

PEOPLE	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Education</u>			
Base Budget	5,731	5,491	5,331
Permanent Virements	(30)	-	-
Future Base Budget	5,701	5,491	5,331
Pressures and Service Developments			
Schools Improvement Investment (Prior Year Adjustment)	(150)	-	-
Children's Literacy Trust (Prior Year Adjustment)	-	(100)	(50)
LDC Running Costs Above Budget	60	-	-
	(90)	(100)	(50)
Efficiencies			
Use of external funding and efficiencies to offset identified pressures.	(60)	-	-
Activity Integration	(60)	(60)	-
	(120)	(60)	-
Total Adjustments	(210)	(160)	(50)
Total Budget (Zero Variance Required to Balance)	5,491	5,331	5,281

PEOPLE	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Prevention & Commissioning</u>			
Base Budget	9,306	9,071	9,071
Permanent Virements	(110)	-	-
Future Base Budget	9,196	9,071	9,071
Pressures and Service Developments			

Software Maintenance	40	-	-
	40	-	-
Efficiencies			
Business Process Efficiencies	(50)	-	-
Re-procurement of various contracts across the directorate	(75)	-	-
Efficiencies/Funding to offset software maintenance cost	(40)	-	-
	(165)	-	-
Total Adjustments	(125)	-	-
Total Budget (Zero Variance Required to Balance)	9,071	9,071	9,071

PEOPLE	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Childrens Services</u>			
Base Budget	16,156	16,590	16,390
Permanent Virements	(66)	-	-
Future Base Budget	16,090	16,590	16,390
Pressures and Service Developments			
Staying Put cost of Foster care provision to age 21	179	-	-
Special Guardianships, Increased Costs	295	-	-

Cost of care placements	126	(200)	(200)
	600	(200)	(200)
Efficiencies			
Contractual savings to offset 'staying put' foster carers 16/17	(100)	-	-
	(100)	-	-
Total Adjustments	500	(200)	(200)
Total Budget (Zero Variance Required to Balance)	16,590	16,390	16,190
		Proposed	
PEOPLE	Proposed Budget 2017/18 £000's	Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Adult Services</u>			
Base Budget	30,782	32,079	31,666
Permanent Virements	871	-	-
Future Base Budget	31,653	32,079	31,666
Pressures and Service Developments			
Additional Learning Disability Transitions	306	306	306
Care Act Implementation	31	26	26
Demographic / Demand Pressures	311	111	111
16/17 NLW Contingency Shortfall	69	-	-
Services funded through Earmarked Reserves	725	-	-
Funding of Legal Post through Earmarked Reserves	23	47	-
Contract Values Exceed Budget	96	-	-
Changes to Staff T&Cs	59	-	-
Deprivation of Liberty Legal Costs	11	11	11
65+ Mental Health - Residential Care	411	-	-
Efficiencies due to CST Team	(125)	(156)	(178)
	1,917	345	276
Efficiencies			
2016 Management Review	(234)	-	-

General Budget Review	(156)	-	-
	(390)	-	-
Service Transformation			
Increase Extra Care Services	-	(350)	(350)
Re-organise services that support vulnerable adults to remain independent	(100)	-	-
Reduced cost of legacy cases	(522)	(408)	(242)
Use of earmarked reserve to fund first year of CST Team (Reversal)	274	-	-
	(348)	(758)	(592)
Income			
Use of Earmarked Reserves to support transformation and efficiency development	(403)	-	-
Care Funding	(350)	-	-
	(753)	-	-
Total Adjustments	426	(413)	(316)
Total Budget (Zero Variance Required to Balance)	32,079	31,666	31,350
PEOPLE Total	63,231	62,458	61,892
	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
POLICY & RESOURCES			
Human Resources			
Base Budget	1,524	1,573	1,489
Permanent Virements	64	-	-
Future Base Budget	1,588	1,573	1,489
Service Transformation			
Shared Services Savings/Increased Income	-	(74)	(27)
	-	(74)	(27)
Income			
Commercial Income			-

