

# NELC Budget Summary 2017/18 & Medium Term Financial Plan 2017/18 to 2019/20



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# Introduction

This document sets out North East Lincolnshire's Revenue budget for 2017/18 in a summarised format, together with the Medium Term Financial Plan for 2017/18 to 2019/20.

It contains a summary of the budget agreed by full Council on the 15th February 2017, with other information regarding the funding of the overall budget, and the way in which the Council Tax is set. It also contains the Capital Programme which runs up until 2019/20, and information relating to the Councils Reserves and Balances. Finally it details for each directorate the main components of the directorate budget, as well as narrative that explains which services it provides.

The information contained within this document is to help assist the Public, Members, Chief Officers and their staff in understanding the current financial position and in preparing for future budgets



# **Director of Finance Overview**

The Council has two clear strategic priorities – Stronger Economy and Stronger Communities. In order to achieve those priorities the Council needs to have a clear and robust financial plan which focusses on long term financial sustainability. It is therefore vitally important that the Council takes an ambitious approach to securing the long term financial sustainability for the area. Only by embracing the area's economic potential and by budgeting for growth can the Council become self sufficient and generate the resources necessary to maintain and reinvest into public services.

The Council must continue to maximise and accelerate growth within North East Lincolnshire – by exploiting opportunities for Inward Investment, External Funding and greater Partnership working. Growth in Housing, Energy and additional inward investment from the Business sector are key drivers to the achievement of ambitious plans.

The Council's role in these ambitions needs to be flexible, recognising the need to facilitate and enable, partner and support. Our plans must be a balance between ambition (growth of "The Place"); in order to achieve growth in the tax bases, and provision of public services, focussed on Outcomes, and delivered in the most efficient and effective way.

After a number of years of budget reductions and austerity, the Council is rebalancing and refocusing its activities in line with the resources it currently has available to it. In short, the Council can no longer deliver a balanced budget via making budget efficiencies alone. Our approach therefore needs to focus on sustainability for the future. The commissioning approach will enable us to use the total resource available in order to improve the outcomes in the most efficient, effective, equitable and sustainable way. This approach requires the Council to take bold decisions and actively manage risk and opportunity as it arises. In doing so it is essential that the need for continuing flexibility in planning is acknowledged.

At present, the Council is still heavily reliant on central government funding. As we move forward, the proportion of funding we receive from Central Government will reduce and the Council needs to adapt. This plan is key to that transition. The move towards local generation of funding within local government, with increased emphasis on growing both the Council Tax and Business Rate base to generate higher client receipts, will help to drive financial sustainability for the Borough as a whole. Enabling economic regeneration, and accelerating growth in Housing, are fundamental strands of the vision for the area. The Economic Strategy that underpins this and investment in the South Humber area forms a key element of the future capital programme. With reduced resources at its disposal it is essential that any programme is focused and prioritized to ensure where opportunities do arise, the Council is in a position to support investment and economic growth in the area.

Sharon Wroot  
Director of Finance, Resources and Operations

# Where North East Lincolnshire Council Funding Comes From 2017/18

The Revenue Support Grant (RSG) is revenue funding given to local Authorities by Central Government.

The funding is shared out between authorities on the basis of a population based distribution formula.

**Revenue  
Support  
Grant**  
£17.7m

The New Homes Bonus is a grant paid by central government to local councils for increasing the number of homes and their use.

There are also extra payments available for providing affordable housing

**New Homes  
Bonus**  
£1.6m

**Adult Social  
Care Precept  
& Grants**  
£7.7m

**Total NET  
Budget**  
£121.7m

Non-Domestic Rates, or business rates, collected by local authorities are the way that those who occupy non-domestic property (Shops, Bars & Restaurants etc.) contribute towards the costs of local services.

Authorities retain a proportion of the business rates collected locally.

**Business  
Rates  
Retention**  
£37.4m

**Council Tax**  
£57.3m

The amount of Council Tax collectable is based upon the total value of taxable property (the tax base) and the agreed charge per band.

# North East Lincolnshire Council 2017/18 Council Tax Requirement

To finalise its budget the Council must set a Council Tax requirement – the amount of money raised by Council Tax. The table below shows the Council Tax bills for North East Lincolnshire residents by property band. The band is based on the value of your property, and includes the 1.98% increase from NELC, 3% increase for Adult Social Care Precept plus charges for Police, Fire and Parish Precepts

AREA	BAND A	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H	CHANGE From Last Year
	£	£	£	£	£	£	£	£	£	%
Cleethorpes	936.12	1,123.34	1,310.56	1,497.79	1,685.01	2,059.46	2,433.90	2,808.35	3,370.02	4.47%
Grimsby	935.86	1,123.03	1,310.21	1,497.38	1,684.55	2,058.89	2,433.24	2,807.58	3,369.10	4.47%
Ashby-cum-Fenby	948.53	1,138.24	1,327.95	1,517.65	1,707.36	2,086.77	2,466.19	2,845.60	3,414.72	4.43%
Aylesby	934.37	1,121.24	1,308.11	1,494.99	1,681.86	2,055.61	2,429.35	2,803.10	3,363.72	4.47%
Barnoldby-le-Beck	943.10	1,131.72	1,320.34	1,508.96	1,697.58	2,074.82	2,452.06	2,829.30	3,395.16	4.43%
Beelsby	934.37	1,121.24	1,308.11	1,494.99	1,681.86	2,055.61	2,429.35	2,803.10	3,363.72	4.47%
Bradley	948.83	1,138.60	1,328.37	1,518.13	1,707.90	2,087.43	2,466.97	2,846.50	3,415.80	4.42%
Brigsley	944.59	1,133.51	1,322.43	1,511.35	1,700.27	2,078.11	2,455.95	2,833.78	3,400.54	4.43%
East Ravendale	934.37	1,121.24	1,308.11	1,494.99	1,681.86	2,055.61	2,429.35	2,803.10	3,363.72	4.47%
Great Coates	984.62	1,181.55	1,378.47	1,575.40	1,772.32	2,166.17	2,560.02	2,953.87	3,544.64	4.50%
Habrough	944.23	1,133.07	1,321.92	1,510.76	1,699.61	2,077.30	2,454.99	2,832.68	3,399.22	4.41%
Hatcliffe	934.37	1,121.24	1,308.11	1,494.99	1,681.86	2,055.61	2,429.35	2,803.10	3,363.72	4.47%
Hawerby cum Beesby	934.37	1,121.24	1,308.11	1,494.99	1,681.86	2,055.61	2,429.35	2,803.10	3,363.72	4.47%
Healing	954.43	1,145.32	1,336.21	1,527.09	1,717.98	2,099.75	2,481.53	2,863.30	3,435.96	4.37%
Humberston	953.32	1,143.98	1,334.64	1,525.31	1,715.97	2,097.30	2,478.62	2,859.95	3,431.94	4.33%
Immingham	1,003.96	1,204.75	1,405.54	1,606.33	1,807.12	2,208.70	2,610.28	3,011.87	3,614.24	4.39%
Irby Upon Humber	952.33	1,142.79	1,333.26	1,523.72	1,714.19	2,095.12	2,476.05	2,856.98	3,428.38	4.98%
Laceby	954.91	1,145.89	1,336.87	1,527.85	1,718.83	2,100.79	2,482.75	2,864.72	3,437.66	4.31%
New Waltham	945.28	1,134.34	1,323.40	1,512.45	1,701.51	2,079.62	2,457.74	2,835.85	3,403.02	4.45%
Stallingborough	966.52	1,159.83	1,353.13	1,546.44	1,739.74	2,126.35	2,512.96	2,899.57	3,479.48	4.32%
Waltham	946.07	1,135.29	1,324.50	1,513.72	1,702.93	2,081.36	2,459.79	2,838.22	3,405.86	4.42%
West Ravendale	934.37	1,121.24	1,308.11	1,494.99	1,681.86	2,055.61	2,429.35	2,803.10	3,363.72	4.47%
Wold Newton	934.37	1,121.24	1,308.11	1,494.99	1,681.86	2,055.61	2,429.35	2,803.10	3,363.72	4.47%

		2016/17	2017/18	% change
N E Lincolnshire Council (exc. Special Expenses)	Band D	1,347.29	1,414.38	4.98
N E Lincolnshire Council (inc.Special Expenses)	Band D	1,348.49	1,415.62	4.98
Element of above relating to Adult Social Care	Band D	25.91	66.33	-
Police and Crime Commissioner for Humberside	Band D	183.67	187.33	1.99
Humberside Fire Authority	Band D	78.89	80.15	1.60



# Medium Term Financial Plan 2017/2018 – 2019/2020



# North East Lincolnshire Council Medium Term Financial Plan

In order to set our revenue budget and build the Medium Term Financial Plan (MTFP) a number of factors are considered to ensure a balanced position can be achieved whilst working within defined budget envelopes for each area. Such factors include changes to funding levels, national and local intelligence, inflation rates, pay agreements and local demographics.

A number of specific assumptions are made in the MTFP position which are:

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## MTFP

An increase in Council Tax of 1.98%

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Additional 3% Adult Social Care Precept for 2017/18 and 2018/19, with no additional precept in 2019/20.

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Indexed inflation uplift on major contracts

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Current National Pay Award indications and 1% thereafter

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No general or income inflation

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Reduction in New Homes Bonus following announced changes to the scheme

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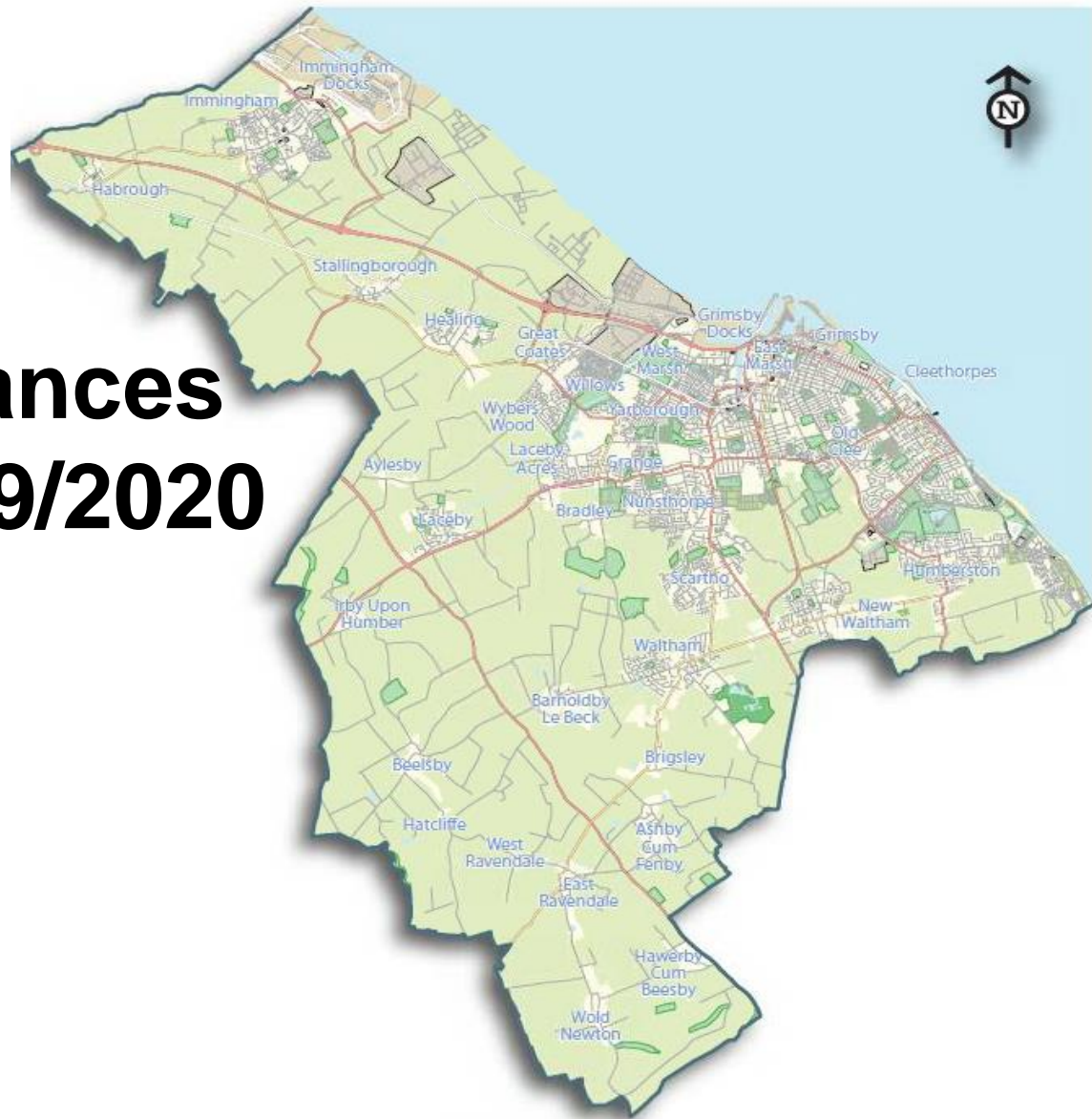
New funding streams announced in the provisional settlement

