

Revised Appendix B2 of Report 3(a)

People Directorate

Service: Education

| Items | Proposed Budget 2016/17 £000's | Proposed Budget 2017/18 £000's | Proposed Budget 2018/19 £000's | Proposed Budget 2019/20 £000's |
|--|---|---|---|---|
| Base Budget | 5,949 | 5,546 | 5,496 | 5,496 |
| Permanent Virements | 47 | 0 | 0 | 0 |
| Future Base Budget | <u>5,996</u> | <u>5,546</u> | <u>5,496</u> | <u>5,496</u> |
| 1.Pressures and Service Developments | | | | |
| Schools Improvement Investment (Prior Year Adjustment) | -150 | 0 | 0 | 0 |
| Children's Literacy Trust (Prior Year Adjustment) | -100 | -50 | 0 | 0 |
| Reverse additional revenue investment in 2015-16 budget resolution | -100 | 0 | 0 | 0 |
| | <u>-350</u> | <u>-50</u> | <u>0</u> | <u>0</u> |
| 2.Service Transformation | | | | |
| Integrated Service for Disabled Children | -100 | 0 | 0 | 0 |
| | <u>-100</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total adjustments | <u>-450</u> | <u>-50</u> | <u>0</u> | <u>0</u> |
| Total Budget (Zero Variance Required to Balance) | <u>5,546</u> | <u>5,496</u> | <u>5,496</u> | <u>5,496</u> |

Service: Prevention & Commissioning

| Items | Proposed Budget 2016/17 £000's | Proposed Budget 2017/18 £000's | Proposed Budget 2018/19 £000's | Proposed Budget 2019/20 £000's |
|--|---|---|---|---|
| Base Budget | 9,429 | 9,267 | 9,142 | 9,042 |
| Permanent Virements | 71 | 0 | 0 | 0 |
| Future Base Budget | <u>9,500</u> | <u>9,267</u> | <u>9,142</u> | <u>9,042</u> |
| 1.Pressures and Service Developments | | | | |
| Activities for Young People | 0 | 0 | -100 | 0 |
| | <u>0</u> | <u>0</u> | <u>-100</u> | <u>0</u> |
| 2.Efficiencies | | | | |
| Business Process Efficiencies | -50 | -50 | 0 | 0 |
| Re-procurement of various contracts across the directorate | -183 | -75 | 0 | 0 |
| | <u>-233</u> | <u>-125</u> | <u>0</u> | <u>0</u> |
| Total adjustments | <u>-233</u> | <u>-125</u> | <u>-100</u> | <u>0</u> |
| Total Budget (Zero Variance Required to Balance) | <u>9,267</u> | <u>9,142</u> | <u>9,042</u> | <u>9,042</u> |

Service: Childrens Services

| Items | Proposed Budget 2016/17 £000's | Proposed Budget 2017/18 £000's | Proposed Budget 2018/19 £000's | Proposed Budget 2019/20 £000's |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Base Budget | 16,292 | 16,509 | 16,343 | 16,343 |
| Permanent Virements | -9 | 0 | 0 | 0 |
| Future Base Budget | 16,283 | 16,509 | 16,343 | 16,343 |
| 1.Pressures and Service Developments | | | | |
| Staying Put cost of Foster care provision to age 21 | 106 | 179 | 0 | 0 |
| Supporting Young People (Prior Year Adjustment) | -100 | 0 | 0 | 0 |
| Legal Fees - Increased Legal Costs & Use of Barristers | 100 | 0 | 0 | 0 |
| Special Guardianships, review during 16/17 with cost savings in 17/18 | 150 | -150 | 0 | 0 |
| | 256 | 29 | 0 | 0 |
| 2.Efficiencies | | | | |
| Social Enterprise for Young People's Accommodation Service | -30 | 0 | 0 | 0 |
| Children in Care Agency Placements | 0 | 0 | 0 | 0 |
| Contractual savings to offset 'staying put' foster carers 16/17 | 0 | -195 | 0 | 0 |
| | -30 | -195 | 0 | 0 |
| Total adjustments | 226 | -166 | 0 | 0 |
| Total Budget (Zero Variance Required to Balance) | 16,509 | 16,343 | 16,343 | 16,343 |

