

Agenda Item No: 6
Report To: Cabinet
Date: 03 December 2015
Report Title: Preliminary Draft Budget 2016/17
Portfolio Holder: Cllr Neil Shorter Holder for Finance & Budget, Resource Management and Procurement
Report Author: Ben Lockwood – Head of Finance
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Summary: This is the preliminary draft budget for 2016/17 for the General Fund and the Housing Revenue Account.

The Comprehensive spending review is yet to be announced, due on 25th November, however if there is time after the announcement but before the Cabinet meeting a tabled paper will be available on the day.

There has been communication that has indicated that the draft supplement will be released on 16th December.

The draft budget outlined in this report will form the basis of budget scrutiny and budget consultation processes. Overall the General Fund draft budget has a variance of £76,000 against the Medium Term Financial Plan.

The report also includes the draft Housing Revenue Account budget which includes the reduction in rent of 1% for 2016/17.

Key Decision: YES

Affected Wards: All

Recommendations: **The Cabinet be asked to:-**

1. Note the budget context (Section 1 Context)
2. Approve the preliminary draft budget for 2016/17 (noting that it is submitted before the government's announcement of the provisional grant settlement) (Section 2 - Preliminary Draft Budget 2016/17).
3. Approve the preliminary draft Housing Revenue Account budget for 2016/17 (Section 3 Housing Revenue Account).
4. Agree that this report will be used as the basis for budget consultation with the public, the business community, parish councils and staff.

5. Agree the preliminary draft budget as set out in the report should now be submitted to the Overview and Scrutiny Committee's Budget Task Group for formal scrutiny.

Policy Overview: The council's revenue budget is intended to support the priorities set out within the Business Plan and flows through from the Medium Term Financial Plan (MTFP).

The Business Plan is geared to ensuring that priorities are delivered and that the council's service activities are managed within the constraints of the forecast cuts in government funding.

Financial Implications: The council has a requirement to produce a MTFP and a balanced budget. Members must note that the settlement figures have not yet been announced, so this report contains an assumed level of government funding.

The Medium Term Financial Plan forecast has signalled significant budget pressures and a strategy to manage this, with budget savings of £1.6m was reported to Cabinet in July.

The HRA budget has been prepared on the basis of the priorities agreed by Council. The plans for maintaining investment in housing stock are affordable within the current resource forecasts.

Risk Assessment YES – this paper contains advice on the risks to the budget.

Equalities Impact Assessment NO - not at this stage, however an assessment will be included in the February report.

Other Material Implications: The Council underwent significant public consultation when the Business Plan was developed.

Further consultation will be undertaken with the Joint Consultative Committee and business community, with findings reported back in February.

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Report Title: Preliminary Draft Budget 2016/17

Purpose of the Report

1. This report sets the scene for the Cabinet to consider its preliminary draft budget for 2016/17. The report explains the important background and contextual information to the medium term financial plan (MTFP) and next year's budget.
2. This is a preliminary draft budget for 2016/17 as at the time of writing this report there is no final statement from Government about the council's levels of grant support for next year, expected to be announced during November therefore the announcement will be tabled at the meeting.

Issue to be Decided

3. Members are asked to consider the contextual information against which the MTFP and preliminary draft budget have been developed.
4. To approve the preliminary draft budget for 2016/17 for the purpose of public consultation, consultation with the parish councils, and for the basis of budget scrutiny by the Overview and Scrutiny Committee.

