

Report of:	Meeting	Date	Item No.
Clare James, Head of Finance (S151 Officer)	Cabinet	15 February 2017	5

Revenue Budget, Council Tax and Capital Programme
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1. Purpose of report

- 1.1 Confirmation of the Revenue Budget, Council Tax, Revised Capital Budget 2016/17 and Capital Programme 2017/18 onwards.

2. Outcomes

- 2.1 The Council's Revised Revenue Budget for 2016/17 and the Revenue Budget for 2017/18.
- 2.2 To recommend Wyre Borough Council's Council Tax for 2017/18.
- 2.3 The Council's Revised Capital Budget 2016/17 and the Capital Programme 2017/18 onwards.
- 2.4 The relevant Prudential and Treasury Management Indicators in accordance with the requirements of the Prudential Code for Capital Finance.

3. Recommendations

- 3.1 That the following be approved:-
- a. The Revised Revenue Budget for the year 2016/17 and the Revenue Budget for 2017/18.
 - b. For the purpose of proposing an indicative Council Tax for 2018/19, 2019/20 and 2020/21, taking into account the Medium Term Financial Plan at Appendix 2 which reflects an increase of £5 each year, any increase will remain within the principles determined by the Government as part of the legislation relating to Local Referendums allowing the veto of excessive Council Tax increases.
 - c. Members' continuing commitment to the approach being taken regarding the efficiency savings, detailed within the Council's 'Annual Efficiency Statement' at Appendix 1.

- d. Any increases in the base level of expenditure and further additional expenditure arising during 2017/18 should be financed from existing budgets or specified compensatory savings, in accordance with the Financial Regulations and Financial Procedure Rules.
- e. The use of all other Reserves and Balances as indicated in Appendices 4 and 5.
- f. The manpower estimates for 2017/18.
- g. In accordance with the requirements of the Prudential Code for Capital Finance, those indicators included at Appendix 7.
- h. The Revised Capital Budget for 2016/17 and the Capital Programme for 2017/18 onwards.

3.2 That it be noted that, in accordance with the Council's Scheme of Delegation, as agreed by Council at their meeting of 24th February 2005:

- a. The amount of 35,784.77 has been calculated as the 2017/18 Council Tax Base for the whole area [(Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act"))]; and
- b. A Council Tax Base, for dwellings in those parts of its area to which a Parish precept relates, has been calculated as indicated below.

Barnacre-with-Bonds	937.96
Bleasdale	64.67
Cabus	603.27
Catterall	816.51
Cloughton-on-Brock	297.79
Fleetwood	6,375.85
Forton	517.28
Garstang	1,684.19
Great Ecclestone	540.83
Hambleton	1,014.62
Inskip-with-Sowerby	319.13
Kirkland	136.58
Myerscough and Bilsborrow	410.92
Nateby	220.9
Nether Wyresdale	315.4
Out Rawcliffe	262.01
Pilling	796.48
Preesall	1,905.81
Stalmine-with-Staynall	541.06
Upper Rawcliffe-with-Tarnacre	286.3
Winmarleigh	129.83

3.3 The Council Tax requirement for the Council's own purposes for 2017/18 (excluding Parish precepts) is £6,738,630.

3.4 That the following amounts be calculated for the year 2017/18 in accordance with Sections 31 to 36 of the Act:-

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| a. | £89,357,911 | 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. |
| b. | £81,974,512 | Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act. |
| c. | £7,383,399 | Being the amount by which the aggregate at 3.4(a) above exceeds the aggregate at 3.4(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. | £ 206.33 | Being the amount at 3.4(c) above (Item R) all divided by Item T (3.2(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). |
| e. | £644,769 | Being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act and as detailed in Appendix 6. |
| f. | £188.31 | Being the amount at 3.4(d) above less the result given by dividing the amount at 3.4(e) above by Item T (3.2(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 relates. |

3.5 That the Council's basic amount of Council Tax for 2017/18 is not considered excessive in accordance with principles approved under Section 52ZB of the Local Government Finance Act 1992.

4. Background

4.1 The Council Tax for Wyre Borough Council for 2017/18 is proposed from the summary below:-

	£m
Net Expenditure (Before Other Government Grants)	12.591
Less NHB, NDR Grant (net of NDR Levy) and Retained Levy	2.922
Less Revenue Support Grant	0.912
Less Baseline Funding	3.184
Less Transitional Grant	0.005
Less Projected NDR above Baseline Funding	0.178
	<hr/>
	5.390
Add Collection Fund – Council Tax and NDR	1.349
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Amount Required from Council Tax	6.739
Divided by Council Tax Base at Band D equivalent	35,785
Council Tax for 2017/18	£188.31
Council Tax for 2016/17	£183.31
Increase from 2016/17	£5.00

4.2 In the past, businesses paid their rates, which the local authority collected and passed over to the Treasury who then redistributed a share to local authorities via an extremely complex formula referred to as the 'Formula Grant Distribution System'. A new system, introduced from April 2013, allows the Council to keep a proportion of the money it collects in business rates although some authorities earn more in business rates than they used to receive from the previous formula grant with others earning much less.

4.3 To address this, the Government calculates a baseline funding level for each local authority and where they receive more in business rates the Government will pocket the difference (the 'tariff') and where local authorities receive less than their funding level this will be paid as a 'top-up'. The tariffs and top-ups were calculated in 2013/14 and are fixed for seven years but, like business rates, will be uprated each year by the change in the small business multiplier. The tariff for 2017/18 has been adjusted by 3.7% recognising the reduction from 48.4p to 46.6p.

4.4 Councils are allowed to keep 40% of any additional business rates generated (with 50% being paid to the Government, 9% to Lancashire County Council and 1% to the Fire Authority) but this is regulated by the imposition of a levy which is set at 50p in the pound. In essence, this means that the Council is only able to keep 20% of any additional non domestic rate income in the year. With effect from 1 April 2016, however,

the Council has been designated as belonging to the Business Rates Pool of Lancashire. This will result in the County Council being paid 10% of the retained levy (prior to the cost of administering the pool) with Wyre retaining 90% of the levy previously payable.

4.5 In order to determine the Settlement Funding Assessment, services have been divided into five groups reflecting the division of responsibilities for providing services including upper tier, lower tier, fire and rescue and services provided by the Greater London Authority. The fifth group covers the notional policing element of the council tax freeze grant legacy payments. Different percentage reductions to core funding have been applied to each group of services, reflecting the pressures on those services. In addition, funding is included within each of these for localised council tax support and compensating authorities for accepting the council tax freeze in 2011/12. Within the Revenue Support Grant only, funding is also included within each of the elements for compensating authorities for accepting the freeze grant in 2013/14, 2014/15 and 2015/16.

4.6 The table below shows how much grant the authority will receive for the 2017/18 financial year and the indicative allocation for 2018/19. Between 2010/11 and 2017/18 the Council has lost £6.307m in external support equating to a reduction of 70.6% when compared to the level of grant support received in 2010/11 of £8.936m.

	2016/17 £m	2017/18 £m	2017/18 Reduction		Estimated 2018/19 £m	2018/19 Reduction	
			£m	%		£m	%
RSG	1.631	0.912			0.466		
NNDR	3.120	3.184			3.286		
Transitional Grant	0.005	0.005			0		
Total Settlement Funding	4.756	4.101	(0.655)	(13.8)	3.752	(0.349)	(8.5)

4.7 As part of the determination and scrutiny of the decision making process, the Overview and Scrutiny Committee has considered the initial recommendations of the Portfolio Holders in relation to the proposed fees and charges. There were no new capital growth bids to reflect in the Capital Programme at Appendix 9.

5. Key issues and proposals

Council Tax Freeze

5.1 The Government has not provided any support to freeze council tax in 2017/18 but has indicated that the freeze grants for 2011/12, 2013/14, 2014/15 and 2015/16 have been built in to the spending review baseline. The trigger for local referenda on council tax increases was previously set at 2%. However, the Secretary of State announced in his statement to Parliament 8 February 2016 that he would allow any shire district council to charge a de-minimis £5 more a year in council tax without triggering the

referendum. At Wyre, the annual shortfall in income of £568,749 resulting from the historic period of council tax freeze, will continue to be financed using the new homes bonus received in respect of the 2011/12, 2012/13 and 2013/14 financial years up until the 2022/23 financial year when only £166,876 remains in the reserve. Ultimately, the total shortfall met by the reserve will be approximately £4.2m.

New Homes Bonus

5.2 The New Homes Bonus was introduced to provide a clear incentive to local authorities to encourage housing growth. Currently, this equates to the average Band D council tax of £1,530 for every new home above the (new from 2017/18) 0.4% growth baseline. When the scheme was first introduced the legacy payments were for 6 years. However, recent changes mean that this will reduce to 5 years in 2017/18 and 4 years ongoing. The scheme has resulted in additional income for Wyre of £271,597 in 2011/12, £418,966 in 2012/13, £785,403 in 2013/14, £1,203,464 in 2014/15, £1,823,719 in 2015/16, £2,303,128 in 2016/17 and there has been an allocation in respect of the 2017/18 financial year of £2,103,112. It is worth stating that whilst the Government set aside monies to fund the New Homes Bonus in year 1 (2011/12), in the following four years only £250 million was allocated with the remainder of any funding being met from a reduction in formula grant. In 2012/13 additional funding of £182 million was required over and above the initial £250 million, rising to £418 million in 2013/14, £666 million in 2014/15 and £920m in 2015/16. As the New Homes Bonus is effectively being financed by reductions in formula grant, the New Homes Bonus from the 2014/15 financial year has been included to compensate for the loss of formula grant. Whilst the Government has confirmed that the New Homes Bonus will continue for 2017/18 they have consulted on changes to the scheme with a view to freeing up resources to be recycled to support authorities with particular pressures, such as adult social care. In addition to the new baseline mentioned earlier and the reduction in the length of the existing and future legacy payments there are also proposals to change the scheme further from 2018/19. Proposals include the withholding of New Homes Bonus from local authorities who are not planning effectively, by making positive decisions on planning applications and housing growth. As a result of the uncertainty no further New Homes Bonus receipts, in the form of new awards rather than legacy payments, have been anticipated for 2018/19 onwards.

