

HARBOROUGH DISTRICT COUNCIL

REPORT TO THE CABINET MEETING OF 19 JANUARY 2021

Annex 1

PUBLIC REPORT: Yes

EXEMPT REPORT: No

Report Title	Draft Budget 2021/22 & the Medium-Term Financial Strategy (2022/23 to 2024/25) <i>"Committed to Financial Sustainability & Resilience to enable Community Investment".</i>	
KEY DECISION	Yes	
Report Author	Clive Mason, Director; Finance & Fixed Assets	
Purpose of Report	<ul style="list-style-type: none"> To propose a Draft Budget 2021/22 and Medium-Term Financial Strategy (2022/23 to 2024/25) (MTFS), including potential budgetary implications of the government's provisional settlement, implications for Council Tax and consequential application of reserves. For Cabinet to review and endorse inflationary implications, savings, and growth proposals, and to begin, where necessary a period of consultation. For Cabinet to review capital projects proposals; including the potential revenue implications. 	
Reason for Decision	To provide the opportunity for consultation on the emerging budget position for 2021/22 and the MTFS, with a focus on the revenue budget and proposals for the capital programme.	
Portfolio (holder)	Councillor James Hallam; Finance	
Corporate Priorities	<div>YOUR COUNCIL: creative, proactive, and efficient</div> <div>CO 08 Deliver financial sustainability for the future</div>	
Financial Implications	These are considered throughout this budget report.	
Risk Management Implications	The budget proposals are subject to a risk assessment in their formulation and subsequent delivery. An overall assessment of the risks in the budget proposals will be undertaken by the S151 Officer and will form part of the report to Cabinet on the 8 th February 2021 and Council on the 22 nd February 2021.	
Environmental Implications	None	
Legal Implications	The Council is required to consult on its budget prior to formulating its budget requirement. The Council is also legally obliged to set a balanced budget by the 31 st March 2021. The Council is scheduled to approve the budget on 22 nd February 2021.	
Equality Implications	None	
Data Protection Implications	None	
Consultation	Cabinet.	
Background Papers	None.	

REPORT 2

Appendices	<ul style="list-style-type: none"> • Appendix 1: Consolidated 2021/22 Budget and MTFS (2022/23 to 2024/25). • Appendix 2: Detailed Service Budgets for the Draft 2021/22 Budget and MTFS (2022/23 to 2024/25) • Appendix 3: Star Chamber agreed Service Recommendations and Savings/Growth proposals (*) • Appendix 4: Consolidated Reserves Statement, supporting the 2021/22 Budget and MTFS (2022/23 to 2024/25) • Appendix 5: Detailed Capital Programme <p>* BC25-Tranche 1 service findings & recommendations</p>	
Recommendation	➤ That Cabinet approves:	
	<ul style="list-style-type: none"> • The recommendations from the Star Chamber and that the: <ul style="list-style-type: none"> ○Stream 2 – Incremental Budget Changes ○Tranche 1 savings proposals are included within the Draft 2021/22 Budget and MTFS (2022/23 to 2024/25) Star Chamber summary reports are shown in Appendix 3. 	3.7 3.9
	<ul style="list-style-type: none"> • the budget changes noted in paragraphs 3.11 to 3.16 [noting the specific recommendations at 3.11 (iii) and (iv) respectively] and includes them in the Draft 2021/22 Budget and MTFS (2022/23 to 2024/25). 	3.10
	<ul style="list-style-type: none"> • the government funding and associated assumptions noted in paragraphs 3.18 to 3.22 [noting the specific recommendations at 3.20 and 3.21 (iii)/(iv)] and includes them in the Draft 2021/22 Budget and MTFS (2022/23 to 2024/25) 	3.17
	<ul style="list-style-type: none"> • a Council Tax increase of £5 for 2021/22 and that this is applied for each year of the MTFS. (based on the known maximum as per the 2021/22 Provisional Settlement) 	3.25
	<ul style="list-style-type: none"> • the “provisional” estimate for the Collection Fund Surplus/(Deficit) for the Draft 2021/22 Budget and MTFS (2022/23 to 2024/25). 	3.27

REPORT 2

	<ul style="list-style-type: none"> the delegation of authority to the Director, Finance & Fixed Assets, following consultation with the Portfolio Holder for Resources, to distribute the “Final” Forecast 2020/21 Collection Fund Surplus/(Deficit) to respective Preceptors by the statutory deadline (31st January). 	3.29
	<ul style="list-style-type: none"> the Draft Budget 2021/22 and MTFS (2022/23 to 2024/25) summarised at Table 6. The detailed service budgets are shown at Appendix 1. 	3.31
	<ul style="list-style-type: none"> Capital Programme for 2021/22 and for the MTFS (2022/23 to 2024/25) summarised at Table 8. The detailed capital programme is shown at Appendix 5. 	3.44
	<p>➤ That Cabinet endorses the continuation of the BC25 programme, thereby ensuring that the Council remains “Committed to Financial Sustainability & Resilience to enable Community Investment”</p>	3.45

1. INTRODUCTION

- 1.1 In February 2020, the Council approved the 2020/21 that included a service net expenditure of £14.3m and a Council Tax (Band D) of £167.97. To balance the budget, this required a net contribution from revenue reserves of £1.8m.
- 1.2 When approving the 2020/21 budget, the Council did not approve a Medium-Term Financial Strategy (MTFS). However, since the early summer of 2020, the Council has been developing a four-year MTFS model (2021/22 to 2024/25). At the time, this modelling was being undertaken, the MTFS was indicating that the Council was facing a considerable financial challenge with an annual budget gap of around £4m; if this situation were not immediately addressed it was expected that the Council would cease to have any revenue reserves by 2023/24. The reasons for this position were:
- Due to the Council making every effort to meet increasing customer demands, it was currently facing annual growth in net service expenditure of £2m. Over the past few years this growth had been financed from reserves,
 - Expected reductions in central government grant (£1.5m); primarily New Homes Bonus, and
 - Modelled cost increases resulting from potential pay and service inflation and other minor budget adjustments (£0.5m).
- 1.3 To meet this challenge the Council has embarked on a Zero-Based Budgeting exercise; Budget Challenge 2025 (BC25). The aim of this exercise is to “transform” services, ensuring that limited financial resources are allocated to key priority areas, based on new service standards.
- 1.4 In addition to the budget challenge, the Council has been severely impacted by the Coronavirus pandemic (CV19). The Council has had to deliver services in new and innovative ways to ensure that it can continue to serve its local community. This change has brought with it a significant financial cost; the gross service cost is currently £2.3m which has been partly met by direct government support. At this time, it is currently estimated that the net cost to the Council is in the region of £976k (excludes the impact of Collection Fund losses).

2. REFLECTIONS ON THE 2020/21 FORECAST OUTTURN

- 2.1 As reported to Cabinet in November, the Quarter 2 Forecast Outturn for 2020/21 is showing a net overspend of £154k (**Table 1**). Due to a combination of the impact of CV19 and the other issues noted in 1.2, this

demonstrates that the Council continues to face a significant financial challenge to meet its ambitions of financial sustainability and resilience.

Summary of Financial Performance Quarter 2, 2020/21	Table 1
	£000
Net direct service cost	1,130
Net service cost of CV19	976
Net service cost	154

3. REVENUE BUDGET AND CAPITAL PROGRAMME

Draft Budget 2021/22 and Medium-Term Financial Strategy 2022/23 to 2024/25

- 3.1 In summary, the detailed Draft 2021/22 Budget and MTFs is at **Appendix 1**, with the detailed service budget pages being shown at **Appendix 2**. However, the 2021/22 budget has been set based on the budget principles agreed by Cabinet in November. A summary of the service impact of these changes is shown below, with a more detailed discussion later in this report:

Service Budget Changes - 2021/22 only

i. Budget Challenge 2025 *	(751)
Tranche 1	
* Stream 1 - Service Review	(270)
* Stream 2 - Incremental Budget Changes	(219)
Tranche 2 & 3	
* Stream 1 - Early Service Savings	(45)
* Stream 2 - Incremental Budget Changes	(217)
ii. General Service Income & Savings	7
* General	(302)
* <i>Garden Waste</i> <i>(£250k, but included in Tranche 1, Stream 1 above)</i>	<i>N/a</i>
* Income Reductions due to Covid-19	309
iii. Employed Related Costs	58
* Pay Increment & Low Pay Adjustment	95
* Employers Oncosts	(37)
iv. General Service Growth & Inflation	156
* General Service Growth (Committed)	56
* Increase in Council Tax Support Scheme due to Covid-19	100
* General Service Inflation	0
v. Capital Financing (Minimum Revenue Provision)	(187)
TOTAL NET EXPENDITURE SERVICE BUDGET CHANGES	<u>(717)</u>

* The BC25 process has proposed further budget changes in future years.

Budget Challenge 2025

3.2 The Council has a good record of transformation; following the financial crisis of the late 2000's and the onset of austerity, the Council effectively managed to transform and rebase its services to enable a sustainable medium-term financial future to be determined. Unfortunately, with the continued reduction in government funding that the increasing demands for its services, the Council has again found itself in the position where its financial resources are insufficient to deliver all its responsibilities within its current operating model.

3.3 In the early summer of 2020, some initial financial modelling established the following:

	For 2021/22	By 2024/25
• Net Expenditure:	£14.6m	£14.7m
• Forecast Budget Gap:	£ 4.0m	£ 4.2m
• Unbalanced budget by 2023/24.		

3.4 Considering the above, this is clearly an unsustainability position and one that the Council has had to address immediately to ensure that it can continue to deliver cost effective and sustainable services to its local community.

3.5 This financial position was reported, confidentially, to:

- Cabinet during June and July. During this time, the Cabinet confirmed that all services must be subject to a fundamental budget review, but they emphasised that their **Red Line** was that they did not want to change the frequency of Waste Collection.
- To all members and officers in August and September 2020.

3.6 Between July and September, a fundamental budget review was designed and implemented; this programme is called Budget Challenge 2025 (BC25). The BC25 programme is following the accepted principles of Zero-Based Budgeting.

3.7 The BC25 programme was divided into two main work streams:

- Stream 1 - Service Review;** the services of the Council were divided into three tranches; the first tranche started its review in September 2020 and the last tranche is planned to finish in the summer of 2021. The services within each tranche are shown in **Table 2** below. Each service manager is tasked with reviewing their entire service to create a new delivery model; a model that is aimed at delivering services closer to the community but within a lower overall cost envelope. Each service review is to undertake a 'bottom-up' approach, which means that they are to be inclusive reviews that include all team members; further the reviews are to consider both qualitative and quantitative attributes i.e. policy, service standards, cost, staffing, equalities, environment etc. For the setting of the 2021/22 budget and MTFS, Tranche 1 service transformation proposals of £270k and early Tranche 2 & 3 savings of £45k have been included.

Budget Challenge 2025: Services in Tranches		Table 2
Tranche 1 October to December 2020	Tranche 2 January to March 2021	Tranche 3 April to June 2021
<ul style="list-style-type: none"> • Chief Executive • Chief Officer; Communities • Operational Services • Customer Services • Housing & Homelessness • Grants, Parishes, Community Safety • Community Partnerships 	<ul style="list-style-type: none"> • Chief Officer; Finance & Fixed Assets; including Internal Audit • Information & Communication Technology • Chief Officer; Planning & Regeneration • Economic Strategy, Development and Talent • Harbrough Innovation Centre • Planning, Growth • Building Control • Development Control, including Enforcement • Legal & Democratic Support 	<ul style="list-style-type: none"> • Chief Officer; Legal & Democratic • Corporate Support • Human Resources, including Training • Communication • CCTV; including Control Centre • Recreation • Register of Electors • Elections • Car Parking, Lightbulb, Environmental Health, Licensing. • Finance • Fixed Assets; including the Grow-on-Centre • Facilities Management + Public Realm

Members should note;

- (1) Because of the timing of the BC25 programme, and specifically when the conclusions of Tranche 2 and 3 will be known, this inevitably means that the results of these two tranches will not be included in the 2021/22 budget and MTFS – it must be emphasised that this is for no other reason other than the realities of the timing of results. However, as per the Local Government Finance Act 1992, it is a statutory requirement that Councils must set a balanced budget for the year that the budget is being set. Consequently, reserves will need to be applied to present a balanced budget.

However, as Tranche 2 and 3 service transformation recommendations become known, and once they have been approved for implementation (following due consideration of any necessary legal requirements), it is expected that these review recommendations will be implemented during 2021/22.

- (2) Regarding democratic governance; the results of Tranche 2 and 3 will be formally reported to Cabinet and Scrutiny; however, it is not expected that the impact of these transformational changes will constitute a change in Policy (and therefore will not need reporting to Council) because the service change will:

- be a net reduction in budget.
- help in preserving reserves,
- assist the Council in meeting both its fiduciary and financial responsibilities as well as delivering, and

“Financial Sustainability & Resilience to enable Community Investment”.

- ii. **Stream 2 – Incremental Budget Changes;** a 3-year backwards looking review has been undertaken of all budgets. The aim of this review was to identify where services had consistently either over or underachieved their budgets; on the premise that such consistent budgetary control behaviour was reflective of underlying over or under budgetary provision. i.e. these budget changes are not expected to impact on ongoing service delivery. Between September and October, the BC25 Team undertook a high-level budgetary review and identified £436k (net) of potential “Incremental Budget Changes” savings. This is split between tranches as follows:

- **Tranche 1:** £219k
- **Tranche 2 & 3:** £217k (£658k over the MTFS period)

- iii. During November, the Finance Team met with all Service Managers to discuss the Stream 2 savings and reflect on other incremental budget changes that needed to be addressed before the start of Tranche 2 and 3, to date more than £89k further savings have been identified.

*It is **recommended** that Cabinet approves the recommendations from the Star Chamber and the Stream 2 – Incremental Budget Changes savings proposals are included within the Draft 2021/22 Budget and MTFS (2022/23 to 2024/25).*

Tranche 1

- 3.8 Tranche 1 services started their reviews in early September and were concluded when the results were reported to a Star Chamber in mid-December. . The Star Chamber is a working group of Cabinet, it has no decision-making powers and can only make recommendations to Cabinet, its structure was follows:

- the service side was represented by the respective Portfolio Holder, Chief Officer and Service Manager.
- the majority administration side was led by the Leader and the Deputy Leader, and
- the Chief Executive led the officer team, supported by the Chief Officer, Finance & Fixed Assets and the BC25 Lead Advisor; the officer teams’ role was to provide independent policy and financial advice.

- 3.9 The service transformational recommendations and savings/growth proposals agreed by Star Chamber are shown in **Appendix 3** and the Star Chamber proposed service recommendations are summarised in **Table 3** below.

*It is **recommended** that Cabinet approves the recommendations from the Star Chamber and the Tranche 1 savings proposals are included within the Draft 2021/22 Budget and MTFS (2022/23 to 2024/25).*

Budget Challenge Tranche 1: Principal Service Transformation Findings and Star Chamber Recommendations and Net Estimated Budgetary			Table 3
Service	Principal BC25 Service Findings and Star Chamber Recommendations	(Savings)/Growth (2021/22 to 2024/25)	
		2021/22 £0	Cumulative 2021/22 – 2024/25 £0
Environmental Services	• CXM System/Garden Waste Project (efficiencies)	(20)	(80)
	• Garden Waste Service/Price Increase Option	(250)	(1,000)
	• Trade Waste	0	(150)
	• S106 to pay for new bins	0	(160)
	• Welland Park: Adjusting management style and planting	0	(96)
	Total	(270)	(1,486)
Customer Services	• Review of Call Centre	0	(544)
	• Develop Netcall	(24)	(111)
	• Alterations to patterns of working	(26)	(104)
	Total	(50)	(759)
Housing & Homelessness	• Increase Homelessness Budget	50	200
	• FTC Trainee Housing Advisor	13	19
	• Growth – enhanced Housing Management	17	143
	• Shared IT Software	0	(20)
	• New properties for homeless Clients	(10)	(295)
	Total	70	47
Grants, Parishes, Community Safety	• Review of Community Grants	(10)	(170)
	• Review of Core Grants	0	(90)
	• Annual parish Meeting	(2)	(8)
	• Increased Lotto Income	(7)	(43)
	Total	(19)	(311)
Net Estimated Budgetary Savings/(Growth) – 2021/22 to 2024/25		(269)	(2,509)
NB. <ul style="list-style-type: none"> This tables only shows the savings and growth proposals that require service change (it excludes “Incremental Budget Changes” savings See Appendix 3 for detailed narrative of the Star Chamber recommendations. 			

- 3.10 In November, Cabinet agreed a series of Budget Setting Principles, the following paragraphs reflect their implications for the budget.

*It is **recommended** that Cabinet approves the budget changes noted in paragraphs 3.11 to 3.16 [noting the specific recommendations at 3.11 (iii) and (iv) respectively] and includes them in the Draft 2021/22 Budget and MTFS (2022/23 to 2024/25).*

➤ **General Service Income and Savings**

- 3.11 In November, Cabinet agreed a 1.1% increase in service income budgets for those services that have not been subject to a BC25 review. This increase is currently being costed and will be included in the Final 2021/22 Budget & MTFS that will be presented to members in February. However, members should consider the implications of the following six income streams on the budget:

- i. **Car Parking**, the Car Parking Working Group, an informal working group made up of three portfolio holders is currently reviewing 2021/22 Car Parking charges. There are various income options being considered and no assumption has been included within the Draft 2021/22 Budget and MTFS (2022/23 to 2024/25). Any opportunity cost due to the non-inclusion of this income will be financed from a contribution from Reserves. If the Cabinet Working Group recommends increasing the Car Parking charges, this will be included in the 2021/22 Budget and MTFS (2022/23 to 2024/25) that will be considered by Cabinet in February 2021. Any variation to car parking charges needs to be published 21 days prior to the changes coming into effect. It should be noted that no reduction in car parking income has been included as a result of any future impacts of CV19.
- ii. **Garden Waste**; in December, Council approved an increase in the Garden Waste fee for 2021/22 of £55.00. It is expected that this will generate an additional £250k per annum; this is included within the II...BC25, Tranche 1 Environmental service savings.
- iii. **Interest and Investment Income**; the 2020/21 income budget (net) is £401k. Because of the CV19 crisis, there have been two significant impacts on this income line; including a reduction in:
 - the bank base rate to 0.1%; to help mitigate this the Council has started using a Money Market Fund, which is a AAA rated, instant access investment vehicle.

- investment income from the Councils investment in the CCLA Property Fund. Every indication is that this is still a good medium-term investment, but it is one that the Council must continue to monitor.

At Q2 Monitoring, it was reported that the forecast net impact of this underachievement of income was more than £140k; this is now anticipated to be closer to £159k. Current treasury advice is that it is unlikely that there will be an increase in the base rate any time soon; further the economic impact of CV19 is expected to continue for some time to come. Consequently, the Council is anticipating a medium-term impact on this income stream and it is therefore to change the Councils budget to reflect this potential underachievement. In this respect it is proposed that by the end of the MTFS (2024/25) the net “interest and investment income” budget will be £325k – a net reduction of £76k. However, it is expected that there will be a more significant drop in 2021/22 and then a gentle recovery back to the 2024/25 position, this is shown in **Table 4** below:

MTFS Net Change in Interest & Investment Income Budget						Table 4
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Overall Reduction £000
Net Budget	401	242	284	304	325	76
Reduction between years	(159)		20			
		42		21		

*It is **recommended** that Cabinet approves the reduced corporate income budget for Interest & Investment Income and that it is funded by a two-year (see a. and b. below) contribution from the 2021/22 CV19 Emergency Funding (see 3.21 (iv) below):*

- 2021/22: £159k.
- 2022/23: £117k

- Planning (Development Control) Income;** the 2020/21 income budget (net) is £388k. At the 30th November Cabinet meeting (Report 1; Q2 Financial Performance), members will recall that over the past year the Planning income budget has been impacted by several applications that have not come forward as planned; primarily due to the impact of the CV19 crisis on the local construction industry and due to general delays in property development. Following discussions with the respective services, it is expected that the significant underachievement seen in 2020/21 will again be seen in 2021/22 but then there will be a gentle recovery back to current levels. The currently modelled income stream

is shown in **Table 5** below; however, please note that these numbers are indicative at this stage, more detailed work is currently being undertaken as part of the “Development Control” Tranche 2 BC25 review. If timing allows for the conclusions of the BC25 review of Planning Fee income to be included in the Final 2020/21 Budget; this will be reported to members when they consider the Final Budget in February.

MTFS Net Change in Planning (Development Control) Income Budget						Table 5
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Overall Reduction £000
Net Budget	388	239	289	339	388	0
Reduction between years	(149)		50			
		50		49		

*It is **recommended** that Cabinet approves the reduced service income budget for Planning (Development Control) Income and that it is funded in 2021/22 by contributions of:*

- a. £88k from the “Lower Tier Services Grant” (see 3.21 (iii) below),
and
 - b. £61k from the “CV19 Emergency Grant” (see 3.21 (iv) below)
- v. **Building Control**; to ensure that opportunities for the growth in Building Control fee income is fully maximised it is proposed that the Harborough District Building Control fee schedule be aligned with the fee schedules across the Leicestershire Building Control Partnership, of which the Council is a key member from the 1st April 2021. This will also enable a single marketing strategy to be developed which will encourage more business for the Council and therefore attract increased levels of income. Initial impacts of this income change are currently being modelled as an early part of the Building Control, BC25 Tranche 2 review; if the net income changes significantly, this will be included in the Final 2021/22 Budget & MTFS report that Cabinet will consider in February.
- vi. **Other income/savings**; these budget changes total £302k and include two HDC contracts savings, removal of a contingency budgets and minor budget adjustments.

