

## HARBOROUGH DISTRICT COUNCIL

## Annex 1

## REPORT TO THE CABINET MEETING OF 10 JANUARY 2022

PUBLIC REPORT: Yes

EXEMPT REPORT: No

Report Title	Draft Budget 2022/23 & the Medium-Term Financial Strategy (2023/24 to 2026/27)  <b><i>"Committed to Financial Sustainability &amp; Resilience to enable Community Investment".</i></b>						
KEY DECISION	Yes						
Report Author	Clive Mason, Director; Finance, ICT & Fixed Assets						
Purpose of Report	<ul style="list-style-type: none"><li>• To propose the Draft Budget 2022/23 &amp; the Medium-Term Financial Strategy (2023/24 to 2026/27 (MTFS), including potential budgetary implications of the government’s provisional settlement, implications for Council Tax and consequential application of reserves.</li><li>• For Cabinet to review and endorse inflationary implications, savings, and growth proposals, and to begin, where necessary a period of consultation.</li><li>• For Cabinet to review capital projects proposals; including the potential revenue implications.</li></ul>						
Reason for Decision	To provide the opportunity for consultation on the emerging budget position for 2022/23 and the MTFS, with a focus on the revenue budget and proposals for the capital programme.						
Portfolio (holder)	Councillor James Hallam; Finance						
Corporate Priorities		<table><tr><td colspan="2">YOUR COUNCIL: creative, proactive, and efficient</td></tr><tr><td>CO 08</td><td>Deliver financial sustainability for the future</td></tr></table>		YOUR COUNCIL: creative, proactive, and efficient		CO 08	Deliver financial sustainability for the future
YOUR COUNCIL: creative, proactive, and efficient							
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Financial Implications	These are considered throughout this budget report. Wider resource implications are shown at the end of this report.						
Risk Management Implications	Main 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 7 <sup>th</sup> February 2022 and Council on the 21 <sup>st</sup> February 2022.						

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	Further implications: Further risk management implications are shown at the end of this report.	
<b>Environmental Implications</b>	None	
<b>Legal Implications</b>	<p>This report supports the Council in its statutory responsibilities in respect of delivering a balanced budget (s.32, 43 &amp; 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).</p> <p>The Council is required to consult on its budget prior to formulating its budget requirement. The Council is scheduled to approve the budget on 21st February 2022.</p>	
<b>Equality Implications</b>	The equality implications arising from this budget, including savings programmes, have been addressed through each of those individual reviews.	
<b>Data Protection Implications</b>	None	
<b>Consultation</b>	Cabinet in respect of this report. The Council is required to consult prior to approval of the Final Budget.	
<b>Background Papers</b>	None.	
<b>Appendices</b>	<ul style="list-style-type: none"> <li>• <b>Appendix 1:</b> Consolidated 2022/23 Budget and MTFS (2023/24 to 2026/27).</li> <li>• <b>Appendix 2:</b> Detailed Service Budgets for the Draft 2022/23 Budget and MTFS (2023/24 to 2026/27)</li> <li>• <b>Appendix 3:</b> Consolidated Reserves Statement, supporting the 2022/23 Budget and MTFS (2023/24 to 2026/27).</li> <li>• <b>Appendix 4:</b> Detailed Capital Programme</li> </ul>	
<b>Recommendation</b>	1. That Cabinet approves the:	
	<ul style="list-style-type: none"> <li>• various service-related budget changes noted in paragraphs 3.5 to 3.11 are included in the Draft 2022/23 Budget and MTFS (2023/24 to 2026/27).</li> </ul>	3.5 to 3.11
	<ul style="list-style-type: none"> <li>• various non-service funding budget changes noted in paragraphs 3.12 – 3.17 are included in the Draft 2022/23 Budget and MTFS (2023/24 to 2026/27).)</li> </ul>	3.12 to 3.17
	<ul style="list-style-type: none"> <li>• Council Tax, Business Rates and Collection Fund related budget changes noted in paragraphs 3.18 to</li> </ul>	3.18 to 3.23

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	<p>3.24 are included in the Draft 2022/23 Budget and MTFS (2023/24 to 2026/27).</p> <p><i>This includes a £5 increase in Council Tax for 2023/24 and for each year of the MTFS (2024/25 to 2026/27).</i></p>	
	<ul style="list-style-type: none"> <li>delegation of authority to the Director, Finance, ICT &amp; Assets, following consultation with the Portfolio Holder for Resources, to distribute the “Final” Forecast 2021/22 Collection Fund Surplus/(Deficit) to respective Preceptors by the statutory deadline (31<sup>st</sup> January).</li> </ul>	3.24
	<ul style="list-style-type: none"> <li>Draft Budget 2022/23 and MTFS (2023/24 to 2025/26) summarised at <b>Table 5</b>. The detailed service budgets are shown at <b>Appendix 1</b> and <b>2</b>.</li> </ul>	3.25 to 3.27
	<ul style="list-style-type: none"> <li>Reserves allocations summarised at <b>Table 6, Appendix 3</b></li> </ul>	3.28 to 3.29
	<ul style="list-style-type: none"> <li>Capital Programme for 2022/23 and for the MTFS (2023/24 to 2026/27) summarised at <b>Table 7</b>. The detailed capital programme is shown at <b>Appendix 4</b>.</li> </ul>	3.34 to 3.39
	<p>2. That Cabinet endorses the continuation of the transformation programme and continuous improvement, thereby ensuring that the Council remains “<b>Committed to Financial Sustainability &amp; Resilience to enable Community Investment</b>”</p>	3.40

## 1. INTRODUCTION

- 1.1 In February 2021, the Council approved the 2021/22 Budget and MTFs. In respect of the 2021/22 Budget the key points to note are that this included:
- service net expenditure of £13.1m,
  - budget requirement of £13.8m,
  - Council Tax (Band D) of £172.97, and
  - to balance the budget, a net contribution from revenue reserves of £1.9m.
- 1.2 Members will recall that during 2020, it was established that the Council was facing a circa £4m annual budget gap. To help to close this gap, the Council undertook a budget review programme, based on the principles of zero-based budgeting, called Budget Challenge 2025 (BC25). The programme started in early Autumn 2020, closed in the summer of 2021, and reported to Cabinet in September 2021. Every Council service was reviewed and by 2024/25 the annual saving will be £3.1m.
- 1.3 In addition to the budget challenge process, the Council has continued to be impacted by the Coronavirus pandemic (CV19); this has included delivering services in new and innovative ways to ensure that it remains at the centre of serving its local community. In addition, the Council has also continued to deliver all “business as usual” activity, commence a review of its Corporate Plan and operating model and start the development of both a Young Persons and Rural Strategies.

## 2. REFLECTIONS ON THE 2021/22 FORECAST OUTTURN

- 2.1 The [Financial Performance 2021/22 Quarter 2 report](#) was discussed at Cabinet in November and is showing a net overspend of £107k. This overspend is due to a number of both positive and negative variances, but the main negative variances are in relation to the pay award and underachievement in Car Parking income. This demonstrates that the Council continues to face a significant financial challenge to meet its ambitions of financial resilience and sustainability over the medium-term.

## 3. REVENUE BUDGET: Draft Budget 2022/23 and Medium-Term Financial Strategy 2023/24 to 2026/27

### Base Budget 2022/23

- 3.1 When the Council approved the 2021/22 budget and MTFs; the 2021/22 “Net Direct Cost of Services” was £12.2m. During the last year there have been some minor budget adjustments and the Updated 2022/23 Base Budget is £12m; this is shown in **Table 1** below.