5.3 Localisation of Support for Council Tax

Members will be aware that with effect from 2013/14 the national Council Tax Benefit scheme was abolished, and individual local authorities were required to introduce a Localised Council Tax Support (LCTS) scheme. Support for Council Tax is now offered as a reduction within the Council Tax system and regulations set the roles, allowances and awards for claimants of state pension credit age so that they do not experience a reduction in support as a direct result of the reform. The replacement scheme also aimed to support the public spending deficit reduction by reducing the amount available to local authorities to spend by 10%. Although there is no separately identifiable amount for localised council

tax support at local authority level since it was subsumed within the Revenue Support Grant and Baseline Funding, applying the indicative start-up funding allocation of £8,077,777 awarded in 2013/14, and estimating the value of localised council tax support awarded in 2017/18 to be £8.564m, there will be an unfunded gap of approximately £486,635 to be met by each of the precepting bodies. It is also worth remembering that the Council suffered a reduction in grant funding of £1.022m or 13.6% in 2014/15. The Council agreed at its meeting 19 January 2017 to continue to set the additional maximum percentage contribution from working age claimants to be no more than 8.5%. Wyre's share of the estimated cost of LCTS in 2017/18, after the 8.5% contribution, is £55,476.

Efficiencies

- 5.4 As part of the annual budget cycle, and in determining the Medium Term Financial Plan (MTFP), the Council continues to identify actions that will improve efficiency. This assists the Council in effectively prioritising its finite resources and replaces the traditional 'salami slicing' exercise whereby essential budgets are routinely reduced in an attempt to address the problem.
- 5.5 The anticipated efficiency achievements for the 11 years ending 31 March 2017 are £7.97m, an average of £724,000 pa. Appendix 1 shows the anticipated savings for 2016/17 and the targets for future years. Efficiency savings assist the delivery of the Council's corporate priorities supporting the continued improvement of services for our residents.

Reserves and Balances

- 5.6 The requirement for financial reserves is acknowledged in statute. The Local Government Finance Act 1992 requires billing and precepting authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the council tax requirement. These existing safeguards are further reinforced through the External Auditor's statutory responsibility to issue a conclusion on whether an audited body has proper arrangements for securing value for money with one of the two criteria being, "Securing financial resilience – looking at the Authority's financial governance, financial planning and financial control processes". One aspect of this is the Council's policy on the level and nature of reserves and balances.
- 5.7 Earmarked reserves are created to meet 'known or predicted requirements'. Provisions are required where an event has taken place that gives the Authority an obligation requiring settlement but where the timing of the transfer is uncertain. Unallocated or general reserves/balances are available to support budget assumptions.
- 5.8 Balancing the annual budget by drawing on general reserves may be viewed as a legitimate short-term option but where general reserves are deployed to finance recurrent expenditure this should be made explicit by the Section 151 officer. **Members must note that the continued use of balances is not sustainable and a significant re-prioritisation**

exercise, whereby all services are subject to a critical evaluation, must be undertaken to alleviate serious financial problems in future years. The financial projections, included at Appendix 2, indicate that further annual savings will be required in future years. It is important that the Council considers its future budgets and continues to monitor closely the MTFP. The Council's minimum prudent level of balances, calculating the requirement at approximately 5% of net expenditure before other government grants (£629,540) together with the element of the reduction in business rates that Wyre must meet before receiving any safety net payment (£238,785 in 2017/18), is now £868,325. The level of general balances also supports contingency planning, recognises anticipated future financial pressures on revenue resources, including the volatility associated with the Business Rate Retention scheme, primarily as a result of major businesses closing or moving out of the area and successful rating appeals, and anticipates the difficulties of securing immediate savings.

- 5.9** In anticipation of future 'known or predicted requirements', and in accordance with the Council's Policy on the Level of Reserves and Balances, contributions to earmarked reserves continue. The Capital Investment Reserve will need additional contributions if we are to continue to finance capital investment and avoid future borrowing. Future contributions will be made as revenue resources are identified. The Non-Domestic Rates Equalisation Reserve was created in 2013/14 with further top ups being made in subsequent years funded by Section 31 Grant for discretionary reliefs, net of the levy. Following the audit of the 2015/16 final accounts, the 2015/16 deficit will be met from the reserve that would otherwise been used to support 2017/18 spending plans. The remaining earmarked reserves, which can be seen at Appendix 4, are considered to be adequate and of an appropriate value both in respect of the forthcoming financial year and for the period of the MTFP.

Robustness of the Budget

- 5.10** The Local Government Act 2003 includes a requirement for the Chief Financial Officer to report upon the robustness of the estimates and adequacy of reserves when the authority is considering its council tax requirement. Spending plans ultimately impact on the level of council tax although the extent of any increase is externally influenced by Government policy through, for example, initiatives such as the introduction of local referenda to veto excessive council tax increases and the award of funding to support a council tax freeze. The MTFP assesses the affordability of revenue and capital plans and the adequacy of reserves. As with all plans the risks increase with time and the financial position in future years is not as certain as it is in 2016/17. Having assessed the significance and likelihood of risks associated with the budget assumptions (see Appendix 5 to the MTFP agreed by Cabinet 7 September 2016), the reserves and balances detailed in the appendices are considered adequate to support the delivery of the Council's Business Plan.

Precepts

- 5.11** The parish precepts determined at parish meetings are shown at Appendix 6. These amounts will be shown separately on each Parish Council Tax Payer's bill. Appendix 6 also reflects the Parish and Unparished Area Taxbase approved in accordance with the Scheme of Delegation to Officers.
- 5.12** Recognising the significant reduction in government grant, the Council has previously determined not to pass on support to Parish and Town Councils to mitigate any reduction in their taxbase due to the Localised Council Tax Support scheme.

6. Borrowing Limits

- 6.1** The Prudential Code for Capital Finance aims to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable. The Code sets out indicators that must be used and requires local authorities to set relevant limits and ratios, which are included at Appendix 7. These are not designed to be comparative performance indicators, however, and the use of them in this way would be likely to be misleading and counter-productive.
- 6.2** Members will recall that previously expenditure financed from borrowing was subject to a 4% charge which diminished annually and was ultimately spread over more than 50 years. The new arrangements for calculating Minimum Revenue Provision (MRP), which were introduced during 2007/08, required the period over which MRP is charged to be aligned with the estimated life of the asset. This could result in an increased MRP charge if expenditure, such as that on playground equipment, is spread over say 15 years and the council can choose to arrange its MRP policy as to ensure that assets or other expenditure having the shortest "charge" life are determined as being financed from capital receipts or other available resources.
- 6.3** Central government support for borrowing through Revenue Support Grant was replaced back in 2006/07 by capital grant. The Council received an allocation of £1,428,119 for Disabled Facilities Grants (DFGs) in 2016/17 from the Better Care Fund provided by the Department of Health via Lancashire County Council who act as the accountable body. The aim of the Better Care Fund is to bring about integration of health and social care and plans for use of the pooled monies must be signed off by the Health and Wellbeing Board. The Council has not yet been notified of the 2017/18 allocation but £1,428,119 has been assumed at this stage. The Council has also assumed a budget of £20,000 per annum for 2017/18 to 2020/21 for the remaining 4 years of a 5 year programme allocated and funded by the Environment Agency for the Cell Eleven (Coastal Monitoring). Formal approval is now confirmed on an annual basis with 2017/18 expected in February 2017. The full programme has been included on the basis that the last 5 year programme was approved in full in line with the initial allocation.
- 6.4** Funding for the Rossall Coast Protection Scheme was confirmed by the Environment Agency 14 October 2013 and is estimated at £63.2m.

- 6.5 The Council has been awarded a development grant from the Heritage Lottery Fund to make a second round application to the fund for the further restoration of Mount Grounds.

7. Capital Budget 2016/17 and Programme 2017/18 onwards

- 7.1 Capital schemes are assessed in accordance with the Council's priorities as reflected in the Business Plan and the criteria specified in the Medium Term Financial Plan. The building maintenance condition surveys indicate a total requirement over the next 3 years of £3.3m, including fixtures and fittings for the Marine Hall and Thornton Little Theatre and a number of other schemes where further work is required before a recommendation can be made to proceed. The limited capital funds that are currently available has resulted in no new capital growth bids being submitted for consideration by Overview and Scrutiny this year. Previously, the committee agreed, at their meeting 7 December 2015 that the bid in relation to the outstanding building repairs and maintenance should be supported and noted that the projects listed were simply the current priorities, which could change in response to currently unpredicted changes in circumstances. The expenditure is also subject to anticipated capital receipts being received. The Revised Capital Budget for 2016/17 and the Capital Programme 2017/18 onwards are shown in detail at Appendices 8 and 9. A summary by Portfolio for 2016/17 and 2017/18 is reflected in the table below. The Revised Capital Budget for 2016/17 reflects the third quarter review of spending as reported in the TEN Performance Management System and approved by Cabinet at their meeting on 18 January 2017.