➤ **Employment Related Costs**

3.12 **Pay Inflation;** In the 1-year Spending Review announced by the Chancellor in November, it was proposed a 0% increase for the Public Sector for 2021/22. At this time there has not been any additional information from the Local Government Employers in respect of what will apply for Local Government. However, it is considered fair to assume that the 0% increase will apply in 2021/22 to Local Government, especially as Local Government is a significant public sector employer. However, the 2021/22 budget has been adjusted for pay increments (£73k) and the £250 adjustment for employees earning less than £24k (£22k); this adjustment totals £95k. For the MTFS, the following pay inflation increases have been applied:

- 2022/23 1.0%, giving a cost of £99k.
- 2023/24 1.5%, giving a cost of £150k.
- 2024/25 2.0%, giving a cost of £204k.

3.13 **Employers Oncosts,** for 2021/22 there is a net saving in Employers Oncosts of £37k. This reduction has resulted from:

- small establishment changes (both grading and full-time equivalent), but
- more significant increase in National Insurance Secondary Thresholds, (this is the rate below which employers do not pay National insurance), for 2021/22 the rates have not yet been released but we have assumed a small increase consistent with previous years pattern.

However, over the MTFS period the annual marginal cost increases to £92k by 2024/25. The Employers National Insurance and the Leicestershire Local Government Pension Scheme rates that have been applied are as follow:

- National Insurance 13.8%
- Pension 32.4%, increasing to 33.4% for 2022/23. This is only a marginal change and has not been adjusted in the MTFS. 2022/23 will be the last year of the triennial valuation.

3.14 **Vacancy Factor;** a flat rate of £120k for both 2021/22 and the MTFS period will be applied. This is the same as in previous years.

➤ **General Service Inflation and Growth**

3.15 **General Service Inflation;** a rate of 0% had been applied for general service inflation for 2021/22 and for the MTFS period.

3.16 **General Service Growth**; no “discretionary” service growth has been included. However, there are two types of growth that have been included:

- i. The BC25 programme, as mentioned earlier is based on the principles of Zero-Base Budgeting. This approach requires services to be rebased and as such, this may require some growth to ensure that services are delivered to the standard required. This growth is summarised in **Table 3** and included within the overall budget.
- ii. Some growth is unavoidable to enable the Council to delivery its core services. This growth totals £156k and is in respect of insurance, NDR and a grossing up of the Councils Council Tax Support Scheme to ensure the additional grant noted at 3.21 (v) is “net nil”.

➤ **Non-Service Funding**

3.17 This section of the report addresses those items of funding or budget adjustments that are based on government funding and associated assumptions.

*It is **recommended** that Cabinet approves the government funding and associated assumptions noted in paragraphs 3.18 to 3.22 [noting the specific recommendations at 3.20 and 3.21 (iii)/(iv)] and includes them in the Draft 2021/22 Budget and MTFS (2022/23 to 2024/25).*

3.18 **Business Rates (NDR)**; in the December Provisional Settlement the Secretary of State for Housing, Communities and Local Government, has not proposed an increase in the multiplier for 2021/22 therefore for the Draft 2021/22 Budget no increase in Business Rates has been modelled. However, current NDR forecasting is showing a drop in potential business rates in 2021/22 (£178k) with only a small increase over the MTFS. These numbers will be updated for the Final 2021/22 Budget and MTFS when the 2021/22 NDR 1 return is completed in late January. Current intelligence is indicating that over the medium-term there is the potential for not insignificant commercial growth across the District, especially at Magna Park. Consequently, members should note that officers are starting to review this potential and will report to members in due course; however, this review will not be completed in time for the Final Budget.

3.19 **New Homes Bonus (NHB)**; in the December Provisional Settlement, a total NHB allocation of £2.057m was announced; this being made-up of:

- £0.932m; a 1-year allocation of NHB, with no future legacy payments
- £1.125m; being past years legacy payments.

3.20 Cabinet agreed in November that if the Council were to receive any additional NHB, then this would be immediately withdrawn from its base budget. This is both prudent and pragmatic as it:

- i. Ensures that the Council can align services to a true “self-financing” approach without being distracted by one-off income.
- ii. Allows the Council to invest these additional funds in priority areas or to provide a long-term funding stream.

*It is **recommended** that this additional funding is split as follows:*

- *67% (£624k) to be allocated to Earmarked Reserves; with the aim of investing in an investment fund that will achieve for the Council a medium to long-term investment income stream. If the Council were to invest in something like the CCLA (which it has already invested £1.5m), this additional amount would generate a medium-term annual income of £25k (based on an indicative net rate of return of 3.5%).*
- *33% (£308k) to be allocated to Earmarked Reserves; with the aim of supporting local economic, community and infrastructure development.*

3.21 **Other Grants.** In the December Provisional Settlement, the following further grants were announced. The purpose of these grants is to support local government through the ongoing Covid-19 crisis and changes to the funding mechanism.

- i. **Sales, Fees and Charges Compensation Scheme (SFC);** during 2020/21 the government launched an income compensation scheme. There are very tight regulations around this scheme, including regular monitoring and reporting of ongoing income. The Government is compensating the Council by giving grant on 75% of 95% of specific income losses. The government intends to continue this scheme through Quarter 1 of 2021/22; however, the government intends to base compensation on budgeted 2020/21 income. Due to the impact of the ongoing Covid-19 crisis on both the local and national economy, it is not reasonable to estimate what a likely compensation scheme might contribute to the ongoing resourcing of the Council. Therefore, this income has not been included with the Councils 2021/22 Budget.
- ii. **Sports Compensation Scheme;** during December the government, via the Sports Council, launched an income compensation scheme for local authority sport related services. This is a bid process and bids are expected to be made during January with allocations to be received prior to the end of this financial year; therefore, this scheme has not been included within the Councils current budget setting process.
- iii. **Lower Tier Services Grant;** due to the changes being proposed via the governments Core Spending Power (CSP) assessment, where CSP is the net impact of the various government funding streams (Business Rates/RSG etc) and Council Tax, the government has awarded a one-off 2021/22 unringfenced grant to Lower-Tier Local Government, the Councils allocation is £300k.

*It is **recommended** that the Lower Tier Services Grant is allocated to Earmarked Reserves and:*

- a. *£88k is applied in 2021/22 to meet the cost of the loss of Planning Income (see 3.11 (iv)).*
- b. *the balance is applied to provide funding for investing in an investment fund that will achieve for the Council a medium to long-term investment income stream.*

- iv. **Covid-19 Emergency Funding (Tranche 5);** due to the ongoing Covid-19 crisis the government has announced a further unringfenced funding allocation of £337k to support general service delivery during 2021/22; this grant is expected to be received early in the next financial year.

*It is **recommended** that initially the funding received is allocated to Earmarked Reserves and then:*

- *£276k is applied to meet the lost income from Interest & Investment Income; this is to be applied in two allocations:*
 - *£159k, 2021/22*
 - *£117k, 2022/23*
- *£61k is applied to meet the cost of the loss of Planning income*

- v. **Local Council Tax Support Grant (LCTSG);** the government is providing some additional support due to the expected increased cost in 2021/22 of the Council Tax Support scheme; the amount of grant is £100k. This funding will be applied at the end of 2021/22 as part of the year-end Collection Fund accounting process. Consequently, it must be immediately allocated to Earmarked Reserves so it can be applied in 12 months' time.

- vi. **Tax Income Guarantee Scheme (TIGS);** the government is providing a scheme to fund 75% of irrecoverable losses due to Council Tax and Business Rates. In a similar way to the LCTSG, this funding will be applied at the end of 2021/22 as part of the year-end Collection Fund process. Consequently, it must not be used to support General Fund expenditure and is to be allocated directly to Earmarked Reserves. At this time, the government has not distributed any grant allocations.

- 3.22 **Fair Funding & NDR Revaluation;** because of Covid-19 the government has announced a postponement of Fair Funding (basically the imposition of a new national funding formulae) and the Business Rate Revaluation until 2022/23. It is anticipated that these two initiatives will have an adverse impact on the Councils Core Funding (this will occur by rebasing of NDR thresholds and tariffs). It is expected, like when there have been previous changes to core funding formula, that there will be a transitional period for those Councils adversely impacted. Therefore, as proposed in November,

the following negative income lines will be introduced to reflect this potential impact

- 2021/22 Nil impact
- 2022/23 £86k
- 2023/24 £172k
- 2024/25 £257k

➤ Council Tax Related Issues

3.23 The **Council Tax Base** (CTB) was approved by Council in December. The methodology followed allows for respective changes in property numbers based on current known properties and planning intelligence in respect of future development. For 2021/22, the approved CTB (Band D equivalent) for 2021/22 is 36,356.1 (2020/21, 36,126.7); this is an increase of 229.4 (0.63%). This increase was dampened by an increase in the “irrecoverable debt” amount to 2% to reflect the potential for further economic impacts of CV19 (2020/21; 1%).

3.24 However, an increase of 0.63% for 2021/22 is considerably below the annual increase between 2016/17 and 2020/21 as shown below. Consequently, it is considered that by the end of the MTFS period (2024/25) the Council would be seeing Council Tax growth of around 2.1%; the MTFS has therefore been modelled on a straight-line basis from 0.63% (2021/22) to 2.1% (2024/25).

- 2020/21 over 2019/20; 2.67%
- 2019/20 over 2018/19; 1.44%
- 2018/19 over 2017/18; 3.53%
- 2017/18 over 2016/17; 2.12%

3.25 **Council Tax** (CT); in Decembers Provisional Settlement, it was confirmed that Councils are permitted to increase their Council Tax by the higher of 1.99% or £5. However, at this time there is some speculation that District Councils may be permitted, in the Final Settlement, to increase their Council Tax by more than £5.

*It is **recommended** that the Council should increase its Council Tax by the maximum amount permissible (i.e. £5 as at now) for 2021/22 and for each year of the MTFS.*

If, following the Final Settlement, the Council is permitted to increase higher than £5, then this should be considered at that time. A £5 increase will add £220k to the Council Tax Requirement. For comparison purposes based on the new CTB (3.23):

- the additional CT generated by increasing by £5 rather than 1.99% is £60k.
- a 1% increase in CT equates to £100k.

3.26 **Collection Fund Surplus/(Deficit) (CFSD);** the Collection Fund is the statutory account through which CT and NDR income is held and from which payments to preceptors of their respective shares are accounted for. For budget setting purposes, the Council is required to estimate a projected surplus or deficit for both CT and NDR for the forthcoming year end and to share this with preceptors; this:

- enables the preceptors to bring their share of any surplus or deficit into their budget setting process,
- must be shared by the end of January.

3.27 As has been reported over the past few months, the forecast outturns for CT and NDR have been particularly unpredictable because of the varying industry impacts of the CV19 crisis. Consequently, for the Draft 2021/22 Budget and MTFS; “provisional” estimates are included.

*It is **recommended** that Cabinet approves the “provisional” estimate for the Collection Fund Surplus/(Deficit) for the Draft 2021/22 Budget and MTFS (2022/23 to 2024/25).*

In this respect, the summarised amounts to be included for Collection Fund Surplus/(Deficit) amounts to be included in the Draft 2021/22 Budget and MTFS are shown below, with more detailed explanation in 3.28:

- 2021/22, a surplus of £285k (Council Tax, £3k; NDR, £282k).
- 2022/23 and 2023/24, a deficit of £516k
- 2024/25 a “net nil” position will be applied.

3.28 Detailed explanations over the above is shown below:

i. **Council Tax;** currently, there is a forecast “CT” surplus of £26k. This is because the:

- actual 2019/20 position was a £921k surplus; this resulted in a net deficit of £72k against the forecast surplus of £993k.
- and this is then set off against the forecast surplus for 2020/21 of £98k.

The Councils CT share is £3k; (12%, based on preceptor shares).

ii. **Non-Domestic Rates;** for 2021/22 the Council is forecasting a net NDR surplus of £282k. This position has resulted because:

When the 2019/20 actual position is calculated, the Councils share of the surplus is £798k – this is the Councils preceptor share of the overall 2019/20 surplus of £2.1m. This was a significant movement from the forecast deficit of £330k because the Leicestershire NDR Pool released a significant accumulated reserve holding.

Due to Collection Fund regulations, this amount is not “received” until the following years (2020/21) forecast outturn has been netted off. In this regard, the Council is currently forecasting an overall deficit of £4.1m; this is evaluated as follows.

- Net losses on NDR: £10.8m
- S.31-CV19 Grant: (£ 9.1m)
- **Revised non-CV19 position:** £ 1.7m
- Technical Adjustments (*): £ 2.4m
- **Non-CV19 Forecast Deficit £ 4.1m**

The Councils share of this deficit, based on preceptor shares (for the Council, 38%) equates to a deficit of £1.5m. However, the government is permitting local government to “spread” this cost over the next three years – therefore an annual deficit of £516k. Once this is netted off the 2019/20 actual surplus noted above, this gives the 2021/22 NDR forecast surplus of £282k.

** Bad Debts Provision/Appeals Provisions*

3.29 As noted in 3.26, the Draft 2021/22 Budget and MTFS includes “provisional” Collection Fund forecasts. During January, the Final Projected 2020/21 Surplus/(Deficit) will be evaluated which will be based on the latest CT and NDR collection information available; this will be:

- i. reported to Cabinet in February as part of the Final 2021/22 Budget and MTFS, and
- ii. as this must be shared with Preceptors by the statutory deadline of the end of January;

*It is **recommended** that Cabinet delegates authority to the Director, Finance & Fixed Assets, following consultation with the Portfolio Holder for Resources, to distribute the “Final” Forecast 2020/21 Collection Fund Surplus/(Deficit) to respective Preceptors by the statutory deadline.*

DRAFT BUDGET 2021/22 AND MEDIUM-TERM FINANCIAL STRATEGY 2022/23 TO 2024/25

3.30 The Councils Consolidated Draft Budget 2021/22 and MTFS (2022/23 to 2024/25) is summarised in **Table 6** below with the detailed budget and MTFS being shown at **Appendix 1** and the detailed service budgets being shown at **Appendix 2**. After reflecting the:

- budget challenge changes (3.2-3.10)
- other service budget changes (3.10-3.16)
- non-service funding (3.17-3.22)
- Council Tax (3.23-3.29)

the forecast budget gap for;

- 2021/22 is £2.7m, this is 34% lower than the original estimated £4m gap,
- 2024/25 is £3.3m, this is 19% lower than the original estimated cumulated £4.2m.

3.31 *It is **recommended** that Cabinet approve the Draft Budget 2021/22 and MTFS (2022/23 to 2024/25) shown at **Table 6 (Appendix 1)** and the detailed service budgets at **Appendix 2**.*

Summary Consolidated Budget 2021/22 & MTFS (2022/23 to 2024/25) (Final Budget & MTFS to be approved February 2021)						Table 6	
	2020/21			2021/22	2022/23	2023/24	2024/25
	Original Budget £000	In-Year Changes £000	Updated Budget £000	£000	£000	£000	£000
Net Cost of Services	13,291	2,394	15,685	12,761	12,631	12,587	12,852
Capital Financing	1,043	0	1,043	857	911	1,184	1,168
Net Expenditure	14,334	2,394	16,728	13,618	13,542	13,771	14,020
Reserves Contributions to Support Services	(237)	0	(237)	(2,682)	(2,999)	(3,396)	(3,341)
Other Net Reserves Contributions	(1,603)	0	(2,568)	2,096	(355)	(516)	0
Total Reserve Contributions	(1,840)	0	(2,805)	(586)	(3,354)	(3,912)	(3,341)
Budget Requirement	12,494	2,394	13,923	13,032	10,188	9,859	10,679
Total Grant	(6,426)	(1,429)	(7,855)	(6,743)	(3,645)	(3,024)	(3,510)
CV-10 net cost to be financed from reserves		965					
Council Tax Requirement	6,068		6,068	6,289	6,543	6,835	7,169

Members should note that **Appendix 2** provides budget information to “cost centre” level. This is considerably more detail than has been provided in previous years and should help members reflect on the distribution of financial resources. However, members should note that this is the most granular information that can be provided to ensure that personal and commercial sensitivity is maintained.

3.32 Relevant statistics relating to Council Tax are shown below:

	2020/21	2021/22	2022/23	2023/24	2024/25
Council Tax Requirement	6,068,202	6,288,515	6,542,765	6,834,881	7,169,119
- Council Tax Base (No. of Band D Equivalent Properties)	36,126.7	36,356.1	36,763.3	37,355.2	38,139.7
- Increase in Council Tax Base:		229.4	407.2	591.9	784.5
- % Increase in Council Tax Base:		0.63%	1.12%	1.61%	2.10%
- £ Increase per Band D:		£ 5.00	£ 5.00	£ 5.00	£ 5.00
- Council Tax Per Band D:	£ 167.97	£ 172.97	£ 177.97	£ 182.97	£ 187.97
- % Increase in Band D Council Tax:		2.98%	2.89%	2.81%	2.73%
- £ Increase in total Council Tax Debit:		£ 220,313	£ 254,250	£ 292,116	£ 334,238
Options for Council Tax Increase					
- if increase @ max % increase (1.99%):		£ 171.31	£ 176.41	£ 181.51	£ 186.61
- if increase at max of £5:		£ 172.97	£ 177.97	£ 182.97	£ 187.97
- Marginal Increase of CTax (£5 to 1.99%):		£ 1.66	£ 1.56	£ 1.46	£ 1.36
- Additional Value of "higher of 1.99% or £5"		£ 60,351	£ 57,351	£ 54,539	£ 51,870
Council Tax key comparator information					
- a 1% increase in Council Tax, based on 2020/21 Base equates to:		£ 60,682	£ 62,885	£ 65,427	£ 68,349
- a 1% increase in Council Tax, based on new 2021/22 Base equates to:		£ 99,599	£ 134,022	£ 171,821	£ 213,324
- additional Council Tax, based on new 2021/22 Base equates to:		£ 38,917	£ 71,137	£ 106,394	£ 144,975

RESERVES

3.33 In November, Cabinet approved a new approach to Reserves management. This report proposed:

- A minimum level of reserves at 20% of net expenditure (Service Expenditure & Minimum Revenue Provision)
- The establishment of new earmarked reserve strategic groupings and the reallocation of “excess” General Fund to these new strategic groupings.
- A new Reserves Strategy.

3.34 These new reserves allocations will be considered formally by Council in February when the Final 2021/22 Budget and MTFS (2022/23 to 2024/25) is approved. However, it is now appropriate to consider the Reserves impact of the Draft 2021/22 Budget and MTFS and **Table 7** summaries the estimated impact on the Councils General Fund and Earmarked Reserves over the life of the MTFS based on new Reserve allocations (a detailed analysis of Reserves is shown at **Appendix 4**). For the Draft 2021/22 Budget, no reserve reduction has been made for the current Q2 forecast overspend.

Summary General Fund + Budget Surplus/Other Earmarked Reserves (Final Budget & MTFS to be approved February 2021)					Table 7	
		2020/21		2021/22	2022/23	2024/25
		Original Budget £000	Updated Budget £000	£000	£000	£000
General Fund (Unallocated Reserve)	b/f	9,238	9,238	2,882	2,723	2,582
	Cont from/(to) Services	(237)	(237)	(2,682)	(2,999)	(3,396)
	Cont from/(to) Budget Surplus Reserve	0	(6,119)	2,524	2,857	3,409
	c/f	9,001	2,882	2,724	2,581	(747)
Reserve > 20% Minimum Level of Reserves Threshold			Balanced	Balanced	Balanced	Unbalanced
Earmarked Reserves						
Budget Surplus Reserve	b/f	4,014	4,014	0	0	0
	Cont from/(to) Services	(1,603)	(1,603)	0	0	0
	Cont from/(to) General Fund	0	6,119	(2,524)	(2,857)	(3,409)
	Cont from/(to) Specific Earmarked Reserves	0	(8,530)	2,524	2,857	3,409
	c/f	2,411	0	0	0	0
Reserve: Balanced/Unbalanced			Balanced	Balanced	Balanced	Unbalanced
Specific Earmarked Reserves						
CV19 Internal Recovery	b/f	0	0	924	1,126	493
	Cont from/(to) Services	0	(976)	(220)	(633)	(516)
	Cont from/(to) Funding etc	0	0	423	0	0
	Cont from/(to) Budget Surplus Reserve	0	1,900	0	0	0
	Cont from/(to) Commercial investment	0	0	0	0	23
	c/f	0	924	1,127	493	0
Projects, Risk & Smoothing	b/f	0	0	316	316	316
	Cont from/(to) Funding etc	0	0	100	0	0
	Cont from/(to) Budget Surplus Reserve	0	316	(100)	0	(316)
	c/f	0	316	316	316	0
Capital & Contract	b/f	0	0	403	403	403
	Cont from/(to) Budget Surplus Reserve	0	403	0	0	(403)
	c/f	0	403	403	403	0
Transformation	b/f	0	0	2,000	2,000	2,000
	Cont from/(to) Budget Surplus Reserve	0	2,000	0	0	(2,000)
	c/f	0	2,000	2,000	2,000	0
Community, Economic & infrastructure	b/f	0	0	2,411	494	0
	Cont from/(to) Funding etc	0	0	507	0	0
	Cont from/(to) Budget Surplus Reserve	0	2,411	(2,424)	(493)	0
	c/f	0	2,411	494	1	0
Commercial investment	b/f	0	0	1,512	2,798	712
	Cont from/(to) Services	0	12	(88)	0	0
	Cont from/(to) Funding etc	0	0	1,374	278	0
	Cont from/(to) Budget Surplus Reserve	0	1,500	0	(2,364)	(689)
	Cont from/(to) CV19 qnternal Recovery	0	0	0	0	(23)
	c/f	0	1,512	2,798	712	0

Reflections of the Draft 2021/22 Budget and MTFS and its impact on Reserves

3.35 Current reflections of the Draft 2021/22 Budget and MTFS and its impact on Reserves are as follows:

- **Use of Reserves;** as reflected at 3.7, and to no-one's surprise, because of the non-inclusion of BC25 Tranches 2 and 3, to ensure that the Council can set a balanced budget for 2021/22 it will have to use Reserves.

