

NORTH LINCOLNSHIRE COUNCIL

CABINET

September Budget Review 2016/17

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1. The council's approved budget is monitored throughout the financial year. At intervals cabinet receives a formal report on progress in achievement of the approved revenue cash-limited budget and capital programme 2016/20. This provides an opportunity to take stock of how plans are progressing and to take corrective action where necessary. It is also an opportunity to consider the forward financial plan.
- 1.2. The main points of the report are:
 - 1.2.1. Overall spending against the revenue budget for the day-to-day operation of services is currently forecast to be overspent largely due to increased demand for People Services and cost pressures in Places Directorate, some continuing from 2015/16.
 - 1.2.2. Action plans will be implemented in each service reporting a pressure to contain the in-year over spend and also mitigate the longer-term impact.
 - 1.2.3. There is good progress towards the achievement of £9.8m approved budget savings and additional income targets.
 - 1.2.4. There are changes to the capital programme, which include, programme rephasing and funding adjustments in connection with a number of projects.
 - 1.2.5. Cash balances and Debt are being managed in line with the Council's approved treasury management strategy.
 - 1.2.6. An Efficiency Statement is included for approval at Appendix 4 to secure the government's offer of guaranteed core funding up to 2020.

2. BACKGROUND INFORMATION

- 2.1. Regular budget review reports throughout the financial year provide cabinet with an update on spending in the year and early warning of changes to the council's financial position. It provides an opportunity to review current budgets and make changes as necessary.

- 2.2. The report reviews directorate revenue and capital spending in the current financial year 2016/17 and considers action being taken to manage emerging issues and to identify saving opportunities. The approved budget for 2016/17 is set out at Appendix 1.
- 2.3. It also considers new information from Government about potential future funding proposals and implications with regard to assumptions made within the Council's four year plan.

3. OPTIONS FOR CONSIDERATION

Budget 2016/17

Revenue

- 3.1. Directorates deal with a range of spending challenges throughout the year which they are expected to accommodate within their budget. This is unless specific provision has been made in the contingency fund as is the case for pay awards, service transformation costs and energy cost increases. The latest monitoring has identified a number of issues on spending leading to a £2.8m projected overspend and services are now expected to implement action plans to keep the budget in balance. These issues are considered in more detail below.

People Directorate

- 3.2. The Directorate are currently forecasting a £1.2m overspend in Children's Services. It largely relates to demand pressures in Fostering and Adoption from additional children coming into care, and from extending the care responsibilities to age 21. The service will now work on ways to contain this financial pressure via an action plan.
- 3.3. Adult Services are experiencing high levels of activity, which may result in a budget pressure of about £500k, however the service are working to contain this within their overall budgets.

Policy & Resources Directorate

- 3.4. Overall the directorate expects to spend to budget.

Places Directorate

- 3.5. The directorate is currently forecasting a £1.6m overspend. A £0.8m pressure within Customer Services was reported in the July Budget Review paper, and an action plan has been prepared by the service with a view to managing the forecast pressure long-term.
- 3.6. Community Services have forecast a £0.9m overspend, primarily relating to increasing service provision and volumes in waste, transport and community meals, but also cost pressures in fleet maintenance. An action plan is being prepared to consider ways to contain the pressure both in year and longer-term.

- 3.7. There are also small underspends in Technical & Environmental Services and Strategic Projects (£0.1m).

Public Health

- 3.8. A prioritisation exercise is underway to contain expenditure within the grant allocation long-term, and in year pressures are expected to be contained through efficiencies and use of the Public Health Transformation Fund.

Central budgets and Contingency

- 3.9. Overall central budgets are expected to balance. Capital financing costs are lower than expected as the programme is rephased.
- 3.10. Significant savings are still anticipated from transforming council wide administration and transforming customer access, but the timing and scale of likely savings in 2016/17 is uncertain. The savings on capital financing (£0.39m) can be used to offset these.
- 3.11. Contingency funds are available to cover specific cost pressures including the impact of the National Living Wage on fee negotiations with care providers.

Savings Monitor

- 3.12. The savings proposals contained within the approved 2016/17 budget have a net value of £9.8m. Progress with most of these is positive, with directorates forecasting that £7.4m of savings are on track and £1.2m worth of savings will be met through other means.