Wyre Borough Council – Capital Budget 2016/17 and Programme 2017/18

	Revised Estimate 2016/17 £	Original Estimate 2017/18 £
Health and Community Engagement	39,280	0
Leisure and Culture	773,465	0
Neighbourhood Services and Community Safety	22,443,264	22,246,014
Planning and Economic Development Resources	290,596	0
Street Scene, Parks and Open Spaces	265,060	361,000
	441,916	202,528
TOTAL FINANCING REQUIREMENT	24,253,581	22,809,542
Grants and Contributions	23,002,428	22,404,854
Revenue	880,345	261,000
Capital Receipts	370,808	143,688
Borrowing	0	0
TOTAL FINANCING	24,253,581	22,809,542

- 7.2 The financing reflects capital receipts arising from the disposal of part of Hardhorn Road car park in Poulton and Cleveleys Community Centre/Church. The availability and application of capital receipts has been assumed as reflected in the table below.

CAPITAL RECEIPTS	£
Balance at 31 March 2016	251,474
Anticipated (Net) Receipts in Year	330,000
Applied in Year (Incl. costs to sell)	-383,519
Balance at 31 March 2017	197,955
Anticipated (Net) Receipts in Year	0
Applied in Year (Incl. costs to sell)	-143,688
Balance at 31 March 2018	54,267
Anticipated (Net) Receipts in Year	0
Applied in Year (Incl. costs to sell)	-0
Balance at 31 March 2019	54,267
Anticipated (Net) Receipts in Year	0
Applied in Year (Incl. costs to sell)	-0
Balance at 31 March 2020	54,267
Anticipated (Net) Receipts in Year	0
Applied in Year (Incl. costs to sell)	-0
Balance at 31 March 2021	54,267

- 7.3** A key requirement of the MTFP is the long term planning of capital resources and the Capital Programme. The Prudential Code requires chief finance officers to have full regard to affordability when making recommendations about the local authority's future capital programme. Such consideration includes the level of long-term revenue commitments. Indeed, in considering the affordability of its capital plans, the authority is required to consider all of the resources available to it, including those estimated for the future together with the totality of its capital plans and revenue forecasts for the forthcoming year and the following two years. With effect from the 2007/08 financial year, the Council became reliant on borrowing to support capital expenditure. Long term borrowing totalling £3.552m at 31 March 2013 has been drawn down and this value is used to calculate the Minimum Revenue Provision (MRP) which must be reflected in the revenue estimates. The estimated debt charges for the 2016/17 financial year of £164,389 (comprising MRP of £95,559 and interest at 4.41% and 4.48% of £68,830 on the two remaining loans) will not reduce until 2024/25 when the 15 year lifespan assets drop out of the MRP calculation.
- 7.4** In an effort to reduce the Council's reliance on borrowing, and following concerns about the sustainability of continuing to borrow in the current economic climate, a Capital Investment Reserve was created as part of the 2009/10 closure of accounts. This funding will be used to meet known commitments, including the repair and maintenance of Council assets and provide resources for future capital investment. The Capital Investment Reserve is reviewed as part of the annual budget preparation, the updating of the MTFP and as part of the closure of accounts process with a view to minimising ongoing revenue costs. After funding existing commitments and capital growth bids for 2017/18, the projected balance on the Capital Investment Reserve at 31 March 2018 is expected to be

£416,623. As the capital investment for the health and fitness equipment at Poulton and Thornton Leisure Centres is recovered from the YMCA the reserve increases by £99,590 annually up to 2019/20 when £82,990 is reimbursed.

- 7.5** The Council's financial plans support the delivery of strategic plans for assets either through investment, disposals, rationalisation or more efficient asset use. Financial plans show how the financial gap between the need to invest in assets and the budget available will be filled over the long term (for example through prudential borrowing, rationalisation of assets, capital receipts, etc.). In order to avoid significant additional financial pressures, further capital disposals will be required to generate capital receipts to meet capital commitments.

Financial and legal implications	
Finance	Considered in detail in the report above.
Legal	None arising directly from the report.

Other risks/implications: checklist

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

implications	✓ / x
community safety	x
equality and diversity	x
sustainability	x
health and safety	x

risks/implications	✓ / x
asset management	✓
climate change	x
data protection	x

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List of background papers:		
name of document	date	where available for inspection

List of appendices

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– Leisure and Culture
– Neighbourhood Services and Community Safety
– Planning and Economic Development
– Resources
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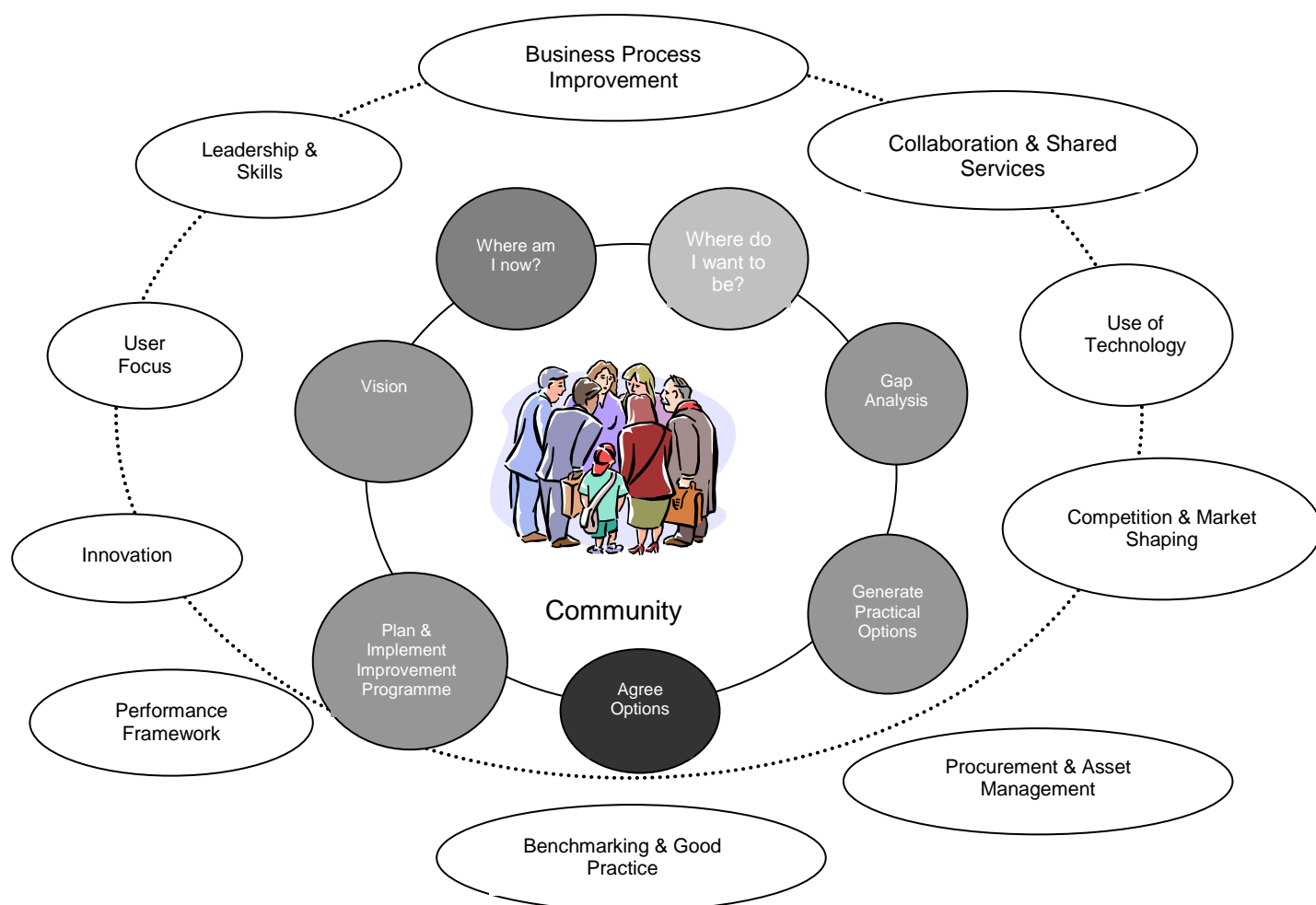
Annual Efficiency Statement

As part of the annual budget cycle, and in determining the Medium Term Financial Plan, the Council has for a number of years identified actions that will improve efficiency, quantifying the estimated expected gains.

Efficiency gains are achieved in the following ways:

- Reduced inputs (money, people, assets, etc.) for the same outputs
- Reduced prices (procurement, labour costs, etc.) for the same outputs
- Additional outputs or improved quality (extra service, productivity, etc.) for the same inputs; and
- Improved ratios of cost/output (unit costs, etc.)

The diagram below sets out a schematic overview of key efficiency tools/facilitators of efficiency that can be used to achieve greater efficiency.



Whilst there is no longer a statutory requirement to produce an Annual Efficiency Statement, the Council is committed to delivering savings year on year to ensure the continued delivery of key services and the achievement of its priorities as reflected within the Business Plan. The table overleaf indicates the efficiency savings achieved to date and those planned for the three-year period commencing 2016/17.