In respect of the:

- General Fund;** as the Council now maintains a minimum level of "General Fund" reserves at 20% of Net Expenditure this is achieved for 2021/22 and 2022/23. However, for:
 - 2023/24, the Council will have to go below the minimum level by £56k,
 - 2024/25 the Council will use all its remaining General Fund and be in a deficit financial position by £747k.
- Budget Surplus Reserve;** members will note that for 2023/24 and 2024/25 this reserve is showing an unbalanced position. This reflects the fact that all earmarked reserves will have been applied.
- Earmarked Reserves;** to meet a balanced budget up until 2023/24, the Council would be required to use earmarked reserves that have been set-aside to meet future known financial risks (Local Plan/Elections). Further, it would not be able to finance any service transformation or make any commercial investments.

3.36 However, as noted at 3.3, members will recall that back in the summer the Council was forecasting a budget gap of £4m for 2021/22; over the MTFS period (i.e. through to 2024/25), the

- average annual gap was £4.2m, and the
- cumulative gap was £16.6m.

3.37 As a consequence of the BC25 Tranche 1 review, and reflecting the significant other budget changes noted earlier in this report, the:

- average annual gap has reduced to £3.1m, and the
 - cumulative gap has reduced to £12.4m.
- This represents a net saving of 25%.

3.38 The situation noted in 3.35 is of course far from ideal – but when the BC25 Tranche 1 results are considered (3.36 & 3.37) the Council has made headway towards closing its budget gap. And with two further BC25

Tranches to be concluded over the next few months, this should improve the situation further.

Capital Programme

3.39 The detailed Draft Capital Programme for the period 2021/22 to 2024/25 is shown in various tables at **Appendix 5**; these tables show the:

- Draft Capital Programme for 2021/22 through to 2024/25,
- How the Capital Programme is to be financed, and due
- Analysis of the MRP budget (Capital Financing in **Table 6**).

3.40 The Capital Programme is summarised in **Table 8** below, along with the sources of finance.

Summary of the Capital Programme					Table 8
	NEW BUDGET YEAR 2021/22	MTFS			Total Capital Programme
		2022/23	2023/24	2024/25	
		£	£	£	
Capital Projects Approved in previous years (either commenced or					
CCTV	20,000	20,000	20,000	20,000	80,000
Harborough Innovation Centre	20,000	20,000	20,000	50,000	110,000
Market Hall	138,000	0	0	0	138,000
Housing & Homelessness Schemes	400,000	600,000	0	0	1,000,000
Lightbulb (Disabled Facilities Grants) & Other Social Services	418,000	420,000	420,000	420,000	1,678,000
Leisure, Open Spaces & Play	740,000	5,150,000	550,000	200,000	6,640,000
Corporate Buildings	331,000	122,000	100,000	50,000	603,000
Car Parks & Similar Facilities	0	400,000	400,000	0	800,000
Capital Works-S.106	250,000	250,000	250,000	250,000	1,000,000
ICT & Transformation	195,000	75,000	75,000	75,000	420,000
	2,512,000	7,057,000	1,835,000	1,065,000	12,469,000
New Capital Proposals					
ICT & Transformation	280,000	150,000	100,000	0	530,000
Lifeline	40,000	0	0	0	40,000
Environmental	59,000	0	0	0	59,000
Lutterworth Town Centre	530,000	0	0	0	530,000
	909,000	150,000	100,000	0	1,159,000
Total	3,421,000	7,207,000	1,935,000	1,065,000	13,628,000
Sources of Finance					
External Funding & Grants	1,571,000	720,000	720,000	720,000	3,731,000
Capital Receipts	816,000	3,650,000	450,000	50,000	4,966,000
Service Charges	61,000	6,000	6,000	17,000	90,000
Direct Revenue Financing	250,000	150,000	100,000	0	500,000
Unsupported Borrowing (MRP)	723,000	2,681,000	659,000	278,000	4,341,000
Total	3,421,000	7,207,000	1,935,000	1,065,000	13,628,000

3.41 The revenue implications of the individual capital proposals are built into the Capital Financing (MRP – otherwise known as Unsupported Borrowing) line shown in the Consolidated Budget at **Table 6**. However, it should be noted that there has been a change in approach in the calculation of the Minimum

Revenue Provision (MRP) – in that MRP is now charged in the year following the completion of a capital project. This new approach will generate an “opportunity” revenue saving for each new project going forward (*). This new approach will be formally approved by Cabinet (and subsequently Council) in February when it approves the suite of Treasury Management Policies (of which the MRP Policy is one). However, for the purposes of consistency the new approach is included in the Draft 2021/22 Budget and MTFS (2022/23 to 2024/25).

** Previously, MRP has been charged when a capital project has started to be developed.*

3.42 It should be noted that the capital programme:

- includes a £500k allocation from reserves to finance transformation (direct revenue financing). If this allocation is not made because reserves are used to maintain ongoing service delivery, then any “capital” related transformational spend will have to be met from future revenue capital financing (MRP).
- excludes potential environmental services and public realm developments. The projects are at early development and if the business cases solidify during 2021/22, further member consultation (and/or approval) will be sought.

3.43 All capital proposals have been subject to internal officer scrutiny.

3.44 *It is **recommended** that Cabinet approves the capital programme and sources of finance noted in **Table 8**.*

BUDGET CONCLUSION

3.45 In conclusion, for the Council to

- meet its financial commitments and risks,
- ensure it can undertake the service transformation needed to deliver financial sustainability and resilience, and
- deliver sound commercial investment opportunities that will provide long-term secure income;

it is necessary that the Council continues with its BC25 programme (Tranche 2 and 3) and embed, as soon as possible, all approved transformational change.

*It is **recommended** that Cabinet endorses the continuation of the BC25 programme, thereby ensuring that the Council remains "**Committed to Financial Sustainability & Resilience to enable Community Investment**".*

4. Legal Issues

- 4.1 This report supports the Council in its statutory responsibilities in respect of delivering a balanced budget (s.32, 43 & 93, Local Government Act 1992) and supporting the Chief Financial Officer in meeting his statutory responsibilities in respect of the proper administration of the Councils financial affairs (s.151, Local Government Act 1972].

5. Resource Issues

- 5.1 The financial implications have been shown within the main body of this report; these are in respect of both revenue and capital budgeting, and reserves management. With the continuation of the BC25 programme, there is the potential for changes in establishment and where such changes may occur, they will be managed via the Councils human resource policies.

6 Equality Analysis Implications/Outcomes

- 6.1 The equality implications arising from each of the BC25-Tranche 1 reviews includes appropriate equality implications. Equality implications of the wider budget implications will be addressed in the Final 2021/22 Budget and MTFS (2022/23 to 2024/25) Report that will be presented in February.

7 Risk Management Implications

- 7.1 Specific risk issues, and associated sensitivity analysis will be addressed in the Final 2021/22 Budget and MTFS (2022/23 to 2024/25) Report that will be presented to Cabinet and Council in February.
- 7.2 Although the Council can present a balanced budget for 2021/22; it can only do this by a significant use of reserves. However, it cannot provide a balanced budget for the entire period of the MTFS (i.e. 2021/22 to 2024/25). Further, to balance the latter years of the MTFS the Council has had to apply all its general revenue reserves which would leave it exposed to significant challenge from various stakeholders; including the potential risk of contravening s.114 of the Local Government Act 1988.
- 7.3 To mitigate this risk, the Council has commenced a significant budget challenge process (BC25), which is discussed, extensively, earlier in this report. The first tranche of service reviews are included in the Draft 2021/22 Budget and MTFS (2024/25); also included are some significant current and future budget pressures and the future impacts of government grant changes.
- 7.4 The results of Tranches 2 & 3 of BC25 are expected to be known by the summer of 2021; these should (and all things being equal) have a direct benefit on both the Councils revenue budget and reserves position. However, the services within Tranches 2 & 3 must continue to be innovative like those

in Tranche 1 to ensure that they deliver cost-effective future service delivery models that aim to deliver savings of 30% (compared to 2020/21). Only through strong adherence to the principles of Zero-Based Budgeting will the Council achieve financial self-sustainability and resilience.

- 7.5 It should be noted that not all income streams have been reduced to reflect the implications of any legacy CV19; by way of example this includes Car Parking and Leisure.

8 Consultation

- 8.1 Consultation on the budget will take place following consideration of this report to Cabinet.

9 Background Papers

- 9.1 There are no direct background papers for this report. However, the government website does show the provisional settlement.

Consolidated Budget 2021/22 & MTFS (2022/23 to 2024/25) (Final Budget & MTFS to be approved February 2021)			Appendix 1			
Key	2020/21		2021/22	2022/23	2023/24	2024/25
CV19 = Covid 19 ER = Earmarked Reserve CIR = Commercial Investment Reserve PR&S = Projects, Risk & Smoothing CE&I = Community, Economic & Infrastructure NDR = Non-Domestic Rates	Budget	Budget (reflecting CV19, minor budget adjustments & Reserves Review)	Final Budget	Budget	Budget	Budget
	£	£	£	£	£	£
Finance	2,532,876	2,752,426	2,729,779	2,687,779	2,667,779	2,646,779
Planning, Environment & Waste	5,369,899	5,369,899	5,361,999	5,229,999	5,099,999	5,049,999
Wellbeing, Communities & Housing	1,285,156	2,315,474	1,134,137	1,047,137	965,137	965,137
Strategy (aka Planning & Regeneration)	1,074,305	1,389,827	722,746	722,746	722,746	722,746
Corporate & Regulatory Services	2,978,595	3,732,739	2,865,630	2,777,607	2,667,607	2,667,607
Contingency (including Pay/Services/FCC Inflation)	50,000	124,456	(53,616)	165,394	463,657	800,112
Net Direct Cost of Services	13,290,831	15,684,822	12,760,675	12,630,662	12,586,925	12,852,380
Capital Financing	1,043,626	1,043,626	856,616	911,523	1,184,160	1,168,188
Net Expenditure	14,334,457	16,728,448	13,617,291	13,542,185	13,771,085	14,020,568
<i>Cont to/(from) Reserves [amts in squ brackets=reason for movement]</i>						
General Reserves	- General Fund Balance "Planned" contributions to	62,202	62,202	0	0	0
	- General Fund Balance "Planned" contributions (from)	(299,278)	(299,278)	0	0	0
	- General Fund Balance "Unplanned" contributions (from)	0	0	(2,682,475)	(2,999,119)	(3,395,903)
	- General Fund Balance "Unplanned" contributions to	0	0	0	0	0
	- General Fund Balance "Unplanned" contributions (from)	0	0	0	0	0
Earmarked Reserves	- Earmarked Reserve: Budget Surplus (2020/21 Budget Correction) (to)	82,333	82,333	0	0	0
	- Earmarked Reserve: Budget Surplus (ER Contribution) (from)	(1,685,512)	(1,685,512)	0	0	0
	- Earmarked Reserve: CIR (to) [New Homes Bonus: One-Off] 67.0%	0	0	624,440	0	0
	- Earmarked Reserve: CE&I (to) [New Homes Bonus: One-Off] 33.0%	0	0	307,560	0	0
	- Earmarked Reserve: CIR (to) [New Homes Bonus]	0	11,666	450,000	278,000	0
	- Earmarked Reserve: CIR (to) [Lower Tier Services Grant]	0	0	300,000	0	0
	- Earmarked Reserve: CIR (from) (cont towards Development Control Income)	0	0	(88,000)	0	0
	- Earmarked Reserve: CV19 (to) [CV19 Emergency Funding, Tranche X]	0	0	337,000	0	0
	- Earmarked Reserve: CV19 (from) (cont towards Interest & Investment Income)	0	0	(159,000)	(117,000)	0
	- Earmarked Reserve: CV19 (from) (cont towards Development Control Income)	0	0	(61,000)	0	0
	- Earmarked Reserve: PR&S (to) (Local Council Tax Support Scheme)	0	0	100,000	0	0
	- Earmarked Reserve: PR&S (to) (Tax Income Guarantee Scheme)	0	0	0	0	0
	- Earmarked Reserve: CV19 Support (to) [CF Surplus]	0	(976,376)	85,783	(516,167)	0
	- Earmarked Reserve: CE&I (to) [CR Surplus]	0	0	199,503	0	0
	Budget Requirement	12,494,202	13,923,483	13,031,102	10,187,899	9,859,015
	10,679,420					
NDR	(3,621,699)	(3,707,821)	(3,529,000)	(3,557,000)	(3,578,000)	(3,633,000)
Revenue Support Grant	0	0	0	0	0	0
Other General Fund Grants	(134,301)	(134,301)	(134,301)	(134,301)	(134,301)	(134,301)
Fair Funding Review Adj	0	0	0	86,000	172,000	257,000
Covid-19 Grants	0	(1,343,159)	0	0	0	0
New Homes Bonus - received 2020.21	(2,670,000)	(2,670,000)	0	0	0	0
New Homes Bonus - 21.22 [One-Off]	0	0	(932,000)	0	0	0
New Homes Bonus - 21.22 (75 % of 2020.21) -> to base [Legacy] 60.0%	0	0	(675,000)	0	0	0
New Homes Bonus - 21.22 (75 % of 2020.21) -> EarR:CIS [Legacy] 40.0%	0	0	(450,000)	0	0	0
New Homes Bonus - 22.23 (25 % of 2020.21) -> to base [Legacy] 50.0%	0	0	0	(278,000)	0	0
New Homes Bonus - 22.23 (25 % of 2020.21) -> EarR:CIS [Legacy] 50.0%	0	0	0	(278,000)	0	0
Lower Tier Services Grant -> to EarR: CIR	0	0	(300,000)	0	0	0
CV19 Emergency Funding (Tranche X) -> to EarR: CV19	0	0	(337,000)	0	0	0
Local Council Tax Support Grant -> to EarR: PR&S	0	0	(100,000)	0	0	0
Tax Income Guarantee Scheme -> to EarR: PR&S	0	0	0	0	0	0
Collection Fund (Surplus)/Deficit	0	0	(285,286)	516,167	516,167	0
Total Grant	(6,426,000)	(7,855,281)	(6,742,587)	(3,645,134)	(3,024,134)	(3,510,301)
Council Tax Requirement	6,068,202	6,068,202	6,288,515	6,542,765	6,834,881	7,169,119

Draft 2021/22 Budget & Medium-Term Financial Strategy (2022/23 to 2024/25)

DETAILED BUDGET PAGES by Cost Centre

Appendix 2

BUDGET PAPERS 2021/22 - FINANCE (Summary Budget)

Cost Centre	Cost Centre Description	Service	Responsible Director	CURRENT YEAR: 2020/21	NEW BUDGET YEAR: 2021/22	MTFS YEAR 1: 2022/23	MTFS YEAR 2: 2023/24	MTFS YEAR 3: 2024/25	2025/26
				Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10025	Accountancy Services	Finance	C MASON	583,881	564,625	564,625	564,625	564,625	564,625
10029	Payroll	Finance	C MASON	42,400	24,500	24,500	24,500	24,500	24,500
10030	Insurance	Finance	C MASON	191,800	216,800	216,800	216,800	216,800	216,800
10048	Treasury Management	Finance	C MASON	9,900	9,500	9,500	9,500	9,500	9,500
10050	Interest & Investment Income	Finance	C MASON	(400,800)	(241,800)	(283,800)	(303,800)	(324,800)	(324,800)
10052	Non Distributed Costs	Finance	C MASON	58,000	58,000	58,000	58,000	58,000	58,000
10053	Corporate Managmnt (Resources)	Finance	C MASON	52,000	52,000	52,000	52,000	52,000	52,000
10301	The Symington Building	Finance	C MASON	44,823	41,983	41,983	41,983	41,983	41,983
10524	Pension Scheme	Finance	C MASON	75,000	75,000	75,000	75,000	75,000	75,000
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	62,300	62,300	62,300	62,300	62,300	62,300
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	(6,700)	(6,700)	(6,700)	(6,700)	(6,700)	(6,700)
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	287,070	287,401	287,401	287,401	287,401	287,401
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	C MASON	177,400	177,400	177,400	177,400	177,400	177,400
10031	It Services	ICT	C MASON	701,590	690,230	690,230	690,230	690,230	690,230
10036	Telephony	ICT	C MASON	25,800	25,800	25,800	25,800	25,800	25,800
10040	Revenues & Benefits	Revs & Bens	C MASON	1,089,900	1,085,300	1,085,300	1,085,300	1,085,300	1,085,300
10042	Non Domestic Rates	Revs & Bens	C MASON	(146,300)	(160,300)	(160,300)	(160,300)	(160,300)	(160,300)
10044	Council Tax Collection Costs	Revs & Bens	C MASON	(100,920)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
10046	Benefits	Revs & Bens	C MASON	(1,170)	0	0	0	0	0
10187	Housing Benefits	Revs & Bens	C MASON	(136,900)	(136,900)	(136,900)	(136,900)	(136,900)	(136,900)
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	20,000	15,000	15,000	15,000	15,000	15,000
10264	Council Tax Support Scheme	Revs & Bens	C MASON	(46,000)	51,000	51,000	51,000	51,000	51,000
10308	Revenue And Benefits Support	Revs & Bens	C MASON	(1,540)	20	20	20	20	20
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	0	0	0	0	0	0
10196	Garages	Facilities Mgmt - Public Realm	C MASON	500	500	500	500	500	500
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	3,200	3,200	3,200	3,200	3,200	3,200
10229	Commissioning Services	CCTV, Control Centre	V WENHAM	88,100	86,340	86,340	86,340	86,340	86,340
10248	Harborough Innovation Cntr Hdc	HIC	D ATKINSON	(140,458)	(151,420)	(151,420)	(151,420)	(151,420)	(151,420)
10280	Hdcs Trading Account	Joint Chief Executives	N PROUDFOOT	0	0	0	0	0	0
	Total			2,532,876	2,729,779	2,687,779	2,667,779	2,646,779	2,646,779

DETAILED BUDGET PAPERS 2021/22 - Finance

			Responsible Director	CURRENT YEAR: 2020/21	NEW BUDGET YEAR: 2021/22											Budget for Year	Variance to Base Budget
				Budget for Year	Base Budget	Growth/Savings etc											
Cost Centre	Cost Centre Description	Service				Low hanging fruit T2/T3	Early T2/T3 savings	Payroll Increment	Payroll £250 increase	Payroll changes - NIC/Pension s/Other	Tranche 1 savings	Virements	General Service Changes	Reduction in Interest & Investment Income	Gross up of Local Ctax Suppot Grant		
				£	£	£	£	£	£	£	£	£	£	£	£	£	
10025	Accountancy Services	Finance	C MASON	583,881	583,881	(7,400)	(20,256)	5,895	1,149	1,356	0	0	0	0		564,625	(19,256)
10029	Payroll	Finance	C MASON	42,400	42,400	(15,000)	(2,900)	0	0	0	0	0	0	0		24,500	(17,900)
10030	Insurance	Finance	C MASON	191,800	191,800	0	0	0	0	0	0	0	25,000	0		216,800	25,000
10048	Treasury Management	Finance	C MASON	9,900	9,900	0	(400)	0	0	0	9,900	0	0	0		9,500	(400)
10050	Interest & Investment Income	Finance	C MASON	(400,800)	(400,800)		0	0	0	0	0	0	0	159,000		(241,800)	159,000
10052	Non Distributed Costs	Finance	C MASON	58,000	58,000	0	0	0	0	0	0	0	0	0		58,000	0
10053	Corporate Managmnt (Resources)	Finance	C MASON	52,000	52,000	0	0	0	0	0	0	0	0	0		52,000	0
10301	The Symington Building	Finance	C MASON	44,823	44,823	0	(2,500)	0	451	(791)	0	0	0	0		41,983	(2,840)
10524	Pension Scheme	Finance	C MASON	75,000	75,000	0	0	0	0	0	0	0	0	0		75,000	0
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	62,300	62,300	0	0	0	0	0	0	0	0	0		62,300	0
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	(6,700)	(6,700)	0	0	0	0	0	0	0	0	0		(6,700)	0
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	287,070	287,070	(1,439)	(1,200)	3,007	497	(1,884)	0	0	1,350	0		287,401	331
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	C MASON	177,400	177,400	0	0	0	0	0	0	0	0	0		177,400	0
10031	It Services	ICT	C MASON	701,590	701,590	(13,100)	0	5,127	500	(3,887)	0	0	0	0		690,230	(11,360)
10036	Telephony	ICT	C MASON	25,800	25,800	0	0	0	0	0	0	0	0	0		25,800	0
10040	Revenues & Benefits	Revs & Bens	C MASON	1,089,900	1,089,900	0	(10,600)	0	0	0	0	6,000	0	0		1,085,300	(4,600)
10042	Non Domestic Rates	Revs & Bens	C MASON	(146,300)	(146,300)	0	(14,000)	0	0	0	0	0	0	0		(160,300)	(14,000)
10044	Council Tax Collection Costs	Revs & Bens	C MASON	(100,920)	(100,920)	0	0	283	1,082	(945)	0	500	0	0		(100,000)	920
10046	Benefits	Revs & Bens	C MASON	(1,170)	(1,170)	0	0	1,144	1,418	(3,192)	0	1,800	0	0		0	1,170
10187	Housing Benefits	Revs & Bens	C MASON	(136,900)	(136,900)	0	0	0	0	0	0	0	0	0		(136,900)	0
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	20,000	20,000	(5,000)	0	0	0	0	0	0	0	0		15,000	(5,000)
10264	Council Tax Support Scheme	Revs & Bens	C MASON	(46,000)	(46,000)	0	(3,000)	0	0	0	0	0	0	0	100,000	51,000	97,000
10308	Revenue And Benefits Support	Revs & Bens	C MASON	(1,540)	(1,540)	0	0	4,302	1,104	4,454	0	(8,300)	0	0		20	1,560
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	0	0	0	0	0	0	0	0	0	0	0		0	0
10196	Garages	Facilities Mgmt - Public Realm	C MASON	500	500	0	0	0	0	0	0	0	0	0		500	0
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	3,200	3,200	0	0	0	0	0	0	0	0	0		3,200	0
10229	Commissioning Services	CCTV, Control Centre	V WENHAM	88,100	88,100	(2,000)	0	0	0	240	0	0	0	0		86,340	(1,760)
10248	Harborough Innovation Cntr Hdc	HIC	D ATKINSON	(140,458)	(140,458)	0	0	2,987	263	(14,212)	0	0	0	0		(151,420)	(10,962)
10280	Hdcs Trading Account	Joint Chief Execitives	N PROUDFOOT	0	0	0	0	0	0	0	0	0	0	0		0	0
	Total			2,532,876	2,532,876	(43,939)	(54,856)	22,745	6,464	(18,861)	0	0	26,350	159,000	100,000	2,729,779	196,903

