83	15.80	17.78	21.73	25.68	29.63	35.56
Tuxford	81.23	94.76	108.30	121.84	148.92	175.99	203.07	243.68
Wakeringham	33.81	39.45	45.08	50.72	61.99	73.26	84.53	101.44
Wallingwells	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
West Burton	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
West Stockwith	36.66	42.77	48.88	54.99	67.21	79.43	91.65	109.98
Wiseton	9.24	10.78	12.32	13.86	16.94	20.02	23.10	27.72
Worksop Charter Trustees	0.15	0.18	0.20	0.23	0.28	0.33	0.38	0.46

**BASSETLAW DISTRICT COUNCIL TAX INCLUDING LOCAL PRECEPTS 2014/15**

Parish/Town	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Askham	103.41	120.64	137.88	155.11	189.58	224.05	258.52	310.22
Babworth	117.64	137.25	156.86	176.46	215.67	254.89	294.10	352.92
Barnby Moor	121.54	141.80	162.06	182.31	222.82	263.34	303.85	364.62
Beckingham-cum-Saundby	130.26	151.96	173.68	195.38	238.80	282.22	325.64	390.76
Blyth	139.96	163.29	186.62	209.94	256.59	303.25	349.90	419.88
Bole	103.41	120.64	137.88	155.11	189.58	224.05	258.52	310.22
Bothamsall	110.73	129.18	147.64	166.09	203.00	239.91	276.82	332.18
Carburton	103.41	120.64	137.88	155.11	189.58	224.05	258.52	310.22
Carlton in Lindrick	166.74	194.53	222.32	250.11	305.69	361.27	416.85	500.22
Clarborough & Welham	129.90	151.55	173.20	194.85	238.15	281.45	324.75	389.70
Clayworth	131.94	153.92	175.92	197.90	241.88	285.86	329.84	395.80
Clumber and Hardwick	103.41	120.64	137.88	155.11	189.58	224.05	258.52	310.22
Cuckney	160.24	186.95	213.66	240.36	293.77	347.19	400.60	480.72
Dunham on Trent with Ragnall, Fledborough and Darlton	134.05	156.39	178.73	201.07	245.75	290.44	335.12	402.14
East Drayton	122.94	143.42	163.92	184.40	225.38	266.36	307.34	368.80
East Markham	128.83	150.30	171.77	193.24	236.18	279.13	322.07	386.48
East Retford Charter Trustees	104.36	121.75	139.15	156.54	191.33	226.12	260.90	313.08
Elkesley	141.38	164.94	188.51	212.07	259.20	306.33	353.45	424.14
Everton	125.94	146.92	167.92	188.90	230.88	272.86	314.84	377.80
Gamston with West Drayton & Eaton	120.73	140.85	160.97	181.09	221.33	261.58	301.82	362.18
Gringley-on-the-Hill	146.00	170.33	194.67	219.00	267.67	316.34	365.00	438.00
Harworth & Bircotes	178.90	208.71	238.53	268.34	327.97	387.60	447.24	536.68
Haughton	103.41	120.64	137.88	155.11	189.58	224.05	258.52	310.22
Hayton	132.18	154.21	176.24	198.27	242.33	286.39	330.45	396.54
Headon-cum-Upton with Grove & Stokeham	119.37	139.26	159.16	179.05	218.84	258.63	298.42	358.10
Hodsock	146.24	170.60	194.98	219.35	268.10	316.84	365.59	438.70
Holbeck & Welbeck	121.99	142.32	162.65	182.98	223.64	264.31	304.97	365.96
Laneham	128.42	149.81	171.22	192.62	235.43	278.23	321.04	385.24
Lound	120.91	141.06	161.21	181.36	221.66	261.97	302.27	362.72
Markham Clinton	126.42	147.49	168.56	189.63	231.77	273.91	316.05	379.26
Mattersey	124.22	144.92	165.63	186.33	227.74	269.15	310.55	372.66
Misson	127.47	148.71	169.96	191.20	233.69	276.18	318.67	382.40
Misterton	153.40	178.96	204.53	230.09	281.22	332.35	383.49	460.18
Nether Langwith	141.26	164.79	188.34	211.88	258.97	306.05	353.14	423.76
Normanton-on-Trent with Marnham	118.64	138.41	158.19	177.96	217.51	257.06	296.60	355.92
North Leverton with Habbleshorpe	142.19	165.88	189.59	213.28	260.68	308.07	355.47	426.56
North and South Wheatley	152.90	178.37	203.86	229.34	280.31	331.27	382.24	458.68
Norton	116.58	136.00	155.44	174.86	213.72	252.58	291.44	349.72
Rampton	117.55	137.14	156.73	176.32	215.50	254.69	293.87	352.64
Ranskill	126.43	147.50	168.57	189.64	231.78	273.93	316.07	379.28
Rhodesia	119.72	139.66	159.62	179.57	219.48	259.38	299.29	359.14
Scaftworth	103.41	120.64	137.88	155.11	189.58	224.05	258.52	310.22
Scrooby	126.57	147.66	168.76	189.85	232.04	274.23	316.42	379.70
Shireoaks	121.80	142.10	162.40	182.70	223.30	263.90	304.50	365.40
South Leverton	131.12	152.97	174.83	196.68	240.39	284.10	327.80	393.36
Sturton-le-Steeple	152.74	178.20	203.66	229.11	280.02	330.94	381.85	458.22
Styrrup with Oldcotes	142.21	165.91	189.61	213.31	260.71	308.12	355.52	426.62
Sutton	131.94	153.92	175.92	197.90	241.88	285.86	329.84	395.80
Torworth	137.19	160.05	182.92	205.78	251.51	297.24	342.97	411.56
Treswell-with-Cottam	115.26	134.47	153.68	172.89	211.31	249.73	288.15	345.78
Tuxford	184.64	215.40	246.18	276.95	338.50	400.04	461.59	553.90
Walkeringham	137.22	160.09	182.96	205.83	251.57	297.31	343.05	411.66
Wallingwells	103.41	120.64	137.88	155.11	189.58	224.05	258.52	310.22
West Burton	103.41	120.64	137.88	155.11	189.58	224.05	258.52	310.22
West Stockwith	140.07	163.41	186.76	210.10	256.79	303.48	350.17	420.20
Wiseton	112.65	131.42	150.20	168.97	206.52	244.07	281.62	337.94
Worksop Charter Trustees	103.56	120.82	138.08	155.34	189.86	224.38	258.90	310.68

**BASSETLAW DISTRICT COUNCIL TAX INCLUDING COUNTY COUNCIL, POLICE & CRIME  
COMMISSIONER, FIRE & RESCUE AUTHORITY, DISTRICT COUNCIL AND LOCAL PRECEPTS  
2014/15**

Parish/Town	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Askham	1,077.38	1,256.93	1,436.51	1,616.06	1,975.19	2,334.31	2,693.44	3,232.12
Babworth	1,091.61	1,273.54	1,455.49	1,637.41	2,001.28	2,365.15	2,729.02	3,274.82
Barnby Moor	1,095.51	1,278.09	1,460.69	1,643.26	2,008.43	2,373.60	2,738.77	3,286.52
Beckingham-cum-Saundby	1,104.23	1,288.25	1,472.31	1,656.33	2,024.41	2,392.48	2,760.56	3,312.66
Blyth	1,113.93	1,299.58	1,485.25	1,670.89	2,042.20	2,413.51	2,784.82	3,341.78
Bole	1,077.38	1,256.93	1,436.51	1,616.06	1,975.19	2,334.31	2,693.44	3,232.12
Bothamsall	1,084.70	1,265.47	1,446.27	1,627.04	1,988.61	2,350.17	2,711.74	3,254.08
Carburton	1,077.38	1,256.93	1,436.51	1,616.06	1,975.19	2,334.31	2,693.44	3,232.12
Carlton in Lindrick	1,140.71	1,330.82	1,520.95	1,711.06	2,091.30	2,471.53	2,851.77	3,422.12
Clarborough & Welham	1,103.87	1,287.84	1,471.83	1,655.80	2,023.76	2,391.71	2,759.67	3,311.60
Clayworth	1,105.91	1,290.21	1,474.55	1,658.85	2,027.49	2,396.12	2,764.76	3,317.70
Clumber and Hardwick	1,077.38	1,256.93	1,436.51	1,616.06	1,975.19	2,334.31	2,693.44	3,232.12
Cuckney	1,134.21	1,323.24	1,512.29	1,701.31	2,079.38	2,457.45	2,835.52	3,402.62
Dunham on Trent with Ragnall, Fledborough and Darlton	1,108.02	1,292.68	1,477.36	1,662.02	2,031.36	2,400.70	2,770.04	3,324.04
East Drayton	1,096.91	1,279.71	1,462.55	1,645.35	2,010.99	2,376.62	2,742.26	3,290.70
East Markham	1,102.80	1,286.59	1,470.40	1,654.19	2,021.79	2,389.39	2,756.99	3,308.38
East Retford Charter Trustees	1,078.33	1,258.04	1,437.78	1,617.49	1,976.94	2,336.38	2,695.82	3,234.98
Elkesley	1,115.35	1,301.23	1,487.14	1,673.02	2,044.81	2,416.59	2,788.37	3,346.04
Everton	1,099.91	1,283.21	1,466.55	1,649.85	2,016.49	2,383.12	2,749.76	3,299.70
Gamston with West Drayton & Eaton	1,094.70	1,277.14	1,459.60	1,642.04	2,006.94	2,371.84	2,736.74	3,284.08
Gringley-on-the Hill	1,119.97	1,306.62	1,493.30	1,679.95	2,053.28	2,426.60	2,799.92	3,359.90
Harworth & Bircotes	1,152.87	1,345.00	1,537.16	1,729.29	2,113.58	2,497.86	2,882.16	3,458.58
Haughton	1,077.38	1,256.93	1,436.51	1,616.06	1,975.19	2,334.31	2,693.44	3,232.12
Hayton	1,106.15	1,290.50	1,474.87	1,659.22	2,027.94	2,396.65	2,765.37	3,318.44
Headon-cum-Upton with Grove & Stokeham	1,093.34	1,275.55	1,457.79	1,640.00	2,004.45	2,368.89	2,733.34	3,280.00
Hodsock	1,120.21	1,306.89	1,493.61	1,680.30	2,053.71	2,427.10	2,800.51	3,360.60
Holbeck & Welbeck	1,095.96	1,278.61	1,461.28	1,643.93	2,009.25	2,374.57	2,739.89	3,287.86
Laneham	1,102.39	1,286.10	1,469.85	1,653.57	2,021.04	2,388.49	2,755.96	3,307.14
Lound	1,094.88	1,277.35	1,459.84	1,642.31	2,007.27	2,372.23	2,737.19	3,284.62
Markham Clinton	1,100.39	1,283.78	1,467.19	1,650.58	2,017.38	2,384.17	2,750.97	3,301.16
Mattersey	1,098.19	1,281.21	1,464.26	1,647.28	2,013.35	2,379.41	2,745.47	3,294.56
Misson	1,101.44	1,285.00	1,468.59	1,652.15	2,019.30	2,386.44	2,753.59	3,304.30
Misterton	1,127.37	1,315.25	1,503.16	1,691.04	2,066.83	2,442.61	2,818.41	3,382.08
Nether Langwith	1,115.23	1,301.08	1,486.97	1,672.83	2,044.58	2,416.31	2,788.06	3,345.66
Normanton-on-Trent with Marnham	1,092.61	1,274.70	1,456.82	1,638.91	2,003.12	2,367.32	2,731.52	3,277.82
North Leverton with Habbleshorpe	1,116.16	1,302.17	1,488.22	1,674.23	2,046.29	2,418.33	2,790.39	3,348.46
North and South Wheatley	1,126.87	1,314.66	1,502.49	1,690.29	2,065.92	2,441.53	2,817.16	3,380.58
Norton	1,090.55	1,272.29	1,454.07	1,635.81	1,999.33	2,362.84	2,726.36	3,271.62
Rampton	1,091.52	1,273.43	1,455.36	1,637.27	2,001.11	2,364.95	2,728.79	3,274.54
Ranskill	1,100.40	1,283.79	1,467.20	1,650.59	2,017.39	2,384.19	2,750.99	3,301.18
Rhodesia	1,093.69	1,275.95	1,458.25	1,640.52	2,005.09	2,369.64	2,734.21	3,281.04
Scaftworth	1,077.38	1,256.93	1,436.51	1,616.06	1,975.19	2,334.31	2,693.44	3,232.12
Scrooby	1,100.54	1,283.95	1,467.39	1,650.80	2,017.65	2,384.49	2,751.34	3,301.60
Shireoaks	1,095.77	1,278.39	1,461.03	1,643.65	2,008.91	2,374.16	2,739.42	3,287.30
South Leverton	1,105.09	1,289.26	1,473.46	1,657.63	2,026.00	2,394.36	2,762.72	3,315.26
Sturton-le-Steeple	1,126.71	1,314.49	1,502.29	1,690.06	2,065.63	2,441.20	2,816.77	3,380.12
Styrrup with Oldcotes	1,116.18	1,302.20	1,488.24	1,674.26	2,046.32	2,418.38	2,790.44	3,348.52
Sutton	1,105.91	1,290.21	1,474.55	1,658.85	2,027.49	2,396.12	2,764.76	3,317.70
Torworth	1,111.16	1,296.34	1,481.55	1,666.73	2,037.12	2,407.50	2,777.89	3,333.46
Treswell-with-Cottam	1,089.23	1,270.76	1,452.31	1,633.84	1,996.92	2,359.99	2,723.07	3,267.68
Tuxford	1,158.61	1,351.69	1,544.81	1,737.90	2,124.11	2,510.30	2,896.51	3,475.80
Wakeringham	1,111.19	1,296.38	1,481.59	1,666.78	2,037.18	2,407.57	2,777.97	3,333.56
Wallingwells	1,077.38	1,256.93	1,436.51	1,616.06	1,975.19	2,334.31	2,693.44	3,232.12
West Burton	1,077.38	1,256.93	1,436.51	1,616.06	1,975.19	2,334.31	2,693.44	3,232.12
West Stockwith	1,114.04	1,299.70	1,485.39	1,671.05	2,042.40	2,413.74	2,785.09	3,342.10
Wiseton	1,086.62	1,267.71	1,448.83	1,629.92	1,992.13	2,354.33	2,716.54	3,259.84
Workop Charter Trustees	1,077.53	1,257.11	1,436.71	1,616.29	1,975.47	2,334.64	2,693.82	3,232.58

### **BUDGET HEADLINES 2014/15**

#### **1. Purpose of the Report**

- 1.1 This report brings together the various budget recommendations made by Cabinet on 13<sup>th</sup> February 2014 to assist the Council in determining its call upon the Collection Fund and hence the level of the Council Tax for 2014/15.

#### **2. Background**

##### **General Fund Revenue Budget**

- 2.1. With the introduction of the Retained Business Rates scheme, the main grant provided by the DCLG is the Revenue Support Grant. The final grant settlement saw a decrease of £1,232,000 to £4,094,400.
- 2.2. The General Fund net budget for 2014/15, as agreed by Cabinet (including adjusted final figures for parish grants and internal drainage board levies) is £14,998,400 after funding Provisions (£440,400), Parish Precepts (£906,000), and the use of balances (£153,600). This provides for a Council Tax increase of 1.50%.

##### **Parishes**

- 2.3. The Parish Precepts for 2014/15 total £906,000, an average Band D increase of 11.89%.
- 2.4. The District Council has no special expenses. This is confirmed in the Council Tax Resolution.

##### **General Fund Reserves and Balances**

- 2.5. The Council is required to operate a General Fund and a separate Collection Fund. Within the General Fund, the Council will hold £1m as a minimum working balance.

##### **Council Tax Base**

- 2.6. The Council Tax base (Band D equivalent) has increased by 484.29 Band D properties from 31,409.55 to 31,893.84.

## APPENDIX F

### **Bassetlaw District Council Tax For 2014/15**

- 2.7. The District Council Tax position may be summarised as follows:

	£'000	Council Tax Band D Equiv. £
General Fund Total Expenditure	15,152	475.08
Transfer to/(from) Reserves	-154	-4.83
	14,998	470.25
<b><u>LESS</u></b>		
Parish Precepts	-906	-28.41
Revenue Support Grant	-4,094	-128.36
National Non-Domestic Rates distribution	-3,342	-104.79
Other Grants	-1,648	-51.67
To be met from Collection Fund	5,008	157.02
<b><u>LESS</u></b> reductions due to better than expected local tax collection	-61	-1.91
	4,947	155.11

### **Housing Revenue Account (reported to Council 30<sup>th</sup> January 2014)**

- 2.8. The Housing Revenue Account estimates for 2014/15 include an average weekly rent increase of £2.23 per week on a 52-week collection basis as from 7<sup>th</sup> April 2014 in respect of all dwellings. This provides for an average rent increase of 3.14%. Within the HRA, the Council will hold £1.3m as a minimum working balance.

### **Capital Budget**

- 2.9. The CIPFA Prudential Code governs the Authority's Capital Expenditure. This is limited to the amount the Council can afford after allowing for grants, the availability of capital receipts, revenue contributions and leasing.
- 2.10. The recommended Capital Budget for 2014/15 (including the previous year's approvals) totals £15,009,000 of which £9,759,000 is for Housing, and the remaining £5,250,000 is for the General Fund.

### **Total Council Tax for 2014/15**

- 2.11. In addition to the District Council Tax, the Council is required to raise monies in respect of precepts issued by the Nottinghamshire County Council, Nottinghamshire Police & Crime Commissioner, Nottinghamshire Fire & Rescue Authority, Parish Councils, and Charter Trustees.



## APPENDIX F

2.12. The position may be summarised as follows:

	<b>Band D Council Tax £</b>	<b>Band D Percentage Increase %</b>
Bassetlaw District Council	155.11	1.50
Nottinghamshire County Council	1,216.92	1.99%
Nottinghamshire Police & Crime Commissioner	172.98	1.96%
Nottinghamshire Fire & Rescue Authority	71.05	1.95%
Parish Councils and Charter Trustees	28.41	11.89%
<b>TOTAL</b>	<b>1,644.47</b>	<b>2.09%</b>

### Precept Requirements for 2014/15

2.13 The position may be summarised as follows:

	<b>Band D Council Tax £</b>	<b>Proportion Of Band D %</b>
Bassetlaw District Council	4,947,054	9.43%
Nottinghamshire County Council	38,812,252	74.00%
Nottinghamshire Police & Crime Commissioner	5,516,996	10.52%
Nottinghamshire Fire & Rescue Authority	2,266,057	4.32%
Parish Councils and Charter Trustees	905,997	1.73%
<b>TOTAL</b>	<b>52,448,356</b>	<b>100.00%</b>

### 3. Recommendations from the General Fund budget reports presented to Cabinet on 13<sup>th</sup> February 2014

The Council is recommended to approve for 2014/15:

#### General Fund Budget 2014/15 to 2016/17

- a) The General Fund net revenue budget of £14,092,400 excluding parishes, and a General Fund net revenue budget of £14,998,400 including parishes.
- b) A Council Tax increase of 1.50% for 2014/15, giving a Band D council tax amount of £155.11 for Bassetlaw District Council.
- c) The use of £153,600 of earmarked reserves to fund the 2014/15 budget.

#### General Fund Capital Programme 2014/15 to 2018/19

- d) The Capital Programme for 2014/15 totalling £5,250,000.
- e) The indicative Capital Programme for 2015/16 to 2018/19 totalling £4,769,000.

#### Treasury Management Policy and Strategy 2014/15 to 2016/17

- f) The Treasury Management Strategy, incorporating the Borrowing Strategy and the Annual Investment Strategy.
- g) The Prudential Indicators and Limits.
- h) The Authorised Limit Prudential Indicator.
- i) The Minimum Revenue Provision Policy Statement.

#### Capital Investment Strategy 2014/15 to 2018/19

- j) The approval of the Capital Investment Strategy.

#### Property Asset Management Plan 2014/15 to 2018/19

- k) The approval of the updated Property Asset Management Plan.

#### Robustness of Estimates and Adequacy of Reserves - 2014/15

- l) The Council notes the report.

**BASSETLAW DISTRICT COUNCIL**

**COUNCIL**

**6<sup>th</sup> MARCH 2014**

**(UPDATED TO REFLECT CHANGES SINCE THE 13<sup>TH</sup> FEBRUARY CABINET)**

**REPORT OF THE CHIEF EXECUTIVE**

**GENERAL FUND REVENUE BUDGET 2014/15 TO 2016/17**

Cabinet Member: Finance  
Contact: Mike Hill  
Ext: 3174

**1. Public Interest Test**

- 1.1 The author of this report, Mike Hill, has determined that the report is not confidential.

**2. Purpose of the Report**

- 2.1 To provide details for the General Fund Budget proposals for 2014/15, and make recommendations for the budget setting meeting at full Council on the 6<sup>th</sup> March 2014.

**3. Background and Discussion**

**Introduction**

- 3.1 The budget report plays a key integral role in the development of the Council, and the services it provides for local people. This budget centres on five main factors:
- The savings made during the last 12 months in preparation of the 2014/15 budget;
  - The consolidation of further budget pressures that have been experienced since the start of the economic downturn in 2008;
  - Support for the Corporate Plan and Members' priorities;
  - The significant and ongoing withdrawal of Revenue Support Grant funding, which represents a further 23.13% reduction between 2013/14 and 2014/15;
  - Members aspirations for Council Tax.
- 3.2 This report sets out for Members all of the considerations that have had to be made to balance the budget for 2014/15, and to establish a savings target for 2015/16.
- 3.3 As Members are aware, the continual reduction of Bassetlaw's grant income is putting sustained pressure on the organisation, and this is compounded by the lateness of the Finance Settlement information and the unwillingness by the government to provide figures more than one year in advance. There is also some uncertainty about the impact of:

- the operational experience of the first year of the new National Non Domestic Rates system;
- the operational experience of the first year of the Local Council Tax Reduction Scheme;
- future volatility in the New Homes Bonus, which is top-sliced from the main Formula Grant and is subject to a separate and more volatile distribution mechanism.

### Revenue Budget Overview

- 3.4 The Council's budget requirement is measured by the amount of council expenditure that can be funded from external finances (Revenue Support Grant and retained business rates), and from council tax income. The budget requirement comprises gross expenditure on services, less gross income from services, less any planned use of reserves.
- 3.5 The budget requirement for 2013/14 (excluding parishes) was £15.163m. The budget requirement for 2014/15 is calculated as follows:

<b>Net Expenditure on Services</b>	<b>£'000</b>	<b>External Finance</b>	<b>£'000</b>
Gross Expenditure	67,406	Revenue Support Grant	4,094
Gross Income	(53,160)	Retained Business Rates	3,342
		Council Tax Surplus	61
		Council Tax Reduction Grant	86
		Localism Act Grants	16
		Capital Grants	300
		New Homes Bonus Grant	1,246
<b>Net Expenditure:</b>	<b>14,246</b>	<b>External Finance:</b>	<b>9,145</b>
<b>Use of Reserves</b>	<b>(154)</b>	<b>Council Tax Income</b>	<b>4,947</b>
<b>Budget Requirement:</b>	<b>14,092</b>	<b>Income from Grant and Council Tax:</b>	<b>14,092</b>

- 3.6 The annual decrease in the budget requirement (net spending) for 2014/15 is 7.1%, the details of which are explained in the paragraphs below.

### 2014/15 Budget Pressures

- 3.7 The budget components are covered in greater detail in the *Robustness of Estimates and Adequacy of Reserves – 2014/15* report elsewhere on this agenda. As part of the budget process undertaken last year, the Council set a savings target of £0.920m to balance their next budget for 2014/15. This has been achieved in year primarily through a combination of:
- Voluntary Redundancies and Early Retirements;
  - Deletion of vacant posts;
  - Senior Management Review (elsewhere on this agenda);
  - Reductions in long term borrowing interest costs;
  - Council tax increases;
  - Additional New Homes Bonus.

- 3.8 The underlying message for Members is that each year the savings target is becoming ever increasingly difficult to find. From the list of measures above it can be seen that three out of the six headings relate to staffing, with the other three areas being relatively small in value going forward.
- 3.9 All service budgets have been reduced over a number of years now, and this has impacted on the flexibility to respond to pressures once the budget has been set at the start of the financial year. Equally, it presents the continual challenge to managers and Members to identify service areas to address the identified shortfalls in funding year on year.

### **Organisational Review**

- 3.10 As previously highlighted, the budget challenge this year was to identify the savings target of £0.920m. One of the key facets to this approach in year was to introduce an internally-delivered Organisational Review. This was commissioned by the Chief Executive and Cabinet in February 2013, with a completion date of September 2013.
- 3.11 The task was to review all of the posts below Head of Service level in order to :
- Develop and propose a staffing framework for all services in relation to the number of hierarchical levels and spans of control;
  - Provide Directors with options as to how posts and services may be incorporated into that framework;
  - Undertake an initial review of the future demands on each service and posts within it;
  - Suggest synergies where certain functions may work better by bringing them together;
  - Save £0.250m by March 2014.
- 3.12 Phase 1 of the Organisational Review included the tightening of external recruitment measures to a minimum, and to repeat the success of the voluntary early retirement and voluntary redundancy exercises carried out over the last two years. This was reported to the December Cabinet, and resulted in 14 applications from staff wishing to leave the Council being approved, plus 2 other requests for reduced hours. Overall this has produced ongoing annual savings of £0.223m, but £0.059m has been held back to Phase 2 of the Organisational Review to facilitate the redeployment of employees, should any further posts be deleted.
- 3.13 In addition, there were 8.8 fte vacant posts existing within the approved establishment that were identified as a result of the Organisational Review process. These have also been removed to provide a saving of £0.081m.
- 3.14 In order to complete the budget process, the voluntary early retirement/voluntary redundancy/flexible working savings, and the deletion of the vacant posts have been removed from the base budget as follows:

	VER/VR/FW	Vacant Posts	Total
	£	£	£
Finance & Property	19,800	5,400	25,200
Community Prosperity	60,600	33,500	94,100
Environment	21,400	18,400	39,800
Leisure	0	0	0
Housing	0	0	0
Corporate Management & HR	23,800	0	23,800
Policy & Community Engagement	0	0	0
Revenues & Customer Services	7,100	12,700	19,800
Support Services	31,100	11,000	42,100
<b>Total:</b>	<b>£163,800</b>	<b>£81,000</b>	<b>£244,800</b>

3.15 As can be seen from the table above, voluntary early retirements, voluntary redundancies and flexible working requests have been implicit in balancing the 2014/15 budget. However, the requirement is to use 2014/15 budget as a base position to prepare for 2015/16, which is why Phase 2 of the Organisational Review will be so important, together with other service initiatives as follows:

- ICT contract renegotiations and rationalisation of systems;
- Procurement of goods, services and works;
- Sharing of accommodation;
- Base budget review of supplies & services and third party payments budgets;
- Reviewing income.

3.16 However, Members do not wish Bassetlaw's services to remain static and the overall budget package also includes two developmental items:

- Apprenticeship Support – the October Cabinet report outlined the work of the Bassetlaw Youth Unemployment Taskforce, and a sum of £20,000 has been allocated within the 2014/15 budget for this initiative;
- Free Christmas parking – this has been the subject of discussion for several years, and an ongoing budget of £25,000 has now been allocated for this purpose.

### **General Fund Revenue Reserves & Balances**

3.17 The Local Government Finance Act 1992 requires authorities to consider the level of reserves when calculating their budget requirements. Professional guidance is set out to assist in this deliberation. The Council is maintaining its minimum working balance of £1.0m in 2014/15. Members know how important this is as the District Auditor, now the KPMG External Audit Engagement Lead, will comment on it as part of the official Financial Resilience test for Bassetlaw, which is an important reputational issue. The estimated position at the end of 2014/15 will be:

<b>General Fund:</b>	<b>Estimated Position At 31<sup>st</sup> March 2015 £'000</b>
Minimum Working Balance	1,000
General Reserve	49
Job Evaluation Reserve*	735
Developers' Contributions Unapplied	206

Other Minor Reserves	97
<b>Total</b>	<b>£2,087</b>
Treasury Management Impairment**	1,690

\*Note: The Job Evaluation Reserve figure excludes any severance costs that may arise as part of the Organisational Review process.

\*\*Note: This relates to the Icelandic Banks investments and cannot be used for general purposes until the final dividends have been paid – possibly not until 2019.

- 3.18 Members may recall that the Council was successful in its 2011/12 application to receive a capitalisation directive to meet the statutory redundancy and pension strain costs for those staff leaving the Council during the year. The criterion for applications in respect of 2013/14 has been tightened, meaning that Bassetlaw no longer qualifies. As such, the Council must not only meet the costs of staff leaving under the voluntary redundancy and voluntary early retirement arrangements this year, but also meet the costs of downsizing in the next financial year. All of these costs will have to be met from the Job Evaluation Reserve in the first instance.

#### **Formula Grant Settlement 2014/15 and Other Direct Grants**

- 3.19 Formula Grant from Central Government has now reduced to 53% of Bassetlaw's net budget for 2014/15. In 2010/11 this stood at 66%. The following table illustrates the changes the Council has had to deal with:

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>Provisional £'000</b>
Revenue Support Grant	2,189	20*	4,438**	4,094	2,776
Retained Business Rates	7,081	8,173	3,545***	3,427***	3,434***
<b>Total</b>	<b>£9,270</b>	<b>£8,193</b>	<b>£7,983</b>	<b>£7,521</b>	<b>£6,210</b>
Financial Reduction	n/a	-£1,077	-£210	-£462	-£1,310
Percentage Reduction	n/a	-12%	-3%	-6%	-17%

\*Note: the 2012/13 settlement for RSG was actually £0.158m, but £0.138m of this relates to the Council Tax Freeze Grant for 2010/11 that has now been amalgamated into the RSG formula.

\*\*Note: to aid comparison the 2013/14 RSG figure is net of the £0.888m council tax benefit support grant.

\*\*\*Note: the 2013-16 figures represent the amount the Council is allowed to keep under the retained business rates scheme. This is no longer a central government grant and is based on expected collection of business rates in year.

- 3.20 Members should be aware that the above figures for 2014/15 and 2015/16 include former specific grants in respect of Homelessness Prevention Funding of £0.091m, and the 2013/14 council tax freeze grant of £0.056m, which have both now been rolled into the Formula Grant calculation.
- 3.21 The Local Government Finance Act 2012 introduced changes that affected Council resources from 2013/14. These included Local Council Tax Reduction Schemes to

replace the national council tax benefit scheme, and Technical Reforms allowing changes to council tax discounts and premiums. The more keenly awaited change was the localisation of business rates.

- 3.22 Until 2012/13, Formula Grant funding (including redistributed business rates), had been fixed in the Local Government Finance Settlement and this allocation was not varied during the year. Under the retained business rate scheme, Councils will enjoy gains or suffer losses from variations to business rates collected, whether due to changes in collection rates or more/fewer businesses. The same principles apply to business rate appeals, but these can be backdated several years, and the full impact will be shared between the government (50%), District (40%), County (9%), and Fire (1%).
- 3.23 The New Homes Bonus was first introduced in 2011/12 and this gave some relief against the backdrop of Formula Grant cuts, but it is another variable, and not a fixed element of the overall grant. Members will be aware that each year's New Homes Bonus will only be in place for six years before dropping out, subject to any changes made to the scheme by the CLG:

	<b>£'000</b>
New Homes Bonus 2011/12 (last year of payment is 2016/17)	286
New Homes Bonus 2012/13 (last year of payment is 2017/18)	261
New Homes Bonus 2013/14 (last year of payment is 2018/19)	344
New Homes Bonus 2014/15 (last year of payment is 2019/20)	355
<b>TOTAL</b>	<b>£1,246</b>

- 3.24 The recent employment of an Empty Homes Officer confirms the Council's commitment to bringing empty properties back into use, and this also provides a significant financial benefit to the Council in doing so. These incentive based grants are now equivalent to nearly 17% of Bassetlaw's overall Formula Grant for 2014/15, and this proactive work will provide additional bonus for future years.

### **Inflation and Other Budget Provisions**

- 3.25 The Budget contains a 1% provision for staff inflationary pay increases, plus a further 1% increase in the superannuation rates charged by the Nottinghamshire Pension Fund. As the level of staff turnover has reduced the vacancy factor built into the budgets has now been eradicated. In addition all RPI/CPI based contracts have been uplifted by 3.0% / 2.7% respectively to reflect the level of inflation.
- 3.26 There is also a Corporate Contingency of £0.150m, plus a provision for external legal costs of £0.130m which should reduce now that the legal team's establishment is being put on a sound footing. Both of these measures should ensure that the Council has enough in-built flexibility to manage budgets throughout the financial year. There has however, been no increase allowed for inflation on supplies and services - in effect this means an in-built efficiency on these budgets.



### **Discretionary Grants to Outside Bodies**

- 3.27 Despite current financial pressures, Bassetlaw will still provide a significant level of funding to the third sector, parish/town councils, and other external organisations during 2014/15 as follows:

	<b>£'000</b>
Grants for Voluntary & Community Sector	133
Councillor Community Grants	48
Parish/Town Concurrent Grants	36
Parish/Town Street Cleaning Grants	21
Parish/Town Public Convenience Grants	12
Parish/Town Cemetery Grants	9
<b>Total</b>	<b>259</b>

- 3.28 During last summer, Members debated the continued use of the Reg Rabbitt Memorial Fund. It was clarified that the Fund had been established over 30 years ago, the grant of £10 per child had not changed since its inception, and it is funded solely by Bassetlaw District Council residents via the council tax.
- 3.29 Members discussed a number of issues concerning relevance, equity, and fairness of allocation, and it has been determined that the Fund will cease in March 2014, with any future applications being decided by the individual Council Ward Member as part of the Councillor Community Grant allocation.

### **Council Tax**

- 3.30 Bassetlaw has not increased its level of council tax since 2010/11. This decision has however, come at a cost. Since 2009/10 the level of RPI has increased by 16.3% (CPI by 13.4%) and Bassetlaw has dealt with all these inflationary pressures through reductions in expenditure and not increased its local level of tax. This equates to £0.8m per annum in income that has been foregone by the Council to assist residents' domestic budgets and the local economy.
- 3.31 A council tax freeze grant of 1% has once again been offered by the CLG in return for setting the council tax for 2014/15 at a zero per cent increase. This would be payable in 2014/15 and 2015/16, and may now be included in the baseline in future years.
- 3.32 The report to Council on 30<sup>th</sup> January 2014 proposed a council tax base for collection purposes of 31,893.84 band D properties for 2014/15, which reflects a growth in band D of 484.29 properties or 1.54%.
- 3.33 The average band D council tax for 2013/14 for Bassetlaw District Council services is £152.82 or £2.94 per week. In preparation for the 2014/15 budget, three options have been considered:
- a 0% increase which would mean the council tax remains at £152.82; and
  - a 1.5% increase which would mean a new council tax of £155.11. This represents an annual increase of £2.29, and a 4p per week increase.
  - a 1.9% increase which would mean a new council tax of £155.72. This represents an annual increase of £2.90, and a 6p per week increase.

- 3.34 As each 1% council tax increase generates an additional £0.049m of revenue for the Council, the maximum that could be levied before a local referendum is £0.099m (based on the referendum trigger of 2.0%), and this is very small compared to the gross budget for the General Fund which is £67.4m.
- 3.35 The majority of properties (approximately 40%) in the Council's area are in Band A with a 2013/14 council tax of £101.88. An increase of 1.5% for 2014/15 would mean a new council tax level of £103.41. This would represent an annual increase of £1.53, or a weekly increase of 3p.
- 3.36 Bassetlaw has a statutory duty to consult the business community as part of its budget preparations and held a public meeting to fulfil this requirement on the 10<sup>th</sup> February 2014. No issues were raised at this meeting as no representatives of the business community attended.

#### **Collection Fund Surplus**

- 3.37 The Council is statutorily obliged on 15<sup>th</sup> January each year to prepare an estimate of its Collection Fund transactions for Council Tax. This estimate enables Bassetlaw and the three major precepting authorities to take account of any surpluses or deficits on the Fund when they set their own authority budgets.
- 3.38 Collections to 31<sup>st</sup> March 2013 were in line with the budgeted rate and resulted in a surplus of £0.28m carried forward. A nil surplus was declared on 15<sup>th</sup> January 2013 for 2013/14, and a surplus of £0.55m has been declared for 2014/15, which will be split between the major preceptors in line with their council tax requirements – for Bassetlaw, the declared surplus is £0.060m. The council taxbase report to Council recommended that the estimated collection rate be reduced by 0.5% to 98.0%. The Collection Fund estimates are provided at Appendix 3.

#### **4. Implications**

- a) For service users.

The savings outlined in the report have enabled Members to keep council tax increases at a minimum, but budgets have already been significantly reduced over prolonged periods, and the Council is now facing further increasing pressure from central government cuts.

- b) Strategic & Policy.

The General Fund revenue budget complements the capital report elsewhere on this agenda, and both contribute to the action plan that is the Corporate Plan.

- c) Financial - Ref: 14/194

All of the financial implications are contained within the body of this report.

- d) Legal – Ref: 31/02/14

The Local Government Act 1988 provides the legislative framework which requires the Council to set a balanced budget. These responsibilities are

placed in the Section 151 Officer as outlined in the *Robustness of Estimates and Adequacy of Reserves 2014/15* report elsewhere on this agenda.

e) Human Resources.

The outcomes of the voluntary redundancy and voluntary early retirement programme have been reported to Cabinet, and another update will be considered in early 2014. All the savings have been dealt with in the budget proposals, and there are a number of service specific reports being prepared for future Cabinet meetings which will also start to shape future savings.

f) Community Safety, Equalities, Environmental.

The Equality Impact Assessment has been updated for the 2014/15 budget, and there are no adverse impacts.

g) This is Key Decision Number 403.

**5. Options, Risks and Reasons for Recommendations**

5.1 The Council is required to set a balanced budget, but may otherwise vary its spending and taxation proposals below the excessive capping referendum trigger. For the 2014/15 revenue budget, the following decisions are available to Members:

- i) Change the level of service spending or income projections;
- ii) Revise the level of any reserves to support the revenue Budget;
- iii) Change the planned level of increase in Council Tax for 2014/15;
- iv) Revise the General Fund Capital Programme and its associated funding strategy.

