

Budget 2014-18

Item	Proposed Budget 2014/15 £000's	Proposed Budget 2015/16 £000's	Proposed Budget 2016/17 £000's	Proposed Budget 2017/18 £000's
Base Budget	147,178	146,251	139,044	137,516
People				
Education				
1.Pressures and Service Developments				
Schools Improvement Investment	150	0	-150	0
Music Support Grant	50	-50	0	0
Establish Children's Literacy Trust	250	0	-250	0
Short Breaks Provision Prior Years Adjustment	-75	0	0	0
Contracts & Commitment Inflation	8	0	0	0
Base Budget Pressure - Education Welfare Service Unachieved Income	20	0	0	0
	403	-50	-400	0
2.Efficiencies				
Education Division - alignment of service teams efficiencies	-80	0	0	0
	-80	0	0	0
3.Service Transformation				
Transfer of Music Support Service to trust model	0	-10	0	0
Integrated Service for Disabled Children	0	0	-100	0
CDC/EPU/PORTAGE site rationalisation	-40	0	0	0
	-40	-10	-100	0
4.Income				
Learning and Development Centre move towards operating as business unit	0	-50	0	0
Education & School Improvement Services Commercial Income	0	0	-100	0
LDC Training Income	-50	-50	0	0
Fees & Charges Income Inflation	-11	0	0	0
	-61	-100	-100	0
Total	222	-160	-600	0
Prevention & Commissioning				
1.Pressures and Service Developments				

Positive Activities for Young People including Street Sport	150	0	0	0
Contracts & Commitment Inflation	45	0	0	0
Investment in community based activities in Wellbeing Centres prior year adjustment	-100	-100	0	0
	95	-100	0	0
2.Capital Bid Consequences				
Revenue Consequences of Capital Investment	-4	0	0	0
	-4	0	0	0
3.Efficiencies				
Business Process Efficiencies	0	-50	-50	-50
Re-procurement of various contracts across the directorate	0	-100	-100	-100
Rationalisation of Service Management Teams and Functions	-200	0	0	0
	-200	-150	-150	-150
4.Income				
Fees & Charges Income Inflation	-19	0	0	0
	-19	0	0	0
Total	-128	-250	-150	-150
Children's Services				
1.Pressures and Service Developments				
Foster care Inflation	60	0	0	0
Contracts & Commitment Inflation	14	0	0	0
Troubled Families co-coordinator	75	0	0	0
	149	0	0	0
2.Efficiencies				0
Children's Services management savings	0	-50	0	0
Social Enterprise for Young People's Accommodation Service	0	-30	-30	0
Children in Care Agency Placements	0	-100	-100	0
	0	-180	-130	0
3.Income				
Fees & Charges Income Inflation	-2	0	0	0
Troubled families grant	-75	0	0	0
	-77	0	0	0
Total	72	-180	-130	0
Adult Services				
1.Pressures and Service Developments				
Care for our older and disabled residents	1,000	-500	0	0

Scotter House Residual Cost prior years adjustment	-17	-17	0	0
LD Increase in Service Users	428	0	0	0
LD Base Budget Pressure	1,211	0	0	0
Residential & Homecare Inflation	531	0	0	0
Contracts & Commitment Inflation	55	0	0	0
Older People Base Pressure (increase in package costs)	655	0	0	0
	3,863	-517	0	0
2.Capital Bid Consequences				
Revenue Consequences of Capital Investment	0	-3	0	0
	0	-3	0	0
3.Efficiencies				
Community Support Team staff retirements & rationalisation of service	0	-125	0	0
Mental Health Joint Commissioning	0	-160	0	0
Adult Service use of external funding	-965	187	22	0
Renegotiate Alarm Call Contract	-100	0	0	0
LDDF efficiencies	-100	0	0	0
	-1,165	-98	22	0
4.Service Transformation				
Increase Extra Care Services	0	0	-350	-350
Re-organise services that support vulnerable adults to remain independent	0	-100	-100	-100
Reduce Service Management	-13	-125	0	0
Reduce size of Operational Support to reflect reconfigured service	-62	0	0	0
Transformation of Residential Care Services	-550	-170	-170	0
Transformation of practice	-230	0	0	0
Transformation of targeted and Specialist Day Service Provision	-77	-129	0	0
Transform transport provision to targeted and specialist day services	-100	-100	0	0
Apply personal budgets to universal day service users	-150	0	0	0
Transformation of Universal Offer for Day Service Activities	-100	-100	0	0
Transformation of LD Day Services	-360	0	0	0
Transformation of Resource Allocation System	-650	-650	0	0
	-2,292	-1,374	-620	-450
5.Service Reductions				
Re-organisation of Assessment Service	0	-200	-200	0
	0	-200	-200	0