DETAILED BUDGET PAPERS 2021/22 - Finance

			Responsible Director	MTFS YEAR 1: 2022/23				MTFS YEAR 2: 2023/24				MTFS YEAR 3: 2024/25				2025/26
Cost Centre	Cost Centre Description	Service		Base Budget	Growth/Savings etc	Budget for Year	Variance to Base Budget	Base Budget	Growth/Savings etc	Budget for Year	Variance to Base Budget	Base Budget	Growth/Savings etc	Budget for Year	Variance to Base Budget	Base Budget
					Reduction in Interest & Investment Income				Reduction in Interest & Investment Income				Reduction in Interest & Investment Income			
				£	£	£	£	£	£	£	£	£	£	£	£	£
10025	Accountancy Services	Finance	C MASON	564,625	0	564,625	0	564,625	0	564,625	0	564,625	0	564,625	0	564,625
10029	Payroll	Finance	C MASON	24,500	0	24,500	0	24,500	0	24,500	0	24,500	0	24,500	0	24,500
10030	Insurance	Finance	C MASON	216,800	0	216,800	0	216,800	0	216,800	0	216,800	0	216,800	0	216,800
10048	Treasury Management	Finance	C MASON	9,500	0	9,500	0	9,500	0	9,500	0	9,500	0	9,500	0	9,500
10050	Interest & Investment Income	Finance	C MASON	(241,800)	(42,000)	(283,800)	(42,000)	(283,800)	(20,000)	(303,800)	(20,000)	(303,800)	(21,000)	(324,800)	(21,000)	(324,800)
10052	Non Distributed Costs	Finance	C MASON	58,000	0	58,000	0	58,000	0	58,000	0	58,000	0	58,000	0	58,000
10053	Corporate Managmnt (Resources)	Finance	C MASON	52,000	0	52,000	0	52,000	0	52,000	0	52,000	0	52,000	0	52,000
10301	The Symington Building	Finance	C MASON	41,983	0	41,983	0	41,983	0	41,983	0	41,983	0	41,983	0	41,983
10524	Pension Scheme	Finance	C MASON	75,000	0	75,000	0	75,000	0	75,000	0	75,000	0	75,000	0	75,000
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	62,300	0	62,300	0	62,300	0	62,300	0	62,300	0	62,300	0	62,300
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	(6,700)	0	(6,700)	0	(6,700)	0	(6,700)	0	(6,700)	0	(6,700)	0	(6,700)
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	287,401	0	287,401	0	287,401	0	287,401	0	287,401	0	287,401	0	287,401
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	C MASON	177,400	0	177,400	0	177,400	0	177,400	0	177,400	0	177,400	0	177,400
10031	It Services	ICT	C MASON	690,230	0	690,230	0	690,230	0	690,230	0	690,230	0	690,230	0	690,230
10036	Telephony	ICT	C MASON	25,800	0	25,800	0	25,800	0	25,800	0	25,800	0	25,800	0	25,800
10040	Revenues & Benefits	Revs & Bens	C MASON	1,085,300	0	1,085,300	0	1,085,300	0	1,085,300	0	1,085,300	0	1,085,300	0	1,085,300
10042	Non Domestic Rates	Revs & Bens	C MASON	(160,300)	0	(160,300)	0	(160,300)	0	(160,300)	0	(160,300)	0	(160,300)	0	(160,300)
10044	Council Tax Collection Costs	Revs & Bens	C MASON	(100,000)	0	(100,000)	0	(100,000)	0	(100,000)	0	(100,000)	0	(100,000)	0	(100,000)
10046	Benefits	Revs & Bens	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0
10187	Housing Benefits	Revs & Bens	C MASON	(136,900)	0	(136,900)	0	(136,900)	0	(136,900)	0	(136,900)	0	(136,900)	0	(136,900)
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	15,000	0	15,000	0	15,000	0	15,000	0	15,000	0	15,000	0	15,000
10264	Council Tax Support Scheme	Revs & Bens	C MASON	51,000	0	51,000	0	51,000	0	51,000	0	51,000	0	51,000	0	51,000
10308	Revenue And Benefits Support	Revs & Bens	C MASON	20	0	20	0	20	0	20	0	20	0	20	0	20
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0
10196	Garages	Facilities Mgmt - Public Realm	C MASON	500	0	500	0	500	0	500	0	500	0	500	0	500
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	3,200	0	3,200	0	3,200	0	3,200	0	3,200	0	3,200	0	3,200
10229	Commissioning Services	CCTV, Control Centre	V WENHAM	86,340	0	86,340	0	86,340	0	86,340	0	86,340	0	86,340	0	86,340
10248	Harborough Innovation Cntr Hdc	HIC	D ATKINSON	(151,420)	0	(151,420)	0	(151,420)	0	(151,420)	0	(151,420)	0	(151,420)	0	(151,420)
10280	Hdcs Trading Account	Joint Chief Execitives	N PROUDFOOT	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total			2,729,779	(42,000)	2,687,779	(42,000)	2,687,779	(20,000)	2,667,779	(20,000)	2,667,779	(21,000)	2,646,779	(21,000)	2,646,779

BUDGET PAPERS 2021/22 - PLANNING, ENVIRONMENT & WASTE (Summary Budget)									
Cost Centre	Cost Centre Description	Service	Responsible Director	CURRENT YEAR: 2020/21	NEW BUDGET YEAR: 2021/22	MTFS YEAR 1: 2022/23	MTFS YEAR 2: 2023/24	MTFS YEAR 3: 2024/25	2025/26
				Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10026	Health & Safety	Operational Services	J SMITH	35,745	26,475	26,475	26,475	26,475	26,475
10088	Street Cleaning	Operational Services	J SMITH	912,845	907,845	907,845	907,845	907,845	907,845
10125	Open Spaces & Amenity Areas	Operational Services	J SMITH	246,869	205,869	173,869	173,869	173,869	173,869
10140	S.E. Allotments	Operational Services	J SMITH	72	(928)	(928)	(928)	(928)	(928)
10147	S.E. Market Harborough Recn	Operational Services	J SMITH	256,973	256,973	256,973	256,973	256,973	256,973
10148	S.E. Lutterworth Recn / Park	Operational Services	J SMITH	37,635	37,635	37,635	37,635	37,635	37,635
10159	Trade Refuse	Operational Services	J SMITH	(171,667)	(191,167)	(241,167)	(241,167)	(241,167)	(241,167)
10160	Waste Management	Operational Services	J SMITH	351,702	323,292	323,292	323,292	323,292	323,292
10161	Residual Waste Collections	Operational Services	J SMITH	1,295,685	1,278,685	1,278,685	1,198,685	1,198,685	1,198,685
10162	Recycling Collections	Operational Services	J SMITH	1,327,426	1,049,656	1,049,656	1,049,656	1,049,656	1,049,656
10197	External Grounds Maintenance	Operational Services	J SMITH	(43,619)	(43,619)	(43,619)	(43,619)	(43,619)	(43,619)
10242	S.E. Fleckney	Operational Services	J SMITH	300	300	300	300	300	300
10243	S.E. Great Glen	Operational Services	J SMITH	2,400	2,400	2,400	2,400	2,400	2,400
10244	S.E. Scaptoft	Operational Services	J SMITH	5,400	5,400	5,400	5,400	5,400	5,400
10246	S.E. Broughton Astley	Operational Services	J SMITH	11,600	11,600	11,600	11,600	11,600	11,600
10272	Flytipping	Operational Services	J SMITH	61,200	30,000	30,000	30,000	30,000	30,000
10010	Development Control	Development Control, Enforcement	D ATKINSON	(388,226)	(239,296)	(289,296)	(339,296)	(389,296)	(389,296)
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	46,775	46,775	46,775	46,775	46,775	46,775
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	0	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
10084	Enforcement	Development Control, Enforcement	D ATKINSON	25,963	15,943	15,943	15,943	15,943	15,943
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	212,880	199,240	199,240	199,240	199,240	199,240
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	26,140	16,810	16,810	16,810	16,810	16,810
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	5,200	2,200	2,200	2,200	2,200	2,200
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	3,400	3,400	3,400	3,400	3,400	3,400
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	18,400	12,700	12,700	12,700	12,700	12,700
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	29,101	27,101	27,101	27,101	27,101	27,101
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	31,100	30,400	30,400	30,400	30,400	30,400
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	17,000	17,000	17,000	17,000	17,000	17,000
10245	S.E. War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	18,200	15,200	15,200	15,200	15,200	15,200
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	(38,470)	5,280	5,280	5,280	5,280	5,280
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	7,650	0	0	0	0	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	247,110	245,060	245,060	245,060	245,060	245,060
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	13,500	9,300	9,300	9,300	9,300	9,300
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	292,000	292,000	292,000	292,000	292,000
10011	Building Control	Building Control	D ATKINSON	88,571	86,051	86,051	86,051	86,051	86,051
10150	Environmental Health	Car Parking, Lightbulb etc	V WENHAM	541,520	543,550	543,550	543,550	543,550	543,550
10175	Pest/Dog Services	Car Parking, Lightbulb etc	V WENHAM	25,700	25,700	25,700	25,700	25,700	25,700
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	107,820	108,170	108,170	108,170	108,170	108,170
	Total			5,369,899	5,361,999	5,229,999	5,099,999	5,049,999	5,049,999

DETAILED BUDGET PAPERS 2021/22 - Planning, Environment & Waste

			Responsible Director	CURRENT YEAR: 2020/21			NEW BUDGET YEAR: 2021/22												
Cost Centre	Cost Centre Description	Service		Base Budget	Budget for Year	Variance to Base Budget	Base Budget	Growth/Savings etc								Budget for Year	Variance to Budget		
								Local Plan Sinking Fund	Tranche 1 savings	Low hanging fruit T2/T3	Early T2/T3 savings	Payroll Increment	Payroll E250 increase	Payroll changes - NIC/ Pensions/ Other	General Service Changes			Reduction in Development Control Income	
				£	£	£	£	£	£	£	£	£	£	£	£	£	£		
10026	Health & Safety	Operational Services	J SMITH	35,745	35,745	0	35,745	0	(9,300)	0	0	588	0	(558)	0	0	26,475	(9,270)	
10088	Street Cleaning	Operational Services	J SMITH	912,845	912,845	0	912,845	0	(5,000)	0	0	0	0	0	0	0	907,845	(5,000)	
10125	Open Spaces & Amenity Areas	Operational Services	J SMITH	246,869	246,869	0	246,869	0	(41,000)	0	0	0	0	0	0	0	205,869	(41,000)	
10140	S.E. Allotments	Operational Services	J SMITH	72	72	0	72	0	(1,000)	0	0	0	0	0	0	0	(928)	(1,000)	
10147	S.E. Market Harborough Recn	Operational Services	J SMITH	256,973	256,973	0	256,973	0	0	0	0	0	0	0	0	0	256,973	0	
10148	S.E. Lutterworth Recn / Park	Operational Services	J SMITH	37,635	37,635	0	37,635	0	0	0	0	0	0	0	0	0	37,635	0	
10159	Trade Refuse	Operational Services	J SMITH	(171,667)	(171,667)	0	(171,667)	0	(19,500)	0	0	0	0	0	0	0	(191,167)	(19,500)	
10160	Waste Management	Operational Services	J SMITH	351,702	351,702	0	351,702	0	(1,000)	0	0	4,000	1,373	(32,783)	0	0	323,292	(28,410)	
10161	Residual Waste Collections	Operational Services	J SMITH	1,295,685	1,295,685	0	1,295,685	0	(17,000)	0	0	0	0	0	0	0	1,278,685	(17,000)	
10162	Recycling Collections	Operational Services	J SMITH	1,327,426	1,327,426	0	1,327,426	0	(277,770)	0	0	0	0	0	0	0	1,049,656	(277,770)	
10197	External Grounds Maintenance	Operational Services	J SMITH	(43,619)	(43,619)	0	(43,619)	0	0	0	0	0	0	0	0	0	(43,619)	0	
10242	S.E. Fleckney	Operational Services	J SMITH	300	300	0	300	0	0	0	0	0	0	0	0	0	300	0	
10243	S.E. Great Glen	Operational Services	J SMITH	2,400	2,400	0	2,400	0	0	0	0	0	0	0	0	0	2,400	0	
10244	S.E. Scraptoft	Operational Services	J SMITH	5,400	5,400	0	5,400	0	0	0	0	0	0	0	0	0	5,400	0	
10246	S.E. Broughton Astley	Operational Services	J SMITH	11,600	11,600	0	11,600	0	0	0	0	0	0	0	0	0	11,600	0	
10272	Flytipping	Operational Services	J SMITH	61,200	61,200	0	61,200	0	(31,200)	0	0	0	0	0	0	0	30,000	(31,200)	
10010	Development Control	Development Control, Enforcement	D ATKINSON	(388,226)	(388,226)	0	(388,226)	0	(5,100)	0	968	1,627	1,435	0	150,000	0	(239,296)	148,930	
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	46,775	46,775	0	46,775	0	0	0	0	0	0	0	0	0	46,775	0	
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	0	0	0	0	0	(1,000)	0	0	0	0	0	0	0	(1,000)	(1,000)	
10084	Enforcement	Development Control, Enforcement	D ATKINSON	25,963	25,963	0	25,963	(9,100)	0	0	0	0	0	30	(950)	0	15,943	(10,020)	
10151	Planning Enforcement	Development Control, enforcement	D ATKINSON	212,880	212,880	0	212,880	(15,000)	0	0	0	872	0	488	0	0	199,240	(13,640)	
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	26,140	26,140	0	26,140	0	0	(10,200)	0	0	500	370	0	0	16,810	(9,330)	
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	5,200	5,200	0	5,200	0	0	(3,000)	0	0	0	0	0	0	2,200	(3,000)	
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	3,400	3,400	0	3,400	0	0	0	0	0	0	0	0	0	3,400	0	
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	18,400	18,400	0	18,400	0	0	(5,700)	0	0	0	0	0	0	12,700	(5,700)	
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	29,101	29,101	0	29,101	0	0	(2,000)	0	0	0	0	0	0	27,101	(2,000)	
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	31,100	31,100	0	31,100	0	0	(700)	0	0	0	0	0	0	30,400	(700)	
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	17,000	17,000	0	17,000	0	0	0	0	0	0	0	0	0	17,000	0	
10245	S.E. War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	18,200	18,200	0	18,200	0	0	(3,000)	0	0	0	0	0	0	15,200	(3,000)	
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	(38,470)	(38,470)	0	(38,470)	0	0	0	43,750	0	0	0	0	0	5,280	43,750	
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	7,650	7,650	0	7,650	(7,400)	0	(250)	0	0	0	0	0	0	0	(7,650)	
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	247,110	247,110	0	247,110	(500)	0	0	0	1,779	0	(3,329)	0	0	245,060	(2,050)	
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	13,500	13,500	0	13,500	0	0	(4,200)	0	0	0	0	0	0	9,300	(4,200)	
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	292,000	0	0	0	0	0	0	0	0	292,000	292,000	
10011	Building Control	Building Control	D ATKINSON	88,571	88,571	0	88,571	0	0	(7,900)	0	0	328	5,052	0	0	86,051	(2,520)	
10150	Environmental Health	Car Parking, Lightbulb etc	V WENHAM	541,520	541,520	0	541,520	0	0	0	0	3,223	250	(4,043)	2,600	0	543,550	2,030	
10175	Pest/Dog Services	Car Parking, Lightbulb etc	V WENHAM	25,700	25,700	0	25,700	0	0	0	0	0	0	0	0	0	25,700	0	
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	107,820	107,820	0	107,820	0	0	0	0	1,439	0	(1,089)	0	0	108,170	350	
Total				5,369,899	5,369,899	0	5,369,899	260,000	(402,770)	(43,050)	43,750	12,869	4,078	(34,427)	1,650	150,000	5,361,999	(7,900)	

DETAILED BUDGET PAPERS 2021/22 - Planning, Environment & Waste

			Responsible Director	MTFS YEAR 1: 2022/23					MTFS YEAR 2: 2023/24					MTFS YEAR 3: 2024/25					2025/26
Cost Centre	Cost Centre Description	Service		Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Base Budget
					Tranche 1 savings	Reduction in Development Control Income				Tranche 1 savings	Reduction in Development Control Income				Tranche 1 savings	Reduction in Development Control Income			
				£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
10026	Health & Safety	Operational Services	J SMITH	26,475	0	0	26,475	0	26,475	0	0	26,475	0	26,475	0	0	26,475	0	26,475
10088	Street Cleaning	Operational Services	J SMITH	907,845	0	0	907,845	0	907,845	0	0	907,845	0	907,845	0	0	907,845	0	907,845
10125	Open Spaces & Amenity Areas	Operational Services	J SMITH	205,869	(32,000)	0	173,869	(32,000)	173,869	0	0	173,869	0	173,869	0	0	173,869	0	173,869
10140	S.E. Allotments	Operational Services	J SMITH	(928)	0	0	(928)	0	(928)	0	0	(928)	0	(928)	0	0	(928)	0	(928)
10147	S.E. Market Harborough Recn	Operational Services	J SMITH	256,973	0	0	256,973	0	256,973	0	0	256,973	0	256,973	0	0	256,973	0	256,973
10148	S.E. Lutterworth Recn / Park	Operational Services	J SMITH	37,635	0	0	37,635	0	37,635	0	0	37,635	0	37,635	0	0	37,635	0	37,635
10159	Trade Refuse	Operational Services	J SMITH	(191,167)	(50,000)	0	(241,167)	(50,000)	(241,167)	0	0	(241,167)	0	(241,167)	0	0	(241,167)	0	(241,167)
10160	Waste Management	Operational Services	J SMITH	323,292	0	0	323,292	0	323,292	0	0	323,292	0	323,292	0	0	323,292	0	323,292
10161	Residual Waste Collections	Operational Services	J SMITH	1,278,685	0	0	1,278,685	0	1,278,685	(80,000)	0	1,198,685	(80,000)	1,198,685	0	0	1,198,685	0	1,198,685
10162	Recycling Collections	Operational Services	J SMITH	1,049,656	0	0	1,049,656	0	1,049,656	0	0	1,049,656	0	1,049,656	0	0	1,049,656	0	1,049,656
10197	External Grounds Maintenance	Operational Services	J SMITH	(43,619)	0	0	(43,619)	0	(43,619)	0	0	(43,619)	0	(43,619)	0	0	(43,619)	0	(43,619)
10242	S.E. Fleckney	Operational Services	J SMITH	300	0	0	300	0	300	0	0	300	0	300	0	0	300	0	300
10243	S.E. Great Glen	Operational Services	J SMITH	2,400	0	0	2,400	0	2,400	0	0	2,400	0	2,400	0	0	2,400	0	2,400
10244	S.E. Scraftoft	Operational Services	J SMITH	5,400	0	0	5,400	0	5,400	0	0	5,400	0	5,400	0	0	5,400	0	5,400
10246	S.E. Broughton Astley	Operational Services	J SMITH	11,600	0	0	11,600	0	11,600	0	0	11,600	0	11,600	0	0	11,600	0	11,600
10272	Flytipping	Operational Services	J SMITH	30,000	0	0	30,000	0	30,000	0	0	30,000	0	30,000	0	0	30,000	0	30,000
10010	Development Control	Development Control, Enforcement	D ATKINSON	(239,296)	0	(50,000)	(289,296)	(50,000)	(289,296)	0	(50,000)	(339,296)	(50,000)	(339,296)	0	(50,000)	(389,296)	(50,000)	(389,296)
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	46,775	0	0	46,775	0	46,775	0	0	46,775	0	46,775	0	0	46,775	0	46,775
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	(1,000)	0	0	(1,000)	0	(1,000)	0	0	(1,000)	0	(1,000)	0	0	(1,000)	0	(1,000)
10084	Enforcement	Development Control, Enforcement	D ATKINSON	15,943	0	0	15,943	0	15,943	0	0	15,943	0	15,943	0	0	15,943	0	15,943
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	199,240	0	0	199,240	0	199,240	0	0	199,240	0	199,240	0	0	199,240	0	199,240
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	16,810	0	0	16,810	0	16,810	0	0	16,810	0	16,810	0	0	16,810	0	16,810
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	2,200	0	0	2,200	0	2,200	0	0	2,200	0	2,200	0	0	2,200	0	2,200
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	3,400	0	0	3,400	0	3,400	0	0	3,400	0	3,400	0	0	3,400	0	3,400
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	12,700	0	0	12,700	0	12,700	0	0	12,700	0	12,700	0	0	12,700	0	12,700
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	27,101	0	0	27,101	0	27,101	0	0	27,101	0	27,101	0	0	27,101	0	27,101
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	30,400	0	0	30,400	0	30,400	0	0	30,400	0	30,400	0	0	30,400	0	30,400
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	17,000	0	0	17,000	0	17,000	0	0	17,000	0	17,000	0	0	17,000	0	17,000
10245	S.E.War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	15,200	0	0	15,200	0	15,200	0	0	15,200	0	15,200	0	0	15,200	0	15,200
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	5,280	0	0	5,280	0	5,280	0	0	5,280	0	5,280	0	0	5,280	0	5,280
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	245,060	0	0	245,060	0	245,060	0	0	245,060	0	245,060	0	0	245,060	0	245,060
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	9,300	0	0	9,300	0	9,300	0	0	9,300	0	9,300	0	0	9,300	0	9,300
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	292,000	0	0	292,000	0	292,000	0	0	292,000	0	292,000	0	0	292,000	0	292,000
10011	Building Control	Building Control	D ATKINSON	86,051	0	0	86,051	0	86,051	0	0	86,051	0	86,051	0	0	86,051	0	86,051
10150	Environmental Health	Car Parking, Lightbulb etc	V WENHAM	543,550	0	0	543,550	0	543,550	0	0	543,550	0	543,550	0	0	543,550	0	543,550
10175	Pest/Dog Services	Car Parking, Lightbulb etc	V WENHAM	25,700	0	0	25,700	0	25,700	0	0	25,700	0	25,700	0	0	25,700	0	25,700
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	108,170	0	0	108,170	0	108,170	0	0	108,170	0	108,170	0	0	108,170	0	108,170
	Total			5,361,999	(82,000)	(50,000)	5,229,999	(132,000)	5,229,999	(80,000)	(50,000)	5,099,999	(130,000)	5,099,999	0	(50,000)	5,049,999	(50,000)	5,049,999