Revenue Account Support Reserve

- 3.13. This reserve was created to support revenue spending and in particular to fund one off transformation initiatives that reduce future spending. It stood at £9.4m as at 31st March 2016 which is fully committed in the 2016-20 Financial Plan. The council underspend in 2015/16 means there is an uncommitted balance of £1m, which may be needed to resolve in year cost pressures.

Capital

- 3.14. The current approved budget for 2016/17 is now £78.7m as it includes the carry forward of spending from 2015/16.
- 3.15. The existing schemes will continue to be delivered, but a further net re-phasing into 2017/18 of £20m is now required reducing the 2016/17 budget to £58.7m. The details are at appendix 2. Also, underspends from some schemes are reallocated.
- 3.16. There are two new schemes to be brought into 2016/17: an earlier start to the Integrated HR/Payroll System and a new scheme to improve lighting in the Church Square area, both funded externally.

Treasury Management

- 3.17. As at the 31/8/2016, the Authority had £135.3m of long and short term borrowing (a net increase of £2m on the position at 31/3/16) and £4.5m of investments. Short term temporary borrowing has been undertaken to ensure the underlying liquidity need of the Authority has been met throughout the period. The most efficient source of funds is the intra-Local Authority market and these have been used to provide flexible and low interest rate borrowing.
- 3.18. Key performance indicators are shown in appendix 3. These show that performance to date is in line with expectations.
- 3.19. The current 2016/17 capital programme assumes £27.5m external borrowing and a further £3.3m to repay maturing debt. In view of the required programme re-phasing it is unlikely that borrowing of the full amount will be necessary.
- 3.20. The requirement for additional borrowing continues to be monitored and, to ensure that borrowing is made at the optimum time to gain the most competitive rate, monitoring of lending rates is also being undertaken.

Financial Plan 2016/20

- 3.21. Good financial management requires that the council continually reviews its financial strategy and that its financial plans remain robust and fluid. Planning assumptions made when the budget was set in February 2016 are being reassessed as the Council starts to prepare its 2017/21 financial plan.
- 3.22. As indicated earlier the current plan is underpinned by an ambitious transformation programme with significant saving and income targets. It also projects growth in the local taxbase from major regeneration schemes. Pressures on service spending identified earlier in this report provide an additional challenge to be addressed.
- 3.23. It is also underpinned by planned use of the Revenue Account Support Reserve, and if more than £1m is needed to support 2016/17 overspends then the requirements of the Financial Plan need to be reassessed.
- 3.24. The Council has the opportunity to 'safeguard' the four year financial settlement it received last December, providing it submits an efficiency plan to Government demonstrating how it can operate within a reduced financial envelope, and also the benefit of certainty from Government can bring. This must be submitted to DCLG by 14 October 2016. This is considered in further detail in appendix 4.
- 3.25. Planning for the 2017/21 period has now started, but the position on core settlement grant will not become clear until after the Council receives feedback on its efficiency plan. There are other streams of funding which

will not receive protection, and therefore the full picture will not be known until the December Settlement or later.

4. ANALYSIS OF OPTIONS

- 4.1. Directorates have reported pressures that require Council action to address and mitigate. Appendix 1 shows the latest budget position.
- 4.2. To reflect the latest delivery schedules of capital schemes, it is necessary that the capital spending (listed in appendix 2) is adjusted.
- 4.3. There are no decisions to be made on treasury policy where performance is in line with the approved policy.
- 4.4. Approval is needed to submit the Efficiency Strategy.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

- 5.1 The council must maintain a balanced revenue budget for each financial year. Action is necessary to achieve this.
- 5.2 If the projected overspend cannot be contained at year-end, use will need to be made of the Revenue Support Account reserve earlier than planned,

6. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

- 6.1 Not Applicable

7. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

- 7.1 Not applicable

8. RECOMMENDATIONS

- 8.1 To note the 2016/17 revenue budget position and confirm that budgets are cash limited
- 8.2 Directorates implement action plans to address the identified pressures for the current year and beyond, in consultation with the relevant cabinet members
- 8.3 To note the positive progress made in achievement of budgeted savings.
- 8.4 To agree the rephrasing of the capital programme at appendix 2.
- 8.5 To note the latest position on treasury management at appendix 3.