Reconciliation of Updated Base Budget 2022/23					Table 1
Service	2021/22 Budget as approved February 2021	Budget Changes from 2021/22 to 2022/23			2022/23 Base Budget
		Virements	Previously Approved Growth/ Savings	Previously Approved BC25 Savings	
	£000	£000	£000	£000	£000
Finance	2,730	(37)	(42)	273	2,924
Planning, Environment & Waste	5,342	0	(132)	(200)	5,010
Wellbeing, Communities & Housing	1,134	0	(87)	201	1,248
Strategy (aka Planning & Regeneration)	723	0	4	(30)	697
Corporate & Regulatory Services	2,366	0	(113)	(261)	1,992
Contingency (including Pay/Services/FCC Inflation)	(54)	0	219	0	165
<b>Net Direct Cost of Services</b>	<b>12,241</b>	<b>(37)</b>	<b>(151)</b>	<b>(17)</b>	<b>12,036</b>

### Budget Changes 2022/23

3.2 The detailed Draft 2022/23 Budget and MTFs is at **Appendix 1**, with the detailed service budget pages being shown at **Appendix 2** (a summary is shown at **Table 5** later in this report). However, the 2022/23 draft budget has been based on the [Budget Setting Principles](#) report agreed by Cabinet in November and other subsequent changes; this gives the following key budgetary items in respect of 2022/23:

- Net Direct Cost of Services of £10.9m  
(a net saving of £1.2m compared to the 2022/23 budget approved in February 2021)
- Capital financing of £506k  
(a net saving of £406k compared to the 2022/23 budget approved in February 2021)
- which gives a 2022/23 Draft Budget Net Expenditure is £11.4m.

The respective movements are shown in **Table 2** below with more detailed discussion later in this report.

Service Budget Changes - 2022/23 only	Table 2	
	£000	£000
<b>2022/23 Base Budget</b>		<b>12,036</b>
<b>Service Income &amp; Savings</b>		
Budget Challenge 2025 (Tranche 2 &3)	(1,066)	
Budget Principles		
- Vacancy Factor	(60)	
Service Income		
- General Service Income Inflation	(32)	
- Interest & Investment Income	(167)	
Service Savings		
- General Service Savings	(130)	
- TOM Service Efficiency	(353)	
- Shared Services: DM	(94)	
Technical Adjustments		
- Removal of Contractor Costs included elsewhere	(165)	
- Grant Support	(64)	
<b>Total Service Income &amp; Savings</b>		<b>(2,131)</b>
<b>Service Growth</b>		
Budget Principles		
- Contract Inflation	219	
- Pay Related Changes	370	
Council Approved Budget Growth		
- Leisure	165	
Budget Reprofilng		
- Corporate Services	25	
- Community	15	
- Regulatory	216	
<b>Total Service Growth</b>		<b>1,010</b>
<b>Net Direct Service Expenditure</b>		<b>10,915</b>
- Updated Capital Financing (*)		506
<b>2022/23 Draft Budget</b>		<b>11,421</b>
<b>Note</b>		
* For 2022/23, in respect of Capital Financing:		
- the currently approved MTFS =		912
- Draft Budget =		506
<b>Saving achieved</b>		<b>406</b>

### Budget Challenge 2025 and Other Service Savings

- 3.3 Over the past year services have reviewed their income and expenditure, firstly via the BC25 process and then subsequent service reviews as part of

the general budget setting process. The following is a summary of these two service review processes:

- i. **Budget Challenge 2025**; the final two tranches of BC25, and the resulting savings, were approved by [Cabinet in September](#) and these are incorporated into the 2022/23 Budget and MTFS (2023/24 to 2026/27). As these were net reductions in budget there was no necessity to report to Council. A summary is included in **Table 3** below.

Budget Challenge 2025 - Application of Tranche 2 & 3 to the Budget 2022/23 & MTFS (2023/24 to 2026/27)					Table 3
Services	Budget 2022/23 £000	Medium-Term Financial Strategy			
		2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Finance	(427)	(85)	28	0	0
Planning, Environment & Waste	(259)	1	(26)	0	0
Wellbeing, Communities & Housing	(117)	(100)	(40)	0	0
Strategy (aka Planning & Regeneration)	(37)	38	(7)	0	0
Corporate & Regulatory Services	(226)	(30)	(26)	0	0
Contingency (including Pay/Services/FCC Inflation)	0	0	0	0	0
	<b>(1,066)</b>	<b>(176)</b>	<b>(71)</b>	<b>0</b>	<b>0</b>

- ii. **Budget Process service review**; in this respect, the following savings have been achieved:
- **General service savings** (£130k); a comprehensive review of the pay establishment has been undertaken and some services have concluded that some current vacant posts can be removed without impacting on service delivery.
  - **TOM Service Efficiency** (£353k); a new “Target Operating Model” (how the Council will operate) is being established and it is considered that this new model is likely to deliver further service efficiency.
  - **Shared Services: Development Management** (£94k); the Council is progressing an opportunity to deliver a shared services operating model in partnership with a Leicestershire District Council.

### Budget Principles

- 3.4 In November, Cabinet agreed a series of Budget Setting Principles, the following paragraphs reflect the application of these principles onto the budget.

#### ➤ General Service Income

- 3.5 The General Service Income was to be based on the RPI rate for October which was 4.9%, the consequent increase for 2022/23 was £32k. However,

members should consider the implications of the following specific income streams:

- i. **Car Parking**, the 2021/22 Quarter 2 financial performance is forecasting a net income of £775k; some £358k (31%) less than budget. Considering this, it is currently anticipated that it is unlikely that, post CV19, that car parking usage will recover any-time-soon to pre-CV19 levels.

The Service Manager, Regulatory has reviewed pre, during and estimated post-CV19 income and usage and net income levels are not expected to be back to a near neutral until 2024/25 at the earliest. ***It is recommended that revised Car Parking budgets are included, reflecting lower as shown below for 2022/23 budget and the MTFS (2023/24 to 2026/27):***

	Currently Approved Budget	Revised Budget	Annual Reduce Income	Cumulative Reduced Income
	£000	£000	£000	£000
<b>2022/23</b>	1,530	1,314	216	216
<b>2023/24</b>	1,530	1,393	137	353
<b>2024/25</b>	1,530	1,471	59	412
<b>2025/26</b>	1,530	1,474	56	468
<b>2026/27</b>	1,530	1,477	53	521

- ii. **Garden Waste**; in December 2020, Council approved a 2021/22 increase in the Garden Waste fee to £55.00. As at the end of Quarter 2 of 2021/22, the:
  - financial forecast was showing a deficit variance of £21k against a budget of £1.1m (1.1%).
  - number of customers is 19,589, 2% down compared to that originally estimated.

Currently, there is considerable head-room between actual and planned customer numbers, and therefore a likelihood of an increase in customer numbers next year, ***it is recommended that there is no change in the garden waste charge for 2022/23.*** In respect of future years, it is proposed that these charges are looked at on an annual basis.



## iii. **Interest and Investment Income**; members will recall that:

- for 2020/21, the net Interest & Investment Income budget was £401k.
- when the 2021/22 Budget and MTFS was set, the Council was anticipating a reduction in Interest & Investment Income due to CV19 as well as the longer-term impacts of lower bank interest base rates. For 2021/22 specifically, the gross budget was maintained at £401k, but the net budget was reduced to £242k with the difference of £159k being subsidised by the application of external grant (CV19 Emergency Funding). For 2022/23, the net budget was increased to £284k, with a subsidy of £117k being given, from the same source as 2021/22. This subsidy will continue for 2022/23.

However, the Council is currently reviewing, in partnership with our Treasury Management Advisors its investment income opportunities as it is heavily invested in highly liquid short-term (90-day) investments. The Council has developed a 5-year cash flow model, and over that period it shows that the Council can invest up to £6m in long-term investments. After applying prudent investment assumptions, accepting a longer-term lower bank base rate environment and the non-application of grant in 2022/23, ***it is recommended that the budget interest and investment income budget for 2022/23 will increase to £400k***, which is just shy of the 2020/21 budget by £1k (0.25%).

## iv. **Development Management (Development Control) Income**; members will recall that:

- for 2020/21, the net Development Control Income budget was £388k.
- when the 2021/22 Budget was set; the Council was anticipating a reduction in Planning Income due to the potential “long-term” impacts of CV19, the budget was reduced to £239k. For 2021/22, the gross budget was maintained at £388k and the net budget was reduced to £239k, with the difference of £149k being subsidised by the application of Lower Tier Services Grant (£88k) and CV19 Emergency Grant (£61k).