**6. Conclusions**

6.1 The 2014/15 budget process has been planned and tightly controlled throughout the financial year, thus enabling managers and Members the opportunity to consider a number of work programmes to deliver the required £0.920m savings target for 2014/15, with the minimum amount of disruption.

6.2 In addition the separate balancing of the Local Council Tax Reduction Scheme has been an additional task which Members and officers have had to address. This does not add to the financial stability of the Council as any growth in the cost of benefits (either through volume or cost increases) will now be required to be met locally.

6.3 The voluntary redundancy/early retirement initiative has enabled the Council to make further savings, but these will be increasingly limited as the organisation contracts and continues to do so. Staff have already been briefed about the scale of the challenge for 2015/16, as it will represent the biggest financial target Bassetlaw has faced – another £1.46m of savings needs to be found in the next twelve months.

6.4 The budget has been constructed using a 1.5% council tax increase. As Bassetlaw's reserves and balances remain low in comparison to gross expenditure, the Council will need to reassess its financial position in July 2014 after the 2013/14 out-turn is

declared. Members have already started to plan for their approach to 2015/16, with the Organisational Review and the service initiatives set out in para 3.15.

6.5 Whilst the Council has covered all its foreseeable commitments for 2014/15, the budget is made up of hundreds of different elements, and from that point of view is the best plan that can be constructed for events that will conclude in 12 months' time.

6.6 Despite all of this, officers are remaining positive and are proactively seeking to reduce the impact through a combination of initiatives:

- We have plans to share our buildings with other parts of the public sector such as the Police in Retford, and the Department for Work & Pensions in Worksop.
- We are investing in new technology to provide more services online to improve local peoples' access to them and also reduce costs.
- We are working with all other parts of the public sector in the district in the Bassetlaw Community Partnership to maximise the synergies between the Police, the Fire & Rescue service, the County Council, the local Clinical Commissioning Group and other local groups such as Rural Community Action Nottinghamshire.
- We are working closer with Bassetlaw's Arm's Length Management Organisation and providing more services jointly as part of completing the new contractual arrangements with A1 Housing.
- We have developed a shared procurement partnership with a number of local authorities, which is proactively pursuing financial efficiencies across each authority by taking advantage of economies of scale and better working practices.

## **7. Recommendations**

7.1 That Council approves a 2014/15 General Fund net revenue budget of £14,092,400 excluding parishes, and a General Fund net revenue budget of £14,998,400 including parishes.

7.2 That Council approves a council tax increase of 1.5% for 2014/15, giving a Band D council tax amount of £155.11 for Bassetlaw District Council.

7.3 That Council approves the use of £153,600 of earmarked reserves to fund the 2014/15 budget.

### **Background Papers**

Medium Term Financial Plan 2014/15 – 2016/17  
& Value For Money Strategy  
Local Government Finance Settlement Data  
Budget Model.

### **Location**

Head of Finance & Property  
office.

**GENERAL FUND REVENUE BUDGET 2014/15 TO 2016/17**

<b>Approved Budget 2013/14</b>		<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
<b>SERVICE BUDGETS:</b>				
1,153,400	Community Prosperity Economic Regeneration	1,285,500	1,293,000	1,315,000
1,443,400	Community Prosperity Planning & Building Control	1,117,200	1,138,000	1,181,300
785,100	Corporate Management	674,800	660,200	661,100
224,700	Chief Executive Department	204,600	204,600	204,600
4,126,800	Environment	4,189,400	4,214,700	4,278,400
791,800	Finance & Property	383,900	425,100	383,000
1,278,900	Housing	1,082,000	1,170,400	428,200
2,981,900	Leisure	2,949,700	2,953,700	2,914,100
1,160,600	Policy & Community Engagement	1,278,900	1,284,100	1,291,900
867,900	Revenues Services	839,300	844,100	921,800
143,700	Support & Customer Services	43,800	47,400	51,000
<b>14,958,200</b>	<b>Total Net Cost of Services</b>	<b>14,049,100</b>	<b>14,235,300</b>	<b>13,630,400</b>
<b>OTHER BUDGETS:</b>				
(3,367,500)	Asset Rents	(2,840,100)	(2,890,500)	(2,022,900)
426,000	Capital Grants	300,000	0	0
150,000	Provisions - Corporate Contingency	150,000	150,000	150,000
80,000	Provisions - Bad Debts	100,000	100,000	100,000
0	Provisions - Legal Contingency	130,400	130,400	130,400
65,000	Provisions Payroll Issues	20,000	20,000	20,000
57,600	Provisions - Utilities	40,000	40,000	40,000
16,400	Localism Act Grants	16,400	0	0
2,138,000	Net interest and borrowing costs	1,748,900	1,920,800	1,999,600
638,800	Concurrent functions & drainage board levies	531,300	538,900	546,700
797,400	Parish Precepts	906,000	906,000	906,000
<b>1,001,700</b>	<b>Total Other Budgets</b>	<b>1,102,900</b>	<b>915,600</b>	<b>1,869,800</b>
<b>0</b>	<b>Savings Target</b>	<b>0</b>	<b>(1,459,200)</b>	<b>(2,435,100)</b>
<b>0</b>	<b>Transfer to/(from) Earmarked Reserves</b>	<b>(153,600)</b>	<b>(133,000)</b>	<b>(133,000)</b>
<b>15,959,900</b>	<b>Total Council Net Budget</b>	<b>14,998,400</b>	<b>13,558,700</b>	<b>12,932,100</b>
<b>FUNDED BY:</b>				
(5,326,400)	Revenue Support Grant	(4,094,400)	(2,775,800)	(1,833,000)
(3,544,500)	Business Rates	(3,341,500)	(3,433,800)	(3,500,000)
(55,600)	Council Tax Freeze Grant	0	0	0
(890,900)	New Homes Bonus Grant	(1,246,100)	(1,496,000)	(1,746,000)
(30,000)	New Homes Bonus Adjustment Grant	0	0	0
(72,700)	Localised Council Tax Set up Grant	(86,000)	0	0
(16,400)	Localism Act Grants	(16,400)	0	0
(426,000)	Capital Grants Received	(300,000)	0	0
0	Collection Fund Deficit/(Surplus)	(60,900)	0	0
(4,800,000)	Council Tax - BDC	(4,947,100)	(4,947,100)	(4,947,100)
(797,400)	Council Tax - Parishes	(906,000)	(906,000)	(906,000)
<b>(15,959,900)</b>	<b>Total Funding</b>	<b>(14,998,400)</b>	<b>(13,558,700)</b>	<b>(12,932,100)</b>
<b>31,409.55</b>	<b>Tax Base</b>	<b>31,893.84</b>	<b>31,893.84</b>	<b>31,893.84</b>
<b>152.82</b>	<b>Council Tax</b>	<b>155.11</b>	<b>155.11</b>	<b>155.11</b>
<b>GENERAL FUND BALANCES:</b>				
	<b>Balance @ 1 April</b>	<b>1,049,000</b>	<b>1,049,000</b>	<b>1,049,000</b>
	<b>Movement in year</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Balance @ 31 March</b>	<b>1,049,000</b>	<b>1,049,000</b>	<b>1,049,000</b>

**GENERAL FUND**

**SUMMARY**

BUDGET 2013/14 £	GROUP	BUDGET 2014/15 £	FORECAST	
			2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
11,727,100	Employees	11,719,700	11,825,900	11,922,500
3,011,500	Premises	2,904,300	3,005,400	3,079,300
0	Contribution to pooling	0	0	0
1,404,700	Transport	1,471,200	1,473,000	1,469,900
5,579,500	Supplies and Services	4,730,100	4,719,500	3,565,100
3,432,100	Third Party Payments	3,557,700	3,827,500	4,138,900
30,495,800	Transfer Payments	31,176,200	31,774,000	31,784,000
8,493,200	Internal Services Recharged	8,140,600	8,170,400	8,216,700
3,686,800	Depreciation	3,717,700	3,449,400	3,026,500
1,468,100	Capital Financing Costs	894,800	970,500	1,004,600
<b>69,298,800</b>	<b>TOTAL EXPENDITURE</b>	<b>68,312,300</b>	<b>69,215,600</b>	<b>68,207,500</b>
	<b><u>INCOME</u></b>			
(14,243,500)	Internal Services Recharges	(13,532,900)	(13,912,900)	(13,010,300)
(33,098,500)	Grants	(33,841,900)	(34,358,500)	(33,917,100)
(5,996,700)	Customer & Client Receipts	(5,918,300)	(5,926,100)	(5,912,700)
(200)	Interest	(200)	(200)	(200)
0	Revenue Appropriations	(20,600)	(1,459,200)	(2,435,100)
<b>(53,338,900)</b>	<b>TOTAL INCOME</b>	<b>(53,313,900)</b>	<b>(55,656,900)</b>	<b>(55,275,400)</b>
<b>15,959,900</b>	<b>NET BUDGET</b>	<b>14,998,400</b>	<b>13,558,700</b>	<b>12,932,100</b>

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>COMMUNITY PROSPERITY - ECONOMIC REGENERATION</b>
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BUDGET 2013/14	Division	BUDGET 2014/15	FORECAST	
			2015/16	2016/17
£		£	£	£
80,300	Town Centre Management	86,100	86,700	87,000
156,200	Markets & Fairs	206,100	210,300	202,100
(300,800)	Parking Services	0	0	0
174,500	Museums & Galleries	167,500	171,100	172,300
590,600	Economic Development	411,500	410,600	437,800
238,400	CCTV Schemes	211,900	207,700	207,700
84,000	Shop Mobility	74,600	74,900	75,100
130,200	Tourism	127,800	131,700	133,000
<b>1,153,400</b>	<b>TOTAL EXPENDITURE</b>	<b>1,285,500</b>	<b>1,293,000</b>	<b>1,315,000</b>

## DIRECTORATE OF COMMUNITY SERVICES

## COMMUNITY PROSPERITY - ECONOMIC REGENERATION

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
768,200	Employees	725,100	742,000	747,600
455,700	Premises	243,200	243,200	243,100
33,700	Transport	37,900	38,000	38,100
399,100	Supplies and Services	261,300	259,500	259,500
394,800	Third Party Payments	189,300	181,300	181,300
0	Transfer Payments	0	0	0
308,200	Internal Services Recharged	245,300	244,700	249,200
305,500	Depreciation	220,700	221,600	210,000
3,700	Capital Financing Costs	400	400	400
<b>2,668,900</b>	<b>TOTAL EXPENDITURE</b>	<b>1,923,200</b>	<b>1,930,700</b>	<b>1,929,200</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(38,900)	Grants	(13,800)	(13,800)	(13,800)
(1,476,600)	Customer & Client Receipts	(623,900)	(623,900)	(600,400)
<b>(1,515,500)</b>	<b>TOTAL INCOME</b>	<b>(637,700)</b>	<b>(637,700)</b>	<b>(614,200)</b>
<b>1,153,400</b>	<b>NET BUDGET</b>	<b>1,285,500</b>	<b>1,293,000</b>	<b>1,315,000</b>

**Head of Service:****David Armiger****BRIEF DESCRIPTION OF SERVICE**

The management and provision of services such as Planning, Building Control, Economic Development, Leisure, Sports Development, and Town Centres Management. Provision of advice and support on all aspects of matters affecting the prosperity of the District.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
23.64	Expenditure per Resident	16.99	17.06	17.04
(13.42)	Income per Resident	(5.63)	(5.63)	(5.43)



## DIRECTORATE OF COMMUNITY SERVICES

## TOWN CENTRE MANAGEMENT

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
39,600	Employees	40,100	40,700	41,000
100	Premises	300	300	300
0	Transport	0	0	0
21,300	Supplies and Services	21,400	21,400	21,400
22,300	Third Party Payments	27,300	27,300	27,300
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>83,300</b>	<b>TOTAL EXPENDITURE</b>	<b>89,100</b>	<b>89,700</b>	<b>90,000</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(3,000)	Customer & Client Receipts	(3,000)	(3,000)	(3,000)
<b>(3,000)</b>	<b>TOTAL INCOME</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>
<b>80,300</b>	<b>NET BUDGET</b>	<b>86,100</b>	<b>86,700</b>	<b>87,000</b>

Responsible Budget Holder: Richard Blagg

## BRIEF DESCRIPTION OF SERVICE

To co-ordinate town centre activities, markets, parking issues to stimulate town centres vitality and events i.e. christmas lights.

Note: in the previous years budget book appendices, Christmas Lighting was separate in its own division but is now part of Town Centre Management.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
0.74	Expenditure per Resident	0.79	0.79	0.80
(0.03)	Income per Resident	(0.03)	(0.03)	(0.03)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>MARKETS &amp; FAIRS</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
260,200	Employees	266,800	270,700	272,800
91,300	Premises	92,200	92,200	92,200
19,000	Transport	24,500	24,600	24,700
21,100	Supplies and Services	29,200	29,400	29,400
26,800	Third Party Payments	26,800	26,800	26,800
0	Transfer Payments	0	0	0
44,300	Internal Services Recharged	54,300	54,900	56,100
88,700	Depreciation	88,400	87,800	76,200
1,000	Capital Financing Costs	100	100	100
<b>552,400</b>	<b>TOTAL EXPENDITURE</b>	<b>582,300</b>	<b>586,500</b>	<b>578,300</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(396,200)	Customer & Client Receipts	(376,200)	(376,200)	(376,200)
<b>(396,200)</b>	<b>TOTAL INCOME</b>	<b>(376,200)</b>	<b>(376,200)</b>	<b>(376,200)</b>
<b>156,200</b>	<b>NET BUDGET</b>	<b>206,100</b>	<b>210,300</b>	<b>202,100</b>

<b>Responsible Budget Holder: Richard Blagg</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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The organisation, management and promotion of weekly provisions and Antiques and Collectors markets. The organisation and management of fairs and circuses.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
4.89	Expenditure per Resident	5.14	5.18	5.11
(3.51)	Income per Resident	(3.32)	(3.32)	(3.32)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>PARKING SERVICES</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
28,100	Employees	0	0	0
203,100	Premises	0	0	0
1,000	Transport	0	0	0
23,800	Supplies and Services	0	0	0
200,500	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
100,900	Internal Services Recharged	0	0	0
33,400	Depreciation	0	0	0
600	Capital Financing Costs	0	0	0
<b>591,400</b>	<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(892,200)	Customer & Client Receipts	0	0	0
<b>(892,200)</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>(300,800)</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Responsible Budget Holder:</b> <b>Richard Blagg</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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<p>To provide management and maintenance of public on and off-street parking and Council owned Pay and Display Car Parks. Note: Parking Services is now part of Directorate of Resources see Appendix 2F.</p>
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BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
5.24	Expenditure per Resident	0.00	0.00	0.00
(7.90)	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>MUSEUMS &amp; GALLERIES</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b><u>EXPENDITURE</u></b>			
83,700	Employees	84,800	89,100	89,700
55,100	Premises	49,300	49,300	49,200
1,100	Transport	800	800	800
16,500	Supplies and Services	10,500	10,500	10,500
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
22,400	Internal Services Recharged	25,000	24,300	25,000
3,900	Depreciation	5,400	5,400	5,400
100	Capital Financing Costs			
<b>182,800</b>	<b>TOTAL EXPENDITURE</b>	<b>175,800</b>	<b>179,400</b>	<b>180,600</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(8,300)	Customer & Client Receipts	(8,300)	(8,300)	(8,300)
<b>(8,300)</b>	<b>TOTAL INCOME</b>	<b>(8,300)</b>	<b>(8,300)</b>	<b>(8,300)</b>
<b>174,500</b>	<b>NET BUDGET</b>	<b>167,500</b>	<b>171,100</b>	<b>172,300</b>

<b>Responsible Budget Holder:</b> <b>Sam Glasswell</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To provide cultural facilities in the form of a Museum. This includes Percy Laws Gallery and offers exhibits which reflect the history of the District.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
1.62	Expenditure per Resident	1.55	1.58	1.60
(0.07)	Income per Resident	(0.07)	(0.07)	(0.07)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>ECONOMIC DEVELOPMENT</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
224,000	Employees	228,900	232,500	234,200
81,000	Premises	74,900	74,900	74,900
3,600	Transport	3,600	3,600	3,600
241,700	Supplies and Services	127,300	125,300	125,300
36,400	Third Party Payments	26,400	18,400	18,400
0	Transfer Payments	0	0	0
97,600	Internal Services Recharged	96,700	96,200	98,200
106,500	Depreciation	75,400	81,400	81,400
1,100	Capital Financing Costs	200	200	200
<b>791,900</b>	<b>TOTAL EXPENDITURE</b>	<b>633,400</b>	<b>632,500</b>	<b>636,200</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
(38,900)	Grants	0	0	0
(162,400)	Customer & Client Receipts	(221,900)	(221,900)	(198,400)
<b>(201,300)</b>	<b>TOTAL INCOME</b>	<b>(221,900)</b>	<b>(221,900)</b>	<b>(198,400)</b>
<b>590,600</b>	<b>NET BUDGET</b>	<b>411,500</b>	<b>410,600</b>	<b>437,800</b>

<b>Responsible Budget Holder: Robert Wilkinson</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To support the running costs of the Bassetlaw Business Innovation Centre (Turbine) through partnership with Nottinghamshire County Council. Funding of the Bassetlaw Enterprise Board to provide technical and financial support to new and expanding businesses in Bassetlaw. To provide partnership finance allocated to established and proven business support organisations. To encourage and foster inward investment enquiries. To raise the profile of Europe both in terms of funding available and non-financial opportunities for Bassetlaw. To provide targeted financial support for regeneration initiative in the areas of particular disadvantage. The unit provides business support.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
7.01	Expenditure per Resident	5.60	5.59	5.62
(1.78)	Income per Resident	(1.96)	(1.96)	(1.75)

## DIRECTORATE OF COMMUNITY SERVICES

## CCTV SCHEMES

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
14,500	Premises	14,500	14,500	14,500
0	Transport	0	0	0
26,300	Supplies and Services	26,800	26,800	26,800
108,800	Third Party Payments	108,800	108,800	108,800
0	Transfer Payments	0	0	0
18,800	Internal Services Recharged	24,700	25,000	25,000
69,100	Depreciation	50,800	46,300	46,300
900	Capital Financing Costs	100	100	100
<b>238,400</b>	<b>TOTAL EXPENDITURE</b>	<b>225,700</b>	<b>221,500</b>	<b>221,500</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	(13,800)	(13,800)	(13,800)
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>(13,800)</b>	<b>(13,800)</b>	<b>(13,800)</b>
<b>238,400</b>	<b>NET BUDGET</b>	<b>211,900</b>	<b>207,700</b>	<b>207,700</b>

Responsible Budget Holder: David Armiger

## BRIEF DESCRIPTION OF SERVICE

Enhancing the safety and the confidence of the local community.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
2.11	Expenditure per Resident	1.99	1.96	1.96
0.00	Income per Resident	(0.12)	(0.12)	(0.12)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>SHOP MOBILITY</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
45,900	Employees	36,100	36,500	36,700
6,100	Premises	5,200	5,200	5,200
6,500	Transport	6,500	6,500	6,500
17,500	Supplies and Services	17,300	17,300	17,300
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
5,300	Internal Services Recharged	9,900	9,800	9,800
3,100	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>84,400</b>	<b>TOTAL EXPENDITURE</b>	<b>75,000</b>	<b>75,300</b>	<b>75,500</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(400)	Customer & Client Receipts	(400)	(400)	(400)
<b>(400)</b>	<b>TOTAL INCOME</b>	<b>(400)</b>	<b>(400)</b>	<b>(400)</b>
<b>84,000</b>	<b>NET BUDGET</b>	<b>74,600</b>	<b>74,900</b>	<b>75,100</b>

<b>Responsible Budget Holder: Richard Blagg</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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<p>To provide a Shopmobility Service in Worksop and Retford to enable people with disabilities to use the facilities of the town centre's by means of motorised scooters.</p>
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BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
0.75	Expenditure per Resident	0.66	0.67	0.67
(0.00)	Income per Resident	(0.00)	(0.00)	(0.00)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>TOURISM</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
86,700	Employees	68,400	72,500	73,200
4,500	Premises	6,800	6,800	6,800
2,500	Transport	2,500	2,500	2,500
30,900	Supplies and Services	28,800	28,800	28,800
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
18,900	Internal Services Recharged	34,700	34,500	35,100
800	Depreciation	700	700	700
0	Capital Financing Costs	0	0	0
<b>144,300</b>	<b>TOTAL EXPENDITURE</b>	<b>141,900</b>	<b>145,800</b>	<b>147,100</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(14,100)	Customer & Client Receipts	(14,100)	(14,100)	(14,100)
<b>(14,100)</b>	<b>TOTAL INCOME</b>	<b>(14,100)</b>	<b>(14,100)</b>	<b>(14,100)</b>
<b>130,200</b>	<b>NET BUDGET</b>	<b>127,800</b>	<b>131,700</b>	<b>133,000</b>

<b>Responsible Budget Holder: Sandra Withington</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To promote and provide information about Bassetlaw and other destinations of interest throughout Bassetlaw and the United Kingdom. To aid specified organisations and events.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
1.28	Expenditure per Resident	1.25	1.29	1.30
(0.12)	Income per Resident	(0.12)	(0.12)	(0.12)



<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>COMMUNITY PROSPERITY - PLANNING &amp; BUILDING CONTROL</b>
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BUDGET 2013/14	Division	BUDGET 2014/15	FORECAST	
			2015/16	2016/17
£		£	£	£
644,600	Planning Policy & Conservation	479,600	486,200	520,100
386,900	Planning	333,300	343,600	350,600
0	Planning - Service Management & Support	0	0	0
0	Head of Community Prosperity	0	0	0
3,500	Environmental Projects	3,300	3,300	3,300
408,400	Building Control Dangerous Structures	301,000	304,900	307,300
<b>1,443,400</b>	<b>TOTAL EXPENDITURE</b>	<b>1,117,200</b>	<b>1,138,000</b>	<b>1,181,300</b>

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>COMMUNITY PROSPERITY - PLANNING &amp; BUILDING CONTROL</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
1,325,000	Employees	1,318,900	1,351,300	1,360,800
2,100	Premises	1,800	1,800	1,800
67,700	Transport	76,500	76,500	76,500
196,300	Supplies and Services	100,000	100,000	100,000
170,800	Third Party Payments	78,800	78,800	108,800
0	Transfer Payments	0	0	0
982,100	Internal Services Recharged	928,700	942,400	948,700
62,900	Depreciation	10,100	3,300	3,300
400	Capital Financing Costs	0	0	0
<b>2,807,300</b>	<b>TOTAL EXPENDITURE</b>	<b>2,514,800</b>	<b>2,554,100</b>	<b>2,599,900</b>
	<b>INCOME</b>			
(515,300)	Internal Services Recharges	(467,100)	(485,200)	(487,300)
(39,700)	Grants	(42,800)	(43,200)	(43,600)
(808,900)	Customer & Client Receipts	(887,700)	(887,700)	(887,700)
0	Interest	0	0	0
<b>(1,363,900)</b>	<b>TOTAL INCOME</b>	<b>(1,397,600)</b>	<b>(1,416,100)</b>	<b>(1,418,600)</b>
<b>1,443,400</b>	<b>NET BUDGET</b>	<b>1,117,200</b>	<b>1,138,000</b>	<b>1,181,300</b>

<b>Head of Service:</b> David Armiger
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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The management and provision of services such as Planning, Building Control, Economic Development, Leisure, Sports Development, and Town Centres Management. Provision of advice and support on all aspects of matters affecting the prosperity of the District.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
24.87	Expenditure per Resident	22.22	22.56	22.97
(12.08)	Income per Resident	(12.35)	(12.51)	(12.53)

## DIRECTORATE OF COMMUNITY SERVICES

## PLANNING POLICY AND CONSERVATION

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
323,400	Employees	370,400	376,000	378,700
0	Premises			
6,800	Transport	16,000	16,000	16,000
120,400	Supplies and Services	14,600	14,600	14,600
148,000	Third Party Payments	43,000	43,000	73,000
0	Transfer Payments	0	0	0
77,900	Internal Services Recharged	67,600	68,600	69,800
0	Depreciation	0	0	0
100	Capital Financing Costs	0	0	0
<b>676,600</b>	<b>TOTAL EXPENDITURE</b>	<b>511,600</b>	<b>518,200</b>	<b>552,100</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(32,000)	Customer & Client Receipts	(32,000)	(32,000)	(32,000)
0	Interest	0	0	0
<b>(32,000)</b>	<b>TOTAL INCOME</b>	<b>(32,000)</b>	<b>(32,000)</b>	<b>(32,000)</b>
<b>644,600</b>	<b>NET BUDGET</b>	<b>479,600</b>	<b>486,200</b>	<b>520,100</b>

Responsible Budget Holder: David Armiger

## BRIEF DESCRIPTION OF SERVICE

Local Development Framework; Planning Policy, Heritage and Trees. All aspects of Local Development Framework; collection and collation of planning data; co-ordination and liaison on major development issues, highways, public transport and other physical environment issues; and preparation of reports and advice on other town planning matters. To gain approval, print and publish the Local Development Framework, and to implement the necessary procedures. Management of Heritage service including: provision of expert advice on heritage applications; management of grant schemes and historic environment regeneration schemes; production of Conservation Area Appraisals and professional Guidance. Management of tree service, including provision of expert advice on tree applications and surveying & creation of Tree Preservation Orders.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
5.99	Expenditure per Resident	4.52	4.59	4.89
(0.28)	Income per Resident	(0.28)	(0.28)	(0.28)

## DIRECTORATE OF COMMUNITY SERVICES

## PLANNING

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
377,700	Employees	308,800	313,500	315,800
0	Premises	0	0	0
20,800	Transport	20,800	20,800	20,800
22,500	Supplies and Services	24,300	24,300	24,300
0	Third Party Payments	22,000	22,000	22,000
0	Transfer Payments	0	0	0
390,000	Internal Services Recharged	530,400	542,800	547,500
55,700	Depreciation	6,800	0	0
0	Capital Financing Costs	0	0	0
<b>866,700</b>	<b>TOTAL EXPENDITURE</b>	<b>913,100</b>	<b>923,400</b>	<b>930,400</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(479,800)	Customer & Client Receipts	(579,800)	(579,800)	(579,800)
0	Interest	0	0	0
<b>(479,800)</b>	<b>TOTAL INCOME</b>	<b>(579,800)</b>	<b>(579,800)</b>	<b>(579,800)</b>
<b>386,900</b>	<b>NET BUDGET</b>	<b>333,300</b>	<b>343,600</b>	<b>350,600</b>

Responsible Budget Holder: Beverley Alderton-Sambrook

## BRIEF DESCRIPTION OF SERVICE

To process planning applications and appeals, the investigation and enforcement of unauthorised development, to ensure compliance with planning conditions as development proceeds, and the provision of advice relating to all developments related proposals.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
7.68	Expenditure per Resident	8.07	8.16	8.22
(4.25)	Income per Resident	(5.12)	(5.12)	(5.12)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>PLANNING - SERVICE MANAGEMENT &amp; SUPPORT</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
252,800	Employees	206,500	222,600	224,100
900	Premises	1,000	1,000	1,000
7,200	Transport	6,800	6,800	6,800
32,800	Supplies and Services	39,000	39,000	39,000
8,400	Third Party Payments	2,200	2,200	2,200
0	Transfer Payments	0	0	0
123,800	Internal Services Recharged	116,700	116,700	116,800
3,900	Depreciation	0	0	0
100	Capital Financing Costs	0	0	0
<b>429,900</b>	<b>TOTAL EXPENDITURE</b>	<b>372,200</b>	<b>388,300</b>	<b>389,900</b>
	<b><u>INCOME</u></b>			
(391,400)	Internal Services Recharges	(343,700)	(359,800)	(361,400)
0	Grants	0	0	0
(38,500)	Customer & Client Receipts	(28,500)	(28,500)	(28,500)
0	Interest	0	0	0
<b>(429,900)</b>	<b>TOTAL INCOME</b>	<b>(372,200)</b>	<b>(388,300)</b>	<b>(389,900)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Responsible Budget Holder:</b> Lisa Taylor
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To provide managerial, technical and administrative support to the Planning Services which comprises Building Control, Development Control and Policy and Implementation. Planning Delivery Grant.
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BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
3.81	Expenditure per Resident	3.29	3.43	3.44
(3.81)	Income per Resident	(3.29)	(3.43)	(3.44)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>HEAD OF COMMUNITY PROSPERITY</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b><u>EXPENDITURE</u></b>			
83,200	Employees	83,600	84,800	85,400
0	Premises	0	0	0
1,600	Transport	1,600	1,600	1,600
300	Supplies and Services	300	300	300
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
72,000	Internal Services Recharged	78,000	79,200	79,500
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>157,100</b>	<b>TOTAL EXPENDITURE</b>	<b>163,500</b>	<b>165,900</b>	<b>166,800</b>
	<b><u>INCOME</u></b>			
(117,400)	Internal Services Recharges	(120,700)	(122,700)	(123,200)
(39,700)	Grants	(42,800)	(43,200)	(43,600)
0	Customer & Client Receipts	0	0	0
0	Interest	0	0	0
<b>(157,100)</b>	<b>TOTAL INCOME</b>	<b>(163,500)</b>	<b>(165,900)</b>	<b>(166,800)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Responsible Budget Holder:</b> <b>David Armingier</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To provide overall management and control of the Community Prosperity service area.
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BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
1.39	Expenditure per Resident	1.44	1.47	1.47
(1.39)	Income per Resident	(1.44)	(1.47)	(1.47)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>ENVIRONMENTAL PROJECTS</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
3,300	Depreciation	3,300	3,300	3,300
200	Capital Financing Costs	0	0	0
<b>3,500</b>	<b>TOTAL EXPENDITURE</b>	<b>3,300</b>	<b>3,300</b>	<b>3,300</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	Interest	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3,500</b>	<b>NET BUDGET</b>	<b>3,300</b>	<b>3,300</b>	<b>3,300</b>

<b>Responsible Budget Holder:     David Armiger</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Capital financing expenses relating to previous works.
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BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
0.03	Expenditure per Resident	0.03	0.03	0.03
0.00	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>BUILDING CONTROL / DANGEROUS STRUCTURES</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b><u>EXPENDITURE</u></b>			
287,900	Employees	349,600	354,400	356,800
1,200	Premises	800	800	800
31,300	Transport	31,300	31,300	31,300
20,300	Supplies and Services	21,800	21,800	21,800
14,400	Third Party Payments	11,600	11,600	11,600
0	Transfer Payments	0	0	0
318,400	Internal Services Recharged	136,000	135,100	135,100
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>673,500</b>	<b>TOTAL EXPENDITURE</b>	<b>551,100</b>	<b>555,000</b>	<b>557,400</b>
	<b><u>INCOME</u></b>			
(6,500)	Internal Services Recharges	(2,700)	(2,700)	(2,700)
0	Grants	0	0	0
(258,600)	Customer & Client Receipts	(247,400)	(247,400)	(247,400)
0	Interest	0	0	0
<b>(265,100)</b>	<b>TOTAL INCOME</b>	<b>(250,100)</b>	<b>(250,100)</b>	<b>(250,100)</b>
<b>408,400</b>	<b>NET BUDGET</b>	<b>301,000</b>	<b>304,900</b>	<b>307,300</b>

<b>Responsible Budget Holder: Angela Edwards</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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The consideration of plans and the inspection of work in accordance with the Building Regulations. The consideration of plans and the inspection of work reverting to Local Authority control. Enforcement of legislation and undertaking of statutory administrative duties not within the authority of Approved Inspectors. Provision of out of hours call out service in respect of dangerous structures.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
5.97	Expenditure per Resident	4.87	4.90	4.92
(2.35)	Income per Resident	(2.21)	(2.21)	(2.21)



## CHIEF EXECUTIVE DEPARTMENT

## CORPORATE MANAGEMENT

BUDGET 2013/14 £	DIVISION	BUDGET 2014/15 £	FORECAST	
			2015/16 £	2016/17 £
629,200	Corporate Finance	377,900	355,800	354,900
155,900	Strategic Advice	296,900	304,400	306,200
<b>785,100</b>	<b>Total</b>	<b>674,800</b>	<b>660,200</b>	<b>661,100</b>

## CHIEF EXECUTIVE DEPARTMENT

## CORPORATE MANAGEMENT

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
266,000	Employees	272,600	252,000	252,000
0	Premises	200	200	300
0	Transport	0	0	0
228,100	Supplies and Services	229,000	229,100	229,100
700	Third Party Payments	700	700	700
0	Transfer Payments	0	0	0
686,000	Internal Services Recharged	508,000	517,200	521,400
6,300	Depreciation	6,300	6,300	6,300
4,200	Capital Financing Costs	600	800	800
<b>1,191,300</b>	<b>TOTAL EXPENDITURE</b>	<b>1,017,400</b>	<b>1,006,300</b>	<b>1,010,600</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(406,200)	Grants/Contributions	(342,600)	(346,100)	(349,500)
0	Customer & Client Receipts	0	0	0
<b>(406,200)</b>	<b>TOTAL INCOME</b>	<b>(342,600)</b>	<b>(346,100)</b>	<b>(349,500)</b>
<b>785,100</b>	<b>NET BUDGET</b>	<b>674,800</b>	<b>660,200</b>	<b>661,100</b>

Responsible Budget Holder: Neil Taylor

## BRIEF DESCRIPTION OF SERVICE

Corporate Finance costs including External Audit Fees and Corporate Bank Charges. To manage the payments of approved grants. To provide the support required to facilitate the whole Council management and the ability to monitor and progress outcomes.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
10.55	Expenditure per Resident	8.99	8.89	8.93
(3.60)	Income per Resident	(3.03)	(3.06)	(3.09)

## CHIEF EXECUTIVE DEPARTMENT

## CORPORATE FINANCE

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
257,000	Employees	270,600	250,000	250,000
0	Premises	200	200	300
0	Transport	0	0	0
202,200	Supplies and Services	112,200	112,200	112,200
700	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
219,800	Internal Services Recharged	86,000	85,500	85,500
6,300	Depreciation	6,300	6,300	6,300
200	Capital Financing Costs	0	0	0
<b>686,200</b>	<b>TOTAL EXPENDITURE</b>	<b>475,300</b>	<b>454,200</b>	<b>454,300</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(57,000)	Grants/Contributions	(97,400)	(98,400)	(99,400)
0	Customer & Client Receipts	0	0	0
<b>(57,000)</b>	<b>TOTAL INCOME</b>	<b>(97,400)</b>	<b>(98,400)</b>	<b>(99,400)</b>
<b>629,200</b>	<b>NET BUDGET</b>	<b>377,900</b>	<b>355,800</b>	<b>354,900</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

External audit fees for the independent examination of the Council's accounts and review of systems. The cost of corporate bank charges for banking income and making payments on behalf of the council as a whole. Contributions to the superannuation fund in respect of ill health and early retirement. Pension strain costs. Unused Accommodation and Information Technology Costs. Deficiency on Asset Rents.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
6.08	Expenditure per Resident	4.20	4.01	4.01
(0.50)	Income per Resident	(0.86)	(0.87)	(0.88)

## CHIEF EXECUTIVE DEPARTMENT

## STRATEGIC ADVICE

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
9,000	Employees	2,000	2,000	2,000
0	Premises	0	0	0
0	Transport	0	0	0
25,900	Supplies and Services	116,800	116,900	116,900
0	Third Party Payments	700	700	700
0	Transfer Payments	0	0	0
466,200	Internal Services Recharged	422,000	431,700	435,900
0	Depreciation	0	0	0
4,000	Capital Financing Costs	600	800	800
<b>505,100</b>	<b>TOTAL EXPENDITURE</b>	<b>542,100</b>	<b>552,100</b>	<b>556,300</b>
	<b>INCOME</b>			
0	Internal Services Recharges			
(349,200)	Grants/Contributions	(245,200)	(247,700)	(250,100)
0	Customer & Client Receipts			
<b>(349,200)</b>	<b>TOTAL INCOME</b>	<b>(245,200)</b>	<b>(247,700)</b>	<b>(250,100)</b>
<b>155,900</b>	<b>NET BUDGET</b>	<b>296,900</b>	<b>304,400</b>	<b>306,200</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

To provide the support required to facilitate the whole Council management and the ability to monitor and progress outcomes.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
4.47	Expenditure per Resident	4.79	4.88	4.91
(3.09)	Income per Resident	(2.17)	(2.19)	(2.21)

## CHIEF EXECUTIVE DEPARTMENT

## CHIEF EXECUTIVE DEPARTMENT

BUDGET 2013/14	DIVISION	BUDGET 2014/15	FORECAST	
			2015/16	2016/17
£		£	£	£
0	Management Team	0	0	0
0	Human Resources	0	0	0
0	Unions	0	0	0
0	Corporate Training	0	0	0
224,700	Grants	204,600	204,600	204,600
<b>224,700</b>	<b>Total</b>	<b>204,600</b>	<b>204,600</b>	<b>204,600</b>

## CHIEF EXECUTIVE DEPARTMENT

## CHIEF EXECUTIVE DEPARTMENT

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
892,000	Employees	787,700	805,000	812,800
0	Premises	0	0	0
10,500	Transport	10,500	10,500	10,500
247,600	Supplies and Services	237,400	237,400	237,400
29,000	Third Party Payments	29,000	29,000	29,000
0	Transfer Payments	0	0	0
214,900	Internal Services Recharged	252,100	252,800	253,200
0	Depreciation	0	0	0
100	Capital Financing Costs	0	0	0
<b>1,394,100</b>	<b>TOTAL EXPENDITURE</b>	<b>1,316,700</b>	<b>1,334,700</b>	<b>1,342,900</b>
	<b>INCOME</b>			
(1,066,400)	Internal Services Recharges	(1,007,000)	(1,024,000)	(1,031,400)
(103,000)	Grants/Contributions	(79,800)	(80,600)	(81,400)
0	Customer & Client Receipts	(25,300)	(25,500)	(25,500)
<b>(1,169,400)</b>	<b>TOTAL INCOME</b>	<b>(1,112,100)</b>	<b>(1,130,100)</b>	<b>(1,138,300)</b>
<b>224,700</b>	<b>NET BUDGET</b>	<b>204,600</b>	<b>204,600</b>	<b>204,600</b>