Service: Adult Services

| Items | Proposed Budget 2016/17 £000's | Proposed Budget 2017/18 £000's | Proposed Budget 2018/19 £000's | Proposed Budget 2019/20 £000's |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Base Budget | 30,925 | 30,767 | 30,742 | 30,271 |
| Permanent Virements | -19 | 0 | 0 | 0 |
| Future Base Budget | 30,906 | 30,767 | 30,742 | 30,271 |
| 1.Pressures and Service Developments | | | | |
| Care for the Elderly (Prior Year Adjustment) | -100 | 0 | 0 | 0 |
| Additional prevention team (CST) | 274 | 0 | 0 | 0 |
| Additional Learning Disability Transitions | 306 | 306 | 306 | 306 |
| Care Act Implementation | 73 | 31 | 26 | 26 |
| Demographic Pressures | 111 | 111 | 111 | 111 |
| Efficiencies due to CST Team | -81 | -125 | -156 | -178 |
| | 583 | 323 | 287 | 265 |
| 2.Efficiencies | | | | |
| Adult Service use of external funding | 22 | 0 | 0 | 0 |
| | 22 | 0 | 0 | 0 |
| 3.Service Transformation | | | | |
| Increase Extra Care Services | 0 | 0 | -350 | -350 |
| Re-organise services that support vulnerable adults to remain independent | -100 | -100 | 0 | 0 |
| Transformation of Residential Care Services | -170 | 0 | 0 | 0 |
| Reduced cost of legacy cases | 0 | -522 | -408 | -242 |
| Use of earmarked reserve to fund first year of CST Team | -274 | 274 | 0 | 0 |
| | -544 | -348 | -758 | -592 |
| 4.Service Reductions | | | | |
| Re-organisation of Assessment Service | -200 | 0 | 0 | 0 |
| | -200 | 0 | 0 | 0 |
| 5.Income | | | | |
| Health Service Grant Funding (BCF) | -1,000 | 0 | 0 | 0 |
| Section 256 Funding (Prior Year Adjustment) | 1,000 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 0 |
| Total adjustments | -139 | -25 | -471 | -327 |
| Total Budget (Zero Variance Required to Balance) | 30,767 | 30,742 | 30,271 | 29,944 |
| People Total | 62,089 | 61,723 | 61,152 | 60,825 |

Policy and Resources

Service: Human Resources

| Items | Proposed Budget 2016/17 | Proposed Budget 2017/18 | Proposed Budget 2018/19 | Proposed Budget 2019/20 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| | £000's | £000's | £000's | £000's |
| Base Budget | 1,615 | 1,406 | 1,339 | 1,241 |
| Permanent Virements | -1 | 0 | 0 | 0 |
| Future Base Budget | 1,614 | 1,406 | 1,339 | 1,241 |
| 1.Efficiencies | | | | |
| Human Resources - Service restructures | -58 | 0 | -34 | 0 |
| | -58 | 0 | -34 | 0 |
| 2.Service Transformation | | | | |
| Shared Service Savings | -116 | -40 | 0 | 0 |
| Additional Efficiency/Transformation Savings Required | 0 | 0 | -23 | 0 |
| Shared Services Savings/Increased Income | 0 | -27 | -31 | -50 |
| | -116 | -67 | -54 | -50 |
| 3.Income | | | | |
| Commercial Income | -34 | 0 | -10 | 0 |
| | -34 | 0 | -10 | 0 |
| Total adjustments | -208 | -67 | -98 | -50 |
| Total Budget (Zero Variance Required to Balance) | 1,406 | 1,339 | 1,241 | 1,191 |