	(15)	(10)	
	(15)	(10)	-
Total Adjustments	(15)	(84)	(27)
Total Budget (Zero Variance Required to Balance)	1,573	1,489	1,462

POLICY & RESOURCES	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Legal Services</u>			
Base Budget	2,681	2,363	2,285
Permanent Virements	(280)	-	-
Future Base Budget	2,401	2,363	2,285
<u>Efficiencies</u>			
Review management structure	(38)	(12)	-
	(38)	(12)	-
<u>Service Transformation</u>			
Shared Services Savings/Increased Income	-	(33)	(52)
Employment Advice to NELC	-	(33)	-
	-	(66)	(52)
Total Adjustments	(38)	(78)	(52)
Total Budget (Zero Variance Required to Balance)	2,363	2,285	2,233

POLICY & RESOURCES	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Financial Services</u>			
Base Budget	2,398	2,581	2,434
Permanent Virements	321	-	-
Future Base Budget	2,719	2,581	2,434
Pressures and Service Developments			
Benefits Administration Grant Changes	65	65	65
Shared Service Set Up Costs	(61)	(28)	-
	4	37	65
Efficiencies			
LT&B, reduction in costs to match grant changes	(65)	(65)	(65)
Recurrent Savings (LT&B)	(40)	-	-
	(105)	(65)	(65)
Service Transformation			
Shared service opportunities Accountancy	-	(40)	-
Shared service opportunities Audit	(10)	(24)	-
Shared Services Savings/Increased Income (Accountancy)	(27)	(10)	(40)

Shared Services Savings/Increased Income (LT&B)	-	(45)	(10)
	(37)	(119)	(50)
Total Adjustments	(138)	(147)	(50)
Total Budget (Zero Variance Required to Balance)	2,581	2,434	2,384

POLICY & RESOURCES	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Business Support</u>			
Base Budget	3,602	3,423	3,224
Permanent Virements	(40)	-	-
Future Base Budget	3,562	3,423	3,224
Pressures and Service Developments			
Cost of MS Enterprise Agreement	-	160	-
	-	160	-
Efficiencies			
Restructure of the Business Support Teams	(39)	(102)	(18)
IT Contract Renegotiation & Rationalisation	-	(70)	-
	(39)	(172)	(18)
Service Transformation			
IT Shared Services - Systems	(100)	-	-
IT Shared Services Staffing	-	(81)	(50)
	(100)	(81)	(50)
Income			
Records Store Income	-	-	(3)
Capitalisation of IT Expenditure	-	-	-

		(70)	
Commercial Unit Rebate	-	(36)	-
	-	(106)	(3)
Total Adjustments	(139)	(199)	(71)
Total Budget (Zero Variance Required to Balance)	3,423	3,224	3,153

POLICY & RESOURCES Total	9,940	9,432	9,232
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PLACES	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
Customer Services			
Base Budget	4,373	3,985	3,121
Permanent Virements	(179)	-	-
Future Base Budget	4,194	3,985	3,121
Pressures and Service Developments			
Sports, Leisure & Culture			
Axholme North Staffing	90	70	-
Commercial income targets	380	-	-
Quibell Park operation	27	(10)	-
Public Health grant income	42	-	-
Staff establishment shortfall	18	-	-
NNDR	14	-	-
Leisure Centre Improvement	135	(135)	-
Customer & Information Services			
NNDR	27	-	-
Premises running costs / utilities	60	-	-
Staffing shortfalls	175	-	-
Security guard	6	-	-
	974		-