BUDGET PAPERS 2021/22 - WELLBEING, COMMUNITIES & HOUSING

Cost Centre	Cost Centre Description	Service	Responsible Director	CURRENT YEAR: 2020/21	NEW BUDGET YEAR: 2021/22	MTFS YEAR 1: 2022/23	MTFS YEAR 2: 2023/24	MTFS YEAR 3: 2024/25	2025/26
				Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10122	Physical Activity	Recreation	J SMITH	116,750	103,481	103,481	103,481	103,481	103,481
10124	Recreation Development	Recreation	J SMITH	76,410	(109,190)	(109,190)	(109,190)	(109,190)	(109,190)
10136	Youth Awareness Initiatives	Corporate Support	V WENHAM	700	0	0	0	0	0
10155	Health Services	Car Parking, Lightbulb etc	V WENHAM	7,150	(4,090)	(4,090)	(4,090)	(4,090)	(4,090)
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	V WENHAM	48,000	48,000	48,000	48,000	48,000	48,000
10260	Head Of Communities	CO, Communities	J SMITH	107,980	110,480	110,480	110,480	110,480	110,480
10241	Anniversary Events	CO, Communities	J SMITH	2,000	2,000	2,000	2,000	2,000	2,000
10179	Flat 51 Eden Ct. Adam & Eve St	Housing & Homelessness	J SMITH	4,200	(23,800)	(88,800)	(118,800)	(118,800)	(118,800)
10188	Homelessness	Housing & Homelessness	J SMITH	90,276	150,276	150,276	150,276	150,276	150,276
10201	Housing Services	Housing & Homelessness	J SMITH	426,470	470,400	501,400	472,400	472,400	472,400
10076	Grants To External Bodies	Grants, Parishes & Community Safety	J SMITH	186,900	177,140	127,140	107,140	107,140	107,140
10077	Advice To Parishes	Grants, Parishes & Community Safety	J SMITH	46,790	46,180	46,180	46,180	46,180	46,180
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	J SMITH	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
10168	Community Safety	Grants, Parishes & Community Safety	J SMITH	90,980	89,470	89,470	89,470	89,470	89,470
10270	Local Lottery	Grants, Parishes & Community Safety	J SMITH	0	(7,000)	(10,000)	(13,000)	(13,000)	(13,000)
10017	S.E. Harborough In Bloom	Community Partnerships	J SMITH	7,000	7,000	7,000	7,000	7,000	7,000
10265	Community Partnerships	Community Partnerships	J SMITH	78,550	78,790	78,790	78,790	78,790	78,790
Total				1,285,156	1,134,137	1,047,137	965,137	965,137	965,137

DETAILED BUDGET PAPERS 2021/22 - Wellbeing, Communities & Housing

				Responsible Director	CURRENT YEAR: 2020/21			NEW BUDGET YEAR: 2021/22										Budget for Year	Variance to Budget
Cost Centre	Cost Centre Description	Service	BC 25 (Tranche)		Base Budget	Budget for Year	Variance to Budget	Base Budget	Growth/Savings etc										
									Tranche 1 savings	Low hanging fruit T2/T3	Early T2/T3 savings	Payroll Increment	Payroll £250 increase	Payroll changes - NIC/Pensions/Other £	Virements	General Service Changes			
					£	£	£	£	£	£	£	£	£	£	£	£	£		
10122	Physical Activity	Recreation	3	J SMITH	116,750	116,750	0	116,750	0	(313)	0	0	0	260	0	(13,216)	103,481	(13,269)	
10124	Recreation Development	Recreation	3	J SMITH	76,410	76,410	0	76,410	0	(1,120)	0	356	249	(85)	0	(185,000)	(109,190)	(185,600)	
10136	Youth Awareness Initiatives	Corporate Support	3	V WENHAM	700	700	0	700	0	0	(700)	0	0	0	0	0	0	(700)	
10155	Health Services	Car Parking, Lightbulb etc	3	V WENHAM	7,150	7,150	0	7,150	0	0	0	0	0	0	(11,240)	0	(4,090)	(11,240)	
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	3	V WENHAM	48,000	48,000	0	48,000	0	0	0	0	0	0	0	0	48,000	0	
10260	Head Of Communities	CO, Communities	1	J SMITH	107,980	107,980	0	107,980	0	0	0	1,467	0	1,033	0	0	110,480	2,500	
10241	Anniversary Events	CO, Communities	1	J SMITH	2,000	2,000	0	2,000	0	0	0	0	0	0	0	0	2,000	0	
10179	Flat 51 Eden Ct. Adam & Eve St	Housing & Homelessness	1	J SMITH	4,200	4,200	0	4,200	(28,000)	0	0	0	0	0	0	0	(23,800)	(28,000)	
10188	Homelessness	Housing & Homelessness	1	J SMITH	90,276	90,276	0	90,276	60,000	0	0	0	0	0	0	0	150,276	60,000	
10201	Housing Services	Housing & Homelessness	1	J SMITH	426,470	426,470	0	426,470	41,500	0	0	3,159	251	(980)	0	0	470,400	43,930	
10076	Grants To External Bodies	Grants, Parishes & Community Safety	1	J SMITH	186,900	186,900	0	186,900	(10,000)	0	0	0	155	85	0	0	177,140	(9,760)	
10077	Advice To Parishes	Grants, Parishes & Community Safety	1	J SMITH	46,790	46,790	0	46,790	(2,000)	0	0	874	0	516	0	0	46,180	(610)	
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	1	J SMITH	(5,000)	(5,000)	0	(5,000)	0	0	0	0	0	0	0	0	(5,000)	0	
10168	Community Safety	Grants, Parishes & Community Safety	1	J SMITH	90,980	90,980	0	90,980	(2,000)	0	0	255	0	235	0	0	89,470	(1,510)	
10270	Local Lottery	Grants, Parishes & Community Safety	1	J SMITH	0	0	0	0	(7,000)	0	0	0	0	0	0	0	(7,000)	(7,000)	
10017	S.E. Harborough In Bloom	Community Partnerships	1	J SMITH	7,000	7,000	0	7,000	0	0	0	0	0	0	0	0	7,000	0	
10265	Community Partnerships	Community Partnerships	1	J SMITH	78,550	78,550	0	78,550	0	0	0	0	0	240	0	0	78,790	240	
	Total				1,285,156	1,285,156	0	1,285,156	52,500	(1,433)	(700)	6,111	655	1,304	(11,240)	(198,216)	1,134,137	(151,019)	

DETAILED BUDGET PAPERS 2021/22 - Wellbeing, Communities & Housing

				Responsible Director	MTFS YEAR 1: 2022/23				MTFS YEAR 2: 2023/24				MTFS YEAR 3: 2024/25			2025/26
Cost Centre	Cost Centre Description	Service	Base Budget		Growth/Savings etc	Budget for Year	Variance to Budget	Base Budget	Growth/Savings etc	Budget for Year	Variance to Budget	Base Budget	Budget for Year	Variance to Budget	Base Budget	
					Tranche 1 savings				Tranche 1 savings							
					£				£							£
10122	Physical Activity	Recreation	J SMITH	103,481	0	103,481	0	103,481	0	103,481	0	103,481	103,481	0	103,481	
10124	Recreation Development	Recreation	J SMITH	(109,190)	0	(109,190)	0	(109,190)	0	(109,190)	0	(109,190)	(109,190)	0	(109,190)	
10136	Youth Awareness Initiatives	Corporate Support	V WENHAM	0	0	0	0	0	0	0	0	0	0	0	0	
10155	Health Services	Car Parking, Lightbulb etc	V WENHAM	(4,090)	0	(4,090)	0	(4,090)	0	(4,090)	0	(4,090)	(4,090)	0	(4,090)	
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	V WENHAM	48,000	0	48,000	0	48,000	0	48,000	0	48,000	48,000	0	48,000	
10260	Head Of Communities	CO, Communities	J SMITH	110,480	0	110,480	0	110,480	0	110,480	0	110,480	110,480	0	110,480	
10241	Anniversary Events	CO, Communities	J SMITH	2,000	0	2,000	0	2,000	0	2,000	0	2,000	2,000	0	2,000	
10179	Flat 51 Eden Ct. Adam & Eve St	Housing & Homelessness	J SMITH	(23,800)	(65,000)	(88,800)	(65,000)	(88,800)	(30,000)	(118,800)	(30,000)	(118,800)	(118,800)	0	(118,800)	
10188	Homelessness	Housing & Homelessness	J SMITH	150,276	0	150,276	0	150,276	0	150,276	0	150,276	150,276	0	150,276	
10201	Housing Services	Housing & Homelessness	J SMITH	470,400	31,000	501,400	31,000	501,400	(29,000)	472,400	(29,000)	472,400	472,400	0	472,400	
10076	Grants To External Bodies	Grants, Parishes & Community Safety	J SMITH	177,140	(50,000)	127,140	(50,000)	127,140	(20,000)	107,140	(20,000)	107,140	107,140	0	107,140	
10077	Advice To Parishes	Grants, Parishes & Community Safety	J SMITH	46,180	0	46,180	0	46,180	0	46,180	0	46,180	46,180	0	46,180	
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	J SMITH	(5,000)	0	(5,000)	0	(5,000)	0	(5,000)	0	(5,000)	(5,000)	0	(5,000)	
10168	Community Safety	Grants, Parishes & Community Safety	J SMITH	89,470	0	89,470	0	89,470	0	89,470	0	89,470	89,470	0	89,470	
10270	Local Lottery	Grants, Parishes & Community Safety	J SMITH	(7,000)	(3,000)	(10,000)	(3,000)	(10,000)	(3,000)	(13,000)	(3,000)	(13,000)	(13,000)	0	(13,000)	
10017	S.E. Harborough In Bloom	Community Partnerships	J SMITH	7,000	0	7,000	0	7,000	0	7,000	0	7,000	7,000	0	7,000	
10265	Community Partnerships	Community Partnerships	J SMITH	78,790	0	78,790	0	78,790	0	78,790	0	78,790	78,790	0	78,790	
	Total			1,134,137	(87,000)	1,047,137	(87,000)	1,047,137	(82,000)	965,137	(82,000)	965,137	965,137	0	965,137	

BUDGET PAPERS 2021/22 - STRATEGY (incl. Planning & Regeneration)

Cost Centre	Cost Centre Description	Service	Responsible Director	CURRENT YEAR: 2020/21	NEW BUDGET YEAR: 2021/22	MTFS YEAR 1: 2022/23	MTFS YEAR 2: 2023/24	MTFS YEAR 3: 2024/25	2025/26
				Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	149,840	152,510	152,510	152,510	152,510	152,510
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	(3,770)	(3,770)	(3,770)	(3,770)	(3,770)	(3,770)
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	31,300	31,300	31,300	31,300	31,300	31,300
10015	Ed Strat - Potential	Economic Strategy/Development	D ATKINSON	93,900	43,900	43,900	43,900	43,900	43,900
10043	S.E. Town Centre Support	Economic Strategy/Development	D ATKINSON	45,190	40,300	40,300	40,300	40,300	40,300
10055	Market Hall	Economic Strategy/Development	D ATKINSON	(33,454)	(45,884)	(45,884)	(45,884)	(45,884)	(45,884)
10065	The Square	Economic Strategy/Development	D ATKINSON	(12,560)	(12,560)	(12,560)	(12,560)	(12,560)	(12,560)
10206	Ed Strat - Location	Economic Strategy/Development	D ATKINSON	298,520	236,590	236,590	236,590	236,590	236,590
10069	Communication	Communication	J SMITH	194,497	198,880	198,880	198,880	198,880	198,880
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Talent)	D ATKINSON	130,000	20,000	20,000	20,000	20,000	20,000
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	180,842	61,480	61,480	61,480	61,480	61,480
	Total			1,074,305	722,746	722,746	722,746	722,746	722,746

DETAILED BUDGET PAPERS 2021/22 - Strategy

			Responsible Director	CURRENT YEAR: 2020/21 (Budget Preparation)				NEW BUDGET YEAR: 2021/22											
Cost Centre	Cost Centre Description	Service		Base Budget	Growth/Savings etc		Variance to Budget	Base Budget	Growth/Savings etc								Budget for Year	Variance Base to Budget	
					Perm virements	Budget for Year			Local Plan Sinking Fund	Strategic Review	Low hanging fruit T2/T3	Early T2/T3 savings	Payroll Increment	Payroll £250 increase	Payroll changes - NIC/Pensions/Other	Virements			General Service Changes
				£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	149,840	0	149,840	0	149,840	0	0	0	(1,100)	947	0	2,823	0	0	152,510	2,670
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	(3,770)	0	(3,770)	0	(3,770)	0	0	0	0	0	0	0	0	0	(3,770)	0
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	31,300	0	31,300	0	31,300	0	0	0	0	0	0	0	0	0	31,300	0
10015	Ed Strat - Potential	Economic Strategy/Development	D ATKINSON	93,900	0	93,900	0	93,900	(20,000)	0	(30,000)	0	0	0	0	0	0	43,900	(50,000)
10043	S.E. Town Centre Support	Economic Strategy/Development	D ATKINSON	45,190	0	45,190	0	45,190	0	0	(15,000)	0	874	0	(764)	10,000	0	40,300	(4,890)
10055	Market Hall	Economic Strategy/Development	D ATKINSON	(33,454)	0	(33,454)	0	(33,454)	0	0	(13,100)	0	0	589	81	0	0	(45,884)	(12,430)
10065	The Square	Economic Strategy/Development	D ATKINSON	(12,560)	0	(12,560)	0	(12,560)	0	0	0	0	0	0	0	0	0	(12,560)	0
10206	Ed Strat - Location	Economic Strategy/Development	D ATKINSON	298,520	0	298,520	0	298,520	(10,000)	0	0	(30,000)	2,783	0	(14,713)	(10,000)	0	236,590	(61,930)
10069	Communication	Communication	J SMITH	266,280	(71,783)	194,497	(71,783)	194,497	0	0	0	(1,500)	1,035	0	(652)	5,500	0	198,880	4,383
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Tale	D ATKINSON	130,000	0	130,000	0	130,000	(110,000)	0	0	0	0	0	0	0	0	20,000	(110,000)
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	180,842	0	180,842	0	180,842	(120,000)	0	0	0	0	125	513	0	0	61,480	(119,362)
	Total			1,146,088	(71,783)	1,074,305	(71,783)	1,074,305	(260,000)	0	(58,100)	(32,600)	5,639	714	(12,712)	5,500	0	722,746	(351,559)

DETAILED BUDGET PAPERS 2021/22 - Strategy

			Responsible Director	MTFS YEAR 1: 2022/23			MTFS YEAR 2: 2023/24			MTFS YEAR 3: 2024/25			2025/26
Cost Centre	Cost Centre Description	Service		Base Budget	Budget for Year	Variance Base to Budget	Base Budget	Budget for Year	Variance to Base Budget	Base Budget	Budget for Year	Variance to Base Budget	Base Budget
													£
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	152,510	152,510	0	152,510	152,510	0	152,510	152,510	0	152,510
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	(3,770)	(3,770)	0	(3,770)	(3,770)	0	(3,770)	(3,770)	0	(3,770)
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	31,300	31,300	0	31,300	31,300	0	31,300	31,300	0	31,300
10015	Ed Strat - Potential	Economic Strategy/Development	D ATKINSON	43,900	43,900	0	43,900	43,900	0	43,900	43,900	0	43,900
10043	S.E. Town Centre Support	Economic Strategy/Development	D ATKINSON	40,300	40,300	0	40,300	40,300	0	40,300	40,300	0	40,300
10055	Market Hall	Economic Strategy/Development	D ATKINSON	(45,884)	(45,884)	0	(45,884)	(45,884)	0	(45,884)	(45,884)	0	(45,884)
10065	The Square	Economic Strategy/Development	D ATKINSON	(12,560)	(12,560)	0	(12,560)	(12,560)	0	(12,560)	(12,560)	0	(12,560)
10206	Ed Strat - Location	Economic Strategy/Development	D ATKINSON	236,590	236,590	0	236,590	236,590	0	236,590	236,590	0	236,590
10069	Communication	Communication	J SMITH	198,880	198,880	0	198,880	198,880	0	198,880	198,880	0	198,880
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Tale	D ATKINSON	20,000	20,000	0	20,000	20,000	0	20,000	20,000	0	20,000
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	61,480	61,480	0	61,480	61,480	0	61,480	61,480	0	61,480
	Total			722,746	722,746	0	722,746	722,746	0	722,746	722,746	0	722,746

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

Cost Centre	Cost Centre Description	Service	Responsible Director	CURRENT YEAR: 2020/21	BUDGET YEAR: 2021/22	MTFS YEAR 1: 2022/23	MTFS YEAR 2: 2023/24	MTFS YEAR 3: 2024/25	2025/26
				Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10003	Corporate Administration	Corporate Support	V WENHAM	723,090	730,500	730,500	730,500	730,500	730,500
10032	Postages	Corporate Support	V WENHAM	48,200	47,400	47,400	47,400	47,400	47,400
10037	Corporate Printing	Corporate Support	V WENHAM	24,400	22,000	22,000	22,000	22,000	22,000
10051	Land Charges	Corporate Support	V WENHAM	(78,200)	(78,200)	(78,200)	(78,200)	(78,200)	(78,200)
10066	Performance/Change Mana	Corporate Support	V WENHAM	2,700	2,700	2,700	2,700	2,700	2,700
10165	Public Burials	Corporate Support	V WENHAM	2,500	2,500	2,500	2,500	2,500	2,500
10231	Central Stationery Store	Corporate Support	V WENHAM	16,100	16,100	16,100	16,100	16,100	16,100
10022	Legal Services	Legal & Democratic Support	V WENHAM	292,250	293,140	293,140	293,140	293,140	293,140
10072	Members Allowances & Exp	Legal & Democratic Support	V WENHAM	344,600	340,450	340,450	340,450	340,450	340,450
10073	Committee Servicing	Legal & Democratic Support	V WENHAM	200,630	194,820	194,820	194,820	194,820	194,820
10213	Smarter Services Programm	Legal & Democratic Support	V WENHAM	59,820	59,992	59,992	59,992	59,992	59,992
10023	Human Resources	HR & Training	V WENHAM	283,920	282,450	282,450	282,450	282,450	282,450
10024	Corporate & Mangmnt Train	HR & Training	V WENHAM	57,400	57,400	57,400	57,400	57,400	57,400
10060	Elections	Elections	V WENHAM	18,300	16,600	16,600	16,600	16,600	16,600
10061	Registration Of Electors	Register of Electors	V WENHAM	69,100	69,100	69,100	69,100	69,100	69,100
10078	Emergency Plan/ Bus Contir	Car Parking, Lightbulb etc	V WENHAM	30,600	29,800	29,800	29,800	29,800	29,800
10096	Car Park Services	Car Parking, Lightbulb etc	V WENHAM	(742,710)	(707,031)	(707,031)	(707,031)	(707,031)	(707,031)
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	V WENHAM	(31,500)	(31,800)	(31,800)	(31,800)	(31,800)	(31,800)
10117	On Street C.P.E	Car Parking, Lightbulb etc	V WENHAM	(55,486)	160,604	(55,486)	(55,486)	(55,486)	(55,486)
10118	Car Parks Administration	Car Parking, Lightbulb etc	V WENHAM	58,238	51,440	58,238	58,238	58,238	58,238
10119	Off Street C.P.E.	Car Parking, Lightbulb etc	V WENHAM	49,971	(162,477)	49,971	49,971	49,971	49,971
10154	Licences	Car Parking, Lightbulb etc	V WENHAM	(90,840)	(79,600)	(90,840)	(90,840)	(90,840)	(90,840)
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Rea	C MASON	27,981	16,581	27,981	27,981	27,981	27,981
10164	Closed Churchyards	Facilities Mgmt - Public Rea	C MASON	38,570	38,570	38,570	38,570	38,570	38,570
10167	Cctv	CCTV, Control Centre	V WENHAM	15,948	13,875	15,948	15,948	15,948	15,948
10193	Control Centre	CCTV, Control Centre	V WENHAM	128,540	108,512	128,540	128,540	128,540	128,540
10173	Licensing Team	Car Parking, Lightbulb etc	V WENHAM	114,980	115,420	114,980	114,980	114,980	114,980
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	128,180	114,080	114,080	114,080	114,080	114,080
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	(170,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)
10230	Head Of Legal & Democrati	CO Legal & Democratic	V WENHAM	108,480	108,680	108,680	108,680	108,680	108,680
10305	External Audit	Finance	C MASON	40,000	40,000	40,000	40,000	40,000	40,000
10238	Apprentice Levy Costs	Finance	C MASON	13,600	13,600	13,600	13,600	13,600	13,600
10035	Customer Services	Customer Services	J SMITH	375,093	349,790	349,790	349,790	349,790	349,790
10104	Consultation	Customer Services	J SMITH	5,500	0	0	0	0	0
10302	Customer Services (2) CC	Customer Services	J SMITH	464,660	414,660	301,660	191,660	191,660	191,660
10236	Equalities & Safeguarding	Customer Services	J SMITH	32,960	33,020	33,020	33,020	33,020	33,020
10021	Chief Executives Group	Joint Chief Execitives	N PROUDFOOT	6,000	3,500	3,500	3,500	3,500	3,500
10054	Lga Subscriptions	Joint Chief Execitives	N PROUDFOOT	18,000	18,000	18,000	18,000	18,000	18,000
10071	Corporate Activities	Joint Chief Execitives	N PROUDFOOT	49,900	0	0	0	0	0
10222	Joint Chief Executive (1)	Joint Chief Execitives	N PROUDFOOT	148,760	0	0	0	0	0
10226	Joint Chief Executive (2)	Joint Chief Execitives	N PROUDFOOT	148,360	279,454	279,454	279,454	279,454	279,454
	Total			2,978,595	2,865,630	2,777,607	2,667,607	2,667,607	2,667,607