Service: Legal Services

| Items | Proposed Budget 2016/17 | Proposed Budget 2017/18 | Proposed Budget 2018/19 | Proposed Budget 2019/20 |
|--|-------------------------|-------------------------|-------------------------|-------------------------|
| | £000's | £000's | £000's | £000's |
| Base Budget | 3,114 | 2,707 | 2,670 | 2,594 |
| Permanent Virements | -1 | 0 | 0 | 0 |
| Future Base Budget | 3,113 | 2,707 | 2,670 | 2,594 |
| 1.Pressures and Service Developments | | | | |
| Council Elections (Prior Year Adjustment) | -100 | 0 | 0 | 0 |
| | -100 | 0 | 0 | 0 |
| 2.Efficiencies | | | | |
| Democratic Services staffing review (Group Office) | 25 | 0 | 0 | 0 |
| Review management structure of Legal Service and Commercial Practice | -70 | -10 | 0 | 0 |
| Shared Service Saving | -20 | 0 | 0 | 0 |
| Legal & Democratic Services - Staffing Review | -45 | 0 | 0 | 0 |
| Stronger Communities Review & Commissioning Model | -231 | 0 | 0 | 0 |
| Additional Efficiency/Transformation/Commercialisation Required | 0 | 0 | -45 | 0 |
| | -341 | -10 | -45 | 0 |
| 3.Service Transformation | | | | |
| Shared Services Savings/Increased Income | 0 | -27 | -31 | -50 |
| | 0 | -27 | -31 | -50 |
| 4.Income | | | | |
| Income from Traded Services - legal Services | -10 | 0 | 0 | 0 |
| 15/16 Base Income Pressure | 45 | 0 | 0 | 0 |
| | 35 | 0 | 0 | 0 |
| Total adjustments | -406 | -37 | -76 | -50 |
| Total Budget (Zero Variance Required to Balance) | 2,707 | 2,670 | 2,594 | 2,544 |

Service: Financial Services

| Items | Proposed Budget 2016/17 £000's | Proposed Budget 2017/18 £000's | Proposed Budget 2018/19 £000's | Proposed Budget 2019/20 £000's |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Base Budget | 2,800 | 2,565 | 2,467 | 2,320 |
| Permanent Virements | 4 | 0 | 0 | 0 |
| Future Base Budget | 2,804 | 2,565 | 2,467 | 2,320 |
| 1.Pressures and Service Developments | | | | |
| Grant Changes | 55 | 65 | 65 | 65 |
| Shared Service Set Up Costs | 89 | -61 | -28 | 0 |
| | 144 | 4 | 37 | 65 |
| 2.Efficiencies | | | | |
| Restructure Accountancy | -220 | 0 | 0 | 0 |
| Restructure Audit | 0 | 0 | 0 | 0 |
| Local Taxation & Benefits, shared service savings on management costs (net) | -55 | -65 | -65 | -65 |
| Miscellaneous other efficiency savings (Prior Year Adjustment) | 50 | 0 | 0 | 0 |
| Additional Transformation/Efficiency Savings Required | 0 | 0 | -24 | 0 |
| | -225 | -65 | -89 | -65 |
| 3.Service Transformation | | | | |
| Shared service opportunities Accountancy | -105 | 0 | -40 | 0 |
| Shared service opportunities Audit | -41 | -10 | -24 | 0 |
| Shared Services Savings/Increased Income | 0 | -27 | -31 | -50 |
| | -146 | -37 | -95 | -50 |
| 4.Income | | | | |
| Commercial income generation | -12 | 0 | 0 | 0 |
| Additional General income (Prior Year Adjustment) | 50 | 0 | 0 | 0 |
| LT&B Specific grants | -50 | 0 | 0 | 0 |
| | -12 | 0 | 0 | 0 |
| Total adjustments | -239 | -98 | -147 | -50 |
| Total Budget (Zero Variance Required to Balance) | 2,565 | 2,467 | 2,320 | 2,270 |

Service: Business Support

| Items | Proposed Budget 2016/17 £000's | Proposed Budget 2017/18 £000's | Proposed Budget 2018/19 £000's | Proposed Budget 2019/20 £000's |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Base Budget | 3,959 | 3,653 | 3,525 | 3,338 |
| Permanent Virements | 117 | 0 | 0 | 0 |
| Future Base Budget | 4,076 | 3,653 | 3,525 | 3,338 |
| 1.Efficiencies | | | | |
| Restructure of the IT service | 0 | 0 | 0 | 0 |
| Restructure of the Business Improvement, Commercial & Information Governance Teams | -159 | 0 | -131 | 0 |
| Reduction in Centralised IT budgets | 0 | 0 | 0 | 0 |
| Additional Efficiency/Transformation Savings Required | 0 | 0 | -24 | 0 |
| | -159 | 0 | -155 | 0 |
| 2.Service Transformation | | | | |
| IT Shared Services & IT Change savings | 0 | 0 | 0 | 0 |
| IT Shared Services - Staffing | -244 | 0 | 0 | 0 |
| IT Shared Services - Systems | -20 | -100 | 0 | 0 |
| Shared Services Savings/Increased Income | 0 | -28 | -32 | -50 |
| | -264 | -128 | -32 | -50 |
| Total adjustments | -423 | -128 | -187 | -50 |
| Total Budget (Zero Variance Required to Balance) | 3,653 | 3,525 | 3,338 | 3,288 |
| Policy and Resources Total | 10,331 | 10,001 | 9,493 | 9,293 |