Executive Summary

5. The Council has agreed the corporate plan covering the period 2015-20 outlining the four proposed priorities for the Council. The underpinning Medium Term Financial Plan has also been approved and is in line with the Council's business plan. This draft budget has been built based on the MTFP and reflects the corporate plan priorities.
6. The corporate plan sets the broad context for financial planning over the medium and short term.
7. The national context for this budget (Section 1 Context) is one of improving economic data but with the Governments deficit remaining stubbornly high. The comprehensive spending review is due to be announced on 25th November, with the detail of the announcement being published a few days later. There will be a further update at the meeting if possible.
8. This has been reflected in the Medium Term Financial Plan (MTFP), reported to the October Cabinet meeting, that forecasts government grant to be reduced to zero (as a worst case assumption) by 2018. In response to this in 2014 the Council has developed and agreed savings proposals totalling £1.6m, sought ways to reduce the levy paid on business rates, developed a Borrowing and Acquisitions Policy to support the council with income generation. The MTFP forecast shows that the budget gap is manageable for the first 3 years of the plan and then there is an increasing gap in the latter years that will need to be managed. The MTFP report in October outlined a strategy for managing these pressures up to 2020/21.
9. The detailed budget for 2016/17 (Section 2 - Preliminary Draft Budget 2016/17) has now been drafted which is broadly in line with the targets

established within the MTFP. The budget is based upon a 2% increase in Council Tax which will see still the Council maintaining its position as the lowest in Kent

10. The report includes the draft budget for the Housing Revenue Account (Section 3 Housing Revenue Account) that is in line with the HRA business plan that was reported to members in November.
11. The forecast for the Councils capital reserves (Section 4 - Capital Resources) in included in shows that these resources remain scarce, as a consequence borrowing will need to be used to fund the majority of capital investments which carries a higher revenue budget cost.
12. This report seeks Cabinets approval to the draft budget that will then form the basis of the budget scrutiny and consultation processes with the final budget due to be reported to the February Cabinet for approval and recommendation to Full Council.

Structure of the report

13. For ease of consideration this report is split into sections;
 - i. Context
 - ii. Preliminary draft budget
 - iii. Housing Revenue Account
 - iv. Capital resource forecast and capital programme implications
 - v. Next steps

Section 1 Context

Background

The Business Plan

14. In October the council agreed the Corporate Plan that contained the key themes as areas of important focus over the period 2015 - 2020. These are:
 - a. Enterprising Ashford
 - b. Living Ashford
 - c. Active and Creative Ashford
 - d. Attractive Ashford

The Economy

Inflationary pressure

15. Inflation of £667,000 is built into the MTFP for 2016/17 with a budget requirement of £13.9m, despite inflation being around (0.1%) this indicates a real inflation of 4.8%. Included within this inflation figure are the increase to employee NI contributions and contract inflation.
16. The September RPI figure, upon which many of our contracts will set their inflation increases and that the Business Rates Multiplier will be based upon was 0.8%. The MTFP had allowed for 0.9% for contractual inflation and 2% for increases in Business Rates income so there is a potential negative impact on the budget as we could achieve less income.

The Medium Term Financial Plan

17. The Medium Term Financial plan was reported to members in detail in October. This highlighted a growing budget gap driven by reducing revenue support grant (the 'staple' of local authority funding) reducing to a *de minimis* level by 2018, and the inflationary effect on costs whilst growth in funding and income streams is pegged to below inflation levels.
18. The plan shows that by 2019/20 further action will be needed to manage the developing budget gap and there is a strategy outlined in the MTFP reported at the October Cabinet meeting.

Table 2: MTFP 2016-2021

	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000's	£'000's	£'000's	£'000's	£'000's
Revenue Support Grant	(1,391)	(834)	0	0	0
S31 Grant NNDR reliefs	(575)	(596)	(617)	(638)	(659)
Retained Business Rates	(3,289)	(3,630)	(4,671)	(5,011)	(5,352)
NNDR Growth	0	0	0	0	0
New Homes Bonus (50% allocated to support base budget)	(3,471)	(3,939)	(3,808)	(3,479)	(3,043)
Total Government Funding	(8,726)	(8,999)	(9,096)	(9,128)	(9,054)
Council Tax	(6,313)	(6,528)	(6,787)	(7,026)	(7,294)
Total Income Receipts (Including Specific Grants)	(46,859)	(46,902)	(46,959)	(47,105)	(47,252)
Base Budget Gross Expenditure	60,931	61,648	62,714	63,672	64,780
Budget Increases	1,152	1,082	1,158	1,379	1,529
Budget Reduction Strategy	(360)	(41)	0	0	0
BUDGET GAP	(175)	260	1,030	1,792	2,709
Quantified savings proposals					
Income from Acquisitions Policy	0	(100)	(200)	(271)	
Pooling Business Rates	(200)				
Grounds Maintenance	125	125			
Allocation to/from reserves	250	(285)	(424)		
	0	0	406	1,521	2,709