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

			Responsible Director	CURRENT YEAR: 2020/21 (Budget Preparation)				NEW BUDGET YEAR: 2021/22										
Cost Centre	Cost Centre Description	Service		Base Budget	Growth/Savings etc		Variance to Budget	Base Budget	Growth/Savings etc							Budget for Year	Variance to Budget	
					Permanent Virement	Budget for Year			Tranche 1 savings	Low hanging fruit T2/T3	Early T2/T3 savings	Payroll Increment	Payroll £250 Increase	Payroll changes NIC/Pensions/O ther	Virements			General Service Changes
				£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
10003	Corporate Administration	Corporate Support	V WENHAM	723,090	0	723,090	0	723,090	0	(2,800)	0	3,717	2,754	(1,501)	200	5,040	730,500	7,410
10032	Postages	Corporate Support	V WENHAM	48,200	0	48,200	0	48,200	0	(800)	0	0	0	0	0	0	47,400	(800)
10037	Corporate Printing	Corporate Support	V WENHAM	24,400	0	24,400	0	24,400	0	(2,400)	0	0	0	0	0	0	22,000	(2,400)
10051	Land Charges	Corporate Support	V WENHAM	(78,200)	0	(78,200)	0	(78,200)	0	0	0	0	0	0	0	0	(78,200)	0
10066	Performance/Change Mana	Corporate Support	V WENHAM	2,700	0	2,700	0	2,700	0	0	0	0	0	0	0	0	2,700	0
10165	Public Burials	Corporate Support	V WENHAM	2,500	0	2,500	0	2,500	0	0	0	0	0	0	0	0	2,500	0
10231	Central Stationery Store	Corporate Support	V WENHAM	16,100	0	16,100	0	16,100	0	0	0	0	0	0	0	0	16,100	0
10022	Legal Services	Legal & Democratic Support	V WENHAM	292,250	0	292,250	0	292,250	0	(1,400)	0	4,283	0	(1,993)	0	0	293,140	890
10072	Members Allowances & Exp	Legal & Democratic Support	V WENHAM	344,600	0	344,600	0	344,600	0	(3,750)	0	0	0	0	(400)	0	340,450	(4,150)
10073	Committee Servicing	Legal & Democratic Support	V WENHAM	260,450	(59,820)	200,630	(59,820)	200,630	0	(3,800)	0	2,731	0	(5,141)	400	0	194,820	(5,810)
10213	Smarter Services Programm	Legal & Democratic Support	V WENHAM	0	59,820	59,820	59,820	59,820	0	0	0	0	0	172	0	0	59,992	172
10023	Human Resources	HR & Training	V WENHAM	283,920	0	283,920	0	283,920	0	(4,700)	0	1,666	510	54	0	1,000	282,450	(1,470)
10024	Corporate & Mangmnt Train	HR & Training	V WENHAM	57,400	0	57,400	0	57,400	0	0	0	0	0	0	0	0	57,400	0
10060	Elections	Elections	V WENHAM	18,300	0	18,300	0	18,300	0	0	0	0	0	0	(200)	(1,500)	16,600	(1,700)
10061	Registration Of Electors	Register of Electors	V WENHAM	69,100	0	69,100	0	69,100	0	0	0	0	0	0	0	0	69,100	0
10078	Emergency Plan/ Bus Contr	Car Parking, Lightbulb etc	V WENHAM	30,600	0	30,600	0	30,600	0	(800)	0	0	0	0	0	0	29,800	(800)
10096	Car Park Services	Car Parking, Lightbulb etc	V WENHAM	(742,710)	0	(742,710)	0	(742,710)	0	(700)	0	0	0	0	0	36,379	(707,031)	35,679
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	V WENHAM	(31,500)	0	(31,500)	0	(31,500)	0	(300)	0	0	0	0	0	0	(31,800)	(300)
10117	On Street C.P.E	Car Parking, Lightbulb etc	V WENHAM	(55,486)	0	(55,486)	0	(55,486)	0	0	0	2,068	3,277	210,761	0	(16)	160,604	216,090
10118	Car Parks Administration	Car Parking, Lightbulb etc	V WENHAM	58,238	0	58,238	0	58,238	0	(2,000)	0	1,017	0	(3,997)	0	(1,818)	51,440	(6,798)
10119	Off Street C.P.E	Car Parking, Lightbulb etc	V WENHAM	49,971	0	49,971	0	49,971	0	0	0	0	0	(212,368)	0	(80)	(162,477)	(212,448)
10154	Licences	Car Parking, Lightbulb etc	V WENHAM	(90,840)	0	(90,840)	0	(90,840)	0	0	0	0	0	0	11,240	0	(79,600)	11,240
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Rea	C MASON	27,981	0	27,981	0	27,981	0	(11,400)	0	0	0	0	0	0	16,581	(11,400)
10164	Closed Churchyards	Facilities Mgmt - Public Rea	C MASON	38,570	0	38,570	0	38,570	0	0	0	0	0	0	0	0	38,570	0
10167	Cctv	CCTV, Control Centre	V WENHAM	15,948	0	15,948	0	15,948	0	(3,700)	0	0	0	0	0	1,627	13,875	(2,073)
10193	Control Centre	CCTV, Control Centre	V WENHAM	128,540	0	128,540	0	128,540	0	(10,000)	0	1,357	2,001	(988)	0	(12,398)	108,512	(20,028)
10173	Licensing Team	Car Parking, Lightbulb etc	V WENHAM	114,980	0	114,980	0	114,980	0	0	0	2,018	151	(1,729)	0	0	115,420	440
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	128,180	0	128,180	0	128,180	0	(15,700)	(900)	1,467	0	1,033	0	0	114,080	(14,100)
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	(170,000)	0	(170,000)	0	(170,000)	0	0	0	0	0	50,000	0	0	(120,000)	50,000
10230	Head Of Legal & Democrati	CO Legal & Democratic	V WENHAM	108,480	0	108,480	0	108,480	0	(2,300)	0	1,467	0	1,033	0	0	108,680	200
10305	External Audit	Finance	C MASON	40,000	0	40,000	0	40,000	0	0	0	0	0	0	0	0	40,000	0
10238	Apprentice Levy Costs	Finance	C MASON	13,600	0	13,600	0	13,600	0	0	0	0	0	0	0	0	13,600	0
10095	Customer Services	Customer Services	J SMITH	303,310	71,783	375,093	71,783	375,093	(29,300)	0	0	1,843	1,126	1,028	0	0	349,790	(25,303)
10104	Consultation	Customer Services	J SMITH	5,500	0	5,500	0	5,500	0	0	0	0	0	0	(5,500)	0	0	(5,500)
10302	Customer Services (2) CC	Customer Services	J SMITH	464,660	0	464,660	0	464,660	(50,000)	0	0	0	0	0	0	0	414,660	(50,000)
10236	Equalities & Safeguarding	Customer Services	J SMITH	32,960	0	32,960	0	32,960	0	0	0	0	0	60	0	0	33,020	60
10021	Chief Executives Group	Joint Chief Execitives	N PROUDFOOT	6,000	0	6,000	0	6,000	(2,500)	0	0	0	0	0	0	0	3,500	(2,500)
10054	Lga Subscriptions	Joint Chief Execitives	N PROUDFOOT	18,000	0	18,000	0	18,000	0	0	0	0	0	0	0	0	18,000	0
10071	Corporate Activities	Joint Chief Execitives	N PROUDFOOT	49,900	0	49,900	0	49,900	(49,900)	0	0	0	0	0	0	0	0	(49,900)
10222	Joint Chief Executive (1)	Joint Chief Execitives	N PROUDFOOT	148,760	0	148,760	0	148,760	0	0	0	1,028	0	(4,388)	(145,400)	0	0	(148,760)
10226	Joint Chief Executive (2)	Joint Chief Execitives	N PROUDFOOT	148,360	0	148,360	0	148,360	(6,946)	(4,000)	0	1,028	0	(4,388)	145,400	0	279,454	131,094
	Total			2,906,812	71,783	2,978,595	71,783	2,978,595	(138,646)	(70,550)	(900)	25,690	9,819	27,648	5,740	28,234	2,865,630	(112,965)

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

			Responsible Director	MTFS YEAR 1: 2022/23				MTFS YEAR 2: 2023/24				MTFS YEAR 3: 2024/25			2025/26
Cost Centre	Cost Centre Description	Service		Base Budget	Growth/Savings etc	Budget for Year	Variance to Budget	Base Budget	Growth/Savings etc	Budget for Year	Variance to Budget	Base Budget	Budget for Year	Variance to Budget	Base Budget
					Tranche 1 savings				Tranche 1 savings						Base Budget
				£	£	£	£	£	£	£	£	£	£	£	£
10003	Corporate Administration	Corporate Support	V WENHAM	730,500	0	730,500	0	730,500	0	730,500	0	730,500	730,500	0	730,500
10032	Postages	Corporate Support	V WENHAM	47,400	0	47,400	0	47,400	0	47,400	0	47,400	47,400	0	47,400
10037	Corporate Printing	Corporate Support	V WENHAM	22,000	0	22,000	0	22,000	0	22,000	0	22,000	22,000	0	22,000
10051	Land Charges	Corporate Support	V WENHAM	(78,200)	0	(78,200)	0	(78,200)	0	(78,200)	0	(78,200)	(78,200)	0	(78,200)
10066	Performance/Change Mana	Corporate Support	V WENHAM	2,700	0	2,700	0	2,700	0	2,700	0	2,700	2,700	0	2,700
10165	Public Burials	Corporate Support	V WENHAM	2,500	0	2,500	0	2,500	0	2,500	0	2,500	2,500	0	2,500
10231	Central Stationery Store	Corporate Support	V WENHAM	16,100	0	16,100	0	16,100	0	16,100	0	16,100	16,100	0	16,100
10022	Legal Services	Legal & Democratic Support	V WENHAM	293,140	0	293,140	0	293,140	0	293,140	0	293,140	293,140	0	293,140
10072	Members Allowances & Exp	Legal & Democratic Support	V WENHAM	340,450	0	340,450	0	340,450	0	340,450	0	340,450	340,450	0	340,450
10073	Committee Servicing	Legal & Democratic Support	V WENHAM	194,820	0	194,820	0	194,820	0	194,820	0	194,820	194,820	0	194,820
10213	Smarter Services Program	Legal & Democratic Support	V WENHAM	59,992	0	59,992	0	59,992	0	59,992	0	59,992	59,992	0	59,992
10023	Human Resources	HR & Training	V WENHAM	282,450	0	282,450	0	282,450	0	282,450	0	282,450	282,450	0	282,450
10024	Corporate & Mangmnt Train	HR & Training	V WENHAM	57,400	0	57,400	0	57,400	0	57,400	0	57,400	57,400	0	57,400
10060	Elections	Elections	V WENHAM	16,600	0	16,600	0	16,600	0	16,600	0	16,600	16,600	0	16,600
10061	Registration Of Electors	Register of Electors	V WENHAM	69,100	0	69,100	0	69,100	0	69,100	0	69,100	69,100	0	69,100
10078	Emergency Plan/ Bus Contr	Car Parking, Lightbulb etc	V WENHAM	29,800	0	29,800	0	29,800	0	29,800	0	29,800	29,800	0	29,800
10096	Car Park Services	Car Parking, Lightbulb etc	V WENHAM	(707,031)	0	(707,031)	0	(707,031)	0	(707,031)	0	(707,031)	(707,031)	0	(707,031)
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	V WENHAM	(31,800)	0	(31,800)	0	(31,800)	0	(31,800)	0	(31,800)	(31,800)	0	(31,800)
10117	On Street C.P.E	Car Parking, Lightbulb etc	V WENHAM	160,604	0	(55,486)	0	(55,486)	0	(55,486)	0	(55,486)	(55,486)	0	(55,486)
10118	Car Parks Administration	Car Parking, Lightbulb etc	V WENHAM	51,440	0	58,238	0	58,238	0	58,238	0	58,238	58,238	0	58,238
10119	Off Street C.P.E.	Car Parking, Lightbulb etc	V WENHAM	(162,477)	0	49,971	0	49,971	0	49,971	0	49,971	49,971	0	49,971
10154	Licences	Car Parking, Lightbulb etc	V WENHAM	(79,600)	0	(90,840)	0	(90,840)	0	(90,840)	0	(90,840)	(90,840)	0	(90,840)
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Res	C MASON	16,581	0	27,981	0	27,981	0	27,981	0	27,981	27,981	0	27,981
10164	Closed Churchyards	Facilities Mgmt - Public Res	C MASON	38,570	0	38,570	0	38,570	0	38,570	0	38,570	38,570	0	38,570
10167	Cctv	CCTV, Control Centre	V WENHAM	13,875	0	15,948	0	15,948	0	15,948	0	15,948	15,948	0	15,948
10193	Control Centre	CCTV, Control Centre	V WENHAM	108,512	0	128,540	0	128,540	0	128,540	0	128,540	128,540	0	128,540
10173	Licensing Team	Car Parking, Lightbulb etc	V WENHAM	115,420	0	114,980	0	114,980	0	114,980	0	114,980	114,980	0	114,980
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	114,080	0	114,080	0	114,080	0	114,080	0	114,080	114,080	0	114,080
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	(120,000)	0	(120,000)	0	(120,000)	0	(120,000)	0	(120,000)	(120,000)	0	(120,000)
10230	Head Of Legal & Democrati	CO Legal & Democratic	V WENHAM	108,680	0	108,680	0	108,680	0	108,680	0	108,680	108,680	0	108,680
10305	External Audit	Finance	C MASON	40,000	0	40,000	0	40,000	0	40,000	0	40,000	40,000	0	40,000
10238	Apprentice Levy Costs	Finance	C MASON	13,600	0	13,600	0	13,600	0	13,600	0	13,600	13,600	0	13,600
10035	Customer Services	Customer Services	J SMITH	349,790	0	349,790	0	349,790	0	349,790	0	349,790	349,790	0	349,790
10104	Consultation	Customer Services	J SMITH	0	0	0	0	0	0	0	0	0	0	0	0
10302	Customer Services (2) CC	Customer Services	J SMITH	414,660	(113,000)	301,660	(113,000)	301,660	(110,000)	191,660	(110,000)	191,660	191,660	0	191,660
10236	Equalities & Safeguarding	Customer Services	J SMITH	33,020	0	33,020	0	33,020	0	33,020	0	33,020	33,020	0	33,020
10021	Chief Executives Group	Joint Chief Exeditives	N PROUDFOOT	3,500	0	3,500	0	3,500	0	3,500	0	3,500	3,500	0	3,500
10054	Lga Subscriptions	Joint Chief Exeditives	N PROUDFOOT	18,000	0	18,000	0	18,000	0	18,000	0	18,000	18,000	0	18,000
10071	Corporate Activities	Joint Chief Exeditives	N PROUDFOOT	0	0	0	0	0	0	0	0	0	0	0	0
10222	Joint Chief Executive (1)	Joint Chief Exeditives	N PROUDFOOT	0	0	0	0	0	0	0	0	0	0	0	0
10226	Joint Chief Executive (2)	Joint Chief Exeditives	N PROUDFOOT	279,454	0	279,454	0	279,454	0	279,454	0	279,454	279,454	0	279,454
	Total			2,865,630	(113,000)	2,777,607	(113,000)	2,777,607	(110,000)	2,667,607	(110,000)	2,667,607	2,667,607	0	2,667,607

BUDGET PAPERS 2021/22 - CONTINGENCY & INFLATION PROVISIONS

Cost Centre	Cost Centre Description	Service	Responsible Director	CURRENT YEAR: 2020/21	NEW BUDGET YEAR: 2021/22	MTFS YEAR 1: 2022/23	MTFS YEAR 2: 2023/24	MTFS YEAR 3: 2024/25	2025/26
				Budget for Year £	Budget for Year £	Budget for Year £	Budget for Year £	Budget for Year £	Base Budget £
10509	Central Items - Contingency	Finance	C MASON	50,000	0	0	0	0	0
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	C MASON	0	0	92,048	231,500	420,226	420,226
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	C MASON	0	0	7,228	18,178	32,997	32,997
Nominal	Inflation - Services	Corporate - Finance	C MASON	0	0	0	0	0	0
Nominal	Inflation - Employer Oncosts	Corporate - Finance	CMASON	0	0	44,872	112,854	204,856	204,856
Nominal	Inflation - FCC	Operational Services	J SMITH	0	(53,616)	21,246	101,125	142,033	142,033
	Total			50,000	(53,616)	165,394	463,657	800,112	800,112

NB. When the 2021/22 financial year starts, these budgets will be allocated to the respective service budget lines.

DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			Responsible Director	CURRENT YEAR: 2020/21 (Budget Preparation)			NEW BUDGET YEAR: 2021/22				
Cost Centre	Cost Centre Description	Service		Base Budget	Budget for Year	Variance to Base Budget	Base Budget	Growth/Savings etc		Budget for Year	Variance to Base Budget
								FCC contract changes	General Service Changes		
								£	£		
10509	Central Items - Contingenc	Finance	C MASON	50,000	50,000	0	50,000	0	(50,000)	0	(50,000)
Nominal	Inflation - Pay - Services 21	Corporate - Finance	C MASON	0	0	0	0	0	0	0	0
Nominal	Inflation - Pay to Capital Fi	Corporate - Finance	C MASON	0	0	0	0	0	0	0	0
Nominal	Inflation - Services	Corporate - Finance	C MASON	0	0	0	0	0	0	0	0
Nominal	Inflation - Employer Oncos	Corporate - Finance	CMASON					0	0		
Nominal	Inflation - FCC	Operational Services	J SMITH	0	0	0	0	(53,616)	0	(53,616)	(53,616)
	Total			50,000	50,000	0	50,000	(53,616)	(50,000)	(53,616)	(103,616)

DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			Responsible Director	MTFS YEAR 1: 2022/23							MTFS YEAR 2: 2023/24							MTFS YEAR 3: 2024/25							2025/26	
Cost Centre	Cost Centre Description	Service		Base Budget	Growth/Savings etc				Budget for Year	Variance to Base Budget	Base Budget	Growth/Savings etc				Budget for Year	Variance to Base Budget	Base Budget	Growth/Savings etc				Budget for Year	Variance to Base Budget	Base Budget	
					FCC contract changes	Inflation - Pay - Services	Inflation - Pay to Capital Financing	Inflation - Employer Oncosts				FCC contract changes	Inflation - Pay - Services	Inflation - Pay to Capital Financing	Inflation - Employer Oncosts				FCC contract changes	Inflation - Pay - Services	Inflation - Pay to Capital Financing	Inflation - Employer Oncosts				
					£	£	£	£				£	£	£	£				£	£	£	£				£
10509	Central Items - Contingencies	Finance	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Nominal	Inflation - Pay - Services 21	Corporate - Finance	C MASON	0		92,048	0	0	92,048	92,048	92,048		139,452	0	0	231,500	139,452	231,500		188,726	0	0	420,226	188,726	420,226	
Nominal	Inflation - Pay to Capital Finance	Corporate - Finance	C MASON	0		0	7,228	0	7,228	7,228	7,228		0	10,950	0	18,178	10,950	18,178		0	14,819	0	32,997	14,819	32,997	
Nominal	Inflation - Services	Corporate - Finance	C MASON	0		0	0	0	0	0	0		0	0	0	0	0	0		0	0	0	0	0	0	
Nominal	Inflation - Employer Oncosts	Corporate - Finance	CMASON		0	0	0	44,872	44,872	44,872	44,872		0	0	0	67,982	112,854	67,982	112,854		0	0	92,002	204,856	92,002	204,856
Nominal	Inflation - FCC	Operational Services	J SMITH	(53,616)	74,862	0	0	0	21,246	74,862	21,246	79,879	0	0	0	101,125	79,879	101,125	40,908	0	0	0	142,033	40,908	142,033	
	Total			(53,616)	74,862	92,048	7,228	44,872	165,394	219,010	165,394	79,879	139,452	10,950	67,982	463,657	298,263	463,657	40,908	188,726	14,819	92,002	800,112	336,455	800,112	