However, the 2021/22 Quarter 2 forecast outturn is showing a net income of £314k; and has been revised further as at the end of November to £377k, which is closer to that budgeted for in 2020/21. Therefore the grant monies noted above are not to be applied. ***It is recommended that the development management (development***

***control) income budget for 2022/23 and for each MTFS year thereafter will be amended to the level of the 2020/21 budget.***

➤ **Employment Related Costs**

3.6 **Pay Inflation;** At the time of drafting this report, the national employer was taking part in national pay bargaining in respect of the 2021/22 pay award; the current offer was 1.75% (it should be noted that in setting its 2021/22 budget, the Council followed the Chancellors advice of November 2020 that the wider public sector would receive a 0% pay increase). In respect of next year and the MTFS period, ***it is recommended that the following increases are applied in respect of pay inflation:***

- ***2022/23; 1.75%, giving a cost of £164k.***
- ***2023/24 & 2024/25; 2%, giving an annual cost of £189k.***
- ***2025/26 & 2026/27; 2.5%, giving an average annual cost of £254k.***

3.7 **Employers Oncosts,** as an employer the Council is required to charge oncosts for National Insurance and Pension. In respect of:

- National Insurance this is set nationally and for budgeting purposes a standard rate of *circa 15%* is used. This reflects the current 13.8% + 1.25% NIC Levy in respect of Social Care announced by the government in September.
- Pensions, the Council is part of the Leicestershire Local Government Pension Scheme and 2022/23 will be the third year of the triennial valuation period; the employers oncost rate is 32.4%.

It is ***recommended that both the National Insurance and Pension oncosts rates of 15% and 32.4% respectively are applied for next year and over the MTFS period;*** giving a cost of £2.8m for 2022/23.

3.8 **Vacancy Factor;** for the current and previous years, a flat rate of £120k was included in respect of the vacancy factor. Over the summer of 2021 some modelling was undertaken to establish how representative the £120k was against the previous two-years actual vacancies and it has been established that the vacancy factor can increase; it is therefore ***recommended that the vacancy factor is increased to £180k.***

➤ **General Service Inflation and Growth**

- 3.9 **General Service Inflation**; a rate of 0% had been applied for general service inflation for 2022/23 and for the MTFS period. However, as per the Budget Principles report, the only exception is in respect of the FCC contract. Cost estimates for FCC contractual inflation have been evaluated, and it is ***recommended that the following are included in the 2022/23 Budget and MTFS (2023/24 to 2026/27) in respect of FCC contract inflation:***

<b>2022/23:</b>	<b>£219k</b>
<b>2023/24:</b>	<b>£163k</b>
<b>2024/25:</b>	<b>£144k</b>
<b>2025/26:</b>	<b>£182k (*)</b>
<b>2026/27:</b>	<b>£184k (*)</b>

*\* as noted in the Budget Principles report, the Council will be required to let a new contract from 2025/26.*

- 3.10 However, there are two significant risks that now need to be managed within the MTFS;
- i. The Council needs to factor into its financial plans the development of a new depot; it is anticipated that this will help mitigate significant increases in future contract costs. A capital project for a new depot has been included in the capital programme however, the revenue impact of financing will also be included – this is addressed later in the report. At this time, no “running costs” of a depot have been included; these will be evaluated as the project develops and included in the 2023/24 budget and MTFS.
  - ii. Central Government is currently reviewing its national waste strategy. The Council is actively engaging nationally and across Leicestershire’s Waste Partnership on the potential implications for the new national waste strategy. However, at this time it is not possible to include a fair estimate of the cost of the change in the Council’s waste contract but as per the Budget Principles report ***a 5% cost escalator has been added to the evaluated FCC contract cost for the two years of the new contract (2025/26, £270k and 2026/27, £549k).***
- 3.11 **General Service Growth**; no “discretionary” service growth has been included that hasn’t been discussed elsewhere within the report.

➤ **Non-Service Funding**

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

- 3.13 **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 2022/23. However, some modelling has been undertaken to reflect potential growth, the estimated net business rates for 2022/23 is £6.9m and is shown in **Table 4** below. In respect of future years, this amount reduces to £4.1m, however, this is due to the release in 2022/23 of £2.9m in Section 31 grant to meet current government policy in respect of CV19 business reliefs.

Summary of Net Business Rates	Table 4
Council Share of Business Rates	19,082
Estimated Growth	1,641
less Tariff	(13,600)
<b>HDC Business Rates</b>	<b>7,123</b>
less Levy (paid to Pool)	(2,661)
less Growth retained in Pool	(2,549)
	<b>1,912</b>
S.31 Grant	5,049
100% Renewable Energy Retention	31
<b>Estimated Net Business Rates</b>	<b>6,992</b>

These numbers will be updated for the Final 2022/23 Budget and MTFs when the 2022/23 NDR 1 return is completed in late January. ***It is recommended that £6.9m is included in respect of business rates.***

- 3.14 **New Homes Bonus (NHB)**; in the December Provisional Settlement, a total NHB allocation of £2.3m was announced; this being made-up of:
- £1.8m; a 1-year allocation of NHB, with no future legacy payments
  - £557k; being past years legacy payments.
- 3.15 Cabinet agreed in November that if the Council were to receive any additional NHB, then this would be immediately withdrawn from its base budget and allocated to the Community, Economic & Infrastructure and Commercial Investment Earmarked Reserves. However, reflecting on both the not insignificant NHB receipt and the potential medium-term Collection Fund Deficit (3.21) ***it is recommended that Cabinet approves a change to this approach and allocates NHB receipts to meet this ongoing deficit.*** This will provide circa £442k per annum. This is both prudent and pragmatic as it:
- Ensures that the Council can align services to a true “self-financing” approach without being distracted by one-off income.
  - Allows the Council to utilise these additional funds to provide a medium-term funding stream to help mitigate a significant financial risk.

3.16 **Other Grants.** In the December Provisional Settlement, the following grants were announced. The purpose of these grants is shown below, and it is proposed that these grants are included within General Fund balances:

i. **Services Grant**

A one-off Service Grant to provide funding to all tiers of local government in recognition of the vital services delivered at every level of local government. The Councils allocation is £122k.

ii. **Lower Tier Services Grant**

Lower Tier Services Grant was introduced in the local government 2021/22 finance settlement with responsibility for lower tier services. This has been extended to 2022/23 and the Councils allocation is £79k.

3.17 **Fair Funding & NDR Revaluation;** the government is in the process of reviewing the national local government funding formula (Fair Funding Review) and will be undertaking a Business Rates Revaluation. It is anticipated that these two initiatives will have an adverse impact on the Councils Core Funding (this will occur due to rebasing of NDR and thresholds and tariffs). To recognise this funding risk, for the 2021/22 budget and MTFS, a negative funding stream was included starting at £86k in 2022/23 and increasing to £257k in 2024/25. In the Budget Principles report approved by Cabinet in November, these amounts were increased to £99k in 2022/23, increasing to £297k in 2024/25 and then to £495k by 2026/27. However, it was hoped that in the Provisional Settlement more definitive guidance would be given of when the Fair Funding Review & NDR Revaluation would take place, but no firm announcement was made; although it was indicated that it was likely to be 2023/24. To take a prudent position, ***it is recommended that the following Fair Funding & NDR Revaluation negative funding streams are applied:***

- **2023/24        £198k**
- **2024/25        £297k**
- **2025/26        £396k**
- **2026/27        £495k**

➤ **Council Tax Related Issues**

3.18 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 2022/23, the approved CTB (Band D equivalent) is 37,389.4 (2021/22, 36,356.1); this is an increase of 1,033.3 (2.84%). This increase was dampened by an increase in the “irrecoverable debt” amount to 2% to reflect the ongoing impacts of CV19.

3.19 To provide an estimate for future years, ***it is recommended that the future years CTB rates reflect the planned growth rates based on the 5-Year Housing Land Supply.*** The estimated growth rates are:

- 2023/24 increase over 2022/23; 2.51%
- 2024/25 increase over 2023/24; 2.17%
- 2025/26 increase over 2024/25; 1.71%
- 2026/27 increase over 2025/26; 1.71%

3.20 **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.