8.6 To approve submission of the Efficiency Strategy at appendix 4

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Background Papers used in the preparation of this report:
none

Revenue Budget 2016/17

Appendix 1

	Full Year Budget £'000's	Forecast Outturn £'000's	Forecast Variance £'000's
PEOPLE			
Education	5,713	5,713	-
Prevention & Commissioning	9,318	9,318	-
Children's Services	16,400	17,622	1,222
Adult Services	31,222	31,222	-
Schools	0	0	-
	62,653	63,875	1,222
POLICY & RESOURCES			
Human Resources	1,577	1,577	-
Legal Services	2,730	2,730	-
Financial Services	2,702	2,702	-
Business Support	3,712	3,712	-
	10,721	10,721	-
PLACES			
Customer Services	4,344	5,178	834
Community Services	24,473	25,374	901
Technical & Environmental Services	3,957	3,941	(16)
Planning & Regeneration	2,084	2,084	-
Strategic Projects	467	370	(97)
	35,325	36,947	1,622
CORPORATE			
Corporate & Miscellaneous	3,611	4,001	390
Capital Financing	14,046	13,656	(390)
Contingency	1,367	1,367	-
Public Health	-	-	-
	19,024	19,024	-
Total Expenditure	127,723	130,567	2,844

Capital Programme 2016/17: rephasing

Appendix 2

Capital Scheme	Approved Budget £'000	Adjustment £'000	Revised Budget £'000
Lincolnshire Lakes	12,537	(10,537)	2,000
Schools & Cc Investment Programme	5,371	87	5,458
Ongo Office Accommodation	5,088	(3,608)	1,480
Lincolnshire Lakes Blue Offer	3,000	(2,500)	500
Waste Transfer Station	2,828	(104)	2,724
Disabled Facilities Grants	1,763	(563)	1,200
Church Square House Extension	1,600	(1,102)	498
Devolved Formula Capital	1,053	(525)	528
PTA Managed Housing Schemes	807	(753)	54
Housing Development	576	(232)	344
Schools Temp Building Replacement	373	64	437
Additional School Capital	283	30	313
BAE Training Academy	234	(184)	50
Accommodate Young People In Need	75	(75)	-
Access In Schools	30	(30)	-
Lilacs Rehab Unit & Social Hub	24	(15)	9
Early Years 2 Year Old Placement	24	(22)	2
Church Square Lighting	-	45	45
Integrated HR/Payroll System (TCA)	-	31	31
Total	35,666	(19,993)	15,673

Appendix 3

Prudential Indicators

		2016/17	2016/17
		Budget (Feb 2016)	Revised
(i)	Estimates of capital expenditure	£m 63.4	£m 78.8
(ii)	General Fund ratio of financing costs to the net revenue stream % (Based on Prudential Code 2011)	% 10.6	% 11.3
(iii)	an estimate of the capital financing requirement	£m 206.4	£m 204.2
(iv)	the authorised limit for external debt borrowing other long term liabilities total	£m 261.0 5.0 266.0	no change
(v)	the operational boundary for external debt borrowing other long term liabilities total	£m 209.0 2.0 211.0	no change
(vi)	upper limit for fixed rate exposure	% 100.0	no change
(vii)	upper limit for variable rate exposure	20.0	no change
(viii)	upper and lower limits for maturity structure of borrowing UPPER LIMIT under 12 months 12 months and within 24 months 24 months and within 5 years 5 years and within 10 years 10 years and above LOWER LIMIT 10 years and above	% 20.0 15.0 50.0 75.0 90.0 25.0	no change
(ix)	total principal sums invested for periods longer than 364 days	£000 0	£000 0

(i). Capital Programme expenditure has changed for rephasing of spending

North Lincolnshire Council Efficiency Plan

North Lincolnshire Council has a transformative vision for the council and the area it serves. It is taking the financial retrenchment of the current decade as the opportunity for fundamental change, both in raising public expectations and aspirations and in the way the council sees its role and the way it works. It is about delivering better outcomes for all in the local community while ruthlessly driving out cost to ensure the burden of local taxation is kept to a minimum.

The renewed **Council Strategy (extract at Annex A)** approved in February 2016, under the banner of ‘aspiring people, inspiring places’ sets five priorities to:

- **Enable** communities to thrive and live active healthy and fulfilled lives
- **Support** safeguard and protect the vulnerable
- **Shape** the area into a more prosperous place to live, work, invest and play
- **Commission** to improve outcomes for individuals and communities
- **Transform** and refocus, ensuring we remain a dynamic and innovative council.

This is underpinned by the **Medium Term Financial Plan (Annex B)** which provides the essential cornerstone for sustainable public service delivery. The key objective of the plan is to secure the financial resilience which provides the platform to deliver the best possible quality of life for the people of the area.