Responsible Budget Holder: Neil Taylor

## BRIEF DESCRIPTION OF SERVICE

Overall Corporate control and management of the Authority in line with Council Policies and objectives. To provide overall management and control of the Directorate of Corporate Services, Directorate of Community Services, and Directorate of Resources. To provide effective leadership and management of the Human Resource Service.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
12.35	Expenditure per Resident	11.63	11.79	11.86
(10.36)	Income per Resident	(9.82)	(9.98)	(10.06)

## CHIEF EXECUTIVE DEPARTMENT

## MANAGEMENT TEAM

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
513,500	Employees	440,500	452,700	457,400
0	Premises	0	0	0
4,000	Transport	4,000	4,000	4,000
8,200	Supplies and Services	8,400	8,400	8,400
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
7,300	Internal Services Recharged	15,500	15,500	15,000
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>533,000</b>	<b>TOTAL EXPENDITURE</b>	<b>468,400</b>	<b>480,600</b>	<b>484,800</b>
	<b>INCOME</b>			
(478,500)	Internal Services Recharges	(391,500)	(402,900)	(406,300)
(54,500)	Grants/Contributions	(76,900)	(77,700)	(78,500)
0	Customer & Client Receipts	0	0	0
<b>(533,000)</b>	<b>TOTAL INCOME</b>	<b>(468,400)</b>	<b>(480,600)</b>	<b>(484,800)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Neil Taylor

## BRIEF DESCRIPTION OF SERVICE

The Chief Executive Department ensures overall Corporate control and management of the Authority in line with Council Policies and objectives. To provide overall management and control of the Directorate of Corporate Services, Directorate of Community Services, and Directorate of Resources.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
4.72	Expenditure per Resident	4.14	4.25	4.28
(4.72)	Income per Resident	(4.14)	(4.25)	(4.28)

## CHIEF EXECUTIVE DEPARTMENT

## HUMAN RESOURCES

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
295,600	Employees	277,300	282,000	285,000
0	Premises	0	0	0
6,500	Transport	6,500	6,500	6,500
17,000	Supplies and Services	12,800	12,800	12,800
29,000	Third Party Payments	29,000	29,000	29,000
0	Transfer Payments	0	0	0
195,100	Internal Services Recharged	223,700	224,700	225,700
0	Depreciation	0	0	0
100	Capital Financing Costs	0	0	0
<b>543,300</b>	<b>TOTAL EXPENDITURE</b>	<b>549,300</b>	<b>555,000</b>	<b>559,000</b>
	<b>INCOME</b>			
(495,800)	Internal Services Recharges	(521,100)	(526,600)	(530,600)
(47,500)	Grants/Contributions	(2,900)	(2,900)	(2,900)
0	Customer & Client Receipts	(25,300)	(25,500)	(25,500)
<b>(543,300)</b>	<b>TOTAL INCOME</b>	<b>(549,300)</b>	<b>(555,000)</b>	<b>(559,000)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Len Hull

## BRIEF DESCRIPTION OF SERVICE

To provide a framework of excellence in people management that supports the developing agenda of the Council and create a culture and environment where people can use their talents in the best way possible. This incorporates human resource management, organisational development and learning and development.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
4.81	Expenditure per Resident	4.85	4.90	4.94
(4.81)	Income per Resident	(4.85)	(4.90)	(4.94)



## CHIEF EXECUTIVE DEPARTMENT

## UNIONS

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
16,800	Employees	17,000	17,400	17,500
0	Premises	0	0	0
0	Transport	0	0	0
900	Supplies and Services	1,000	1,000	1,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
4,400	Internal Services Recharged	4,900	4,500	4,400
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>22,100</b>	<b>TOTAL EXPENDITURE</b>	<b>22,900</b>	<b>22,900</b>	<b>22,900</b>
	<b>INCOME</b>			
(21,900)	Internal Services Recharges	(22,900)	(22,900)	(22,900)
(200)	Grants/Contributions	0	0	0
0	Customer & Client Receipts	0	0	0
<b>(22,100)</b>	<b>TOTAL INCOME</b>	<b>(22,900)</b>	<b>(22,900)</b>	<b>(22,900)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Len Hull

## BRIEF DESCRIPTION OF SERVICE

To ensure the development and maintenance of good relations with all recognised Trade Unions and to ensure that consultation processes are effectively and properly delivered. To provide resources, support, guidance and advice in respect of Trade Union activities.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
0.20	Expenditure per Resident	0.20	0.20	0.20
(0.20)	Income per Resident	(0.20)	(0.20)	(0.20)

## CHIEF EXECUTIVE DEPARTMENT

## CORPORATE TRAINING

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
66,100	Employees	52,900	52,900	52,900
0	Premises	0	0	0
0	Transport	0	0	0
0	Supplies and Services	13,200	13,200	13,200
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
4,900	Internal Services Recharged	5,400	5,500	5,500
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>71,000</b>	<b>TOTAL EXPENDITURE</b>	<b>71,500</b>	<b>71,600</b>	<b>71,600</b>
	<b><u>INCOME</u></b>			
(70,200)	Internal Services Recharges	(71,500)	(71,600)	(71,600)
(800)	Grants/Contributions	0	0	0
0	Customer & Client Receipts	0	0	0
<b>(71,000)</b>	<b>TOTAL INCOME</b>	<b>(71,500)</b>	<b>(71,600)</b>	<b>(71,600)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Len Hull

## BRIEF DESCRIPTION OF SERVICE

To provide learning and development opportunities across the Council to ensure that employees have the right skills and expertise to deliver the Council's strategic aims and objectives and deliver excellence in service provision.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
0.63	Expenditure per Resident	0.63	0.63	0.63
(0.63)	Income per Resident	(0.63)	(0.63)	(0.63)

## CHIEF EXECUTIVE DEPARTMENT

## MAJOR GRANTS

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
221,500	Supplies and Services	202,000	202,000	202,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
3,200	Internal Services Recharged	2,600	2,600	2,600
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>224,700</b>	<b>TOTAL EXPENDITURE</b>	<b>204,600</b>	<b>204,600</b>	<b>204,600</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants/Contributions	0	0	0
0	Customer & Client Receipts	0	0	0
0	<b>TOTAL INCOME</b>	0	0	0
<b>224,700</b>	<b>NET BUDGET</b>	<b>204,600</b>	<b>204,600</b>	<b>204,600</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

Manages the payments of approved grants.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
1.99	Expenditure per Resident	1.81	1.81	1.81
0.00	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>ENVIRONMENT</b>
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BUDGET 2013/14	Division	BUDGET 2014/15	FORECAST	
		2014/15	2015/16	2016/17
£		£	£	£
441,800	Environmental Health	470,600	481,000	487,900
623,500	Environment Public Health	546,800	553,000	561,100
134,500	Waste Disposal	116,400	80,800	75,300
87,600	Cemeteries	96,400	106,900	114,000
719,700	Street Cleansing	790,000	835,600	872,300
1,644,500	Waste Collection	1,784,100	1,769,000	1,777,100
63,900	Emergency Planning	54,200	54,500	54,900
0	Transport	0	0	0
0	Environment Services Unit	0	0	0
240,200	Environment Policy & Development	161,800	163,200	164,300
0	Grounds Maintenance Trading A/C	0	0	0
0	Health & Safety	0	0	0
100	NCC Disposal Charges	4,600	4,600	4,600
171,000	Public Conveniences	164,500	166,100	166,900
<b>4,126,800</b>	<b>TOTAL EXPENDITURE</b>	<b>4,189,400</b>	<b>4,214,700</b>	<b>4,278,400</b>

## DIRECTORATE OF COMMUNITY SERVICES

## ENVIRONMENT

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
3,427,100	Employees	3,453,900	3,513,300	3,560,100
530,400	Premises	437,700	521,400	585,400
1,125,400	Transport	1,178,400	1,180,100	1,176,800
393,600	Supplies and Services	354,300	333,600	333,900
274,000	Third Party Payments	319,400	319,400	319,400
0	Transfer Payments	0	0	0
1,256,300	Internal Services Recharged	1,271,400	1,274,900	1,282,100
587,600	Depreciation	727,500	724,500	744,700
7,000	Capital Finance Costs	900	1,100	1,100
<b>7,601,400</b>	<b>TOTAL EXPENDITURE</b>	<b>7,743,500</b>	<b>7,868,300</b>	<b>8,003,500</b>
	<b>INCOME</b>			
(2,128,100)	Internal Services Recharges	(2,139,300)	(2,232,700)	(2,297,900)
(72,900)	Grants	(177,500)	(177,600)	(177,700)
(1,273,400)	Customer & Client Receipts	(1,237,100)	(1,243,100)	(1,249,300)
(200)	Interest	(200)	(200)	(200)
<b>(3,474,600)</b>	<b>TOTAL INCOME</b>	<b>(3,554,100)</b>	<b>(3,653,600)</b>	<b>(3,725,100)</b>
<b>4,126,800</b>	<b>NET BUDGET</b>	<b>4,189,400</b>	<b>4,214,700</b>	<b>4,278,400</b>

Head of Service      M Ladyman

## BRIEF DESCRIPTION OF SERVICE

The management and provision of services such as abandoned vehicles, animal welfare, biodiversity and nature conservation, cemeteries, emergency planning, energy, flooding and drought, fly tipping, food production, parks and open spaces, pests and nuisance, pollution, street care and cleaning, waste recycling and the provision of advice and support on all aspects of matters affecting the environment of the District.

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
67.45	Expenditure per Resident	68.41	69.51	70.70
(30.83)	Income per Resident	(31.40)	(32.28)	(32.91)

## DIRECTORATE OF COMMUNITY SERVICES

## ENVIRONMENTAL HEALTH

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
330,700	Employees	331,200	341,400	347,000
0	Premises	0	0	0
15,800	Transport	16,800	16,800	16,800
11,000	Supplies and Services	11,300	11,300	11,300
8,500	Third Party Payments	8,500	8,500	8,500
0	Transfer Payments	0	0	0
104,800	Internal Services Recharged	123,000	123,200	124,500
0	Depreciation	0	0	0
100	Capital Finance Costs	0	0	0
<b>470,900</b>	<b>TOTAL EXPENDITURE</b>	<b>490,800</b>	<b>501,200</b>	<b>508,100</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(29,100)	Customer & Client Receipts	(20,200)	(20,200)	(20,200)
0	Interest	0	0	0
<b>(29,100)</b>	<b>TOTAL INCOME</b>	<b>(20,200)</b>	<b>(20,200)</b>	<b>(20,200)</b>
<b>441,800</b>	<b>NET BUDGET</b>	<b>470,600</b>	<b>481,000</b>	<b>487,900</b>

Responsible Budget Holder: E Prime

## BRIEF DESCRIPTION OF SERVICE

The management and provision of services such as Water Sampling, Air Pollution, Contaminated Land, Food, Regulation Enforcement, Health & Safety General.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
4.18	Expenditure per Resident	4.34	4.43	4.49
(0.26)	Income per Resident	(0.18)	(0.18)	(0.18)

## DIRECTORATE OF COMMUNITY SERVICES

## ENVIRONMENT PUBLIC HEALTH

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
380,400	Employees	335,200	341,900	348,800
1,400	Premises	300	300	300
31,400	Transport	19,200	19,200	19,200
25,600	Supplies and Services	30,900	30,900	30,900
58,900	Third Party Payments	61,300	61,300	61,300
0	Transfer Payments	0	0	0
141,700	Internal Services Recharged	101,600	101,100	102,300
4,600	Depreciation	0	0	0
200	Capital Finance Costs	0	0	0
<b>644,200</b>	<b>TOTAL EXPENDITURE</b>	<b>548,500</b>	<b>554,700</b>	<b>562,800</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(20,700)	Customer & Client Receipts	(1,700)	(1,700)	(1,700)
0	Interest	0	0	0
<b>(20,700)</b>	<b>TOTAL INCOME</b>	<b>(1,700)</b>	<b>(1,700)</b>	<b>(1,700)</b>
<b>623,500</b>	<b>NET BUDGET</b>	<b>546,800</b>	<b>553,000</b>	<b>561,100</b>

Responsible Budget Holder: J Proudman

## BRIEF DESCRIPTION OF SERVICE

The management and provision of services such as Rodent & Pest Control, Dog Warden & Animal Welfare, Noise Control, Public Health Standards, Neighbourhood, Environmental Works.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
5.72	Expenditure per Resident	4.85	4.90	4.97
(0.18)	Income per Resident	(0.02)	(0.02)	(0.02)

## DIRECTORATE OF COMMUNITY SERVICES

## WASTE DISPOSAL

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
26,400	Premises	21,800	22,200	22,700
4,800	Transport	6,300	6,800	2,200
12,200	Supplies and Services	17,200	17,200	17,200
10,900	Third Party Payments	10,900	10,900	10,900
0	Transfer Payments	0	0	0
22,900	Internal Services Recharged	28,600	29,800	30,400
104,000	Depreciation	84,400	46,500	44,500
1,300	Capital Finance Costs	200	400	400
<b>182,500</b>	<b>TOTAL EXPENDITURE</b>	<b>169,400</b>	<b>133,800</b>	<b>128,300</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(48,000)	Grants	(48,000)	(48,000)	(48,000)
0	Customer & Client Receipts	(5,000)	(5,000)	(5,000)
0	Interest	0	0	0
<b>(48,000)</b>	<b>TOTAL INCOME</b>	<b>(53,000)</b>	<b>(53,000)</b>	<b>(53,000)</b>
<b>134,500</b>	<b>NET BUDGET</b>	<b>116,400</b>	<b>80,800</b>	<b>75,300</b>

Responsible Budget Holder: T Andrew/ J Walker

## BRIEF DESCRIPTION OF SERVICE

To provide a service which offers a full range of waste disposal options.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
1.62	Expenditure per Resident	1.50	1.18	1.13
(0.43)	Income per Resident	(0.47)	(0.47)	(0.47)



<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>CEMETERIES</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
23,100	Employees	23,300	24,300	24,500
203,300	Premises	191,600	200,500	206,500
1,600	Transport	2,600	2,600	2,600
17,000	Supplies and Services	18,600	18,700	18,700
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
30,500	Internal Services Recharged	42,000	42,500	43,400
27,000	Depreciation	26,900	26,900	26,900
500	Capital Finance Costs	0	0	0
<b>303,000</b>	<b>TOTAL EXPENDITURE</b>	<b>305,000</b>	<b>315,500</b>	<b>322,600</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(215,200)	Customer & Client Receipts	(208,400)	(208,400)	(208,400)
(200)	Interest	(200)	(200)	(200)
<b>(215,400)</b>	<b>TOTAL INCOME</b>	<b>(208,600)</b>	<b>(208,600)</b>	<b>(208,600)</b>
<b>87,600</b>	<b>NET BUDGET</b>	<b>96,400</b>	<b>106,900</b>	<b>114,000</b>

<b>Responsible Budget Holder:</b> <b>A Smith</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To continue a high quality burial service and plan to ensure the future burial needs of the community.
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BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
2.69	Expenditure per Resident	2.69	2.79	2.85
(1.91)	Income per Resident	(1.84)	(1.84)	(1.84)

## DIRECTORATE OF COMMUNITY SERVICES

## STREET CLEANSING

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
496,500	Employees	485,100	492,400	500,000
80,000	Premises	62,400	136,400	193,700
161,000	Transport	176,400	176,700	176,900
47,400	Supplies and Services	33,700	33,700	33,700
24,000	Third Party Payments	24,000	24,000	24,000
0	Transfer Payments	0	0	0
149,000	Internal Services Recharged	172,500	172,900	173,600
120,000	Depreciation	110,300	156,500	191,400
700	Capital Finance Costs	100	100	100
<b>1,078,600</b>	<b>TOTAL EXPENDITURE</b>	<b>1,064,500</b>	<b>1,192,700</b>	<b>1,293,400</b>
	<b>INCOME</b>			
(357,200)	Internal Services Recharges	(272,800)	(355,400)	(419,400)
0	Grants	0	0	0
(1,700)	Customer & Client Receipts	(1,700)	(1,700)	(1,700)
0	Interest	0	0	0
<b>(358,900)</b>	<b>TOTAL INCOME</b>	<b>(274,500)</b>	<b>(357,100)</b>	<b>(421,100)</b>
<b>719,700</b>	<b>NET BUDGET</b>	<b>790,000</b>	<b>835,600</b>	<b>872,300</b>

Responsible Budget Holder: T Andrew

## BRIEF DESCRIPTION OF SERVICE

To maintain cleanliness in accordance with the Environmental Protection Act 1988

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
9.57	Expenditure per Resident	9.40	10.54	11.43
(3.18)	Income per Resident	(2.42)	(3.15)	(3.72)

## DIRECTORATE OF COMMUNITY SERVICES

## WASTE COLLECTION

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
991,300	Employees	971,100	986,000	1,000,400
1,400	Premises	1,400	1,400	1,400
374,200	Transport	400,200	400,500	401,000
149,300	Supplies and Services	94,900	80,900	80,900
100	Third Party Payments	100	100	100
0	Transfer Payments	0	0	0
340,700	Internal Services Recharged	335,200	336,500	338,600
208,200	Depreciation	374,800	358,600	351,300
1,300	Capital Finance Costs	200	200	200
<b>2,066,500</b>	<b>TOTAL EXPENDITURE</b>	<b>2,177,900</b>	<b>2,164,200</b>	<b>2,173,900</b>
	<b>INCOME</b>			
(206,800)	Internal Services Recharges	(205,200)	(206,600)	(208,100)
(400)	Grants	(400)	(400)	(400)
(214,800)	Customer & Client Receipts	(188,200)	(188,200)	(188,300)
0	Interest	0	0	0
<b>(422,000)</b>	<b>TOTAL INCOME</b>	<b>(393,800)</b>	<b>(395,200)</b>	<b>(396,800)</b>
<b>1,644,500</b>	<b>NET BUDGET</b>	<b>1,784,100</b>	<b>1,769,000</b>	<b>1,777,100</b>

Responsible Budget Holder: T Andrew

## BRIEF DESCRIPTION OF SERVICE

To provide a collection for domestic waste including dry recyclables and bulky items

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
18.34	Expenditure per Resident	19.24	19.12	19.20
(3.74)	Income per Resident	(3.48)	(3.49)	(3.51)

## DIRECTORATE OF COMMUNITY SERVICES

## EMERGENCY PLANNING

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
32,500	Employees	34,000	34,400	34,800
0	Premises	0	0	0
0	Transport	2,300	2,300	2,300
3,200	Supplies and Services	2,100	2,100	2,200
12,100	Third Party Payments	12,100	12,100	12,100
0	Transfer Payments	0	0	0
19,100	Internal Services Recharged	10,800	10,800	10,800
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>66,900</b>	<b>TOTAL EXPENDITURE</b>	<b>61,300</b>	<b>61,700</b>	<b>62,200</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(3,000)	Grants	(7,100)	(7,200)	(7,300)
0	Customer & Client Receipts	0	0	0
0	Interest	0	0	0
<b>(3,000)</b>	<b>TOTAL INCOME</b>	<b>(7,100)</b>	<b>(7,200)</b>	<b>(7,300)</b>
<b>63,900</b>	<b>NET BUDGET</b>	<b>54,200</b>	<b>54,500</b>	<b>54,900</b>

Responsible Budget Holder: J Moran

## BRIEF DESCRIPTION OF SERVICE

The provision for the immediate response to incidents that occur in and around the district, provide longer term support for major incidents or disruption caused by events such as flooding, severe weather damage or possible long term human or animal health emergencies.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
0.59	Expenditure per Resident	0.54	0.55	0.55
(0.03)	Income per Resident	(0.06)	(0.06)	(0.06)

## DIRECTORATE OF COMMUNITY SERVICES

## TRANSPORT

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
247,800	Employees	253,300	257,200	258,800
1,100	Premises	1,100	1,100	1,100
322,300	Transport	332,000	332,000	332,100
46,200	Supplies and Services	52,600	52,800	52,900
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
107,100	Internal Services Recharged	137,200	137,200	137,200
4,600	Depreciation	6,800	6,800	4,000
1,400	Capital Finance Costs	200	200	200
<b>730,500</b>	<b>TOTAL EXPENDITURE</b>	<b>783,200</b>	<b>787,300</b>	<b>786,300</b>
	<b>INCOME</b>			
(386,300)	Internal Services Recharges	(441,100)	(442,200)	(438,200)
0	Grants	0	0	0
(344,200)	Customer & Client Receipts	(342,100)	(345,100)	(348,100)
0	Interest	0	0	0
<b>(730,500)</b>	<b>TOTAL INCOME</b>	<b>(783,200)</b>	<b>(787,300)</b>	<b>(786,300)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: P Jones

## BRIEF DESCRIPTION OF SERVICE

To undertake the management, servicing, MOT's and repairs of the Council's vehicle fleet.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
6.48	Expenditure per Resident	6.92	6.95	6.95
(6.48)	Income per Resident	(6.92)	(6.95)	(6.95)

## DIRECTORATE OF COMMUNITY SERVICES

## ENVIRONMENTAL SERVICES UNIT

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
79,600	Employees	82,500	82,800	83,600
400	Premises	400	400	400
0	Transport	0	0	0
6,700	Supplies and Services	6,700	6,700	6,800
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
148,700	Internal Services Recharged	151,000	151,000	151,000
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>235,400</b>	<b>TOTAL EXPENDITURE</b>	<b>240,600</b>	<b>240,900</b>	<b>241,800</b>
	<b>INCOME</b>			
(234,700)	Internal Services Recharges	(240,200)	(240,500)	(241,400)
(700)	Grants	(400)	(400)	(400)
0	Customer & Client Receipts	0	0	0
0	Interest	0	0	0
<b>(235,400)</b>	<b>TOTAL INCOME</b>	<b>(240,600)</b>	<b>(240,900)</b>	<b>(241,800)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: P Jones

## BRIEF DESCRIPTION OF SERVICE

To control and monitor all aspects of the rechargeable Refuse Collection service, Other Cleaning contract, Building Cleaning contracts, Grounds Maintenance contracts and Parks & Open Spaces.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
2.09	Expenditure per Resident	2.13	2.13	2.14
(2.09)	Income per Resident	(2.13)	(2.13)	(2.14)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>ENVIRONMENTAL POLICY AND DEVELOPMENT</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
52,800	Employees	53,600	54,400	55,100
150,500	Premises	90,300	90,700	90,900
2,600	Transport	2,600	2,600	2,600
1,500	Supplies and Services	1,400	1,400	1,400
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
32,800	Internal Services Recharged	13,900	14,100	14,300
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>240,200</b>	<b>TOTAL EXPENDITURE</b>	<b>161,800</b>	<b>163,200</b>	<b>164,300</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	Interest	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>240,200</b>	<b>NET BUDGET</b>	<b>161,800</b>	<b>163,200</b>	<b>164,300</b>

<b>Responsible Budget Holder:</b> <b>J Walker</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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The development of Environmental Management in the Authority.
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BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
2.13	Expenditure per Resident	1.43	1.44	1.45
0.00	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>GROUNDS MAINTENANCE TRADING ACCOUNT</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
663,000	Employees	675,200	686,100	692,600
14,700	Premises	15,700	15,700	15,700
207,100	Transport	216,300	216,900	217,400
58,600	Supplies and Services	64,000	57,000	57,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
123,400	Internal Services Recharged	123,900	123,900	123,900
105,800	Depreciation	110,900	115,800	113,200
1,100	Capital Finance Costs	200	200	200
<b>1,173,700</b>	<b>TOTAL EXPENDITURE</b>	<b>1,206,200</b>	<b>1,215,600</b>	<b>1,220,000</b>
	<b>INCOME</b>			
(875,300)	Internal Services Recharges	(904,800)	(911,200)	(912,500)
0	Grants	0	0	0
(298,400)	Customer & Client Receipts	(301,400)	(304,400)	(307,500)
0	Interest	0	0	0
<b>(1,173,700)</b>	<b>TOTAL INCOME</b>	<b>(1,206,200)</b>	<b>(1,215,600)</b>	<b>(1,220,000)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Responsible Budget Holder: K Somers</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Responsible for the grounds maintenance of all the Councils' parks and open spaces, which includes cemeteries, closed church yards, allotments, Kilton Forest Golf Course, housing estates, industrial estates, town centre parks in Retford and Worksop, Langold Country Park, sports pitches, bowling greens and play areas owned by the Council.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
10.41	Expenditure per Resident	10.66	10.74	10.78
(10.41)	Income per Resident	(10.66)	(10.74)	(10.78)



## DIRECTORATE OF COMMUNITY SERVICES

## HEALTH &amp; SAFETY

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
50,300	Employees	133,800	135,600	137,100
0	Premises	0	0	0
4,600	Transport	3,700	3,700	3,700
7,500	Supplies and Services	13,500	13,500	13,500
10,200	Third Party Payments	34,100	34,100	34,100
0	Transfer Payments	0	0	0
16,000	Internal Services Recharged	11,700	11,500	11,500
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>88,600</b>	<b>TOTAL EXPENDITURE</b>	<b>196,800</b>	<b>198,400</b>	<b>199,900</b>
	<b>INCOME</b>			
(67,800)	Internal Services Recharges	(75,200)	(76,800)	(78,300)
(20,800)	Grants	(121,600)	(121,600)	(121,600)
0	Customer & Client Receipts	0	0	0
0	Interest	0	0	0
<b>(88,600)</b>	<b>TOTAL INCOME</b>	<b>(196,800)</b>	<b>(198,400)</b>	<b>(199,900)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: J Moran

## BRIEF DESCRIPTION OF SERVICE

To provide a comprehensive Health & Safety service across the Council. To develop and maintain the Council's Safety Policy.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
0.79	Expenditure per Resident	1.74	1.75	1.77
(0.79)	Income per Resident	(1.74)	(1.75)	(1.77)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>NCC DISPOSAL CHARGES</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
149,300	Third Party Payments	168,400	168,400	168,400
0	Transfer Payments	0	0	0
100	Internal Services Recharged	4,600	4,600	4,600
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>149,400</b>	<b>TOTAL EXPENDITURE</b>	<b>173,000</b>	<b>173,000</b>	<b>173,000</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(149,300)	Customer & Client Receipts	(168,400)	(168,400)	(168,400)
0	Interest	0	0	0
<b>(149,300)</b>	<b>TOTAL INCOME</b>	<b>(168,400)</b>	<b>(168,400)</b>	<b>(168,400)</b>
<b>100</b>	<b>NET BUDGET</b>	<b>4,600</b>	<b>4,600</b>	<b>4,600</b>

<b>Responsible Budget Holder:</b> <b>T Andrew</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Management of the NCC Disposal Charges.
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BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
1.33	Expenditure per Resident	1.53	1.53	1.53
(1.32)	Income per Resident	(1.49)	(1.49)	(1.49)

## DIRECTORATE OF COMMUNITY SERVICES

## PUBLIC CONVENIENCES

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
			2015/16	2016/17
£		£	£	£
	<b>EXPENDITURE</b>			
79,100	Employees	75,600	76,800	77,400
51,200	Premises	52,700	52,700	52,700
0	Transport	0	0	0
7,400	Supplies and Services	7,400	7,400	7,400
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
19,500	Internal Services Recharged	15,400	15,800	16,000
13,400	Depreciation	13,400	13,400	13,400
400	Capital Finance Costs	0	0	0
<b>171,000</b>	<b>TOTAL EXPENDITURE</b>	<b>164,500</b>	<b>166,100</b>	<b>166,900</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	Interest	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>171,000</b>	<b>NET BUDGET</b>	<b>164,500</b>	<b>166,100</b>	<b>166,900</b>

Responsible Budget Holder: T Andrew

## BRIEF DESCRIPTION OF SERVICE

To provide adequate and clean public conveniences.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
			2015/16	2016/17
£		£	£	£
1.52	Expenditure per Resident	1.45	1.47	1.47
0.00	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF RESOURCES</b>
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<b>FINANCE &amp; PROPERTY</b>
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BUDGET 2013/14	DIVISION	BUDGET 2014/15	FORECAST	
			2015/16	2016/17
£		£	£	£
0	Head of Finance & Property	0	0	0
0	Management Accounts	0	0	0
1,300	Corporate Accounts	1,100	1,100	1,100
0	Internal Audit	0	0	0
163,400	Estates	88,800	95,600	98,700
658,100	Engineers & Building Maintenance	549,200	548,600	500,500
(31,000)	Town Halls	(14,600)	(14,600)	(14,600)
0	Procurement	0	0	0
0	Facilities	0	0	0
0	Parking Services	(240,600)	(205,600)	(202,700)
0	Debt Recovery	0	0	0
<b>791,800</b>	<b>TOTAL EXPENDITURE</b>	<b>383,900</b>	<b>425,100</b>	<b>383,000</b>

<b>DIRECTORATE OF RESOURCES</b>
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<b>FINANCE &amp; PROPERTY</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
1,152,300	Employees	1,485,700	1,517,000	1,532,100
785,100	Premises	969,000	969,200	970,000
34,000	Transport	40,100	40,100	40,100
397,500	Supplies and Services	347,000	347,200	247,400
530,600	Third Party Payments	774,500	817,300	825,200
0	Transfer Payments	0	0	0
1,062,200	Internal Services Recharged	1,211,700	1,220,700	1,221,900
397,400	Depreciation	385,300	379,000	379,000
4,800	Capital Financing Costs	800	1,000	1,000
<b>4,363,900</b>	<b>TOTAL EXPENDITURE</b>	<b>5,214,100</b>	<b>5,291,500</b>	<b>5,216,700</b>
	<b><u>INCOME</u></b>			
(2,385,600)	Internal Services Recharges	(2,476,900)	(2,497,900)	(2,505,600)
(476,500)	Grants	(547,800)	(555,000)	(512,400)
(710,000)	Customer & Client Receipts	(1,805,500)	(1,813,500)	(1,815,700)
<b>(3,572,100)</b>	<b>TOTAL INCOME</b>	<b>(4,830,200)</b>	<b>(4,866,400)</b>	<b>(4,833,700)</b>
<b>791,800</b>	<b>NET BUDGET</b>	<b>383,900</b>	<b>425,100</b>	<b>383,000</b>

<b>Head of Service:</b>	<b>Mike Hill</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Provision of a comprehensive range of financial services to support all activities of the council. The services include Accountancy, Internal Audit and Exchequer Services such as Payroll, Banking & Creditors. The Service is responsible for the effective stewardship of the Council's financial resources, and to produce Financial Statements to statutory requirements. To undertake all estate management and valuation functions in relation to the Council's substantial land and property holdings. Provision of a civil/municipal engineering service in terms of design, advice and related contract management to client departments. To deal with drainage matters including land and drainage reservoirs. Building Maintenance service provides strategic property asset management. Provide management and maintenance of public on and off-street parking and Council owned Pay and Display Car Parks.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
38.65	Expenditure per Resident	46.06	46.74	46.08
(31.64)	Income per Resident	(42.67)	(42.99)	(42.70)

<b>DIRECTORATE OF RESOURCES</b>
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<b>HEAD OF FINANCE &amp; PROPERTY</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
89,300	Employees	89,700	91,300	92,300
0	Premises	0	0	0
1,800	Transport	2,200	2,200	2,200
11,800	Supplies and Services	11,400	11,400	11,400
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
93,000	Internal Services Recharged	65,000	64,900	65,700
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>195,900</b>	<b>TOTAL EXPENDITURE</b>	<b>168,300</b>	<b>169,800</b>	<b>171,600</b>
	<b><u>INCOME</u></b>			
(181,500)	Internal Services Recharges	(156,900)	(158,300)	(160,000)
(14,400)	Grants	(11,400)	(11,500)	(11,600)
0	Customer & Client Receipts	0	0	0
<b>(195,900)</b>	<b>TOTAL INCOME</b>	<b>(168,300)</b>	<b>(169,800)</b>	<b>(171,600)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Responsible Budget Holder:</b>	<b>Mike Hill</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To provide overall control and management of the Finance & Property Services. To oversee the provision of financial advice and guidance to Members and Officers throughout the Council. The publication of the Statement of Accounts and Budget Monitoring to ensure adherence to budgets. Overall Management of assets, including valuations, repairs and maintenance.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
1.74	Expenditure per Resident	1.49	1.50	1.52
(1.74)	Income per Resident	(1.49)	(1.50)	(1.52)

<b>DIRECTORATE OF RESOURCES</b>
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<b>MANAGEMENT ACCOUNTS</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
213,500	Employees	218,100	222,000	224,100
0	Premises	0	0	0
600	Transport	600	600	600
8,700	Supplies and Services	17,500	17,500	17,500
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
67,800	Internal Services Recharged	60,500	59,400	59,700
0	Depreciation	0	0	0
100	Capital Financing Costs	0	0	0
<b>290,700</b>	<b>TOTAL EXPENDITURE</b>	<b>296,700</b>	<b>299,500</b>	<b>301,900</b>
	<b><u>INCOME</u></b>			
(234,100)	Internal Services Recharges	(265,300)	(267,800)	(269,900)
(56,600)	Grants	(31,400)	(31,700)	(32,000)
0	Customer & Client Receipts	0	0	0
<b>(290,700)</b>	<b>TOTAL INCOME</b>	<b>(296,700)</b>	<b>(299,500)</b>	<b>(301,900)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Responsible Budget Holder:</b>	<b>Julie Foulger</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Provision of a comprehensive, high quality accounting service for all the activities of the Council, including co-ordination and compilation of the annual budget, regular budget monitoring, and grant claims administration.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
2.57	Expenditure per Resident	2.62	2.65	2.67
(2.57)	Income per Resident	(2.62)	(2.65)	(2.67)

<b>DIRECTORATE OF RESOURCES</b>
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<b>CORPORATE ACCOUNTS</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
235,300	Employees	240,000	244,900	248,300
0	Premises	0	0	0
1,300	Transport	1,300	1,300	1,300
62,800	Supplies and Services	66,000	66,000	66,000
391,400	Third Party Payments	400,100	407,900	415,800
0	Transfer Payments	0	0	0
266,700	Internal Services Recharged	236,000	239,700	233,000
0	Depreciation	0	0	0
100	Capital Financing Costs	0	0	0
<b>957,600</b>	<b>TOTAL EXPENDITURE</b>	<b>943,400</b>	<b>959,800</b>	<b>964,400</b>
	<b><u>INCOME</u></b>			
(579,300)	Internal Services Recharges	(492,000)	(502,900)	(501,700)
(341,400)	Grants	(395,500)	(401,800)	(408,300)
(35,600)	Customer & Client Receipts	(54,800)	(54,000)	(53,300)
<b>(956,300)</b>	<b>TOTAL INCOME</b>	<b>(942,300)</b>	<b>(958,700)</b>	<b>(963,300)</b>
<b>1,300</b>	<b>NET BUDGET</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>

<b>Responsible Budget Holder:</b>	<b>Nick Wilson</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To maintain, control and supervise the Payroll, Creditors, Insurance, and Banking Services. To co-ordinate the the production of the annual Statement of Accounts. Responsibility for Capital Accounting, Asset Register and Treasury Management

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
8.48	Expenditure per Resident	8.33	8.48	8.52
(8.47)	Income per Resident	(8.32)	(8.47)	(8.51)



<b>DIRECTORATE OF RESOURCES</b>
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<b>INTERNAL AUDIT</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
14,700	Employees	14,800	15,100	15,300
0	Premises	0	0	0
0	Transport	0	0	0
700	Supplies and Services	700	700	700
91,100	Third Party Payments	77,800	77,800	77,800
0	Transfer Payments	0	0	0
27,000	Internal Services Recharged	25,000	24,700	24,900
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>133,500</b>	<b>TOTAL EXPENDITURE</b>	<b>118,300</b>	<b>118,300</b>	<b>118,700</b>
	<b>INCOME</b>			
(133,500)	Internal Services Recharges	(118,300)	(118,300)	(118,700)
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>(133,500)</b>	<b>TOTAL INCOME</b>	<b>(118,300)</b>	<b>(118,300)</b>	<b>(118,700)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Responsible Budget Holder:</b> Mike Hill
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Internal Audit objectively examines, evaluates and reports on the adequacy of the control environment as a contribution to the proper, economic, efficient and effective use of the Council's resources.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
1.18	Expenditure per Resident	1.05	1.05	1.05
(1.18)	Income per Resident	(1.05)	(1.05)	(1.05)

<b>DIRECTORATE OF RESOURCES</b>
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<b>ESTATES</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
182,100	Employees	190,300	194,800	198,000
119,300	Premises	99,300	99,700	99,900
4,700	Transport	4,700	4,700	4,700
15,700	Supplies and Services	13,500	13,600	13,700
13,900	Third Party Payments	18,900	18,900	18,900
0	Transfer Payments	0	0	0
367,100	Internal Services Recharged	332,100	334,500	337,400
103,600	Depreciation	96,000	100,400	100,400
2,200	Capital Financing Costs	300	500	500
<b>808,600</b>	<b>TOTAL EXPENDITURE</b>	<b>755,100</b>	<b>767,100</b>	<b>773,500</b>
	<b><u>INCOME</u></b>			
(313,600)	Internal Services Recharges	(297,600)	(302,600)	(305,700)
(11,000)	Grants	(22,800)	(22,900)	(23,000)
(320,600)	Customer & Client Receipts	(345,900)	(346,000)	(346,100)
<b>(645,200)</b>	<b>TOTAL INCOME</b>	<b>(666,300)</b>	<b>(671,500)</b>	<b>(674,800)</b>
<b>163,400</b>	<b>NET BUDGET</b>	<b>88,800</b>	<b>95,600</b>	<b>98,700</b>

<b>Responsible Budget Holder:</b>	<b>Rachel Baker</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To undertake all estate management and valuation functions in relation to the Council's substantial land and property holdings (excluding Council housing and operational buildings).