***It is recommended that the Council should increase its Council Tax by the maximum amount permissible (i.e. £5) for 2022/23 and for each year of the MTFS.***

In respect of the £5 increase; the 2022/23 Council Tax would increase to £177.97 (2021/22: £172.97) and the additional Council Tax generated is £366k. However, the following is worth noting:

- The current proposed increase includes the compounding impact of the significant increase in the CTB (3.18). If the Council Tax increase was nil (i.e. only reflected the increase in CTB) the net Council Tax gain would be £179k.
- If Council Tax was only increased by 1.99%, the net gain would be £307k. £5 gives a marginal increase of £1.56; £58k.
- A 1% increase in Council Tax, based on the:
  - 2021/22 CTB equates to £63k.
  - 2022/23 CTB equates to £243k.

3.21 **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.

3.22 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 2022/23 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 2022/23 Budget and MTFS (2023/24 to 2026/27). In this respect, the summarised amounts to be included for Collection Fund (Surplus)/Deficit amounts to be***

*included in the Draft 2022/23 Budget and MTFS are shown below, with more detailed explanation in 3.28:*

- **2022/23, a net deficit of £4.4m.**
- **2023/24, a net deficit of £1.0m**
- **2024/25 and thereafter, a net deficit position of £213k (this being based on the deficits faced by the Council in the 4-years prior to the CV19 pandemic).**

3.23 Detailed explanations in respect of the above are shown below:

- i. **Council Tax;** currently, there is a forecast “CT” surplus of £235k. This is because when the Council set its Council Tax Base for 2021/22, it took a very prudent position in anticipation of the impact of CV19. However, the district has actually seen considerable housing growth, so this “pent-up” benefit is now recognised in the surplus position.
- ii. **Non-Domestic Rates;** for 2022/23 the Council is forecasting a net NDR deficit of £4.6m. This position has resulted because of NDR losses accrued through the business rates system as a consequence of CV19 and the government’s response to the pandemic. In respect to the pandemic, the government awarded additional reliefs to business, and the Council is duly compensated via s.31 grants and Tax Incentive Grant (TIG) that will meet consequential losses within the collection fund.

To add to the complexities for this year's budget setting, the 2020/21 collection fund deficit was allowed, as part of the CV19 government support, to be spread over a three-year period, with the 2020/21 NDR collection fund deficit being recovered in 2021/22, 2022/23 and 2023/24. The figure for 2022/23 relating to this is £804k. This is partly funded from the TIG that was accrued for in 2020/21 and is being released from reserves in 2022/23.

The estimated deficit for the NDR collection fund as at 31 March 2022, that relates to the year 2021/22 is £9.6m, of which HDC has to pick up a share of 40%, £.3.8m, in addition to the £805k mentioned above. A proportion of this deficit is funded by s31 grant from the government which is shown in **Table 4** (3.13).

The NDR deficit position is summarised below:

- |   |                   |
|---|-------------------|
| • 1/3 contribution to 2020/21 deficit   | £0.80m            |
| • 2021/22 Estimated deficit (HDC share) | £3.85m            |
| • <b>TOTAL NDR Deficit</b>              | <b>... £4.65m</b> |

3.24 As noted at 3.22 the Draft 2022/23 Budget and MTFS will include “provisional” Collection Fund forecasts. During January, the Final Projected 2021/22 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 2022/23 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, ICT & Fixed Assets, following consultation with the Portfolio Holder for Resources, to distribute the “Final” Forecast 2021/22 Collection Fund Surplus/(Deficit) to respective Preceptors by the statutory deadline.***

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

3.25 The Councils Consolidated Draft Budget 2022/23 and MTFS (2023/24 to 2026/27) is summarised in **Table 5** 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 2025 changes (3.3), and
- budget principles; including:
  - service-related changes (3.5-3.11)
  - non-service funding (3.12-3.17)
  - council tax and business rates (3.18-3.24)

there is no forecast budget gap for 2022/23; however a £551k gap does start to appear in 2025/26 and increases to £1.6m by 2026/27. The main reasons for this gap are a combination of future years pay award, additional costs relating to the Waste/Environment contract and the expectation of a future deficit on the collection fund.

Summary Consolidated Budget 2021/22 & MTFS (2022/23 to 2024/25) (Final Budget & MTFS to be approved February 2021)							Table 5	
	2021/22			2022/23	2023/24	2024/25	2025/26	2026/27
	Original Budget £000	In-Year Changes £000	Updated Budget £000	£000	£000		£000	£000
<b>Net Cost of Services</b>	12,241	334	12,575	10,915	10,682	10,756	11,504	12,266
Capital Financing	857	0	857	506	541	741	819	907
<b>Net Expenditure</b>	13,098	334	13,432	11,421	11,223	11,497	12,323	13,173
Reserves Contributions to Support Services	(1,935)	0	(1,935)	0	0	0	(551)	(1,576)
Other Net Reserves Contributions	2,677	(369)	2,308	479	(1,215)	(411)	(436)	0
Total Reserve Contributions	742	(369)	373	479	(1,215)	(411)	(987)	(1,576)
<b>Budget Requirement</b>	13,840	(35)	13,805	11,900	10,008	11,086	11,336	11,597
Total Grant	(7,551)	35	(7,516)	(5,245)	(2,995)	(3,725)	(3,651)	(3,577)
<b>Council Tax Requirement</b>	6,289	0	6,289	6,655	7,013	7,361	7,685	8,020

3.26 ***It is recommended that Cabinet approve the Draft Budget 2022/23 and MTFS (2023/24 to 2026/27) shown at Table 5 (Appendix 1) and the detailed service budgets at Appendix 2.***



Members should note that:

- **Appendix 2** provides budget information to “cost centre” level, and
- this is the most granular information that can be provided to ensure that personal and commercial sensitivity is maintained.

3.27 Relevant statistics relating to Council Tax are shown below:

Current Year 2021/22		2022/23	2023/24	2024/25	2025/26	2026/27
<b>£ 6,288,515</b>	<b>Council Tax Requirement</b>	<b>£ 6,654,192</b>	<b>£ 7,012,947</b>	<b>£ 7,360,604</b>	<b>£ 7,685,686</b>	<b>£ 8,020,042</b>
36,356.1	- Council Tax Base (No. of Band D Equivalent Properties)	37,389.4	38,328.4	39,158.4	39,828.4	40,511.4
229.4	- Increase in Council Tax Base:	1,033.3	939.0	830.0	670.0	683.0
0.63%	- % Increase in Council Tax Base:	2.84%	2.51%	2.17%	2.17%	2.17%
<b>£ 5.00</b>	<b>- £ Increase per Band D:</b>	<b>£ 5.00</b>	<b>£ 5.00</b>	<b>£ 5.00</b>	<b>£ 5.00</b>	<b>£ 5.00</b>
£ 172.97	- Council Tax Per Band D:	£ 177.97	£ 182.97	£ 187.97	£ 192.97	£ 197.97
2.98%	- % Increase in Band D Council Tax:	2.89%	2.81%	2.73%	2.66%	2.59%
£ 220,313	- £ Increase in total Council Tax Debit:	£ 365,677	£ 358,755	£ 347,657	£ 325,082	£ 334,356
	<b>Options for Council Tax Increase</b>					
£ 171.31	- if increase @ max % increase (1.99%) - Ctax Level	£ 176.41	£ 181.51	£ 186.61	£ 191.71	£ 196.81
	- if increase @ max % increase (1.99%) - Actual Ctax Generated	£ 307,349	£ 302,796	£ 294,402	£ 274,899	£ 287,363
£ 172.97	- if increase at max of £5:	£ 177.97	£ 182.97	£ 187.97	£ 192.97	£ 197.97
£ 1.66	- Marginal Increase of Ctax (£5 to 1.99%):	£ 1.56	£ 1.46	£ 1.36	£ 1.26	£ 1.16
£ 60,351	- Additional Value of "higher of 1.99% or £5"	£ 58,327	£ 55,959	£ 53,255	£ 50,184	£ 46,993
	<b>Council Tax key comparator information</b>					
60,682	- a 1% increase in Council Tax, based on 2021/22 Base equates to:	£ 62,885	£ 66,541	£ 70,130	£ 73,606	£ 76,857
99,599	- a 1% increase in Council Tax, based on new 2022/23 Base equates to:	£ 243,402	£ 235,326	£ 223,514	£ 200,806	£ 209,974
38,917	- additional Council Tax, based on new 2022/23 Base equates to:	£ 180,517	£ 168,785	£ 153,384	£ 127,200	£ 133,117