19. Overall the Council needs to be mindful of the Comprehensive Spending Review. It is believed that the MTFP assumptions are reasonably robust and the Council can look forward to a stable couple of years however consideration needs to be given to closing the future budget gap.

Local Government Funding

20. The MTP assumes a total reduction of government funding over a 3 year period of 30%. The Comprehensive Spending Review and subsequent settlement will highlight how this is to be accomplished. The Council will need to review the MTFP assumptions after the announcements to ensure it is still robust and achievable plan.

Council Tax Support scheme

21. As part of the welfare reform agenda Government abolished council tax benefit in 2013 and replaced this with the requirement for councils (the billing authorities) to introduce locally agreed schemes offering council tax discounts to residents. The Government transferred 90% funding to local authorities and last year the Council consulted on and introduced its local scheme with:
- Full protection to pensioner claimants
 - 95% protection to eligible disabled claimants
 - a 10% contribution to council tax from working-age claimants (those that had previously received full council tax benefit).
22. A full report on the proposed scheme for 2016/17 is elsewhere on the agenda. This preliminary budget and the Tax Base (the Council Tax Support Scheme has the effect of reducing the tax base) has been prepared on the basis of an unchanged scheme.

Local Retention of Business Rates (Still to be updated)

23. Under the current scheme government retain 50% of business rates with 40% being retained by the district council and the remaining 10% being allocated to the county council and fire authorities. Local authorities then either pay tariffs (ABC's is circa £15.5m out of £18.0m retained) or top-ups in a system to equalise resources between authorities. Finally a levy is paid on growth over a baseline figure (ABC's levy rate is 50%) and a government safety net is offered to authorities who's income falls by 7.5% below the baseline.
24. Last year the Council joined the Kent Business Rates Pool, which sought to reduce the levy paid on business rates growth. However membership also meant that pool members would support each other rather than rely on the government safety net, should income levels drop. Any gain was shared between the districts, county council and used to set up an economic development fund with 10% ring-fenced to cover safety net risks. The Council did not assume any gain in the first year of membership but decided to utilise any gain achieved in the following year. Due to previously reported changes in business rates appeals for doctors surgeries we are seeing only a slight gain, however there is an expectation that this should grow if business rates appeals levels fall. This is shown in more detail in **Appendix A**.
25. In his conference speech the Chancellor signalled an intention to allow authorities to retain 100% of business rates whilst retaining the system of tariffs and top-ups and safety net. There is little detail on how this proposal will work or what is expected in return for this funding. Business Rates generates £26bn and local government retains £10bn, formula grant costs £11bn and new homes bonus under £2bn. With 30-40% reductions expected in that figure we will need to understand what additional burdens are to be funded from business rates before drawing any firm conclusions on this announcement. It must however be noted that for a long time Local government has lobbied for a greater control over business rates and any increase in our ability to control and influence our own funding should be cautiously welcomed.
26. The Chancellors announcement will mean that the benefits for pooling will be diluted in the long term however until the new system is in place pooling still offers the Council potential benefits. Government is uncertain how to treat new pooling applications after the announcement, but if un-altered the Kent Pool can continue. There has however been one application to join the pool and one to leave the pool. A letter has been sent to Government requesting that should changes to pools be acceptable then Dartford can join and Dover leave the pool, should changes not be acceptable to pool should continue unchanged.

New Homes Bonus

27. The new homes bonus (NHB) was introduced by Government in 2011-12, with a view to it becoming a powerful incentive for local authorities to deliver growth in housing numbers. The Government committed to pay six years of the national average band D council tax for each new property, split 80% to the district authority and 20% to the County. It is important to remember that at a national level the funding for NHB is top-sliced from total government

funding available for local authorities the balance of which then is allocated as formula grant.