6.Income				
Health Funding	0	-500	0	0
Residential, Homecare & Self Directed Support Care Services Income Inflation	-152	0	0	0
	-152	-500	0	0
Total	254	-2,692	-798	-450
Total People	420	-3,282	-1,678	-600
Policy & Resources				
Human Resources				
1.Efficiencies				
Human Resources - Service restructures	-133	-130	-44	-34
Reduction in Administrative Support	0	-18	0	0
	-133	-148	-44	-34
2.Service Reductions				
Reduction in Health and Safety staffing	0	-34	-14	0
	0	-34	-14	0
3.Income				
Commercial Income	0	0	0	-10
Fees & Charges Income Inflation	-3	0	0	0
Additional Income From Welfare Services	0	0	-34	0
	-3	0	-34	-10
Total	-136	-182	-92	-44
Legal Service				
1.Pressures and Service Developments				
Contracts & Commitment Inflation	15	0	0	0
	15	0	0	0
2.Efficiencies				
Collaborative Efficiencies & cessation of service support, voluntary sector	0	0	-100	0
Democratic Services staffing review (Group Office)	0	0	-46	0
Review management structure of Legal Service and Commercial Practice, incorporating potential shared service model.	0	-60	-60	0
Democratic Services - Staffing Review	-26	-41	-28	0
Stronger Communities Review & Commissioning Model	0	-89	-148	0
Reduction in Members Allowances Already Implemented	-40	0	0	0
Cessation of Contributions to Members Superannuation Scheme	0	-75	0	0

	-66	-265	-382	0
3.Income				
Fees & Charges Income Inflation	-2	0	0	0
Income from Traded Services - legal Services	0	-20	-10	0
	-2	-20	-10	0
Total	-53	-285	-392	0
Financial Services				
1.Pressures and Service Developments				
Benefit Administration Grant Reduction	130	0	0	0
Local Welfare Provision reduced grant	8	150	0	0
Contracts & Commitment Inflation	11	0	0	0
Remove 2012/13 Recession Related Admin Subsidy	18	0	0	0
	167	150	0	0
2.Efficiencies				
Restructure Audit and Risk Management to realign service for smaller council	-37	-11	-11	-29
Restructure Financial Services	-42	-224	-220	-70
Savings on management budget	-18	0	0	0
Local Taxation & Benefits, shared service savings on management costs (net)	-112	-55	-55	0
Efficiencies in Exchequer Services	0	-20	0	0
	-209	-310	-286	-99
3.Service Transformation				
Benefit fund discretionary relief	-82	0	0	0
Shared service opportunities.	0	-20	0	0
	-82	-20	0	0
4.Income				
Commercial income generation.	0	0	-10	0
Trade Union Subscription Charges	-6	0	0	0
Reduced provision for benefit subsidy loss on overpayments	-64	0	0	0
Fees & Charges Income Inflation	-8	0	0	0
Income from Traded Services - Financial Management	0	-10	-2	0
	-78	-10	-12	0
Total	-202	-190	-298	-99
Business Support				
1.Pressures and Service Developments				
Contracts & Commitment Inflation	19	0	0	0
	19	0	0	0