## RESERVES

3.28 In November 2020, Cabinet approved a new approach to Reserves management that included a Reserves Strategy which included:

- A minimum level of reserves at 20% of net expenditure (Service Expenditure & Minimum Revenue Provision)
- The establishment of earmarked reserves based on strategic groupings and the reallocation of “excess” General Fund to these new strategic groupings.
- The reserves are split between three main categories, those that aim to:
  - demonstrate financial sustainability [General Fund (Unallocated) Reserve and the Budget Surplus Reserve]
  - support the direct delivery of services through managing known risks and commitments [CV19 Internal Recovery Reserve; Projects, Risks & Smoothing Reserve; Capital & Contract Reserve; Transformation Reserve]
  - supporting the delivery of community ambition and community investment; including economic regeneration where the Council may generate consequential income [Community, Economic & Infrastructure Reserve and Commercial Investment Reserve]

3.29 These reserves allocations will be considered formally by Council in February when the Final 2022/23 Budget and MTFS (2023/24 to 2026/27) is

approved. However, at this time is it opportune to consider the Reserves impact of the Draft 2022/23 Budget and MTFS and **Table 6** summaries the estimated impact on the Councils General Fund and Earmarked Reserves over the life of the MTFS (a detailed analysis of Reserves is shown at **Appendix 4**). For the Draft 2022/23 Budget, no reserve reduction has been made for the current 2021/22 Q2 forecast overspend.

**3.30 It is recommended that the reserves allocations noted within Table 6 are accepted.**

Summary General Fund + Budget Surplus/Other Earmarked Reserves (Final Budget & MTFS to be approved February 2021)							Table 6	
		2021/22		2022/23	2023/24	2024/25	2025/26	2026/27
		Original Budget £000	Updated Budget £000	£000	£000	£000	£000	£000
General Fund (Unallocated Reserve)	b/f	2,882	2,882	2,741	2,261	2,245	2,299	2,465
	Cont from/(to) Services	(1,935)	(1,937)	0	0	0	(551)	(1,576)
	Cont from/(to) Budget Surplus Reserve	1,673	1,741	(480)	(16)	55	716	1,746
	c/f	2,620	2,686	2,261	2,245	2,300	2,464	2,635
Reserve > 20% Minimum Level of Reserves Threshold		Balanced	Balanced	Balanced	Balanced	Balanced	Balanced	Balanced
Earmarked Reserves								
Budget Surplus Reserve	b/f	0	0	0	0	0	0	0
	Cont from/(to) Services	0	0	0	0	0	0	0
	Cont from/(to) General Fund	(1,673)	(1,741)	480	16	(55)	(716)	(1,746)
	Cont from/(to) Specific Earmarked Reserves	1,673	1,741	(480)	(16)	55	716	1,746
	c/f	0	0	0	0	0	0	0
Reserve: Balanced/Unbalanced		Balanced	Balanced	Balanced	Balanced	Balanced	Balanced	Balanced
Specific Earmarked Reserves								
CV19 Internal Recovery	b/f	947	947	7,825	3,294	2,277	1,000	1,000
	Cont from/(to) Services	(220)	(220)	(3,799)	(284)	0	0	0
	Cont from/(to) Funding etc	347	347	(733)	(733)	0	0	0
	Cont from/(to) Budget Surplus Reserve	0	0	0	0	(638)	0	0
	Cont from/(to) Commercial investment	0	0	0	0	(638)	0	0
	c/f	1,074	1,074	3,293	2,277	1,001	1,000	1,000
Projects, Risk & Smoothing	b/f	316	316	691	2,800	2,633	2,522	2,386
	Cont from/(to) Services	0	0	300	300	300	300	300
	Cont from/(to) Funding etc	1,005	968	1,329	(482)	(411)	(436)	0
	Cont from/(to) Budget Surplus Reserve	(402)	(402)	480	16	0	0	0
	c/f	919	882	2,800	2,634	2,522	2,386	2,686
Capital & Contract	b/f	403	403	748	748	748	748	748
	Cont from/(to) Budget Surplus Reserve	0	(333)	0	0	0	0	0
	c/f	403	70	748	748	748	748	748
Transformation	b/f	2,000	2,000	2,067	1,067	1,067	1,067	1,067
	Cont from/(to) Budget Surplus Reserve	0	331	0	0	0	0	0
	Cont from/(to) Comm, Eco & Infra	0	0	(500)	0	0	0	0
	Cont from/(to) Commercial investment	0	0	(500)	0	0	0	0
	c/f	2,000	2,331	1,067	1,067	1,067	1,067	1,067
Community, Economic & infrastructure	b/f	2,411	2,411	1,447	1,947	1,947	2,586	2,586
	Cont from/(to) Funding etc	308	308	0	0	0	0	0
	Cont from/(to) Budget Surplus Reserve	(1,271)	(1,271)	0	0	0	0	(873)
	Cont from/(to) CV19 Internal Recovery	0	0	0	0	638	0	0
	Cont from/(to) Transformation	0	0	500	0	0	0	0
	c/f	1,448	1,448	1,947	1,947	2,585	2,586	1,713
Commercial investment	b/f	1,890	1,890	2,357	2,857	2,857	3,440	2,724
	Cont from/(to) Services	(88)	(88)	0	0	0	0	0
	Cont from/(to) Funding etc	1,325	1,325	0	0	0	0	0
	Cont from/(to) Budget Surplus Reserve	0	0	0	0	(55)	(716)	(873)
	Cont from/(to) CV19 Internal Recovery	0	0	0	0	638	0	0
	Cont from/(to) Transformation	0	0	500	0	0	0	0
	c/f	3,127	3,127	2,857	2,857	3,440	2,724	1,851

## Reflections on the “Revenue” Draft 2022/23 Budget and MTFS and its impact on Reserves

3.30 In respect of:

- i. the **General Fund**; for 2022/23 and each year of the MTFS the Council maintains a minimum level of “unallocated” General Fund reserves at 20% of Net Expenditure. This demonstrates financial resilience over the medium-term in that the Council considers it has sufficient “emergency” funding to support its community. However, it should be noted that to maintain this position it is required to use £2.1m of Earmarked Reserves in the last two years of the MTFS.
- ii. the **Budget Surplus Reserve**; members will note that for 2022/23 and each year of the MTFS, a positive balance is maintained which demonstrates that the Council is effectively managing its reserves and maintains a positive reserves position.
- iii. **Earmarked Reserves**; the Council maintains significant reserves to meet its operational risks, provide funds to support community investment and meet its future funding gap..

3.31 However, members should note that the MTFS approved in February 2021 only went as far as 2024/25 and over the period 2022/23 to 2024/25, the Council was planning on applying £7.9m of reserves; an average of £2.6m per annum. The Draft 2022/23 Budget and MTFS is now forecasting a nil use of reserves to fund annual budget gaps over the same period (*other than those allocations that have been set-aside from this year's NHB or were agreed previously*).

3.32 What must not be forgotten however is that this positive budgetary provision is reliant on the following factors:

- services achieve the BC25 savings that are “hard backed” into the budget.
- CV19 does not again impact on the delivery of Council services.
- current inflationary pressures are only a short-term economic issue; if they become a more sustained economic driver, then this will erode the Councils spending power and consequently the delivery capacity of the Council.
- service transformation demonstrated within the Contingency Portfolio along with currently agreed ICT/Customer Services Transformation is achieved, and that
- to achieve even further investment within the Harborough community, an ambitious corporate plan, coupled with continuous improvement must be embedded into the organisation going forward.

## Capital Programme

3.34 The detailed Draft Capital Programme for the period 2022/23 to 2026/27 is shown in various tables at **Appendix 5**; these tables show the:

- Draft Capital Programme for 2022/23 through to 2026/27,
- How the Capital Programme is to be financed, and due
- Analysis of the MRP calculations for the Budget/MTFS (Capital Financing).