28. New homes bonus is measured on the number of properties that have been completed for a year October to September using data submitted on the council tax base return to government. This return has been completed showing 385 new properties and 3 conversions of long term empty properties, giving a total of 388 for new homes bonus, this equates to circa £407,000 potential payment from next April. This is less than the number estimated in the MTFP which was 400 properties or to circa £420,000.
29. The Council has a new policy for allocating new home bonus funding with the following splits:
 - 50% base budget
 - 25% Corporate Project Priorities
 - 25% Income generating projects
30. This split enables the Council to continue its current operations, deliver the Corporate Plan and to invest in projects that will generate a future annual income enabling the Council to become less dependent on government grant in future years.
31. Members and Management Team will be presented with project proposals from Services to be funded from the new homes bonus allocation soon and recommendations reported to Cabinet. Currently there is £285,000 available for corporate projects and £758,000 available for income generating projects.

Council Tax and Local Referendums on Council Tax

32. The MTFP has included a Council Tax increase of 1.99% for 2016/17 and this is reflected in the Draft Budget.
33. The Localism Act replaced the Secretary of State's powers to cap council tax increases with a requirement for councils, who are minded to agree 'excessive increases' in council tax, to hold a local referendum, with the result determined by a simple majority.
34. The level of increase that triggers a referendum is set by the Secretary of State and for 2016/17 the level is expected to remain at 2%. The form of the question to be put in any local referendum is also determined by the Secretary of State. Should a referendum be necessary councils must have a shadow budget in place in the event that a referendum does not support the proposed council tax increase.
35. There have been no Government announcements to encourage local authorities to freeze council tax for 2016/17

Section 2 - Preliminary Draft Budget 2016/17

36. The detailed preliminary draft budget has been built without the benefit of the final local government finance settlement and so this leaves some uncertainty over the level of funding that can be expected.
37. The draft budget presented below includes a 1.99% increase in council tax, with the borough Council's element of the charge now being £148.35 (2015/16 was £145.45) for a band d property, this will still leave the council with the lowest council tax in Kent, the next lowest is Tunbridge Wells with a band d equivalent in 2015/16 of £158.63, over £10 greater than our proposed figure for 2016/17.
38. Services were given targets from the MTFP against which they had to build their budgets. Budgets have then been built in detail and services have largely been able to manage within the expenditure limits set. Some pressures have come out during the process but these have mainly been managed within the services.
- 39.
40. The preliminary draft budget is summarised below.

Table 4 – Preliminary Draft Revenue Budget 2015/16

ACTUALS 2014/15 £	ESTIMATE 2015/16 £	PROJECTED OUTTURN 2015/16 £	DETAIL	ESTIMATE 2016/17 £
12,662,382	13,468,570	13,530,610	Service Expenditure	14,159,230
2,357,724	265,120	248,120	Contribution to/(from) Balances	850,970
(2,947,755)	(2,106,830)	(2,106,830)	Government Grant	(1,390,510)
(2,183,239)	(2,628,370)	(2,628,370)	Retained Business Rates	(3,289,100)
(953,730)	(554,000)	(554,000)	Business Rates S31 Grants	(575,050)
(2,875,218)	(2,324,000)	(2,339,000)	New Homes Bonus	(3,471,050)
62,110	41,500	41,500	Parish CTS Payment	41,500
(6,105,813)	(6,161,990)	(6,161,990)	Council Tax	(6,490,310)
16,461	0	30,040	Budget Gap	(164,320)

41. The details of service expenditure are attached at **Appendix** . Subject to Cabinet's approval this budget will then be scrutinised and form the basis of the budget consultation process that will be completed in time for a final draft budget to be presented to Cabinet in February.