2.Capital Bid Consequences				
Data Centre Hardware Replacement	-20	0	0	0
Application Rationalisation	0	-3	0	0
	-20	-3	0	0
3.Efficiencies				
Restructure of the IT service	-31	-250	-15	-130
Reduction in centralised IT budgets	-10	-30	-15	0
Review of Business Intelligence	0	0	0	-30
Implementation of Strategic advisor model	0	0	0	-60
MFD Printing & E-Mail Replacement / IT Equipment & Process	-28	-20	0	0
Performance Team Staffing	0	-32	0	0
Review Category Management Structure	0	0	-25	0
Review Business Improvement & Information Governance Structure	0	0	-94	0
	-69	-332	-149	-220
4.Service Reductions				
Information Management Efficiencies	-20	0	-60	0
	-20	0	-60	0
5.Income				
Increased commercial income in IT and Procurement.	0	0	0	-20
Procurement Income	-7	0	0	0
	-7	0	0	-20
Total	-97	-335	-209	-240
Total Policy & Resources				
	-488	-992	-991	-383
Places				
Customer Services				
1.Pressures and Service Developments				
Community Champions Award	10	0	0	0
Visual Arts Centre	10	0	0	0
Provide Adult Community Learning Free to Over 65's	50	-25	-25	0
Community Defibrillator Grant	75	-75	0	0
Community Noticeboard Scheme	15	-15	0	0
Normanby Hall recession related income recovery and cost reduction prior year adjustment	0	-21	0	0
Leisure service /Customer Service NNDR, utilities	61	0	0	0
Leisure policy changes - non implementation of changes in hrs, F&C	75	0	0	0
Contracts & Commitment Inflation	25	0	0	0

Leisure Services - R&M, Equipment, Price increases	36	0	0	0
	357	-136	-25	0
2.Capital Bid Consequences				
Revenue Saving from Capital Investment	-6	0	0	0
	-6	0	0	0
3.Efficiencies				
Develop 'Digital First' Library	0	-15	-15	0
Review Home Link	0	-20	-27	0
Restructure Local Links Staff	0	0	-20	0
Staffing Establishment/Review Savings in Sport, Leisure & Culture	-20	-111	0	0
Procurement Savings - Leisure Services	0	0	-10	0
Cultural Services review / restructure	-35	0	0	0
Customer Services, & Registration Modernisation	-25	0	0	0
Additional Commercial Activities - sports facilities Income	-53	0	0	0
Customer & Information Services staffing review	-75	-40	0	0
Increased Vacancy Management	-25	-5	0	0
Customer Services - reconfiguration of administration	-12	0	0	0
	-245	-191	-72	0
4.Service Transformation				
Co-location of customer services sites	0	-15	-25	0
Social Enterprise for Library Service Management	0	0	-30	-30
Shared Service - libraries	0	-25	-25	0
Reduce face-to-face contact through channel shift	0	-25	-50	0
Channel shift -transfer of contact at customer service centre from phone to web based systems.	0	-25	-20	-20
Shared services - Customer Contact Centre	0	0	-30	0
Shared Services - Registration services	0	0	-25	0
Alternative management of sports & leisure centres	0	0	-75	-50
Transfer of facilities to community management	0	-15	-10	0
Plowright Theatre - enhanced community participation	0	0	-40	0
Customer Services - Integration/Channel Shift	-15	-27	-17	0
Customer Services - Senior Management Integration	0	-20	0	0
Customer Services - Service	0	-15	0	0

Transfer/Partnerships				
Sports Facilities - transformation of customer service offer	-100	-25	0	0
Libraries, Information Services & Local Links	-20	0	0	0
Local Link & Contact centre management	0	-18	0	0
Reconfigure Encore music service	-6	0	0	0
	-141	-210	-347	-100
5.Service Reductions				
Cease some of the non-statutory elements of the registration work	0	-20	0	0
Sports, leisure & cultural centres - programme review	0	0	-80	0
	0	-20	-80	0
6.Income				
Increase commercial and commissioning approaches	0	-25	-25	0
Expansion of service / commercial activity	0	-20	-30	0
Commercial Activity - Adult Community	0	0	-20	0
Additional Registration Service Income	0	-10	0	0
Public Health funded leisure programmes	-268	0	0	0
Adult Community Learning Funding	-50	25	25	0
Leisure & Sports Facilities Income Inflation	-28	0	0	0
Customer Services / Leisure commissioned services	-50	-100	-20	0
	-396	-130	-70	0
Total	-431	-687	-594	-100
Community Services				
1.Pressures and Service Developments				
Tree Prioritisation Budget	50	-50	0	0
Kirton Clipper	8	0	0	0
Additional Highways Work	200	0	-200	0
Rural Transport & Highways prior year adjustment	0	-500	0	0
Increased Landfill Tax & Volumes	364	0	0	0
Recession related income pressures				
Highway Development income prior year adjustment	-25	-19	0	0
Concessionary Fares Price Inflation	45	0	0	0
Food Cost Inflation	33	0	0	0
Contracts & Commitment Inflation	71	0	0	0
Contaminated Waste pressure	17	0	0	0
	763	-569	-200	0
2.Capital Bid Consequences				