Star Chamber agreed Service Recommendations and Savings/Growth Proposals

Appendix 3

RECOMMENDATION	(Savings)/Cost £'000	
	2021/22	2021/22 – 2024/25
ENVIRONMENTAL SERVICES		
Grounds Maintenance		
Incremental Budget Changes	(42)	(168)
Adjusting grass cutting frequencies – saving as zero as awaiting figures from FCC	0	0
Rolling programme for play area refurbishments – move to a position of not replacing all equipment if some equipment still fit for purpose. This will allow older equipment in more sites to be replaced and reduce on-going maintenance costs. However, at this stage the level of saving is unknown and will be assessed as part of the 2021/22 budget setting process.	0	0
Adjusting management style at Welland Park – improved use of the FCC resources and rotation of staff resulting in the reduction of one FTE by FCC.	0	(75)
Increased involvement from volunteers in parks – this is connected to the above recommendation.	0	0
Change from annual to perennial and permanent specimen shrub planting at Welland Park	0	(21)
Review of the bowling pitch management and usage of the bowling pavilion.	0	0
Work with the planning service to ensure a greater proportion of s106 receipts are available for use on Council run community facilities i.e. parks. The value of savings is currently unknown as it will depend on the final agreements.	0	0
Investigate the possibilities of putting a Mini-golf facility in Welland Park – net income to be generated unknown and will be subject to a business case.	0	0
To work closer with Active Together team to investigate the better use of Welland Park and whether schemes, such as, providing chargeable equipment could be put in place in the park.	0	0
A new Welland Park Management plan to be developed to incorporate the above and other ideas.	0	0
Street Cleansing		
Incremental Budget Changes	(46)	(184)
To review a number of operational areas with FCC – savings are zero at present as awaiting confirmation of any saving potential from FCC		
• Review the frequency of cleansing in different zones	0	0
• Removal of excess bins to reduce FCC additional charges	0	0
• To look at frequency of mechanical sweeping	0	0
• Review the frequency of cleansing in different zones	0	0
To agree in principle to advertising on litter bins – further investigation required before an income target can be set	0	0
Waste Management		
Incremental Budget Changes	(45)	(190)
CXM System/Garden Waste Project – developing the online portal for payment for service - reduction in postage of stickers and additional staff costs required at the call centre	(20)	(80)
Garden Waste Service price increase	(250)	(1,000)
Trade Waste – development of the service to expand into new areas	0	(150)
Rural Collections carried out by 18 tonne refuse vehicle – Not recommended	0	0
New Depot – explore the options for a new depot site. No savings at present as the idea needs full exploration and a business case but may result in future savings, specifically when the current operational services contract is re-let	0	0
S106 to pay for new bins – ensure that developers pay for new bins on housing developments and included as part of the final S106 agreements.	0	(160)
TOTAL FOR ENVIRONMENTAL SERVICES	(403)	(2,028)

REPORT 2

RECOMMENDATION	(Savings)/Cost £'000	
	2021/22	2021/22 – 2024/25

CUSTOMER SERVICES		
Incremental Budget Changes	(29)	(116)
The Council should move the Customer Services Centre to an appointment only service for face-to-face meetings	0	0
Alterations to patterns of working.	(9)	(36)
The Council should develop NetCall.	(24)	(111)
Minor changes to employee budgets.	(17)	(68)
The Council should approve, in principle, to a strategic review of the call centre operations and the completion of a full business case for approval.	0	(544)
TOTAL FOR CUSTOMER SERVICES	(79)	(875)

COMMUNITY PARTNERSHIPS		
Housing & Homelessness		
Increase the homelessness budget to reflect current demand pressures	50	200
New Fixed Term Contract post (18 months) of trainee Housing Advisor	13	19
Growth for the provision of enhanced housing management to improve the effectiveness of the management of the properties that Council uses for homeless people and the support of these clients.	17	143
Explore feasibility of 'tap and donate' contactless donation points to enable the public to directly support charities helping homeless. This will not directly give any financial gain to the Council but may provide wider support to charities in this area.	0	0
Shared IT software with Neighbouring Districts	0	(20)
Explore opportunities from closer work between Housing Team and Revs & Bens Partnership to ensure the efficient claiming of the Council's HB income for homelessness.	0	0
The purchase of properties for use within homelessness to reduce the demand on B&B which will result in a reduced cost of housing these clients.	(10)	(295)
Grants/Lotto/Parish Liaison		
Annual Parish Meeting	(2)	(8)
It is recommended that the voluntary sector strategy is updated to meet the new challenges of a post-covid world; retaining the vision that HDC should have an 'enabling role'.	0	0
It is recommended community grant budget is reviewed and the Harborough Lotto to meet growth targets (below) i.e., raising £50,000 per year for local groups by	(10)	(170)
It is recommended that the Council undertakes a review of grants in Q1 of 2021/22.	0	(90)
It is recommended that the Council banks the income from the lotto for 2021/22 onwards – this is legitimate income raised from ticket sales that the council currently does not take.	(7)	(30)
It is further recommended to invest time in growing the lotto with a gross annual sales target of £100,000 by 2023/24. This could raise £50,000 for good causes and	0	(13)
TOTAL FOR COMMUNITY PARTNERSHIPS	51	(264)

TOTAL BC25, Tranche 1: Star Chamber Recommendations	(431)	(3,167)
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Stream 1 - Service Review (Reconciled to Table 3)	(269)	(2,509)
Stream 2 - Incremental Budget Changes (Services)	(162)	(658)
TOTAL BC25, Tranche 1: Star Chamber Recommendations	(431)	(3,167)
+ Chief Executive Savings	(57)	
Stream 2 - Incremental Budget Changes (Reconciles to Service Budget Pages)	(488)	

Consolidated General Fund (Unallocated) Reserve + Budget Surplus/Other Earmarked Reserves				Appendix 4			
		2020/21		2021/22	2022/23	2023/24	2024/25
		Budget	Budget (reflecting CV19, minor budget adjustments & Reserves Review)	Final Budget	Budget	Budget	Budget
		£	£	£	£	£	£
General Fund (Unallocated) Reserve							
b/f		9,238,000	9,238,000	2,881,783	2,723,458	2,581,804	2,594,490
Cont from/(to) Services		(237,076)	(237,076)	(2,682,475)	(2,999,119)	(3,395,903)	(3,341,148)
Cont from/(to) Budget Surplus Reserve		0	(6,119,141)	2,524,150	2,857,465	3,408,589	0
c/f		9,000,924	2,881,783	2,723,458	2,581,804	2,594,490	(746,658)
Net Expenditure		14,334,457	16,728,448	13,617,291	13,542,185	13,771,085	14,020,568
- CV19 adjustment 1 - Earmarked Res CV19			(976,376)	0	(633,167)	(516,167)	0
- CV19 adjustment 2 - CV19 Grant			(1,343,159)	0	0	0	0
			14,408,913	13,617,291	12,909,018	13,254,918	14,020,568
Minimum Level of Reserves @ 20.0%		0	2,881,783	2,723,458	2,581,804	2,650,984	2,804,114
Variance of GFR to Minimum Level of Reserves 20.0%		0	0	0	0	(56,494)	(3,550,772)
Budget Surplus Reserve							
b/f		4,014,000	4,014,000	1	1	1	0
Cont from/(to) Services		(1,603,179)	(1,603,179)	0	0	0	0
Cont from/(to) General Fund		0	6,119,141	(2,524,150)	(2,857,465)	(3,408,589)	0
Cont from/(to) CV19 Internal Recovery Reserve		0	(1,900,000)	0	0	0	0
Cont from/(to) ER: Projects & Risk		0	(316,000)	100,000	0	316,000	0
Cont from/(to) ER: Capital & Contract		0	(403,140)	0	0	403,140	0
Cont from/(to) ER: Transformation		0	(2,000,000)	0	0	2,000,000	0
Cont from/(to) ER: Community, Economic & Infrastructure		0	(2,410,821)	2,424,150	493,153	581	0
Cont from/(to) CIS Reserve		0	(1,500,000)	0	2,364,312	688,867	0
c/f		2,410,821	1	1	1	0	0
			Ok	Ok	Ok	Unbalanced	Unbalanced
Earmarked Reserve: CV19 Internal Recovery Reserves							
b/f		0	0	923,624	1,126,407	493,240	0
Cont (to) Services		0	(976,376)	0	(516,167)	(516,167)	0
Cont from/(to) Services (cont towards Interest & Investment Income)		0	0	(159,000)	(117,000)	0	0
Cont from/(to) Services (cont towards Development Control Income)		0	0	(61,000)	0	0	0
Cont from/(to) Funding Statement: Collection Fund (Surplus)/Deficit		0	0	85,783	0	0	0
Cont from/(to) Funding Statement: CV19 Emergency Funding, Tranche X		0	0	337,000	0	0	0
Cont from/(to) BS Reserve		0	1,900,000	0	0	0	0
Cont from/(to) ER: CIR		0	0	0	0	22,927	0
c/f		0	923,624	1,126,407	493,240	0	0
Earmarked Reserve: Projects, Risk & Smoothing							
b/f		0	0	316,000	316,000	316,000	0
Cont from/(to) Funding Statement: Local Council Tax Support Scheme		0	0	100,000	0	0	0
Cont from/(to) BS Reserve		0	316,000	(100,000)	0	(316,000)	0
c/f		0	316,000	316,000	316,000	0	0
Earmarked Reserve: Capital & Contract							
b/f		0	0	403,140	403,140	403,140	0
Cont from/(to) BS Reserve		0	403,140	0	0	(403,140)	0
c/f		0	403,140	403,140	403,140	0	0
Earmarked Reserve: Transformation							
b/f		0	0	2,000,000	2,000,000	2,000,000	0
Cont from/(to) BS Reserve		0	2,000,000	0	0	(2,000,000)	0
c/f		0	2,000,000	2,000,000	2,000,000	0	0
Earmarked Reserve: Community, Economic & Infrastructure							
b/f		0	0	2,410,821	493,734	581	0
Cont from/(to) Funding Statement: New Homes Bonus [2021.22 One-Off]		0	0	307,560	0	0	0
Cont from/(to) Funding Statement: Collection Fund (Surplus)/Deficit		0	0	199,503	0	0	0
Cont from/(to) BS Reserve		0	2,410,821	(2,424,150)	(493,153)	(581)	0
c/f		0	2,410,821	493,734	581	0	0
Earmarked Reserve: Commercial Investment Reserve							
b/f		0	0	1,511,666	2,798,106	711,794	0
Cont from/(to) Services (cont towards Development Control Income)		0	11,666	(88,000)	0	0	0
Cont from/(to) Funding Statement: New Homes Bonus [2021.22 One-Off]		0	0	624,440	0	0	0
Cont from/(to) Funding Statement: New Homes Bonus [Legacy]		0	0	450,000	278,000	0	0
Cont from/(to) Funding Statement: Lower Tier Services Grant		0	0	300,000	0	0	0
Cont from/(to) BS Reserve		0	1,500,000	0	(2,364,312)	(688,867)	0
Cont from/(to) ER: CV19 Internal Recovery Reserve		0	0	0	0	(22,927)	0
c/f		0	1,511,666	2,798,106	711,794	0	0

Capital Programme and Source of Financing Worksheets

Appendix 5

Capital Programme 2020/21 to 2024/25

<u>Spend</u>	Current Year	NEW BUDGET YEAR	MTFS			Total Capital Programme	Funding
	2020/21	2021/22	2022/23	2023/24	2024/25		
	£	£	£	£	£	£	
The Symington Building Ventilation Schemes	22,000	55,000	0	0	0	55,000	Service Charge
The Symington Building Ventilation Schemes	0	143,000	0	0	0	143,000	Unsupported Borrowing
The Symington Building Planned Maintenance	0	122,000	122,000	50,000	50,000	344,000	Unsupported Borrowing
The Symington Building Mosaic Flooring	40,000	0	0	0	0	0	
Market Hall Planned Maintenance	0	138,000	0	0	0	138,000	Unsupported Borrowing
Additional CCTV (Lutterworth & Welland Park)	55,000	20,000	20,000	20,000	20,000	80,000	
Harborough Innovation Centre Works	8,250	20,000	20,000	20,000	50,000	110,000	1/3 Service Charge, 2/3 Unsupported Borrowing
Housing & Homelessness Schemes	100,000	400,000	600,000	0	0	1,000,000	Harborough Housing Fund / Unsupported Borrowing
Market Harborough Leisure Centre (Refurbishment)	0	200,000	4,750,000	250,000	0	5,200,000	Unsupported Borrowing / Receipts
Leisure Centres PPM	0	50,000	300,000	200,000	100,000	650,000	Unsupported Borrowing
Play Area Equipment	210,000	206,000	100,000	100,000	100,000	506,000	Unsupported Borrowing / Receipts (50/50)
Welland Park Footpath	50,000	0	0	0	0	0	Unsupported Borrowing
Welland Park Toilets	0	122,000	0	0	0	122,000	Unsupported Borrowing
Lightbulb / Social Care Projects	418,000	418,000	420,000	420,000	420,000	1,678,000	Grant
Symington Rec Ground Pavilion PPM	0	162,000	0	0	0	162,000	Receipts
HDC Properties M&E Works	0	11,000	0	0	0	11,000	Unsupported Borrowing
Cemetery Chapel Northampton Road	0	0	0	50,000	0	50,000	Unsupported Borrowing
S106 Schemes	0	250,000	250,000	250,000	250,000	1,000,000	Grant
Coach Parking	0	0	400,000	400,000	0	800,000	Unsupported Borrowing
PCI DSS Solution	18,000	0	0	0	0	0	
ICT Development / Channel Shift	200,000	95,000	75,000	75,000	75,000	320,000	Unsupported Borrowing
VMWare Host & SAN expansion	0	70,000	0	0	0	70,000	Unsupported Borrowing
Telephony Replacement Project	0	30,000	0	0	0	30,000	Unsupported Borrowing
<u>New Capital Schemes for Consideration</u>							
Transformation		250,000	150,000	100,000	0	500,000	Revenue Funding
Lifeline Digital Telecare Alarms	0	40,000	0	0	0	40,000	Revenue Funding
Electric Charging Points	0	59,000	0	0	0	59,000	Grant
Performance & Risk Management Software	0	30,000	0	0	0	30,000	Unsupported Borrowing
Lutterworth Town Centre Heritage Action Zone	0	530,000	0	0	0	530,000	LLEP Grant / Receipts
Total Capital Plan	1,121,250	3,421,000	7,207,000	1,935,000	1,065,000	13,628,000	

Unsupported Borrowing (Minimum Revenue Provision - MRP) Pre 2008/09 to 2023/24 - Capital Financing (Revenue)**UNSUPPORTED BORROWING - REPAYMENT SCHEDULE**

Purpose of Loan	Base Information			Current Year	NEW BUDGET YEAR	MTFS			Total	Total	Total
	Loan £	Drawn	Yrs	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	Payments to 24/25 £	Outstanding £	Overall Payments £
Pre-2008/09 Borrowing											
Car Parks	16,925	2005/06	10	3	0	0	0	0	16,925	0	16,925
Rebuilding Churchyard Walls	7,644	2006/07	10	(2)	0	0	0	0	7,644	0	7,644
Renovation Grants	39,442	2006/07	25	1,578	1,578	1,578	1,578	1,578	29,977	9,465	39,442
New Roof, Dunleyway Pavilion	20,353	2007/08	10	(2)	0	0	0	0	20,353	0	20,353
Renovation Grants	300,694	2007/08	25	12,028	12,028	12,028	12,028	12,028	216,500	84,194	300,694
Car Parks Investment Programme	3,776	2007/08	10	3	0	0	0	0	3,776	0	3,776
Replacement of Play Equipment	51,639	2007/08	10	1	0	0	0	0	51,639	0	51,639
Street Scene Provision	10,207	2007/08	10	2	0	0	0	0	10,207	0	10,207
Rebuilding Churchyard Walls	10,765	2007/08	10	4	0	0	0	0	10,765	0	10,765
Pre-2008/09 Borrowing	1,439,529			13,613	13,606	13,606	13,606	13,606	1,345,871	93,659	1,439,530
2008/09 Borrowing											
Renovation Grants & Disabled Facilities etc.	341,910	2008/09	25	13,676	13,676	13,676	13,676	13,676	232,498	109,412	341,910
Virtual Server Replacement	4,702	2008/09	5	(1)	0	0	0	0	4,702	0	4,702
Car Parks Investment Programme	515,349	2008/09	10	1	0	0	0	0	515,349	0	515,349
Unidentified balancing requirement	281,061	2009/10	10	(1)	0	0	0	0	281,061	0	281,061
Adjustment to Balancing requirement	(45,696)	2010/11	9	3	0	0	0	0	(45,696)	0	(45,696)
Total Borrowing at 31/03/09	2,577,105			27,290	27,282	27,282	27,282	27,282	2,374,035	203,071	2,577,106
2009/10 Borrowing											
Replacement of Play Equipment	183,423	2009/10	10	(3)	0	0	0	0	183,423	0	183,423
Churchyard walls	18,791	2009/10	10	(1)	0	0	0	0	18,791	0	18,791
St Wilfred's churchyard wall	17,072	2009/10	10	(2)	0	0	0	0	17,072	0	17,072
Private sector renewal grants	74,538	2009/10	25	2,982	2,982	2,982	2,982	2,982	47,704	26,834	74,538
Disabled facilities	231,336	2009/10	25	9,253	9,253	9,253	9,253	9,253	148,055	83,281	231,336
Total Borrowing at 31/03/10	3,134,595			39,519	39,517	39,517	39,517	39,517	2,821,410	313,186	3,134,596
2010/11 Borrowing											
Disabled Facilities Grants	264,196	2010/11	25	10,568	10,568	10,568	10,568	10,568	158,515	105,681	264,196
Total Borrowing at 31/03/11	3,398,791			50,087	50,085	50,085	50,085	50,085	2,979,925	418,867	3,398,792
2011/12 Borrowing											
Wetside Change Area Renovation Harb Leisure Centre	189,996	2011/12	15	12,666	12,666	12,666	12,666	12,666	177,330	12,666	189,996
Bellfields Skate Park Floodlighting	12,680	2011/12	10	1,268	0	0	0	1	12,681	(1)	12,680
Total Borrowing at 31/03/12	3,601,467			64,022	62,751	62,751	62,751	62,752	3,169,935	431,533	3,601,468
2012/13 Borrowing											
Holistic Dry Recycling	958,925	2012/13	15	63,928	63,928	63,928	63,928	63,928	831,068	127,857	958,925
Redevelopment of Council Headquarters (incl Decant)	1,054,509	2012/13	25	42,180	42,180	42,180	42,180	42,180	548,345	506,164	1,054,509
Market Hall Improvements	7,875	2012/13	25	315	315	315	315	315	4,095	3,780	7,875
Repairs to Scraftoft Closed Churchyard Wall	18,260	2012/13	25	730	730	730	730	730	9,495	8,765	18,260
Footway Resurfacing, St Cuthberts Churchyard	9,850	2012/13	20	493	493	493	493	493	6,403	3,448	9,850
All Saints, Theddingworth Churchyard Wall	13,589	2012/13	25	544	544	544	544	544	7,066	6,523	13,589
Private Sector Renewal Loans & Grants	48,841	2012/13	25	1,954	1,954	1,954	1,954	1,954	25,397	23,444	48,841
Disabled Facilities Grants	57,310	2012/13	25	2,292	2,292	2,292	2,292	2,292	29,801	27,509	57,310
Total Borrowing at 31/03/13	5,857,989			176,458	175,187	175,187	175,187	175,188	4,718,969	1,139,021	5,857,990
2013/14 Borrowing											
Holistic Dry Recycling	(1,881)	2013/14	15	(125)	(125)	(125)	(125)	(125)	(1,505)	(376)	(1,881)
Redevelopment of Council Headquarters	1,529,989	2013/14	25	61,200	61,200	61,200	61,200	61,200	734,395	795,594	1,529,989
Replacement of Play Equipment	49,734	2013/14	10	4,973	4,973	4,973	0	0	49,734	0	49,734
St Wilfrid's Kibworth Churchyard Wall	38,384	2013/14	25	1,535	1,535	1,535	1,535	1,535	18,424	19,960	38,384
Rebuild Churchyard Walls	409	2013/14	25	16	16	16	16	16	196	213	409
Market Hall Improvements	449,717	2013/14	25	17,989	17,989	17,989	17,989	17,989	215,864	233,853	449,717
Total Borrowing at 31/03/14	8,227,049			262,046	260,775	260,775	255,802	255,803	5,843,677	2,383,373	8,227,050

Unsupported Borrowing (Minimum Revenue Provision - MRP) Pre 2008/09 to 2023/24 - Capital Financing (Revenue)**UNSUPPORTED BORROWING - REPAYMENT SCHEDULE**