3.35 The Capital Programme is summarised in **Table 7** below, along with the sources of finance.

Summary of the Capital Programme						Table 7	
	Current Year	New Budget Year	MTFS				Total Capital Programme
	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	£000
<b>Capital Projects Approved in Previous Years</b>	5,303	4,261	3,935	2,210	1,160	860	17,729
<b>New Capital Proposals</b>							
Frank Whittle Monument	0	0	75	0	0	0	75
The Symington Building: External Works	0	222	250	0	0	0	472
Welland Park Public Toilet Refurbishment	0	260	0	0	0	0	260
EV Charging Points (Car & Bike)	0	90	0	0	0	0	90
Finance & Assets System	0	430	0	0	0	0	430
New Depot	0	0	0	0	5,000	0	5,000
Cemetery: Market Harborough	0	0	0	1,000	0	0	1,000
Service Transformation (Flexible Use of Capital Receipts)	0	1,500	0	0	0	0	1,500
Hybrid Democratic Virtualisation	40	0	0	0	0	0	40
<b>Total New Capital Proposals</b>	<b>40</b>	<b>2,502</b>	<b>325</b>	<b>1,000</b>	<b>5,000</b>	<b>0</b>	<b>8,867</b>
<b>Total Capital Programme</b>	<b>5,343</b>	<b>6,763</b>	<b>4,260</b>	<b>3,210</b>	<b>6,160</b>	<b>860</b>	<b>26,596</b>
<b>Sources of Finance</b>							
External Funding & Grants	3,474	1,626	720	1,078	720	720	8,338
Capital Receipts	703	3,926	500	450	50	50	5,679
Service Charges	6	6	6	6	6	6	36
Direct Revenue Financing	250	630	100	0	0	0	980
Unsupported Borrowing (MRP/Capital Financing)	910	575	2,934	1,676	5,384	84	11,563
<b>Total Sources of Finance</b>	<b>5,343</b>	<b>6,763</b>	<b>4,260</b>	<b>3,210</b>	<b>6,160</b>	<b>860</b>	<b>26,596</b>
If exclude the 2021/22 additional project, the total capital programme over the MTFS is:			21,253				

3.36 It should be noted that the capital programme, as well as including specific projects (i.e. Welland Park toilets, Frank Whittle Monument and essential works relating to The Symington Building) also includes provisional amounts in respect of:

- **Cemetery, Market Harborough**; the Market Harborough cemetery has only 2-years capacity remaining. A project is underway to establish alternative provision and an outline capital programme bid amount of £1m has been included in case new land is needed.
- **New Depot**; as discussed earlier in the report, the Council needs a new depot for the start of the new waste/environmental contract. A project is underway to establish alternative provision and an outline capital

programme bid amount of £5m has been included for land acquisition and development.

- **Transformation;** it is anticipated that with the implementation of a new “target operating model” some significant future revenue transformation related costs may be incurred. Consequently an outline capital programme bid amounts of £1.5m has been included to meet these costs; this cost can be wholly financed from the application of the [Flexible Use of Capital Receipts Strategy](#) that was approved by Council in June 2021.
- **Hybrid Democratic Virtualisation;** it is not typical to include additional items for the current year, but a need has been identified to upgrade the hybrid video streaming equipment in the Council Chamber, and as it is possible to part fund this from Contain Funding, it is opportune to include this within this capital programme.

- 3.37 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, the Councils MRP Policy has recently been reviewed in partnership with its external Treasury Advisors and a new Policy was approved at Council in December. From 2021/22, all new capital projects will be charged MRP (capital financing) based on an annuity basis (the new Policy) and this approach has generated a significant saving compared to the approach included in the currently approved MTFS, this is summarised in **Table 8**.

Comparison of Minimum Revenue Provisin - New to Old MRP Policy				Table 8	
	Budget	Medium-Term Financial Strategy			
	2022/23	2023/24	2024/25	2025/26	2026/27
Capital Financing Charged:					
- to MTFS approved February 2021 (previous MRP Policy)	912	969	1,168	A	A
- new MTFS Policy approved December 2021	506	541	741	819	907
(Saving)/Additional Cost	(406)	(428)	(427)	819	907
Cumulative Saving	(1,261)				
NB. A - MRP amounts not reported in February 2021 (due to these being the 2 new years for this MTFS)					

- 3.38 All capital proposals have been subject to internal officer scrutiny.

- 3.39 ***It is recommended that Cabinet approves the capital programme and sources of finance noted in Table 7.***

## BUDGET CONCLUSION

- 3.40 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 economic and community investment opportunities that will provide long-term secure income;

it is necessary that the Council continues with its programme of transformation and continuous improvement.

#### **4 Resource Issues**

- 4.1 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 implementation of both the BC25 programme and other service reviews, 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 Risk Management Implications**

- 6.1 Specific risk issues, and associated sensitivity analysis will be addressed in the Final 2022/23 Budget and MTFS (2023/24 to 2026/27) Report that will be presented to Cabinet and Council in February.
- 6.2 The Council can present a balanced budget for 2022/23 and through to 2024/25 by the application of New Homes Bonus and on the premise that it delivers the embedded savings resulting from the BC25 programme and other initiatives. However, at this time it cannot say that it has developed a “balanced budget” over the medium-term because it still draws on considerable reserves during the period 2025 to 2027.
- 6.3 To mitigate this risk, the Council is currently reviewing its Corporate Plan and is in the process of developing a new Target Operating Model; in addition to embedding in the approved programme of BC25 savings and ICT transformation. However, it must be recognised that the latter years of the MTFS do include some significant risks including the potential relet of its Waste contract as well as considerable pay growth.