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MTFP SUMMARY					
2015/16 £000	2016/17 £000		2017/18 £000	2018/19 £000	2019/20 £000
		<b>FUNDING</b>			
31,348	24,264	Revenue Support Grant	17,755	13,396	8,995
35,061	36,224	Business Rates Retention	37,376	39,380	40,711
52,059	54,640	Council Tax Income	56,485	57,946	59,514
0	1,071	ASC Precept	2,801	4,663	4,789
250	492	Collection Fund - Council Tax	819	0	0
2,247	2,332	New Homes Bonus	1,583	601	410
0	0	Better Care Fund	4,058	5,626	7,002
0	0	ASC Support Grant	800	0	0
<b>120,965</b>	<b>119,023</b>	<b>TOTAL FUNDING</b>	<b>121,677</b>	<b>121,612</b>	<b>121,421</b>
		<b>BUDGET ENVELOPES</b>			
		Childrens Services	20,435	19,254	18,712
		Early Help	2,632	2,415	2,809
		Adult Services	46,615	45,330	46,135
		Environment	9,364	8,958	9,027
		Economy and Growth	14,066	12,772	12,440
		Public Health (excludes Delegated Items)	2,705	2,019	1,134
		Corporate and Democratic Services	10,321	9,729	9,470
<b>109,709</b>	<b>105,774</b>	<b>TOTAL BUDGET ENVELOPES</b>	<b>106,138</b>	<b>100,477</b>	<b>99,727</b>
		<b>OTHER BUDGETS</b>			
3,810	3,809	Pensions	3,809	3,809	3,809
10,620	11,510	Borrowing Net of Investment Income	10,548	11,308	11,548
2,149	3,252	Provisions	2,488	3,422	3,610
612	642	Levies	624	624	624
102	102	Grants to Parish Councils	102	102	102
<b>17,293</b>	<b>19,315</b>	<b>TOTAL OTHER BUDGETS</b>	<b>17,571</b>	<b>19,265</b>	<b>19,693</b>
<b>127,002</b>	<b>125,089</b>	<b>TOTAL REVENUE SPEND</b>	<b>123,709</b>	<b>119,742</b>	<b>119,420</b>
		<b>CONTRIBUTIONS</b>			
(6,037)	(6,066)	Contributions from Earmarked Reserves	(2,030)	(130)	0
0	0	Contributions to Earmarked Reserves	0	2,000	2,000
<b>(6,037)</b>	<b>(6,066)</b>	<b>NET CONTRIBUTIONS FROM EARMARKED RESERVES</b>	<b>(2,030)</b>	<b>1,870</b>	<b>2,000</b>
<b>120,965</b>	<b>119,023</b>	<b>TOTAL BUDGET REQUIREMENT</b>	<b>121,679</b>	<b>121,612</b>	<b>121,420</b>

# Reserves & Balances 2017/2018 – 2019/2020



# North East Lincolnshire Council Reserves & Balances

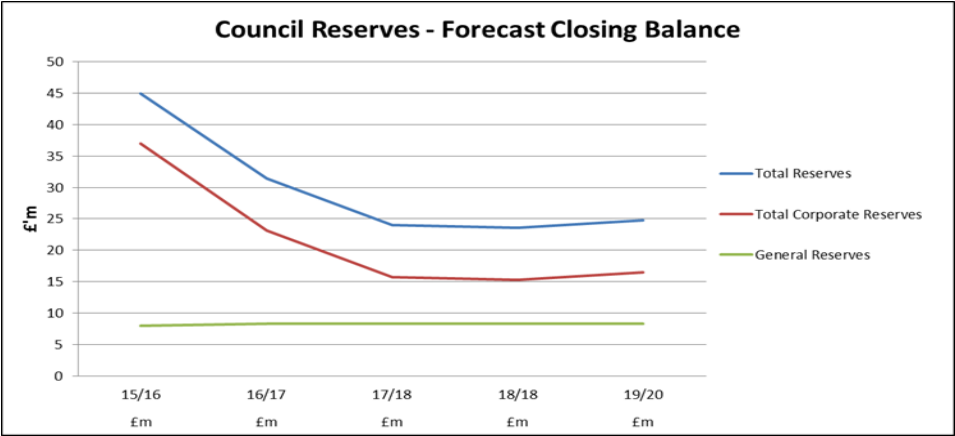
**The MTFP is supported by reserves and general fund balances. Useable reserves are generally held for three specific purposes:**

- A working balance to help smooth the impact of uneven cash flows – General Reserves
- A reserve to deal with unexpected events – General Reserves and some corporate reserves.
- A means of building up funds to meet known or predicted requirements – Earmarked Reserves.

**The Council’s reserve policy sets out the following key principles for the establishment and use of reserves:**

- The balance on the general reserve will be reviewed as part of the budget setting process
- Earmarked Reserves will only be established to meet a defined purpose
- Creation of new earmarked reserves will be approved by Cabinet.
- Approval to utilise or top-up established reserves will be subject to the approval of the Section 151 Officer.
- That unspent earmarked reserves at the end of each financial year will be reassessed and challenged, with a view to their release to fund greater priorities

As part of the MTFP process all reserves, general and earmarked, are reviewed in detail. The graph opposite shows the current forecast closing balance in each year of the MTFP and will be updated throughout the process.



PLANNED MOVEMENT ON RESERVES					
FACTORED INTO MTFP	PROJECTED OPENING BALANCE £'000	PLANNED MOVEMENT			PROJECTED CLOSING BALANCE £'000
		2017/18 £'000	2018/19 £'000	2019/20 £'000	
Corporate Reserves					
Debt Financing Reserve	(1,666)	1,536	(1,870)	(2,000)	(4,000)
Past Service Pension Costs	(494)	494			0
SUB TOTAL	(2,160)	2,030	(1,870)	(2,000)	(4,000)
PLANNED MOVEMENT ON RESERVES					
NOT FACTORED INTO MTFP	PROJECTED OPENING BALANCE £'000	PLANNED MOVEMENT			PROJECTED CLOSING BALANCE £'000
		2017/18 £'000	2018/19 £'000	2019/20 £'000	
Partnership Reserves					
Childrens Health Provision	(43)	43			0
Local Safeguarding Children Board	(51)	26	25		0
Health Promotion	(120)	120			(0)
North East Lincolnshire CCG Priorities	(1,394)	635	759		0
CCG/ NELC ASC Transition funding	(1,523)	760	763		0
CCG/NELC Health Improvement	(1,495)	517	372	606	0
CCG Healthy Lives and Futures	(690)	340	350		0
NELC CARE ACT & ILF funding	(226)	(183)	(177)	(172)	(758)
Safer & Stronger Communities Partnership	(74)	74			0
Service Specific Reserves					
EMR WNF Change Programme	(2,034)	700	238	238	(620)
Economic Regeneration Reserve	(664)	251			(413)
Sub Regional Governance Arrangements	(21)	4	4	4	(5)
Street Lighting Electrical Test	(84)	(21)	(21)	(21)	(168)
Bradley Sink Fund	(120)	(20)	(20)	(20)	(200)
Joint Services Major Events	(45)	45			0
Earmarked Revenue Grants	(386)	177	34	34	(107)
Corporate Reserves					
Transformation Reserve	(755)	292			(463)
Management of Change	(800)	800			0
Insurance	(3,611)				(3,611)
MTFP Reserve	(557)				(557)
Childrens Heart Surgery Unit	(5)				(5)
Business Rates Reserve	(5,171)	699			(4,472)
Technical Reserves					
Joint Arrangement	(1,019)				(1,019)
Enterprise Zone Relief Reserve	(87)	87			0
SUB TOTAL	(20,974)	5,346	2,327	669	(12,397)
TOTAL EARMARKED					
	(23,134)	7,376	457	(1,331)	(16,397)

# Capital Programme 2017/2018 – 2019/2020



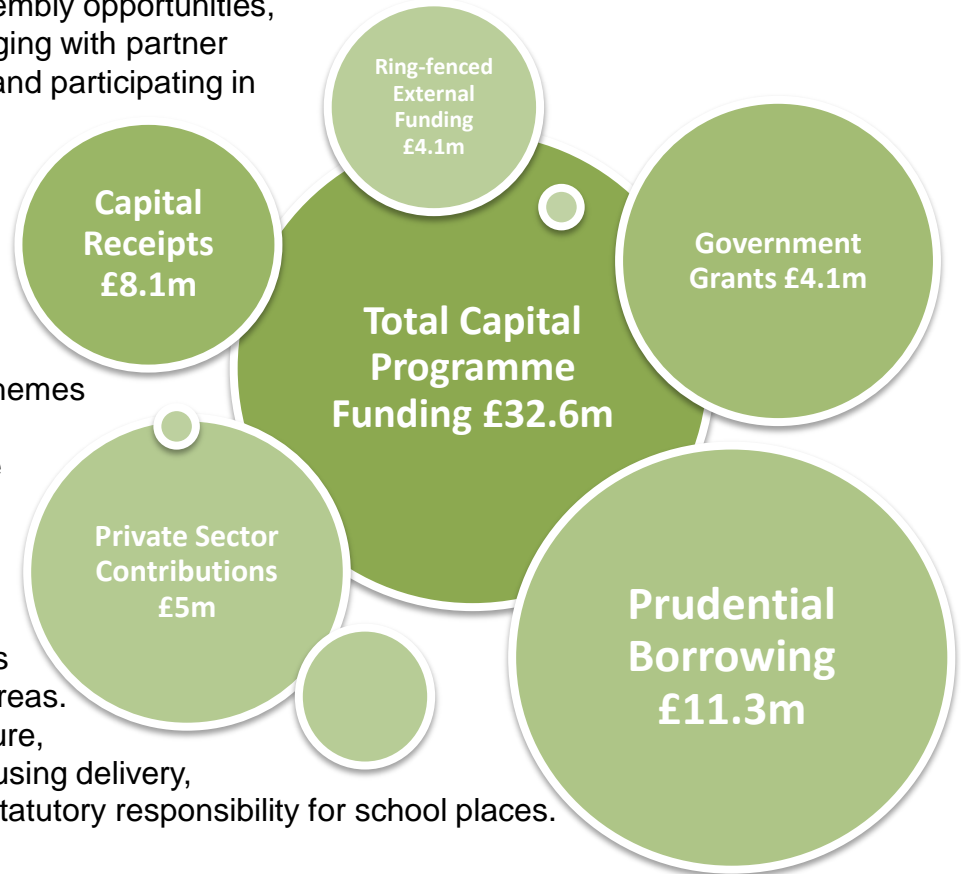


# North East Lincolnshire Council Capital Programme

The Council is keen to support longer term investment within the Borough to ensure that it delivers against its overall outcomes and ambitions. A key aspect of this approach will be to accelerate delivery by working in partnership with others rather than in isolation. The Council has already given a strong indication of its ambition through its support for the SHIP programme and also the enabling the recent Cartergate development. There are also longer term plans in place to support housing growth and development within the Borough. Development will be accelerated through a variety of mechanisms; enabling support for major projects such as Grimsby West, looking at strategic land assembly opportunities, intervening and bringing brownfield sites back into use, engaging with partner organisations such as the Homes and Communities Agency and participating in wider asset rationalisation programmes such as One Public Estate.