Purpose of Loan	Base Information			Current Year	NEW BUDGET YEAR	MTFS			Total Payments to 24/25	Total Outstanding	Total Overall Payments
	Loan £	Drawn	Yrs	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	£	£	£
2014/15 Borrowing											
Redevelop Orchard Rd Car Park, Broughton Astley	2,421	2014/15	10	242	242	242	242	0	2,421	0	2,421
Relocation of HDC Offices	1,339	2014/15	25	54	54	54	54	54	589	750	1,339
Relocation / development of Museum & Library	26,176	2014/15	25	1,047	1,047	1,047	1,047	1,047	11,517	14,659	26,176
Redevelopment of Council Headquarters	55,644	2014/15	25	2,226	2,226	2,226	2,226	2,226	24,483	31,161	55,644
Resurface Fox Yard	13,137	2014/15	10	1,314	1,314	1,314	1,314	0	13,137	0	13,137
St Peter, Leire - Churchyard Wall Repairs	186	2014/15	25	7	7	7	7	7	82	104	186
Northampton Rd Cemetery - Resurface Footways	77,754	2014/15	10	7,775	7,775	7,775	7,775	0	77,754	0	77,754
All Saints, Theddingworth Churchyard Wall	126	2014/15	25	5	5	5	5	5	55	71	126
Replacement of Play Equipment	44,418	2014/15	10	4,442	4,442	4,442	4,442	0	44,418	0	44,418
St Wilfrid's Kibworth Churchyard Wall	6,323	2014/15	25	253	253	253	253	253	2,782	3,541	6,323
Rebuild Churchyard Walls	10,312	2014/15	25	412	412	412	412	412	4,537	5,775	10,312
War Memorial - St Wilfrids, Kibworth	1,888	2014/15	25	76	76	76	76	76	831	1,057	1,888
Market Hall Improvements	22,212	2014/15	25	888	888	888	888	888	9,773	12,439	22,212
All Saints, Billesdon Churchyard Wall	17,334	2014/15	25	693	693	693	693	693	7,627	9,707	17,334
Harborough Innovation Centre	106,096	2014/15	25	4,244	4,244	4,244	4,244	4,244	46,682	59,414	106,096
Private Sector Renewal Loans & Grants	1,533	2014/15	25	61	61	61	61	61	675	858	1,533
Disabled Facilities Grants	289,783	2014/15	25	11,591	11,591	11,591	11,591	11,591	127,505	162,278	289,783
Total Borrowing at 31/03/15	8,982,212			297,377	296,106	296,106	291,133	277,361	6,297,028	2,685,186	8,982,213
2015/16 Borrowing											
Redevelop Orchard Rd Car Park, B.Astley	109,269	2015/16	10	10,927	10,927	10,927	10,927	10,927	109,269	0	109,269
Revlopment of Council Headquarters	17,501	2015/16	25	700	700	700	700	700	7,000	10,501	17,501
The Symington Building Improved Access (lift)	17,918	2015/16	10	1,792	1,792	1,792	1,792	1,792	17,918	0	17,918
St Peter, Leire - Churchyard Wall Repairs	18,240	2015/16	25	730	730	730	730	730	7,296	10,944	18,240
Play Area Refurbishment	19,613	2015/16	10	1,961	1,961	1,961	1,961	1,961	19,613	0	19,613
Repairs to Wall - St Wilfrid's Kibworth	(1,660)	2015/16	25	(66)	(66)	(66)	(66)	(66)	(664)	(996)	(1,660)
Closed Churchyards Boundary Wall Repairs	18,288	2015/16	25	732	732	732	732	732	7,315	10,973	18,288
Market - Redevelopment Works	(2,268)	2015/16	25	(91)	(91)	(91)	(91)	(91)	(907)	(1,361)	(2,268)
Flood Wall & Piling - Commons Car Park	5,234	2015/16	25	209	209	209	209	209	2,094	3,140	5,234
Private Sector Renewal Loans & Grants	266	2015/16	25	11	11	11	11	11	106	160	266
Disabled Facility Grant	142,659	2015/16	25	5,706	5,706	5,706	5,706	5,706	57,064	85,595	142,659
Total Borrowing at 31/03/16	9,327,272			319,987	318,717	318,717	313,743	299,971	6,523,132	2,804,141	9,327,273
2016/17 Borrowing											
Car Parks Planned Maintenance	7,856	2016/17	10	786	786	786	786	786	7,070	786	7,856
Redevelop Orchard Rd Car Park, B.Astley	(2,625)	2016/17	10	(263)	(263)	(263)	(263)	(263)	(2,363)	(263)	(2,625)
The Symington Building Roofing Works - Rear Wing	87,870	2016/17	25	3,515	3,515	3,515	3,515	3,515	31,633	56,237	87,870
Redevelop Council Headquarters	32,442	2016/17	25	1,298	1,298	1,298	1,298	1,298	11,679	20,763	32,442
The Symington Building Improved Access (Lift Replace)	27,311	2016/17	10	2,731	2,731	2,731	2,731	2,731	24,580	2,731	27,311
Play Area Refurbishment	6,597	2016/17	10	660	660	660	660	660	5,937	660	6,597
Closed Churchyards Boundary Wall Repairs	11,795	2016/17	25	472	472	472	472	472	4,246	7,549	11,795
Market Hall - Boiler Replacements	1,387	2016/17	10	139	139	139	139	139	1,248	139	1,387
ICT Transformation Programme	11,802	2016/17	5	2,360	0	0	0	0	11,802	0	11,802
Website Portals	3,694	2016/17	5	739	0	0	0	0	3,694	0	3,694
Harborough Innovation Centre - Café	688	2016/17	10	69	69	69	69	69	619	69	688
Harborough Innovation Centre - Draught Lobby	1,478	2016/17	10	148	148	148	148	148	1,330	148	1,478
Property Appreciation Loan - 28 Patrick Street	11,696	2016/17	25	468	468	468	468	468	4,211	7,485	11,696
Disabled Facility Grant	157,710	2016/17	25	6,308	6,308	6,308	6,308	6,308	56,776	100,934	157,710
Total Borrowing at 31/03/17	9,686,973			339,416	335,046	335,046	330,073	316,301	6,685,595	3,001,378	9,686,974
2017/18 Working Budget											
Car Parking Strategy (Replace machines etc)	156,163	2017/18	5	31,233	31,233	0	0	0	156,163	0	156,163
Car Pak Improvement - Mill Hill	25,442	2017/18	10	2,544	2,544	2,544	2,544	2,544	20,354	5,088	25,442
Kings Head Place Car Park Resurfacing	18,027	2017/18	10	1,803	1,803	1,803	1,803	1,803	14,422	3,605	18,027
The Symington Building External Signage	993	2017/18	5	199	199	0	0	0	993	0	993
Closed Churchyards Boundary Wall Repairs	16,657	2017/18	25	666	666	666	666	666	5,330	11,327	16,657
Market Hall - Boiler Replacements	32,255	2017/18	10	3,226	3,226	3,226	3,226	3,226	25,804	6,451	32,255
Flood Wall & Piling - Commons Car Park	6,378	2017/18	25	255	255	255	255	255	2,041	4,337	6,378
Efin Upgrade Incorp Collab Planning	(12,841)	2017/18	5	(2,568)	(2,568)	0	0	0	(12,841)	0	(12,841)
ICT Hardware Refresh	65,098	2017/18	5	13,020	13,020	0	0	0	65,098	0	65,098
Harborough Innovation Centre - Café	86,299	2017/18	10	8,630	8,630	8,630	8,630	8,630	69,039	17,260	86,299
Harborough Innovation Centre - Draught Lobby	18,002	2017/18	10	1,800	1,800	1,800	1,800	1,800	14,402	3,600	18,002
Grow on Space	145,772	2017/18	25	5,831	5,831	5,831	5,831	5,831	46,647	99,125	145,772
Private Sector Renewal Loans & Grants	10,422	2017/18	25	417	417	417	417	417	3,335	7,087	10,422
Disabled Facility Grant	903	2017/18	25	36	36	36	36	36	289	614	903
Total Estimated Borrowing at 31/03/18	10,256,543			406,507	402,137	360,254	355,281	341,509	7,096,673	3,159,875	10,256,544

Unsupported Borrowing (Minimum Revenue Provision - MRP) Pre 2008/09 to 2023/24 - Capital Financing (Revenue)**UNSUPPORTED BORROWING - REPAYMENT SCHEDULE**

Purpose of Loan	Base Information			Current Year	NEW BUDGET YEAR	MTFS				Total Payments to 24/25	Total Outstanding	Total Overall Payments
	Loan £	Drawn	Yrs	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £		£	£	£
2018/19 Working Budget												
Coach Parking	55,380	2018/19	10	5,538	5,538	5,538	5,538	5,538		38,766	16,614	55,380
Play Area Refurbishment	105,750	2018/19	10	10,575	10,575	10,575	10,575	10,575		74,025	31,725	105,750
Grow on Space	2,736,027	2018/19	25	109,441	109,441	109,441	109,441	109,441		766,088	1,969,939	2,736,027
Garage Site Redevelopment - Naseby Square	29,505	2018/19	25	1,180	1,180	1,180	1,180	1,180		8,261	21,244	29,505
Total Estimated Borrowing at 31/03/19	13,183,205			533,241	528,871	486,988	482,015	468,243		7,983,813	5,199,396	13,183,206
2019/20 Working Budget												
Leisure Equipment Purchase	38,000	2019/20	5	7,600	7,600	7,600	7,600	0		38,000	0	38,000
Leisure Centres Landlord Repair Obligations	50,000	2019/20	10	5,000	5,000	5,000	5,000	5,000		30,000	20,000	50,000
The Symington Building PPM	100,059	2019/20	10	10,006	10,006	10,006	10,006	10,006		60,035	40,024	100,059
Harborough Innovation Centre Ventilation works	150,000	2019/20	10	15,000	15,000	15,000	15,000	15,000		90,000	60,000	150,000
Harborough Innovation Centre Car Park Extension	150,000	2019/20	10	15,000	15,000	15,000	15,000	15,000		90,000	60,000	150,000
Harborough Innovation Centre PPM	50,338	2019/20	10	5,034	5,034	5,034	5,034	5,034		30,203	20,135	50,338
Grow on Space	1,531,756	2019/20	25	61,270	61,270	61,270	61,270	61,270		367,621	1,164,135	1,531,756
Harborough Market	200,000	2019/20	10	20,000	20,000	20,000	20,000	20,000		120,000	80,000	200,000
Minor Buildings (Pavilions, Toilets etc)	177,000	2019/20	10	17,700	17,700	17,700	17,700	17,700		106,200	70,800	177,000
Play Area Equipment	60,000	2019/20	10	6,000	6,000	6,000	6,000	6,000		36,000	24,000	60,000
Lutterworth Country Park Open Space	50,000	2019/20	10	5,000	5,000	5,000	5,000	5,000		30,000	20,000	50,000
Churchyards & Cemeteries	24,000	2019/20	25	960	960	960	960	960		5,760	18,240	24,000
ICT Development / Channel Shift	300,000	2019/20	5	60,000	60,000	60,000	60,000	0		300,000	0	300,000
Lifeline Digitisation	50,000	2019/20	5	10,000	10,000	10,000	10,000	0		50,000	0	50,000
Total Estimated Borrowing at 31/03/20	16,114,358			771,811	767,441	725,558	720,585	629,213		9,337,632	6,776,729	16,114,359
2020/21 Working Budget												
The Symington Building Ventilation Schemes (Borrowing)	38,500	2020/21	10		3,850	3,850	3,850	3,850		15,400	23,100	38,500
The Symington Building Mosaic Flooring	29,250	2020/21	10		2,925	2,925	2,925	2,925		11,700	17,550	29,250
Additional CCTV	55,000	2020/21	10		5,500	5,500	5,500	5,500		22,000	33,000	55,000
Market Harborough Leisure Centre	50,000	2020/21	10		5,000	5,000	5,000	5,000		20,000	30,000	50,000
Play Area Equipment	210,000	2020/21	10		21,000	21,000	21,000	21,000		84,000	126,000	210,000
Welland Park Footpath	50,000	2020/21	10		5,000	5,000	5,000	5,000		20,000	30,000	50,000
PCI DSS Solution	29,500	2020/21	5		5,900	5,900	5,900	5,900		23,600	5,900	29,500
ICT Development / Channel Shift	200,000	2020/21	5		40,000	40,000	40,000	40,000		160,000	40,000	200,000
Total Estimated Borrowing at 31/03/21	16,776,608			771,811	856,616	814,733	809,760	718,388		9,694,332	7,082,279	16,776,609
2021/22 Working Budget												
The Symington Building Ventilation Schemes	143,000	2021/22	10			14,300	14,300	14,300		42,900	100,100	143,000
The Symington Building Planned Maintenance	122,000	2021/22	10			12,200	12,200	12,200		36,600	85,400	122,000
Market Hall Planned Maintenance	138,000	2021/22	10			13,800	13,800	13,800		41,400	96,600	138,000
CCTV Replacements & Upgrades	20,000	2021/22	5			4,000	4,000	4,000		12,000	8,000	20,000
Harborough Innovation Centre Works	14,000	2021/22	10			1,400	1,400	1,400		4,200	9,800	14,000
Leisure Centres PPM	50,000	2021/22	10			5,000	5,000	5,000		15,000	35,000	50,000
HDC Properties M&E Works	11,000	2021/22	10			1,100	1,100	1,100		3,300	7,700	11,000
ICT Development / Channel Shift	95,000	2021/22	5			19,000	19,000	19,000		57,000	38,000	95,000
VMWare Host & SAN expansion	70,000	2021/22	5			14,000	14,000	14,000		42,000	28,000	70,000
Telephony Replacement Project	30,000	2021/22	5			6,000	6,000	6,000		18,000	12,000	30,000
Performance & Risk Management Software	30,000	2021/22	5			6,000	6,000	6,000		18,000	12,000	30,000
Total Estimated Borrowing at 31/03/22	17,499,608			771,811	856,616	911,533	906,560	815,188		9,984,732	7,514,880	17,499,609
2022/23 Working Budget												
The Symington Building Planned Maintenance	122,000	2022/23	10				12,200	12,200		24,400	97,600	122,000
CCTV Replacements & Upgrades	20,000	2022/23	5				4,000	4,000		8,000	12,000	20,000
Harborough Innovation Centre Works	14,000	2022/23	10				1,400	1,400		2,800	11,200	14,000
Market Harborough Leisure Centre	2,150,000	2022/23	10				215,000	215,000		430,000	1,720,000	2,150,000
Leisure Centres PPM	300,000	2022/23	10				30,000	30,000		60,000	240,000	300,000
ICT Development	75,000	2022/23	5				15,000	15,000		30,000	45,000	75,000
Total Estimated Borrowing at 31/03/23	20,180,608			771,811	856,616	911,533	1,184,160	1,092,788		10,539,932	9,640,681	20,180,609
2023/24 Working Budget												
The Symington Building Planned Maintenance	50,000	2023/24	10					5,000		5,000	45,000	50,000
CCTV Replacements & Upgrades	20,000	2023/24	5					4,000		4,000	16,000	20,000
Harborough Innovation Centre Works	14,000	2023/24	10					1,400		1,400	12,600	14,000
Market Harborough Leisure Centre	250,000	2023/24	10					25,000		25,000	225,000	250,000
Leisure Centres PPM	200,000	2023/24	10					20,000		20,000	180,000	200,000
Cemetery Chapel Northampton Road	50,000	2023/24	10					5,000		5,000	45,000	50,000
ICT Development	75,000	2023/24	5					15,000		15,000	60,000	75,000
Total Estimated Borrowing at 31/03/24	20,839,608			771,811	856,616	911,533	1,184,160	1,168,188		10,615,332	10,224,282	20,839,609
2024/25 Working Budget												
The Symington Building Planned Maintenance	50,000	2024/25	10							0	50,000	50,000
CCTV Replacements & Upgrades	20,000	2024/25	5							0	20,000	20,000
Harborough Innovation Centre Works	33,000	2024/25	10							0	33,000	33,000
Leisure Centres PPM	100,000	2024/25	10							0	100,000	100,000
ICT Development	75,000	2024/25	5							0	75,000	75,000
Total Estimated Borrowing at 31/03/25	21,117,608			771,811	856,616	911,533	1,184,160	1,168,188		10,615,332	10,502,283	21,117,609

REPORT 2

Capital Programme 2021/22 to 2023/24 - Sources of Finance

	Year	External Funding & Grants						Capital	Service	Direct	Borrowin	Total
	2021/22	ERDF	LLEP	Better	External	S106	Harboroug	Receipts	Charge	Revenue	g	Capital
	£	(pro-rata) £	(pro-rata) £	Care Fund £	Funding £	£	h Housing Fund £	£	£	£	£	Financing £
The Symington Building Ventilation Schemes	143,000										143,000	143,000
The Symington Building Ventilation Schemes	55,000								55,000			55,000
The Symington Building Planned Maintenance	122,000										122,000	122,000
Market Hall Planned Maintenance	138,000										138,000	138,000
												0
CCTV Replacements & Upgrades	20,000										20,000	20,000
Harborough Innovation Centre Works	20,000								6,000		14,000	20,000
Housing & Homelessness Schemes	400,000						400,000					400,000
												0
Market Harborough Leisure Centre	200,000							200,000				200,000
Leisure Centres PPM	50,000										50,000	50,000
Play Area Equipment	206,000					50,000		156,000				206,000
Welland Park Toilets	122,000							122,000				122,000
Lightbulb / Social Care Projects	418,000			418,000								418,000
Symington Rec Ground Pavilion PPM	162,000							162,000				162,000
HDC Properties M&E Works	11,000										11,000	11,000
S106 Schemes	250,000					250,000						250,000
												0
Coach Parking	0											0
PCI DSS Solution	0											0
ICT Development / Channel Shift	95,000										95,000	95,000
VMWare Host & SAN expansion	70,000										70,000	70,000
Telephony Replacement Project	30,000										30,000	30,000
Transformation	250,000									250,000		250,000
												0
<u>New Capital Schemes for Consideration</u>												0
Lifeline Digital Telecare Alarms	40,000							40,000				40,000
Electric Charging Points	59,000		53,000					6,000				59,000
Performance & Risk Management Software	30,000										30,000	30,000
Lutterworth Town Centre Heritage Action Zone	530,000		400,000					130,000				530,000
	3,421,000	0	453,000	418,000	0	300,000	400,000	816,000	61,000	250,000	723,000	3,421,000

REPORT 2

	Year	External Funding & Grants						Capital	Service	Direct	Borrowin	Total
	2022/23	ERDF	LLEP	Better	External	S106	Harboroug	Receipts	Charge	Revenue	g	Capital
	£	(pro-rata) £	(pro-rata) £	Care Fund £	Funding £	£	h Housing Fund £	£	£	£	£	Financing £
The Symington Building Ventilation Schemes	0											0
The Symington Building Ventilation Schemes	0											0
The Symington Building Planned Maintenance	122,000										122,000	122,000
The Symington Building Mosaic Flooring	0											0
												0
CCTV Replacements & Upgrades	20,000										20,000	20,000
Harborough Innovation Centre Works	20,000								6,000		14,000	20,000
Housing & Homelessness Schemes	600,000							600,000				600,000
												0
Market Harborough Leisure Centre	4,750,000							2,600,000			2,150,000	4,750,000
Leisure Centres PPM	300,000										300,000	300,000
Play Area Equipment	100,000					50,000		50,000				100,000
Welland Park Footpath	0											0
Lightbulb / Social Care Projects	420,000			420,000								420,000
Symington Rec Ground Pavilion PPM	0											0
S106 Schemes	250,000					250,000						250,000
												0
Coach Parking	400,000							400,000				400,000
PCI DSS Solution	0											0
ICT Development / Channel Shift	75,000										75,000	75,000
VMWare Host & SAN expansion	0											0
Telephony Replacement Project	0											0
Transformation	150,000									150,000		150,000
												0
<u>New Capital Schemes for Consideration</u>												0
Lifeline Digital Telecare Alarms	0											0
Electric Charging Points	0											0
Performance & Risk Management Software	0											0
Lutterworth Town Centre Heritage Action Zone	0											0
	7,207,000	0	0	420,000	0	300,000	0	3,650,000	6,000	150,000	2,681,000	7,207,000

REPORT 2

	Year	External Funding & Grants						Capital	Service	Direct	Borrowin	Total
	2023/24	ERDF	LLEP	Better	External	S106	Harboroug	Receipts	Charge	Revenue	g	Capital
	£	(pro-rata) £	(pro-rata) £	Care Fund £	Funding £	£	h Housing Fund £	£	£	£	£	Financing £
The Symington Building Ventilation Schemes	0											0
The Symington Building Ventilation Schemes	0											0
The Symington Building Planned Maintenance	50,000										50,000	50,000
The Symington Building Mosaic Flooring	0											0
												0
CCTV Replacements & Upgrades	20,000										20,000	20,000
Harborough Innovation Centre Works	20,000								6,000		14,000	20,000
Housing & Homelessness Schemes	0										0	0
											0	0
Market Harborough Leisure Centre	250,000										250,000	250,000
Leisure Centres PPM	200,000										200,000	200,000
Play Area Equipment	100,000					50,000		50,000				100,000
Welland Park Footpath	0											0
Lightbulb / Social Care Projects	420,000			420,000								420,000
Cemetery Chapel Northampton Road	50,000										50,000	50,000
S106 Schemes	250,000					250,000						250,000
												0
Coach Parking	400,000							400,000				400,000
PCI DSS Solution	0											0
ICT Development / Channel Shift	75,000										75,000	75,000
VMWare Host & SAN expansion	0											0
Telephony Replacement Project	0											0
Transformation	100,000									100,000		100,000
												0
<u>New Capital Schemes for Consideration</u>												0
Lifeline Digital Telecare Alarms	0											0
Electric Charging Points	0											0
Performance & Risk Management Software	0											0
Lutterworth Town Centre Heritage Action Zone	0											0
	1,935,000	0	0	420,000	0	300,000	0	450,000	6,000	100,000	659,000	1,935,000

REPORT 2

	Year	External Funding & Grants						Capital	Service	Direct	Borrowin	Total
	2024/25	ERDF	LLEP	Better	External	S106	Harboroug	Receipts	Charge	Revenue	g	Capital
	£	(pro-rata) £	(pro-rata) £	Care Fund £	Funding £	£	h Housing Fund £	£	£	£	£	Financing £
The Symington Building Ventilation Schemes	0											0
The Symington Building Ventilation Schemes	0											0
The Symington Building Planned Maintenance	50,000										50,000	50,000
The Symington Building Mosaic Flooring	0											0
CCTV Replacements & Upgrades	20,000										20,000	20,000
Harborough Innovation Centre Works	50,000								17,000		33,000	50,000
Housing & Homelessness Schemes	0											0
												0
Market Harborough Leisure Centre	0											0
Leisure Centres PPM	100,000										100,000	100,000
Play Area Equipment	100,000					50,000		50,000				100,000
Welland Park Footpath	0											0
Lightbulb / Social Care Projects	420,000			420,000								420,000
Symington Rec Ground Pavilion PPM	0											0
S106 Schemes	250,000					250,000						250,000
												0
Coach Parking	0											0
PCI DSS Solution	0											0
ICT Development / Channel Shift	75,000										75,000	75,000
VMWare Host & SAN expansion	0											0
Telephony Replacement Project	0											0
Transformation	0											0
												0
<u>New Capital Schemes for Consideration</u>												0
Lifeline Digital Telecare Alarms	0											0
Electric Charging Points	0											0
Performance & Risk Management Software	0											0
Lutterworth Town Centre Heritage Action Zone	0											0
	1,065,000	0	0	420,000	0	300,000	0	50,000	17,000	0	278,000	1,065,000
Grand Total	13,628,000	0	453,000	1,678,000	0	1,200,000	400,000	4,966,000	90,000	500,000	4,341,000	13,628,000