Reshaping for Delivery

There are three key levers in the council’s strategy:

- 1) Transformation of service delivery
- 2) Commercial development on a substantial scale
- 3) Delivering economic growth

This is reflected in the way the council is reshaping to prioritise what matters most. A new Executive management structure is currently being put in place which repositions the organisation for the future. The management structure builds the council around two key executive posts: an executive director for people and transformation and an executive director for commercial development. This signals a fundamental shift in how the council operates and where its priorities lie.

Financial Sustainability

Record of Achievement

The council has a solid record of achievement over the twenty years since its creation. Each year it has set a balanced budget and four year plan, and each year has delivered services within the budget envelope, making modest contributions back to reserves. It has a performance management framework which integrates financial and performance management and it has a track record of delivering year on year improvements across a wide range of performance metrics alongside robust financial performance. For example, in 2015/16 68% of 91 key performance indicators improved year-on-year and 86% were delivered on target or within tolerance. This was achieved in the context of real term reductions in the net budget of £8m or 6% from 2014/15.

Growing local resources

The plan sets a balanced four year budget. It compensates for loss of resources through grant reductions by seeking to grow local resources:

- Growing the local taxbase, both council tax and business rates
- Reducing the cost of council tax support
- And after delivering a five year freeze in council tax recognising the need for council tax increases of 2% a year for adult social care
- and planning for general council tax increases of under 2% for the next three years

Together with the use of reserves to smooth the transition, this delivers an extra £14m of resources and maintains the council's net budget in the £125m- £127m range over the plan period.

Growth in the local economy drives growth in the taxbase. Success in providing opportunities for work generates a greater taxtake through business development and, with that, a growing and better rewarded local workforce, which reduces dependence on council tax support. The council has helped to secure the future of the steel industry in Scunthorpe. But the scale of its ambition to grow the area is reflected in two major developments which leverage private sector investment.

The first is the development of port facilities on the South Humber Bank to support the development of offshore wind energy in the North Sea. The second is the Lincolnshire Lakes project, which will develop six villages along the river Trent with around 6,500 new homes. Both projects are ready to go, with pump-priming from the local growth fund leveraging in substantial private sector investment.

Controlling the costs of delivery

Grant reduces faster than the rate at which new income and planned savings can realistically be generated. Therefore the plan uses the Revenue Support Reserve, which was created to provide short-term funding for transformation projects and new initiatives, to bridge the gap until the budget achieves a sustainable balance by 2019/20. Importantly this preserves general reserves of £6.8m at a level sufficient to cover potential foreseeable risks.

These steps to secure funding are supplemented by transformation and efficiency savings and new income opportunities totalling £21m, building on a track record of savings achieved, which offset rising costs:

- The new national living wage, the new state pension and apprenticeship levy
 - A general increase in payroll costs
 - Inflation on service contracts
 - The cost of borrowing for capital investment
 - Increased demand driven by new legislation and demography, in particular in the care of children and adults
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There is a strong emphasis on cost control and service efficiencies including:

- A locally negotiated change in terms and conditions which has delivered a pay freeze in 2016/17 and reductions in other payroll costs including overtime and travel allowances
- Savings from its strategic approach to procurement which has secured the council a series of awards
- A range of further cost efficiencies including a cost efficiency target of 2.5% to tighten cost control further in service budgets
- Cross-council initiatives to transform service delivery
- The creation of a commercial vehicle to exploit opportunities to trade services and generate income from property investment
- Generation of additional income by moving towards a self-financing model in sport and leisure

The following sections look at the other levers the council will use to deliver its strategy.

The strategic levers

Reducing dependency

The council strategy sets out a clear direction to reduce dependence on council services and redefine the relationship with citizens. It aims to achieve this through a focus on preventative activity, increasing independence by modernising channels of service delivery, working more effectively with partners and by delivering a prosperous economy which offers good employment opportunities.

It includes helping people to help themselves through providing pathways into employment for those of working age on benefits; early intervention strategies to improve public health and the health and well-being of the elderly which keeps them independent for longer; preventative strategies which ensure child protection is effective so that more expensive later interventions are reduced; looking to citizens to take greater personal responsibility.

Transforming service delivery

The plan contains a number of cross-council initiatives around transforming customer access; consolidating council wide administration; business process redesign; and more effective asset utilisation.