All developments will be supported by sound and robust business cases which consider both the risks and opportunities available to the Council. As part of the budget setting process the Council sets a rolling 5 year capital programme. The current programme has a detailed set of schemes for 2017/18 with a limited number of schemes included for 2018/19 onwards. In order to develop the capital programme for future years there needs to be a focus towards invest to save schemes and those projects which deliver either a significant financial or social return.

With limited capital resources available the programme needs To focus on schemes that support the Council's key priority areas. The proposed capital programme should focus on infrastructure, enabling economic growth and regeneration, accelerating housing delivery, continued development of ICT and recognising the Council's statutory responsibility for school places.





EXISTING SCHEMES	CAPITAL PROGRAMME - SCHEME NAMES	2017/18 £000's	2018/19 £000's	2019/20 £000's
	Schools Capital Maintenance - Government Grant	500	500	500
	Schools - Basic Need sufficiency of places Government Grant and ringfenced receipts	3,236	5,640	2,290
	Childcare Management	238	0	0
	Backlog Maintenance	750	700	700
	Property Rationalisation Programme	140	0	0
	Capital Investment	401	2,640	6,402
	ICT Strategy	118	0	0
	ICT Refresh	501	951	0
	Disabled Facilities Grants - Government Grant	1,100	1,100	1,100
	Local Transport Plan Schemes - Government Grant	1,479	1,479	1,479
	Housing Assistance Grants and Loans	225	0	0
	Cleethorpes Investment plan	589	589	425
	GLLEP Junction Improvement	4,155	0	0
	Immingham Library	50	0	0
	Cartergate Office Development	81	0	0
	SHIP	15,524	7,375	300
	CATCH Offshore	1,112	0	0
<b>Approved Capital Programme</b>		<b>30,199</b>	<b>20,974</b>	<b>13,196</b>
SCHEMES RECOMMENDED FOR APPROVAL	Riverhead Square Enabling - Infrastructure works	450	0	0
	Housing Assistance - to meet the Council's statutory duty to introduce measures to improve private homes, including providing assistance to home owners on low incomes to maintain their homes to a decent standard, and to remove Category One hazards or those which cause an imminent risk of harm to health	175	175	175
	Property Rationalisation - To support the enabling of IT infrastructure	87	0	0
	Highway Asset Management - to provide an on-line Managed Service of the software	22	0	0
	Fleet Replacement - essential fleet vehicles and equipment replacement	850	0	0
	Shared Financial System - move the current 2 separate systems for NELC and NLC to a single platform	425	132	0
	Integrated HR and Payroll System	325	0	0
	Replacement of CCTV system in East Marsh	90		
	Playing Pitch reprovision		500	500
<b>Total Programme</b>		<b>32,623</b>	<b>21,781</b>	<b>13,871</b>

# Revenue Budget 2017/2018 – 2019/2020



# North East Lincolnshire Council Revenue Budget

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# North East Lincolnshire Council Revenue Budget

The information set out in this section is presented in two ways. The first is objectively; which is based around department expenditure and then broken down into services and teams. The second presentation of data is subjectively; where expenditure and income is presented by the type of expenditure or income. The categorisation of this expenditure is explained as follows:

## **Expenditure**

Employees	Pay related items, including salaries, training and recruitment <i>Note: FTE numbers are budgeted figures and may not be representative of the actual number of employees</i>
Premises	Items relating to buildings including, utility bills, repairs and maintenance, and rents
Transport	Costs of vehicles including maintenance, fuel bills and SEN transport
Supplies & Services	The cost of equipment, contracts etc.
Third Party Payments	Payments that the council makes to other companies/authorities for services carried out on our behalf
Transfer Payments	Payments we make on behalf of others e.g. Housing Benefits
Support Services	Accounting recharge entry, where rechargeable support service departments carry out work and requires reimbursement
Capital Financing Costs	Revenue expenditure that is to be spent/related to the capital programme

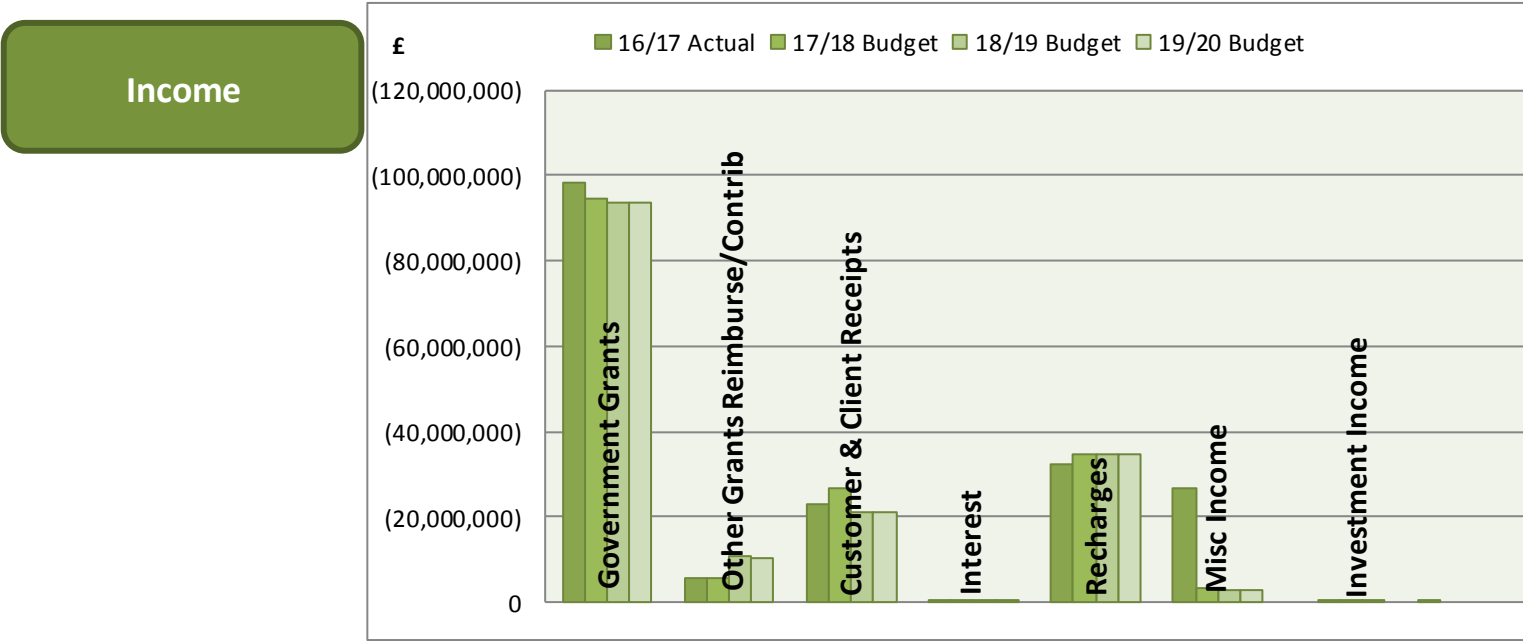
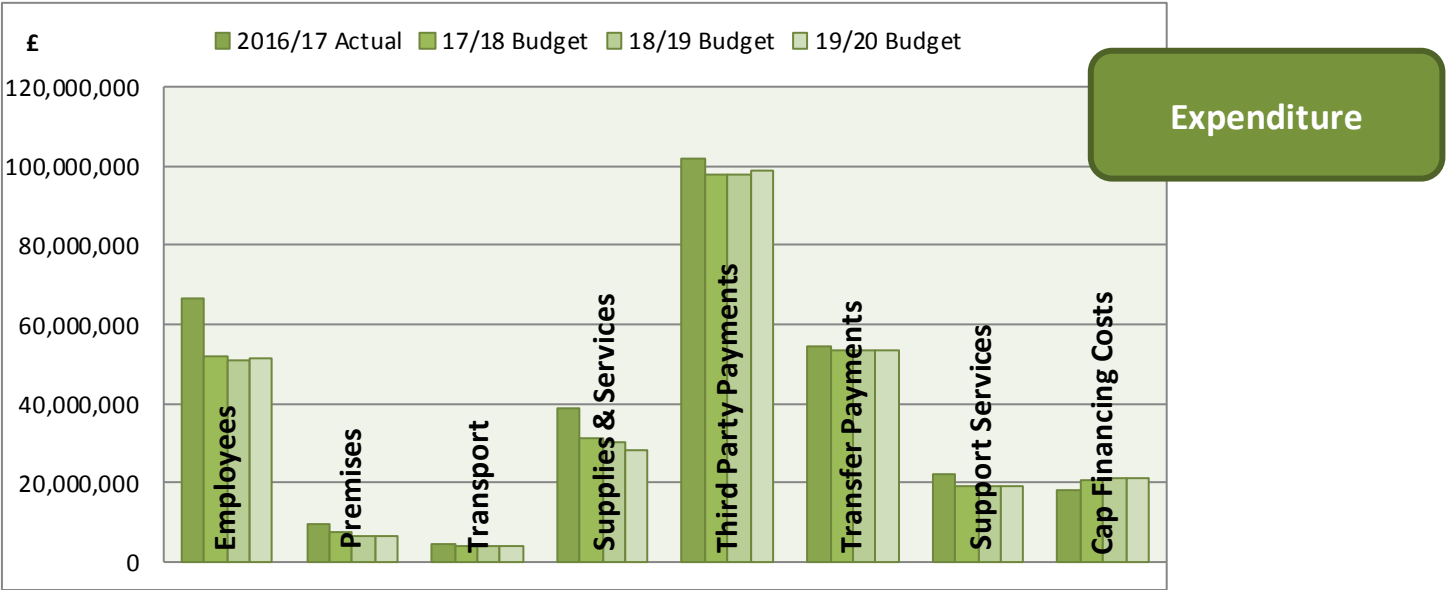
## **Income**

Government Grants	Grants that we receive from central government
Other Grants & Contributions	Income received from other authorities or bodies
Customer & Client Receipts	Income generated from sales and providing services and regulation
Interest	Interest received in respect of bank investments
Recharges	Accounting recharge entry, where rechargeable support service departments carry out work and requires reimbursement
Miscellaneous Income	Any other type of income
Investment Income	Interest received in respect of loans
Credits from Soft Loans	Interest received in respect of soft loans