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
7.16	Expenditure per Resident	6.67	6.78	6.83
(5.71)	Income per Resident	(5.89)	(5.93)	(5.96)

## DIRECTORATE OF RESOURCES

## ENGINEERS &amp; BUILDING MAINTENANCE

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
330,700	Employees	309,800	315,600	318,500
663,500	Premises	680,900	680,700	681,300
18,700	Transport	21,500	21,500	21,500
278,600	Supplies and Services	174,800	174,800	74,800
34,200	Third Party Payments	34,400	34,400	34,400
0	Transfer Payments	0	0	0
231,000	Internal Services Recharged	257,200	264,000	264,900
291,800	Depreciation	269,400	258,700	258,700
2,400	Capital Financing Costs	400	400	400
<b>1,850,900</b>	<b>TOTAL EXPENDITURE</b>	<b>1,748,400</b>	<b>1,750,100</b>	<b>1,654,500</b>
	<b><u>INCOME</u></b>			
(838,800)	Internal Services Recharges	(839,000)	(838,200)	(837,700)
(53,100)	Grants	(60,300)	(60,400)	(10,500)
(300,900)	Customer & Client Receipts	(299,900)	(302,900)	(305,800)
<b>(1,192,800)</b>	<b>TOTAL INCOME</b>	<b>(1,199,200)</b>	<b>(1,201,500)</b>	<b>(1,154,000)</b>
<b>658,100</b>	<b>NET BUDGET</b>	<b>549,200</b>	<b>548,600</b>	<b>500,500</b>

Responsible Budget Holder: **John Bowler**

## BRIEF DESCRIPTION OF SERVICE

Provision of a civil/municipal engineering service in terms of design, advice and related contract management to client demands. To deal with drainage matters including land drainage and reservoirs. Building Maintenance service provides strategic property asset management. To maintain, adapt and alter properties in line with all necessary legislative and Health and Safety requirements. Responsibility for providing good, well maintained accommodation and working conditions for staff and keep operational costs as economical as possible.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
16.39	Expenditure per Resident	15.45	15.46	14.62
(10.57)	Income per Resident	(10.59)	(10.61)	(10.19)

## DIRECTORATE OF RESOURCES

## TOWN HALLS

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
2,300	Premises	2,600	2,600	2,600
0	Transport	0	0	0
13,800	Supplies and Services	9,800	9,800	9,800
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
3,900	Internal Services Recharged	5,400	5,400	5,400
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>20,000</b>	<b>TOTAL EXPENDITURE</b>	<b>17,800</b>	<b>17,800</b>	<b>17,800</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(51,000)	Customer & Client Receipts	(32,400)	(32,400)	(32,400)
<b>(51,000)</b>	<b>TOTAL INCOME</b>	<b>(32,400)</b>	<b>(32,400)</b>	<b>(32,400)</b>
<b>(31,000)</b>	<b>NET BUDGET</b>	<b>(14,600)</b>	<b>(14,600)</b>	<b>(14,600)</b>

Responsible Budget Holder: **John Unstead**

## BRIEF DESCRIPTION OF SERVICE

The commercial undertaking of both Town Halls, to the general public.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
0.18	Expenditure per Resident	0.16	0.16	0.16
(0.45)	Income per Resident	(0.29)	(0.29)	(0.29)

<b>DIRECTORATE OF RESOURCES</b>
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<b>PROCUREMENT</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
65,600	Employees	180,400	185,800	185,700
0	Premises	0	0	0
1,600	Transport	3,100	3,100	3,100
5,200	Supplies and Services	7,800	7,800	7,800
0	Third Party Payments	38,700	38,700	38,700
0	Transfer Payments	0	0	0
2,600	Internal Services Recharged	13,200	13,300	13,300
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>75,000</b>	<b>TOTAL EXPENDITURE</b>	<b>243,200</b>	<b>248,700</b>	<b>248,600</b>
	<b><u>INCOME</u></b>			
(75,000)	Internal Services Recharges	(51,200)	(51,300)	(51,300)
0	Grants	0	0	0
0	Customer & Client Receipts	(192,000)	(197,400)	(197,300)
<b>(75,000)</b>	<b>TOTAL INCOME</b>	<b>(243,200)</b>	<b>(248,700)</b>	<b>(248,600)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder:

Sandy Williams

<b>BRIEF DESCRIPTION OF SERVICE</b>
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Providing Procurement support and guidance to all Services and ensure compliance with the EU Legislation in providing contracts and tenders to reduce costs within the Council for best value and efficiencies.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
0.66	Expenditure per Resident	2.15	2.20	2.20
(0.66)	Income per Resident	(2.15)	(2.20)	(2.20)

## DIRECTORATE OF RESOURCES

## FACILITIES

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
21,100	Employees	41,100	41,800	42,200
0	Premises	0	0	0
5,300	Transport	6,200	6,200	6,200
200	Supplies and Services	800	800	800
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
3,100	Internal Services Recharged	8,200	7,500	7,500
2,000	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>31,700</b>	<b>TOTAL EXPENDITURE</b>	<b>56,300</b>	<b>56,300</b>	<b>56,700</b>
	<b><u>INCOME</u></b>			
(29,800)	Internal Services Recharges	(53,300)	(53,200)	(53,600)
0	Grants	0	0	0
(1,900)	Customer & Client Receipts	(3,000)	(3,100)	(3,100)
<b>(31,700)</b>	<b>TOTAL INCOME</b>	<b>(56,300)</b>	<b>(56,300)</b>	<b>(56,700)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: John Unstead

## BRIEF DESCRIPTION OF SERVICE

Facilities Management incorporates building maintenance & statutory compliance Caretakers Service, PAT Testing, Courier Services & the cash collection from the Council Car Parks. The day to day Facilities Management service ensures that the Councils operational office's and civic buildings are available for use by Members, Council Staff and the General Public.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
0.28	Expenditure per Resident	0.50	0.50	0.50
(0.28)	Income per Resident	(0.50)	(0.50)	(0.50)

<b>DIRECTORATE OF RESOURCES</b>
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<b>PARKING SERVICES</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
0	Employees	28,500	29,000	29,300
0	Premises	186,200	186,200	186,200
0	Transport	0	0	0
0	Supplies and Services	25,800	25,900	26,000
0	Third Party Payments	199,100	234,100	234,100
0	Transfer Payments	0	0	0
0	Internal Services Recharged	147,000	146,400	148,900
0	Depreciation	19,900	19,900	19,900
0	Capital Financing Costs	100	100	100
<b>0</b>	<b>TOTAL EXPENDITURE</b>	<b>606,600</b>	<b>641,600</b>	<b>644,500</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	(847,200)	(847,200)	(847,200)
<b>0</b>	<b>TOTAL INCOME</b>	<b>(847,200)</b>	<b>(847,200)</b>	<b>(847,200)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>(240,600)</b>	<b>(205,600)</b>	<b>(202,700)</b>

<b>Responsible Budget Holder:</b>	<b>John Unstead</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To provide management and maintenance of public on and off-street parking and Council owned Pay and Display Car Parks. Note: Parking Services was previously part of Directorate of Community Services see Appendix 2A.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
0.00	Expenditure per Resident	5.36	5.67	5.69
0.00	Income per Resident	(7.48)	(7.48)	(7.48)

## DIRECTORATE OF RESOURCES

## DEBT RECOVERY

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
			2015/16	2016/17
£		£	£	£
	<b>EXPENDITURE</b>			
0	Employees	173,000	176,700	178,400
0	Premises	0	0	0
0	Transport	500	500	500
0	Supplies and Services	18,900	18,900	18,900
0	Third Party Payments	5,500	5,500	5,500
0	Transfer Payments	0	0	0
0	Internal Services Recharged	62,100	60,900	61,200
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
0	<b>TOTAL EXPENDITURE</b>	<b>260,000</b>	<b>262,500</b>	<b>264,500</b>
	<b>INCOME</b>			
0	Internal Services Recharges	(203,300)	(205,300)	(207,000)
0	Grants	(26,400)	(26,700)	(27,000)
0	Customer & Client Receipts	(30,300)	(30,500)	(30,500)
0	<b>TOTAL INCOME</b>	<b>(260,000)</b>	<b>(262,500)</b>	<b>(264,500)</b>
0	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder:

Andrew Bayliss

## BRIEF DESCRIPTION OF SERVICE

The Debt Recovery Unit is responsible for the billing, collection and enforcement of payment of the Council's Sundry Debts.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
			2015/16	2016/17
£		£	£	£
0.00	Expenditure per Resident	2.30	2.32	2.34
0.00	Income per Resident	(2.30)	(2.32)	(2.34)



<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>HOUSING</b>
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BUDGET 2013/14	Division	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
60,300	Housing Strategy	76,900	67,400	67,400
886,600	Private Sector Housing Renewal	653,400	739,400	(6,500)
267,900	Homelessness	300,900	302,100	289,800
46,700	Homelessness Grant	34,800	45,500	61,500
0	Housing Management & Support	0	0	0
17,400	Private Sector PAS	16,000	16,000	16,000
<b>1,278,900</b>	<b>TOTAL EXPENDITURE</b>	<b>1,082,000</b>	<b>1,170,400</b>	<b>428,200</b>

## DIRECTORATE OF COMMUNITY SERVICES

## HOUSING

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
320,300	Employees	374,600	365,200	353,900
0	Premises	0	0	0
13,100	Transport	13,100	13,100	13,100
1,408,000	Supplies and Services	1,130,400	1,203,100	129,100
17,900	Third Party Payments	17,900	17,900	17,900
0	Transfer Payments	0	0	0
251,200	Internal Services Recharged	272,600	253,800	255,000
0	Depreciation	0	0	0
2,800	Capital Finance Costs	300	500	500
<b>2,013,300</b>	<b>TOTAL EXPENDITURE</b>	<b>1,808,900</b>	<b>1,853,600</b>	<b>769,500</b>
	<b><u>INCOME</u></b>			
(114,900)	Internal Services Recharges	(145,100)	(126,900)	(127,700)
(490,900)	Grants	(476,600)	(451,100)	(108,400)
(128,600)	Customer & Client Receipts	(105,200)	(105,200)	(105,200)
<b>(734,400)</b>	<b>TOTAL INCOME</b>	<b>(726,900)</b>	<b>(683,200)</b>	<b>(341,300)</b>
<b>1,278,900</b>	<b>NET BUDGET</b>	<b>1,082,000</b>	<b>1,170,400</b>	<b>428,200</b>

Head of Service M Ladyman

**BRIEF DESCRIPTION OF SERVICE**

The management and provision of services such as area housing strategy, housing grants, housing needs, homelessness, Preventative Adaptation Scheme, strategic housing market assessment, and support on all aspects of matters affecting the housing of the District.

BUDGET 2013/14	UNIT COTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
17.83	Expenditure per Resident	15.98	16.37	6.80
(6.50)	Income per Resident	(6.42)	(6.04)	(3.02)

## DIRECTORATE OF COMMUNITY SERVICES

## HOUSING STRATEGY

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
1,000	Supplies and Services	1,000	1,000	1,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
60,100	Internal Services Recharged	75,900	66,400	66,400
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>61,100</b>	<b>TOTAL EXPENDITURE</b>	<b>76,900</b>	<b>67,400</b>	<b>67,400</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(800)	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>(800)</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>60,300</b>	<b>NET BUDGET</b>	<b>76,900</b>	<b>67,400</b>	<b>67,400</b>

Responsible Budget Holder: C Frost

## BRIEF DESCRIPTION OF SERVICE

Costs relating to the Housing Investment Programme bid

BUDGET 2013/14	UNIT COTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
0.54	Expenditure per Resident	0.68	0.60	0.60
(0.01)	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## PRIVATE SECTOR HOUSING RENEWAL

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
106,600	Employees	114,600	116,400	117,500
0	Premises	0	0	0
8,000	Transport	8,000	8,000	8,000
1,281,500	Supplies and Services	1,032,000	1,094,000	4,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
66,100	Internal Services Recharged	65,300	61,200	61,400
0	Depreciation	0	0	0
2,200	Capital Finance Costs	300	500	500
<b>1,464,400</b>	<b>TOTAL EXPENDITURE</b>	<b>1,220,200</b>	<b>1,280,100</b>	<b>191,400</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(455,600)	Grants	(464,600)	(438,500)	(95,700)
(122,200)	Customer & Client Receipts	(102,200)	(102,200)	(102,200)
<b>(577,800)</b>	<b>TOTAL INCOME</b>	<b>(566,800)</b>	<b>(540,700)</b>	<b>(197,900)</b>
<b>886,600</b>	<b>NET BUDGET</b>	<b>653,400</b>	<b>739,400</b>	<b>(6,500)</b>

Responsible Budget Holder: C Frost

## BRIEF DESCRIPTION OF SERVICE

The administration of the grants for the renovation and renewal of property and facilitate partnership for the provision of minor adaptations in own homes. Also the administration of the Agency Housing Renovation, DFG's and Minor Works Grants.

BUDGET 2013/14	UNIT COTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
12.97	Expenditure per Resident	10.78	11.31	1.69
(5.12)	Income per Resident	(5.01)	(4.78)	(1.75)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>HOMELESSNESS</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
144,900	Employees	171,300	177,700	164,400
0	Premises	0	0	0
3,300	Transport	3,300	3,300	3,300
57,700	Supplies and Services	52,800	52,800	52,800
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
68,200	Internal Services Recharged	76,500	71,300	72,300
0	Depreciation	0	0	0
200	Capital Finance Costs	0	0	0
<b>274,300</b>	<b>TOTAL EXPENDITURE</b>	<b>303,900</b>	<b>305,100</b>	<b>292,800</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(6,400)	Customer & Client Receipts	(3,000)	(3,000)	(3,000)
<b>(6,400)</b>	<b>TOTAL INCOME</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>
<b>267,900</b>	<b>NET BUDGET</b>	<b>300,900</b>	<b>302,100</b>	<b>289,800</b>

<b>Responsible Budget Holder:</b> <b>C Frost / T Walstow</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To provide temporary accommodation for the homeless
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BUDGET 2013/14	UNIT COTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
2.43	Expenditure per Resident	2.68	2.70	2.59
(0.06)	Income per Resident	(0.03)	(0.03)	(0.03)

## DIRECTORATE OF COMMUNITY SERVICES

## HOMELESSNESS GRANT

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
46,500	Supplies and Services	34,800	45,500	61,500
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
200	Capital Finance Costs	0	0	0
<b>46,700</b>	<b>TOTAL EXPENDITURE</b>	<b>34,800</b>	<b>45,500</b>	<b>61,500</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>46,700</b>	<b>NET BUDGET</b>	<b>34,800</b>	<b>45,500</b>	<b>61,500</b>

Responsible Budget Holder: C Frost

## BRIEF DESCRIPTION OF SERVICE

To provide temporary accommodation for the homeless

BUDGET 2013/14	UNIT COTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
0.41	Expenditure per Resident	0.31	0.40	0.54
0.00	Income per Resident	0.00	0.00	0.00

## DIRECTORATE OF COMMUNITY SERVICES

## HOUSING MANAGEMENT AND SUPPORT

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
68,800	Employees	88,700	71,100	72,000
0	Premises	0	0	0
1,800	Transport	1,800	1,800	1,800
3,800	Supplies and Services	3,700	3,700	3,700
2,000	Third Party Payments	2,000	2,000	2,000
0	Transfer Payments	0	0	0
56,300	Internal Services Recharged	54,900	54,900	54,900
0	Depreciation	0	0	0
200	Capital Finance Costs	0	0	0
<b>132,900</b>		<b>151,100</b>	<b>133,500</b>	<b>134,400</b>
	<b>INCOME</b>			
(114,900)	Internal Services Recharges	(145,100)	(126,900)	(127,700)
(18,000)	Grants	(6,000)	(6,600)	(6,700)
0	Customer & Client Receipts	0	0	0
<b>(132,900)</b>	<b>TOTAL INCOME</b>	<b>(151,100)</b>	<b>(133,500)</b>	<b>(134,400)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: C Frost

## BRIEF DESCRIPTION OF SERVICE

Strategic management of housing services.

BUDGET 2013/14	UNIT COTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
1.18	Expenditure per Resident	1.33	1.18	1.19
(1.18)	Income per Resident	(1.33)	(1.18)	(1.19)

## DIRECTORATE OF COMMUNITY SERVICES

## PRIVATE SECTOR PREVENTATIVE ADAPTATIONS SERVICE

BUDGET 2013/14 £	GROUP	BUDGET 2014/15 £	FORECAST	
			2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
17,500	Supplies and Services	6,100	6,100	6,100
15,900	Third Party Payments	15,900	15,900	15,900
0	Transfer Payments	0	0	0
500	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Finance Costs	0	0	0
<b>33,900</b>		<b>22,000</b>	<b>22,000</b>	<b>22,000</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(16,500)	Grants	(6,000)	(6,000)	(6,000)
0	Customer & Client Receipts	0	0	0
<b>(16,500)</b>	<b>TOTAL INCOME</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>(6,000)</b>
<b>17,400</b>	<b>NET BUDGET</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>

Responsible Budget Holder: W Pigott

## BRIEF DESCRIPTION OF SERVICE

HPAS (Handy Persons and Preventative Adaptations service) provides quick access to minor adaptations (e.g. grab rails) and small handy person-type works to promote independence and prevent accidents in the home for people aged 60+ and disabled people.

BUDGET 2013/14 £	UNIT COTS	BUDGET 2014/15 £	FORECAST	
			2015/16 £	2016/17 £
0.30	Expenditure per Resident	0.19	0.19	0.19
(0.15)	Income per Resident	(0.05)	(0.05)	(0.05)



<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>LEISURE</b>
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BUDGET 2013/14 £	Division	BUDGET 2014/15 £	FORECAST	
			2015/16 £	2016/17 £
1,219,300	Leisure -Service Management & Support	1,313,900	1,353,200	1,387,600
4,200	North Notts Community Leisure Ltd - Monitoring	0	0	0
61,700	Arts Development & Culture	45,100	46,100	46,400
343,200	Sports & Physical Activity Development	238,500	239,000	241,500
1,353,500	Community Parks & Open Spaces	1,352,200	1,315,400	1,238,600
<b>2,981,900</b>	<b>TOTAL EXPENDITURE</b>	<b>2,949,700</b>	<b>2,953,700</b>	<b>2,914,100</b>

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>LEISURE</b>
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BUDGET 2013/14	Division	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
395,500	Employees	319,500	324,100	328,900
1,166,600	Premises	1,185,800	1,205,000	1,216,100
36,100	Transport	34,900	35,000	35,000
232,300	Supplies and Services	124,400	124,600	124,700
881,400	Third Party Payments	900,900	924,900	949,400
0	Transfer Payments			
278,600	Internal Services Recharged	295,500	295,300	297,000
556,200	Depreciation	629,500	585,500	504,300
9,700	Capital Financing Costs	1,400	1,800	1,800
<b>3,556,400</b>	<b>TOTAL EXPENDITURE</b>	<b>3,491,900</b>	<b>3,496,200</b>	<b>3,457,200</b>
	<b>INCOME</b>			
(83,400)	Internal Services Recharges	(86,600)	(86,900)	(87,500)
(449,200)	Grants/Contributions	(413,700)	(413,700)	(413,700)
(41,900)	Customer & Client Receipts	(41,900)	(41,900)	(41,900)
<b>(574,500)</b>	<b>TOTAL INCOME</b>	<b>(542,200)</b>	<b>(542,500)</b>	<b>(543,100)</b>
<b>2,981,900</b>	<b>NET BUDGET</b>	<b>2,949,700</b>	<b>2,953,700</b>	<b>2,914,100</b>

<b>Head of Service:</b>	<b>Peter Clark</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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The management and provision of services such as Planning, Building Control, Economic Development, Leisure, Sports Development, and Town Centres Management. Provision of advice and support on all aspects of matters affecting the prosperity of the District.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
31.50	Expenditure per Resident	30.85	30.89	30.54
(5.09)	Income per Resident	(4.79)	(4.79)	(4.80)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>LEISURE SERVICE MANAGEMENT &amp; SUPPORT</b>
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BUDGET 2013/14	Division	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
49,300	Employees	50,100	50,400	51,000
511,400	Premises	527,900	543,000	552,900
2,600	Transport	2,600	2,600	2,600
10,200	Supplies and Services	9,600	9,600	9,600
853,400	Third Party Payments	872,900	896,900	921,400
0	Transfer Payments	0	0	0
55,400	Internal Services Recharged	64,400	64,400	64,400
182,400	Depreciation	239,300	239,300	239,300
5,000	Capital Financing Costs	700	900	900
<b>1,669,700</b>	<b>TOTAL EXPENDITURE</b>	<b>1,767,500</b>	<b>1,807,100</b>	<b>1,842,100</b>
	<b><u>INCOME</u></b>			
(83,400)	Internal Services Recharges	(86,600)	(86,900)	(87,500)
(367,000)	Grants/Contributions	(367,000)	(367,000)	(367,000)
0	Customer & Client Receipts	0	0	0
<b>(450,400)</b>	<b>TOTAL INCOME</b>	<b>(453,600)</b>	<b>(453,900)</b>	<b>(454,500)</b>
<b>1,219,300</b>	<b>NET BUDGET</b>	<b>1,313,900</b>	<b>1,353,200</b>	<b>1,387,600</b>

<b>Responsible Budget Holder: Peter Clark</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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<p>The management, administration and development of Leisure Centres, Kilton Forest Golf Course Sports Development. The management of parks open spaces, play development and Community Park Rangers.</p>
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BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
14.79	Expenditure per Resident	15.61	15.96	16.27
(3.99)	Income per Resident	(4.01)	(4.01)	(4.02)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>NORTH NOTTS COMMUNITY LEISURE LTD - MONITORING</b>
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BUDGET 2013/14	Division	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
4,200	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>4,200</b>	<b>TOTAL EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants/Contributions	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>4,200</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Responsible Budget Holder:</b> <b>Peter Clark</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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<p>To provide grant aid to support operations of North Notts Community Leisure Limited. To ensure that health and well-being benefits of the North Notts Arena are maintained and developed for the local community.</p>
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BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
0.04	Expenditure per Resident	0.00	0.00	0.00
0.00	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>ARTS DEVELOPMENT &amp; CULTURE</b>
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BUDGET 2013/14	Division	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>	0	0	0
29,400	Employees	7,400	8,200	8,500
0	Premises	0	0	0
0	Transport	0	0	0
9,300	Supplies and Services	9,300	9,300	9,300
11,100	Third Party Payments	11,100	11,100	11,100
0	Transfer Payments	0	0	0
11,900	Internal Services Recharged	17,300	17,500	17,500
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>61,700</b>	<b>TOTAL EXPENDITURE</b>	<b>45,100</b>	<b>46,100</b>	<b>46,400</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants/Contributions	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>61,700</b>	<b>NET BUDGET</b>	<b>45,100</b>	<b>46,100</b>	<b>46,400</b>

<b>Responsible Budget Holder: Peter Clark</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Consists of Art Policy Development which is responsible for the co-ordination and development of Rural Arts Touring.
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BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
0.55	Expenditure per Resident	0.40	0.41	0.41
0.00	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>SPORTS &amp; PHYSICAL ACTIVITY DEVELOPMENT</b>
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BUDGET 2013/14	Division	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
199,000	Employees	169,900	171,200	173,000
1,500	Premises	1,500	1,500	1,500
18,400	Transport	17,000	17,100	17,100
130,700	Supplies and Services	20,300	20,300	20,300
16,100	Third Party Payments	16,100	16,100	16,100
0	Transfer Payments	0	0	0
58,600	Internal Services Recharged	59,300	58,400	59,100
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>424,300</b>	<b>TOTAL EXPENDITURE</b>	<b>284,100</b>	<b>284,600</b>	<b>287,100</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
(80,700)	Grants/Contributions	(45,200)	(45,200)	(45,200)
(400)	Customer & Client Receipts	(400)	(400)	(400)
<b>(81,100)</b>	<b>TOTAL INCOME</b>	<b>(45,600)</b>	<b>(45,600)</b>	<b>(45,600)</b>
<b>343,200</b>	<b>NET BUDGET</b>	<b>238,500</b>	<b>239,000</b>	<b>241,500</b>

<b>Responsible Budget Holder: Tony Wright</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Developing a sporting infrastructure across the district by working in partnership with a range of different organisations, including sports clubs and coaches. To deliver specific programmes, including exercise on referral, people with a disability and young people at risk of social exclusion.
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BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
3.76	Expenditure per Resident	2.51	2.51	2.54
(0.72)	Income per Resident	(0.40)	(0.40)	(0.40)

<b>DIRECTORATE OF COMMUNITY SERVICES</b>
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<b>COMMUNITY PARKS &amp; OPEN SPACES</b>
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BUDGET 2013/14	Division	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
117,800	Employees	92,100	94,300	96,400
653,700	Premises	656,400	660,500	661,700
15,100	Transport	15,300	15,300	15,300
82,100	Supplies and Services	85,200	85,400	85,500
800	Third Party Payments	800	800	800
0	Transfer Payments	0	0	0
148,500	Internal Services Recharged	154,500	155,000	156,000
373,800	Depreciation	390,200	346,200	265,000
4,700	Capital Financing Costs	700	900	900
<b>1,396,500</b>	<b>TOTAL EXPENDITURE</b>	<b>1,395,200</b>	<b>1,358,400</b>	<b>1,281,600</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
(1,500)	Grants/Contributions	(1,500)	(1,500)	(1,500)
(41,500)	Customer & Client Receipts	(41,500)	(41,500)	(41,500)
<b>(43,000)</b>	<b>TOTAL INCOME</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(43,000)</b>
<b>1,353,500</b>	<b>NET BUDGET</b>	<b>1,352,200</b>	<b>1,315,400</b>	<b>1,238,600</b>

<b>Responsible Budget Holder: Peter Clark</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To provide the strategic management function for the parks and open spaces unit. To develop play facilities in Bassetlaw. To develop and provide learning and activity programmes through the Community Park Ranger Service.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
12.37	Expenditure per Resident	12.33	12.00	11.32
(0.38)	Income per Resident	(0.38)	(0.38)	(0.38)

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>POLICY &amp; COMMUNITY ENGAGEMENT</b>
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BUDGET 2013/14	DIVISION	BUDGET 2014/15	FORECAST	
		2014/15	2015/16	2016/17
£		£	£	£
204,600	Community Safety	220,000	222,400	224,900
702,200	Democratic Representation & Support	706,500	709,300	712,200
219,100	Elections	314,100	314,300	316,700
13,000	Community Strategy & Engagement	15,000	14,800	14,800
17,300	Public Relations	19,000	19,000	19,000
4,400	Service & Corporate Management	4,300	4,300	4,300
<b>1,160,600</b>	<b>Total</b>	<b>1,278,900</b>	<b>1,284,100</b>	<b>1,291,900</b>



## DIRECTORATE OF CORPORATE SERVICES

## POLICY AND COMMUNITY ENGAGEMENT

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
			2015/16	2016/17
£		£	£	£
	<b>EXPENDITURE</b>			
611,900	Employees	679,400	673,700	663,800
5,700	Premises	8,000	6,000	4,000
44,200	Transport	39,700	39,600	39,700
512,600	Supplies and Services	551,100	571,100	591,100
15,000	Third Party Payments	15,000	15,000	15,000
0	Transfer Payments	0	0	0
481,800	Internal Services Recharged	511,500	512,000	516,800
0	Depreciation	0	0	0
100	Capital Financing Costs	0	0	0
<b>1,671,300</b>	<b>TOTAL EXPENDITURE</b>	<b>1,804,700</b>	<b>1,817,400</b>	<b>1,830,400</b>
	<b>INCOME</b>			
(468,000)	Internal Services Recharges	(485,700)	(492,900)	(498,100)
(2,900)	Grants	(1,000)	(1,000)	(1,000)
(39,800)	Customer & Client Receipts	(39,100)	(39,400)	(39,400)
<b>(510,700)</b>	<b>TOTAL INCOME</b>	<b>(525,800)</b>	<b>(533,300)</b>	<b>(538,500)</b>
<b>1,160,600</b>	<b>NET BUDGET</b>	<b>1,278,900</b>	<b>1,284,100</b>	<b>1,291,900</b>

Director of Corporate Services: Ros Theakstone

## BRIEF DESCRIPTION OF SERVICE

The Policy and Community Engagement combines:  
Policy, Scrutiny, Performance, Complaints, Public Relations, Democratic Services, Elections, Administrative and Member Support and Community Safety the Service ensures the Council is in optimum health – doing what it should be, in the way it should be done, to the best of its ability.

Our purpose

The role of Policy and Community Engagement is to

- Support other council services
- Deliver our own services

We are directly responsible for responding to new local, regional and central government policy, managing council performance, scrutinising council policies, overseeing all complaints on behalf of the council, developing the Council's approach to partnership working and risk management and delivering an effective internal and external communications function.

We are responsible for organising and playing the leading role in all Parish, District, County, Parliamentary, European and PCC elections and for the electoral registration function. We also manage Committee Services, Chairman's duties and provide administrative support to all elected members.

We are the base for the Council's priority of Community Safety and operate a shared Community Safety Partnership with Newark and Sherwood District Council. Community Engagement and Performance Service is here to: Lead and support, deliver and scrutinise, improve and inform.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
			2015/16	2016/17
£		£	£	£
14.80	Expenditure per Resident	15.94	16.05	16.17
(4.52)	Income per Resident	(4.64)	(4.71)	(4.76)

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>COMMUNITY SAFETY</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
112,000	Employees	113,900	116,700	118,900
0	Premises	0	0	0
10,500	Transport	11,000	11,000	11,000
26,700	Supplies and Services	16,800	16,800	16,800
7,200	Third Party Payments	7,200	7,200	7,200
0	Transfer Payments	0	0	0
48,200	Internal Services Recharged	71,100	70,700	71,000
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>204,600</b>	<b>TOTAL EXPENDITURE</b>	<b>220,000</b>	<b>222,400</b>	<b>224,900</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>204,600</b>	<b>NET BUDGET</b>	<b>220,000</b>	<b>222,400</b>	<b>224,900</b>

<b>Responsible Budget Holder:</b> Gill Blenkinsop
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Working with our partners to reduce crime and fear of crime. We currently operate a shared service with Newark and Sherwood District Council.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
1.81	Expenditure per Resident	1.94	1.96	1.99
0.00	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>DEMOCRATIC REPRESENTATION &amp; SUPPORT</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
134,000	Employees	144,900	148,700	150,600
500	Premises	1,000	1,000	1,000
29,500	Transport	24,500	24,400	24,500
384,200	Supplies and Services	390,500	390,500	390,500
1,000	Third Party Payments	1,000	1,000	1,000
0	Transfer Payments	0	0	0
285,400	Internal Services Recharged	280,500	282,100	285,100
0	Depreciation	0	0	0
100	Capital Financing Costs	0	0	0
<b>834,700</b>	<b>TOTAL EXPENDITURE</b>	<b>842,400</b>	<b>847,700</b>	<b>852,700</b>
	<b><u>INCOME</u></b>			
(129,700)	Internal Services Recharges	(135,400)	(137,900)	(140,000)
(1,200)	Grants	0	0	0
(1,600)	Customer & Client Receipts	(500)	(500)	(500)
<b>(132,500)</b>	<b>TOTAL INCOME</b>	<b>(135,900)</b>	<b>(138,400)</b>	<b>(140,500)</b>
<b>702,200</b>	<b>NET BUDGET</b>	<b>706,500</b>	<b>709,300</b>	<b>712,200</b>

<b>Responsible Budget Holder:</b> Gill Blenkinsop
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Services council, cabinet and other statutory and non statutory meetings. Also, includes the costs of Members' allowances and expenses.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
7.39	Expenditure per Resident	7.44	7.49	7.53
(1.17)	Income per Resident	(1.20)	(1.22)	(1.24)

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>ELECTIONS</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
56,700	Employees	106,100	88,100	70,900
4,900	Premises	7,000	5,000	3,000
1,000	Transport	1,000	1,000	1,000
57,200	Supplies and Services	97,500	117,500	137,500
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
101,000	Internal Services Recharged	104,200	104,400	106,000
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>220,800</b>	<b>TOTAL EXPENDITURE</b>	<b>315,800</b>	<b>316,000</b>	<b>318,400</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(1,700)	Customer & Client Receipts	(1,700)	(1,700)	(1,700)
<b>(1,700)</b>	<b>TOTAL INCOME</b>	<b>(1,700)</b>	<b>(1,700)</b>	<b>(1,700)</b>
<b>219,100</b>	<b>NET BUDGET</b>	<b>314,100</b>	<b>314,300</b>	<b>316,700</b>

<b>Responsible Budget Holder: Steve Brown</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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Promotes electoral awareness both in terms of electoral registration and democratic participation in elections.
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BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
1.96	Expenditure per Resident	2.79	2.79	2.81
(0.02)	Income per Resident	(0.02)	(0.02)	(0.02)

## DIRECTORATE OF CORPORATE SERVICES

## COMMUNITY STRATEGY &amp; ENGAGEMENT

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
300	Premises	0	0	0
0	Transport	0	0	0
5,800	Supplies and Services	5,800	5,800	5,800
6,800	Third Party Payments	6,800	6,800	6,800
0	Transfer Payments	0	0	0
100	Internal Services Recharged	2,400	2,200	2,200
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>13,000</b>	<b>TOTAL EXPENDITURE</b>	<b>15,000</b>	<b>14,800</b>	<b>14,800</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>13,000</b>	<b>NET BUDGET</b>	<b>15,000</b>	<b>14,800</b>	<b>14,800</b>

Responsible Budget Holder: Gill Blenkinsop

## BRIEF DESCRIPTION OF SERVICE

Enables the council to respond to national, regional and local issues, and supports the Local Strategic Partnership which sets an overall vision to improve the District and delivers actions to achieve this in its Community Strategy.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
0.12	Expenditure per Resident	0.13	0.13	0.13
0.00	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>PUBLIC RELATIONS</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
125,900	Employees	128,800	131,100	132,500
0	Premises	0	0	0
700	Transport	700	700	700
19,100	Supplies and Services	20,900	20,900	20,900
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
2,900	Internal Services Recharged	5,400	5,400	5,400
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>148,600</b>	<b>TOTAL EXPENDITURE</b>	<b>155,800</b>	<b>158,100</b>	<b>159,500</b>
	<b><u>INCOME</u></b>			
(94,800)	Internal Services Recharges	(99,900)	(101,900)	(103,300)
0	Grants	0	0	0
(36,500)	Customer & Client Receipts	(36,900)	(37,200)	(37,200)
<b>(131,300)</b>	<b>TOTAL INCOME</b>	<b>(136,800)</b>	<b>(139,100)</b>	<b>(140,500)</b>
<b>17,300</b>	<b>NET BUDGET</b>	<b>19,000</b>	<b>19,000</b>	<b>19,000</b>

<b>Responsible Budget Holder:</b> <b>Jonathon Brassington</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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<p>Informs the people of Bassetlaw about the council, the services we provide and how to contact us.</p>
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BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
1.32	Expenditure per Resident	1.38	1.40	1.41
(1.16)	Income per Resident	(1.21)	(1.23)	(1.24)

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>SERVICE &amp; CORPORATE MANAGEMENT</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
183,300	Employees	185,700	189,100	190,900
0	Premises	0	0	0
2,500	Transport	2,500	2,500	2,500
19,600	Supplies and Services	19,600	19,600	19,600
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
44,200	Internal Services Recharged	47,900	47,200	47,100
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>249,600</b>	<b>TOTAL EXPENDITURE</b>	<b>255,700</b>	<b>258,400</b>	<b>260,100</b>
	<b><u>INCOME</u></b>			
(243,500)	Internal Services Recharges	(250,400)	(253,100)	(254,800)
(1,700)	Grants	(1,000)	(1,000)	(1,000)
0	Customer & Client Receipts	0	0	0
<b>(245,200)</b>	<b>TOTAL INCOME</b>	<b>(251,400)</b>	<b>(254,100)</b>	<b>(255,800)</b>
<b>4,400</b>	<b>NET BUDGET</b>	<b>4,300</b>	<b>4,300</b>	<b>4,300</b>

<b>Responsible Budget Holder:</b> Gill Blenkinsop
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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**Risk Management**

Ensuring the Council's approach to risk management is robust

**Performance**

Drives continuous improvement of our services

**Complaints**

Proactively manages all complaints on behalf of the Council

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
2.21	Expenditure per Resident	2.26	2.28	2.30
(2.17)	Income per Resident	(2.22)	(2.24)	(2.26)

<b>DIRECTORATE OF RESOURCES</b>
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<b>REVENUE SERVICES</b>
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BUDGET 2013/14	DIVISION	BUDGET 2014/15	FORECAST	
		2015/16	2016/17	
£		£	£	£
226,500	Housing Benefits	229,700	292,000	345,300
72,700	Revenues & Customer SMS	86,000	0	0
568,700	Local Tax Collection	523,600	552,100	576,500
<b>867,900</b>	<b>Total</b>	<b>839,300</b>	<b>844,100</b>	<b>921,800</b>



## DIRECTORATE OF RESOURCES

## REVENUE SERVICES

BUDGET 2013/14	DIVISION	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
1,563,400	Employees	1,000,400	1,019,800	1,031,500
0	Premises	0	0	0
27,200	Transport	19,800	19,800	19,800
343,000	Supplies and Services	265,000	203,400	203,400
89,400	Third Party Payments	61,400	38,400	38,400
30,051,500	Transfer Payments	30,722,900	31,310,700	31,310,700
2,410,600	Internal Services Recharged	1,972,400	1,986,400	1,999,500
1,800	Depreciation	0	0	0
20,100	Capital Financing Costs	2,900	3,800	3,800
<b>34,507,000</b>	<b>TOTAL EXPENDITURE</b>	<b>34,044,800</b>	<b>34,582,300</b>	<b>34,607,100</b>
	<b>INCOME</b>			
(2,111,700)	Internal Services Recharges	(1,228,600)	(1,242,000)	(1,250,700)
(30,904,500)	Grants	(31,443,400)	(31,972,700)	(31,911,100)
(622,900)	Customer & Client Receipts	(533,500)	(523,500)	(523,500)
<b>(33,639,100)</b>	<b>TOTAL INCOME</b>	<b>(33,205,500)</b>	<b>(33,738,200)</b>	<b>(33,685,300)</b>
<b>867,900</b>	<b>NET BUDGET</b>	<b>839,300</b>	<b>844,100</b>	<b>921,800</b>

Head of Service:

## BRIEF DESCRIPTION OF SERVICE

The Revenue Services service is responsible for the billing and collection of Council Tax, Business Rates and Sundry Income. The service arranges Housing Benefits payments and now also administers the Council Tax Benefits replacement called Council Tax Support (Reductions), to members of the public on low incomes.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
305.64	Expenditure per Resident	300.75	305.50	305.72
(297.95)	Income per Resident	(293.33)	(298.04)	(297.57)

## DIRECTORATE OF RESOURCES

## HOUSING BENEFITS

BUDGET 2013/14	DIVISION	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
100,100	Employees	100,400	102,300	103,400
0	Premises	0	0	0
3,000	Transport	3,000	3,000	3,000
8,100	Supplies and Services	7,600	7,600	7,600
6,500	Third Party Payments	6,500	6,500	6,500
30,051,500	Transfer Payments	30,722,900	31,310,700	31,310,700
877,800	Internal Services Recharged	844,100	853,000	858,300
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>31,047,000</b>	<b>TOTAL EXPENDITURE</b>	<b>31,684,500</b>	<b>32,283,100</b>	<b>32,289,500</b>
	<b>INCOME</b>			
(131,500)	Internal Services Recharges	(130,200)	(132,100)	(133,200)
(30,484,500)	Grants	(31,120,100)	(31,664,500)	(31,616,500)
(204,500)	Customer & Client Receipts	(204,500)	(194,500)	(194,500)
<b>(30,820,500)</b>	<b>TOTAL INCOME</b>	<b>(31,454,800)</b>	<b>(31,991,100)</b>	<b>(31,944,200)</b>
<b>226,500</b>	<b>NET BUDGET</b>	<b>229,700</b>	<b>292,000</b>	<b>345,300</b>

Responsible Budget Holder: Elaine Simmonds

## BRIEF DESCRIPTION OF SERVICE

Verification of Housing Benefits and Council Tax Reductions to ensure that only appropriate benefit payments have been paid. The administration and payment of Rent Allowances and Rent Rebates.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
275.00	Expenditure per Resident	279.90	285.19	285.24
(272.99)	Income per Resident	(277.87)	(282.61)	(282.19)

## DIRECTORATE OF RESOURCES

## REVENUES SMS

BUDGET 2013/14	DIVISION	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
1,159,700	Employees	593,800	605,000	611,700
0	Premises	0	0	0
14,500	Transport	7,100	7,100	7,100
209,900	Supplies and Services	136,300	73,300	73,300
40,000	Third Party Payments	37,000	14,000	14,000
0	Transfer Payments	0	0	0
754,500	Internal Services Recharged	410,100	410,400	411,300
1,800	Depreciation	0	0	0
1,000	Capital Financing Costs	100	100	100
<b>2,181,400</b>	<b>TOTAL EXPENDITURE</b>	<b>1,184,400</b>	<b>1,109,900</b>	<b>1,117,500</b>
	<b>INCOME</b>			
(1,980,200)	Internal Services Recharges	(1,098,400)	(1,109,900)	(1,117,500)
(39,100)	Grants	0	0	0
(89,400)	Customer & Client Receipts	0	0	0
<b>(2,108,700)</b>	<b>TOTAL INCOME</b>	<b>(1,098,400)</b>	<b>(1,109,900)</b>	<b>(1,117,500)</b>
<b>72,700</b>	<b>NET BUDGET</b>	<b>86,000</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Elaine Simmonds

## BRIEF DESCRIPTION OF SERVICE

Management of Revenues Services. Administration of Housing Benefits and Council Tax Reductions. In 2013/14 the budget also included Debt Recovery (now in Portfolio Finance and Property) and Customer Services (now in Portfolio Support services).