Places Directorate

Service: Customer Services

| Items | Proposed Budget 2016/17 | Proposed Budget 2017/18 | Proposed Budget 2018/19 | Proposed Budget 2019/20 |
|--|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| | £000's | £000's | £000's | £000's |
| Base Budget | 4,943 | 4,519 | 4,033 | 3,636 |
| Permanent Virements | 13 | 0 | 0 | 0 |
| Future Base Budget | 4,956 | 4,519 | 4,033 | 3,636 |
| 1.Pressures and Service Developments | | | | |
| Baths Hall (Prior Year Adjustment) | -10 | 0 | 0 | 0 |
| Normanby Zoo (Prior Year Adjustment) | -10 | 0 | 0 | 0 |
| Unresolved Base Budget Pressure | 250 | 0 | 0 | 0 |
| | 230 | 0 | 0 | 0 |
| 2.Efficiencies | | | | |
| Develop 'Digital First' Library (Prior Year Adjustment) | -20 | 0 | 0 | 0 |
| Efficiencies Arising From Various Staffing Reviews Etc (incl Homelink) | -52 | -30 | -31 | 0 |
| Procurement Savings - Leisure Services | -10 | 0 | -10 | 0 |
| Vacancy Management | 0 | 0 | 0 | 0 |
| Facility Cost Efficiencies / Rationalisation | -38 | -25 | -50 | 0 |
| | -120 | -55 | -91 | 0 |
| 3.Service Transformation | | | | |
| Co-location of customer services sites | -25 | -25 | 0 | 0 |
| Transformation of Library Service Management Arrangements | 0 | 0 | 0 | 0 |
| Channel Shift Efficiencies | -77 | -60 | 0 | 0 |
| Shared services (Customer Contact Centre & Registration Services) | -55 | 0 | 0 | 0 |
| Alternative management of Sports, Leisure & Culture Facilities | -125 | -50 | -25 | 0 |
| Sports, leisure & cultural centres - programme review | -80 | 0 | 0 | 0 |
| Further Co-location of libraries/local links/leisure centres (part of TCA) | -65 | -70 | 0 | 0 |
| Commissioning Review - Directorate wide (20%) | 0 | -6 | -6 | -8 |
| Contract review, entertainments facilities | 0 | -50 | -150 | 0 |
| | -427 | -261 | -181 | -8 |
| 4.Income | | | | |
| Increase commercial and commissioning income | -75 | 0 | 0 | 0 |
| Move Towards Self Financing Model in Sports, Leisure & Culture | -45 | -170 | -125 | 0 |
| | -120 | -170 | -125 | 0 |
| Total adjustments | -437 | -486 | -397 | -8 |
| Total Budget (Zero Variance Required to Balance) | 4,519 | 4,033 | 3,636 | 3,628 |