# Council Wide Budgets

DIRECTORATE	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17	2016/17				
	ACTUAL £	BUDGET £				
CHIEF EXECUTIVE	43,541,340	40,935,689	30,637,400	28,413,100	27,870,200	775
DEPUTY CHIEF EXECUTIVE	84,404,350	88,624,352	90,833,300	87,396,900	87,190,400	825
CONT TO/FROM EARMARKED RES	(7,384,272)	(14,705,941)	(2,030,300)	1,870,000	2,000,000	0
OTHER BUDGETS	10,293,913	5,156,600	2,236,600	3,932,000	4,360,400	0
GRAND TOTAL	130,855,330	120,010,700	121,677,000	121,612,000	121,421,000	1,600
SUBJECTIVE TYPE	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17	2016/17				
	ACTUAL £	BUDGET £				
REVENUE EXPENDITURE						
EMPLOYEES	66,519,487	65,432,857	51,790,100	51,110,900	51,261,700	1,600
PREMISES	9,415,143	8,704,747	7,394,800	6,841,800	6,849,600	0
TRANSPORT	4,761,672	4,332,842	4,126,600	4,226,300	4,215,400	0
SUPPLIES AND SERVICES	39,095,937	39,666,847	31,377,200	30,454,500	28,448,200	0
THIRD PARTY PAYMENTS	102,171,131	97,080,348	98,152,400	97,687,200	99,093,100	0
TRANSFER PAYMENTS	54,430,302	53,570,100	53,570,100	53,570,100	53,570,100	0
SUPPORT SERVICES	22,256,654	22,256,600	19,304,000	19,263,300	19,310,700	0
CAP FINANCING COST	18,116,154	18,154,400	20,863,000	21,343,000	21,343,000	0
REVENUE INCOME						
GOVERNMENT GRANTS	(98,224,594)	(102,485,948)	(94,666,500)	(93,796,900)	(93,634,000)	0
OTHER GRANTS REIMBURSE/CONTRIB	(5,737,994)	(5,392,084)	(5,622,700)	(10,576,300)	(10,466,400)	0
CUSTOMER & CLIENT RECIEPTS	(22,857,007)	(22,991,074)	(26,884,900)	(21,178,600)	(21,251,700)	0
INTEREST	(77,307)	(28,135)	(15,000)	(15,000)	(15,000)	0
RECHARGES	(32,417,914)	(32,417,900)	(34,637,300)	(34,596,600)	(34,644,000)	0
MISCELLANEOUS INCOME	(26,579,934)	(25,872,000)	(3,073,900)	(2,720,800)	(2,658,800)	0
INVESTMENT INCOME	0	(900)	(900)	(900)	(900)	0
CREDIT FROM SOFT LOANS	(16,400)	0	0	0	0	0
GRAND TOTAL	130,855,330	120,010,700	121,677,000	121,612,000	121,421,000	1,600

Total Authority Income & Expenditure by Subjective Type

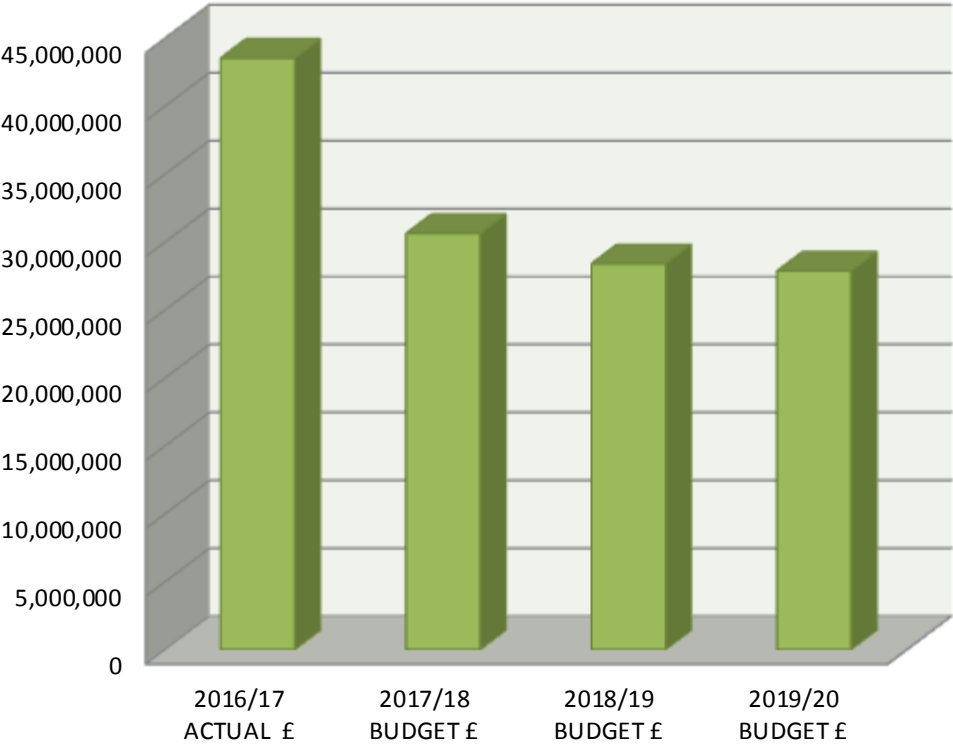




# Chief Executive Directorate

Strategic Director:	Rob Walsh
Total Revenue Budget:	£30,637,400
Budgeted Full Time Equivalents (FTE's):	775

CHIEF EXECUTIVE BUDGET  
COMPARISON



## Chief Executive

This directorate combines responsibility for Customer Services and Benefits Administration with the full range of Council support services.

Responsibilities include managing the Council's finances, providing the ICT network, HR, Business Services, collecting revenue, supporting the democratic process and providing legal advice.

Along with the support services provided some of the front line services are held within this directorate, including road repairs, planning applications, car parks, as well as the teams who look after our fantastic Blue Flag beaches.

This directorate is involved in just about everything the Council does. It is the engine for transformation and for delivering the Council's key priorities. Many of the front line services are held within this directorate, including waste collection, street cleaning, cemeteries and crematorium as well as the teams who look after our lovely parks and open spaces.



CHEIF EXECUTIVE DIRECTORATE	PREVIOUS OUTTURN	
	2016/17	2016/17
	ACTUAL £	BUDGET £
AD ENVIRONMENT	14,748,379	14,547,862
DIRECTOR OF RESOURCES	2,614,751	1,973,123
DIRECTOR OF ECONOMY & GROWTH	20,210,419	19,753,859
SHARED SERVICES	3,226,342	3,354,629
AD GOVERNANCE AND DEMOCRACY	2,532,035	2,307,508
AD LAW	209,414	(1,001,292)
<b>GRAND TOTAL</b>	<b>43,541,340</b>	<b>40,935,689</b>

2017/18	2018/19	2019/20	BUDGETED
BUDGET £	BUDGET £	BUDGET £	FTE
11,891,900	11,502,100	11,576,500	278
(1,266,800)	(1,509,000)	(1,581,000)	145
16,929,200	15,640,800	15,311,800	55
1,162,200	980,300	772,900	229
1,659,400	1,534,500	1,523,900	42
261,500	264,400	266,100	25
<b>30,637,400</b>	<b>28,413,100</b>	<b>27,870,200</b>	<b>775</b>

CHIEF EXECUTIVE SUBJECTIVE TYPE	PREVIOUS OUTTURN	
	2016/17	2016/17
	ACTUAL £	BUDGET £

2017/18	2018/19	2019/20	BUDGETED
BUDGET £	BUDGET £	BUDGET £	FTE

#### REVENUE EXPENDITURE

EMPLOYEES	23,989,697	23,115,131
PREMISES	6,516,396	6,281,504
TRANSPORT	2,429,705	2,199,100
SUPPLIES AND SERVICES	7,971,879	7,281,402
THIRD PARTY PAYMENTS	29,120,223	24,874,209
TRANSFER PAYMENTS	54,430,302	53,570,100
SUPPORT SERVICES	13,296,854	13,296,800
CAP FINANCING COST	11,433,693	11,395,400

21,626,000	21,509,100	21,676,200	775
6,173,100	5,631,400	5,631,500	0
2,038,800	2,032,400	2,031,400	0
5,053,000	1,975,900	849,100	0
23,712,600	24,214,200	24,703,400	0
53,570,100	53,570,100	53,570,100	0
11,514,500	11,537,400	11,557,200	0
3,973,100	3,973,100	3,973,100	0

#### REVENUE INCOME

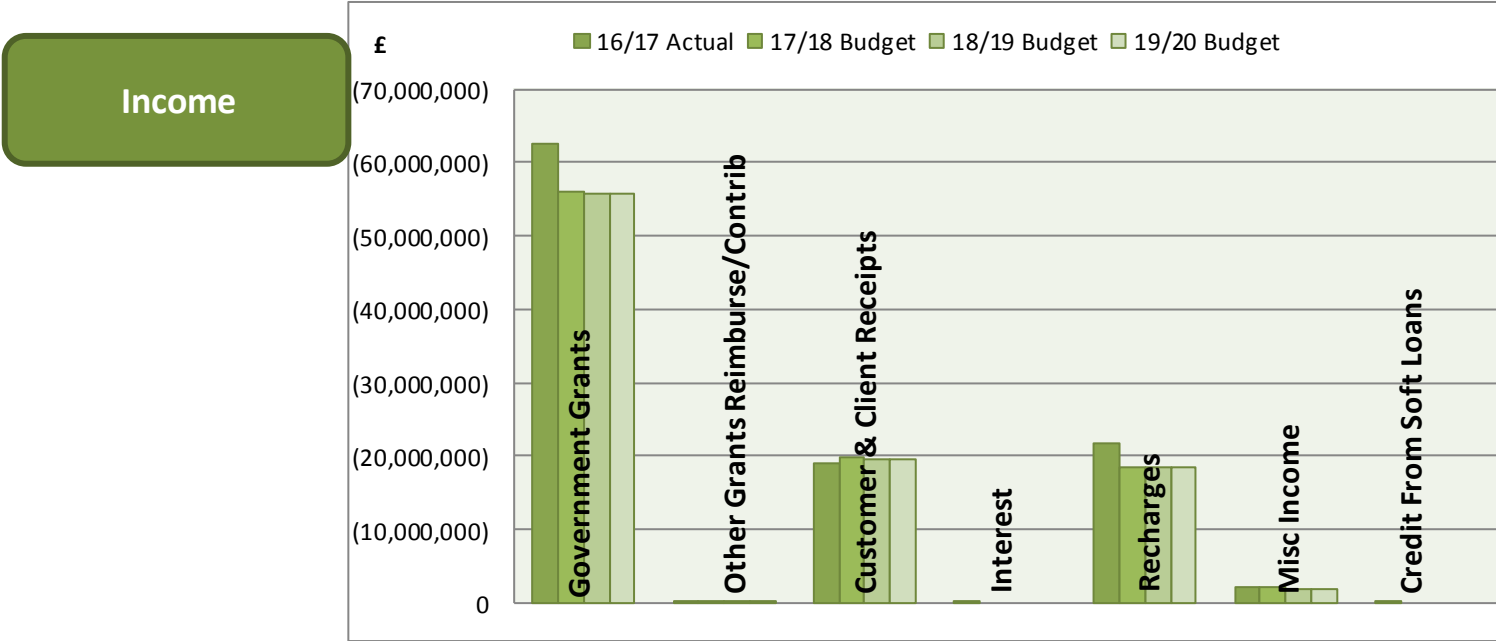
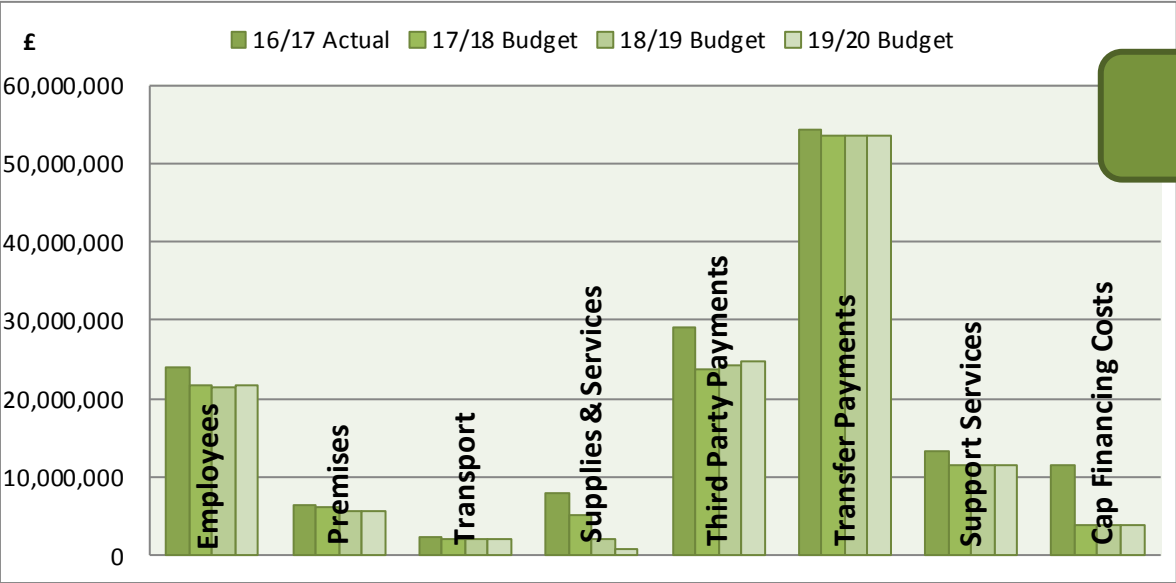
GOVERNMENT GRANTS	(62,437,223)	(56,800,557)
OTHER GRANTS REIMBURSE/CONTRIB	(327,225)	(356,200)
CUSTOMER AND CLIENT RECEIPTS	(19,009,839)	(20,378,000)
INTEREST	(5,175)	0
RECHARGES	(21,619,131)	(21,619,100)
MISCELLANEOUS INCOME	(2,232,417)	(1,924,100)
CREDITS FROM SOFT LOANS	(16,400)	0