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
19.32	Expenditure per Resident	10.46	9.80	9.87
(18.68)	Income per Resident	(9.70)	(9.80)	(9.87)

## DIRECTORATE OF RESOURCES

## LOCAL TAX COLLECTION

BUDGET 2013/14	DIVISION	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
303,600	Employees	306,200	312,500	316,400
0	Premises	0	0	0
9,700	Transport	9,700	9,700	9,700
125,000	Supplies and Services	121,100	122,500	122,500
42,900	Third Party Payments	17,900	17,900	17,900
0	Transfer Payments	0	0	0
778,300	Internal Services Recharged	718,200	723,000	729,900
0	Depreciation	0	0	0
19,100	Capital Financing Costs	2,800	3,700	3,700
<b>1,278,600</b>	<b>TOTAL EXPENDITURE</b>	<b>1,175,900</b>	<b>1,189,300</b>	<b>1,200,100</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(380,900)	Grants	(323,300)	(308,200)	(294,600)
(329,000)	Customer & Client Receipts	(329,000)	(329,000)	(329,000)
<b>(709,900)</b>	<b>TOTAL INCOME</b>	<b>(652,300)</b>	<b>(637,200)</b>	<b>(623,600)</b>
<b>568,700</b>	<b>NET BUDGET</b>	<b>523,600</b>	<b>552,100</b>	<b>576,500</b>

Responsible Budget Holder: Elaine Simmonds

## BRIEF DESCRIPTION OF SERVICE

To provide a billing and collection service for Council Tax and National Non-Domestic Rates.  
To provide a Council Tax Reductions Service for the public.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
11.33	Expenditure per Resident	10.39	10.51	10.60
(6.29)	Income per Resident	(5.76)	(5.63)	(5.51)

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>SUPPORT AND CUSTOMER SERVICES</b>
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BUDGET 2013/14	DIVISION	BUDGET 2014/15	FORECAST	
			2015/16	2016/17
£		£	£	£
0	Land Charges	0	0	0
35,100	GIS	34,900	35,600	35,800
0	Customer Services	0	0	0
10,500	T-Government	9,800	9,800	9,800
(1,900)	Licensing	(900)	2,000	5,400
0	Head of Support Services	0	0	0
100,000	Legal Services	0	0	0
0	Information Technology & Communications	0	0	0
0	General Administration & Support	0	0	0
<b>143,700</b>	<b>TOTAL</b>	<b>43,800</b>	<b>47,400</b>	<b>51,000</b>

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>SUPPORT AND CUSTOMER SERVICES</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
1,005,400	Employees	1,301,900	1,262,500	1,279,000
8,300	Premises	18,600	18,600	18,600
12,800	Transport	20,300	20,300	20,300
712,500	Supplies and Services	633,400	633,500	634,700
40,100	Third Party Payments	39,800	39,800	39,800
0	Transfer Payments	0	0	0
561,300	Internal Services Recharged	671,400	670,200	671,900
125,900	Depreciation	155,700	175,300	175,300
1,200	Capital Financing Costs	200	200	200
<b>2,467,500</b>	<b>TOTAL EXPENDITURE</b>	<b>2,841,300</b>	<b>2,820,400</b>	<b>2,839,800</b>
	<b><u>INCOME</u></b>			
(1,374,600)	Internal Services Recharges	(1,875,500)	(1,846,900)	(1,860,200)
(54,600)	Grants	(302,900)	(303,700)	(304,500)
(894,600)	Customer & Client Receipts	(619,100)	(622,400)	(624,100)
0	Interest	0	0	0
<b>(2,323,800)</b>	<b>TOTAL INCOME</b>	<b>(2,797,500)</b>	<b>(2,773,000)</b>	<b>(2,788,800)</b>
<b>143,700</b>	<b>NET BUDGET</b>	<b>43,800</b>	<b>47,400</b>	<b>51,000</b>

<b>Head of Service:</b>	<b>Steve Brown</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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The service area of Support Services contributed to the improvement of the operational effectiveness and efficiency of the council and the services it provides to the public and community. Support Services consists of Legal Services, the Licensing Unit, Administration, Procurement and Information Technology and Telephone Systems support.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
21.86	Expenditure per Resident	25.10	24.92	25.09
(20.58)	Income per Resident	(24.71)	(24.50)	(24.64)

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>LAND CHARGES</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
50,000	Employees	50,700	51,400	52,100
0	Premises	0	0	0
100	Transport	100	100	100
19,300	Supplies and Services	23,800	23,900	24,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
33,300	Internal Services Recharged	28,100	27,300	26,500
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>102,700</b>	<b>TOTAL EXPENDITURE</b>	<b>102,700</b>	<b>102,700</b>	<b>102,700</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(102,700)	Customer & Client Receipts	(102,700)	(102,700)	(102,700)
0	Interest	0	0	0
<b>(102,700)</b>	<b>TOTAL INCOME</b>	<b>(102,700)</b>	<b>(102,700)</b>	<b>(102,700)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder:	Lesley Bianco
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
0.91	Expenditure per Resident	0.91	0.91	0.91
(0.91)	Income per Resident	(0.91)	(0.91)	(0.91)

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>GIS</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
86,000	Employees	86,800	87,400	89,200
1,000	Premises	6,700	6,700	6,700
1,600	Transport	1,600	1,600	1,600
32,000	Supplies and Services	32,700	32,700	32,700
34,100	Third Party Payments	33,200	33,200	33,200
0	Transfer Payments	0	0	0
80,200	Internal Services Recharged	65,000	65,700	66,100
28,500	Depreciation	4,900	0	0
900	Capital Financing Costs	200	200	200
<b>264,300</b>	<b>TOTAL EXPENDITURE</b>	<b>231,100</b>	<b>227,500</b>	<b>229,700</b>
	<b><u>INCOME</u></b>			
(216,700)	Internal Services Recharges	(185,600)	(181,200)	(183,100)
(4,000)	Grants	(2,000)	(2,000)	(2,000)
(8,500)	Customer & Client Receipts	(8,600)	(8,700)	(8,800)
0	Interest	0	0	0
<b>(229,200)</b>	<b>TOTAL INCOME</b>	<b>(196,200)</b>	<b>(191,900)</b>	<b>(193,900)</b>
<b>35,100</b>	<b>NET BUDGET</b>	<b>34,900</b>	<b>35,600</b>	<b>35,800</b>

<b>Responsible Budget Holder:</b>	<b>Lesley Bianco</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
2.34	Expenditure per Resident	2.04	2.01	2.03
(2.03)	Income per Resident	(1.73)	(1.70)	(1.71)



## DIRECTORATE OF CORPORATE SERVICES

## CUSTOMER SERVICES

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
0	Employees	322,200	329,100	334,000
0	Premises	4,600	4,600	4,600
0	Transport	2,500	2,500	2,500
0	Supplies and Services	45,600	45,600	45,600
0	Third Party Payments	600	600	600
0	Transfer Payments	0	0	0
0	Internal Services Recharged	117,500	114,800	113,600
0	Depreciation	5,100	5,100	5,100
0	Capital Financing Costs	0	0	0
0	<b>TOTAL EXPENDITURE</b>	<b>498,100</b>	<b>502,300</b>	<b>506,000</b>
	<b>INCOME</b>			
0	Internal Services Recharges	(412,500)	(415,800)	(419,200)
0	Grants	(25,300)	(25,600)	(25,900)
0	Customer & Client Receipts	(60,300)	(60,900)	(60,900)
0	Interest	0	0	0
0	<b>TOTAL INCOME</b>	<b>(498,100)</b>	<b>(502,300)</b>	<b>(506,000)</b>
0	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder:

Adele Watson

## BRIEF DESCRIPTION OF SERVICE

To provide a customer friendly service dealing with all incoming telephone calls and personal visits to the Council. To provide information and direct enquiries to the appropriate Council service or department.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
0.00	Expenditure per Resident	4.40	4.44	4.47
0.00	Income per Resident	(4.40)	(4.44)	(4.47)

## DIRECTORATE OF CORPORATE SERVICES

## T-GOVERNMENT

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
9,800	Supplies and Services	9,800	9,800	9,800
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
700	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>10,500</b>	<b>TOTAL EXPENDITURE</b>	<b>9,800</b>	<b>9,800</b>	<b>9,800</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	Interest	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>10,500</b>	<b>NET BUDGET</b>	<b>9,800</b>	<b>9,800</b>	<b>9,800</b>

Responsible Budget Holder: **Steve Brown**

## BRIEF DESCRIPTION OF SERVICE

To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
0.09	Expenditure per Resident	0.09	0.09	0.09
0.00	Income per Resident	0.00	0.00	0.00

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>LICENSING</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
74,000	Employees	69,800	71,500	72,700
0	Premises	0	0	0
2,900	Transport	2,900	2,900	2,900
18,800	Supplies and Services	19,400	19,400	20,500
5,800	Third Party Payments	5,800	5,800	5,800
0	Transfer Payments	0	0	0
83,000	Internal Services Recharged	87,600	88,800	89,900
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>184,500</b>	<b>TOTAL EXPENDITURE</b>	<b>185,500</b>	<b>188,400</b>	<b>191,800</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
(186,400)	Customer & Client Receipts	(186,400)	(186,400)	(186,400)
0	Interest	0	0	0
<b>(186,400)</b>	<b>TOTAL INCOME</b>	<b>(186,400)</b>	<b>(186,400)</b>	<b>(186,400)</b>
<b>(1,900)</b>	<b>NET BUDGET</b>	<b>(900)</b>	<b>2,000</b>	<b>5,400</b>

Responsible Budget Holder:	Stephen Wormald
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
1.63	Expenditure per Resident	1.64	1.66	1.69
(1.65)	Income per Resident	(1.65)	(1.65)	(1.65)

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>HEAD OF SUPPORT SERVICES</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b><u>EXPENDITURE</u></b>			
83,700	Employees	84,500	86,000	86,800
0	Premises	0	0	0
2,400	Transport	2,400	2,400	2,400
6,200	Supplies and Services	6,200	6,200	6,200
200	Third Party Payments	200	200	200
0	Transfer Payments	0	0	0
28,100	Internal Services Recharged	30,000	30,600	30,800
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>120,600</b>	<b>TOTAL EXPENDITURE</b>	<b>123,300</b>	<b>125,400</b>	<b>126,400</b>
	<b><u>INCOME</u></b>			
(111,700)	Internal Services Recharges	(116,400)	(118,500)	(119,500)
(2,100)	Grants	0	0	0
(6,800)	Customer & Client Receipts	(6,900)	(6,900)	(6,900)
0	Interest	0	0	0
<b>(120,600)</b>	<b>TOTAL INCOME</b>	<b>(123,300)</b>	<b>(125,400)</b>	<b>(126,400)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder:

Steve Brown

<b>BRIEF DESCRIPTION OF SERVICE</b>
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To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
1.07	Expenditure per Resident	1.09	1.11	1.12
(1.07)	Income per Resident	(1.09)	(1.11)	(1.12)

<b>DIRECTORATE OF CORPORATE SERVICES</b>
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<b>LEGAL SERVICES</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
214,400	Employees	213,300	217,000	219,300
0	Premises	0	0	0
2,800	Transport	2,800	2,800	2,800
168,800	Supplies and Services	27,200	27,200	27,200
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
151,600	Internal Services Recharged	150,300	151,100	152,200
0	Depreciation	0	0	0
100	Capital Financing Costs	0	0	0
<b>537,700</b>	<b>TOTAL EXPENDITURE</b>	<b>393,600</b>	<b>398,100</b>	<b>401,500</b>
	<b>INCOME</b>			
(356,500)	Internal Services Recharges	(342,400)	(346,400)	(349,700)
0	Grants	(10,700)	(10,800)	(10,900)
(81,200)	Customer & Client Receipts	(40,500)	(40,900)	(40,900)
0	Interest	0	0	0
<b>(437,700)</b>	<b>TOTAL INCOME</b>	<b>(393,600)</b>	<b>(398,100)</b>	<b>(401,500)</b>
<b>100,000</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Responsible Budget Holder:</b>	<b>Steve Brown</b>
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<b>BRIEF DESCRIPTION OF SERVICE</b>
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To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
4.76	Expenditure per Resident	3.48	3.52	3.55
(3.88)	Income per Resident	(3.48)	(3.52)	(3.55)

## DIRECTORATE OF CORPORATE SERVICES

## INFORMATION TECHNOLOGY &amp; COMMUNICATIONS

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
	<b>EXPENDITURE</b>			
307,500	Employees	288,100	232,300	235,000
7,300	Premises	7,300	7,300	7,300
2,700	Transport	7,700	7,700	7,700
410,100	Supplies and Services	408,700	408,700	408,700
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
66,300	Internal Services Recharged	56,400	57,200	57,500
95,300	Depreciation	143,600	168,100	168,100
0	Capital Financing Costs	0	0	0
<b>889,200</b>	<b>TOTAL EXPENDITURE</b>	<b>911,800</b>	<b>881,300</b>	<b>884,300</b>
	<b>INCOME</b>			
(494,200)	Internal Services Recharges	(486,900)	(454,400)	(455,400)
(48,500)	Grants	(264,900)	(265,300)	(265,700)
(346,500)	Customer & Client Receipts	(160,000)	(161,600)	(163,200)
0	Interest	0	0	0
<b>(889,200)</b>	<b>TOTAL INCOME</b>	<b>(911,800)</b>	<b>(881,300)</b>	<b>(884,300)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder:

Andrew Brammall

## BRIEF DESCRIPTION OF SERVICE

To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
			£	£
7.88	Expenditure per Resident	8.05	7.79	7.81
(7.88)	Income per Resident	(8.05)	(7.79)	(7.81)

## DIRECTORATE OF CORPORATE SERVICES

## GENERAL ADMINISTRATION AND SUPPORT

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
189,800	Employees	186,500	187,800	189,900
0	Premises	0	0	0
300	Transport	300	300	300
47,500	Supplies and Services	60,000	60,000	60,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
118,100	Internal Services Recharged	136,500	134,700	135,300
2,100	Depreciation	2,100	2,100	2,100
200	Capital Financing Costs	0	0	0
<b>358,000</b>	<b>TOTAL EXPENDITURE</b>	<b>385,400</b>	<b>384,900</b>	<b>387,600</b>
	<b>INCOME</b>			
(195,500)	Internal Services Recharges	(331,700)	(330,600)	(333,300)
0	Grants	0	0	0
(162,500)	Customer & Client Receipts	(53,700)	(54,300)	(54,300)
0	Interest	0	0	0
<b>(358,000)</b>	<b>TOTAL INCOME</b>	<b>(385,400)</b>	<b>(384,900)</b>	<b>(387,600)</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: **Steve Brown**

## BRIEF DESCRIPTION OF SERVICE

To provide operational and administrative systems for the Council including provision of the Council's Mailroom and Printing Design Unit.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
3.17	Expenditure per Resident	3.40	3.40	3.42
(3.17)	Income per Resident	(3.40)	(3.40)	(3.42)

## CHIEF EXECUTIVE

## OTHER BUDGETS

BUDGET 2013/14 £	DIVISION	BUDGET 2014/15 £	FORECAST	
			2015/16 £	2016/17 £
(3,367,500)	Asset Rents	(2,840,100)	(2,890,500)	(2,022,900)
426,000	Capital Grants	300,000	0	0
0	Contribution to Pooling	0	0	0
150,000	Provision - Corporate Contingency	150,000	150,000	150,000
80,000	Provision - Bad debts	100,000	100,000	100,000
0	Provision - Legal Contingency	130,400	130,400	130,400
65,000	Provision - Payroll Issues	20,000	20,000	20,000
57,600	Provision - Utilities	40,000	40,000	40,000
16,400	Localism Act Grants	16,400	0	0
2,138,000	Net Interest & borrowing costs	1,748,900	1,920,800	1,999,600
638,800	Concurrent functions & drainage board levies	531,300	538,900	546,700
797,400	Parishes Precepts	906,000	906,000	906,000
<b>1,001,700</b>	<b>TOTAL</b>	<b>1,102,900</b>	<b>915,600</b>	<b>1,869,800</b>



## CHIEF EXECUTIVE

## OTHER BUDGETS

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
57,600	Premises	40,000	40,000	40,000
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
508,900	Supplies and Services	496,800	477,000	474,800
988,400	Third Party Payments	1,131,000	1,365,000	1,614,000
444,300	Transfer Payments	453,300	463,300	473,300
0	Internal Services Recharged	0	0	0
1,643,200	Depreciation	1,582,600	1,353,900	1,003,600
1,414,000	Capital Financing Costs	887,300	960,900	995,000
<b>5,056,400</b>	<b>TOTAL EXPENDITURE</b>	<b>4,591,000</b>	<b>4,660,100</b>	<b>4,600,700</b>
	<b>INCOME</b>			
(3,995,500)	Internal Services Recharges	(3,488,100)	(3,744,500)	(2,730,900)
(59,200)	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>(4,054,700)</b>	<b>TOTAL INCOME</b>	<b>(3,488,100)</b>	<b>(3,744,500)</b>	<b>(2,730,900)</b>
<b>1,001,700</b>	<b>NET BUDGET</b>	<b>1,102,900</b>	<b>915,600</b>	<b>1,869,800</b>

Head of Service: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

This covers all of the areas that are not specifically under the control of a Head of Service. It consists of : Accounting entries to reverse the effects of depreciation charges; any provisions made by the Council; the interest costs associated with long term borrowing and investments; any reinvestment into Council services, and finally the levies from the parishes and internal drainage boards.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
44.79	Expenditure per Resident	40.56	41.17	40.64
(35.91)	Income per Resident	(30.81)	(33.08)	(24.12)

## CHIEF EXECUTIVE

## ASSET RENTS

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
437,000	Depreciation	423,000	395,000	0
0	Capital Financing Costs	0	0	0
<b>437,000</b>	<b>TOTAL EXPENDITURE</b>	<b>423,000</b>	<b>395,000</b>	<b>0</b>
	<b><u>INCOME</u></b>			
(3,804,500)	Internal Services Recharges	(3,263,100)	(3,285,500)	(2,022,900)
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
(3,804,500)	<b>TOTAL INCOME</b>	(3,263,100)	(3,285,500)	(2,022,900)
<b>(3,367,500)</b>	<b>NET BUDGET</b>	<b>(2,840,100)</b>	<b>(2,890,500)</b>	<b>(2,022,900)</b>

Responsible Budget Holder: Nick Wilson

## BRIEF DESCRIPTION OF SERVICE

This budget represents the reversal of the depreciation and deferred charges made to individual service areas. It is required to ensure there is no 'real' impact on the council taxpayer.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
3.87	Expenditure per Resident	3.74	3.49	0.00
(33.70)	Income per Resident	(28.83)	(29.02)	(17.87)

## CHIEF EXECUTIVE

## CAPITAL GRANTS

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
426,000	Depreciation	300,000	0	0
0	Capital Financing Costs	0	0	0
<b>426,000</b>	<b>TOTAL EXPENDITURE</b>	<b>300,000</b>	<b>0</b>	<b>0</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>426,000</b>	<b>NET BUDGET</b>	<b>300,000</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Nick Wilson

## BRIEF DESCRIPTION OF SERVICE

To account for the reversal of any Capital grants received

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
3.77	Expenditure per Resident	2.65	0.00	0.00
0.00	Income per Resident	0.00	0.00	0.00

## CHIEF EXECUTIVE

## CONTRIBUTION TO POOLING

BUDGET 2013/14 £	GROUP	BUDGET 2014/15 £	FORECAST	
			2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
191,000	Third Party Payments	225,000	459,000	708,000
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>191,000</b>	<b>TOTAL EXPENDITURE</b>	<b>225,000</b>	<b>459,000</b>	<b>708,000</b>
	<b><u>INCOME</u></b>			
-191,000	Internal Services Recharges	-225,000	-459,000	-708,000
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>(191,000)</b>	<b>TOTAL INCOME</b>	<b>-225,000</b>	<b>-459,000</b>	<b>-708,000</b>
<b>0</b>	<b>NET BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Nick Wilson

## BRIEF DESCRIPTION OF SERVICE

To account for the pooling of Right to Buy Sales and subsequent reversal

BUDGET 2013/14 £	UNIT COSTS	BUDGET 2014/15 £	FORECAST	
			2015/16 £	2016/17 £
1.69	Expenditure per Resident	1.99	4.05	6.25
(1.69)	Income per Resident	(1.99)	(4.05)	(6.25)

## CHIEF EXECUTIVE

## PROVISION - CORPORATE CONTINGENCY

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
150,000	Supplies and Services	150,000	150,000	150,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>150,000</b>	<b>TOTAL EXPENDITURE</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>150,000</b>	<b>NET BUDGET</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

The Corporate Contingency provides a general provision against major variances that are of a 'one-off' nature. It replaces the inefficient use of supplementary estimates.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
1.33	Expenditure per Resident	1.33	1.33	1.33
0.00	Income per Resident	0.00	0.00	0.00

## CHIEF EXECUTIVE

## PROVISION - BAD DEBT

BUDGET 2013/14 £	GROUP	BUDGET 2014/15 £	FORECAST	
			2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
80,000	Supplies and Services	100,000	100,000	100,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>80,000</b>	<b>TOTAL EXPENDITURE</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>80,000</b>	<b>NET BUDGET</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

An amount set aside to cover debts that may prove to be uncollectable in the future.

BUDGET 2013/14 £	UNIT COSTS	BUDGET 2014/15 £	FORECAST	
			2015/16 £	2016/17 £
0.71	Expenditure per Resident	0.88	0.88	0.88
0.00	Income per Resident	0.00	0.00	0.00

## CHIEF EXECUTIVE

## PROVISION - LEGAL CONTINGENCY

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
0	Supplies and Services	130,400	130,400	130,400
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
0	<b>TOTAL EXPENDITURE</b>	<b>130,400</b>	<b>130,400</b>	<b>130,400</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	<b>NET BUDGET</b>	<b>130,400</b>	<b>130,400</b>	<b>130,400</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

A provision to meet the expected costs of future pay awards

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16	2016/17
0.00	Expenditure per Resident	1.15	1.15	1.15
0.00	Income per Resident	0.00	0.00	0.00

## CHIEF EXECUTIVE

## PROVISION - PAYROLL ISSUES

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
65,000	Supplies and Services	20,000	20,000	20,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>65,000</b>	<b>TOTAL EXPENDITURE</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>65,000</b>	<b>NET BUDGET</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

A provision to meet the expected costs of the living wage and pension scheme auto-enrolment.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
0.58	Expenditure per Resident	0.18	0.18	0.18
0.00	Income per Resident	0.00	0.00	0.00



## CHIEF EXECUTIVE

## PROVISION - UTILITIES

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
57,600	Premises	40,000	40,000	40,000
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>57,600</b>	<b>TOTAL EXPENDITURE</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>57,600</b>	<b>NET BUDGET</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

A provision to meet the expected increased costs of utilities.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
0.51	Expenditure per Resident	0.35	0.35	0.35
0.00	Income per Resident	0.00	0.00	0.00

## CHIEF EXECUTIVE

## LOCALISM ACT GRANTS

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
16,400	Supplies and Services	16,400	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>16,400</b>	<b>TOTAL EXPENDITURE</b>	<b>16,400</b>	<b>0</b>	<b>0</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>16,400</b>	<b>NET BUDGET</b>	<b>16,400</b>	<b>0</b>	<b>0</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

This budget relates to the expected costs associated with the Localism Act.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
0.15	Expenditure per Resident	0.14	0.00	0.00
0.00	Income per Resident	0.00	0.00	0.00

## CHIEF EXECUTIVE

## NET INTEREST AND BORROWING COSTS

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
3,000	Supplies and Services	2,000	1,000	1,000
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
780,200	Depreciation	859,600	958,900	1,003,600
1,414,000	Capital financing costs	887,300	960,900	995,000
<b>2,197,200</b>	<b>TOTAL EXPENDITURE</b>	<b>1,748,900</b>	<b>1,920,800</b>	<b>1,999,600</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
(59,200)	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
(59,200)	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2,138,000</b>	<b>NET BUDGET</b>	<b>1,748,900</b>	<b>1,920,800</b>	<b>1,999,600</b>

Responsible Budget Holder: Nick Wilson

## BRIEF DESCRIPTION OF SERVICE

This aids the Council to support its cash flow, and relates to the interest payable on temporary and long-term loans, and also interest receivable from short term investments.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
19.46	Expenditure per Resident	15.45	16.97	17.66
(0.52)	Income per Resident	0.00	0.00	0.00

## CHIEF EXECUTIVE

## CONCURRENT FUNCTIONS AND DRAINAGE BOARD LEVIES

BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
	<b>EXPENDITURE</b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
194,500	Supplies and Services	78,000	75,600	73,400
0	Third Party Payments	0	0	0
444,300	Transfer Payments	453,300	463,300	473,300
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>638,800</b>	<b>TOTAL EXPENDITURE</b>	<b>531,300</b>	<b>538,900</b>	<b>546,700</b>
	<b>INCOME</b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>638,800</b>	<b>NET BUDGET</b>	<b>531,300</b>	<b>538,900</b>	<b>546,700</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

To contribute to Parish Councils for undertaking work that a District Council could ordinarily be responsible for. To provide payments to local internal drainage boards alongside other local authorities.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
£		£	2015/16 £	2016/17 £
5.66	Expenditure per Resident	4.69	4.76	4.83
0.00	Income per Resident	0.00	0.00	0.00

## CHIEF EXECUTIVE

## PARISH PRECEPTS

BUDGET 2013/14 £	GROUP	BUDGET 2014/15 £	FORECAST	
			2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Contribution to pooling	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
797,400	Third Party Payments	906,000	906,000	906,000
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
<b>797,400</b>	<b>TOTAL EXPENDITURE</b>	<b>906,000</b>	<b>906,000</b>	<b>906,000</b>
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	0	0	0
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
<b>0</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>797,400</b>	<b>NET BUDGET</b>	<b>906,000</b>	<b>906,000</b>	<b>906,000</b>

Responsible Budget Holder: Mike Hill

## BRIEF DESCRIPTION OF SERVICE

Precepts payable to parishes.

BUDGET 2013/14 £	UNIT COSTS	BUDGET 2014/15 £	FORECAST	
			2015/16 £	2016/17 £
7.06	Expenditure per Resident	8.00	8.00	8.00
0.00	Income per Resident	0.00	0.00	0.00

RESERVES
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RESERVES
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BUDGET 2013/14 £	Division	BUDGET 2014/15 £	FORECAST	
			2015/16 £	2016/17 £
0	Savings Target	0	(1,459,200)	(2,435,100)
0	Transfer to/(from) Earmarked Reserves	(153,600)	(133,000)	(133,000)
0	<b>TOTAL EXPENDITURE</b>	<b>(153,600)</b>	<b>(1,592,200)</b>	<b>(2,568,100)</b>

<b>RESERVES</b>
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<b>TRANSFERS</b>
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BUDGET 2013/14	GROUP	BUDGET 2014/15	FORECAST	
		£	2015/16 £	2016/17 £
	<b><u>EXPENDITURE</u></b>			
0	Employees	0	0	0
0	Premises	0	0	0
0	Transport	0	0	0
0	Supplies and Services	0	0	0
0	Third Party Payments	0	0	0
0	Transfer Payments	0	0	0
0	Internal Services Recharged	0	0	0
0	Depreciation	0	0	0
0	Capital Financing Costs	0	0	0
0	<b>TOTAL EXPENDITURE</b>	0	0	0
	<b><u>INCOME</u></b>			
0	Internal Services Recharges	(133,000)	(133,000)	(133,000)
0	Grants	0	0	0
0	Customer & Client Receipts	0	0	0
0	Revenue Appropriations	(20,600)	(1,459,200)	(2,435,100)
0	<b>TOTAL INCOME</b>	(153,600)	(1,592,200)	(2,568,100)
0	<b>NET BUDGET</b>	(153,600)	(1,592,200)	(2,568,100)

**Responsible Budget Holder:** Mike Hill

#### **BRIEF DESCRIPTION OF SERVICE**

This budget represents the savings target for 2014/15 and 2015/16.

BUDGET 2013/14	UNIT COSTS	BUDGET 2014/15	FORECAST	
		£	2015/16 £	2016/17 £
0.00	Expenditure per Resident	0.00	0.00	0.00
0.00	Income per Resident	(1.36)	(14.07)	(22.69)

**COLLECTION FUND ESTIMATES 2014/15**

<b>COUNCIL TAX</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Surplus for 2012/13</b>			
Actual surplus as at 31.03.13		280	
Less surplus declared 15th January 2013		<u>0</u>	
Estimate overstated			280
 <b>Transactions in 2013/14</b>			
Taxpayers' accounts due		66,580	
<b>Less:</b>			
Council Tax Support	(8,174)		
Exemptions, discounts and disabled relief	(6,488)		
Precepts	(50,592)		
Anticipated write offs	(269)		
Increase in bad debt provision	<u>(787)</u>		
		<u>(66,310)</u>	
			270
 <b>Surplus declared 15th January 2014</b>			<u><u>550</u></u>

<b>Allocation of Council Tax surplus</b>		<b>£</b>
Bassetlaw District Council	11.06%	60,851
Nottinghamshire County Council	74.08%	407,424
Nottinghamshire Police Authority	10.53%	57,929
Combined Fire Authority	4.33%	23,796
		<u><b>550,000</b></u>



## MOVEMENT ON BALANCES:

REVENUE BALANCE	Balance 01/04/13 £'000
Working Balance	1,000
General Reserve	47
<b>SUB-TOTAL</b>	<b>1,047</b>

Carry Forwards June 2013 £'000	Budget Monitoring February 2014 £'000	Spend in Year £'000	Year-End Adjustments £'000	Balance 31/03/14 £'000
-	-	-	-	1,000
-	2	-	-	49
-	2	-	-	1,049

Movements in Year £'000	Balance 31/03/15 £'000
-	1,000
-	49
-	1,049

## MOVEMENT ON EARMARKED RESERVES:

REVENUE RESERVE	Balance 01/04/13 £000
Developers Revenue Contributions Unapplied	231
Job Evaluation	735
Donations - Bassetlaw Games	19
Donations - Museum	5
Donations - Shopmobility	15
Donations - Sports Development	6
Revenue Grants Unapplied (cashflow)	58
Pension Strain	41
High Street Innovation Fund	63
Treasury Management Impairment	1,956
<b>SUB-TOTAL</b>	<b>3,129</b>

Carry Forwards June 2013 £'000	Budget Monitoring February 2014 £'000	Spend in Year £'000	Year-End Adjustments £'000	Balance 31/03/14 £'000
-	-	(25)	-	206
-	-	-	-	735
-	-	-	-	19
-	-	(5)	-	-
-	-	-	-	15
-	-	(6)	-	-
-	-	(58)	-	-
-	-	(20)	-	21
-	-	-	-	63
-	-	(133)	-	1,823
-	-	(247)	-	2,882

Movements in Year £'000	Balance 31/03/15 £'000
-	206
-	735
-	19
-	-
-	15
-	-
-	-
(21)	-
-	63
(133)	1,690
(154)	2,728

<b>TOTAL RESERVES</b>	<b>4,176</b>
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<b>3,931</b>
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<b>3,777</b>
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**BASSETLAW DISTRICT COUNCIL**

**CABINET**

**13<sup>th</sup> FEBRUARY 2014**

**REPORT OF THE CHIEF EXECUTIVE**

**GENERAL FUND CAPITAL PROGRAMME 2014/15 TO 2018/19**

Cabinet Member: Finance  
Contact: Mike Hill  
Ext: 3174

**1. Public Interest Test**

- 1.1 The author of this report, Mike Hill, has determined that the report is not confidential.

**2. Purpose of the Report**

- 2.1 To approve the General Fund Capital Programme for 2014/15 to 2018/19.

(There was a previous report on the HRA Housing Capital Programme to the December Cabinet meeting.)

**3. Background and Discussion**

- 3.1 As part of the overall strategy for capital, the Council restricts the funding of capital schemes via revenue, and minimises borrowing as the revenue implications add to the revenue pressures on the General Fund, and this is the most financially acute area of the Council's operations. This means that the capital programme is predominantly funded using capital resources from sale of assets, Section 106 contributions, or external grant funding.
- 3.2 The theme of this year's capital budget is one of completion. Capital expenditure does not neatly fit into one financial year, as schemes can take several months in the planning stage to ensure that the outcomes required from the project are maximised, and then any external funding has to be secured before any expenditure is committed or works on site are commenced. Historically this has been experienced by Bassetlaw, as project budgets and timescales for completion have had to be re-profiled/extended into future years to complete the projects, and this current financial year - 2013/14, is no exception to this.
- 3.3 This report therefore recommends that the capital programme for 2014/15 to 2018/19 is split into three definitive categories:
- Schemes to be delivered/completed during early part of 2014/15;
  - Schemes to be frozen and re-assessed later in the year;
  - New schemes - Queen's Buildings development/planned maintenance/external funding.

### Schemes to be delivered/completed during early part of 2014/15

- 3.4 As detailed within the *Budget Monitoring and Capital Programme Update Report to 31<sup>st</sup> December 2013* elsewhere on this Cabinet agenda, there are a number of schemes within the approved 2013-18 programme that will be re-profiled into 2014/15 for completion by September 2014. There are also five schemes (highlighted in bold) that have an existing approval for spend in 2014/15. Combined, these are as follows:

	<b>Total Cost 2014/15 £'000</b>
<b>Vehicles &amp; Plant – Replacement</b>	540
<b>Energy Conservation – SMART metering</b>	20
<b>Flood Mitigation Schemes</b>	100
<b>Empty Homes Grant</b>	103
<b>ICT - Updates and Developments</b>	251
Queen's Buildings - Fire Alarm System	100
Play Areas	177
Kings Park - Bandstand/Improvement Programme	121
Langold Country Park – Water Splash Pool	275
Langold Country Park – Play Equipment	100
Leisure Centres – Mezzanine Floor	343
Local Sports Groups – Match Funding Strategy	17
Goosemoor Lane - Redevelopment	45
Sandhill Lake	50
Memorial Library	200
BDC Buildings - Planned Improvements	30
Exchange Street Shops – Fit-out	15
Queen's Buildings Ex-NCC Wing – Rewiring	16
Amcott House – Rewiring & Emergency Lighting	24
<b>TOTAL</b>	<b>£2,527</b>

### Schemes to be frozen and re-assessed later in the year

- 3.5 A number of schemes/funds have been identified from the approved 2013-18 programme that are currently uncommitted, and this gives Members the opportunity to review and prioritise these projects alongside any new bids that may emerge out of the new Corporate Plan later in the financial year. These are as follows:

	<b>Total Cost 2014/15 £'000</b>
Leverton Road Industrial Estate – Re-roofing	170
Manton Allotments – Regeneration	60
Car Parking – Improvements	238
Bridge Street Public Realm	50
<b>TOTAL</b>	<b>£518</b>

### **New schemes - Queen's Buildings development/planned maintenance/external funding**

- 3.6 The ICT Strategy was approved by Cabinet in February 2013, and an investment of £0.25m was built into the approved capital programme to utilise ICT to provide the most efficient and effective approach to service provision for the Council. The next phase in this approach is for the offices at Queen's Buildings to facilitate flexible working through adopting an open-plan environment on each floor. The Council has already been successful in attracting partners to occupy and rent open-plan space within Queen's Buildings, and in order to maximise revenues, it is essential that the Council itself now adopts similar working practices.
- 3.7 The Council owns a number of operational and investment buildings, and it is good practice for the capital programme to include an annual budget for planned maintenance to ensure these properties are fit for purpose. Coupled with this, the Council has made significant investment into play areas over the last few years, and investment into these sites is essential for health and safety reasons.
- 3.8 Officers take a proactive approach to sourcing external grant funding, and there is a report on *Worksop Creative Village – Phase 2* elsewhere on this agenda, which seeks approval from Cabinet to apply for external funding. In addition to this, the Council's Engineering team have been very successful in attracting further grant aid in respect of the Walkeringham flood relief scheme.