#### **7 Background Papers**

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

Appendix 1

Consolidated Final Budget 2022/23 & MTFS (2023/24 to 2026/27)									
Current Year 2021/22			Key  CV19 = Covid 19 ER = Earmarked Reserve CIR = Commercial Investment Reserve PR&S = Projects, Risk & Smoothing CE&I = Community, Economic & Infrastructure NDR = Non-Domestic Rates		2022/23	2023/24	2024/25	2025/26	2026/27
Approved Budget	Budget Changes  (Virements etc)	Revised Budget			Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
£	£	£			£	£	£	£	£
2,729,779	289,500	3,019,279	Finance		2,334,164	2,040,974	1,862,241	1,862,241	1,862,241
5,341,999	(202,588)	5,139,411	Planning, Environment & Waste		4,989,221	4,860,221	4,784,221	4,784,221	4,784,221
1,134,137	252,000	1,386,137	Wellbeing, Communities & Housing		1,302,237	1,120,237	1,080,237	1,080,237	1,080,237
722,746	229,770	952,516	Strategy (aka Planning & Regeneration)		670,423	721,934	709,653	709,653	709,653
2,365,630	(233,867)	2,131,763	Corporate & Regulatory Services		2,065,622	2,062,994	2,095,923	2,152,190	2,205,529
(53,616)	0	(53,616)	Contingency (including Pay/Services/FCC Inflation)		(447,000)	(123,920)	223,495	915,412	1,623,842
12,240,675	334,815	12,575,490	Net Direct Cost of Services		10,914,667	10,682,440	10,755,770	11,503,954	12,265,723
856,616	0	856,616	Capital Financing		505,963	540,943	740,757	819,475	907,096
13,097,291	334,815	13,432,106	Net Expenditure		11,420,629	11,223,383	11,496,527	12,323,429	13,172,819
0	0	0			0	0	0	0	0
			Cont to/(from) Reserves <i>/amts in squ brackets=reason for movement)</i>						
0	0	0	General Reserves	- General Fund Balance "Planned" contributions to	0	0	0	0	0
0	0	0		- General Fund Balance "Planned" contributions (from)	0	0	0	0	0
(1,934,955)	(1,815)	(1,936,770)		- General Fund Balance "Unplanned" contributions (from)	0	0	0	(551,063)	(1,576,082)
0	0	0		- General Fund Balance "Unplanned" contributions to	0	0	0	0	0
0	0	0		- General Fund Balance "Unplanned" contributions (from)	0	0	0	0	0
0	0	0	Earmarked Reserves	- Earmarked Reserve: Budget Surplus (2020/21 Budget Correction) (to)	0	0	0	0	0
0	0	0		- Earmarked Reserve: Budget Surplus (ER Contribution) (from)	0	0	0	0	0
0	(333,000)	(333,000)		- Earmarked Reserve: C&CR from (carry forwards)	0	0	0	0	0
				- Earmarked Reserve: PRC(to) [New Homes Bonus: One-Off] - to Collection Fund Equalisation Reserve	1,328,602	0	0	0	0
				- Earmarked Reserve: PRC(from) - Collection Fund Equalisation Reserve	0	(481,984)	(410,782)	(435,836)	0
624,440	0	624,440		- Earmarked Reserve: CIR (to) [New Homes Bonus: One-Off]	0	0	0	0	0
307,560	0	307,560		- Earmarked Reserve: CE&I (to) [New Homes Bonus: One-Off]	0	0	0	0	0
450,000	0	450,000		- Earmarked Reserve: CIR (to) [New Homes Bonus]	0	0	0	0	0
250,981	0	250,981		- Earmarked Reserve: CIR (to) [Lower Tier Services Grant]	0	0	0	0	0
(88,000)	0	(88,000)		- Earmarked Reserve: CIR (from) (cont towards Development Control Income)	0	0	0	0	0
337,000	0	337,000		- Earmarked Reserve: CV19 (to) [CV19 Emergency Funding, Tranche 5]	0	0	0	0	0
(159,000)	0	(159,000)		- Earmarked Reserve: CV19 (from) (cont towards Interest & Investment Income)	(117,000)	0	0	0	0
(61,000)	0	(61,000)		- Earmarked Reserve: CV19 (from) (cont towards Development Control Income)	0	0	0	0	0
100,000	(36,500)	63,500		- Earmarked Reserve: PR&S (to) (Local Council Tax Support Scheme)	0	0	0	0	0
904,650	0	904,650		- Earmarked Reserve: PR&S (to) (Tax Income Gurantee Scheme)	0	0	0	0	0
10,439	0	10,439		- Earmarked Reserve: CV19 Support (to) [CF Surplus]	(733,000)	(733,000)	0	0	0
0	0	0		- Earmarked Reserve: CE&I (to) [CR Surplus]	0	0	0	0	0
13,839,406	(36,500)	13,802,906	Budget Requirement		11,899,232	10,008,399	11,085,745	11,336,530	11,596,737
(3,756,520)	0	(3,756,520)	NDR		(6,991,436)	(4,076,084)	(4,100,540)	(4,125,143)	(4,149,894)
0	0	0	Revenue Support Grant		0	0	0	0	0
(134,301)	0	(134,301)	Other General Fund Grants		(134,301)	(134,301)	(134,301)	(134,301)	(134,301)
0	0	0	Fair Funding Review Adj		0	197,800	296,700	395,600	494,500
0	0	0	Covid-19 Grants		0	0	0	0	0
0	0	0	New Homes Bonus - received 2022.23		(1,775,697)	0	0	0	0
			New Homes Bonus - received 2022.23 [Legacy]		(556,656)	0	0	0	0
(932,000)	0	(932,000)	New Homes Bonus - 21.22 [One-Off]		0	0	0	0	0
(675,000)	0	(675,000)	New Homes Bonus - 21.22 (75 % of 2020.21) -> to base [Legacy]		0	0	0	0	0
(450,000)	0	(450,000)	New Homes Bonus - 21.22 (75 % of 2020.21) -> EarR:CIS [Legacy]		0	0	0	0	0
0	0	0	New Homes Bonus - 22.23 (25 % of 2020.21) -> to base [Legacy]		0	0	0	0	0
0	0	0	New Homes Bonus - 22.23 (25 % of 2020.21) -> EarR:CIS [Legacy]		0	0	0	0	0
			Services Grant (New Grant) -> to base		(122,059)	0	0	0	0
(250,981)	0	(250,981)	Lower Tier Services Grant 2022.23 -> to base		(79,423)	0	0	0	0
(337,000)	0	(337,000)	Lower Tier Services Grant 2021.22 -> to EarR: CIR		0	0	0	0	0
(100,000)	36,500	(63,500)	CV19 Emergency Funding (Tranche 5) -> to EarR: CV19		0	0	0	0	0
(904,650)	0	(904,650)	Local Council Tax Support Grant -> to EarR: PR&S		0	0	0	0	0
(10,439)	0	(10,439)	Tax Income Gurantee Scheme -> to EarR: PR&S		0	0	0	0	0
			Collection Fund (Surplus)/Deficit		4,414,532	1,017,133	213,000	213,000	213,000
(7,550,891)	36,500	(7,514,391)	Total Grant		(5,245,040)	(2,995,452)	(3,725,141)	(3,650,844)	(3,576,695)
6,288,515	0	6,288,515	Council Tax Requirement		6,654,192	7,012,947	7,360,604	7,685,686	8,020,042

### DETAILED BUDGET PAGES by Cost Centre

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# REPORT 1

			Responsible Director	NEW BUDGET YEAR: 2022/23															Budget for Year	Variance Budget
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget	Other permanent virements	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Base Budget	Growth/Savings etc										
										BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed	Savings	Other costs	Permanent virements	Other payroll changes	1.25% National insurance increase	2022/23 Scale point increment	2021/22 Pay award of 1.75%		
				£		£			£	£	£	£	£	£	£	£	£	£	£	£
10025	Accountancy Services	Finance	C MASON	564,625	0	0	(3,000)	0	561,625	(130,000)	0	0	0	0	(5,350)	4,126	4,281	5,679	440,361	(121,200)
10029	Payroll	Finance	C MASON	24,500	0	0	0	0	24,500	(2,000)	0	0	0	0	0	0	0	0	22,500	(2,000)
10030	Insurance	Finance	C MASON	216,800	0	0	0	0	216,800	0	0	0	0	0	0	0	0	0	216,800	0
10048	Treasury Management	Finance	C MASON	9,500	0	0	0	0	9,500	0	0	0	0	0	0	0	0	0	9,500	0
10050	Interest & Investment Income	Finance	C MASON	(241,800)	0	(42,000)	0	0	(283,800)	0	0	(116,200)	0	0	0	0	0	0	(400,000)	(116,200)
10052	Non Distributed Costs	Finance	C MASON	58,000	0	0	0	0	58,000	0	0	0	0	0	0	0	0	0	58,000	0
10053	Corporate Managmnt (Resources)	Finance	C MASON	52,000	0	0	0	0	52,000	0	0	0	0	0	0	0	0	0	52,000	0
10301	The Symington Building	Facilities Mgmt - Public Realm	C MASON	41,983	0	0	(11,000)	0	30,983	(18,000)	0	0	0	0	(374)	384	0	0	12,993	(17,900)
10524	Pension Scheme	Finance	C MASON	75,000	0	0	0	0	75,000	0	0	(2,500)	0	0	0	0	0	0	72,500	(2,500)
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	62,300	0	0	0	0	62,300	62,300	0	0	0	900	0	0	0	0	63,200	900
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	(6,700)	0	0	0	0	(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	287,401	0	0	0	0	287,401	(25,000)	0	(48,606)	24,700	0	(3,151)	2,503	1,013	3,445	242,305	(45,000)
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	LELLIOTT	177,400	0	0	15,919	0	193,319	(92,675)	0	0	0	31,716	0	0	0	0	132,360	(60,900)
10031	It Services	ICT	C MASON	690,230	0	0	(49,000)	0	641,230	(36,000)	0	0	0	0	(3,522)	3,388	5,772	4,662	615,530	(25,700)
10036	Telephony	ICT	C MASON	25,800	0	0	0	0	25,800	0	0	0	0	0	0	0	0	0	25,800	0
10040	Revenues & Benefits	Revs & Bens	C MASON	1,085,300	0	0	0	0	1,085,300	0	0	0	0	(7,900)	0	0	0	0	1,077,400	(7,900)
10042	Non Domestic Rates	Revs & Bens	C MASON	(160,300)	0	0	0	0	(160,300)	0	0	0	0	(5,600)	0	0	0	0	(165,900)	(5,600)
10044	Council Tax Collection Costs	Revs & Bens	C MASON	(100,000)	0	0	0	0	(100,000)	0	0	0	0	(8,600)	(792)	1,729	283	2,380	(105,000)	(5,000)
10046	Benefits	Revs & Bens	C MASON	0	0	0	0	0	0	0	0	0	0	(2,400)	(3,203)	2,058	1,144	2,431	30	0
10187	Housing Benefits	Revs & Bens	C MASON	(136,900)	0	0	0	0	(136,900)	0	0	0	0	27,600	0	0	0	0	(109,300)	27,600
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	15,000	0	0	0	0	15,000	0	0	0	0	5,000	0	0	0	0	20,000	5,000
10264	Council Tax Support Scheme	Revs & Bens	C MASON	51,000	(36,500)	0	0	0	14,500	0	0	0	0	(66,500)	0	0	0	0	(52,000)	(66,500)
10308	Revenue And Benefits Support	Revs & Bens	C MASON	20	0	0	0	0	20	0	0	0	0	(5,100)	(5,848)	2,793	4,302	3,843	10	0
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10196	Garages	Facilities Mgmt - Public Realm	C MASON	500	0	0	0	0	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	0	0	0	0	3,200	0	0	0	0	0	0	0	0	0	3,200	0
10229	Commissioning Services	CCTV, Control Centre	V WENHAM	86,340	0	0	0	0	86,340	0	0	0	0	(1,850)	224	684	0	942	86,340	0
10248	Harborough Innovation Cntr Hdc	HIC	LELLIOTT	(151,420)	0	0	322,081	(2,000)	168,661	(117,210)	(6,000)	0	0	(31,716)	1,405	1,527	2,967	2,101	21,735	(146,900)
10280	Hdcs Trading Account	Chief Executives	N PROUDFOOT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total			2,729,779	(36,500)	(42,000)	275,000	(2,000)	2,924,279	(420,885)	(6,000)	(167,306)	24,700	(64,450)	(20,611)	19,192	19,762	25,483	2,334,164	(590,100)