(56,151,600)	(55,705,300)	(55,668,800)	0
(343,000)	(343,300)	(325,500)	0
(19,890,000)	(19,544,200)	(19,648,300)	0
0	0	0	
(18,601,600)	(18,555,600)	(18,597,200)	0
(2,037,600)	(1,882,100)	(1,882,000)	0
0	0	0	0

<b>GRAND TOTAL</b>	<b>43,541,340</b>	<b>40,935,689</b>
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<b>30,637,400</b>	<b>28,413,100</b>	<b>27,870,200</b>	<b>775</b>
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Total Chief Executive Income & Expenditure by Subjective Type



AD ENVIRONMENT	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17 ACTUAL £	2016/17 BUDGET £				
SAFER COMMUNITIES P/SHIP	111,525	111,383	500	1,200	1,800	2
CEMETERIES & CREMATORIUM	(381,021)	(249,264)	(353,500)	(347,600)	(344,200)	16
COUNTRYSIDE MANAGEMENT	3,136	0	0	0	0	0
GARAGE & FLEET STRATEGY	29,381	73,510	19,200	25,500	29,300	13
GROUND AND STREET CLEANSING	3,228,257	3,239,891	2,167,200	2,079,200	2,100,400	90
NEIGHBOURHOOD SERV MGMT A/C	(66)	167,387	(275,400)	(549,900)	(685,300)	2
WASTE SERVICES	4,586,210	4,543,671	3,236,200	3,015,000	3,041,400	105
WASTE DISPOSAL AND STRATEGY	6,291,955	5,941,200	6,407,400	6,573,500	6,711,700	0
SAFER COMMUNITIES - NELC	169,861	170,108	164,100	164,800	167,000	2
COMMUNITY PROTECTION	709,142	549,976	526,200	540,400	554,400	48
GRAND TOTAL	14,748,379	14,547,862	11,891,900	11,502,100	11,576,500	278

AD ENVIRONMENT SUBJECTIVE TYPE	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17 ACTUAL £	2016/17 BUDGET £				
REVENUE EXPENDITURE						
EMPLOYEES	7,594,608	7,418,214	6,168,900	6,104,700	6,170,000	278
PREMISES	736,917	834,360	818,000	792,900	793,000	0
TRANSPORT	2,278,485	2,080,000	1,920,300	1,913,300	1,913,300	0
SUPPLIES AND SERVICES	644,147	678,075	(133,400)	(607,900)	(742,300)	0
THIRD PARTY PAYMENTS	7,101,316	7,238,800	7,175,400	7,358,400	7,496,600	0
SUPPORT SERVICES	2,533,500	2,533,500	2,053,000	2,071,600	2,078,400	0
CAP FINANCING COST	1,165,251	1,165,300	842,900	842,900	842,900	0
REVENUE INCOME						
GOVERNMENT GRANTS	(437,804)	(402,387)	(367,200)	(367,200)	(367,200)	0
OTHER GRANTS REIMBURSE/CONTRIB	(123,833)	(100,100)	(158,000)	(158,000)	(158,000)	0
CUSTOMER AND CLIENT RECEIPTS	(6,097,013)	(6,274,500)	(5,989,700)	(6,008,700)	(6,008,700)	0
RECHARGES	(623,400)	(623,400)	(368,300)	(369,900)	(371,500)	0
MISCELLANEOUS INCOME	(23,795)	0	(70,000)	(70,000)	(70,000)	0
GRAND TOTAL	14,748,379	14,547,862	11,891,900	11,502,100	11,576,500	278

DIRECTOR OF RESOURCES	PREVIOUS OUTTURN	
	2016/17 ACTUAL £	2016/17 BUDGET £
CHIEF FINANCE OFFICER	(32)	(65,641)
CHIEF EXEC & SUPPORT	332,154	360,728
RECHARGES TO CORP MANAGEMENT	1,160,087	1,160,100
CFS ASSETS & PC PROGRAMME	(7,957)	(34,742)
TRANSFORMATION PROGRAMME	0	0
FACILITIES MANAGEMENT	2,346,012	2,173,160
COMMERCIAL ESTATE	(1,352,263)	(1,558,073)
BUS SUPPORT & CUSTOMER SERV	26,532	68,259
COMM & STRATEGIC SUPPORT UNIT	19	(29,708)
ENERGY PROJECT	110,202	(100,960)
GRAND TOTAL	2,614,751	1,973,123

DIRECTOR OF RESOURCES SUBJECTIVE TYPE	PREVIOUS OUTTURN	
	2016/17 ACTUAL £	2016/17 BUDGET £
REVENUE EXPENDITURE		
EMPLOYEES	4,433,241	4,340,473
PREMISES	4,045,055	3,904,731
TRANSPORT	20,100	20,200
SUPPLIES AND SERVICES	475,763	549,519
THIRD PARTY PAYMENTS	93,153	103,500
SUPPORT SERVICES	3,124,900	3,124,900
CAP FINANCING COST	4,163,324	4,163,100
REVENUE INCOME		
GOVERNMENT GRANTS	(206,900)	(181,900)
OTHER GRANTS REIMBURSE/CONTRIB	(88,239)	(140,400)
CUSTOMER AND CLIENT RECEIPTS	(4,882,289)	(5,370,900)
RECHARGES	(8,231,200)	(8,231,200)
MISCELLANEOUS INCOME	(332,157)	(308,900)
GRAND TOTAL	2,614,751	1,973,123

2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
(369,200)	(385,500)	(364,100)	2
403,400	375,000	377,500	3
355,600	360,300	352,000	0
0	0	0	4
0	0	0	0
1,454,000	1,068,900	979,800	4
(2,928,800)	(2,748,900)	(2,749,600)	0
39,300	43,000	45,200	112
0	0	0	18
(221,100)	(221,800)	(221,800)	2
(1,266,800)	(1,509,000)	(1,581,000)	145
2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
4,078,900	4,027,400	4,055,400	145
3,784,300	3,249,700	3,249,700	0
16,700	16,700	16,700	0
(32,600)	(108,700)	(87,700)	0
26,000	6,000	6,000	0
2,301,900	2,209,400	2,204,700	0
1,664,400	1,664,400	1,664,400	0
(177,200)	(177,200)	(177,200)	0
(129,000)	(129,300)	(111,500)	0
(5,123,600)	(4,825,200)	(4,914,100)	0
(7,353,300)	(7,289,500)	(7,334,700)	0
(323,300)	(152,700)	(152,700)	0
(1,266,800)	(1,509,000)	(1,581,000)	145

ECONOMY & GROWTH	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17 ACTUAL £	2016/17 BUDGET £				
ENVIRONMENT	508	868	500	500	500	0
BEACH SAFETY	355,733	364,231	359,000	361,200	363,800	9
DISCOVERY CENTRE	319,992	308,823	278,600	282,400	285,300	6
EVENTS	97,212	116,000	71,500	71,500	71,600	0
MARKETING AND PROMOTION	88,077	97,629	46,100	46,200	46,300	1
MUSEUMS & N F HERITAGE CENTRE	528,772	554,976	703,700	706,400	709,400	8
TOURIST INFORMATION CENTRE	175,985	153,872	159,800	161,400	163,000	6
HIGHWAYS PLAN OUT OF SCOPE	76,189	72,100	4,100	4,000	4,100	0
COMMUNITY INVESTMENT TEAM	278,986	279,005	17,100	16,900	16,900	0
RETAINED FUNCTION	428,334	438,871	(1,192,200)	(2,861,300)	(3,579,400)	25
IN SCOPE CONTRACT	11,291,261	10,423,000	12,241,400	12,580,500	12,938,500	0
ARCHITECTURAL CONSULTANCY	0	0	0	0	0	0
CAR PARKS	(791,520)	(745,200)	(1,467,700)	(1,459,400)	(1,457,300)	0
PLANNING	(768,489)	(647,700)	(644,700)	(642,000)	(641,200)	0
DRAINAGE & COASTAL DEFENCE	421,908	436,184	326,900	327,000	327,100	0
ENGINEERING DESIGN	(6,900)	2,800	3,600	3,500	3,500	0
HIGHWAYS DSO	232,955	207,400	107,900	113,000	114,100	0
HIGHWAYS MANAGEMENT	404,825	604,500	614,900	616,500	617,100	0
HIGHWAYS STRUCTURES	45,015	52,500	56,400	56,200	56,300	0
HOME IMPROVEMENT AGENCY	2,500	(93,200)	0	0	0	0
OPERATIONAL MANAGEMENT	3,202,095	3,244,500	1,524,600	1,524,800	1,525,000	0
SECURITY	(98,246)	(39,900)	(189,000)	(188,100)	(187,900)	0
STREET LIGHTING	865,829	850,100	917,700	919,200	919,700	0
TRAFFIC MANAGEMENT	13,234	26,200	26,600	26,600	26,700	0
TRANSPORT POLICY	3,046,167	3,046,300	2,962,400	2,973,800	2,988,700	0
GRAND TOTAL	20,210,419	19,753,859	16,929,200	15,640,800	15,311,800	55



ECONOMY & GROWTH SUBJECTIVE TYPE	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17 ACTUAL £	2016/17 BUDGET £				
REVENUE EXPENDITURE						
EMPLOYEES	1,503,233	1,656,982	1,802,300	1,750,600	1,765,800	55
PREMISES	1,674,590	1,510,113	1,547,300	1,547,300	1,547,300	0
TRANSPORT	32,622	26,200	23,200	23,200	23,200	0
SUPPLIES AND SERVICES	1,766,016	1,478,925	672,700	(926,900)	(1,645,200)	0
THIRD PARTY PAYMENTS	21,032,045	16,502,009	15,462,400	15,820,000	16,191,200	0
SUPPORT SERVICES	2,797,800	2,797,800	2,813,100	2,833,000	2,850,900	0
CAP FINANCING COST	4,186,627	4,148,500	1,465,800	1,465,800	1,465,800	0
REVENUE INCOME						
GOVERNMENT GRANTS	(5,156,816)	(747,370)	(161,000)	(161,000)	(161,000)	0
OTHER GRANTS REIMBURSE/CONTRIB	(104,491)	(115,700)	(20,000)	(20,000)	(20,000)	0
CUSTOMER AND CLIENT RECEIPTS	(5,082,749)	(5,059,100)	(5,024,900)	(5,024,900)	(5,024,900)	0
INTEREST	(5,175)	0	0	0	0	
RECHARGES	(2,241,000)	(2,241,000)	(1,415,600)	(1,430,100)	(1,445,200)	0
MISCELLANEOUS INCOME	(192,283)	(203,500)	(236,100)	(236,200)	(236,100)	0
GRAND TOTAL	20,210,419	19,753,859	16,929,200	15,640,800	15,311,800	55