This includes a digital first approach in engaging with the council's customers the first phase of which has already delivered:

- A highly commended refresh of the council's website rebuilt to focus on facilitating electronic transactions with the council across the range of services.
- A substantial redesign of Taxation and Benefits to make on line the primary method of contact, integrating call centre and local link staff with the specialist tax and benefit teams to offer the customer an end to end service, removing double handling.

Expanding shared service arrangements

The council has a track record of delivering financial savings and robust outcomes through shared services with North East Lincolnshire Council (NELC). This has developed from earlier initiatives in Procurement and on a much larger scale with a shared Taxation and Benefits Service (2012). Building on these successes from 2016 shared services now cover the bulk of council support services including Finance, HR and IT. The two councils secured TCA award monies to facilitate the change.

Now further opportunities to join up front-line services are being explored with NELC which can deliver further efficiencies.

The council is also a committed partner with nine other authorities in the wider Lincolnshire area which has in place a Greater Lincolnshire Devolution Agreement. A Single Investment Fund (SIF) will draw together local and agreed national funding streams to deliver an ambitious investment programme across Greater Lincolnshire to unlock its economic potential supported by the allocation of new additional funding of £15m p.a. over the next 30 years totalling £450m of new investment for developing strategic infrastructure, skills, education and employment. The devolution agenda will provide a further opportunity to consider shared service arrangements across Greater Lincolnshire and the NLC/NELC partnership is well-placed for this.

Commercial

The council has the ambition to deliver an additional financial return of up to £1m from property investment by 2020. It already has a successful Property Trading Account which runs on commercial lines, generating an annual net revenue surplus of £2m and targeting £17m capital receipts over the next three years from the council's property portfolio. An external specialist's report on the potential to expand the council's property investment activity has been commissioned and is expected shortly.

Service areas across the directorates have commercial initiatives and targets to deliver as an integral part of their plans. This builds on an existing commercial income base of £7m, which already takes the council beyond its geographical area and into non local authority sectors to trade good quality services.

Secure further efficiencies

Efficiency savings are a constant element of the strategy.

The largest proportion of council spending is staff cost. This reflects the nature of council services where a substantial proportion of delivery is in-house. A series of rolling structure reviews which change service delivery models continue to drive out cost.

There is also a substantial spend on contracted services of over £110m where cost reductions can be made. The council has a successful and award winning Procurement team which offers its expertise across the council to deliver cost reductions through: better market intelligence; demand management to reduce volume and specification; strategic sourcing; and more active contract management to mitigate inflationary or other cost pressures.

Conclusion

The council has a good track record on delivering to budget, on making successful transformation initiatives and achieving cost savings while improving performance.

It has a clear strategy for the future to reshape council delivery through transformation and a robust commercial approach. These are built into the financial plan.

Its objective is to deliver a sustainable service mix, of good quality, at the lowest possible cost to taxpayers. Certainty over core government funding in the four year plan would provide one of the cornerstones of sustainability.

Introduction to North Lincolnshire

The purpose of this document is to set out a new vision and priorities for North Lincolnshire. Set against a back drop of reducing budgets and other challenges we face we need to redefine our relationships with our citizens.

North Lincolnshire is an area rich in diversity, heritage and green space which is unexpected given its industrial background. One of the great appeals of the area is higher than average earnings and a varied choice of where to live. The area is made up of the urban centre of Scunthorpe, quiet villages and a number of vibrant market towns.

North Lincolnshire is a comparatively safe place to live with strong, caring communities and crime rates lower than the national average. Improving health and well being is one of our key priorities with evidence of improving outcomes. Children and young people can grow and thrive with education being a priority and we aspire that all of our children attend a good or outstanding school. We also have good colleges and training facilities providing opportunities for all.

The area is uncongested and 'open for business' to welcome and promote new enterprises. The exciting development of Lincolnshire Lakes will create around 6,000 new homes in 6 brand new villages complemented by business and leisure opportunities. The development will host major sports events. The South Humber Gateway is attracting private and public sector investment worth over £5 billion by 2020 and will create 10,000+ jobs.

By ensuring we focus on preventative activity and the introduction of new more cost effective channels of service delivery it is hoped that citizens will become less dependent on state support, thus enabling us to improve outcomes and minimise any service level reductions. Through closer working with our partners we hope to deliver better co-ordinated services at a reduced cost so as to minimise council tax increases. We will seek to ensure that services are delivered by the most appropriate providers. Furthermore, as many of our services are judged as excellent and are commercially attractive to others, we will seek to exploit this by increasing income through commercial trading. Increased income generation from our existing services is another way in which we will ensure continued effective service delivery through financial viability and reducing subsidy.