	<b>Total Cost 2014/15 £'000</b>
Queen's Buildings - Modernisation/Open Plan Provision	300
Planned Maintenance – Buildings	75
Planned Maintenance – Play Areas	40
Worksop Creative Village – Phase 2	200
Flood Mitigation Works - Walkeringham	490
<b>TOTAL</b>	<b>£1,105</b>

### **Resources**

- 3.9 In keeping to the Council's Capital Investment Strategy, unsupported borrowing is minimised to prevent any destabilisation of the General Fund from the interest and capital charges that result from borrowing. Leasing is also tightly controlled within the revenue budgets for the same reason.
- 3.10 The Council has received a number of capital receipts to date this year, but by far the largest is from the sale of the Scrooby Road site at Harworth. Presently, the Council has £0.408m of unallocated receipts that can be made available to fund new capital projects. In conforming to the ethos of prudence and affordability, this report excludes any capital receipts that will be received after the date of this meeting.
- 3.11 External grants e.g. ERDF are subject to a detailed bidding process against projects submitted by other organisations. If successful, these can provide additional funding

for the capital programme, and any bids for new schemes will be assessed accordingly.

- 3.12 The Council also holds in excess of £1.0m of Section 106 capital contributions that, subject to the conditions attached, can be utilised to fund capital projects going forward. This amount includes a contribution in respect of Kilton Road, Worksop, which was previously included in the capital programme for works around Victoria Square, but this has now been returned to the corporate centre. A separate report from the Director of Community Services to a future Cabinet meeting will discuss these Section 106 monies in more detail.

#### **New Capital Programme 2015/16 - 2018/19**

- 3.13 As outlined above, it is imperative that the existing schemes within the approved capital programme are completed as a priority, before any new initiatives are commenced. Council resources in terms of both money and officer time are shrinking, and it is important that appropriate time is allocated to project planning before the commencement of a project.
- 3.14 It is for this reason that bids for new capital projects will be requested in July 2014, which if approved, can be properly planned during the remaining months of the financial year, for a commencement on site in early 2015/16. This exercise will link into the strategic priorities emerging from the new Corporate Plan.
- 3.15 This approach will allow officers a further six months to generate additional capital receipts, which will give Members the opportunity to consider a larger capital programme for 2015/16.
- 3.16 As the components of a fully-funded General Fund Capital Programme are developed later this year, it is expected that a capital programme of at least £1.926m may be available for new projects in 2015/16 and future years as detailed in the table below. Cabinet is not being asked to make a decision on these as part of this report.

	<b>Potential Budget 2015/16</b>
	<b>£'000</b>
Frozen schemes in the existing capital programme	518
Unallocated capital receipts	408
Section 106 contributions	1,000
<b>TOTAL</b>	<b>£1,926</b>

#### **Capital Prioritisation Process**

- 3.17 The Property & Regeneration Group considers all bids for new capital projects, and allocates scores in accordance with the Capital Prioritisation Process (details of which are provided within the *Capital Investment Strategy 2014/15 to 2018/19* report elsewhere on this agenda).

- 3.18 The process is designed to demonstrate a level of objectivity in the selection of projects. It is numerically based, and allocates points to projects dependant upon the categories into which they fall. The aim is to demonstrate how the Council selects projects that will achieve its overall objectives and is not biased towards particular service interests.

#### **Disabled Facilities Grants**

- 3.19 The payment of disabled facilities grants is a mandatory requirement on the Council, and in previous years, Bassetlaw has spent in excess of £1m per annum in line with those requirements, with this being funded from the sale of council-owned assets. An officer working group has been established to critically appraise the applications against need and suitability of design, and this has now resulted in a reduction in expenditure each year.
- 3.20 Over the last two years, officers have worked hard to bring forward a plot of land at Ordsall for development, and this sale of £5.7m was approved by Cabinet at its December 2012 meeting. It was agreed that 50% of the capital receipt would be set aside to fund disabled facilities grants going forward, and this action therefore protects the rest of the General Fund capital programme for a number of years.
- 3.21 The Integration Transformation Fund (ITF) was announced as part of the Comprehensive Spending Review in June 2013. From 2015/16, £3.8billion worth of funding will be operated as a single pooled budget for health and social care services, including £220m of capital funding to local authorities for future disabled facilities grant expenditure. From 2015/16, this funding will be paid to the County Council instead of direct to the Districts, and it is yet unclear as to how resources will be re-allocated back to the district councils, who will still retain the statutory responsibilities for this service.
- 3.22 The capital programme includes a budget of £1.1m for disabled facilities grants in respect of 2014/15 and 2015/16.

#### **4. Implications**

- a) For Service Users.

Bassetlaw's capital investment in the district is an important factor for residents, but potential schemes and projects outweigh the resources available to the Council. Decisions on what schemes to fund are therefore important.

- b) Strategic & Policy

The Capital Programme has been developed with regard to the Community Strategy and Corporate Plan. In particular, it supports the delivery of the Council's priorities through the Medium Term Financial Plan.

- c) Financial - Ref: 14/448

These are included within the main body of the report. Additionally, the revenue consequences of all schemes have been assessed and included within the General Fund revenue base budget.

- d) Legal – Ref: 25/02/14

None arising directly from this report, although this will assist in meeting the Council's corporate objectives.

- e) Human Resources

None arising directly from this report.

- f) Community Safety, Equalities, Environmental

Some of the capital schemes have positive implications on community safety, equalities and environmental issues, and these have been considered at the project appraisal stage, prior to any recommendations on the capital programme.

- g) This is Key Decision number 404.

## **5. Options, Risks and Reasons for Recommendations**

- 5.1 Members can decide what schemes to include or exclude. Any schemes which include external finance will have implications for those organisations.

## **6. Conclusions**

- 6.1 It is imperative that capital schemes are seen to be delivered on time and to budget. Resources are scarce and therefore capital expenditure is approved for three specific reasons: there is a demonstrable need for the project, it meets the strategic objectives of the Council, and the benefits are clearly measurable. It is therefore important that expectations from Members and the public are realistic when approving timescales, and determining the project outcomes is key to the successful delivery of projects.
- 6.2 There is, therefore, a need to finalise the existing commitments made within the approved capital programme before any new schemes are introduced. By delaying this bidding process by six months will give time for the new Corporate Plan to provide a focus for capital projects, it will give appropriate time for project planning, and it will seek to re-orientate the spend profiles so that it occurs within financial years as far as practicably possible.

## **7. Recommendations**

- 7.1 That Cabinet approves the Capital Programme for 2014/15 of £5.250m as shown at Appendix A, and recommends these to full Council on 6<sup>th</sup> March 2014.
- 7.2 That Cabinet approves the indicative Capital Programme for 2015/16 to 2018/19 of £4.769m also set out in Appendix A, and recommends these to full Council on 6<sup>th</sup> March 2014.
- 7.3 That a report is submitted to a future Cabinet meeting that outlines the Section 106 capital contributions held by the Council in lieu of future capital projects.



- 7.4 That a further report is submitted to Cabinet during the summer to determine any updates and new additions to the approved capital programme for 2015/16 to 2018/19.

<b>Background Papers</b>	<b>Location</b>
Capital Bids & Resourcing Statements	Head of Finance & Property's office

**GENERAL FUND CAPITAL PROGRAMME 2014-2019**

	2014/15		2015/16		2016/17		2017/18		2018/19		Total		
	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Schemes for Completion in Year:</b>													
Vehicles & Plant - Replacement		540		561		248		1,100			0	2,449	2,449
Energy Conservation - SMART metering	20										20	0	20
Flood Mitigation Schemes	50	50	50								100	50	150
Empty Homes Grant	33	70									33	70	103
Disabled Facilities Grant	755	345	745	345							1,500	690	2,190
ICT - Updates and Developments	251										251	0	251
Queen's Buildings - Fire Alarm System	100										100	0	100
Play Areas	177										177	0	177
Kings Park - Bandstand/Improvement Programme	120	1									120	1	121
Langold Country Park - Water Splash Pool	275										275	0	275
Langold Country Park - Play Equipment	100										100	0	100
Leisure Centres - Mezzanine Floor		343									0	343	343
Local Sports Groups - Match Funding Strategy	17										17	0	17
Goosemoor Lane - Redevelopment		45									0	45	45
Sandhill Lake		50									0	50	50
Memorial Library	151	49									151	49	200
Queen's Buildings - Modernisation/Open Plan	300										300	0	300
Planned Maintenance - Buildings	75										75	0	75
Planned Maintenance - Play Areas	40										40	0	40
Workshop Creative Village - Phase 2		200		1,720							0	1,920	1,920
Flood Mitigation Works - Walkeringham	50	440									50	440	490
BDC Buildings - Planned Improvements	30										30	0	30
Exchange Street Shops - Fit-out	15										15	0	15
Queen's Buildings Ex-NCC Wing - Rewiring	16										16	0	16
Armcoft House - Rewiring & Emergency Lighting	24										24	0	24
<b>Frozen Schemes:</b>													
Leverton Road Industrial Estate - Re-roofing	170										170	0	170
Manton Allotments - Regeneration	60										60	0	60
Car Parking - Improvements	238										238	0	238
Bridge Street Public Realm	50										50	0	50
											0	0	0
	3,117	2,133	795	2,626	0	248	0	1,100	0	0	3,912	6,107	10,019

**FUNDED FROM:**

	2014/15		2015/16		2016/17		2017/18		2018/19		Total		
	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	BDC	Ext	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Receipts	2,362		50								2,412	0	2,412
DFG Capital Receipts	755		745								1,500	0	1,500
Disabled Facilities Grant		345		345							0	690	690
Borrowing		932		561		248		1,100			0	2,841	2,841
A1 Contribution to Flood Mitigation Works		82									0	82	82
Empty Homes Grant HCA		70									0	70	70
Kings Park Trust Fund		1									0	1	1
WREN sandhill		50									0	50	50
S106 Bridon		45									0	45	45
S106 to be confirmed		200		231							0	431	431
Heritage Lottery Fund				1,489							0	1,489	1,489
NCC Contribution		50									0	50	50
Environment Agency		358									0	358	358
											0	0	0
	3,117	2,133	795	2,626	0	248	0	1,100	0	0	3,912	6,107	10,019

**CAPITAL RECEIPTS**

Brought Forward 1st April	2,820	458	408	408	408
Expected Receipts					
Received Receipts					
Used for Funding	-2,362	-50	0	0	0
Carried Forward 31st March	458	408	408	408	408

**BASSETLAW DISTRICT COUNCIL**

**CABINET**

**13<sup>TH</sup> FEBRUARY 2014**

**REPORT OF THE CHIEF EXECUTIVE**

**TREASURY MANAGEMENT POLICY AND STRATEGY 2014/15 TO 2016/17**

Cabinet Member: Finance  
Contact: Mike Hill  
Ext. 3174

**1. Public Interest Test**

- 1.1 The author of this report, Mike Hill, has determined that the report is not confidential.

**2. Purpose of the Report**

- 2.1 This report seeks approval for the Treasury Management Strategy, Borrowing Strategy, Investment Strategy, Minimum Revenue Provision Policy, and Prudential Indicators, updated in accordance with latest guidance.

**3. Background and Discussion**

- 3.1 Treasury Management is defined as "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

- 3.2 The Treasury Management Policy was approved by Council on 3<sup>rd</sup> March 2009 and became effective on 1<sup>st</sup> April 2009.

**3.3 Statutory Requirements:**

- It is a statutory requirement under Section 33 of the Local Government Finance Act 1992 for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level that is affordable for the foreseeable future, after taking into account the following issues:
  - Increases in interest payments caused by increased borrowing to finance additional capital expenditure; and
  - Any increases in running costs from new capital projects.

- The Local Government Act 2003 (the Act) and supporting regulations requires the Council to 'have regard to' the *CIPFA Prudential Code* and the *CIPFA Treasury Management Code of Practice* (original version) to set Prudential and Treasury Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- The Act therefore requires the Council to set out its Treasury Strategy for Borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance subsequent to the Act). This sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

#### 3.4 CIPFA Requirements:

The primary requirements of the Code are as follows:

- The creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities – as approved by full Council on 3<sup>rd</sup> March 2009;
- The creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives – as approved by full Council on 3<sup>rd</sup> March 2009;
- Receipt by the full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report (stewardship report) covering activities during the previous year;
- Delegation by the Council of responsibilities for implementing and monitoring Treasury Management Policies and Practices and for the execution and administration of treasury management decisions;
- Delegation by the Council of the role of scrutiny of Treasury Management Strategy and Policies to a specific named body. For this Council the delegated body is the Audit and Risk Scrutiny Committee.

#### 3.5 This report seeks approval for the updated Treasury Management Strategy 2014/15 to 2016/17 (Appendix 1), which encompasses the Capital Prudential Indicators, the Borrowing Strategy, and the Annual Investment Strategy, in accordance with latest guidance as follows:

- The Treasury Management Strategy determines the manner in which the Council's treasury function is managed;
- The Prudential Indicators set out the expected capital activities during the financial year (as required by the *CIPFA Prudential Code for Capital Finance in Local Authorities*). The treasury management prudential indicators are now included as treasury indicators in the *CIPFA Treasury Management in Public Services Code of Practice*. The key indicator is the Authorised Limit, i.e. the maximum amount of debt the Council could afford in the short term, but which would not be sustainable in the longer term. This is required by section 3 of the *Local Government Act 2003*,

and is calculated in accordance with the *CIPFA Treasury Management in Public Services Code of Practice* and the *CIPFA Prudential Code*.

- The Borrowing Strategy sets out how the Council's treasury service will support the capital decisions taken; the day to day treasury management activity; and the limitations on activity through treasury prudential indicators;
  - The Annual Investment Strategy sets out the Council's criteria for choosing investment counterparties and limiting exposure to the risk of loss. This strategy is in accordance with the DCLG Investment Guidance.
- 3.6 The report also seeks approval for the Council's Minimum Revenue Provision (MRP) Policy Statement (Appendix 2), which sets out how the Council will pay for capital assets through revenue each year (as required by Regulation under the Local Government and Public Involvement in Health Act 2007).
- 3.7 Further information is appended as follows:
- Appendix 3. Interest rate forecasts.
- Appendix 4. Economic background.
- Appendix 5. Specified and non-specified investments.
- Appendix 6 Credit & Counterparty Risk Management (TMP1).
- Appendix 7. Treasury management Scheme of Delegation.
- Appendix 8. The treasury management role of the Section 151 Officer.

#### **4. Implications**

a) For service users

There is an impact on available resources depending upon the Council's ability to fund future borrowing.

b) Strategic & Policy

The Treasury Management Strategy, MRP Policy Statement and Annual Investment Strategy ensure that the Council complies with legislation and recommended good practice in relation to its treasury management function.

c) Financial - Ref: 14/797

These are contained within the body of the report and the associated appendices.

d) Legal Ref: 20/02/14

Part 2 of the Local Government Act 2003 places duties on local authorities with regard to financial management. This report fulfils those duties.

- e) Human Resources

None from this report.

- f) Community Safety, Equalities, Environmental

The updated Treasury Management Policy has been subject to a partial equalities impact assessment.

- g) This is key decision number 405.

## **5. Options, Risks and Reasons for Recommendations**

- 5.1 The only option is to accept the recommendations and adopt the Treasury Management Strategy, Borrowing Strategy, Annual Investment Strategy and MRP Statement and to approve the Prudential Indicators. To not approve these policies would contravene the requirements of both legislation and good practice. In addition the KPMG External Auditors may pass comment in their *Report to those charged with governance (ISA260)*.

## **6. Recommendations**

That Cabinet approves each of the following key elements and recommends these to Full Council on 6<sup>th</sup> March 2014:

- 6.1 The Treasury Management Strategy 2014/15 to 2016/17, incorporating the Borrowing Strategy and the Annual Investment Strategy (Appendix 1).
- 6.2 The Prudential Indicators and Limits for 2014/15 to 2016/17, also contained within Appendix 1.
- 6.3 The Authorised Limit Prudential Indicator, also contained within Appendix 1.
- 6.4 The Minimum Revenue Provision (MRP) Policy Statement as contained within Appendix 2, which sets out the Council's policy on MRP.

### **Background Papers**

CIPFA Treasury Management Code of Practice  
CIPFA Prudential Code  
Local Government Act 2003  
CIPFA's Standard of Professional Practice on Treasury Management

### **Location**

Accountancy Offices

**TREASURY MANAGEMENT STRATEGY FOR 2014/15**

**1 INTRODUCTION**

**1.1 Strategy**

The strategy for 2014/15 covers two main areas:

**Capital issues**

- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) policy.

**Treasury management issues**

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

**Training**

The CIPFA Code requires the responsible officer to ensure that Members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. The following training has been undertaken by Members:

Richard Dunlop from Sector, who are the Councils Treasury Advisers, attended the Audit and Risk Scrutiny Committee in November 2013, and further training will be arranged as required.

The training needs of treasury management officers are periodically reviewed.

**Treasury management consultants**

The Council uses Capita Asset Services, Treasury solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

## 2 THE CAPITAL PRUDENTIAL INDICATORS 2014/15 – 2016/17

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans are reflected in prudential indicators, which are designed to assist Members overview and confirm capital expenditure plans.

### 2.1 Capital expenditure

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

<b>Capital expenditure £m</b>	<b>2012/13 Actual</b>	<b>2013/14 Estimate</b>	<b>2014/15 Estimate</b>	<b>2015/16 Estimate</b>	<b>2016/17 Estimate</b>
General Fund (GF)	4,300	7,042	5,250	3,421	248
HRA	11,299	10,902	9,759	9,269	6,879
<b>Total</b>	<b>15,599</b>	<b>17,944</b>	<b>15,009</b>	<b>12,690</b>	<b>7,127</b>

#### Other long term liabilities.

The above financing need excludes other long term liabilities, i.e. leasing arrangements of the Councils current vehicle fleet, which already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need

<b>Capital expenditure £m</b>	<b>2012/13 Actual</b>	<b>2013/14 Estimate</b>	<b>2014/15 Estimate</b>	<b>2015/16 Estimate</b>	<b>2016/17 Estimate</b>
<b>General Fund Expenditure</b>	<b>4,300</b>	<b>7,042</b>	<b>5,250</b>	<b>3,421</b>	<b>248</b>
<b>Financed by:</b>					
Capital Receipts	2,318	2,842	3,117	795	0
Capital Grants	1,595	1,638	1,201	2,065	0
Revenue	0	0	0	0	0
<b>General Fund Net Financing need for the year</b>	<b>387</b>	<b>2,562</b>	<b>932</b>	<b>561</b>	<b>248</b>
<b>HRA Expenditure</b>	<b>11,299</b>	<b>10,902</b>	<b>9,759</b>	<b>9,269</b>	<b>6,879</b>
<b>Financed by:</b>					
Capital receipts	57	1,833	1,820	1,185	235
Capital grants	485	109	0	0	0
Major Repair reserves	9,258	8,960	6,939	8,084	6,644
Revenue	0	0	0	0	0
<b>HRA Net financing need for the year</b>	<b>1,500</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
<b>Total Net financing need for the year</b>	<b>1,887</b>	<b>2,562</b>	<b>1,932</b>	<b>561</b>	<b>248</b>



## 2.2 The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each assets life.

The CFR includes any other long term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes. The Council currently has no such schemes within the CFR.

The Council is asked to approve the CFR projections below:

£m	2012/13 Actual	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate
<b>Capital Financing Requirement</b>					
CFR – non housing	28,110	29,906	29,979	29,581	28,826
CFR – housing	97,677	97,516	95,064	94,855	94,706
<b>Total CFR</b>	<b>125,777</b>	<b>127,422</b>	<b>125,044</b>	<b>124,467</b>	<b>123,532</b>
<b>Movement in CFR</b>	<b>672</b>	<b>1,645</b>	<b>-2,379</b>	<b>-577</b>	<b>-935</b>

<b>Movement in CFR represented by</b>					
Net financing need for the year (above)	1,886	2,562	1,932	561	248
Less MRP/VRP and other financing movements	1,214	-917	-4,311	-1,138	-1,183
<b>Movement in CFR</b>	<b>672</b>	<b>1,645</b>	<b>-2,379</b>	<b>-577</b>	<b>-935</b>

## 2.3 Balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

<b>Year End Resources £m</b>	<b>2012/13 Actual</b>	<b>2013/14 Estimate</b>	<b>2014/15 Estimate</b>	<b>2015/16 Estimate</b>	<b>2016/17 Estimate</b>
Reserves - GF	1,047	1,049	1,049	1,049	1,049
Reserves - HRA	1,466	1,345	1,355	1,339	1,357
Capital receipts - GF	4,643	3,536	1,869	1,874	1,874
Capital receipts - HRA	827	504	350	359	509
Provisions	648	598	552	506	460
General Fund Earmarked Reserves	3,206	3,010	3,777	3,644	3,511
Major Repairs Reserve	949	2,961	982	1,945	4,720
<b>Total core funds</b>	<b>12,829</b>	<b>13,003</b>	<b>9,942</b>	<b>10,716</b>	<b>13,479</b>
Working capital	1,933	2,300	2,300	2,300	2,300
Under/over borrowing	5,790	8,997	9,681	12,104	11,169
Expected investments	1,177	1,177	1,177	1,177	1,177
Temporary Borrowing	3,929	529	-3,215	-4,865	-1,167

## 2.4 Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

### Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

<b>%</b>	<b>2012/13 Actual</b>	<b>2013/14 Estimate</b>	<b>2014/15 Estimate</b>	<b>2015/16 Estimate</b>	<b>2016/17 Estimate</b>
Non-HRA	9.94	13.57	12.73	16.01	17.13
HRA	32.13	31.58	28.08	30.99	30.42

The estimates of financing costs include current commitments and the proposals in this budget report.

### Incremental impact of capital investment decisions on the Band D council tax

This indicator identifies the revenue costs associated with proposed changes to the three year capital programme recommended in this budget report compared to the Council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

<b>£</b>	<b>2012/13 Actual</b>	<b>2013/14 Estimate</b>	<b>2014/15 Estimate</b>	<b>2015/16 Estimate</b>	<b>2016/17 Estimate</b>
<b>Council tax - band D</b>	1.21	7.89	5.04	4.97	1.87

### Estimates of the incremental impact of capital investment decisions on housing rent levels

Similar to the council tax calculation, this indicator identifies the trend in the cost of proposed changes in the housing capital programme recommended in this budget report compared to the Council's existing commitments and current plans, expressed as a discrete impact on weekly rent levels.

#### Incremental impact of capital investment decisions on housing rent levels

£	2012/13 Actual	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate
<b>Weekly housing rent levels</b>	8.69	5.97	7.11	0.86	0.17

This indicator shows the revenue impact on any newly proposed changes, although any discrete impact will be constrained by rent controls.

### HRA ratios

The following are optional indicators that are not required, but assist with further understanding of the impact of self-financing on the HRA.

#### HRA Revenues as a percentage of Debt

This indicator identifies the total revenues received from Council properties against the total debt from the HRA expressed as a percentage.

£	2012/13 Actual	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate
<b>HRA debt £m</b>	97,667	97,516	95,064	94,885	94,706
<b>HRA revenues £m</b>	24,951	25,997	26,216	26,771	27,436
<b>Ratio of debt to revenues %</b>	26%	27%	28%	28%	29%

#### HRA debt per property

This indicator identifies the total debt on the HRA per HRA dwelling. This is expressed as an amount per property.

£	2012/13 Actual	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate
<b>HRA debt £m</b>	97,667	97,516	95,064	94,885	94,706
<b>Number of HRA dwellings</b>	6,917	6,917	6,917	6,917	6,917
<b>Debt per dwelling £</b>	14.12	14.10	13.74	13.72	13.69

### 3 BORROWING STRATEGY

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

#### 3.1 Current portfolio position

The Council's treasury portfolio position at 31 March 2013, with forward projections are summarised below. The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

£m	2012/13 Actual	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate
<b>External Debt</b>					
Debt at 1 April	119,988	118,426	115,363	112,363	112,363
Expected change in Debt	-1,563	-3,063	-3,000	0	0
Other long-term liabilities (OLTL)	0	0	0	0	0
Expected change in OLTL	0	0	0	0	0
<b>Actual gross debt at 31 March</b>	<b>118,426</b>	<b>115,363</b>	<b>112,363</b>	<b>112,363</b>	<b>112,363</b>
<b>The Capital Financing Requirement</b>	<b>125,778</b>	<b>127,422</b>	<b>125,044</b>	<b>124,467</b>	<b>123,532</b>
<b>Under / (over) borrowing</b>	<b>5,790</b>	<b>8,997</b>	<b>9,681</b>	<b>12,104</b>	<b>11,169</b>

Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2014/15 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

The Head of Finance and Property reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

### 3.2 Treasury Indicators: limits to borrowing activity

**The operational boundary.** This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

Operational boundary £m	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate
Debt	130,907	130,044	129,467	128,532
Other long term liabilities	0	0	0	0
Total	130,907	130,044	129,467	128,532

**The authorised limit for external debt.** A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following authorised limit:

Authorised limit £m	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate
Total	134,000	135,044	134,467	133,532

Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is currently:

HRA Debt Limit £m	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate
HRA debt cap	106,500	106,500	106,500	106,500
HRA CFR	97,667	97,516	94,885	94,706
HRA headroom	8,833	8,984	11,615	11,794

### 3.3 Prospects for interest rates

The Council has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives our central view.

Annual Average %	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)		
		5 year	25 year	50 year
Mar 2014	0.50	2.50	4.40	4.40
Jun 2014	0.50	2.60	4.50	4.50
Sep 2014	0.50	2.70	4.50	4.50
Dec 2014	0.50	2.70	4.60	4.60
Mar 2015	0.50	2.80	4.60	4.70
Jun 2015	0.50	2.80	4.70	4.80
Sep 2015	0.50	2.90	4.80	4.90
Dec 2015	0.50	3.00	4.90	5.00
Mar 2016	0.50	3.10	5.00	5.10
Jun 2016	0.75	3.20	5.10	5.20
Sep 2016	1.00	3.30	5.10	5.20
Dec 2016	1.00	3.40	5.10	5.20
Mar 2017	1.25	3.40	5.10	5.20
Mar 2014	0.50	2.50	4.40	4.40

Until 2013, the economic recovery in the UK since 2008 had been the worst and slowest recovery in recent history. However, growth rebounded in quarter 1 and 2 of 2013 to surpass all expectations. Growth prospects remain strong looking forward, not only in the UK economy as a whole, but in all three main sectors, services, manufacturing and construction. One downside is that wage inflation continues to remain significantly below CPI inflation so disposable income and living standards are under pressure, although income tax cuts have ameliorated this to some extent.

A rebalancing of the economy towards exports has started but as 40% of UK exports go to the Eurozone, the difficulties in this area are likely to continue to dampen UK growth. The US, the main world economy, faces similar debt problems to the UK, but thanks to reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has been halved from its peak without appearing to do too much damage to growth.

The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- Although Eurozone concerns have subsided in 2013, Eurozone sovereign debt difficulties have not gone away and there are major concerns as to how these will be managed over the next few years as levels of government debt, in some countries, continue to rise to levels that compound already existing concerns. Counterparty risks therefore remain elevated. This continues to suggest the use of higher quality counterparties for shorter time periods;
- Investment returns are likely to remain relatively low during 2014/15 and beyond;
- Borrowing interest rates have risen significantly during 2013 and are on a rising trend. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring even higher borrowing costs, which are

now looming ever closer, where authorities will not be able to avoid new borrowing to finance new capital expenditure and/or to refinance maturing debt, in the near future;

- There will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.

### **3.4 Borrowing strategy**

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is relatively high.

Against this background and the risks within the economic forecast, caution will be adopted with the 2014/15 treasury operations. The Head of Finance and Property will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- if it was felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in the anticipated rate to US tapering of asset purchases, or in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates are still lower than they will be in the next few years.

Any decisions will be reported to Cabinet and full Council at the next available opportunity.

### **Treasury management limits on activity**

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

£m	2014/15	2015/16	2016/17
<b>Interest rate exposures</b>			
	<b>Upper</b>	<b>Upper</b>	<b>Upper</b>
<b>Limits on fixed interest rates based on net debt</b>	100%	100%	100%
<b>Limits on variable interest rates based on net debt</b>	20%	20%	20%
<b>Limits on fixed interest rates:</b>			
• Debt only	100%	100%	100%
• Investments only	50%	50%	50%
<b>Limits on variable interest rates</b>			
• Debt only	20%	20%	20%
• Investments only	100%	100%	100%
<b>Maturity structure of fixed interest rate borrowing 2014/15</b>			
	<b>Lower</b>	<b>Upper</b>	
Under 12 months	0%	25%	
12 months to 2 years	0%	50%	
2 years to 5 years	0%	50%	
5 years to 10 years	0%	50%	
10 years to 20 years	0%	100%	
<b>Maturity structure of variable interest rate borrowing 2014/15</b>			
	<b>Lower</b>	<b>Upper</b>	
Under 12 months	0%	20%	

### 3.5 Policy on borrowing in advance of need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within the forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Borrowing in advance will be made within the constraints that:

- It will be limited to no more than 50% of the expected increase in borrowing need (CFR) over the three year planning period; and
- Would not look to borrow more than 1 year in advance of need.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

### 3.6 Debt rescheduling

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).



The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling will be reported to the Cabinet, at the earliest meeting following its action.

## **4 ANNUAL INVESTMENT STRATEGY**

### **4.1 Investment policy**

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, then return.

In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council has below clearly stipulated the minimum acceptable credit quality of counterparties for inclusion on the lending list. The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches and outlooks published by all three ratings agencies with a full understanding of these reflected in the eyes of each agency. Using our ratings service potential counterparty ratings are monitored on a real time basis with knowledge of any changes notified electronically as the agencies notify modifications.

Further, the Council's officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.

The intention of the strategy is to provide security of investment and minimisation of risk.

Investment instruments identified for use in the financial year are listed in the table at point 4.2 under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set through the Council's treasury management practices – schedules.

### **4.2 Creditworthiness policy**

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

The Head of Finance and Property will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

The minimum rating criteria uses the lowest common denominator method of selecting counterparties and applying limits. This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For instance, if an institution is rated by two agencies, one meets the Council's criteria, the other does not, the institution will fall outside the lending criteria. Credit rating information is supplied by Capita Asset Services our treasury consultants, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing. For instance, a negative rating watch applying to a counterparty at the minimum Council criteria will be suspended from use, with all others being reviewed in light of market conditions.

The criteria for providing a pool of high quality investment counterparties (both specified and non-specified investments) is:

- Banks 1 - good credit quality – the Council will only use banks which:
  - i. are UK banks; and/or
  - ii. are non-UK and domiciled in a country which has a minimum sovereign long term rating of AAA and have, as a minimum, the following Fitch, Moody's and Standard and Poors credit ratings (where rated):
    - a. Short term – F1+
    - b. Long term – A+
    - c. Viability / financial strength – AAA (Fitch / Moody's only)
    - d. Support – C (Fitch only)
- Banks 2 – Part nationalised UK banks – Lloyds Banking Group and Royal Bank of Scotland. These banks can be included if they continue to be part nationalised or they meet the ratings in Banks 1 above.
- Banks 3 – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
- Bank subsidiary and treasury operation -. The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Money market funds – AAA (Moody's)
- UK Government (including gilts and the Debt Management Account Deposit Facility)
- Local authorities
- Local Authority Mortgage Scheme, under this scheme the Council is required to place funds of £1m, with Lloyds for a period of 5 years. This is classified as being a service investment, rather than a treasury

management investment, and is therefore outside of the specified / non specified categories.

**Country and sector considerations** - Due care will be taken to consider the country, group and sector exposure of the Council's investments. In part, the country selection will be chosen by the credit rating of the sovereign state in Banks 1 above. In addition:

- no more than £3m will be placed with any non-UK country at any time;
- limits in place above will apply to a group of companies;
- sector limits will be monitored regularly for appropriateness.

**Use of additional information other than credit ratings.** Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

**Time and monetary limits applying to investments.** The time and monetary limits for institutions on the Council's counterparty list are as follows (these will cover both specified and non-specified investments):

	<b>Fitch Long term Rating (or equivalent)</b>	<b>Money and/or % Limit</b>	<b>Specified / Non Specified</b>	<b>Time Limit</b>
<b>Banks 1 higher quality</b>	<b>F1+/A+</b>	<b>£1m</b>	<b>Specified</b>	<b>6 months</b>
<b>Banks 2 – part nationalised</b>	<b>N/A</b>	<b>£1m</b>	<b>Specified</b>	<b>6 months</b>
<b>Limit 3 category – Council's banker (not meeting Banks 1)</b>	<b>-</b>	<b>£1m</b>	<b>Non Specified</b>	<b>1 day</b>
<b>DMADF</b>	<b>AAA</b>	<b>unlimited</b>	<b>Specified</b>	<b>6 months</b>
<b>Local authorities</b>	<b>N/A</b>	<b>£3m</b>	<b>Specified</b>	<b>6 months</b>
<b>UK Government Bodies</b>	<b>AAA</b>	<b>£3m</b>	<b>Specified</b>	<b>6 months</b>
<b>Money market funds</b>	<b>AAA</b>	<b>£3m</b>	<b>Specified</b>	<b>liquid</b>

A definition of specified and non-specified investments is:

#### **SPECIFIED INVESTMENTS:**

All such investments will be sterling denominated, with **maturities up to maximum of 6 months**, meeting the minimum 'high' quality criteria where applicable.

## **NON-SPECIFIED INVESTMENTS:**

These are any investments which do not meet the specified investment criteria. A minimum of £1m will be held in a non-specified investment

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

### **4.3 Country limits**

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AAA (excluding UK) from Fitch (or equivalent). This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

### **4.4 Investment strategy**

**In-house funds.** Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

**Investment returns expectations.** Bank Rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 3 of 2016. Bank Rate forecasts for financial year ends (March) are:

- 2013/14 0.50%
- 2014/15 0.50%
- 2015/16 0.50%
- 2016/17 1.25%

There are upside risks to these forecasts (i.e. start of increases in Bank Rate occurs sooner) if economic growth remains strong and unemployment falls faster than expected. However, should the pace of growth fall back, there could be downside risk, particularly if Bank of England inflation forecasts for the rate of fall of unemployment were to prove to be too optimistic.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year for the next four years are as follows:

2014/15	0.50%
2015/16	0.50%
2016/17	1.00%
2017/18	2.00%

**Investment treasury indicator and limit** - total principal funds invested for greater than 364 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limit: -

<b>Maximum principal sums invested &gt; 364 days</b>			
<b>£m</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Principal sums invested > 364 days	0	0	0

For its cash flow generated balances, the Council will seek to utilise its money market funds and short-dated deposits (overnight to 3 months) in order to benefit from the compounding of interest.

#### **4.5 Icelandic bank investments**

The Icelandic courts have supported the view that the Council will be treated as a preferred creditor, thereby seeing a high proportion of the investment being returned.

#### **4.6 Investment risk benchmarking**

These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report.

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.06% historic risk of default when compared to the whole portfolio.

Liquidity – in respect of this area the Council seeks to maintain:

- Bank overdraft - £0.250m
- Liquid short term deposits of at least £1m available with a week's notice.
- Weighted average life benchmark is expected to be 1 year, with a maximum of 1 year.

Yield - local measures of yield benchmarks are:

- Investments – internal returns above the 7 day LIBID rate

And in addition that the security benchmark for each individual year is:

	<b>1 year</b>	<b>2 years</b>	<b>3 years</b>	<b>4 years</b>	<b>5 years</b>
<b>Maximum</b>	<b>0.10%</b>	<b>0.10%</b>	<b>0.10%</b>	<b>0.10%</b>	<b>0.10%</b>

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

#### **4.7 End of year investment report**

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

## APPENDIX 2

### MINIMUM REVENUE PROVISION (MRP) POLICY STATEMENT

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

CLG regulations have been issued which require the full Council to approve **an MRP Statement** in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

- **Existing practice** - MRP will follow the existing practice outlined in former CLG regulations (option 1);

These options provide for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

- **Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);

These options provide for a reduction in the borrowing need over approximately the asset's life.

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made (although there are transitional arrangements in place).

Repayments included in annual PFI or finance leases are applied as MRP.

As the local authority has decided to participate in LAMS using the cash backed option, the mortgage lenders require a 5 year cash advance from the local authority to match the 5 year life of the indemnity. The cash advance placed with the mortgage lender provides an integral part of the mortgage lending, and should therefore be treated as capital expenditure and a loan to a third party. The Capital Financing Requirement (CFR) will increase by the amount of the total indemnity. The cash advance is due to be returned in full at maturity, with interest paid annually. Once the cash advance matures and funds are returned to the local authority, the returned funds are classed as a capital receipt, and the CFR will reduce accordingly. As this is a temporary (5 year) arrangement and the funds will be returned in full, there is no need to set aside prudent provision to repay the debt liability in the interim period, so there is no MRP application. The position will be reviewed on an annual basis.