		(75)	
Efficiencies			
Efficiencies Arising From Previous Staffing Reviews	(20)	-	-
Procurement Savings - Leisure Services	(5)	(10)	-
Facility Costs	(12)	-	-
Staffing reviews - Management	(190)	(100)	-
Service review/reconfiguration/new delivery models	(120)	(40)	-
Activity Integration	(60)	(60)	-
	(407)	(210)	-
Service Transformation			
Co-location of customer services sites	(55)	(10)	-
Channel Shift Efficiencies	(35)	(40)	-
Further Co-location of libraries/local links/leisure centres (part of TCA)	(135)	-	-
Commissioning Review - Directorate wide (20%)	(6)	(6)	(8)
Contract review	(50)	(150)	-
Shared services (Contact Centre/Reg Service)	(25)	(15)	-
Improved Governance of Leisure & Cultural Facilities	-	(88)	-
	(306)	(309)	(8)
Income			
New Leisure Facilities met through commercial focus	(90)	(70)	-
Sports, Leisure & Culture Increased Income	(350)	(200)	-
Delivery of IAG - digital / telephone	(30)	-	-
	(470)	(270)	-

Total Adjustments	(209)	(864)	(8)
Total Budget (Zero Variance Required to Balance)	3,985	3,121	3,113

PLACES	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Community Services</u>			
Base Budget	24,018	24,562	23,650
Permanent Virements	380	-	-
Future Base Budget	24,398	24,562	23,650
Pressures and Service Developments			
Increased Gate Fee (residual waste interim arrangements)	120	(120)	-
Waste Management (increasing tonnages)	44	-	-
Subsidised Routes	71	-	-
Taxi Monitoring Post	24	-	-
Extended Rights To Travel Grant Reduction	20	-	-
Childrens Transport (Increased Demand)	250	-	-
Fleet Maintenance Cost	140	-	-
Driver Training	48	-	-
Reduced Fuel Mark-Up	19	-	-
Fleet Depot Maintenance	40	-	-
Building Cleaning/Catering	310	-	-
Public Conveniences (Cost/Income)	100	-	-
Increased Grass Cutting, Street Lighting Contract	258	-	-
Premises Cost (Midland Road)	40	-	-
Call Connect	293	-	-

	1,777	(120)	-
Capital Bid Consequences			
Street Lighting - replace with LEDs, saving	(199)	(172)	(172)
	(199)	(172)	(172)
Efficiencies			
Contractual Efficiencies linked to Transfer Station	(40)	-	-
Vacancy Management Savings (Prior Year Adjustment)	-	(22)	-
Northampton Road Depot Savings	(56)	-	-
Staffing Efficiencies	(50)	-	-
Invest in Highways Roundabouts to Reduce Revenue Costs	(25)	-	-
Reduce Recycling Credits	(10)	-	-
Public Transport Contract Efficiencies	(206)	(142)	-
	(387)	(164)	-
Service Transformation			
Introduce Dedicated Trade Waste Service	(50)	(140)	-
Repayment of community transport funding (Prior Year Adjustment)	(35)	-	-
Vehicle Utilisation Review	(50)	-	-
Efficiencies from Educational Transport Contracts	(246)	-	-
Development of In House Traffic Management Service	-	(30)	-
Transformation/ Automation of public convenience provision	(50)	(50)	(10)
Expand shared service arrangements to include more services (Permit Scheme NELC in 17/18, Later TBC)	(50)	-	(25)
Commissioning Review - Directorate wide (20%)	(6)	(6)	(8)
Post 16 transport redesign college provision	(150)	(100)	-

	(637)	(326)	(43)
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Income			
Waste Income	(157)	-	-
Catering & Cleaning	(110)	(100)	(100)
Cemeteries & Crematoria marketing/partnership	(10)	-	-
Internalise Design Services - Highways Development	-	(20)	-
Increase charge for allotment rental	(3)	-	-
Street Permit Scheme - Commercial Income	(50)	-	-
Re-price existing SLAs and apply accordingly	(50)	-	-
Additional Commercial Activity	-	(10)	-
Community Service Income Review	-	-	(100)
Wheels2 Work Increased Income	(10)	-	-
	(390)	(130)	(200)
Total Adjustments	164	(912)	(415)

