

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 | 144,573 | 138,303 | 139,123 |
| People | | | | |
| Education | | | | |
| 1.Pressures and Service Developments | | | | |
| 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 |
| | 203 | 0 | -250 | 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 |
| Fees & Charges Income Inflation | -11 | 0 | 0 | 0 |
| | -11 | -50 | -100 | 0 |
| Total | 72 | -60 | -450 | 0 |
| Prevention & Commissioning | | | | |
| 1.Pressures and Service Developments | | | | |
| Contracts & Commitment Inflation | 45 | 0 | 0 | 0 |

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|---|-------------|-------------|-------------|-------------|
| Investment in community based activities in Wellbeing Centres prior year adjustment | -100 | -100 | 0 | 0 |
| | -55 | -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 | -25 | -50 | -50 | -50 |
| Re-procurement of various contracts across the directorate | -50 | -100 | -100 | -100 |
| Rationalisation of Service Management Teams and Functions | -200 | 0 | 0 | 0 |
| | -275 | -150 | -150 | -150 |
| 4.Income | | | | |
| Fees & Charges Income Inflation | -19 | 0 | 0 | 0 |
| | -19 | 0 | 0 | 0 |
| Total | -353 | -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 |
| Social Enterprise for Young People's Accommodation Service | 0 | -30 | -30 | 0 |
| Children in Care Agency Placements | -50 | -100 | -50 | 0 |
| | -50 | -130 | -80 | 0 |
| 3.Income | | | | |
| Fees & Charges Income Inflation | -2 | 0 | 0 | 0 |
| Troubled families grant | -75 | 0 | 0 | 0 |
| | -77 | 0 | 0 | 0 |
| Total | 22 | -130 | -80 | 0 |
| Adult Services | | | | |
| 1.Pressures and Service Developments | | | | |
| 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 | 350 | 100 | 100 | 0 |

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|--|--------|--------|------|------|
| Contracts & Commitment Inflation | 55 | 0 | 0 | 0 |
| Older People Base Pressure (increase in package costs) | 655 | 0 | 0 | 0 |
| | 2,682 | 83 | 100 | 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 | -50 | -75 | 0 | 0 |
| Mental Health Joint Commissioning | 0 | -160 | 0 | 0 |
| Adult Service efficiencies and use of external funding | -965 | 187 | 22 | 0 |
| Worksmart Project Adults | -25 | 0 | 0 | 0 |
| Renegotiate Alarm Call Contract | -100 | 0 | 0 | 0 |
| LDDF efficiencies | -100 | 0 | 0 | 0 |
| | -1,240 | -48 | 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 | | | | |
| Residential, Homecare & Self Directed Support Care Services Income Inflation | -152 | 0 | 0 | 0 |
| | -152 | 0 | 0 | 0 |

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|---|--------|--------|--------|------|
| Total | -1,002 | -1,542 | -698 | -450 |
| Total People | -1,261 | -1,982 | -1,378 | -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 |
| Review management structure of Legal Service and Commercial Practice, incorporating potential shared service model. | 0 | -60 | -60 | 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 |
| | -40 | -224 | -308 | 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 |

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|--|------|------|------|------|
| Total | -27 | -244 | -318 | 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 |
| 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 |
| | -72 | -10 | -12 | 0 |
| Total | -196 | -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 |

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|--|-------------|-------------|-------------|-------------|
| 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 | -456 | -951 | -917 | -383 |
| Places | | | | |
| Customer Services | | | | |
| 1.Pressures and Service Developments | | | | |
| 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 |
| | 197 | -21 | 0 | 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 at Smaller sites | 0 | 0 | -20 | 0 |
| Staffing Establishment/Review Savings in Sport, Leisure & Culture | -20 | -111 | 0 | 0 |
| Procurement Savings - Leisure Services | 0 | 0 | -10 | 0 |

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|--|------|------|------|-----|
| 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 |
| 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 |
| Customer Services - Integration/Channel Shift | -15 | -27 | -17 | 0 |
| Customer Services - Senior Management Integration | 0 | -20 | 0 | 0 |
| Customer Services - Service Transfer/Partnerships | 0 | -15 | 0 | 0 |
| 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 |
| Withdraw /Reconfigure Encore music service | -6 | 0 | 0 | 0 |
| | -141 | -195 | -192 | -20 |
| 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 |
| Leisure & Sports Facilities Income Inflation | -103 | 0 | 0 | 0 |
| Customer Services / Leisure commissioned services | -50 | -100 | -20 | 0 |
| | -421 | -155 | -95 | 0 |

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|---|------|------|------|------|
| Total | -616 | -582 | -439 | -20 |
| Community Services | | | | |
| 1.Pressures and Service Developments | | | | |
| Rural Transport & Highways | 260 | -760 | 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 |
| | 765 | -779 | 0 | 0 |
| 2.Capital Bid Consequences | | | | |
| Revenue Savings From Capital Investment (Billet Lane) | -35 | 0 | 0 | 0 |
| | -35 | 0 | 0 | 0 |
| 3.Efficiencies | | | | |
| Greater Asset utilisation and changes to shift patterns for Waste Collection Services | 0 | 0 | -150 | -250 |
| 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 | -396 | -250 |
| 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 | | | | |