Service: Community Services

| Items | Proposed Budget 2016/17 | Proposed Budget 2017/18 | Proposed Budget 2018/19 | Proposed Budget 2019/20 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| | £000's | £000's | £000's | £000's |
| Base Budget | 24,674 | 24,549 | 24,187 | 23,784 |
| Permanent Virements | 374 | 0 | 0 | 0 |
| Future Base Budget | 25,048 | 24,549 | 24,187 | 23,784 |
| 1.Pressures and Service Developments | | | | |
| Extra Funding for Highways (prior year adjustment) | -200 | 0 | 0 | 0 |
| Concessionary Fares - Subsidised Bus Routes | -50 | 0 | 0 | 0 |
| Waste Treatment & Disposal Contract | 538 | 44 | 45 | 0 |
| Community Champions (Prior Year Adjustment) | -10 | 0 | 0 | 0 |
| | 278 | 44 | 45 | 0 |
| 2.Efficiencies | | | | |
| Efficiencies From Various Staffing Reviews Etc | -127 | 0 | 0 | 0 |
| Contractual Efficiencies linked to Transfer Station | -30 | -40 | 0 | 0 |
| Vehicle Maintenance Savings - Residual Waste Contract | -40 | 0 | 0 | 0 |
| Vacancy Management Savings (Prior Year Adjustment) | 37 | 0 | -62 | 0 |
| Northampton Road Depot Savings | 0 | -100 | 0 | 0 |
| Review of contractor's concessionary fares reimbursement rate | -250 | 0 | 0 | 0 |
| | -410 | -140 | -62 | 0 |
| 3.Service Transformation | | | | |
| Introduce Dedicated Trade Waste Service | -115 | -30 | -160 | 0 |
| Various Waste Savings | 0 | 0 | -50 | 0 |
| Development of In House Traffic Management Service | 0 | 0 | -30 | 0 |
| Repayment of community transport funding | -75 | 0 | 0 | 0 |
| Expand shared service arrangements to include more services | 0 | 0 | 0 | -75 |
| Vehicle Utilisation Review | 0 | -50 | 0 | 0 |
| Community Service Staffing/Income Review | 0 | 0 | 0 | -100 |
| Commissioning Review - Directorate wide (20%) | 0 | -6 | -6 | -8 |
| Efficiency review of home to school transport | 0 | -120 | -80 | 0 |
| | -190 | -206 | -326 | -183 |
| 4.Income | | | | |
| Additional Commercial Activity | -127 | -10 | -10 | 0 |
| Internalise Design Services - Highways Development | 0 | 0 | -20 | 0 |
| Skip Service | 0 | 0 | -30 | 0 |
| Increase service income | -50 | -50 | 0 | 0 |
| | -177 | -60 | -60 | 0 |
| Total adjustments | -499 | -362 | -403 | -183 |
| Total Budget (Zero Variance Required to Balance) | 24,549 | 24,187 | 23,784 | 23,601 |

Service: Technical & Environmental Services

| Items | Proposed Budget 2016/17 £000's | Proposed Budget 2017/18 £000's | Proposed Budget 2018/19 £000's | Proposed Budget 2019/20 £000's |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Base Budget | 4,168 | 3,902 | 3,852 | 3,696 |
| Permanent Virements | 1 | 0 | 0 | 0 |
| Future Base Budget | 4,169 | 3,902 | 3,852 | 3,696 |
| 1.Pressures and Service Developments | | | | |
| Security Centre - One Year Income Pressure (Prior Year Adjustment) | -148 | 0 | 0 | 0 |
| Additional Defibrilators running costs - now at CCTV centre | 0 | -10 | 0 | 0 |
| North Lincolnshire Landscape Assessment (Prior Year Adjustment) | -50 | 0 | 0 | 0 |
| | -198 | -10 | 0 | 0 |
| 2.Efficiencies | | | | |
| Efficiencies Arising From Various Staffing Reviews Etc | -3 | 0 | 0 | 0 |
| Efficiency savings by the Calibration Test Centre | -6 | 0 | 0 | 0 |
| Carbon Reduction Strategy; Savings & Reinvestments | -20 | -16 | 0 | 0 |
| Vacancy Management Savings (Prior Year Adjustment) | 37 | 0 | 0 | 0 |
| | 8 | -16 | 0 | 0 |
| 3.Service Transformation | | | | |
| Community volunteer scheme for assisting with upkeep of green spaces, nature reserves and footpaths | 0 | -5 | 0 | 0 |
| Develop a community tree Warden scheme pilot to assess how the community can support the existing tree service | 0 | -2 | 0 | 0 |
| Introduce a Selective Licensing Scheme for Private Rented Sector | -10 | 0 | 0 | 0 |
| Explore opportunities for Shared Services | 0 | 0 | -50 | 0 |
| Commissioning Review - Directorate wide | 0 | -6 | -6 | -8 |
| | -10 | -13 | -56 | -8 |
| 4.Service Reductions | | | | |
| Environmental Health Communities and Commercial Teams - enforcement changes | -56 | 0 | 0 | 0 |
| | -56 | 0 | 0 | 0 |
| 5.Income | | | | |
| Expand Commercial Activity | 0 | 0 | -50 | 0 |
| Increase charges for services | -11 | -11 | 0 | 0 |
| Develop a New Commercial Offer for Telehealth & Telecare services | 0 | 0 | -50 | 0 |
| | -11 | -11 | -100 | 0 |
| Total adjustments | -267 | -50 | -156 | -8 |
| Total Budget (Zero Variance Required to Balance) | 3,902 | 3,852 | 3,696 | 3,688 |