Revenue Savings From Capital Investment (Billet Lane)	-35	0	0	0
	-35	0	0	0
3.Efficiencies				
SLA Grounds Maintenance	0		-50	0
Review - Policy & Resources Section	42	-65	-106	0
New waste transfer station (possibly inc MRF)	0	-30	-40	0
Reduced vehicle wear and tear charges when switch from accessing landfill site.	0	0	-50	0
Staff & Miscellaneous Savings within Resources & Business Services	-19	-25	0	0
Bus Subsidies ,procurement savings	-68	0	0	0
Improve identification of trade waste to HRC sites	-40	0	0	0
Vacancy Management Savings	-35	35	0	0
	-120	-85	-246	0
4.Service Transformation				
Standardisation of Fleet Vehicles	0	-25	-25	0
Dedicated Trade Waste Service	-115	-115	-75	-70
Transforming the delivery of Highways Services	-38	0	0	0
Options around residual waste treatment from 2016	0	0	-150	0
Community Service Reviews	-43	0	0	0
Streetscene & Landscapes - Review of all activities	-7	0	0	0
Transformation of Neighbourhood & Highways Services	0	-318	0	0
	-203	-458	-250	-70
5.Service Reductions				
Continued development of community transport	0	0	-100	0
Savings on building cleaning costs	0	-120	0	0
	0	-120	-100	0
6.Income				
Charging for business waste disposed of through HRC sites	-20	-10	-10	-10
Maximise capital fee income with Better Routes	-47	0	0	0
School Meals & Academy Cleaning Income Inflation	-50	0	0	0
Crematorium & Cemetery Income Inflation	-35	0	0	0
Fees & Charges Income Inflation	-24	0	0	0
Commercial income generation	-58	-58	-58	0
	-234	-68	-68	-10

Total	171	-1,300	-864	-80
Technical & Environment				
1.Pressures and Service Developments				
Recession related income pressures				
Agricultural stewardship income shortfall prior year adjustment	-15	0	0	0
Contracts & Commitment Inflation	3	0	0	0
	-12	0	0	0
2.Efficiencies				
Re- Commission existing contracts to provide better value for money	0	-50	0	0
Equip staff with tools to enable them to undertake minor works on site.(Visit once approach)	-1	0	0	0
Efficiency savings by the Calibration Test Centre	0	0	-6	0
Restructure of NRT, Food & Safety & EP Team	-32	0	0	0
Housing - Review of Housing Division	-47	0	0	0
Safer Neighbourhoods Review	-9	-28	0	0
Service Reviews & Deletion Of Posts	0	-168	0	0
Environment Team Review	-22	4	-3	0
Carbon Reduction Strategy; Savings & Reinvestments	-70	-33	0	0
Carbon Reduction Efficiencies reduced purchase of Carbon credits	-250	0	0	0
Trading Standards - Reduce sampling budget	-25	0	0	0
Vacancy Management Savings	-35	35	0	0
	-491	-240	-9	0
3.Service Transformation				
Re- Commission existing contracts to provide better value for money	-21	0	0	0
Set up machinery ring and parish path partnership and train selected community reps to use machinery on their own green space, nature reserves and footpaths	0	0	0	-5
Develop a community tree Warden scheme pilot to assess how the community can support the existing tree service	0	0	0	-2
	-21	0	0	-7
4.Service Reductions				
Environmental Health Communities and Commercial Teams - enforcement changes	0	0	-56	0
Reduce air quality monitoring network	0	-10	0	0
Reduction in Port Health Precept	-6	0	0	0
Reduction of staff within the Environment	0	-61	0	0