Efficiency Programme 2016/17 to 2018/19

Appendix 1 - continued

Estimate 2016/17 Mid Year

07/02/2017

	Target Efficiency Saving 2016/17 £		Impact on AES 2017/18 £	Anticipated Efficiency Saving 2018/19 £	Responsible Officer
Service Area/Cost Centre -					
Employee Expenses Explore the potential for further restructuring	52,028	All Directorates - Contact Centre Savings (Less eRevenues Software) including bar coding bills	32,622	0	Head of Contact Centre
Employee Expenses Explore the potential for further restructuring	93,840	All Directorates - Comms Team and Senior Management Restructure	30,233	0	Corporate Mgmt Team
Employee Expenses Explore the potential for further restructuring	26,330	All Directorates - Sports Development - see Officer Delegation Report 30.09.15 - Full Year Impact 16/17	0	0	Head of Culture, Leisure and Tourism
Employee Expenses Explore the potential for further restructuring	0	All Directorates - Garstang Business Centre - see Officer Delegation Report 30.09.15 - Full Year Impact 17/18	5,075	0	Head of Culture, Leisure and Tourism
Employee Expenses Explore the potential for further restructuring	32,269	All Directorates - Environmental Health/Community Safety - see Officer Delegation Report Dec'15 - Full Year Impact 16/17	7,461	0	Head of Environmental Health/Comm Safety
Employee Expenses Explore the potential for further restructuring	14,718	All Directorates - Incl. Engagement, Electoral Reg'n, Civic Centre, Private Sector Housing	39,557	0	Corporate Mgmt Team/Heads of Service
Employee Expenses Contributions to Costs	20,000	All Directorates - Engineering Team - Coastal Management via Cell Eleven Funding for Wyre and Fylde	0	0	Head of Engineering
Asset Management Letting of office space	31,650	Rent of Civic Centre to Lockwood Avenue Surgery/CCG - effective 01.07.16 (with 3 month rent free period)	10,550	0	Corporate Mgmt Team
Asset Management Letting of office space	0	Rent of Civic Centre Bungalow to Lancashire Police - assumed to be effective 01.04.17	4,000	0	Head of Built Environment
Asset Management Letting of office space	7,500	Rent of Former TIC and Mount Pavillion at Fleetwood and Teanlowe Day Centre, Poulton - full year impact 2016/17 and 2018/19	0	22,500	Head of Built Environment
Asset Management Letting of office space	0	Rent of Civic Centre to Pharmacy - effective 2 yrs following relocation of Lockwood i.e. 01.05.18	0	17,551	Corporate Mgmt Team
Council Tax Exemptions and Discounts Review following Government Reforms	46,824	Reform of council tax discounts and exemptions (agreed at Council 03.12.15 and 21.01.16 - effective 01.04.16)	0	0	Head of Contact Centre
Fees and Charges Review of budgets	0	Review of Fees and Charges	30,800	206,375	Corporate Mgmt Team/Heads of Service
Procurement Review of budgets	0	Review of Mayoral budget wef 2017/18	10,000	0	Head of Governance
Procurement Review of budgets	25,000	Contract management	27,500	0	Head of Culture, Leisure and Tourism
Sub total	350,159		197,798	246,426	
Actual Savings in 2006/07	815,090				
Actual Savings in 2007/08	373,644				
Actual Savings in 2008/09	757,874				
Actual Savings in 2009/10	368,967				
Actual Savings in 2010/11	463,691				
Actual Savings in 2011/12	1,474,372				
Actual Savings in 2012/13	2,058,095				
Actual Savings in 2013/14	685,006				
Actual Savings in 2014/15	267,976				
Actual Savings in 2015/16	353,322				
Cumulative Achievement at 31.03.17	7,968,196	724,381			

MEDIUM TERM FINANCIAL PLAN - SUMMARY FINANCIAL FORECAST

Appendix 2

<u>Revenue Budgets</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>
	£'000	£'000	£'000	£'000
Base Borough Requirements, increased for prior year inflation, but excluding Use/Top-up of Balances (shown below).	11,191	11,191	11,409	11,666
<u>Inflationary Assumptions on the above Base.</u>				
Pay Officers and Member Allowances- 1%		98	99	100
Prices, Specific Contracts and Other costs (Variable)/Energy (0%).		120	158	198
<u>Expected Future Changes on the above Base.</u>				
Capital Programme revenue implications.		6	23	114
Employee (incl. Member Allowances) and related cost - NI changes; Pension contributions; Protection; FTCs; long service awards and restructures.		112	122	122
External Grant and Grant Aided schemes - Council Tax Support; Performance Reward Grant (incl. Shaping Your Neighbourhood); Other Local Authorities; S106: Public Realm LCC; Arts and DWP.		0	2	12
Other Services including - Borough Elections; Citizens Advice Bureau; Leisure Centres; Marine Lake; Commuted Sums; Cemeteries; Licensing; Community Development; LCC Domestic Abuse Service; Marsh Mill; Homelessness; Civic Centre; Life in Wyre study and IT consultancy.		4	266	-24
Regeneration/Economic situation changes - Building Control; Development Control; Local Plan; Jameson Road Tip; Fleetwood Market; Parking and Estates.		-1	-11	-9
Waste Management - Waste Containers and Cost Share Allowance.		981	981	981
Capital Programme, cost of Borrowing and Investment Interest.		10	-46	-50
Capital Programme, Revenue funding contributions.		-44	84	166
Reserve Contribution Changes.		361	18	70
Revenue Support Grant - External Government Grant (all per final Local Government Finance Settlement)	-912	-466	0	0
Baseline Funding - External Government Grant (all per final Local Government Finance Settlement)	-3,184	-3,286	-3,403	-3,471
NDR income in excess of Baseline retained by Wyre.	-178	0	0	0
New Homes Bonus - Government Grant.	-2,103	-1,329	-708	-226
Transitional Grant - Government Grant.	-5	0	0	0
Non-Domestic Rates - Government Grant.	-867	0	0	0
Non-Domestic Rates - Levy.	480	0	0	0
Non-Domestic Rates - Retained Levy (Lancashire Pool).	-432	0	0	0
Collection Fund Adjustment - Council Tax re prior year.	-131	0	0	0
Collection Fund Adjustment - Non-domestic Rates re prior year.	1,480	0	0	0
Net Wyre Requirement met by Council Tax and Balances.	5,339	7,757	8,994	9,649
Base 17/18 and Forecast Cost met by Council Tax.	6,739	6,960	7,184	7,410
Net Spending change i.e. need to Use/ Top Up (-) Balances.	-1,400	797	1,810	2,239

	£	£	£	£
Balances as at 1 April.	9,664,340	11,064,151	10,266,834	8,456,826
Add Top Up of Balances in Base.	1,399,811	0	0	0
Less Use of Balances.	0	-797,317	-1,810,008	-2,239,218
Balances estimated Surplus / Deficit (-) at 31 March.	11,064,151	10,266,834	8,456,826	6,217,608
NB Prudent level of Balances £868,325.				

Tax Base, assumed circa 0.6% annual increase.	35,785	36,006	36,227	36,448
Forecast Council Tax £ p.	£188.31	£193.31	£198.31	£203.31
Annual Council Tax Increase £.	£5	£5	£5	£5
Additional Council Tax income = £		£221,630	£223,841	£226,052

SUMMARY REVENUE ESTIMATES BY PORTFOLIO

Appendix 3

2015/16 Actual		2016/17 Original Estimate	2016/17 Revised Estimate	2017/18 Original Estimate
£		£	£	£
590,984	Health and Community Engagement	646,960	630,180	624,820
3,315,635	Leisure and Culture	2,620,580	2,641,130	2,644,050
1,864,817	Neighbourhood Services and Community Safety	2,184,750	2,112,010	2,080,290
1,810,696	Planning and Economic Development	1,272,440	1,380,950	1,416,300
3,206,129	Resources	3,430,520	3,686,660	3,420,410
4,638,223	Street Scene, Parks and Open Spaces	4,246,050	3,921,790	3,926,310
15,426,484	NET COST OF SERVICES	14,401,300	14,372,720	14,112,180
58,440	Interest Paid/Received and MRP	80,350	86,330	112,570
	Contributions from (-)/to:			
12,900,692	Capital Adjustment Account	22,480,730	18,699,350	18,212,940
1,087,805	Other Reserves	187,979	-133,384	-741,014
1,558,019	Balances	1,385,536	1,642,328	1,399,811
1,108,189	Financing of Capital Expenditure	584,500	880,345	261,000
-558,672	* Investment Properties	0	0	0
33,365	* Transfer to Accumulated Absences Account	0	0	0
458,000	* Pensions interest cost/expected return on pensions assets	0	0	0
-16,627,710	Non Specific Grant income	-24,907,320	-21,302,310	-20,766,730
15,444,612	NET EXPENDITURE BEFORE OTHER GOVERNMENT GRANTS	14,213,075	14,245,379	12,590,757
-72,607	Council Tax Freeze Government Grant	0	0	0
-1,813,689	New Homes Bonus Government Grant	-2,295,955	-2,295,955	-2,103,112
-10,030	New Homes Bonus Adjustment/Topslice Government Grant	0	-7,173	0
-940,882	Non-Domestic Rates Government Grant	-680,412	-683,542	-866,809
-2,455,974	Revenue Support Grant (RSG)	-1,631,266	-1,631,266	-912,199
0	Transitional Grant	0	-5,142	-5,126
-150,924	Transfers from (-)/to the Collection Fund in respect of Council Tax surpluses/deficits	-140,304	-140,304	-131,483
-307,711	Transfers from (-)/to the Collection Fund in respect of NDR surpluses/deficits	391,305	391,305	1,480,210
-10,590,239	Transfers from (-)/to the Collection Fund in respect of NDR Wyre retained share	-10,788,486	-10,788,486	-9,767,946
7,291,757	NDR Tariff payment to Central Government	7,352,522	7,352,522	6,406,366
-162,777	NDR Levy/(Safety Net) payment to/from Central Government	462,415	293,821	479,717
0	NDR Retained Levy (Lancashire Pooling)	-416,174	-264,439	-431,745
488,193	Parish Requirements	603,430	603,430	644,769
6,719,729	Council Tax Requirement including Parishes	7,070,150	7,070,150	7,383,399
-488,193	Demand on the Collection Fund - Parish Councils	-603,430	-603,430	-644,769
-6,231,536	Demand on the Collection Fund - Council Tax Requirement for Wyre BC's own purposes.	-6,466,720	-6,466,720	-6,738,630
0		0	0	0

* Year end adjustments.