Section 3 Housing Revenue Account

HRA Business Plan

42. A full HRA business plan and the proposed savings programme were presented to Cabinet in November. This preliminary draft budget is created from the plan. As the November report highlighted Government proposals to reduce the national cost of Housing Benefit as part of its deficit reduction programme announced in the July 2015 Budget highlight significant change to rent policy in the social housing sector, reducing rents by 1% each year for the next 4 years.
43. Following the government proposal work has been done to reduce future HRA expenditure which includes a reduction in staff and scaling down the new build programme.
44. Cabinet agreed that the HRA business plan should be scrutinised alongside the general fund preliminary budget as part of the budget scrutiny process. Further a member lead task group will oversee the HRA Business Plan and as appropriate make recommendations to Cabinet about future investment within the HRA.

Draft HRA Budget 2016/17

45. The HRA Budget has been built to enable the council to: maintain Decent Homes Standards, service the debt as a result of the HRA subsidy reform, and the 1% rent reduction announced earlier this year.

Table 5 – Draft Housing Revenue Account Budget 2016/17

ACTUALS	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2014/15	2015/16	OUTTURN		2016/17
£	£	2015/16		£
		£		
(25,017,571)	(24,794,010)	(24,756,070)	Income	(24,272,210)
(4,307,835)	4,584,800	4,602,500	Supervision and Management	4,684,310
3,642,766	3,622,340	3,622,340	Repairs	3,449,760
773,311	880,920	961,020	New Build	844,910
24,937,190	16,075,770	15,867,180	Other Expenditure	18,462,620
27,861	369,820	296,970	DEFICIT/ (SURPLUS) IN YEAR	3,169,390

46. These figures are in line with the position forecast within the HRA business plan that was reported to cabinet last month, with a deficit anticipated. This is due to capital expenditure on existing projects and the impact of the 1% rent reduction.
47. Members are asked to approve the preliminary HRA budget for 2016/17 for scrutiny purposes.

Section 4 - Capital Resources

48. The Council prepares a capital programme annually and approves capital projects throughout the year. Financing of these projects are proposed during the project plans however final financing will be approved at the end of the year.
49. Due to the nature of some reserves it is best to utilise these first and retain flexibility for the Council, for example, capital receipts can only be used on capital purposes therefore it is better to use these reserves first and keep revenue reserves, which can be used for any purpose.
50. The Housing Revenue Account has two kinds of capital receipts, general capital receipts that can be used for any capital purpose, and one-for-one receipts that can only be used for the provision of new affordable housing. To ensure the Council has enough flexibility in its capital financing and complies with the one-for-one commitment to government, these latter receipts will always be used first before capital receipts and revenue reserves.

Capital Resource Forecast

51. Capital investment is currently made from the following funding streams:
 - a. Internal resources such as capital receipts and revenue reserves.
 - b. Prudential (external) borrowing. The Medium Term Financial Plan provides specific support to borrow £500,000 in each year for General Fund property projects for 5 years with a further £2m for strategic acquisitions that must be supported by a business plan. The allocation for 2014/15 has not been fully utilised, therefore the borrowing allocation has been brought forward into 2015/16.
 - c. Third party grants and contributions from government, other authorities and other grant bodies.
 - d. Section 106 developer contributions – as at 31 March 2015 contributions amounting to £4m (capital & revenue) were held in reserves. The current capital programme includes around £3m of developer contribution funding.
52. The table below shows the forecast based on current assumptions including that supported by revenue resources to support spending of a capital nature. The table does not include activity on the Borrowing & Acquisition Policy.

Table 6 – Capital resource forecast

Resources available	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Resources brought forward:				
Capital receipts	0	1	5	12
Repairs and renewals reserve	254	139	129	119
Borrowing limit unapplied	500	500	0	0
	754	640	134	131
Potential resources				
Estimate of capital receipts	189	192	195	199
Estimate of reserve contributions to the repairs & renewal reserve	0	40	40	40
Approved borrowing limit supported by the revenue budget	2,513	357	0	0
Total potential resources	3,456	1,229	369	370
Current planned outlay financed by:				
Use of capital receipts	188	188	188	188
Use of the repairs & renewal reserve	115	50	50	50
Use of prudential borrowing (principally for the asset maintenance programme)	2,513	857	0	0
Total outlay	2,816	1,095	238	238
Uncommitted resources carried forward	640	134	131	132

Capital Resource Allocation

53. The corporate plan including the Borrowing and Acquisition Policy, have been discussed and approved by Cabinet. Projects relating to the plan will be developed, with all financial implications and risks assessed, £200,000 has been set aside to facilitate this and investigate sites coming forward.