### APPENDIX 3 – INTEREST RATE FORECASTS 2014-2017

Bank Rate														
	NOW	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
Capita Asset Services	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.00%	1.25%
UBS	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	-	-	-	-	-
Capital Economics	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	-	-	-	-	-
5yr PWLB Rate														
	NOW	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
Capita Asset Services	2.63%	2.50%	2.60%	2.70%	2.70%	2.80%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.40%
UBS	2.63%	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Economics	2.63%	2.60%	2.60%	2.60%	2.60%	2.70%	2.80%	3.00%	3.20%	-	-	-	-	-
10yr PWLB Rate														
	NOW	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
Capita Asset Services	3.72%	3.60%	3.70%	3.80%	3.80%	3.90%	3.90%	4.00%	4.10%	4.20%	4.30%	4.30%	4.40%	4.50%
UBS	3.72%	3.70%	3.80%	3.90%	4.05%	4.05%	4.30%	4.55%	4.55%	-	-	-	-	-
Capital Economics	3.72%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	4.05%	-	-	-	-	-
25yr PWLB Rate														
	NOW	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
Capita Asset Services	4.35%	4.40%	4.50%	4.50%	4.60%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.10%	5.10%	5.10%
UBS	4.35%	4.55%	4.55%	4.80%	4.80%	5.05%	5.05%	5.30%	5.30%	-	-	-	-	-
Capital Economics	4.35%	4.35%	4.35%	4.35%	4.35%	4.35%	4.35%	4.35%	4.45%	-	-	-	-	-
50yr PWLB Rate														
	NOW	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
Capita Asset Services	4.31%	4.40%	4.50%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.20%	5.20%	5.20%
UBS	4.31%	4.45%	4.45%	4.70%	4.70%	4.90%	4.90%	5.05%	5.05%	-	-	-	-	-
Capital Economics	4.31%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.60%	-	-	-	-	-



### ECONOMIC BACKGROUND

#### THE UK ECONOMY

**Economic growth.** Until 2013, the economic recovery in the UK since 2008 had been the worst and slowest recovery in recent history. However, growth strongly rebounded in 2013 - quarter 1 (+0.3%), 2 (+0.7%) and 3 (+0.8%), to surpass all expectations as all three main sectors, services, manufacturing and construction contributed to this strong upturn. The Bank of England has, therefore, upgraded growth forecasts in the August and November quarterly Inflation Reports for 2013 from 1.2% to 1.6% and for 2014 from 1.7% to 2.8%, (2015 unchanged at 2.3%). The November Report stated that: -

In the United Kingdom, recovery has finally taken hold. The economy is growing robustly as lifting uncertainty and thawing credit conditions start to unlock pent-up demand. But significant headwinds — both at home and abroad — remain, and there is a long way to go before the aftermath of the financial crisis has cleared and economic conditions normalise. That underpins the MPC's intention to maintain the exceptionally stimulative stance of monetary policy until there has been a substantial reduction in the degree of economic slack. The pace at which that slack is eroded, and the durability of the recovery, will depend on the extent to which productivity picks up alongside demand. Productivity growth has risen in recent quarters, although unemployment has fallen by slightly more than expected on the back of strong output growth.

Forward surveys are currently very positive in indicating that growth prospects are also strong for 2014, not only in the UK economy as a whole, but in all three main sectors, services, manufacturing and construction. This is very encouraging as there does need to be a significant rebalancing of the economy away from consumer spending to construction, manufacturing, business investment and exporting in order for this start to recovery to become more firmly established. One drag on the economy is that wage inflation continues to remain significantly below CPI inflation so disposable income and living standards are under pressure, although income tax cuts have ameliorated this to some extent. This therefore means that labour productivity must improve significantly for this situation to be corrected by the warranting of increases in pay rates.

**Forward guidance.** The Bank of England issued forward guidance in August which stated that the Bank will not start to consider raising interest rates until the jobless rate (Labour Force Survey by the International Labour Organisation i.e. not the claimant count measure) has fallen to 7% or below. This would require the creation of about 750,000 jobs and was forecast to take three years in August, but revised to possibly quarter 4 2014 in November. The UK unemployment rate has already fallen to 7.4% on the three month rate to October 2013 (although the rate in October alone was actually 7.0%). The Bank's guidance is subject to three provisos, mainly around inflation; breaching any of them would sever the link between interest rates and unemployment levels. This actually makes forecasting Bank Rate much more complex given the lack of available reliable forecasts by economists over a three year plus horizon. The recession since 2007 was notable for how unemployment did NOT rise to the levels that would normally be expected in a major recession and the August Inflation Report noted that productivity had sunk to 2005 levels. There has, therefore, been a significant level of retention of labour, which will mean that there is potential for a significant amount of GDP growth to be

accommodated without a major reduction in unemployment. However, it has been particularly encouraging that the strong economic growth in 2013 has also been accompanied by a rapid increase in employment and forward hiring indicators are also currently very positive. It is therefore increasingly likely that early in 2014, the MPC will need to amend its forward guidance by reducing its 7.0% threshold rate and/or by adding further wording similar to the Fed's move in December (see below).

**Credit conditions.** While Bank Rate has remained unchanged at 0.5% and quantitative easing has remained unchanged at £375bn in 2013, the Funding for Lending Scheme (FLS) was extended to encourage banks to expand lending to small and medium size enterprises. The second phase of Help to Buy aimed at supporting the purchase of second hand properties, will also start in earnest in January 2014. These measures have been so successful in boosting the supply of credit for mortgages, and so of increasing house purchases, (though levels are still far below the pre-crisis level), that the Bank of England announced at the end of November that the FLS for mortgages would end in February 2014. While there have been concerns that these schemes are creating a bubble in the housing market, house price increases outside of London and the south-east have been much weaker. However, bank lending to small and medium enterprises continues to remain weak and inhibited by banks still repairing their balance sheets and anticipating tightening of regulatory requirements.

**Inflation.** Inflation has fallen from a peak of 3.1% in June 2013 to 2.1% in November. It is expected to remain near to the 2% target level over the MPC's two year time horizon.

**AAA rating.** The UK has lost its AAA rating from Fitch and Moody's but that caused little market reaction.

## THE GLOBAL ECONOMY

**The Eurozone (EZ).** The sovereign debt crisis has eased considerably during 2013 which has been a year of comparative calm after the hiatus of the Cyprus bailout in the spring. In December, Ireland escaped from its three year EZ bailout programme as it had dynamically addressed the need to substantially cut the growth in government debt, reduce internal price and wage levels and promote economic growth. The EZ finally escaped from seven quarters of recession in quarter 2 of 2013 but growth is likely to remain weak and so will dampen UK growth. The ECB's pledge to buy unlimited amounts of bonds of countries which ask for a bail out has provided heavily indebted countries with a strong defence against market forces. This has bought them time to make progress with their economies to return to growth or to reduce the degree of recession. However, debt to GDP ratios (2012 figures) of Greece 176%, Italy 131%, Portugal 124%, Ireland 123% and Cyprus 110%, remain a cause of concern, especially as many of these countries are experiencing continuing rates of increase in debt in excess of their rate of economic growth i.e. these debt ratios are continuing to deteriorate. Any sharp downturn in economic growth would make these countries particularly vulnerable to a new bout of sovereign debt crisis. It should also be noted that Italy has the third biggest debt mountain in the world behind Japan and the US. Greece remains particularly vulnerable and continues to struggle to meet EZ targets for fiscal correction. Whilst a Greek exit from the Euro is now improbable in the short term, as Greece has made considerable progress in reducing its annual government deficit and a return towards some economic growth, some commentators still view an eventual exit as being likely. There are also concerns that austerity measures in Cyprus could also end up in forcing an exit. The question remains as to how much damage an exit by one country would do and whether contagion would spread to other countries. However, the longer a

Greek exit is delayed, the less are likely to be the repercussions beyond Greece on other countries and on EU banks.

Sentiment in financial markets has improved considerably during 2013 as a result of firm Eurozone commitment to support struggling countries and to keep the Eurozone intact. However, the foundations to this current “solution” to the Eurozone debt crisis are still weak and events could easily conspire to put this into reverse. There are particular concerns as to whether democratically elected governments will lose the support of electorates suffering under EZ imposed austerity programmes, especially in countries like Greece and Spain which have unemployment rates of over 26% and unemployment among younger people of over 50%. The Italian political situation is also fraught with difficulties in maintaining a viable coalition which will implement an EZ imposed austerity programme and undertake overdue reforms to government and the economy. There are also concerns over the lack of political will in France to address issues of poor international competitiveness,

**USA.** The economy has managed to return to robust growth in Q2 2013 of 2.5% y/y and 4.1% y/y in Q3, in spite of the fiscal cliff induced sharp cuts in federal expenditure that kicked in on 1 March, and increases in taxation. The Federal Reserve therefore decided in December to reduce its \$85bn per month asset purchases programme of quantitative easing by \$10bn. It also amended its forward guidance on its pledge not to increase the central rate until unemployment falls to 6.5% by adding that there would be no increases in the central rate until ‘well past the time that the unemployment rate declines below 6.5%, especially if projected inflation continues to run below the 2% longer run goal’. Consumer, investor and business confidence levels have all improved markedly in 2013. The housing market has turned a corner and house sales and increases in house prices have returned to healthy levels. Many house owners have, therefore, been helped to escape from negative equity and banks have also largely repaired their damaged balance sheets so that they can resume healthy levels of lending. All this bodes well for a reasonable growth rate looking forward.

**China.** There are concerns that Chinese growth could be on an overall marginal downward annual trend. There are also concerns that the new Chinese leadership have only started to address an unbalanced economy which is heavily dependent on new investment expenditure, and for a potential bubble in the property sector to burst, as it did in Japan in the 1990s, with its consequent impact on the financial health of the banking sector. There are also concerns around the potential size, and dubious creditworthiness, of some bank lending to local government organisations and major corporates. This primarily occurred during the government promoted expansion of credit, which was aimed at protecting the overall rate of growth in the economy after the Lehmans crisis.

**Japan.** The initial euphoria generated by “Abenomics”, the huge QE operation instituted by the Japanese government to buy Japanese debt, has tempered as the follow through of measures to reform the financial system and the introduction of other economic reforms, appears to have stalled. However, at long last, Japan has seen a return to reasonable growth and positive inflation during 2013 which augurs well for the hopes that Japan can escape from the bog of stagnation and deflation and so help to support world growth. The fiscal challenges though are huge; the gross debt to GDP ratio is about 245% in 2013 while the government is currently running an annual fiscal deficit of around 50% of total government expenditure. Within two years, the central bank will end up purchasing about Y190 trillion (£1,200 billion) of government debt. In addition, the population is ageing due to a low birth rate and, on current trends, will fall from 128m to 100m by 2050.

## CAPITA ASSET SERVICES FORWARD VIEW

Economic forecasting remains difficult with so many external influences weighing on the UK. Major volatility in bond yields is likely to endure as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, and safer bonds.

There could well be volatility in gilt yields over the next year as financial markets anticipate further tapering of asset purchases by the Fed. The timing and degree of tapering could have a significant effect on both Treasury and gilt yields. Equally, while the political deadlock and infighting between Democrats and Republicans over the budget has almost been resolved the raising of the debt limit, has only been kicked down the road. A final resolution of these issues could have a significant effect on gilt yields during 2014.

The longer run trend is for gilt yields and PwLB rates to rise, due to the high volume of gilt issuance in the UK, and of bond issuance in other major western countries. Increasing investor confidence in economic recovery is also likely to compound this effect as a continuation of recovery will further encourage investors to switch back from bonds to equities.

The overall balance of risks to economic recovery in the UK is currently evenly weighted. However, only time will tell just how long this period of strong economic growth will last; it also remains exposed to vulnerabilities in a number of key areas.

The interest rate forecasts in this report are based on an initial assumption that there will not be a major resurgence of the EZ debt crisis, or a break-up of the EZ, but rather that there will be a managed, albeit painful and tortuous, resolution of the debt crisis where EZ institutions and governments eventually do what is necessary - but only when all else has been tried and failed. Under this assumed scenario, growth within the EZ will be tepid for the next couple of years and some EZ countries experiencing low or negative growth, will, over that time period, see a significant increase in total government debt to GDP ratios. There is a significant danger that these ratios could rise to the point where markets lose confidence in the financial viability of one, or more, countries. However, it is impossible to forecast whether any individual country will lose such confidence, or when, and so precipitate a resurgence of the EZ debt crisis. While the ECB has adequate resources to manage a debt crisis in a small EZ country, if one, or more, of the large countries were to experience a major crisis of market confidence, this would present a serious challenge to the ECB and to EZ politicians.

Downside risks currently include:

- UK strong economic growth is currently very dependent on consumer spending and recovery in the housing market. This is unlikely to endure much beyond 2014 as most consumers are maxed out on borrowing and wage inflation is less than CPI inflation, so disposable income is being eroded.
- A weak rebalancing of UK growth to exporting and business investment causing a major weakening of overall economic growth beyond 2014
- Weak growth or recession in the UK's main trading partners - the EU and US, depressing economic recovery in the UK.
- Prolonged political disagreement over the raising of the US debt ceiling.
- A return to weak economic growth in the US, UK and China causing major disappointment in investor and market expectations.

- A resurgence of the Eurozone sovereign debt crisis caused by ongoing deterioration in government debt to GDP ratios to the point where financial markets lose confidence in the financial viability of one or more countries and in the ability of the ECB and Eurozone governments to deal with the potential size of the crisis.
- The potential for a significant increase in negative reactions of populaces in Eurozone countries against austerity programmes, especially in countries with very high unemployment rates e.g. Greece and Spain, which face huge challenges in engineering economic growth to correct their budget deficits on a sustainable basis.
- The Italian political situation is frail and unstable; this will cause major difficulties in implementing austerity measures and a programme of overdue reforms. Italy has the third highest government debt mountain in the world.
- Problems in other Eurozone heavily indebted countries (e.g. Cyprus and Portugal) which could also generate safe haven flows into UK gilts, especially if it looks likely that one, or more countries, will need to leave the Eurozone.
- A lack of political will in France, (the second largest economy in the EZ), to dynamically address fundamental issues of low growth, poor international uncompetitiveness and the need for overdue reforms of the economy.
- Monetary policy action failing to stimulate sustainable growth in western economies, especially the Eurozone and Japan.
- Geopolitical risks e.g. Syria, Iran, North Korea, which could trigger safe haven flows back into bonds.

The potential for upside risks to UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -

- A sharp upturn in investor confidence that sustainable robust world economic growth is firmly expected, causing a surge in the flow of funds out of bonds into equities.
- A reversal of Sterling's safe-haven status on a sustainable improvement in financial stresses in the Eurozone.
- UK inflation being significantly higher than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.
- In the longer term – an earlier than currently expected reversal of QE in the UK; this could initially be implemented by allowing gilts held by the Bank to mature without reinvesting in new purchases, followed later by outright sale of gilts currently held.

## APPENDIX 5

### TREASURY MANAGEMENT PRACTICE (TMP1) – CREDIT AND COUNTERPARTY RISK MANAGEMENT

The CLG issued Investment Guidance in 2010, and this forms the structure of the Council's policy below. These guidelines do not apply to either trust funds or pension funds which operate under a different regulatory regime.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council adopted the Code on 5<sup>th</sup> February 2002 and will apply its principles to all investment activity. In accordance with the Code, the Head of Finance and Property has produced its treasury management practices (TMPs). This part, TMP 1(1), covering investment counterparty policy requires approval each year.

**Annual investment strategy** - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of the following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

**Strategy guidelines** – The main strategy guidelines are contained in the body of the treasury strategy statement.

**Specified investments** – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A local authority.
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's or Fitch rating agencies.

5. A body that is considered of a high credit quality (such as a bank or building society. For category 5 this covers bodies with a minimum short term rating of F1+/A+ (or the equivalent) as rated by Standard and Poor's, Moody's or Fitch rating agencies.

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. This criteria is a maximum of £3m for 6 months.

**Non-specified investments** –are any other type of investment (i.e. not defined as specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non specified investments would include any sterling investments with:

	<b>Non Specified Investment Category</b>	<b>Limit (£ or %)</b>
a.	<b>The Council's own banker</b> if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as is possible.	£1m

**The monitoring of investment counterparties** - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Capita Asset Services as and when ratings change, and counterparties are checked. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Head of Finance and Property, and if required new counterparties which meet the criteria will be added to the list.

**APPENDIX 6****TREASURY MANAGEMENT SCHEME OF DELEGATION****(i) Full Council**

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

**(ii) Cabinet**

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;
- approving the selection of external service providers and agreeing terms of appointment.

**(iii) Audit and Risk Scrutiny Committee**

- reviewing the treasury management policy and procedures and making recommendations to the Cabinet and full Council.



**APPENDIX 7****THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER****The S151 (responsible) officer:**

- recommends clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submits regular treasury management policy reports;
- submits budgets and budget variations;
- receives and reviewing management information reports;
- reviews the performance of the treasury management function;
- ensures the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensures the adequacy of internal audit, and liaising with external audit;
- recommends the appointment of external service providers.



**BASSETLAW DISTRICT COUNCIL**

**CABINET**

**13<sup>th</sup> FEBRUARY 2014**

**REPORT OF CHIEF EXECUTIVE**

**CAPITAL INVESTMENT STRATEGY 2014/15 TO 2018/19**

Cabinet Member: Finance  
Contact: Mike Hill  
Ext: 3174

**1. Public Interest Test**

- 1.1 The author of this report, Mike Hill, has determined that the report is not confidential.

**2. Purpose of the Report**

- 2.1 To seek Cabinet approval to the Capital Investment Strategy 2014/15 to 2018/19.

**3. Background and Discussion**

- 3.1 A copy of the Capital Investment Strategy is attached as an Appendix to this report.
- 3.2 The Capital Investment Strategy outlines the principles and framework that shape the Council's capital investment decisions. The principal aim is to deliver a programme of capital investment that contributes to the achievement of the Council's priorities and objectives as set out in the Corporate Plan.
- 3.3 The Strategy defines at the highest level how the capital programme is to be formulated, it identifies the issues and options that influence capital spending, and sets out how the resources and capital programme will be managed.

**4. Implications**

- a) For service users

This report sets the financial framework for capital investment.

- b) Strategic & Policy

It links to the policy and strategy documents mentioned within the strategy, in particular the Property Asset Management Plan and Treasury Management Policy and Strategy.

c) Financial - Ref: 14/113

The financial implications of the capital programme are fully reflected within the *General Fund Revenue Budget 2014/15 to 2016/17* report elsewhere on this agenda.

d) Legal – Ref: 21/02/14

The legal implications are as contained within the report.

e) Human Resources

None from this report.

f) Community Safety, Equalities, Environmental

These are considered as part of the approval of individual capital investment schemes.

g) This is key decision number 406.

**5. Options, Risks and Reasons for Recommendations**

The Capital Investment Strategy is a key document that sets out how capital resources will be deployed to meet the priorities of the Council.

**6. Recommendations**

That the Cabinet recommends approval of the Capital Investment Strategy 2014/15 to 2018/19 to full Council on 6<sup>th</sup> March 2014.

**Background Papers**

Capital programme working papers

**Location**

Accountancy office

# **CAPITAL INVESTMENT STRATEGY**

## **BASSETLAW DISTRICT COUNCIL**

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# CAPITAL INVESTMENT STRATEGY

## 1. INTRODUCTION

This Capital Investment Strategy outlines the principles and framework that shape the Council's capital investment proposals. The principal aim is to deliver an affordable programme of capital investment consistent with the Council's Financial Strategy and that contributes to the achievement of the Council's priorities and objectives as set out in the Corporate Plan and the vision set out in the Community Strategy.

The Strategy defines at the highest level how the capital programme is to be formulated and designed, it identifies the issues and options that influence capital spending, and sets out how the resources and capital programme will be managed.

As well as detailing the approved capital investment programme over the forthcoming five years, the document also sets out the Council's ambitions over the medium to longer term.

The basic elements of the Strategy therefore include:

- A direct relationship to the Corporate Plan;
- A framework for the review and management of existing and future assets (the Property Asset Management Plan);
- An investment programme expressed over the medium to long term;
- A document that indicates the opportunities for partnership working;
- A framework that prioritises the use of capital resources;
- A consideration of the need to pursue external financing (grants, contributions etc), which reconcile external funding opportunities with the Council's priorities and organisational objectives, so that it is the achievement of the latter that directs effort to secure the former.
- A direct relationship with the Treasury Management Policy and Strategy, and the limitations on activity through the treasury management Prudential Indicators.

This document is intended for the use by all stakeholders to show how the Council makes decisions on capital investment:

- for the Cabinet and Council – to decide on capital investment policy within the overall context of investment need/opportunity and affordability;
- for Councillors – to provide an understanding of the need for capital investment and help them scrutinise policy and management;
- for Officers – to provide an understanding of the Council's capital investment priorities, to assist them in bidding for capital resources, and to confirm their role in the capital project management and monitoring arrangements;
- for taxpayers – to demonstrate how the Council seeks to prudently manage capital resources and look after its assets;
- for partners – to share with them our Vision and help to co-ordinate and seek further opportunities for joint ventures.

# CAPITAL INVESTMENT STRATEGY

The capital programme consists of two elements:

- The Housing Capital Programme with a proposed budget for 2014/15 of £9.8m, which supports the maintenance of the council's circa 6,900 council houses;
- The General Fund Capital Programme with a proposed budget for 2014/15 of £5.3m. Of this amount, expenditure on the Council's non-housing assets totals £4.2m, and £1.1m will provide Disabled Facilities Grants to a number of private dwellings during the year.

## 2. PRINCIPLES SUPPORTING THE STRATEGY

The Capital Investment Strategy reflects the aspirations included within the Council's main strategic documents - principally the Corporate Plan but also other key planning documents such as the Property Asset Management Plan, Treasury Management Policy and Strategy, Budget Strategy, and the ICT Strategy.

The principles that underpin the Capital Investment Strategy include:

### Policy Principles:

- A direct relationship between Council priorities, including our statutory requirements, and a capital programme driven by essential investment needs and prioritised on an authority-wide basis, demonstrating an explicit link with all key strategic planning documents;
- The use of a rational process for assessing the relative importance of potential schemes.

### Financial Principles:

- The overarching commitment to affordability of investments over the longer term;
- A recognition that the Council's own locally generated resources are limited and will only be used to fund those capital priorities that are unlikely to be able to access any other funding sources;
- A commitment to developing partnerships, including the pursuit of joint venture and community arrangements where appropriate, to achieve the Council's investment aspirations;
- To pursue all available external funding where there is a direct compatibility with the Council priorities;
- Value for money of investments in assets over their full life cycle.

### Asset Management Principles:

- The development of Asset Management Plans (AMP) and investment plans for the use of all Council assets, be these operational buildings, investment properties, equipment and machinery, Information Technology or infrastructure assets;
- The optimisation of surplus assets by maximising income or application to other purposes informed through the AMP process, with all receipts generated through the sale of surplus property assets being used to fund the Capital Programme;

# CAPITAL INVESTMENT STRATEGY

- Recognition of the value of surplus properties that are gifted by the Council as a contribution to a particular scheme. This value will be treated as capital resources and will have to be assessed against other capital proposals;
- A process of declaring property assets as surplus will be led by the Corporate Property Officer (Property Manager) in consultation with the holding department, who will be able to declare a site surplus to requirements if deemed to be under-utilised or surplus to requirements;
- Wherever possible ensuring active community involvement in informing priorities and engagement in management plans, in line with the Localism Act 2011;
- Management of assets to take full account of the Council's wider priorities including its environmental priorities;
- The continuation of financial support to schemes that involve site assembly through the Strategic Intervention Fund, which will potentially generate significant capital receipts in the medium term;
- The provision of financial support to the Empty Homes Initiative, which is intended to bring empty homes back into use to increase the supply of affordable housing in the district;
- The Property Review process will determine if an asset meets the corporate need in the longer term. If this is the case then investment in the asset will be maintained. Conversely, if it is not required, then the asset is more valuable to the Council as a capital receipt.

## Implementation and Management Principle

- The operation of robust management arrangements for the implementation, updating and review of the Strategy.

### 3. CAPITAL INVESTMENT PRIORITIES

The aim of the Council is to make a sustainable improvement to the long-term quality of life of our residents. The Corporate Plan 2012-2015 sets out the vision for Bassetlaw. This is:

*"A dynamic district where people live, work and prosper and the Council works in partnership with others to develop a quality of life for all."*

This Vision is intended to be external facing and clearly indicates the Council's ambition for the district and the people within.

Underpinning the Council's contribution to the Corporate Plan vision are four new Ambitions. These are:

- *Economic Regeneration of our District;*
- *Quality Housing and the Local Environment;*
- *Involved Communities and Locality Working; and*
- *A Well Run Council.*

Supporting these four Ambitions and running through everything we do, are activities such as customer focus and better community engagement that will improve how the Council does its business in the future. These will help to achieve the outcome of being an efficient and effective Council.



# CAPITAL INVESTMENT STRATEGY

## 4. CAPITAL INVESTMENT – AMBITION, OPPORTUNITY AND NEED

The capital programme for 2014-19 has been formulated to observe the principles contained in this document. The five-year Capital Programme was agreed at last year's Cabinet, however, further recommendations are being/have already been made to Cabinet to allocate funding for major projects. These capital projects meet the following strategic themes as follows:

### Economic Regeneration of our District

- Worksop Creative Village - Phase 2
- Memorial Library
- Exchange Street Shops – Fit-out

### Quality Housing and the Local Environment

- Disabled Facilities Grants
- Decent Homes/Disability Works to Council Dwellings
- Empty Homes Grants
- Flood Mitigation Schemes
- Kings Park – Bandstand/Improvement Programme
- Langold Country Park Improvements
- Goosemoor Lane – Redevelopment
- Sandhill Lake

### Involved Communities and Locality Working

- Play Area Development and Refurbishments
- Local Sports Groups – Match Funding Strategy
- Leisure Centres – Mezzanine Floor

### A Well Run Council

- Vehicles & Plant – Replacement
- Energy Conservation – SMART Metering
- Council-Owned Buildings – Planned Maintenance
- Queen's Buildings – Modernisation/Open Plan
- ICT – Updates and Developments

## 5. FINANCIAL CONTEXT

### Comprehensive Spending Review

The DCLG published the coalition government's formal proposals on funding for English local authorities for 2014 to 2015 on 18<sup>th</sup> December 2013. This is effectively the second year of the 2-year settlement that was published in December 2012, and represents continuation of the new decentralised system of local government finance following the Local Government Act 2012. Further announcements in December 2013 confirmed the figures for 2014/15 and set provisional figures for 2015/16.

Unsurprisingly, it detailed further cuts for local authorities, and what this means in practice is that local authorities will find it much harder to fund capital expenditure, resulting from less government funding, more expensive borrowing, and reduced capital receipts in the current economic climate.

In response to these significant pressures, local authorities must now explore alternative sources of funding capital expenditure. These various options can be summarised as follows:

# CAPITAL INVESTMENT STRATEGY

- External partners – Traditionally Section 106 monies have been levied on private contractors where funds have been required to deliver (amongst other things) capital projects necessary to make a planning application acceptable e.g. to upgrade highways infrastructure, within the district. These opportunities are now extended to include the Community Infrastructure Levy (CIL), which allows local authorities in England and Wales to raise funds from developers undertaking new building projects in their area. The money can be used to fund a wide range of infrastructure that is needed to deliver new development. The infrastructure to be funded by CIL must be clearly set out and can include transport schemes, flood defences, schools, hospitals, other health and social care facilities, parks, green spaces and leisure centres;
- Grants – It is hoped that a number of capital grants may be made available by the central government that could be used to fund capital expenditure. For example, the New Homes Bonus is now an established grant, which is directly linked to the number of empty homes that are brought back into use within the district, coupled with the build of any new affordable housing units;
- Business Improvement Districts (BIDs) – A partnership between a local authority and local businesses to develop projects and services that benefit the local trading environment;
- Local Asset Backed Vehicles (LABVs) – This is a form of public and private sector partnership that allows public sector bodies to use their assets (usually land and buildings) to attract long term investment from the private sector in order to deliver socio-economic development and regeneration. They are designed to encourage parties to pool resources, such as finance, planning powers, land and expertise, in order to deliver regeneration with an acceptable balance of risk and return for all those involved. They are increasingly being looked at as a potential model to help local authorities meet their regeneration aspirations;
- Tax Increment Financing (TIF) – This is a new initiative that allows a local authority to borrow money against the predicted future growth in local business rates income;
- Social Impact Bonds (SIBs) – A contract between a public body and a private investor, where the investor funds are used to pay for interventions to improve the social outcome, and the public body pays the investor based on that improved social outcome. Examples include prisons based on reduced re-offending, and CCTV based on reduced anti-social behaviour and crime levels;
- Community Involvement – The Localism Act 2011 introduced the concept of “community asset transfer”, “community right to challenge” and “community right to bid” for services. These changes in legislation now open up the whole spectrum of opportunities of private sector investment in community-led capital projects, where deemed appropriate;
- Collaborative Working – a move away from the traditional development agreement structure and towards a more collaborative approach, either to enhance marketing prospects for a site or to enhance its redevelopment value by addressing planning issues. This type of approach encourages interest from expert developers to promote a site or work together on the planning and infrastructure process, to enhance the attractiveness of the site to end users.

## Housing Right-to Buy Scheme

As part of the Chancellor's Autumn Statement made on the 29<sup>th</sup> November 2011, the Government announced proposals to increase the discounts to council house owners in a drive to foster more sales and further promote home ownership. The final scheme was approved by Parliament on 2<sup>nd</sup> April 2012.

The key changes to the scheme were:

# CAPITAL INVESTMENT STRATEGY

- *Increasing the discount cap to £75,000, thereby ending regional caps previously in place;*
- *Discount rates remained unchanged, and tenants still need to have been a public sector tenant for five years;*
- *Every additional home sold as a result of the changes to the scheme, will be replaced by using recycled receipts towards the cost of replacement new homes for 'affordable rent' i.e. at a rent of up to 80% of market rents;*
- *Local authorities will be able to retain the additional receipts generated for replacement housing, provided that they limit the use of the net Right to Buy receipts (after certain local costs) to 30% of the cost of the replacement homes;*
- *Local authorities will be able to deduct from the Right to Buy receipts the necessary amount to cover the debt associated with the homes sold, but will not be required to use this part of the receipt to repay loans;*
- *The introduction of flat rate allowance of £1,300 administration costs as opposed to deducting the actual transactional costs under the existing arrangements;*
- *Local authorities will for the first time be able to deduct a certain amount from Right to Buy receipts for the cost of withdrawn applications (£1,300 for Bassetlaw);*
- *Local authorities' ability to re-purchase former local authority homes will be restricted to an overall maximum of 6.5% of additional net Right to Buy receipts in addition to the existing 50% limit on individual purchases;*
- *The 'cost floor' which ensures that properties are not sold at less than they cost to build or improve within a given time period is retained and extended from 10 years to 15 years bringing the rules into line with Housing Associations;*
- *Removing the ability of local authorities to claim any costs incurred in improving a property in the last three years from Right to Buy receipts. This reflects the Government's view that the cost of improvement will, in most cases, be reflected in the market value and (at a discounted rate) in the Right to Buy receipt.*

The government recently announced plans to increase the maximum percentage discount available for houses from 60% to 70%, and to increase the maximum cash cap (£100,000 in London and £75,000 for the rest of England) in line with the Consumer Price Index (CPI). These increases will require changes to the law, and these are expected to come into force in Spring 2014, subject to Parliamentary approval.

## Financial Process

The Council's financial and service planning process ensures decisions about the allocation of capital and revenue resources are taken to achieve a corporate and consistent approach.

The funding of capital schemes is via the following hierarchy:

- External grants and contributions;
- Supported borrowing;
- Capital receipts from the disposal of fixed assets;
- Leasing finance;
- Prudential unsupported borrowing;
- Revenue contributions.

The following paragraphs examine the current and prospective means of financing projects and the range of choices available.

**External Grants and Contributions** - Some capital projects are financed wholly or partly through external grants and contributions that are specific to projects and cannot be used for other purposes.

# CAPITAL INVESTMENT STRATEGY

Grants from external sources are a valuable source of capital finance for the Council and have enabled the Council to realise a substantial number of capital developments that would otherwise have been unable to progress. Given the scale of the Council's ambitions to improve and add to its asset base much will depend on our ability to secure external funding.

The most significant grants that the Council now receives are from a combination of European money e.g. ERDF, Section 106 monies and Community Infrastructure levies from development sites that are acquired for housing and other purposes.

**Borrowing** – Borrowing is either supported (where the government funds the revenue consequences of the debt) or unsupported prudential borrowing (where the debt costs have to be funded from the Council's revenue resources). The principle of affordability is therefore a key consideration.

With the introduction in April 2012 of the new Housing Self-Financing regime, significant levels of additional borrowing to fund the overall capital programme 2014/15 to 2018/19 will no longer apply. Instead, borrowing for housing purposes will be restricted to the 'gap' between the current Capital Financing Requirement and the government imposed borrowing ceiling. The size of this housing 'gap' is circa £9.8m in 2014/15 and will only be used to fund invest to save schemes such as energy efficiency projects, or new build in the longer term.

For the General Fund, unsupported prudential borrowing will be tightly controlled due to the financial impact it will have on a revenue budget that already operates to very tight margins. The planning assumption for the five-year programme is that the Council may use borrowing for 'long life' assets, or as a replacement for leasing, or for an 'invest to save' scheme. This must, however, be proven to be affordable within the revenue budget.

**Capital Receipts** - The Council also generates its own capital resources through the sale of surplus land and buildings and these resources can be used by the Council to invest in new capital projects. However, the Council is not asset rich and the ability to realise significant capital receipts is limited. Moreover, the current economic climate will restrict the capital value of any sale. Decisions to dispose of assets at less than full value should therefore be tested against the opportunity cost of the capital spending given up as a consequence.

The Council received General Fund capital receipts of £676,000 in 2012/13 (estimated at £873,000 in 2013/14), and Housing capital receipts of £1,084,000 in 2012/13 (estimated at £2,222,000 in 2013/14).

It should be made clear that net housing capital receipts are available to fund both Housing and General Fund capital schemes. In the past, it has been Council policy to ringfence Housing capital receipts for council housing and private sector housing purposes only. However, due to the sums involved with regard to Disabled Facilities Grants (DFG's), these have been funded from General Fund capital receipts in recent years. This practice dates back to the time when council housing was not selling, and the General Fund had a large capital receipt from the sale of the Turner Road site.

The situation has now changed due to the following:

- The introduction of HRA self-financing which will provide opportunities for significant sums of capital investment into housing over the next few years;
- General Fund, on the other hand, has relatively few resources available;
- The Property Asset Management Plan identifies a number of potential land and property sites for disposal, including garage sites, but these are primarily owned by the HRA.

# CAPITAL INVESTMENT STRATEGY

It has therefore been necessary to revert back to the original policy, which is to fund private sector Disabled Facilities Grants from available HRA receipts. It is also important to clarify the categories of capital receipts as follows:

- General Fund – 100% receipts from sales of land and property that are owned by the General Fund;
- HRA receipts to be used to fund DFGs – Regulations dictate that 50% of housing capital receipts (excluding council house sales) are available for general use, and the other 50% is specifically for housing debt repayment or investment in council housing itself. This category is the former, and represents 50% of sales of housing land and property (e.g. garage sites but excluding council house sales) that will be used to fund Disabled Facilities Grants;
- HRA to be used to fund Housing – This is the other 50% that must be spent on housing capital expenditure or debt repayment. It also includes the 25% of capital receipts from council housing sales (the other 75% is paid over to the government);
- Retained Right to Buys – This originated from the introduction of the housing self-financing regulations, which set out the government's assumptions on the number of council house sales that would be made each financial year – for Bassetlaw this equates to 17 Right-to-Buy sales in 2014/15. For any sales in excess of the 17 properties, the Council is allowed to keep 100% but only if it invests in new housing within a three year period at a match funding rate of 30%.

The Property Asset Management Plan includes a capital receipts target, although this is not built into any funding projections. The associated loss of any rental income from such sales is built into the General Fund budget.

**Revenue Funding** - The Council can also use revenue resources to fund capital projects, although pressures on the revenue budgets limit the ability to fund schemes from this source.

**Other Sources of Capital Financing** - The Council will continue to explore the potential for developing partnerships and private sector involvement. It also has the opportunity to use leasing as a means of funding capital expenditure on vehicles and other equipment. In all cases the resulting revenue costs of these sources of funding are tested for relative Value for Money alongside debt financing.

The Council recognises that certain services have greater potential for attracting capital finance from external sources. The Council aims to ensure that it maximises the opportunities to attract partnership or third party funding where appropriate and will focus the use of its own scarce capital resources to provide public assets where these alternative funding sources are not available.

The table below shows the estimated use of these resources over the five-year period, as presented within the separate General Fund and Housing Capital Programme reports.

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
<b>GENERAL FUND</b>					
Grants & Contributions	1,201	2,065	0	0	0
Capital Receipts	3,117	795	0	0	0
Leasing/Unsupported Borrowing	932	561	248	1,100	0
	5,250	3,421	248	1,100	0
<b>HOUSING</b>					
Major Repairs Reserve	6,939	8,084	6,644	9,469	10,865
Unsupported Borrowing	1,000	0	0	0	0
Capital Receipts	1,820	1,185	235	235	235
	9,759	9,269	6,879	9,704	11,100
<b>TOTAL:</b>	15,009	12,690	7,127	10,804	11,100

# CAPITAL INVESTMENT STRATEGY

## 6. CAPITAL INVESTMENT PRIORITISATION

Demand for capital resources to meet investment needs and aspirations will exceed the resources available to the Council.

To ensure that capital resources are allocated to the Council's priorities, an objective, structured prioritisation process has been adopted for determining the Capital Programme.

In moving to a longer-term view of priorities, the first step in this process is to identify the potential calls on capital. An early filtering out of aspirations, which do not sufficiently meet Council priorities to warrant incurring costs of feasibility and option appraisal studies, seeks to obviate potentially abortive costs.

From this refined review the process is based on the completion of a Capital Service Bid for each project to be considered for inclusion in the Capital Programme. Each Capital Service Bid is then scored against the established methodology. The Regeneration & Property Group scrutinises and moderates the scores, and recommends options for a prioritised Capital Programme for the forthcoming period. These are presented to Cabinet, which makes the final recommendations to full Council.

Once full Council has approved the schemes that comprise the Capital Programme, the project managers develop detailed project plans for each scheme. The project plan forms the basis for monitoring delivery of the critical physical milestones. Each project plan includes:

- The projects objectives and performance indicators (inputs, outputs, and outcome based);
- Key milestone dates for project delivery;
- Responsible officers for delivery of each milestone;
- Resource requirements including full financial breakdown;
- Risk analysis;
- Post project review on the completion of each scheme.