Balances Summary

	£	£	£
Opening Balance as at 1 April	7,134,222	8,022,012	9,664,340
Add: Contribution to balances	1,385,536	1,642,328	1,399,811
	8,519,758	9,664,340	11,064,151
Deduct: Contribution from balances	0	0	0
Closing Balance as at 31 March	8,519,758	9,664,340	11,064,151

Minimum Level of Balances Required

868,325

	RSG £	Baseline ** £	Aggregate £
Government Final 2017/18 Finance Settlement - RSG and Baseline Funding Level			
Lower-Tier Funding	-912,199	-3,183,802	-4,096,001
** Baseline Funding Level equivalent also to:-		£	
Transfer from Collection Fund in respect of NNDR Wyre's retained share		-9,767,946	
NDR Tariff payment to Central Government		6,406,366	
		-3,361,580	
Wyre's additional NNDR income compared with Baseline funding level.		-177,778	-177,778
Net RSG and Baseline Funding			-177,778

The Council's overall priorities are:-

- We will promote economic, housing and employment growth.
- We will attract investment to Wyre and support businesses to survive, grow and prosper.
- We will maximise commercial opportunities.
- We will work with our partners to reduce the risk of flooding and build community resilience.
- We will facilitate new energy generation opportunities.
- We will improve the health and wellbeing of our communities.
- We will support older people to remain independent.
- We will work with our partners (Health, Police, Voluntary Community and Faith Sector, LCC) to support prevention and early help.
- We will collaborate with partners to better design and integrate our services to enable communities to do more for themselves.
- We will improve the return from our assets.
- We will invest in our employees to develop a flexible and change-ready workforce.
- We will deliver cost effective, quality services.

Services which contribute towards delivering our Health and Community Engagement Portfolio theme comprise:-

2015/16 Actuals £		2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
25,011	Community Development	50,090	14,820	15,050
217,458	Environmental Protection	249,450	256,250	258,980
348,515	Regulatory and Licensing Services	347,420	359,110	350,790
590,984	Portfolio Total	646,960	630,180	624,820

Within the Business Plan 2015 to 2019 (2017 Update) our key projects include:

- Develop and deliver commercial strategy.
- Deliver a programme of work to promote healthy choices and healthier lifestyles to keep people well through better use of our leisure centres, recreational facilities, parks and open spaces.
- Play an active role in the Healthier Fleetwood initiative.
- Develop neighbourhood health initiatives for Garstang and Over Wyre.
- Explore opportunities offered by the Better Care Fund to better support older people and people with disabilities to stay in their own homes.
- Support the delivery of the Wyre Early Action project.
- Deliver community priority projects through the Together We Make a Difference Network.

Performance indicators, linked to the Health and Community Engagement Portfolio, are contained within the TEN Performance Management System and individual Service Plans. Performance against these projects and targets is regularly reported.

Actual expenditure and income figures for 2015/16 and updated projections for each of the service areas follow.

Community Development

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
25,011 Expenditure	50,090	14,820	15,050
0 Income	0	0	0
<u>25,011</u> Net Expenditure / Income (-)	<u>50,090</u>	<u>14,820</u>	<u>15,050</u>

Key Activities:

Community Development

Responsible Officer:

Service Director Health and Wellbeing.

Environmental Protection

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
268,986 Expenditure	299,770	319,380	322,460
-51,528 Income	-50,320	-63,130	-63,480
<u>217,458</u> Net Expenditure / Income (-)	<u>249,450</u>	<u>256,250</u>	<u>258,980</u>

Key Activities:

Air Pollution
Burial Expenses
Contaminated Land
Drainage Investigation
L A Pollution Prevention Control
Noise Control
Pest Control
Public Health - Miscellaneous Pollution
Radioactivity Monitoring

Responsible Officer:

Service Director Health and Wellbeing.

Regulatory and Licensing Services

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
589,626 Expenditure	574,600	584,630	559,320
-241,111 Income	-227,180	-225,520	-208,530
<u>348,515</u> Net Expenditure / Income (-)	<u>347,420</u>	<u>359,110</u>	<u>350,790</u>

Key Activities:

Animal Health Licensing

Food Safety

Gambling Act Licensing

General Licensing - Chargeable

General Licensing - Non-chargeable

Health and Safety at Work

Licensing Act

Licensing Enforcement - Non Fee Earning

Private Water Supplies

Taxi Licensing

Water Samples

Responsible Officer:

Service Director Health and Wellbeing.

Leisure and Culture Portfolio

The Council's overall priorities are:-

- We will promote economic, housing and employment growth.
- We will attract investment to Wyre and support businesses to survive, grow and prosper.
- We will maximise commercial opportunities.
- We will work with our partners to reduce the risk of flooding and build community resilience.
- We will facilitate new energy generation opportunities.
- We will improve the health and wellbeing of our communities.
- We will support older people to remain independent.
- We will work with our partners (Health, Police, Voluntary Community and Faith Sector, LCC) to support prevention and early help.
- We will collaborate with partners to better design and integrate our services to enable communities to do more for themselves.
- We will improve the return from our assets.
- We will invest in our employees to develop a flexible and change-ready workforce.
- We will deliver cost effective, quality services.

Services which contribute towards delivering our Leisure and Culture Portfolio theme comprise:-

2015/16 Actuals £		2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
265,201	Arts Development Events and Volunteering	128,380	161,640	130,150
2,273	Cemetery Services	26,530	42,240	21,310
274,599	Countryside	275,370	273,020	277,220
2,038,709	Recreation and Sport Facilities	1,344,470	1,366,630	1,353,740
509,358	Theatres and Public Entertainment	583,330	553,670	609,110
225,495	Tourism	262,500	243,930	252,520
3,315,635	Portfolio Total	2,620,580	2,641,130	2,644,050

Within the Business Plan 2015 to 2019 (2017 Update) our key projects include:

- Develop and deliver a commercial strategy.
- Deliver a programme of work to promote healthy choices and healthier lifestyles to keep people well through better use of our leisure centres, recreational facilities, parks and open spaces.

Performance indicators, linked to the Leisure and Culture Portfolio, are contained within the TEN Performance Management System and individual Service Plans. Performance against these projects and targets is regularly reported.

Actual expenditure and income figures for 2015/16 and updated projections for each of the service areas follow.

Arts Development Events and Volunteering

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
397,385 Expenditure	128,880	176,180	130,690
-132,184 Income	-500	-14,540	-540
<u>265,201</u> Net Expenditure / Income (-)	<u>128,380</u>	<u>161,640</u>	<u>130,150</u>

Key Activities:

Arts Development/Promotion
Coastal Communities Fund Revenue Schemes – up to 2016/17
Marsh Mill
Volunteer Wyre Project

Responsible Officer:

Service Director Health and Wellbeing.

Cemetery Services

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
265,912 Expenditure	282,270	299,930	276,200
-263,639 Income	-255,740	-257,690	-254,890
<u>2,273</u> Net Expenditure / Income (-)	<u>26,530</u>	<u>42,240</u>	<u>21,310</u>

Key Activities:

Fleetwood Cemetery
Poulton Cemeteries
Presall Cemetery

Responsible Officer:

Service Director People and Places.

Countryside

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
293,696 Expenditure	302,920	304,180	302,670
-19,097 Income	-27,550	-31,160	-25,450
<u>274,599</u> Net Expenditure / Income (-)	<u>275,370</u>	<u>273,020</u>	<u>277,220</u>

Key Activities:

Countryside General
Wyre Estuary Country Park

Responsible Officer:

Service Director People and Places.

Recreation and Sport Facilities

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
2,282,903 Expenditure	1,648,560	1,690,410	1,674,360
-244,194 Income	-304,090	-323,780	-320,620
<u>2,038,709</u> Net Expenditure / Income (-)	<u>1,344,470</u>	<u>1,366,630</u>	<u>1,353,740</u>

Key Activities:

Extended Activities - up to 2016/17
Fleetwood Leisure Centre
Foreshore/Promenade Cleveleys
Foreshore/Promenade Fleetwood
Garstang Leisure Centre
Garstang Swimming Centre
Marine Gardens Games
Marine Lake

Poulton Swimming Centre
Rossall Point Observatory
Skipool Berths
Sports Development
Thornton Leisure Centre

Responsible Officer:

Service Director Health and Wellbeing.

Theatres and Public Entertainment

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
887,598 Expenditure	911,370	947,070	996,650
-378,240 Income	-328,040	-393,400	-387,540
<u>509,358</u> Net Expenditure / Income (-)	<u>583,330</u>	<u>553,670</u>	<u>609,110</u>

Key Activities:

Marine Hall Fleetwood (including Bars and Catering)
Thornton Little Theatre

Responsible Officer:

Service Director Health and Wellbeing.

Tourism

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
252,375 Expenditure	288,150	270,710	279,700
-26,880 Income	-25,650	-26,780	-27,180
<u>225,495</u> Net Expenditure / Income (-)	<u>262,500</u>	<u>243,930</u>	<u>252,520</u>

Key Activities:

Cleveleys TIC (i-Bus)
Fleetwood TIC
Garstang TIC
General Promotions
Tourism

Responsible Officer:

Service Director Health and Wellbeing.