Capital Investment to Generate Income

54. This year the Council purchased Wilkinsons in the Town Centre and this will contribute £178,000 per annum to the revenue budget after financing from 2016/17.
55. The Council continues to look at ways to generate income to support the revenue budget and has allocated 25% of New Homes Bonus to be spent on income generating projects which will be around £758,000 in 2016/17.

Section 5 - Next Steps

Next Steps

56. Once approved by Cabinet it is proposed to submit this preliminary budget for formal scrutiny by the Overview and Scrutiny Committee and its Budget Scrutiny Task Group. This will include an examination of the base budget, assumptions on inflation, growth items and budget reduction proposals. The scrutiny process will continue throughout December and January with conclusions reported to the Cabinet in February.
57. This report will form the basis of consultation with the business community, the public and parish councils. A summary document will be produced and sent to key stakeholders and posted on the website for comment.
58. The Chancellor is due to announce the Comprehensive Spending Review on 25th November and sometime after this, the provisional local government finance settlement will be published for consultation. Officers will need to study this carefully and where necessary respond to the consultation. The implications of the settlement can then be modelled into the draft budget and strategies for closing any remaining budget gap be identified.
59. The final budget report will be presented to Cabinet in February which will include any additional proposals for the budget and recommend to Cabinet the measures necessary to bridge any remaining budget gap. If there is a need to report any financial issues arising from the Comprehensive Spending Review to Cabinet in January.

Risk Assessment

60. A full risk assessment of the council's budget will be undertaken and reported as part of the final draft budget report to Cabinet in February.

Community Impact Assessment

61. A Stage 1 screening tool will be completed for the February draft budget report, although it is expected that any changes to service delivery will be assessed and reported separately.

Consultation

62. An extensive consultation process was undertaken as part of the development of the Corporate Plan; this included a customer satisfaction survey to identify residents' priorities and help allocate resources within the budget. Decisions flowing from that consultation are reflected in the preliminary draft budget.
63. All service managers and budget holders have been consulted in the budgeting process with views sought on the assumptions incorporated into the MTFP and have built service budgets on a zero based approach.
64. It is proposed to include a budget consultation document on the council's website as soon as possible following this meeting. A summary will be sent to business community and parish councils' representatives.

Conclusion

65. This budget is set against a background of continued government cuts to grant funding and controls on income levels. This balanced preliminary budget will now be used as a basis for the budget consultation and scrutiny processes.
66. Until the local government settlement is finally known and understood it is not possible to give definite advice on the strategy to manage any possible additional budget gap.

Portfolio Holder's Views

67.

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Appendix A

Kent Business Rates Pool

The Council has undertaken to join the Kent Business Rates pool for 2015/16. It is the intention of the pool to reduce the levy payable by authorities on growth and to promote economic development.

The membership of the pool would reduce the levy due to 1%, the savings achieved would be distributed 30% to this Council, 30% to Kent County Council, 30% would be allocated for economic development within the borough and 10% would be earmarked to provide for risks to the pool.

The Performance of the pool has been effected by the Doctors Surgery's appeals issue that was previously reported and the impact of a major employer in TMBC entering liquidation. Ashford has had to manage Doctors Surgery appeals of £1m reducing the forecast gain from £600,000 to £58,000.