Service: Planning & Regeneration

| Items | Proposed Budget 2016/17 | Proposed Budget 2017/18 | Proposed Budget 2018/19 | Proposed Budget 2019/20 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| | £000's | £000's | £000's | £000's |
| Base Budget | 3,063 | 2,450 | 2,231 | 2,055 |
| Permanent Virements | -556 | 0 | 0 | 0 |
| Future Base Budget | 2,507 | 2,450 | 2,231 | 2,055 |
| 1.Pressures and Service Developments | | | | |
| North Lincolnshire Enterprise (HPDG) (Prior Year Adjustment) | 50 | -200 | 0 | 0 |
| Development of 'gold service' commercial offer (HPDG) (Prior Year Adjustment) | 0 | -50 | 0 | 0 |
| Enforcement/Planning Developments (Prior Year Adjustment) | 0 | -50 | 0 | 0 |
| Trentside Villages Investment (HPDG) (Prior Year Adjustment) | -50 | 0 | 0 | 0 |
| Promoting North Lincolnshire (HPDG) | 0 | 0 | -45 | 0 |
| | 0 | -300 | -45 | 0 |
| 2.Efficiencies | | | | |
| Efficiencies Arising From Various Staffing Reviews Etc | 0 | 0 | -64 | 0 |
| Vacancy Management Savings | 37 | 0 | 0 | 0 |
| Building Control/Development Control - Cost Reductions | 0 | 0 | -15 | 0 |
| | 37 | 0 | -79 | 0 |
| 3.Service Transformation | | | | |
| Further service transformation particularly back office | -10 | -10 | 0 | 0 |
| Shared Services Opportunities | 0 | -40 | 0 | 0 |
| Further service transformation – bringing together all policy within the P&R function | 0 | -40 | 0 | 0 |
| Opportunities for substantial changes to service delivery | 0 | -20 | 0 | 0 |
| Commissioning Review - Directorate wide (20%) | 0 | -6 | -6 | -8 |
| | -10 | -116 | -6 | -8 |
| 4.Income | | | | |
| Charging for requested pre-application advice | 0 | 0 | -10 | 0 |
| Increase charges for services | -43 | -43 | 0 | 0 |
| Expand Commercial Activity | -5 | -60 | -36 | 0 |
| Income from Property Trading Account | -36 | 0 | 0 | 0 |
| Income from Earmarked Reserves (HPDG) (Prior Year Adjustment) | 0 | 300 | 0 | 0 |
| | -84 | 197 | -46 | 0 |
| Total adjustments | -57 | -219 | -176 | -8 |
| Total Budget (Zero Variance Required to Balance) | 2,450 | 2,231 | 2,055 | 2,047 |

Service: Special Projects

| Items | Proposed Budget 2016/17 | Proposed Budget 2017/18 | Proposed Budget 2018/19 | Proposed Budget 2019/20 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| | £000's | £000's | £000's | £000's |
| Base Budget | 156 | 155 | 148 | 142 |
| Permanent Virements | 0 | 0 | 0 | 0 |
| Future Base Budget | 156 | 155 | 148 | 142 |
| 1.Service Transformation | | | | |
| Commissioning Review - Directorate wide (20%) | 0 | -6 | -6 | -8 |
| Increase charges for services | -1 | -1 | 0 | 0 |
| | -1 | -7 | -6 | -8 |
| Total adjustments | -1 | -7 | -6 | -8 |
| Total Budget (Zero Variance Required to Balance) | 155 | 148 | 142 | 134 |
| Places Directorate Total | 35,575 | 34,451 | 33,313 | 33,098 |

Corporate Services

Service: Corporate & Miscellaneous

| Items | Proposed Budget 2016/17 | Proposed Budget 2017/18 | Proposed Budget 2018/19 | Proposed Budget 2019/20 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| | £000's | £000's | £000's | £000's |
| Base Budget | 3,607 | 2,990 | 2,680 | 2,356 |
| Permanent Virements | -1 | 0 | 0 | 0 |
| Future Base Budget | 3,606 | 2,990 | 2,680 | 2,356 |
| 1.Pressures and Service Developments | | | | |
| Additional costs of IDB & Environment Agency Levies | 20 | 0 | 0 | 0 |
| | 20 | 0 | 0 | 0 |
| 2.Capital Bid Consequences | | | | |
| Electronic Document Management System | 0 | 0 | -72 | 0 |
| Application Rationalisation | 0 | 0 | 0 | 0 |
| | 0 | 0 | -72 | 0 |
| 3.Efficiencies | | | | |
| Corporate Efficiency Savings | 0 | 0 | 0 | 0 |
| Reduce the insurance provision to reflect experience | -156 | 0 | 0 | 0 |
| | -156 | 0 | 0 | 0 |
| 4.Service Transformation | | | | |
| Review of Council Wide Administration | -322 | -250 | 0 | 0 |
| Councilwide - Transforming Customer Access - Service redesign & Demand Management | -68 | -60 | -252 | -300 |
| | -390 | -310 | -252 | -300 |
| 5.Income | | | | |
| Additional income | -90 | 0 | 0 | 0 |
| | -90 | 0 | 0 | 0 |
| Total adjustments | -616 | -310 | -324 | -300 |
| Total Budget (Zero Variance Required to Balance) | 2,990 | 2,680 | 2,356 | 2,056 |