SHARED SERVICES	PREVIOUS OUTTURN	
	2016/17 ACTUAL £	2016/17 BUDGET £
ACCOUNTANCY	1,947,583	1,900,135
BENEFIT PAYMENTS & SUBSIDY	(475,608)	(244,200)
LOCAL TAXATION & BENEFITS	1,296,825	1,424,736
SHARED SERVICES LEAD	253	(3,875)
I.T SHARED SERVICE	(22,902)	(162,189)
DIRECTOR AND SUPPORT	0	0
HUMAN RESOURCES	282,244	130,517
AUDIT SHARED SERVICE	53,921	58,617
CENTRAL COMMISSIONING & DELIVE	49,621	115,397
SHARED PRINT HUB	94,406	135,491
GRAND TOTAL	3,226,342	3,354,629

AD SHARED SERVICE SUBJECTIVE TYPE	PREVIOUS	
	2016/17 ACTUAL £	2016/17 BUDGET £
REVENUE EXPENDITURE		
EMPLOYEES	7,967,903	7,394,429
PREMISES	4,186	4,200
TRANSPORT	63,012	46,400
SUPPLIES AND SERVICES	2,985,156	4,203,600
THIRD PARTY PAYMENTS	200,344	281,400
TRANSFER PAYMENTS	54,430,302	53,570,100
SUPPORT SERVICES	3,782,600	3,782,600
CAP FINANCING COST	1,918,492	1,918,500
REVENUE INCOME		
GOVERNMENT GRANTS	(56,478,937)	(55,418,600)
OTHER GRANTS REIMBURSE/CONTRIB	(7,449)	0
CUSTOMER AND CLIENT RECEIPTS	(2,286,437)	(3,132,500)
RECHARGES	(8,207,231)	(8,207,200)
MISCELLANEOUS INCOME	(1,129,200)	(1,088,300)
CREDITS FROM SOFT LOANS	(16,400)	0
GRAND TOTAL	3,226,342	3,354,629

2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
141,600	142,300	142,200	33
(242,600)	158,100	158,100	0
1,280,300	1,331,700	1,357,400	75
(40,800)	(660,100)	(898,500)	5
(37,900)	(36,300)	(35,800)	43
95,600	96,100	96,100	0
(194,800)	(221,000)	(219,300)	48
68,100	69,800	70,900	11
1,100	1,100	1,100	6
91,600	98,600	100,700	8
1,162,200	980,300	772,900	229
2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
7,404,800	7,402,700	7,440,500	229
3,800	3,800	3,800	0
54,400	54,400	53,400	0
3,368,500	2,638,800	2,342,200	0
479,300	480,300	480,100	0
53,570,100	53,570,100	53,570,100	0
3,460,700	3,537,000	3,534,000	0
0	0	0	0
(55,396,700)	(54,950,400)	(54,913,900)	0
(36,000)	(36,000)	(36,000)	0
(3,148,600)	(3,092,500)	(3,092,700)	0
(7,528,300)	(7,558,100)	(7,538,800)	0
(1,069,800)	(1,069,800)	(1,069,800)	0
0	0	0	0
1,162,200	980,300	772,900	229

GOVERNANCE & DEMOCRACY	PREVIOUS OUTTURN	
	2016/17 ACTUAL £	2016/17 BUDGET £
DEMOCRATIC SERVICES & SCRUTINY	991,208	1,064,010
REGISTRARS & CIVIC SERVICES	483,289	496,833
EMERGENCY PLANNING	60,868	57,300
AD GOVERNANCE & DEMOCRACY	541,371	306,217
COMMUNICATIONS AND MARKETING	(6,922)	(76,181)
STRATEGY CHANGE & IMPROVEMENT	0	0
ELECTIONS & COMPLAINTS	462,221	459,329
<b>GRAND TOTAL</b>	<b>2,532,035</b>	<b>2,307,508</b>

2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
985,600	987,900	990,800	8
403,000	394,800	386,400	18
57,700	57,600	57,600	0
(7,600)	(240,700)	(247,800)	1
(98,700)	(97,100)	(97,100)	10
0	0	0	0
319,400	432,000	434,000	6
<b>1,659,400</b>	<b>1,534,500</b>	<b>1,523,900</b>	<b>42</b>

GOVERNANCE & DEMOCRACY SUBJECTIVE TYPE	PREVIOUS OUTTURN	
	2016/17 ACTUAL £	2016/17 BUDGET £
<b>REVENUE EXPENDITURE</b>		
EMPLOYEES	1,490,083	1,331,575
PREMISES	49,582	22,500
TRANSPORT	23,325	18,800
SUPPLIES AND SERVICES	1,234,448	742,333
THIRD PARTY PAYMENTS	315,799	307,900
SUPPORT SERVICES	820,054	820,000
<b>REVENUE INCOME</b>		
GOVERNMENT GRANTS	(125,308)	(32,600)
OTHER GRANTS REIMBURSE/CONTRIB	(3,214)	0
CUSTOMER AND CLIENT RECEIPTS	(497,954)	(366,200)
RECHARGES	(503,800)	(503,800)
MISCELLANEOUS INCOME	(270,979)	(33,000)
<b>CHILDRENS SERVICES GRAND TOTAL</b>	<b>2,532,035</b>	<b>2,307,508</b>

2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
1,287,400	1,331,200	1,343,600	42
14,100	32,100	32,100	0
16,700	17,300	17,300	0
413,600	250,800	263,700	0
238,900	218,900	198,900	0
665,600	665,600	668,400	0
(32,300)	(32,300)	(32,300)	0
0	0	0	0
(427,900)	(417,600)	(432,600)	0
(468,700)	(468,500)	(472,200)	0
(48,000)	(63,000)	(63,000)	0
<b>1,659,400</b>	<b>1,534,500</b>	<b>1,523,900</b>	<b>42</b>

AD LAW	PREVIOUS OUTTURN	
	2016/17	2016/17
	ACTUAL £	BUDGET £
CORONERS	250,472	340,575
LEGAL SERVICES	(41,058)	(1,341,867)
GRAND TOTAL	209,414	(1,001,292)

2017/18	2018/19	2019/20	BUDGETED
BUDGET £	BUDGET £	BUDGET £	FTE
303,500	306,200	307,900	7
(42,000)	(41,800)	(41,800)	18
261,500	264,400	266,100	25

AD LAW SUBJECTIVE TYPE	PREVIOUS OUTTURN	
	2016/17	2016/17
	ACTUAL £	BUDGET £
REVENUE EXPENDITURE		
EMPLOYEES	1,000,630	973,458
PREMISES	6,067	5,600
TRANSPORT	12,161	7,500
SUPPLIES AND SERVICES	866,350	(371,050)
THIRD PARTY PAYMENTS	377,566	440,600
SUPPORT SERVICES	238,000	238,000
REVENUE INCOME		
GOVERNMENT GRANTS	(31,458)	(17,700)
CUSTOMER AND CLIENT RECEIPTS	(163,399)	(174,800)
RECHARGES	(1,812,500)	(1,812,500)
MISCELLANEOUS INCOME	(284,003)	(290,400)
GRAND TOTAL	209,414	(1,001,292)

2017/18	2018/19	2019/20	BUDGETED
BUDGET £	BUDGET £	BUDGET £	FTE
883,700	892,500	900,900	25
5,600	5,600	5,600	0
7,500	7,500	7,500	0
764,200	729,800	718,400	0
330,600	330,600	330,600	0
220,200	220,800	220,800	0
(17,200)	(17,200)	(17,200)	0
(175,300)	(175,300)	(175,300)	0
(1,467,400)	(1,439,500)	(1,434,800)	0
(290,400)	(290,400)	(290,400)	0
261,500	264,400	266,100	25

# Deputy Chief Executive Directorate

Strategic Director:	Joanne Hewson
Total Revenue Budget:	£90,833,300
Budgeted Full Time Equivalents (FTE's):	825

## DEPUTY CHIEF EXECUTIVE

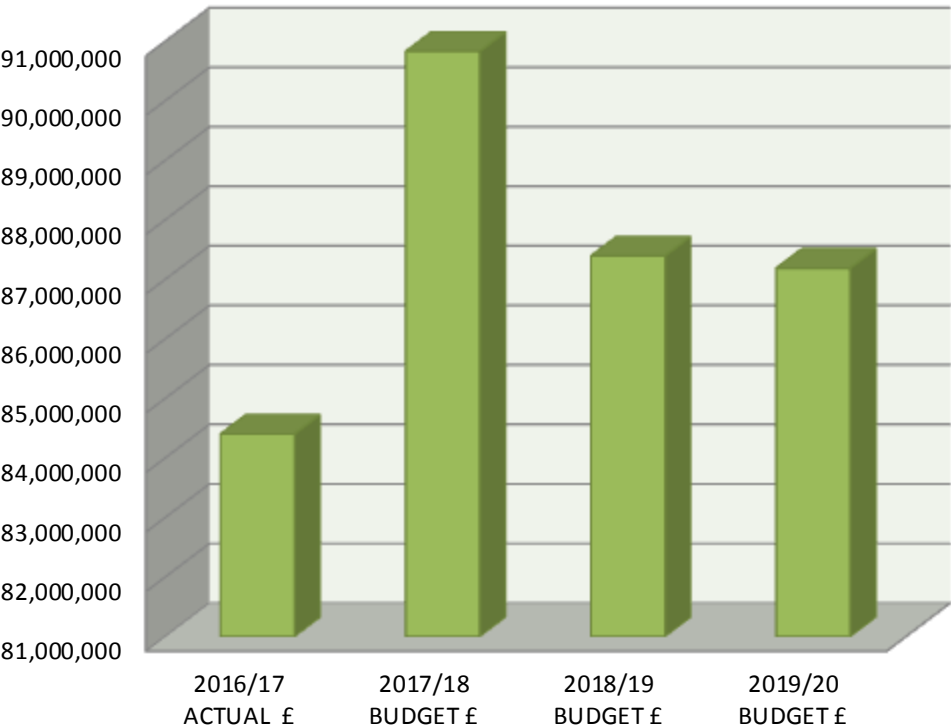
Working alongside partners, services within the directorate range from schools and social care for both children and adults to general health and wellbeing.

For children and young people we provide appropriate professional direction, support and advice to ensure that they are provided with every opportunity to achieve the best possible outcomes and fulfil their potential.

Many of the front line services are held within this directorate, including waste collection, street cleaning, cemeteries and crematorium as well as the teams who look after our lovely parks and open spaces.