Kent Business Rates Pool

Local Authority	Top up/ Tariff	Baseline Need (£m)	NDR Baseline (£m)	Top up/ (Tariff) (£m)	Levy %	Total Income (£m)	Amount above baseline (£m)
Kent CC	Top up	170.540	47.601	122.939	0%	173.834	3.294
Kent Fire	Top up	13.526	6.173	7.353	0%	13.848	0.322
Ashford	Tariff	2.612	18.106	-15.495	50%	2.670	0.058
Canterbury	Tariff	4.254	20.726	-16.472	50%	4.466	0.212
Dover	Tariff	3.363	13.880	-10.517	50%	3.548	0.185
Gravesham	Tariff	2.691	9.090	-6.399	50%	3.685	0.994
Maidstone	Tariff	2.959	22.450	-19.491	50%	4.829	1.871
Shepway	Tariff	3.388	9.739	-6.351	50%	5.461	2.074
Swale	Tariff	3.894	15.413	-11.519	50%	6.443	2.549
Thanet	Tariff	4.587	13.142	-8.555	50%	4.844	0.257
Tonbridge and Malling	Tariff	2.089	22.239	-20.150	50%	1.894	-0.195
Tunbridge Wells	Tariff	2.155	19.957	-17.802	50%	3.418	1.262
Total	Tariff	216.058	218.516	-2.458	1.125%	228.941	12.883

The pool will have a levy rate of 1.12% (outside the pool Ashford pays a levy of 50%).

Appendix B Budget Summaries

REVENUE BUDGET

SUMMARY

ACTUALS 2014/15 £	ESTIMATE 2015/16 £	PROJECTED OUTTURN 2015/16 £	DETAIL	ESTIMATE 2016/17 £
1,602,600	1,743,850	1,775,210	Corporate, Strategy & Personnel	1,756,140
1,134,554	1,310,700	1,303,630	Legal & Democratic	1,375,280
1,748,960	1,821,590	1,821,180	Planning & Development	1,948,800
2,101,315	2,167,060	2,167,010	Financial Services	2,552,570
241,023	298,540	348,550	Communications & Technology	393,270
775,617	888,690	903,250	Housing Services	915,710
451,022	891,010	838,450	Health, Parking & Community Safety	825,970
4,450,502	4,627,570	4,562,760	Environment and Customer Services	4,821,510
(936,132)	(1,060,370)	(1,049,960)	Corporate Property & Projects	(1,519,720)
2,499,885	2,604,870	2,685,470	Culture & the Environment	2,294,270
14,069,346	15,293,510	15,355,550	SERVICE EXPENDITURE	15,363,800
(1,694,370)	(2,106,200)	(2,106,200)	Capital Charges & Net Interest	(1,475,830)
50,180	40,260	40,260	Concurrent Functions Grant	30,260
237,227	241,000	241,000	Drainage Board Levies	241,000
2,357,724	265,120	248,120	Contribution to Balances	850,970
15,020,107	13,733,690	13,778,730	ABC BUDGET REQUIREMENT	15,010,200
			INCOME	
(2,947,755)	(2,106,830)	(2,106,830)	Government Grant	(1,390,510)
(2,183,239)	(2,628,370)	(2,628,370)	Retained Business Rates	(3,289,100)
(953,730)	(554,000)	(554,000)	Business Rates S31 Grants	(575,050)
(2,875,218)	(2,324,000)	(2,339,000)	New Homes Bonus	(3,471,050)
62,110	41,500	41,500	Parish CTS Payment	41,500
(6,105,813)	(6,161,990)	(6,161,990)	Council Tax	(6,490,310)
16,462	0	30,040	Budget Gap	(164,320)