The process specifically addresses the key requirements of the Prudential Code, i.e.:

- Affordability, prudence and sustainability - the integration of the capital and revenue planning processes ensures that coherent decision-making takes place on the level of borrowing that is prudent, affordable and sustainable;
- the Council's service objectives – the specific relationships to the achievement of the objectives expressed in the Corporate Plan supplemented by reference to relevant strategic, service and/or statutory plans;
- the Value for Money offered by the plans – as demonstrated by an options appraisal;
- the stewardship of the Council's assets – explicit regard to the Council's Property Asset Management Plan;
- the practicalities of the capital expenditure plan – i.e. projects are realistically phased and are capable of being delivered in physical terms.

## 7. MANAGING THE CAPITAL PROGRAMME

A key role in the monitoring of the capital programme is undertaken by the Regeneration & Property Group, which meets on a monthly basis. This Group is attended by responsible officers

# CAPITAL INVESTMENT STRATEGY

and is chaired by the Head of Finance & Property. It is a supportive environment in which problem areas are identified and corrective actions agreed and implemented at an early stage to avoid slippage. Each scheme has a nominated project manager who is responsible for the successful completion of the scheme both to time and on budget.

The Council maintains comprehensive and robust procedures for managing and monitoring its Capital Programme. Ongoing monitoring arrangements for the delivery of the approved programme consist of:

- Project Managers are identified for each scheme who are responsible for monitoring progress, spend and income and producing action plans to respond to variations in pace or cost of delivery;
- The Head of Finance & Property co-ordinates high level monthly reporting and detailed quarterly reporting to the Management Team, Audit & Risk Scrutiny Committee, and Cabinet;
- The Regeneration & Property Group considers a monthly monitoring statement at each meeting, where project officers report on performance outputs on each of the major capital projects in progress. Variations and unexpected items are discussed and appropriate action taken.
- Heads of Service are responsible for ensuring that Project Manager monitoring reports are quality assured and challenged, and that corporate implications arising from capital monitoring are brought to the attention of the Management Team and Cabinet.
- Standing items on the Regeneration & Property Group agenda are an update on the progress with any key regeneration sites (including those where the Council does not have any financial input), and the progress made with the disposal of surplus land and buildings.

## 8. PROCUREMENT

The Council has adopted a Corporate Procurement Policy and Strategy that sets the framework by which the Council will ensure that procurement across the Council delivers excellent value for money. This includes the procurement of assets. The Strategy provides direction, structure and information in respect of the Council's approach to procurement and answers the procurement challenges faced by the Council.

The following principles form the basis of all procurement activity in order to achieve value for money in capital projects:

- *Strategic procurement will support improved service delivery through the freeing up of resources and improving the quality of goods, services and works;*
- *Strategic procurement will ensure that the Council obtains value for money in the acquisition and management of its resources, balancing both quality and cost;*
- *The Council will undertake all procurement activity within a corporate framework to enable all officers to obtain goods, services and works to the required quality in the most efficient manner;*
- *All procurement activity will be sustainable, supporting and promoting Council policies and priorities, including equal rights, sustainability, social cohesion and economic regeneration;*

# CAPITAL INVESTMENT STRATEGY

- *The Council will ensure that procurement activity is undertaken in the most effective and appropriate manner.*
- *All procurement activity will be assessed on a whole-life costing and benefits basis with due regard to risk.*
- *Procurement activity will be transparent (and fully compliant with the Freedom of Information Act), fair and consistent, and be undertaken to the highest standards of probity and accountability. Procurement decisions must be evidence based.*

Delivery of the Capital Programme is a key element of the Council's Corporate Procurement Policy and Strategy by ensuring adequate project management and support are in place at all stages prior to contract award and including the subsequent management of contracts.

## 9. CAPITAL RECEIPTS

All capital receipts arising from the sale of land and buildings will feed directly into the corporate capital pot for reinvestment. Generally capital receipts will be treated as a corporate resource.

The Council will ring-fence capital receipts to specific schemes where there is a legal requirement to do so i.e. whether it arises from the terms under which the asset was acquired, or from a statutory requirement. An example of the latter would be the sale of an allotment site following Secretary of State approval.

Exceptionally the Council may ringfence receipts where there is a close link between the receipt and reinvestment, for example when using the Strategic Intervention Fund.

## 10. CONCLUSION

The Capital Investment Strategy is a 'live' document which enables the Council to make rational capital investment decisions in order to achieve its corporate priorities and objectives. As a consequence, it provides a framework for determining the relative importance of individual capital projects.

If the Council is to achieve its ambitions, it is recognised that a commitment to partnership working with both the private sector and other public sector agencies will play a significant part of the Council's overall approach.

The adoption of a five-year capital planning framework is a significant means of improving programming for major projects and ensuring the longer term sustainability of the borrowing requirement.

The Council aims to ensure that it will maximise the opportunities to attract partnership or third party funding, and will focus the use of its own scarce capital resources to provide public assets where these alternative funding sources are not available.

New and innovative ways of generating increased capital finance will continue to be explored, as well as adopting a rigorous approach to the identification and disposal of surplus assets.

The Council will maintain comprehensive and robust procedures for managing and monitoring its Capital Programme.

Any policy or strategy proposed to Council that requires capital investment must be consistent with the Capital Investment Strategy. The strategy will be revisited annually, to ensure that it is kept up-to-date and is relevant and effective.



# CAPITAL INVESTMENT STRATEGY

## APPENDIX 1

### CAPITAL PRIORITISATION PROCESS

#### INTRODUCTION AND BACKGROUND

Good practice dictates that the framework for allocating capital resources to capital projects is clear and understandable to all. It is therefore imperative that the Capital Investment Strategy details the process by which projects are selected in relation to objectives and service plans. This will demonstrate a level of objectivity in the selection of projects, especially in the context of a strategic planning process.

#### FRAMEWORK OF THE PRIORITISATION PROCESS

The process is numerically based, and allocates points to projects dependent upon the categories into which they fall. The aim is to demonstrate how the Council selects projects that will achieve its overall objectives and is not biased towards particular service interests.

The process is in two parts. In Stage 1, projects are placed into **one** of 8 categories, attracting the appropriate points. In Stage 2, additional points may be acquired if projects satisfy one or more criteria. Equally, points can be deducted if, for example, the project results in increased revenue costs. The aggregate of these two stages will result in a list of projects in priority order.

Projects above £500,000 will be considered separately. This is because above £500,000 a project will consume such a large proportion of the likely resources available as to make the process ineffective for the remaining bids, and it is recommended that bids of this order should be prioritised and considered separately. Projects of this scale make comparison in the context of a prioritisation process very difficult. In a case where a project of such size is put forward, it could be decided that all cash available for the year should be allocated to this one project, or, if the project is high value and spans a number of years, the annual allocation could be top-sliced prior to allocating the remaining funds identified through the normal prioritisation process.

A lower limit of £10,000 has been set because this is considered small enough to be met from revenue budgets.

#### HOW THE PROCESS OPERATES

It is intended that this process should be undertaken first by the Property & Regeneration Group to determine a long list based on Stage 1 of the prioritisation process. This will be considered by the Management Team resulting in a shortened list being produced. Service Managers will then be invited to complete a more detailed capital bid which will be fully scored against categories A to M to determine a final score, and enable prioritisation to be achieved.

# CAPITAL INVESTMENT STRATEGY

## STAGE 1: INITIAL PRIORITISATION

Categories A and B carry the maximum of 12 points reflecting the importance of carrying out the project either because the Council is under an obligation which it cannot avoid, or because it is necessary to maintain the existing asset base and hence the current level of service. Category C, (10 points), reflects the need for the Council to respond to Government expectations which, whilst they may not be statutory, might invite criticism if not undertaken. Category D, (10 points), reflects the position where capital investment today will make ongoing savings in the future i.e. invest to save schemes. Category E, (8 points), responds to the commitments arising from any S106 agreements, but carries a lower value because the Council has the option of not undertaking the project, with the only retribution being the return of the original sum to the contributor. Category F, (8 points), relates to the occasions where there is significant funding available from a partner indicating a heavy commitment on the Council to proceed. Categories G, (6 points), and H, (4 points), relate to those projects which the Council may wish to undertake but for which there is neither an overriding requirement, nor a need to replace the asset to maintain the service. Category G attracts more points because if there is an existing strategy for the service, there is more confidence that the project will fulfil its long-term aims, which have been previously approved by the Council. Category H indicates a shorter-term view. **Projects that do not fall within any of these categories would not be considered for inclusion in the Capital Programme.**

CATEGORY	CRITERIA	POINTS
A	There is a mandatory legal requirement to provide the service or asset that enables the service to be provided and that obligation cannot be met in any other way.	12
B	There is a demonstrable priority need to replace the asset/service on an essentially like for like basis, (save for improvements in technology), as the existing asset is at the end of its useful life.	12
C	There is an expectation by the Government that the Council should undertake a particular course, although it may not be currently statutory, and there is a likelihood of some form of sanction being applied against the Council if that expectation is not met.	10
D	Project is based on the principle that investment in a service will result in savings in the future.	10
E	Funding is required to supplement a S106 agreement and that funding must be met during the year in question.	8
F	Matched funding is available of at least 50% of the project cost.	8
G	Project meets objective(s) in one of the Council's approved strategy statements, (other than the Capital Strategy).	6
H	Project meets service plan objective(s), or has been previously agreed by Members to be put forward as a bid.	4

# CAPITAL INVESTMENT STRATEGY

## STAGE 2: CRITERIA FOR ADDING/DEDUCTING ADDITIONAL POINTS

Stage 2 modifies the initial categorisation by taking account of particular attributes of projects. Category I recognises the importance of a project in achieving Council objectives – the more objectives it contributes towards, the more points. Category J reflects the advantage of additional investment rather than pure replacement on a like for like basis. Category K recognises that some projects have an added importance as a result of health and safety requirements. Category L adds or deducts a weighting if the project has a positive or negative effect on future revenue budgets, and is an incentive for projects to achieve revenue savings or additional income. Finally, category M reflects the need for the Council to build partnerships and demonstrate its commitment to working jointly with the wider community.

CATEGORY	CRITERIA		POINTS
<b>I</b>	<b>Council Priorities</b>		
<b>AMBITION</b>	Additional points for projects adding value to the Council's Priorities, (add 1 point for each)		
<b>Economic Regeneration of our District</b>	1.1	Create an environment which attracts new businesses and supports business growth	
	1.2	Ensure Bassetlaw secures a high quality retail and leisure offer	
	1.3	Work with partners to develop skills and promote employment prospects	
<b>Quality Housing and the Local Environment</b>	2.1	Create pride in our neighbourhoods which are clean, safe and accessible	
	2.2	Ensure the right quality and mix of housing is available to meet demand	
	2.3	Promote energy efficiency and tackle fuel poverty	
<b>Involved Communities and Locality Working</b>	3.1	Tackle inequality	
	3.2	Increase participation in sports and leisure	
	3.3	Engage with people who live and work in the District	
	3.4	Work in partnership in support of local services	
<b>A Well Run Council</b>	4.1	Provide opportunities for participation in decision making	
	4.2	Review the Council's landholdings to determine a disposal process and reinvestment plan	
	4.3	Deliver well run customer focussed services and facilities	

# CAPITAL INVESTMENT STRATEGY

J	<b>Improvement/Betterment</b>		
	Improvement beyond the essential requirement to deliver an existing service, (i.e. to a standard beyond that necessary to replace an existing asset which is no longer useable), where there is a proven need and a demonstrable benefit in doing so. (Add 2 points).		
K	<b>Health &amp; Safety (Non-Statutory)</b>		
	Relating to Council property, the project is considered necessary for the health and safety of the Council's employees or the general public, and has been identified as such. (Add 2 points).		
L	<b>Revenue Implications</b>		
	i	Projects result in a reduction in the revenue budget from the date of completion, (after any repayment to reserves). (Add 1 point per estimated £10,000).	
	ii	Projects result in increased net revenue costs. (Deduct 1 point per estimated £10,000).	( )
M	<b>Partnership</b>		
	Projects that enhance the relationship with the Council's partners and in doing so achieve the Council's Priorities. (Add 2 points).		

**BASSETLAW DISTRICT COUNCIL**

**CABINET**

**13<sup>th</sup> FEBRUARY 2014**

**REPORT OF THE CHIEF EXECUTIVE**

**PROPERTY ASSET MANAGEMENT PLAN 2014/15 TO 2018/19**

Cabinet Member: Finance  
Contact: Mike Hill  
Ext: 3174

**1. Public Interest Test**

- 1.1 The author of this report, Mike Hill, has determined that the report is not confidential.

**2. Purpose of the Report**

- 2.1 The Property Asset Management Plan is a five year document that was approved by Cabinet in February 2013 for the period 2013/14 to 2017/18. This report provides an update to the document and seeks Cabinet approval to amend the published Property Asset Management Plan 2013/14 to 2017/18.

**3. Background and Discussion**

- 3.1 In order to ensure that the Council is managing its assets more effectively, an up to date Asset Management Plan is essential.
- 3.2 This Asset Management Plan sets out how the Council's Property Portfolio will contribute to the Council's main aims/key priorities identified in the Corporate Plan.
- 3.3 Upon review, the five year Property Asset Management Plan still remains applicable for the period 2014/15 to 2018/19, with only three updates being required. These are attached as appendices A, B and C as follows:
- Appendix A – updated forecast of capital receipts income;
  - Appendix B – updated asset disposal list for 2013/14 and 2014/15;
  - Appendix C – updated section on Sustainability.
- 3.4 Cabinet approval is therefore sought to update the published Property Asset Management Plan 2013/14 to 2017/18 for the amendments outlined in para. 3.3.

**4. Implications**

- a) For Service Users

By adopting the Property Asset Management Plan the service delivery to customers of the authority will be enhanced.

b) Strategic and Policy

The Property Asset Management Plan is a five year plan which is reviewed annually.

c) Financial – Ref: 14/415

At this point in time, there are no immediate financial implications arising from this report. However, over the next financial year, it is envisaged that assets may be acquired and disposed of, whereby further reports will be brought to Cabinet for approval with the full financial implications outlined.

d) Legal – Ref: 23/02/14

The legal implications are as contained within the report.

e) Human Resources

None contained in this report.

f) Community Safety, Equalities, Environmental

This is outlined in the Property Asset Management Plan. The Council's non-operational assets are occupied by a variety of organisations on a contractual basis. The Council seeks to eliminate access discrimination through its access to services (DDA) capital programme.

g) This is key decision number 407.

**5. Options, Risks and Reasons for Recommendations**

- 5.1 The Asset Management Plan is a key document that sets out how the Council effectively manages its assets to support the efficient delivery of its priorities and objectives. This document still remains applicable for 2014/15 and only minor updates are recommended. The other option would be to re-write the entire document and move it forward one year.

**6. Recommendations**

- 6.1 That the Cabinet approves the incorporation of the updated sections of the Plan to become the Asset Management Plan 2014/15 to 2018/19, and to recommend this report to full Council on 6<sup>th</sup> March 2014.

**Background Papers**  
Asset Management Plan

**Location**  
Estates Unit

**CAPITAL RECEIPTS INCOME****Key Objectives:**

To achieve the General Fund Capital Receipts Target / Allowable income loss as outlined below:-

	<b>2014/15 £</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18</b>	<b>2018/19</b>
<b>Capital Receipts Target</b>	3,050,000	1,750,000	400,000	*	*
<b>Loss of Rental Revenue Stream</b>	0	0	0	*	*

\* Note: At this time it is not possible to establish properties that will be in the disposals programme for 2017/18 and 2018/19.

To generate Housing Revenue Account capital receipts as outlined below:-

	<b>2014/15 £</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18</b>	<b>2018/19</b>
<b>Property Disposals – Right to Buy</b>	400,000	400,000	400,000	400,000	400,000

Assumes: 25 properties at an average price of £64k = £1.6m  
 75% payable to central government  
 With 25% retained by BDC, i.e. £400k

## APPENDIX B

### DISPOSAL LISTS FOR 2013/14 AND 2014/15

#### Disposals for 2013/14:

Land at West Hill Road, Ordsall, Retford	8.0 acres	Residential	Sold subject to contract	Cabinet approval obtained. Sale complete.
Land at Keats Crescent, Kilton, Worksop	2.81 acres	Residential	Sold subject to contract	Cabinet approval obtained. Terms agreed and will complete in current financial year.
Land at Scrooby Road, Harworth	1.8 acres	Commercial	Phase 1 sold Phase 2 sold subject to contract	Cabinet approval obtained. Sale complete.

#### Provisional Disposal List for 2014/15:

Site at Bridge Street / Newgate Street, Worksop	0.19 acres	New build A3 use	Available	Cabinet approval obtained
Land & building adjacent West Retford Hall, Retford	Site area to be confirmed	Residential conversion and new build	Development brief under preparation	Cabinet approval required for disposal
Turner Road, Worksop	5 acres	Residential new build proposed	Available	Cabinet approval obtained
Disposal of surplus garage sites	Various locations	Residential	Ongoing disposal programme	Disposals mostly within delegated powers of disposal
Land off Lincoln Street, Manton, Worksop	5 acre site	Residential	Further site investigations required	Cabinet approval required
Land off Kingston Road, Worksop	Site owners with County Council	Residential	Joint disposal with the County Council	Cabinet approval required



### SUSTAINABILITY

The Bassetlaw District Council Sustainability Strategy 2013-14 provides a framework for good practice that is applicable to every asset, its use, capacity and life cycle. Every decision made in regard to these assets must consider the sustainability impact, be it carbon emissions, economic, or the natural environment. In practical terms it is the adoption of a triple bottom line approach to the whole of life management of resources, balancing the environmental, economic and social aspects of providing a service through managing resources to get the paramount long term outcome.

The Strategy gives a clear warning: we must all become more aware, more knowledgeable and more active in implementing this Strategy. The future of the Council's assets is dependent upon the decisions made today.

Together with the Carbon Management Plan and the adaptation and mitigation to climate change issues, the Sustainability Strategy addresses the need for a structured approach towards sustainability. It summaries the Council's work to influence social, economic, environmental and resource management issues, describes programs already in place, and sets targets and future actions to be undertaken to embed sustainability into corporate activities and it's building portfolio. It adheres to the Government target of 34% reduction in emissions by 2020 and to move to a low carbon economy. Bassetlaw is achieving continuous improvement within its buildings, proven by the improvement of the Energy Certifications, by having a good game plan which incorporates:

- Vision
- Practicality
- Achievability
- Early wins
- Long term goals

The Strategy builds upon the work already identified in the Carbon Management Plan and the Climate Change Strategy and complements and informs other Council strategies.

When considering its assets and the sustainability of them, the following questions are asked:

- What do we have?
- What condition is it in?
- What is it worth?
- What do we want to do?
- What needs to be done?
- Is it a priority?
- How much will it cost and what is the payback?

Co-departmental working between Estates, Property Management and Sustainability provides the most cost effective, practical and sustainable solutions when considering the Council's assets.

In the coming year, the focus for asset management will be on:

- Water consumption reduction on all sites. Working with Severn Trent to look at billing. Identifying areas where soakaways can be used. Habitat use for land prone to flooding. Engineering and behavioural solutions to minimise use.
- Energy Management. Installation of SMART metering in the larger administrative buildings will help to manage and identify unnecessary usage. By working with British Gas the smaller sites will also be fitted with metering equipment that will eliminate estimated billing and give a better picture of consumption, giving asset management better data when considering improvements.
- Adaptation and mitigation to climate change. Having experienced flooding within the Bassetlaw area again this year, flood mitigation works are continuing to improve areas under threat and to make sure that the assets remain fit for purpose.
- Renewables. The Sustainability Officer is currently working with a number of outside organisations to improve their use of renewables and increase the sustainability side of the buildings. This will be incorporated into the Council's larger sites subject to survey.

### **The Future**

Aside from the practicalities to asset management and the need for a sustainable approach, the asset should also demonstrate and reflect the quality of service provided by the Council or in some case the 'rentability' of an asset. By making every effort toward efficiency and adaptation an asset can be more desirable and more financially viable from a business point of view, therefore providing an economic improvement for the Council and a source to fund further sustainable enhancements to its assets.

**BASSETLAW DISTRICT COUNCIL**

**CABINET**

**13<sup>TH</sup> FEBRUARY 2014**

**REPORT OF HEAD OF FINANCE & PROPERTY**

**ROBUSTNESS OF ESTIMATES AND ADEQUACY OF RESERVES – 2014/15**

Cabinet Member: Finance  
Contact: Mike Hill  
Ext: 3174

**1. Public Interest Test**

The author of the report, Mike Hill, has determined that the report is not confidential.

**2. Purpose of the Report**

- 2.1 Sections 25 and 26 of the Local Government Act 2003 place a personal duty on the Chief Finance Officer to make a report to Council when considering its budget and Council Tax. The report must deal with the robustness of the estimates and the adequacy of reserves.
- 2.2 The Act requires Members to “have due regard to the report in making their decisions”. Where this advice is not accepted, it should be formally recorded within the minutes of the Council Meeting.

**3. Background and Discussion**

**Financial Controls**

- 3.1 There are safeguards to ensure that local authorities do not over-commit themselves financially. These include:
  - (a) The Chief Finance Officer's powers under section 114 of the Local Government Act 1988, which require a report to Council if there is, or likely to be, unlawful expenditure or an un-balanced budget;
  - (b) The Local Government Finance Act 1992 (amended by the Localism Act 2011), which requires the Council to calculate its 'council tax requirement' for each financial year, including the revenue costs which flow from capital financing decisions. The Act also requires the Council to budget to meet its expenditure after taking into account other sources of income.
  - (c) The Prudential Code, introduced under the Local Government Act 2003, which applies to capital financing and treasury management decisions.

3.2 There are also a number of Policies and Control Procedures that the Council operates to ensure good financial probity:

- The Council operates a comprehensive and effective range of financial management policies. These are contained within the Financial Procedure Rules, which are part of the Council's Constitution.
- The Council conducts an annual review of the effectiveness of the system of internal audit and reports on this in the Annual Governance Statement.
- The Council has implemented effective risk management policies, identifying corporate, operational and budget risks and mitigating strategies. Capital projects are subject to a comprehensive scoring and prioritisation process, and monitored on a monthly basis by the Regeneration & Property Group.
- The internal and external audit functions play a key role in ensuring that the Council's financial controls and governance arrangements are operating satisfactorily.
- The review processes of Cabinet, Overview & Scrutiny, and the Audit & Risk Scrutiny Committees support this role.

### **Robustness of Estimates**

3.3 Under Section 25 of the Local Government Act 2003 the Section 151 Officer is required to provide a commentary assessing the robustness of the estimates when Cabinet and Council are considering the budget proposals. The key strategic risks in considering the 2014/15 revenue budget proposals and Capital Programme in the context of the Medium Term Financial Plan are:

### **General Fund Revenue Expenditure**

- The Chancellor announced in his Autumn Statement in November 2012 that *"the current two-year pay freeze for public sector workers is due to come to an end for most from 2013"* but he said Britain *"cannot afford the 2% rise assumed by some government departments"*. Instead, he said, *"public sector pay awards would be set at an average of 1% for the two years after the pay freeze ends"*. The Autumn Statement 2013 states that *"From 2014, the government will pilot a "pay bill control" in a small number of government organisations. Pay bill control will involve setting a financial control to keep the organisation's pay bill within a pre-determined budget agreed with the Treasury. This new control will replace the 1% cap on pay awards for the organisations involved in the pilot."* This does present a new level of uncertainty for the budgets, but a 1% increase has been built in for 2014/15.
- The Nottinghamshire County Council Pension Fund has been subject to its triennial review over the winter, with the new rates coming into force from 1<sup>st</sup> April 2014. The review has indicated that the percentage of payroll should be 13.5% for active employees and 14.5% for the backfunding element attributed to former employees. Given that a 28% rate would be an increase of 5.9% on the 22.1% charged for 2013/14, the increase has been capped at a 1%

increase each year with 2014/15 being charged 23.1%, 2015/16 being charged 24.1% and so on.

- Bassetlaw became a Living Wage employer during 2013/14, and the additional costs arising from its introduction have been built into the salary estimates.
- Job evaluation discussions are still subject to agreement with the trade unions, for which a dedicated Job Evaluation Reserve exists to meet residual costs.
- No inflationary increases have been applied to general budgets, however any contracts that are linked to CPI or RPI have received an inflationary increase of 2.7% and 3.0% respectively.
- Through effective treasury management the Council is currently under-borrowed by £8m, which means that the budget for long term borrowing interest can be reduced. For cashflow purposes, it has been assumed that a proportion of this will be borrowed using temporary funding, which is predominantly at lower interest rates, so savings can accrue during 2014/15. For prudence in the estimates, it has been assumed that no under-borrowing will exist for 2015/16 onwards.
- BPL continues to provide a well-respected leisure service, and the most recent financial information suggests that the Leisure Trust continues to be financially viable, with no increased threat of default on the contract and subsequent management fee.
- Once again the Council has been proactive in anticipating budget reductions and putting measures in place to meet the established savings target. In preparation for 2014/15, a savings target of £0.92m was established. This has been achieved in year through a combination of :
  - Voluntary redundancies and early retirements
  - Deletion of vacant posts
  - Senior management review
  - Reductions in long term borrowing interest costs
  - Council tax increases
  - Additional new home bonus
- Further service reviews will be ongoing throughout the early part of the financial year which should release further ongoing savings.

#### General Fund Revenue Income

- There is now a greater certainty on the Icelandic Bank investments made in 2008. For the two UK registered banks, Heritable bank and Kaupthing Singer & Friedlander bank have now made payments to the Council of £1.909m (94%) and £0.849m (81.5%) respectively, (including a share of interest), against the initial £3.0m investment. For the two Icelandic bank investments, Glitner bank and Landsbanki bank have now made payments to the Council of £1.668m (80%) and £1.654m (52.2%) respectively, (including a share of interest), against the initial £5.0m investment.

- Investment income interest rate assumptions have been set at 0.5%, which is prudent given current market forecasts.
- Cabinet has already approved the Fees and Charges in December 2013, and this followed a detailed examination of existing and new potential charges by a Member/officer working group during October 2012. They have been set in accordance with the Corporate Charging Policy, and realistic estimates have been included within the budget based on estimated usage of each service. It should be noted that some of the income estimates have been further reduced this year to counteract the implication of lower consumer disposable income and alternative suppliers for some services e.g. trade waste.
- The number of ringfenced grants reduces year on year as they are rolled into the revenue support grant mechanism. However, the housing benefit administration grant remains outside of these changes for 2014/15, but it is facing a reduction of 12% over that received in 2013/14. The budget assumes that this will be reduced by 10% each year thereafter.
- A1 Housing continues to review its Service Level Agreements with the Council. A number of minor amendments have been made within the budget and no further changes are expected during 2014/15.

#### General Fund Financing

- The Extraordinary Cabinet meeting in January 2014 approved a taxbase of 31,893.84 band D properties, which is an increase of 484.29 properties. The Council Tax has remained static since 2010/11, but the budget report proposes an increase of 1.5% for 2014/15 due to the stark realities of cuts to central government funding.
- The ministerial statement in December 2013 identified a headline reduction in revenue support grant of 23.13% for Bassetlaw, and a retention of £18.6m of business rates collected for 2014/15. In reality this latter figure will not be achievable because the expectation that a 3% growth in business rates is not realistic, plus there is a significant number of appeals outstanding that if successful will reduce the revenues received even further. For these reasons, the business rates estimate for 2014/15 has been set at the 92.5% safety net threshold.

#### General Fund Provisions and Reserves

- As part of the 2012/13 closedown process, the Council holds an Insurance provision against general fund losses of £0.146m. This figure is based upon 100% of the cumulative cost of the loss adjusters estimated value of each individual claim. This provision is re-assessed each year during the closure of accounts process.
- The Council has also set aside a provision of £0.112m in expectation of claims in respect of land charges and the Environmental Information Regulations.
- As a further measure against financial risk, the Council operates a strategic Corporate Contingency Fund in which £0.15m is allocated for the 2014/15

budgets. This is deemed to be sufficient to cover exceptional budget variances or emergencies that might occur in the year.

- A provision of £0.04m has been made to compensate against any fluctuations in utility costs.
- The continuing credit crisis has added uncertainty about the current economic environment, and this has exacerbated the future effects on the Council in terms of debt collection rates and increased housing benefit levels. In the interests of prudence, the Council has increased its bad debt provision by a further £0.1m within the budget.
- In January 2010 the Council received a Capitalisation approval from the Secretary of State for £2.66m in respect of the 'perceived' loss from the £8m Icelandic bank investments. As the anticipated dividend returns have increased, the amount required to be set aside has reduced, resulting in a Treasury Management Impairment Reserve of £1.95m being held in the Council's balance sheet at 31<sup>st</sup> March 2013. For prudence this Reserve will remain in the balance sheet until such time as the final settlements have been recovered and received, or the position becomes clearer as dividends are repaid to the Council. However, £0.133m is released back to revenue each year to reflect the Minimum Revenue Provision that the council must pay on £2.66m over a 20 year period.
- The Risk Management Group has identified "*a significant one-off challenge to a decision or new compensation trend emerges*" as a corporate risk, and in response a budget has been allocated for £0.13m in the 2014/15 budgets. All claims with a financial value that is above officers' delegated powers will be reported to Cabinet as they emerge in year, if any should arise.

#### Housing Revenue

- 2014/15 will be the third year of HRA Self-financing following all of the changes (including a transfer of an additional £26.9m of long term debt) that were implemented in April 2012. The comprehensive business plan was updated towards the end of 2013, and this has proved that the HRA and its associated capital programme are both viable and affordable over the 30 year term. A critical assumption within the business plan is that the Council follows the government's prescribed rent setting policy, and this was agreed by Cabinet on 3<sup>rd</sup> December 2013.
- Under self-financing, all of the treasury management decisions are now made specifically for Housing as the loans pool is split into two i.e. one for General Fund and one for the Housing Revenue Account. The Treasury costs are one of the largest budgets within the Housing Revenue Account, and as a result of the changes, these are relatively fixed giving added stability to the decision-making process.

#### Capital Programme and Funding

- Funding for General Fund capital schemes, particularly in later years, remains subject to generating capital receipts and being successful in bidding for grants. In the absence of that funding some schemes will likely not be affordable. However, some amounts of Prudential Borrowing will be used for

'long life' assets as a substitute for capital receipts. This additional pressure on the Minimum Revenue Provision (MRP) has been built into the revenue budgets.

- The effects of major flooding within the district became a reality in 2007 and may happen again. Since that time measures have been instigated in response to the Pitt Review, and a number of key projects have been completed with regard to flood alleviation schemes. The Council takes a proactive approach to flood mitigation, and further resources are being committed as part of the Capital Programme for 2014/15 and future years.
- The Asset Management Plan and General Fund Capital Programme budget reports provide an indication of the levels of capital receipts anticipated during the five-year period. These sums provide the upper limit of the capital programme, and further schemes are not approved until any future capital receipts have been received and banked. This approach is seen as best practice and has been applied in Bassetlaw for many years.
- The Capital Programme is set out in a separate report. In summary, the costs of borrowing used to fund the Capital Programme is accounted for in the 2014/15 revenue budget.

#### Statement of Accounts

- The Council has sound Financial Management arrangements in place as evidenced by the positive *Report to those charged with governance (ISA260) 2012/13* received from KPMG as the new external auditors.

#### Adequacy of Reserves

- 3.4 The Local Government Finance Act 2003 requires authorities to have regard to the level of reserves when calculating their budget requirements. Professional guidance is set out to assist in this deliberation (*guidance note on Local Authority Reserves and Balances – LAAP Bulletin 77 – November 2008*).
- 3.5 Earmarked Reserves are intended to be used for specific purposes over a period of time of more than a single financial year. These earmarked reserves either protect the Council against specific financial risks, or they are used as a means of funding specific revenue projects. The main reserves held by the Council are the Job Evaluation Reserve, the Treasury Management Impairment Reserve, and the Developers Revenue Contributions Unapplied Reserve.
- 3.6 The General Reserve is a corporate contingency to be deployed by either Cabinet or Council for any purpose within the legal powers of the Council. Examples of the purposes for which it might be used include: dealing with unforeseen in-year budget pressures, financing once-only items of expenditure, or creating a strategic earmarked reserve.
- 3.7 In consideration of this guidance, the Council is maintaining its Minimum Working Balance of £1.0m for the General Fund, and £1.3m for the Housing Revenue Account. In the event of these Minimum Working Balances being compromised, Cabinet and Council, as advised by the Chief Finance Officer, must agree a plan to restore the balance in the following financial year.



- 3.8 The resulting levels of General Reserves and Balances from the proposed 2014/15 budget (i.e. at 31<sup>st</sup> March 2015) are summarised below. Further details are available in the budget report elsewhere on this agenda.

	<b>31<sup>st</sup> March 2015 £'000</b>
<b>General Fund Revenue</b>	
Minimum Working Balance	1,000
General Reserve	49
Treasury Management Impairment Reserve	1,690
Job Evaluation Reserve	735
Developers Revenue Contributions Unapplied	206
High Street Innovation Fund	63
Donations	34
	<b><u>3,777</u></b>
 <b>Housing Revenue</b>	
Minimum Working Balance	1,300
General Reserve	55
	<b><u>1,355</u></b>
 <b>Capital</b>	
Capital Receipts	458
Capital Reserves	0
	<b><u>458</u></b>

#### 4. **Implications**

- (a) For service users

None arising directly from this report.

- (b) Strategic & Policy

The Revenue Budget process supports the Medium Term Financial Plan in delivering the Council's objectives of being efficient and effective.

- (c) Financial - Ref: 14/872

The Head of Finance & Property, as designated the Council's Section 151 Officer, has outlined his opinion on the robustness of the estimates and adequacy of reserves.

In summary, the Head of Finance & Property is satisfied that the advice given to Members satisfies his statutory fiduciary duty as required under Section 25 of the Local Government Act 2003.

- (d) Legal – Ref: 22/02/14

The Local Government Act 2003 places duties on Local Authorities with regard to financial management. When an Authority is deciding on its annual

budget and Council Tax level it will have to take into account a report from its Chief Finance Officer on the robustness of the budget and the adequacy of the authority's reserves.

Members should be aware that also under the Local Government Act 2003, the authority is under a duty to monitor its budgets during the year and consider what action to take if deterioration is identified.

(e) Human Resources

None arising directly from this report.

(f) Community Safety, Equalities, Environmental

None arising directly from this report.

(g) This is not a key decision in its own right, but supports the suite of budget papers under key decisions 403 to 407.

## 5. **Options, Risks and Reasons for Recommendations**

### 5.1 The LAAP bulletin 77 states that:

*"Account should be taken of the key financial assumptions underpinning the budget and financial strategy alongside a consideration of the authority's financial management arrangements."*

### 5.2 The following table therefore represents the Head of Finance & Property's judgement of the residual risks of there being variances (over or underspending) from the budget, after taking account of the measures discussed in paragraph 3.3 above:

AREA OF RISK	RISK FACTOR	ACTIONS TAKEN
Revenue spending above budget	High	Rigorous budget monitoring throughout the year should ensure that variances in budgets are identified early during the year and actions put in place to address the problems wherever possible. Managers, Directors and Portfolio holders all receive monthly budget monitoring information. Budget holder refresher training to be undertaken during the year. Accountability clearly identified and spending officers are well aware of their financial responsibilities, but as budgets get smaller then the pressure and risk of overspending increases.
Achieving the savings target in future years	High	This is in response to forecasted reductions in revenue support grant. The Organisational Review process has identified a number of potential areas for restructure and efficiency savings, and these will be progressed by Directors and Heads of Service during the early part of the financial year in consultation

		with staff and Unions. The Council has yet to face the full implementation of welfare reforms, and any government changes to local authority financing post 2015/16. The Council has a good track record in responding to financial challenges, and this will require the same co-ordinated and objective approach to be taken by Members and Officers together over the coming months to identify the savings and ensure that the Minimum Working Balances are maintained.
Income achievement	Medium	Some income budgets have been further reduced to relatively low levels. Rigorous budget monitoring throughout the year. Budget accountability clearly identified. Corporate Charging Policy in place for fees and charges.
Business Rate Appeals	Medium	The position is unclear as appeals have been lodged but await assessment by the VOA. Main concern is the backdating of appeals over a number of previous financial years. This has been partly mitigated by being part of the Nottinghamshire Business Rate Pool. Budget has been set at the 92.5% safety net level.
Achieving target spending for capital programme	Medium	Regeneration & Property Working Group monitors and co-ordinates capital programme. Accountability clearly identified.
Exposure to Borrowing interest rate changes	Low	The greater proportion of long-term borrowing is in respect of Housing and this was delivered in March 2012 in preparation for the new self-financing regime. It is unlikely that substantial levels of borrowing will ensue in the coming years.
Investment interest rate changes	Low	Interest rate forecasts from Treasury advisors have been used in the calculation. Cash balances for investment have been assessed prudently, taking into account the strategy of using investments as an avoidance of borrowing. Consequently the budget is set at low levels of return.
Volatility of grant income (excluding RSG)	Low	Very few ringfenced grants now exist. The position for 2014/15 and 2015/16 is now known, but the longer term position is unclear.
Complying with grant requirements	Low	Very few grants in operation. No adverse audit commentary received.

## **6. Conclusions**

6.1 Having considered the above risks, the conclusion of the Section 151 Officer is that the Council be advised that overall:

- The estimates are sufficiently robust, and,
- The levels of reserves and balances forecasted to be held at 31<sup>st</sup> March 2015 are adequate,

to allow the Council to set the Revenue Budget, Capital Programme and Council Tax for 2014/15.

6.2 The reductions in local government finance have been announced for 2014/15 and 2015/16, but this will not be the end of it, with annual reductions expected until the government's self-imposed target of 2019/20. With this in mind, both Members and officers must deliver a programme of change and modernisation in preparedness of any detrimental impact these changes may impose upon Bassetlaw District Council in future years.

## **7. Recommendations**

7.1 That Cabinet considers this report in conjunction with the suite of other budget reports also reported on this agenda and recommends it to full Council on 6<sup>th</sup> March 2014.

**Background Papers**  
Budget working papers

**Location**  
Accountancy office