We will ensure we continue to meet head on the challenges we face and are committed to enhancing the quality of life for individuals, communities and businesses in the area. We also plan to enter into a 'big conversation' with our communities and partners to shape the future model for the delivery of services and pledge to deliver what's right for North Lincolnshire

For the latest facts and figures for the area please visit the North Lincolnshire Strategic Assessment: nldo.northlincs.gov.uk/IAS_Live/sa/

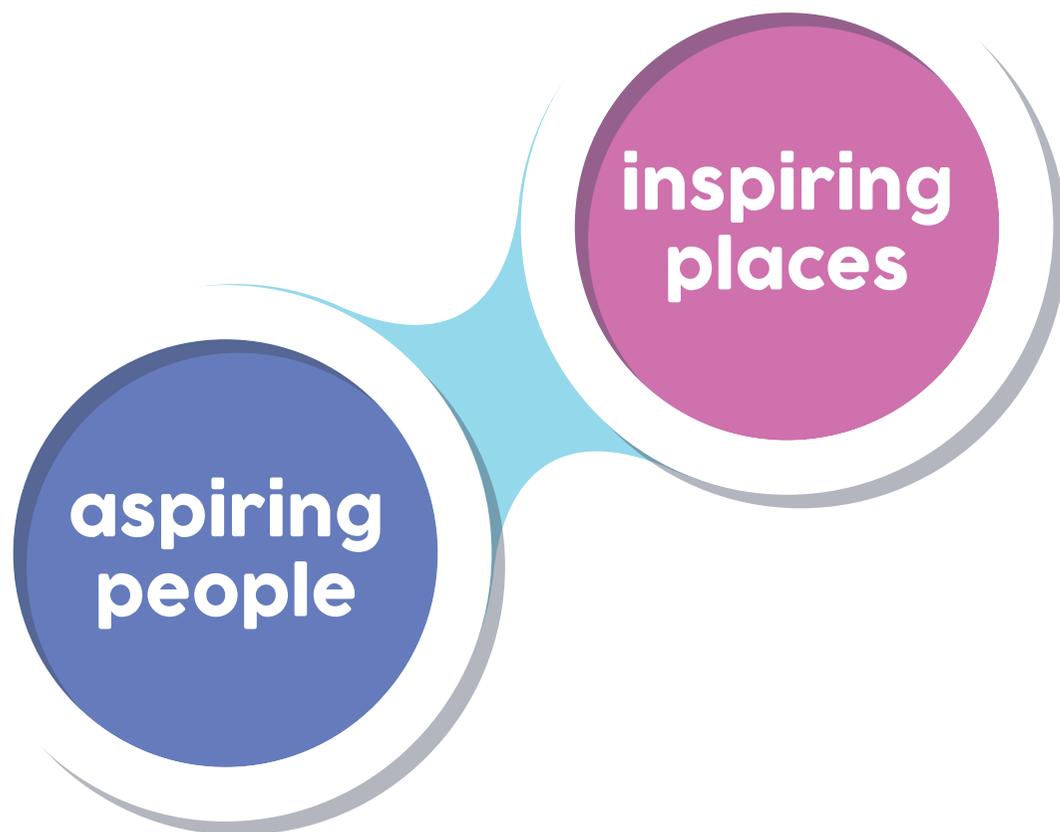
North Lincolnshire has great infrastructure and excellent connections including:

- easy access to 40 million customers within a 4 hour drive
- get to London in under 2 and half hours
- excellent road and rail links
- exceptional access to and from Europe by sea and air



Summary of our vision and priorities

Our organisational priorities will guide the work of the council and ensure our contribution to achieving our vision for North Lincolnshire of Aspiring People, Inspiring Places.