## DEPUTY CHIEF EXECUTIVE BUDGET COMPARISON

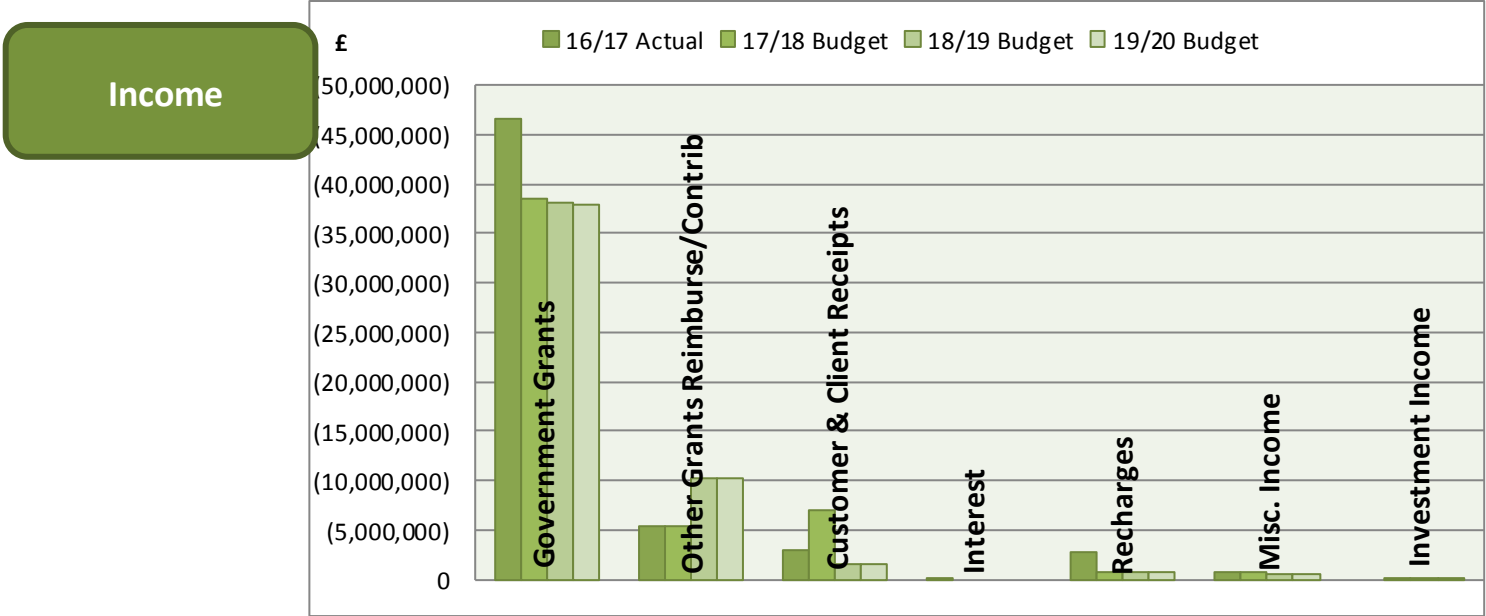
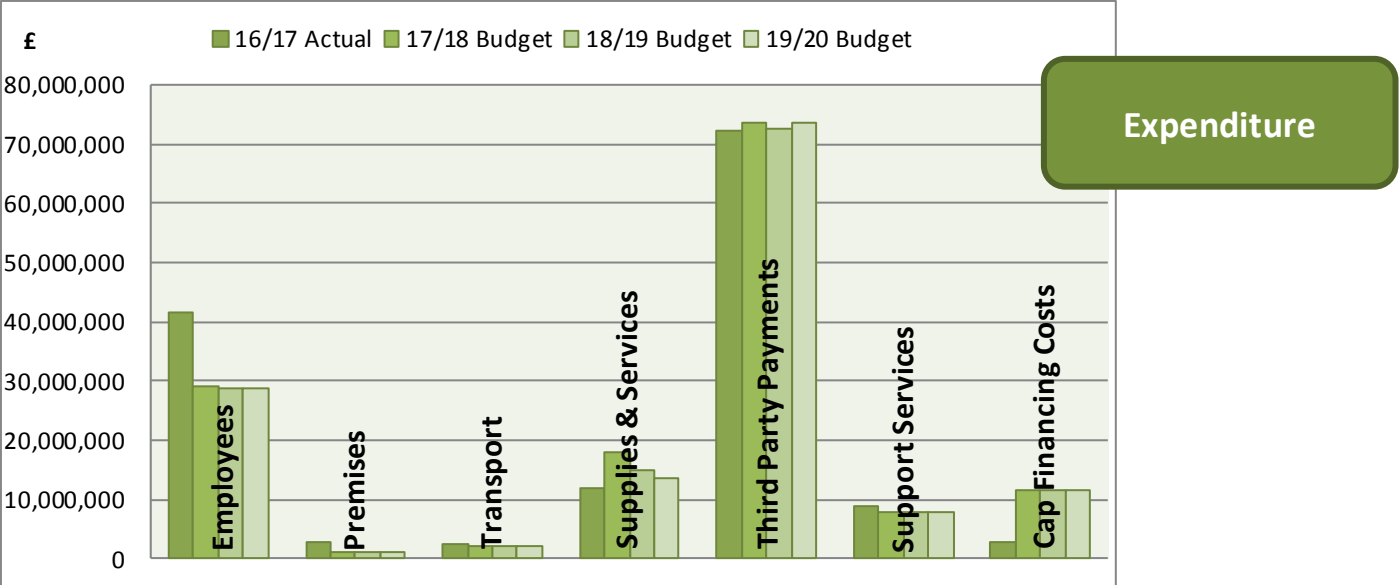


DEPUTY CHIEF EXECUTIVE	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17 ACTUAL £	2016/17 BUDGET £				
AD EARLY HELP	14,178,215	14,104,503	5,994,200	5,740,700	6,142,400	381
AD CHILDRENS SERVICES	20,995,769	25,720,922	33,973,300	32,754,800	32,228,500	390
DIRECTOR OF PUBLIC HEALTH & LEISURE	4,850,367	4,417,084	3,305,200	2,619,600	1,733,000	35
AD ADULT SERVICES	44,379,999	44,381,843	47,560,600	46,281,800	47,086,500	20
GRAND TOTAL	84,404,350	88,624,352	90,833,300	87,396,900	87,190,400	825

DEPUTY CHIEF EXECUTIVE SUBJECTIVE TYPE	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17 ACTUAL £	2016/17 BUDGET £				
REVENUE EXPENDITURE						
EMPLOYEES	41,600,982	41,352,726	29,199,100	28,636,800	28,620,500	825
PREMISES	2,890,272	2,423,243	1,221,700	1,210,400	1,218,100	0
TRANSPORT	2,331,968	2,133,742	2,087,800	2,193,900	2,184,000	0
SUPPLIES AND SERVICES	11,932,848	16,165,486	17,800,500	14,839,100	13,401,200	0
THIRD PARTY PAYMENTS	72,313,102	71,429,039	73,680,800	72,714,000	73,630,700	0
SUPPORT SERVICES	8,959,800	8,959,800	7,789,500	7,725,900	7,753,500	0
CAP FINANCING COST	2,737,307	2,739,400	11,360,200	11,360,200	11,360,200	0
REVENUE INCOME						
GOVERNMENT GRANTS	(46,484,570)	(45,685,391)	(38,514,900)	(38,091,600)	(37,965,200)	0
OTHER GRANTS REIMBURSE/CONTRIB	(5,410,769)	(5,035,884)	(5,279,700)	(10,233,000)	(10,140,900)	0
CUSTOMER AND CLIENT RECEIPTS	(2,967,323)	(2,613,074)	(6,994,900)	(1,634,400)	(1,603,400)	0
INTEREST	(338)	(235)	0	0	0	0
RECHARGES	(2,680,105)	(2,680,100)	(702,400)	(707,700)	(713,500)	0
MISCELLANEOUS INCOME	(818,824)	(563,500)	(813,500)	(615,800)	(553,900)	0
INVESTMENT INCOME	0	(900)	(900)	(900)	(900)	0
GRAND TOTAL	84,404,350	88,624,352	90,833,300	87,396,900	87,190,400	825



Total Deputy Chief Executive Income & Expenditure by Subjective Type



AD EARLY HELP	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17 ACTUAL £	2016/17 BUDGET £				
INTEGRATED YOUTH SERVICES	1,809,676	1,687,836	1,594,900	1,580,300	1,600,200	65
CHILDRENS HEALTH	1,359,415	1,330,947	392,700	330,300	333,900	97
FAMILY HUBS	1,991,723	2,012,031	1,511,500	1,536,800	1,563,400	96
COMMUNITY LEARNING SERVICES	804,849	648,444	310,600	256,800	256,000	47
INTEG LOCAL SERVICE DELIVERY	6,244,870	6,423,385	1,348,900	1,386,500	1,402,600	46
CHILD PROTECTION / SAFEGUARDIN	865,629	915,706	793,200	785,200	786,000	18
AD EARLY INTERVENTION	193,359	155,031	(420,600)	(517,300)	(183,500)	1
PALLIATIVE / COMPLEX CARE	11,047	11,048	15,300	15,500	15,500	2
CHILDRENS OBESITY	58,974	59,644	0	0	0	0
CHILDRENS SOCIAL CARE INNOV	628,322	628,421	248,900	168,600	170,300	9
CAMHS COMMISSIONED	210,351	232,010	198,800	198,000	198,000	0
GRAND TOTAL	14,178,215	14,104,503	5,994,200	5,740,700	6,142,400	381

EARLY HELP SUBJECTIVE TYPE	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17 ACTUAL £	2016/17 BUDGET £				
REVENUE EXPENDITURE						
EMPLOYEES	13,438,470	13,542,264	11,684,900	11,406,100	11,511,500	381
PREMISES	315,289	215,900	164,300	158,500	159,000	0
TRANSPORT	196,287	209,500	190,800	188,700	188,800	0
SUPPLIES AND SERVICES	908,176	590,399	107,700	(292,600)	(202,300)	0
THIRD PARTY PAYMENTS	8,769,166	8,656,230	8,285,700	8,271,300	8,271,400	0
SUPPORT SERVICES	3,668,300	3,668,300	3,218,000	3,182,400	3,191,400	0
CAP FINANCING COST	77,886	77,900	175,500	175,500	175,500	0
REVENUE INCOME						
GOVERNMENT GRANTS	(8,088,949)	(8,020,390)	(7,484,800)	(7,492,500)	(7,366,100)	0
OTHER GRANTS REIMBURSE/CONTRIB	(3,400,760)	(3,388,700)	(3,783,200)	(8,843,400)	(8,849,400)	0
CUSTOMER AND CLIENT RECEIPTS	(981,543)	(869,300)	(6,026,500)	(671,500)	(656,300)	0
RECHARGES	(258,000)	(258,000)	(30,800)	(32,100)	(33,300)	0
MISCELLANEOUS INCOME	(466,107)	(319,600)	(507,400)	(309,700)	(247,800)	0
GRAND TOTAL	14,178,215	14,104,503	5,994,200	5,740,700	6,142,400	381

CHILDRENS SERVICES	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17 ACTUAL £	2016/17 BUDGET £				
ACCESS AND EDUCATION SERVICES	3,427,233	3,480,101	3,506,600	3,501,200	3,512,300	63
STRATEGIC MANAGEMENT	357,958	391,251	91,100	160,300	160,200	3
SEN/INCLUSION	12,754,290	12,173,905	12,838,900	13,310,800	13,327,000	51
PLACEMENT & SUPPORT	11,484,209	11,288,056	11,262,900	11,281,000	11,284,800	128
SAFEGUARDING	7,094,460	7,096,367	6,878,800	6,495,000	6,543,500	135
THROUGH CARE & DISABILITY	11,700	11,700	13,400	13,400	13,400	0
ASSET RENTS	(930,467)	(930,200)	10,399,800	10,399,800	10,399,800	0
FUNDING	(29,800,460)	(29,695,033)	(23,967,200)	(23,966,500)	(23,965,700)	0
PENSIONS	1,895,923	1,951,300	1,954,000	1,954,300	1,954,200	0
SCHOOLS	14,130,871	19,299,233	10,885,100	10,885,100	10,885,000	0
HOLDING ACCOUNTS	95,784	94,405	130,300	86,300	87,100	0
CEASED SERVICES	900	900	(439,100)	(1,785,900)	(2,394,400)	0
SUBSCRIPTION AND INSURANCE SLA	11,830	1,000	0	0	0	0
SCHOOL IMPROVEMENT	461,537	557,938	418,700	420,000	421,300	9
GRAND TOTAL	20,995,769	25,720,922	33,973,300	32,754,800	32,228,500	390