& Sustainability and Housing Services teams				
Deletion of a post, which is to be identified	0	-19	0	0
	-6	-90	-56	0
5.Income				
Increase charges made for licensing and enforcement	-5	0	0	0
Fees & Charges Income Inflation	-13	0	0	0
	-18	0	0	0
Total	-548	-330	-65	-7
Planning & Regeneration				
1.Pressures and Service Developments				
Free Car Parking Initiatives	520	140	0	0
Barton CCTV Link up	3	-3	0	0
Veterans Budget	20	0	0	0
Reduced income Waters Edge (loss of tenant) prior years adjustment	-38	0	0	0
Raising the Profile of North Lincolnshire Prior Year Adjustment	-45	0	0	0
Raising the Profile of North Lincolnshire Housing Planning Delivery Grant Initiatives	45	0	0	0
BDUK Match Funding Earmarked Reserve	100	-100	0	0
Support for GAP	0	9	0	0
Continuation of the Go to Town initiative prior year adjustment	-50	0	0	0
Car Parking Policy Changes (Parishes & Free Parking, net of staff savings)	154	0	0	0
Reducing Parking Income	159	0	0	0
Contracts & Commitment Inflation	7	0	0	0
Planning Enquires (HPDG)	100	-100	0	0
	1,025	-104	0	0
2.Efficiencies				
Staff Savings	-111	-55	0	0
Miscellaneous Savings	-20	0	0	0
Reduction in OS Data, use of Google and 3D imagery	-25	0	0	0
Remove Humberside Economic Partnership & Economic Assessments	-59	0	0	0
Subscriptions and Events	-12	0	0	0
Reduction in public building repair and maintenance spending	-10	0	0	0
Restructure, Staff Review, Vacancy Management savings in Asset & Estate Management division	-184	-26	0	0

Savings within Construction & Technical Services division	-56	-20	0	0
Car Parking Strategy	-57	0	0	0
Vacancy Management Savings	-35	35	0	0
	-569	-66	0	0
3.Service Transformation				
Further service transformation particularly back office	-10	-10	-10	-10
Staffing and back office savings through sharing of Planning, Tourism, Property and Asset Management services with other local authorities	0	0	0	-40
Further service transformation – bringing together all policy within the P&R function	0	0	0	-40
Opportunities for substantial changes to service delivery	0	0	0	-20
Moved emphasis to e-books and brochures	-10	0	0	0
Use of new web presence to provide online statutory consultation and documentation	-20	0	0	0
Service improvements and developments (HPDG)	200	-200	0	0
	160	-210	-10	-110
4.Income				
Charging for requested pre-application advice	-5	-5	0	0
Commercialisation - Tourism, Property & Asset Management	0	-10	-5	-10
Commercialisation - Policy & Resources	0	0	0	-30
Commercialisation - Construction	0	0	0	-20
Planning income	-100	0	0	0
Security Centre - Market CCTV Service	-44	0	0	0
Town Centre regeneration (HPDG) (prior year adjustment)	57	0	0	0
Income from Property Trading Account	-385	-130	-36	0
Income from Commercial Activity	-11	0	0	0
Trading & Commercial Income Inflation	-41	0	0	0
Income from Earmarked Reserves (HPDG)	-350	350	0	0
	-879	205	-41	-60
Total	-263	-175	-51	-170
Special Projects				
1.Pressures and Service Developments				
Continued Secondment of Maintenance Services Manager to BSF & Programme Slippage	0	-183	-129	0

Waste JV Procurement adjustment of one off funding	-410	-386	-24	-54
	-410	-569	-153	-54
Total	-410	-569	-153	-54
Total Places	-1,481	-3,061	-1,727	-411
Corporate Services				
Corporate & Miscellaneous				
1.Pressures and Service Developments				
Business Rate; Tariff Payments	184	289	298	307
Additional GP Surgery Hours	10	-10	0	0
Business Rate ; Levy	338	619	516	477
Council Tax Support Scheme	302	0	-302	0
Transformation premises costs	18	0	0	0
Contracts & Commitment Inflation	58	0	0	0
Insurance - Loss of income from academy schools	98	0	0	0
	1,008	898	512	784
2.Capital Bid Consequences				
Electronic Document Management System	0	-72	0	0
Application Rationalisation	0	-100	0	0
	0	-172	0	0
3.Efficiencies				
Corporate Efficiency Savings	0	-215	-525	48
Reduced Staffing & Other Efficiencies	-20	-25	0	0
Public Health Central Charge	-160		0	0
Public Health Transformation and Embedding	-800	0	0	0
Trade Union Convener Savings	-51	0	0	0
Staff terms and conditions	0	-1,000	-1,000	0
LG Yorkshire & Humberside	0	-17	0	0
LG Association	0	-31	0	0
	-1,031	-1,288	-1,525	48
4.Service Transformation				
Shared Services	0	-225	-125	0
	0	-225	-125	0
5.Income				
Public Health (additional outcomes fund)	-275	-275	0	0
Health Service Grant Funding	0	-2,000	0	0
Fees & Charges Income Inflation	-6	0	0	0
	-281	-2,275	0	0