GENERAL FUND SUMMARY 2016/17 BUDGET

ACTUALS	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2014/15	2015/16	2015/16		2016/17
£	£	£		£
			Corporate, Strategy & Personnel	
(245)	70	70	Audit Partnership	40
828,188	677,570	724,860	Corporate Allocable Costs	757,290
339,479	327,880	322,180	Corporate Management	328,580
18,953	152,800	138,160	Personnel & Development	90,070
127,853	175,160	179,570	Policy & Performance	161,300
288,371	410,370	410,370	Single Grants Gateway	418,860
1,602,600	1,743,850	1,775,210		1,756,140
			Legal & Democratic	
810,970	857,290	841,870	Democratic Representation	903,220
277,479	395,580	395,580	Electoral Services	422,920
(9,237)	0	8,350	Legal	(190)
55,342	57,830	57,830	Mayor	49,330
1,134,554	1,310,700	1,303,630		1,375,280
			Planning & Development	
116,381	120,730	127,360	Building Control	144,580
777,919	866,170	935,210	Development Control	860,670
458,621	349,370	349,760	Economic Development	404,000
1,074	(21,360)	(20,600)	Land Charges	(8,620)
(1,474)	0	(8,070)	Planning Administration	0
396,440	506,680	437,520	Strategic Planning	548,170
1,748,960	1,821,590	1,821,180		1,948,800
			Financial Services	
28,058	500	500	Accountancy	40
756,816	615,000	589,730	Benefits Administration	823,710
194,671	323,470	348,690	Council Tax Collection	442,070
(281)	(1,010)	(1,010)	Debtors/Debt Recovery	(1,130)
13,090	(20)	(20)	Exchequer	10
(248,196)	(245,290)	(245,290)	Housing Benefits Payments	(256,000)
(113,900)	(2,590)	(2,590)	Miscellaneous Expenditure	71,240
(56,751)	(88,580)	(88,580)	NNDR Collection	(82,120)
1,527,808	1,565,580	1,565,580	Non-Distributed Costs	1,554,750
2,101,315	2,167,060	2,167,010		2,552,570
			Communications & Technology	
229,243	204,030	202,480	Communications & Marketing	279,260
(108)	470	(11,430)	Telephony	(10)
(87,465)	2,440	65,900	ICT	16,680
99,353	91,600	91,600	Emergency Planning	97,340
241,023	298,540	348,550		393,270

ACTUALS	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2014/15	2015/16	2015/16		2016/17
£	£	£		£
			Housing Services	
1,367	17,870	63,730	Private Sector Housing	51,620
135,475	141,280	141,280	Housing Strategy and Enabling	145,770
640,056	713,080	690,520	Housing Options	721,460
(1,281)	16,460	7,720	Gypsy Site - Chilmington	(3,140)
775,617	888,690	903,250		915,710
			Health, Parking & Community Safety	
455,895	505,190	535,130	Community Safety ,AMC, Licencing	550,410
676,368	692,680	689,180	Environmental Health	650,680
(681,241)	(306,860)	(385,860)	Parking & Engineering	(375,120)
451,022	891,010	838,450		825,970
			Environment and Customer Services	
(2,558)	(10)	10,390	Visitor & Call Centre	(20)
486,063	598,320	606,430	Street Scene	597,670
2,871,340	2,997,850	2,914,530	Refuse, Recycling, Street Clean	3,006,470
1,095,658	1,031,410	1,031,410	Parks And Open Spaces	1,217,390
4,450,502	4,627,570	4,562,760		4,821,510
			Corporate Property & Projects	
25,756	35,990	33,900	Project Office	41,560
(961,888)	(1,096,360)	(1,083,860)	Corporate Property & Projects	(1,561,280)
(936,132)	(1,060,370)	(1,049,960)		(1,519,720)
			Culture & the Environment	
334,163	237,820	237,820	Cultural Services Management	219,070
1,488,095	1,700,590	1,779,190	Leisure Centres	1,343,460
163,066	159,560	159,560	Conservation	161,590
171,856	129,490	131,490	Tourism	146,340
342,706	377,410	377,410	Cultural Projects	423,810
2,499,885	2,604,870	2,685,470		2,294,270
14,069,346	15,293,510	15,355,550	Net Expenditure on Services	15,363,800
			Other Items	
(1,694,370)	(2,106,200)	(2,106,200)	Capital Charges & Net Interest	(1,475,830)
50,180	40,260	40,260	Concurrent Functions	30,260
237,227	241,000	241,000	Levies & Precepts	241,000
2,357,723	265,120	248,120	Contributions to/from Reserves	850,970
15,020,106	13,733,690	13,778,730		15,010,200