CHILDRENS SERVICES SUBJECTIVE TYPE	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17 ACTUAL £	2016/17 BUDGET £				
REVENUE EXPENDITURE						
EMPLOYEES	26,342,396	26,085,714	15,395,700	15,120,300	14,985,800	390
PREMISES	1,073,870	1,083,853	138,300	132,800	140,000	0
TRANSPORT	2,115,283	1,890,142	1,868,000	1,979,200	1,969,700	0
SUPPLIES AND SERVICES	9,199,445	14,016,838	16,944,600	15,482,200	14,990,400	0
THIRD PARTY PAYMENTS	14,123,633	13,307,723	12,472,300	12,804,600	12,848,300	0
SUPPORT SERVICES	3,759,600	3,759,600	3,415,000	3,380,300	3,399,400	0
CAP FINANCING COST	(396,823)	(396,600)	10,475,300	10,475,300	10,475,300	0
REVENUE INCOME						
GOVERNMENT GRANTS	(32,333,681)	(31,792,747)	(25,588,000)	(25,471,300)	(25,471,300)	0
OTHER GRANTS REIMBURSE/CONTRIB	(853,644)	(409,992)	(205,900)	(208,900)	(171,700)	0
CUSTOMER AND CLIENT RECEIPTS	(1,399,318)	(1,187,474)	(412,100)	(406,600)	(400,800)	0
INTEREST	(338)	(235)	0	0	0	0
RECHARGES	(520,122)	(520,100)	(351,900)	(355,100)	(358,600)	0
MISCELLANEOUS INCOME	(114,535)	(115,800)	(178,000)	(178,000)	(178,000)	0
GRAND TOTAL	20,995,769	25,720,922	33,973,300	32,754,800	32,228,500	390

DIRECTOR OF PUBLIC HEALTH & LEISURE	PREVIOUS OUTTURN	
	2016/17	2016/17
	ACTUAL £	BUDGET £
OLD CULTURE AND LEISURE CODES	(998)	0
CULTURE AND LEISURE	5,149,990	4,717,669
LIBRARY SERVICE	1,462	0
DIRECTOR PUBLIC HEALTH	162,528	162,029
DRUG / ALCOHOL ACTION SERVICE	(77,393)	(77,393)
LIFESTYLE SERVICES	(202,816)	(202,816)
SEXUAL HEALTH	(24,709)	(24,709)
CHILD HEALTH COMMISSIONING	(157,697)	(157,696)
GRAND TOTAL	4,850,367	4,417,084

2017/18	2018/19	2019/20	BUDGETED
BUDGET £	BUDGET £	BUDGET £	FTE
0	0	0	0
3,040,100	2,347,200	2,347,200	0
23,900	23,900	23,900	0
118,100	125,300	(758,800)	13
9,200	10,000	10,000	0
102,400	102,300	101,900	23
4,100	4,000	3,900	0
7,400	6,900	4,900	0
3,305,200	2,619,600	1,733,000	35

DIRECTOR OF PUBLIC HEALTH & LEISURE SUBJECTIVE TYPE	PREVIOUS OUTTURN	
	2016/17	2016/17
	ACTUAL £	BUDGET £
REVENUE EXPENDITURE		
EMPLOYEES	1,182,727	1,043,726
PREMISES	1,197,573	934,990
TRANSPORT	16,410	30,500
SUPPLIES AND SERVICES	696,264	541,042
THIRD PARTY PAYMENTS	6,228,537	6,289,518
SUPPORT SERVICES	865,200	865,200
CAP FINANCING COST	1,062,754	1,062,800
REVENUE INCOME		
GOVERNMENT GRANTS	(5,401,112)	(5,281,300)
OTHER GRANTS REIMBURSE/CONTRIB	(860,608)	(949,392)
CUSTOMER AND CLIENT RECEIPTS	(136,982)	(120,000)
MISCELLANEOUS INCOME	(395)	0
GRAND TOTAL	4,850,367	4,417,084

2017/18	2018/19	2019/20	BUDGETED
BUDGET £	BUDGET £	BUDGET £	FTE
1,436,000	1,421,200	1,427,300	35
730,600	730,600	730,600	0
25,100	22,100	21,600	0
185,600	(913,800)	(1,950,900)	0
6,590,000	6,597,600	6,672,600	0
576,600	576,800	574,700	0
23,900	23,900	23,900	0
(5,150,300)	(4,837,500)	(4,837,500)	0
(992,300)	(881,300)	(819,300)	0
(120,000)	(120,000)	(110,000)	0
0	0	0	0
3,305,200	2,619,600	1,733,000	35

ADULT SERVICES - HEALTH IMPROVEMENTS	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17 ACTUAL £	2016/17 BUDGET £				
ADULT SOCIAL CARE	39,917,668	39,917,952	43,900,600	42,609,800	43,407,700	0
CLIN COMM GROUP - SLA TRAD ACC	0	0	0	0	0	0
HOME OPTIONS & HOUS REL SUPP	3,995,036	4,067,888	3,488,000	3,498,000	3,504,800	19
PRIVATE SECTOR HOUSING	327,316	311,600	(21,800)	(21,700)	(21,700)	0
IMPROVED HEALTH OPERATIONAL	18,339	(38,597)	74,100	76,000	76,000	1
PREVENTION AND WELLBEING	121,641	123,000	119,700	119,700	119,700	0
GRAND TOTAL	44,379,999	44,381,843	47,560,600	46,281,800	47,086,500	20

ADULT SERVICES - HEALTH IMPROVEMENTS SUBJECTIVE TYPE	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17 ACTUAL £	2016/17 BUDGET £				
REVENUE EXPENDITURE						
EMPLOYEES	637,388	681,022	682,500	689,200	695,900	20
PREMISES	303,540	188,500	188,500	188,500	188,500	0
TRANSPORT	3,987	3,600	3,900	3,900	3,900	0
SUPPLIES AND SERVICES	1,128,963	1,017,207	562,600	563,300	564,000	0
THIRD PARTY PAYMENTS	43,191,766	43,175,568	46,332,800	45,040,500	45,838,400	0
SUPPORT SERVICES	666,700	666,700	579,900	586,400	588,000	0
CAP FINANCING COST	1,993,490	1,995,300	685,500	685,500	685,500	0
REVENUE INCOME						
GOVERNMENT GRANTS	(660,828)	(590,954)	(291,800)	(290,300)	(290,300)	0
OTHER GRANTS REIMBURSE/CONTRIB	(295,757)	(287,800)	(298,300)	(299,400)	(300,500)	0
CUSTOMER AND CLIENT RECEIPTS	(449,480)	(436,300)	(436,300)	(436,300)	(436,300)	0
RECHARGES	(1,901,983)	(1,902,000)	(319,700)	(320,500)	(321,600)	0
MISCELLANEOUS INCOME	(237,786)	(128,100)	(128,100)	(128,100)	(128,100)	0
INVESTMENT INCOME	0	(900)	(900)	(900)	(900)	0
GRAND TOTAL	44,379,999	44,381,843	47,560,600	46,281,800	47,086,500	20

# Corporate Budgets

Strategic Director:	Rob Walsh
Total Revenue Budget:	£2,236,600
Budgeted Full Time Equivalents (FTE's):	N/A

## OTHER BUDGETS

Other Budgets comprises of 5 key areas; Asset Rents, Borrowing Costs, Levies, Other Corporate Budgets, and Grants to Parish Councils

These are accounting budgets only and therefore no services are provided through this area.

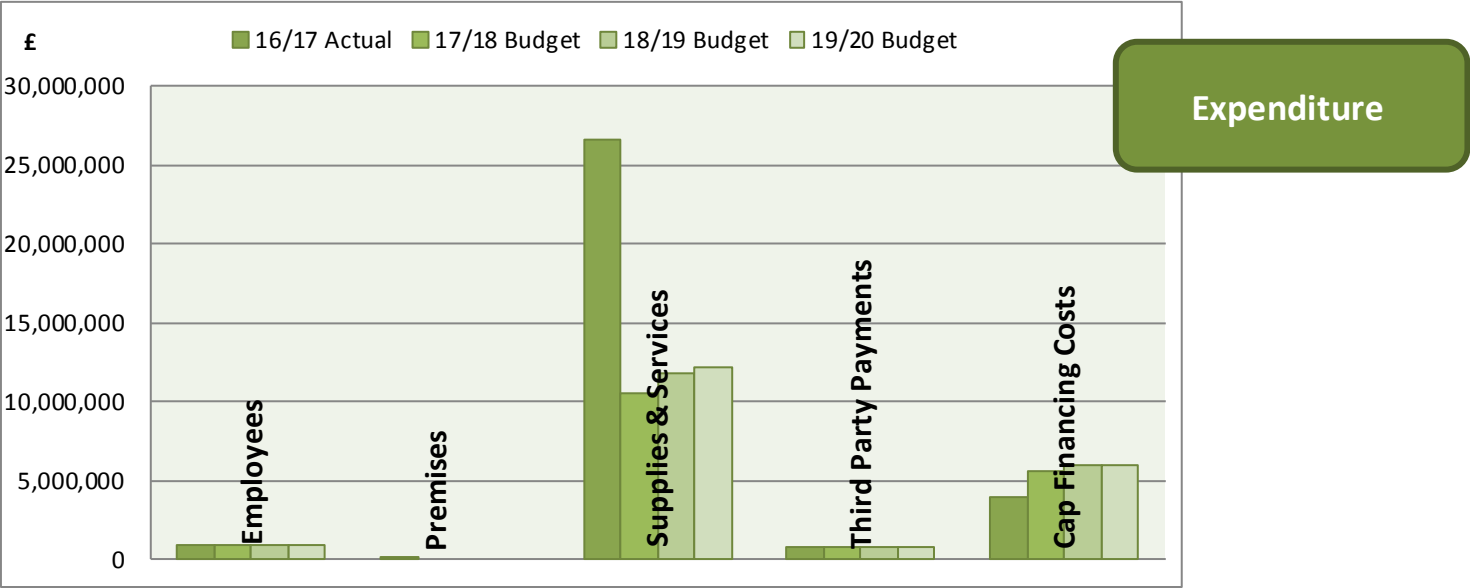
CORPORATE BUDGETS	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17 ACTUAL £	2016/17 BUDGET £				
CORPORATE BUDGETS - OTHER	10,952,407	255,300	0	0	0	0
APPROPRIATIONS	(1,303,705)	805,000	850,000	850,000	850,000	0
ASSET RENTS	(12,294,965)	(12,296,800)	(15,333,300)	(15,333,300)	(15,333,300)	0
PROVISIONS AND CONTINGENCIES	2,588,673	5,318,600	5,445,200	6,380,600	6,569,000	0
LSVT RECEIPTS	(193,038)	0	0	0	0	0
BORROWING COSTS	9,857,927	10,330,400	10,548,700	11,308,700	11,548,700	0
LEVIES	584,612	642,100	624,000	624,000	624,000	0
CORPORATE BUDGETS - FUNDING	102,000	102,000	102,000	102,000	102,000	0
OTHER BUDGETS GRAND TOTAL	10,293,913	5,156,600	2,236,600	3,932,000	4,360,400	0

CORPORATE BUDGETS SUBJECTIVE TYPE	PREVIOUS OUTTURN		2017/18 BUDGET £	2018/19 BUDGET £	2019/20 BUDGET £	BUDGETED FTE
	2016/17 ACTUAL £	2016/17 BUDGET £				
REVENUE EXPENDITURE						
EMPLOYEES	928,808	965,000	965,000	965,000	965,000	0
PREMISES	8,474	0	0	0	0	0
SUPPLIES AND SERVICES	26,575,482	30,925,900	10,554,000	11,769,500	12,197,900	0
THIRD PARTY PAYMENTS	737,806	777,100	759,000	759,000	759,000	0
CAP FINANCING COST	3,945,154	4,019,600	5,529,700	6,009,700	6,009,700	0
REVENUE INCOME						0
GOVERNMENT GRANTS	10,697,199	0	0	0	0	0
CUSTOMER AND CLIENT RECEIPTS	(879,844)	0	0	0	0	0
INTEREST	(71,794)	(27,900)	(15,000)	(15,000)	(15,000)	0
RECHARGES	(8,118,679)	(8,118,700)	(15,333,300)	(15,333,300)	(15,333,300)	0
MISCELLANEOUS INCOME	(23,528,694)	(23,384,400)	(222,800)	(222,900)	(222,900)	0
GRAND TOTAL	10,293,913	5,156,600	2,236,600	3,932,000	4,360,400	0



Total Corporate Budgets Income & Expenditure by Subjective Type



Income