Total	-304	-3,062	-1,138	832
Capital Financing				
1.Pressures and Service Developments				
Rephasing of Existing Programme Changes	406	1,258	615	-421
New Proposals	63	286	238	32
	469	1,544	853	-389
2.Efficiencies				
Use of £5m of balances to reduce debt charges	0	-900	0	0
Savings from Not Borrowing in 2013-14	-643	0	0	0
	-643	-900	0	0
3.Income				
External Interest	-2	0	0	0
	-2	0	0	0
Total	-176	644	853	-389
Contingency				
1.Pressures and Service Developments				
Expenditure inflation	0	1,000	1,000	1,000
Energy Inflation	200	200	200	200
Pay Award 1% 13/14 ,1% 14/15, 1% 15/16,16/17 1%	805	811	820	830
Minimum Wage Provision	315	315	0	0
Pension Increase	0	200	200	200
Growth in demand for services	0	300	300	300
Hardship Funding	-57	0	0	0
Single State Pension Additional N.I costs	0	0	1,313	0
	1,263	2,826	3,833	2,530
2.Service Transformation				
Transformation	-161	200	-200	-300
	-161	200	-200	-300
3.Income				
Income Inflation	0	-480	-480	-480
	0	-480	-480	-480
Total	1,102	2,546	3,153	1,750
Total Central Services				
	622	128	2,868	2,193
TOTAL BUDGET				
	146,251	139,044	137,516	138,315
USE of RESERVES				

Additional Use of Revenue Support Account	1,320	1,067	0	0
Reduction in General Fund Reserves	358	0	0	0
Service Transformation Provision	400	600	0	0
Local Welfare Provision	302	302	0	0
Waste JV Procurement	540	154	130	76
BSF	169	0	0	0
Establish Children's Literacy Trust	250	250	0	0
Grant Aid for Community Development	200	200	35	35
Rural Transport & Highways	500	0	0	0
BDUK Match Funding	100	0	0	0
Total Use of Reserves	4,139	2,573	165	111
FUNDING				
Estimated Funding				
Revenue Support Grant	35,513	25,102	19,343	14,869
Base Line Funding Level (NNDR)	29,542	30,357	31,685	32,540
Council tax freeze grant 13/14,	672	672	672	672
Total Settlement Funding Assessment	65,727	56,131	51,700	48,081
<u>Base Funding Assumptions</u>				
Council Tax: Zero, Zero,1%,1%,	57,072	57,356	58,223	59,098
Freeze Grant 2014/15 & 2015/16	677	1,359	1,359	1,359
NNDR	2,447	3,298	3,889	3,889
New Homes Bonus	2,371	3,051	3,691	3,691
Business Rate Retention: Tariff & Levies	10,297	11,205	12,019	12,803
Education Services Grant	1,878	1,290	1,190	1,090
NNDR Section 31 Grant	1,539	0	0	0
Other Un-ring Fenced Grants	104	104	104	104
Total Base Funding	76,385	77,663	80,475	82,034
<u>Growth Through New Developments</u>				
Council Tax	0	692	1,388	2,090
NNDR	0	1,571	2,822	4,359
New Homes Bonus	0	414	966	1,640
Total Growth Through New Developments	0	2,677	5,176	8,089
Total Funding	142,112	136,471	137,351	138,204
Total Funding and Reserves	146,251	139,044	137,516	138,315
TOTAL NET BALANCE	0	0	0	0