Neighbourhood Services and Community Safety Portfolio

The Council's overall priorities are:-

- We will promote economic, housing and employment growth.
- We will attract investment to Wyre and support businesses to survive, grow and prosper.
- We will maximise commercial opportunities.
- We will work with our partners to reduce the risk of flooding and build community resilience.
- We will facilitate new energy generation opportunities.
- We will improve the health and wellbeing of our communities.
- We will support older people to remain independent.
- We will work with our partners (Health, Police, Voluntary Community and Faith Sector, LCC) to support prevention and early help.
- We will collaborate with partners to better design and integrate our services to enable communities to do more for themselves.
- We will improve the return from our assets.
- We will invest in our employees to develop a flexible and change-ready workforce.
- We will deliver cost effective, quality services.

Services which contribute towards delivering our Neighbourhood Services and Community Safety Portfolio theme comprise:-

2015/16 Actuals £		2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
-139,828	Car Parking	-58,720	8,850	-119,740
245,303	Community Safety	207,840	225,330	196,130
91,285	Consumer Protection	94,260	91,860	63,260
1,029,540	Flood Risk Management	1,043,200	1,074,510	1,047,210
239,196	Housing Benefits	423,920	370,850	498,280
399,321	Housing Services	474,250	340,610	395,150
1,864,817	Portfolio Total	2,184,750	2,112,010	2,080,290

Within the Business Plan 2015 to 2019 (2017 Update) our key projects include:

- Complete the Rossall Sea Defence Scheme.
- Develop and deliver a commercial strategy.
- Develop the Wyre Flood Forum and support local flood action groups.

Performance indicators, linked to the Neighbourhood Services and Community Safety Portfolio, are contained within the TEN Performance Management System and individual Service Plans. Performance against these projects and targets is regularly reported.

Actual expenditure and income figures for 2015/16 and updated projections for each of the service areas follow.

Car Parking

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
707,521 Expenditure	511,960	582,620	451,930
-847,349 Income	-570,680	-573,770	-571,670
<u>-139,828</u> Net Expenditure / Income (-)	<u>-58,720</u>	<u>8,850</u>	<u>-119,740</u>

Key Activities:

Car Parks Unmetered
Off Street Car Parking

Responsible Officer:

Service Director People and Places.

Community Safety

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
341,640 Expenditure	224,940	276,360	213,230
-96,337 Income	-17,100	-51,030	-17,100
<u>245,303</u> Net Expenditure / Income (-)	<u>207,840</u>	<u>225,330</u>	<u>196,130</u>

Key Activities:

Children`s Trust
Community Safety Operations
Working Together With Families
Wyre & Lancaster Hate Crime Project - 2015/16 only

Responsible Officer:

Service Director Health and Wellbeing.

Consumer Protection

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
91,285 Expenditure	94,260	91,860	63,260
0 Income	0	0	0
<u>91,285</u> Net Expenditure / Income (-)	<u>94,260</u>	<u>91,860</u>	<u>63,260</u>

Key Activities:

Consumer Protection Advice and Education

Responsible Officer:

Service Director People and Places.

Flood Risk Management

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
1,050,351 Expenditure	1,049,520	1,279,970	1,192,600
-20,811 Income	-6,320	-205,460	-145,390
<u>1,029,540</u> Net Expenditure / Income (-)	<u>1,043,200</u>	<u>1,074,510</u>	<u>1,047,210</u>

Key Activities:

Land Drainage
River Flooding
Sea Defences
Tidal Flooding

Responsible Officer:

Service Director People and Places.

Housing Benefits

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
33,063,077 Expenditure	33,227,910	32,054,290	31,904,000
-32,823,881 Income	-32,803,990	-31,683,440	-31,405,720
<u>239,196</u> Net Expenditure / Income (-)	<u>423,920</u>	<u>370,850</u>	<u>498,280</u>

Key Activities:

Benefits Administration
Benefits - Local Scheme (War Widows)
Benefits - Rent Allowances
Benefits - Rent Rebates

Responsible Officer:

Service Director People and Places.

Housing Services

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
1,887,505 Expenditure	1,846,590	2,600,330	2,404,330
-1,488,184 Income	-1,372,340	-2,259,720	-2,009,180
<u>399,321</u> Net Expenditure / Income (-)	<u>474,250</u>	<u>340,610</u>	<u>395,150</u>

Key Activities:

Care and Repair Service
Empty Homes and Dwellings
Handy Person Service
Homelessness
House Renovation Grants
Houses in Multiple Occupation
Housing Advice
Housing Standards (excluding HMO's)

Responsible Officer:

Service Director Health and Wellbeing.

Planning and Economic Development Portfolio

The Council's overall priorities are:-

- We will promote economic, housing and employment growth.
- We will attract investment to Wyre and support businesses to survive, grow and prosper.
- We will maximise commercial opportunities.
- We will work with our partners to reduce the risk of flooding and build community resilience.
- We will facilitate new energy generation opportunities.
- We will improve the health and wellbeing of our communities.
- We will support older people to remain independent.
- We will work with our partners (Health, Police, Voluntary Community and Faith Sector, LCC) to support prevention and early help.
- We will collaborate with partners to better design and integrate our services to enable communities to do more for themselves.
- We will improve the return from our assets.
- We will invest in our employees to develop a flexible and change-ready workforce.
- We will deliver cost effective, quality services.

Services which contribute towards delivering our Planning and Economic Development Portfolio theme comprise:-

2015/16 Actuals £		2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
88,669	Building Control	96,670	89,750	98,400
163,863	Economic Development and Regeneration	170,890	214,920	175,420
316,713	Highways Infrastructure	366,180	360,150	360,350
471,812	Planning and Development Services	689,080	822,390	620,130
593,296	Property Portfolio *	-209,950	-250,690	1,930
166,657	Public Transport	149,880	136,490	148,730
9,686	Transportation	9,690	7,940	11,340
1,810,696	Portfolio Total	1,272,440	1,380,950	1,416,300

* Investment Property income adjusted at year end.

Within the Business Plan 2015 to 2019 (2017 Update) our key projects include:

- Adopt a new Local Plan to manage and deliver development through to 2031.
- Develop a Local Economic Development Strategy which includes working with partners and local business to improve the local economy.
- Support and promote the Enterprise Zone at Hillhouse International Business Park at Thornton.
- Develop and deliver a commercial strategy.

Performance indicators, linked to the Planning and Economic Development Portfolio, are contained within the TEN Performance Management System and individual Service Plans. Performance against these projects and targets is regularly reported.

Actual expenditure and income figures for 2015/16 and updated projections for each of the service areas follow.

Building Control

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
270,148 Expenditure	266,190	276,350	273,950
-181,479 Income	-169,520	-186,600	-175,550
<u>88,669</u> Net Expenditure / Income (-)	<u>96,670</u>	<u>89,750</u>	<u>98,400</u>

Key Activities:

Building Enforcement
 Building Regulations - Fee Earning
 Other Building Control Work

Responsible Officer:

Service Director Performance and Innovation.

Economic Development and Regeneration

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
229,759 Expenditure	170,890	220,930	175,420
-65,896 Income	0	-6,010	0
<u>163,863</u> Net Expenditure / Income (-)	<u>170,890</u>	<u>214,920</u>	<u>175,420</u>

Key Activities:

Borough Promotion and Marketing
 Business Support
 Economic Development and Promotion - General
 European Projects
 Fleetwood – Fish, Food and Business Park
 Fleetwood Coastal Community Project – up to 2016/17
 Fleetwood Masterplan
 Modern Apprenticeships

Rural Areas - Economic Initiatives
 Wyred Up

Responsible Officer:

Chief Executive.

Highways Infrastructure

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
398,793 Expenditure	430,770	422,250	418,420
-82,080 Income	-64,590	-62,100	-58,070
<u>316,713</u> Net Expenditure / Income (-)	<u>366,180</u>	<u>360,150</u>	<u>360,350</u>

Key Activities:

Alley Gates

Bus Shelters and Turn Round

Festive Lighting

LCC Highways Agency

WBC Highways - Non Agency

Responsible Officer:

Service Director People and Places.

Planning and Development Services

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
1,200,250 Expenditure	1,233,420	1,525,970	1,166,040
-728,438 Income	-544,340	-703,580	-545,910
<u>471,812</u> Net Expenditure / Income (-)	<u>689,080</u>	<u>822,390</u>	<u>620,130</u>

Key Activities:

Conservation and Listed Buildings

Development Control

Development Enforcement

Housing Strategy

Local Plan

Planning Policy

Responsible Officer:

Chief Executive.

Property Portfolio

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
1,419,333 Expenditure	1,163,430	1,214,280	1,209,500
-826,037 Income *	-1,373,380	-1,464,970	-1,207,570
<u>593,296</u> Net Expenditure / Income (-)	<u>-209,950</u>	<u>-250,690</u>	<u>1,930</u>

* Investment Property income adjusted at year end.

Key Activities:

Bus Station Thornton Cleveleys	Poulton Community and Youth Centre
Butts Close Industrial Site	Poulton Golf Course
Cleveleys Comm Centre and Church – up to 2016/17	Poulton Market
Copse Rd Depot	Teanlowe Day Centre
Depot Thornton - 2015/16 only	Unused/Old Office Accommodation
Fleetwood Market	
Fleetwood Marsh Development	
Garstang Offices/Community Facilities	
Miscellaneous Buildings and Land	

Responsible Officer:

Service Director Performance and Innovation.