Service: Capital Financing

| Items | Proposed Budget 2016/17 | Proposed Budget 2017/18 | Proposed Budget 2018/19 | Proposed Budget 2019/20 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| | £000's | £000's | £000's | £000's |
| Base Budget | 13,482 | 14,101 | 13,781 | 13,985 |
| Permanent Virements | 0 | 0 | 0 | 0 |
| Future Base Budget | 13,482 | 14,101 | 13,781 | 13,985 |
| 1.Pressures and Service Developments | | | | |
| Rephasing/Existing Programme Changes | 723 | 211 | -139 | -146 |
| | 723 | 211 | -139 | -146 |
| 2.Capital Bid Consequences | | | | |
| MRP and Borrowing interest charges | -104 | -31 | 343 | 0 |
| | 0 | 0 | 0 | 0 |
| | -104 | -31 | 343 | 0 |
| 3.Efficiencies | | | | |
| Use of £5m of balances to reduce debt charges | 0 | -500 | 0 | 0 |
| | 0 | -500 | 0 | 0 |
| Total adjustments | 619 | -320 | 204 | -146 |
| Total Budget (Zero Variance Required to Balance) | 14,101 | 13,781 | 13,985 | 13,839 |

Service: Contingency

| Items | Proposed Budget 2016/17 | Proposed Budget 2017/18 | Proposed Budget 2018/19 | Proposed Budget 2019/20 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| | £000's | £000's | £000's | £000's |
| Base Budget | -300 | 84 | 3,276 | 6,162 |
| Permanent Virements | 10 | 0 | 0 | 0 |
| Future Base Budget | -290 | 84 | 3,276 | 6,162 |
| 1.Pressures and Service Developments | | | | |
| Expenditure inflation | 865 | 950 | 950 | 950 |
| Energy Inflation | 0 | 200 | 200 | 200 |
| Terms and Conditions | 1,000 | 0 | 0 | 0 |
| Pay Award 0% 16/17, 1% in 17/18, 18/19 & 19/20 | 0 | 774 | 782 | 790 |
| Pension Increase | 0 | 200 | 200 | 200 |
| Growth in demand for services | 0 | 300 | 300 | 300 |
| Single State Pension Additional N.I costs | 583 | 0 | 0 | 0 |
| Living Wage impact on Council services | 620 | 270 | 270 | 270 |
| Impact of Living Wage on Cost of Residential Care | 391 | 394 | 398 | 402 |
| Impact of Living Wage on Cost of Home Care | 442 | 403 | 403 | 403 |
| Impact of Apprenticeship Levy | 0 | 321 | 3 | 3 |
| | 3,901 | 3,812 | 3,506 | 3,518 |
| 2.Efficiencies | | | | |
| Councilwide Efficiency Savings (2.5%) | -2,619 | 0 | 0 | 0 |
| | -2,619 | 0 | 0 | 0 |
| 3.Service Transformation | | | | |
| Staff Ts&Cs saving-to be distributed to services | -457 | 0 | 0 | 0 |
| | -457 | 0 | 0 | 0 |
| 4.Income | | | | |
| Income Inflation | -451 | -450 | -450 | -450 |
| Additional Commercial Income | 0 | -170 | -170 | -160 |
| | -451 | -620 | -620 | -610 |
| Total adjustments | 374 | 3,192 | 2,886 | 2,908 |
| Total Budget (Zero Variance Required to Balance) | 84 | 3,276 | 6,162 | 9,070 |
| Total Central Budgets | 17,175 | 19,737 | 22,503 | 24,965 |
| TOTAL BUDGET | 125,170 | 125,912 | 126,461 | 128,181 |