Total Budget (Zero Variance Required to Balance)	24,562	23,650	23,235

PLACES	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Technical and Environmental Services</u>			
Base Budget	3,876	3,623	3,467
Permanent Virements	(19)	-	-
Future Base Budget	3,857	3,623	3,467
Pressures and Service Developments			
Environmental Initiatives	(50)	-	-
Tree Maintenance	(50)	-	-
Recovery of Housing Bond/Rent Advance	50	-	-
	(50)	-	-
Efficiencies			
Carbon Reduction Strategy; Savings & Reinvestments	(16)	-	-
Additional Defibrillators running costs - now at CCTV centre	(10)	-	-
Use Discretionary Housing Payments rather than core budget	(30)	-	-
Use BCF for DFG revenue	(20)	-	-
	(76)	-	-
Service Transformation			
Community volunteer scheme for assisting with upkeep of green spaces, nature reserves and footpaths	(5)	-	-
Develop a community tree Warden scheme pilot to assess how the community can support the existing tree service	(2)	-	-
Explore opportunities for Shared Services	-	(50)	-
Transformational Review	(50)	-	-

Commissioning Review - Directorate wide (20%)	(6)	(6)	(8)
	(63)	(56)	(8)
Income			
Increase charges for services	(11)	-	-
Expand Commercial Activity	-	(50)	-
Develop a New Commercial Offer for Telehealth & Telecare services	-	(50)	-
Car Parking - Increased Income	(34)	-	-
	(45)	(100)	-
Total Adjustments	(234)	(156)	(8)
Total Budget (Zero Variance Required to Balance)	3,623	3,467	3,459

PLACES	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Planning & Regeneration</u>			
Base Budget	2,327	1,514	1,338
Permanent Virements	6	-	-
Future Base Budget	2,333	1,514	1,338
<u>Pressures and Service Developments</u>			
North Lincolnshire Enterprise (HPDG) (Prior Year Adjustment)	(200)	-	-
Development of 'gold service' commercial offer (HPDG) (Prior Year Adjustment)	(50)	-	-
Enforcement/Planning Developments (Prior Year Adjustment)	(50)	-	-
Reduced Planning Fee Income	200	-	(100)
Office Accommodation Energy Costs	30	-	-
Delayed Implementation of Corporate Landlord Model	170	-	-

Promoting North Lincolnshire (HPDG)	-	(45)	-
Major Event Investment	175	-	-
	275	(45)	(100)
Efficiencies			
Efficiencies Arising From Various Staffing Reviews Etc	-	(64)	-
Building Control/Development Control - Cost Reductions	-	(15)	-
Action Station (Cole Street Rent)	(50)	-	-
Energy Efficiency	(30)	-	-
Asset Rationalisation	(170)	-	-
	(250)	(79)	-
Service Transformation			
Further service transformation particularly back office	(10)	-	-
Further service transformation - amalgamate policy functions	(40)	-	-
Opportunities for substantial changes to service delivery	(20)	-	-
Service Transformation	(250)	-	-
Commissioning Review - Directorate wide (20%)	(6)	(6)	(8)
	(326)	(6)	(8)
Income			
Charging for commercial pre-application advice	(183)	(10)	-
Market Modernisation	(50)	-	-
Expand Commercial Activity	(60)	(36)	-
Income from Earmarked Reserves (HPDG) (Prior Year Adjustment)	300	-	-
Apprenticeship Levy (Grade 1 - 4 + Training) - C/Wide	(200)	-	-
Externally Funded Grants		-	-

	(150)		
Major Event Sponsorship	(175)	-	-
	(518)	(46)	-
Total Adjustments	(819)	(176)	(108)
Total Budget (Zero Variance Required to Balance)	1,514	1,338	1,230

PLACES	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Special Projects</u>			
Base Budget	152	342	226
Permanent Virements	-	-	-
Future Base Budget	152	342	226
Pressures and Service Developments			

Additional BPR Post	40	-	-
Capital Income Target	116	(116)	-
Additional "project costs"	34	-	-
	190	(116)	-
Total Adjustments	190	(116)	-
Total Budget (Zero Variance Required to Balance)	342	226	226