Public Transport

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
240,623 Expenditure	225,950	215,550	228,920
-73,966 Income	-76,070	-79,060	-80,190
<u>166,657</u> Net Expenditure / Income (-)	<u>149,880</u>	<u>136,490</u>	<u>148,730</u>

Key Activities:

Fleetwood/Knott End Ferry

Responsible Officer:

Service Director People and Places.

Transportation

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
9,686 Expenditure	9,690	7,940	11,340
0 Income	0	0	0
<u>9,686</u> Net Expenditure / Income (-)	<u>9,690</u>	<u>7,940</u>	<u>11,340</u>

Key Activities:

Transport Planning, Policy and Strategy

Responsible Officer:

Service Director People and Places.

Resources Portfolio

The Council's overall priorities are:-

- We will promote economic, housing and employment growth.
- We will attract investment to Wyre and support businesses to survive, grow and prosper.
- We will maximise commercial opportunities.
- We will work with our partners to reduce the risk of flooding and build community resilience.
- We will facilitate new energy generation opportunities.
- We will improve the health and wellbeing of our communities.
- We will support older people to remain independent.
- We will work with our partners (Health, Police, Voluntary Community and Faith Sector, LCC) to support prevention and early help.
- We will collaborate with partners to better design and integrate our services to enable communities to do more for themselves.
- We will improve the return from our assets.
- We will invest in our employees to develop a flexible and change-ready workforce.
- We will deliver cost effective, quality services.

Services which contribute towards delivering our Resources Portfolio theme comprise:-

2015/16 Actuals £		2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
48,777	Civil Contingencies	11,180	21,420	30,150
2,343,752	Corporate and Democratic Core *	2,524,840	2,493,320	2,376,280
237,561	Corporate Management Costs/Miscellaneous	175,840	528,160	266,960
0	Corporate Support Services	0	0	0
310,176	Elections Services	222,300	222,930	221,580
88,648	Grant Support	32,110	42,960	31,390
-51,699	Land Charges	8,230	-69,480	11,100
228,914	Local Tax Collection	456,020	447,350	482,950
3,206,129	Portfolio Total	3,430,520	3,686,660	3,420,410

* Retirement Benefit expenditure adjusted at year end.

Within the Business Plan 2015 to 2019 (2017 Update) our key projects include:

- Develop and deliver a commercial strategy.
- Progress our programme of efficiency savings to ensure a balanced budget.
- Deliver the Asset Management Plan actions and priorities to maximise the return from our assets.
- Facilitate a staff development programme to support our vision and goals.
- Implement #DigitalWyre, our strategy to facilitate digital transformation of services.

Performance indicators, linked to the Resources Portfolio, are contained within the TEN Performance Management System and individual Service Plans. Performance against these projects and targets is regularly reported.

Actual expenditure and income figures for 2015/16 and updated projections for each of the service areas follow.

Civil Contingencies

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
81,749 Expenditure	70,320	62,840	71,990
-32,972 Income	-59,140	-41,420	-41,840
<u>48,777</u> Net Expenditure / Income (-)	<u>11,180</u>	<u>21,420</u>	<u>30,150</u>

Key Activities:
Civil Contingencies

Responsible Officer:
Service Director People and Places.

Corporate and Democratic Core

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
2,343,777 Expenditure *	2,528,860	2,497,340	2,380,300
-25 Income	-4,020	-4,020	-4,020
<u>2,343,752</u> Net Expenditure / Income (-)	<u>2,524,840</u>	<u>2,493,320</u>	<u>2,376,280</u>

* Retirement Benefit expenditure adjusted at year end

Key Activities:

Civic and Ceremonial
Corporate Management
Democratic Services
Members Expenses, Support and Advice
Newspaper/ENewsletter/Media/Social Media
Retirement Benefits
Subscriptions

Responsible Officer:
Service Director Performance and Innovation.

Corporate Management Costs/Miscellaneous

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
244,079 Expenditure	182,840	536,560	275,360
6,518 Income	-7,000	-8,400	-8,400
<u>237,561</u> Net Expenditure / Income (-)	<u>175,840</u>	<u>528,160</u>	<u>266,960</u>

Key Activities:

Bank Charges
External Audit Fees
Provision for Bad Debts
Provision for Contingencies
Treasury Management

Responsible Officer:

Chief Executive, (Note: statutory responsibilities will remain with the Section 151 Officer - Head of Finance.)

Corporate Support Services

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
13,099,793 Expenditure	12,755,660	13,279,400	12,997,750
-13,099,793 Income	-12,755,660	-13,279,400	-12,997,750
<u>0</u> Net Expenditure / Income (-)	<u>0</u>	<u>0</u>	<u>0</u>

Key Activities:

Those services with the primary aim of supporting the provision of services to the public including Contact Centre, Finance, IT, HR, office accommodation, Legal, Engagement, Transport, etc.

Other recharging cost centres such as Private Sector Housing, Pollution and Commercial Safety, Parks and Open Spaces, Street Scene, etc who allocate their costs across a number of service areas.

Responsible Officer:

Chief Executive.

Elections Services

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
504,617 Expenditure	383,680	585,260	388,680
-194,441 Income	-161,380	-362,330	-167,100
<u>310,176</u> Net Expenditure / Income (-)	<u>222,300</u>	<u>222,930</u>	<u>221,580</u>

Key Activities:

Elections – Borough - 2015/16 only
Elections – LCC - 2017/18 only
Elections – Parish – 2015/16 only
Elections – Parliamentary – 2015/16 only
Elections – Police Commissioner – up to 2016/17
Elections – Referendum – 2016/17 only
Electoral Registration

Responsible Officer:

Service Director Performance and Innovation, (Note: the Returning Officer for Elections is the Chief Executive.)

Grant Support

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
86,648 Expenditure	32,110	42,960	31,390
0 Income	0	0	0
<u>86,648</u> Net Expenditure / Income (-)	<u>32,110</u>	<u>42,960</u>	<u>31,390</u>

Key Activities:

Grants
Shaping Your Neighbourhood - Resources Portfolio - 2015/16 only

Responsible Officer:

Service Director Performance and Innovation.

Land Charges

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
164,894 Expenditure	101,740	37,150	104,610
-216,593 Income	-93,510	-106,630	-93,510
<u>51,699</u> Net Expenditure / Income (-)	<u>8,230</u>	<u>-69,480</u>	<u>11,100</u>

Key Activities:

Land Charges

Land Charges - Agreements

Land Charges - Personal Searches

Responsible Officer:

Service Director Performance and Innovation.

Local Tax Collection

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
1,123,194 Expenditure	1,091,430	1,188,110	1,132,690
-894,280 Income	-635,410	-740,760	-649,740
<u>228,914</u> Net Expenditure / Income (-)	<u>456,020</u>	<u>447,350</u>	<u>482,950</u>

Key Activities:

Council Tax Benefit – 2015/16 only

Council Tax Collection

Localisation of Council Tax Support

Non - Domestic Rates Collection

Responsible Officer:

Service Director People and Places, (Note: statutory responsibilities will remain with the Section 151 Officer - Head of Finance.)

Street Scene, Parks and Open Spaces Portfolio

The Council's overall priorities are:-

- We will promote economic, housing and employment growth.
- We will attract investment to Wyre and support businesses to survive, grow and prosper.
- We will maximise commercial opportunities.
- We will work with our partners to reduce the risk of flooding and build community resilience.
- We will facilitate new energy generation opportunities.
- We will improve the health and wellbeing of our communities.
- We will support older people to remain independent.
- We will work with our partners (Health, Police, Voluntary Community and Faith Sector, LCC) to support prevention and early help.
- We will collaborate with partners to better design and integrate our services to enable communities to do more for themselves.
- We will improve the return from our assets.
- We will invest in our employees to develop a flexible and change-ready workforce.
- We will deliver cost effective, quality services.

Services which contribute towards delivering our Street Scene, Parks and Open Spaces Portfolio theme comprise:-

2015/16 Actuals £		2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
99,776	Dog Warden Service	111,390	105,540	100,490
3,409	Environmental Improvements	5,750	6,870	5,770
1,026,121	Parks and Open Spaces	1,058,170	1,176,780	1,177,270
215,214	Playing Fields	260,720	246,260	247,300
688,249	Public Conveniences	359,470	324,510	329,820
2,605,454	Waste Management	2,450,550	2,061,830	2,065,660
4,638,223	Portfolio Total	4,246,050	3,921,790	3,926,310

Within the Business Plan 2015 to 2019 (2017 Update) our key projects include:

- Restore the Mount and its Gardens in Fleetwood.
- Develop and deliver a commercial strategy.

Performance indicators, linked to the Street Scene, Parks and Open Spaces Portfolio, are contained within the TEN Performance Management System and individual Service Plans. Performance against these projects and targets is regularly reported.

Actual expenditure and income figures for 2015/16 and updated projections for each of the service areas follow.

Dog Warden Service

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
104,198 Expenditure	116,540	110,960	105,540
-4,422 Income	-5,150	-5,420	-5,050
<u>99,776</u> Net Expenditure / Income (-)	<u>111,390</u>	<u>105,540</u>	<u>100,490</u>

Key Activities:
Dog Warden Service

Responsible Officer:
Service Director People and Places.

Environmental Improvements

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
4,919 Expenditure	5,750	6,870	5,770
-1,510 Income	0	0	0
<u>3,409</u> Net Expenditure / Income (-)	<u>5,750</u>	<u>6,870</u>	<u>5,770</u>

Key Activities:
Monuments and Memorials

Responsible Officer:
Service Director Performance and Innovation.