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| Neighbourhood & Highways Services - service changes | 0 | 0 | -100 | -100 |
| Savings on building cleaning costs | 0 | -120 | 0 | 0 |
| | 0 | -120 | -100 | -100 |
| 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 | 173 | -1,510 | -814 | -430 |
| 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 | 0 | 0 | 0 |
| | -491 | -275 | -9 | 0 |
| 3.Service Transformation | | | | |
| Transfer PSCO's to Police | 0 | -250 | 0 | 0 |

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|--|-------------|-------------|------------|-----------|
| 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 | -250 | 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 & Sustainability and Housing Services teams | 0 | -61 | 0 | 0 |
| 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 | -615 | -65 | -7 |
| Planning & Regeneration | | | | |
| 1.Pressures and Service Developments | | | | |
| Town Centres Improvements | 300 | -300 | 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 |
| 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 |
| | 732 | -491 | 0 | 0 |

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|--|------|------|-----|------|
| 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 | 0 | 0 | 0 |
| | -569 | -101 | 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 pre-application advice | -5 | -5 | 0 | 0 |
| Comercialisation - Tourism, Property & Asset Management | 0 | -10 | -5 | -10 |
| Comercialisation - 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 |
| Reduce funding for Town Centre regeneration (HPDG) | 57 | 0 | 0 | 0 |
| Income from Property Trading Account | -450 | -101 | 0 | 0 |
| Income from Commercial Activity | -11 | 0 | 0 | 0 |

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|--|---------------|---------------|---------------|-------------|
| Trading & Commercial Income Inflation | -41 | 0 | 0 | 0 |
| Income from Earmarked Reserves (HPDG) | -300 | 300 | 0 | 0 |
| | -894 | 184 | -5 | -60 |
| Total | -571 | -618 | -15 | -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 | -1,972 | -3,894 | -1,486 | -681 |
| Corporate Services | | | | |
| Corporate & Miscellaneous | | | | |
| 1.Pressures and Service Developments | | | | |
| Business Rate; Tariff Payments | 184 | 289 | 298 | 307 |
| Business Rate ; Levy | 338 | 619 | 516 | 477 |
| Council Tax Support Scheme | 302 | 0 | 0 | 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 |
| | 998 | 908 | 814 | 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 | -367 | -85 | 4 |
| Reduced Staffing & Other Efficiencies | -20 | -25 | 0 | 0 |
| Public Health Central Charge | -160 | | 0 | 0 |
| Public Health Efficiencies | -630 | 0 | 0 | 0 |
| Savings from Cooperative Working Practices | 0 | -550 | 0 | 0 |
| | -810 | -942 | -85 | 4 |
| 4.Service Transformation | | | | |
| Shared Services | | -225 | -125 | 0 |
| | 0 | -225 | -125 | 0 |
| 5.Income | | | | |
| Health Service Grant Funding | 0 | -2,000 | 0 | 0 |

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|--|----------------|----------------|----------------|----------------|
| Fees & Charges Income Inflation | -6 | 0 | 0 | 0 |
| | -6 | -2,000 | 0 | 0 |
| Total | 182 | -2,431 | 604 | 788 |
| Capital Financing | | | | |
| 1.Pressures and Service Developments | | | | |
| Rephasing of Existing Programme Changes | 406 | 1,258 | 615 | -421 |
| New Proposals | 39 | 84 | 229 | 211 |
| | 445 | 1,342 | 844 | -210 |
| 2.Efficiencies | | | | |
| Use of £5m of balances to reduced 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 | -200 | 442 | 844 | -210 |
| 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% | 804 | 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 |
| | 1,262 | 2,826 | 3,833 | 2,530 |
| 2.Service Transformation | | | | |
| Transformation | -160 | 200 | -200 | -300 |
| | -160 | 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 | 1,084 | 557 | 4,601 | 2,328 |
| TOTAL BUDGET | 144,573 | 138,303 | 139,123 | 139,787 |

| | | | | |
|---|----------------|----------------|----------------|----------------|
| USE of RESERVES | | | | |
| 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 |
| Additional Use of Reserves | 0 | 0 | 724 | 0 |
| Total Use of Reserves | 2,461 | 1,506 | 889 | 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 |
| Base Funding Assumptions | | | | |
| Council Tax: Zero, 1.75%,1.9%,1.9%, Freeze Grant 2014/15 | 57,072 677 | 58,352 677 | 59,757 677 | 61,196 677 |
| 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 | 77,977 | 81,327 | 83,450 |
| Growth Through New Developments | | | | |
| Council Tax | 0 | 704 | 1,419 | 2,146 |
| NNDR | 0 | 1,571 | 2,822 | 4,359 |
| New Homes Bonus | 0 | 414 | 966 | 1,640 |
| Total Growth Through New Developments | 0 | 2,689 | 5,207 | 8,145 |
| Total Funding | 142,112 | 136,797 | 138,234 | 139,676 |
| Total Funding and Reserves | 144,573 | 138,303 | 139,123 | 139,787 |
| TOTAL NET BALANCE | 0 | 0 | 0 | 0 |