PLACES Total	34,026	31,802	31,263
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CENTRAL BUDGETS	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Corporate & Miscellaneous</u>			
Base Budget	3,004	3,626	1,032
Permanent Virements	529	-	-
Future Base Budget	3,533	3,626	1,032
Pressures and Service Developments			
Recurrent costs of transformation schemes	80	110	-
One off revenue investment requirement for transformation schemes	413	(163)	(125)
	493	(53)	(125)
Capital Bid Consequences			
Electronic Document Management System	-	(107)	-
	-	(107)	-
Efficiencies			
Management Efficiency Savings	(250)	(50)	-
	(250)	(50)	-
Service Transformation			

Review of Council Wide Administration	322	(572)	-
Councilwide - TCA - Service redesign & Demand Management	(10)	(222)	(344)
Councilwide Transformation	(73)	(227)	(378)
Asset Utilisation	(39)	(413)	(416)
	200	(1,434)	(1,138)
Income			
Commercial Income (property)	(350)	(350)	(300)
Council Tax Support Scheme, increased contribution from recipients	-	(600)	-
	(350)	(950)	(300)
Total Adjustments	93	(2,594)	(1,563)
Total Budget (Zero Variance Required to Balance)	3,626	1,032	(531)

CENTRAL BUDGETS	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Capital Financing</u>			
Base Budget	14,046	12,989	14,000
Permanent Virements	-	-	-
Future Base Budget	14,046	12,989	14,000
Pressures and Service Developments			
Rephasing/Existing Programme Changes	140	449	67
	140	449	67
Capital Bid Consequences			
MRP and Borrowing interest charges - 2016/17 Bids	243	477	130
MRP and Borrowing interest charges - 2017/18 Bids	391	474	128
	634	951	258

Efficiencies			
Use of £5m of balances to reduce debt charges	-	(500)	-
MRP Technical Adjustment	(1,831)	111	107
	(1,831)	(389)	107
Total Adjustments	(1,057)	1,011	432
Total Budget (Zero Variance Required to Balance)	12,989	14,000	14,432

CENTRAL BUDGETS	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Contingency</u>			
Base Budget	1,849	2,342	5,453
Permanent Virements	(1,378)	-	-
Future Base Budget	471	2,342	5,453
Pressures and Service Developments			
Expenditure inflation	705	950	950
Energy Inflation	200	200	200
Pay Award 1% 17/18, 1% 18/19 & 1% 19/20	958	782	790
Pension Increase	(568)	-	-
Growth in demand for services	-	-	300
Living Wage impact on Council services	-	270	270
Impact of Living Wage on Cost of Residential Care	394	398	402
Impact of Living Wage on Cost of Home Care	403	403	403
Impact of Apprenticeship Levy	321	3	3
Recession Related Provision	-	250	(250)
Care Act Funding (rolled in to RSG)	1,160	26	428
	3,573	3,282	3,496
Income			

Income Inflation	(139)	(450)	(450)
Use of Capital Receipt Flexibility	(1,563)	279	1,284
	(1,702)	(171)	834
Total Adjustments	1,871	3,111	4,330
Total Budget (Zero Variance Required to Balance)	2,342	5,453	9,783

CENTRAL BUDGETS	Proposed Budget 2017/18 £000's	Proposed Budget 2018/19 £000's	Proposed Budget 2019/20 £000's
<u>Public Health</u>			
Base Budget	-	-	-
Permanent Virements	-	-	-
Future Base Budget	-	-	-
Pressures and Service Developments			
Reduction in Public Health Grant	1,135	249	242
	1,135	249	242
Efficiencies			
Health Visitor/FNP/School Nursing Contract Efficiencies	-	(39)	(38)
Various Savings Initiatives in Places Directorate PH services	(191)	(206)	(29)
	(191)	(245)	(67)
Service Transformation			
Needle Exchange/Supervised Consumption Combined Contract	(10)	(2)	(2)
Further Service Efficiency/Transformation/Reduction/Use of Transformation Fund - TBC	(934)	(2)	(173)
	(944)	(4)	(175)
Total Adjustments	-	-	-

Total Budget (Zero Variance Required to Balance)	-	-	-

CENTRAL BUDGETS Total	18,957	20,485	23,684
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