Parks and Open Spaces

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
1,105,751 Expenditure	1,117,040	1,264,480	1,249,090
-79,630 Income	-58,870	-87,700	-71,820
<u>1,026,121</u> Net Expenditure / Income (-)	<u>1,058,170</u>	<u>1,176,780</u>	<u>1,177,270</u>

Key Activities:

Allotments

Ashdell Nursery - 2015/16 only

Jean Stansfield/Vicarage Park

Jubilee Gardens

Marine Gardens

Memorial Park

Mount Grounds

North Drive Recreation Ground

Open Spaces Fleetwood

Open Spaces Over Wyre

Open Spaces Poulton/Thornton

Responsible Officer:

Service Director People and Places.

Playing Fields

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
218,213 Expenditure	266,800	254,500	255,410
-2,999 Income	-6,080	-8,240	-8,110
<u>215,214</u> Net Expenditure / Income (-)	<u>260,720</u>	<u>246,260</u>	<u>247,300</u>

Key Activities:

Civic Centre Playing Fields

Cottam Hall Playing Fields

King George V Playing Field Fleetwood

King Georges Playing Field Thornton

Other Playing Fields

Responsible Officer:

Service Director People and Places.

Public Conveniences

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
725,150 Expenditure	399,770	364,810	370,020
-36,901 Income	-40,300	-40,300	-40,200
<u>688,249</u> Net Expenditure / Income (-)	<u>359,470</u>	<u>324,510</u>	<u>329,820</u>

Key Activities:

Public Conveniences

Responsible Officer:

Service Director People and Places.

Waste Management

2015/16 Actuals £	2016/17 Original Estimate £	2016/17 Revised Estimate £	2017/18 Original Estimate £
4,023,439 Expenditure	4,093,580	4,150,340	4,167,220
-1,417,985 Income	-1,643,030	-2,088,510	-2,101,560
<u>2,605,454</u> Net Expenditure / Income (-)	<u>2,450,550</u>	<u>2,061,830</u>	<u>2,065,660</u>

Key Activities:

Abandoned Vehicles
 Domestic Waste Management
 Foreshore Cleaning
 Street Cleansing
 Trade Waste Collection - Duty of Care

Responsible Officer:

Service Director People and Places.

RESERVES, BALANCES AND MANPOWER STATEMENT

Appendix 4

	Actual Balance at 01/04/2016 £	' Top-up ' £	Less to Fund Expenditure £	Estimated Balance at 31/03/2017 £
<u>2016/17 REVISED ESTIMATE</u>				
Reserves				
Building Control	7,320	3,900	0	11,220
Business Growth Incentive	9,424	0	0	9,424
Capital Investment	796,180	99,590	-578,737	317,033
Elections	18,842	41,217	-30,000	30,059
Insurance	0	40,000	-9,010	30,990
Investment - I.T. Strategy	324,786	86,230	-293,000	118,016
Land Charges	21,608	2,850	-78	24,380
Leisure Management	151,542	21,340	-38,828	134,054
New Homes Bonus	2,478,020	760,158	-568,749	2,669,429
Non-Domestic Rates Equalisation	1,439,929	654,160	-331,828	1,762,261
Performance Reward Initiatives	49,973	0	-21,079	28,894
Value for Money	570,646	83,346	-26,747	627,245
Vehicle Replacement/Street Cleansing Maintenance	492,871	214,381	-242,500	464,752
	<u>6,361,141</u>	<u>2,007,172</u>	<u>-2,140,556</u>	<u>6,227,757</u>
Balances				
General	8,022,012	1,642,328	0	9,664,340
TOTAL	<u>14,383,153</u>	<u>3,649,500</u>	<u>-2,140,556</u>	<u>15,892,097</u>

Note. All of the Performance Reward Initiatives 31/03/17 balance is ring-fenced for revenue purposes.

Note. None of the Land Charges 31/03/17 balance is for Personal Search revocation implications.

	Estimated Balance at 01/04/2017 £	' Top-up ' £	Less to Fund Expenditure £	Estimated Balance at 31/03/2018 £
<u>2017/18 LATEST ESTIMATE</u>				
Reserves				
Building Control	11,220	0	-3,440	7,780
Business Growth Incentive	9,424	0	0	9,424
Capital Investment	317,033	99,590	0	416,623
Elections	30,059	41,217	0	71,276
Insurance	30,990	40,000	0	70,990
Investment - I.T. Strategy	118,016	78,340	-80,000	116,356
Land Charges	24,380	1,240	0	25,620
Leisure Management	134,054	6,340	0	140,394
New Homes Bonus	2,669,429	341,192	-568,749	2,441,872
Non-Domestic Rates Equalisation	1,762,261	818,837	-1,480,210	1,100,888
Performance Reward Initiatives	28,894	0	-2,620	26,274
Value for Money	627,245	17,011	-9,733	634,523
Vehicle Replacement/Street Cleansing Maintenance	464,752	220,971	-261,000	424,723
	<u>6,227,757</u>	<u>1,664,738</u>	<u>-2,405,752</u>	<u>5,486,743</u>
Balances				
General	9,664,340	1,399,811	0	11,064,151
TOTAL	<u>15,892,097</u>	<u>3,064,549</u>	<u>-2,405,752</u>	<u>16,550,894</u>

Note. None of the Land Charges 31/03/18 balance is for Personal Search revocation implications.

MANPOWER BUDGET

In 2016/17 the Council's Budget included 334.14 (full-time) equivalent staff and in 2017/18 it has made provision for 324.24. The Council continues to implement service reviews resulting in a reduction in full-time equivalent positions since 2004/05 of 30% contributing significant savings towards the Council's commitment to deliver cost effective services.

RESERVES, BALANCES AND MANPOWER STATEMENT

Appendix 4 continued

	Estimated Balance at 01/04/2018 £	' Top-up ' £	Less to Fund Expenditure £	Estimated Balance at 31/03/2019 £
2018/19 LATEST ESTIMATE				
Reserves				
Building Control	7,780	0	0	7,780
Business Growth Incentive	9,424	0	0	9,424
Capital Investment	416,623	99,590	0	516,213
Elections	71,276	41,217	0	112,493
Insurance	70,990	40,000	0	110,990
Investment - I.T. Strategy	116,356	55,565	-80,000	91,921
Land Charges	25,620	0	0	25,620
Leisure Management	140,394	0	0	140,394
New Homes Bonus	2,441,872	0	-568,749	1,873,123
Non-Domestic Rates Equalisation	1,100,888	0	0	1,100,888
Performance Reward Initiatives	26,274	0	-2,620	23,654
Value for Money	634,523	0	0	634,523
Vehicle Replacement/Street Cleansing Maintenance	424,723	251,154	-216,500	459,377
	5,486,743	487,526	-867,869	5,106,400
Balances				
General	11,064,151	0	-797,317	10,266,834
TOTAL	16,550,894	487,526	-1,665,186	15,373,234

Note. None of the Land Charges 31/03/19 balance is for Personal Search revocation implications.

	Estimated Balance at 01/04/2019 £	' Top-up ' £	Less to Fund Expenditure £	Estimated Balance at 31/03/2020 £
2019/20 LATEST ESTIMATE				
Reserves				
Building Control	7,780	0	0	7,780
Business Growth Incentive	9,424	0	0	9,424
Capital Investment	516,213	82,990	0	599,203
Elections	112,493	41,217	-153,710	0
Insurance	110,990	40,000	0	150,990
Investment - I.T. Strategy	91,921	45,570	-118,020	19,471
Land Charges	25,620	0	0	25,620
Leisure Management	140,394	0	0	140,394
New Homes Bonus	1,873,123	0	-568,749	1,304,374
Non-Domestic Rates Equalisation	1,100,888	0	0	1,100,888
Performance Reward Initiatives	23,654	0	-1,233	22,421
Value for Money	634,523	0	0	634,523
Vehicle Replacement/Street Cleansing Maintenance	459,377	253,214	-344,500	368,091
	5,106,400	462,991	-1,186,212	4,383,179
Balances				
General	10,266,834	0	-1,810,008	8,456,826
TOTAL	15,373,234	462,991	-2,996,220	12,840,005

Note. None of the Land Charges 31/03/20 balance is for Personal Search revocation implications.

RESERVES, BALANCES AND MANPOWER STATEMENT

Appendix 4 continued

	Estimated Balance at 01/04/2020 £	' Top-up ' £	Less to Fund Expenditure £	Estimated Balance at 31/03/2021 £
<u>2020/21 LATEST ESTIMATE</u>				
Reserves				
Building Control	7,780	0	0	7,780
Business Growth Incentive	9,424	0	0	9,424
Capital Investment	599,203	0	0	599,203
Elections	0	41,217	0	41,217
Insurance	150,990	40,000	0	190,990
Investment - I.T. Strategy	19,471	63,885	-80,000	3,356
Land Charges	25,620	0	0	25,620
Leisure Management	140,394	0	0	140,394
New Homes Bonus	1,304,374	0	-568,749	735,625
Non-Domestic Rates Equalisation	1,100,888	0	0	1,100,888
Performance Reward Initiatives	22,421	0	0	22,421
Value for Money	634,523	0	0	634,523
Vehicle Replacement/Street Cleansing Maintenance	368,091	259,153	-426,700	200,544
	<u>4,383,179</u>	<u>404,255</u>	<u>-1,075,449</u>	<u>3,711,985</u>
Balances				
General	8,456,826	0	-2,239,218	6,217,608
	<u>12,840,005</u>	<u>404,255</u>	<u>-3,314,667</u>	<u>9,929,593</u>

Note. None of the Land Charges 31/03/21 balance is for Personal Search revocation implications.

arm/ex/cab/cr/17/1502cj1 Appendix 4