Our Vision and Priorities

Our vision is for North Lincolnshire to be an area with aspiring people and inspiring places. We strive to deliver excellent outcomes for the people and places of North Lincolnshire. Our priorities are to:

<p>ENABLE communities to thrive and live active and healthy lives</p>	<p>SUPPORT safeguard and protect the vulnerable</p>	<p>SHAPE the area into a prosperous place to live, work, invest and play</p>	<p>COMMISSION to improve outcomes for individuals and communities</p>	<p>TRANSFORM and refocus, ensuring we remain a dynamic and innovative council</p>
<p>EXTERNALLY FOCUSED PRIORITIES</p>			<p>INTERNALLY FOCUSED PRIORITIES</p>	
<p>To achieve this we aim to:</p> <ul style="list-style-type: none"> • Improve everyone's health and well being • Develop safer, stronger, confident and resilient communities • Improve skills and education outcomes 	<p>To achieve this we aim to:</p> <ul style="list-style-type: none"> • Support families and communities to become more independent • Safeguard and protect children and vulnerable adults • Transform lives through effective integrated working with an increased focus on targeted prevention 	<p>To achieve this we aim to:</p> <ul style="list-style-type: none"> • Create attractive and healthy places to live, work and play • Increase economic growth and prosperity through higher employment and increased home ownership • Develop and lead the establishment of a clear area identity and sense of community pride • Enhance commercial activity and a sense of place marketing 	<p>To achieve this we aim to:</p> <ul style="list-style-type: none"> • Improve quality of provision and delivery of existing services in a new/ more efficient way with better co-ordination • Review council functions and only provide services where it makes sense to do so • Enhance partnership working and new delivery mechanisms to improve outcomes and value for money 	<p>To achieve this we aim to:</p> <ul style="list-style-type: none"> • Transform and redesign our services, adopting a 'digital first' principle ensuring we remain customer focused • Increase income through external funding and developing and marketing our services commercially to enhance sustainability • Deliver sustainable services and improve value for money in order to minimise local taxation increases

Underpinning our priorities are our values. We are committed to ensuring excellence in customer services and pledge to ACT in a way that is:

<p>ACCOUNTABLE Deliver on the promises we make and take responsibility</p>	<p>COLLABORATIVE Work together to deliver the right outcomes</p>	<p>TRANSPARENT Open and honest in all that we do</p>
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Budget 2016/20	Budget 2016/17 £000's	Budget 2017/18 £000's	Budget 2018/19 £000's	Budget 2019/20 £000's
PEOPLE SERVICES				
Education	5,796	5,546	5,496	5,496
Prevention & Commissioning	9,267	9,142	9,142	9,142
Childrens Services	16,509	16,343	16,343	16,343
Adult Services	30,767	30,742	30,271	29,944
Total People services	62,339	61,773	61,252	60,925
POLICY & RESOURCES				
Human Resources	1,406	1,339	1,241	1,191
Legal Services	2,707	2,670	2,594	2,544
Financial Services	2,565	2,467	2,320	2,270
Business Support	3,653	3,525	3,338	3,288
Total Policy & Resources	10,331	10,001	9,493	9,293
PLACES				
Customer Services	4,664	4,228	3,856	3,848
Community Services	24,574	24,087	23,684	23,501
Technical and Environmental Services	4,002	3,852	3,696	3,688
Planning & Regeneration	2,450	2,231	2,055	2,047
Special Projects	155	148	142	134
Total Places	35,845	34,546	33,433	33,218
CENTRAL BUDGETS				
Corporate Budgets & Levies	2,990	1,740	-229	-599
Capital Financing	14,236	14,190	14,528	14,512
Contingency	84	3,446	6,502	9,570
Public Health	0	0	0	0
Total Central Budgets	17,310	19,376	20,801	23,483
Total Net Budget	125,825	125,696	124,979	126,919
Use of Reserves	2,607	4,033	1,464	-790
Settlement Funding				
Revenue Support Grant	20,511	14,291	10,215	6,098
NNDR Baseline Funding	30,358	30,955	31,868	32,886
Total Settlement Funding Assessment	50,869	45,246	42,083	38,984
Other General Funding				
Council Tax: 0%,1.99%,1.99%,1.99%	59,714	61,855	63,890	66,111
Social Care Precept: 2%, 2%, 2%, 2%	1,185	2,475	3,867	5,225
CTRS Changes	0	300	300	300
Collection Fund Surplus/Deficit(-)	400	1,000	0	0
Business Rate Retention Income (NNDR)	6,234	5,821	7,034	7,805
New Homes Bonus	3,155	3,231	2,299	3,190
Improved Better Care Fund	0	330	2,875	5,189
Rural Services Delivery Grant	204	165	127	165
Education Services Grant	1,457	1,240	1,040	740
Total Base Funding	72,349	76,417	81,432	88,725
Total Funding	125,825	125,696	124,979	126,919
Funding Gap (+) / Savings (-)	0	0	0	0