# REPORT 1

## DETAILED BUDGET PAPERS 2022/23 - Finance

Cost Centre			Responsible Director	MTFS YEAR 1: 2023/24						MTFS YEAR 2: 2024/25						
				Previous Years Growth/ Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Previous Years Growth/ Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget
						BC25-T2/3 "Firm Savings"	HIC/GOC Income Generation					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work"	HIC/GOC Income Generation		
				£	£	£	£	£	£	£	£	£	£	£	£	£
10025	Accountancy Services	Finance	C MASON	0	440,361	10,000	0	450,361	10,000		450,361	0	0	0	450,361	
10029	Payroll	Finance	C MASON	0	22,500	0	0	22,500	0		22,500	0	0	0	22,500	
10030	Insurance	Finance	C MASON	0	216,800	0	0	216,800	0	0	216,800	0	0	0	216,800	
10048	Treasury Management	Finance	C MASON	0	9,500	0	0	9,500	0	0	9,500	0	0	0	9,500	
10050	Interest & Investment Income	Finance	C MASON	(20,000)	(420,000)	0	0	(420,000)	0	(21,000)	(441,000)	0	0	0	(441,000)	
10052	Non Distributed Costs	Finance	C MASON	0	58,000	0	0	58,000	0	0	58,000	0	0	0	58,000	
10053	Corporate Managmnt (Resources)	Finance	C MASON	0	52,000	0	0	52,000	0	0	52,000	0	0	0	52,000	
10301	The Symington Building	Facilities Mgmt - Public Realm	C MASON	0	12,993	0	0	12,993	0	0	12,993	0	0	0	12,993	
10524	Pension Scheme	Finance	C MASON	0	72,500	0	0	72,500	0	0	72,500	0	0	0	72,500	
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	0	63,200	0	0	63,200	0	0	63,200	0	0	0	63,200	
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	0	(6,700)	0	0	(6,700)	0	0	(6,700)	0	0	0	(6,700)	
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	0	242,305	(50,000)	0	192,305	(50,000)	0	192,305	0	0	0	192,305	
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	L ELLIOTT	0	132,360	(54,000)	(67,100)	11,260	(121,100)	0	11,260	47,000	0	(120,971)	(62,711)	(73,971)
10031	It Services	ICT	C MASON	0	615,530	(62,000)	0	553,530	(62,000)	0	553,530	0	0	0	553,530	
10036	Telephony	ICT	C MASON	0	25,800	0	0	25,800	0	0	25,800	0	0	0	25,800	
10040	Revenues & Benefits	Revs & Bens	C MASON	0	1,077,400	0	0	1,077,400	0	0	1,077,400	0	0	0	1,077,400	
10042	Non Domestic Rates	Revs & Bens	C MASON	0	(165,900)	0	0	(165,900)	0	0	(165,900)	0	0	0	(165,900)	
10044	Council Tax Collection Costs	Revs & Bens	C MASON	0	(105,000)	0	0	(105,000)	0	0	(105,000)	0	0	0	(105,000)	
10046	Benefits	Revs & Bens	C MASON	0	30	0	0	30	0	0	30	0	0	0	30	
10187	Housing Benefits	Revs & Bens	C MASON	0	(109,300)	0	0	(109,300)	0	0	(109,300)	0	0	0	(109,300)	
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	0	20,000	0	0	20,000	0	0	20,000	0	0	0	20,000	
10264	Council Tax Support Scheme	Revs & Bens	C MASON	0	(52,000)	0	0	(52,000)	0	0	(52,000)	0	0	0	(52,000)	
10308	Revenue And Benefits Support	Revs & Bens	C MASON	0	10	0	0	10	0	0	10	0	0	0	10	
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	
10196	Garages	Facilities Mgmt - Public Realm	C MASON	0	500	0	0	500	0	0	500	0	0	0	500	
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	0	3,200	0	0	3,200	0	0	3,200	0	0	0	3,200	
10229	Commissioning Services	CCTV, Control Centre	V WENHAM	0	86,340	0	0	86,340	0	0	86,340	0	0	0	86,340	
10248	Harborough Innovation Cntr Hdc	HIC	L ELLIOTT	0	21,735	71,000	(121,090)	(28,355)	(50,090)	0	(28,355)	(18,000)	(1,000)	(64,762)	(112,117)	(83,762)
10280	Hdcs Trading Account	Chief Executives	N PROUDFOOT	0	0	0	0	0	0	0	0	0	0	0	0	
	Total			(20,000)	2,314,164	(85,000)	(188,190)	2,040,974	(273,190)	(21,000)	2,019,974	29,000	(1,000)	(185,733)	1,862,241	(157,733)

DETAILED BUDGET PAPERS 2022/23 - Finance														
				Responsible Director	MTFS YEAR 3: 2025/26				MTFS YEAR 4: 2026/27				2027/28	
Cost Centre	Cost Centre Description	Service			Previous Years Growth/ Savings	Base Budget	Budget for Year	Variance to Budget	Previous Years Growth/ Savings	Base Budget	Budget for Year	Variance to Budget	Base Budget	
					£	£	£	£	£	£	£	£		
					£	£	£	£	£	£	£	£	£	
10025	Accountancy Services	Finance	C MASON	0	450,361	450,361	0	0	450,361	450,361	0	450,361		
10029	Payroll	Finance	C MASON	0	22,500	22,500	0	0	22,500	22,500	0	22,500		
10030	Insurance	Finance	C MASON	0	216,800	216,800	0	0	216,800	216,800	0	216,800		
10048	Treasury Management	Finance	C MASON	0	9,500	9,500	0	0	9,500	9,500	0	9,500		
10050	Interest & Investment Income	Finance	C MASON	0	(441,000)	(441,000)	0	0	(441,000)	(441,000)	0	(441,000)		
10052	Non Distributed Costs	Finance	C MASON	0	58,000	58,000	0	0	58,000	58,000	0	58,000		
10053	Corporate Managmnt (Resources)	Finance	C MASON	0	52,000	52,000	0	0	52,000	52,000	0	52,000		
10301	The Symington Building	Facilities Mgmt - Public Realm	C MASON	0	12,993	12,993	0	0	12,993	12,993	0	12,993		
10524	Pension Scheme	Finance	C MASON	0	72,500	72,500	0	0	72,500	72,500	0	72,500		
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	C MASON	0	63,200	63,200	0	0	63,200	63,200	0	63,200		
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	C MASON	0	(6,700)	(6,700)	0	0	(6,700)	(6,700)	0	(6,700)		
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	C MASON	0	192,305	192,305	0	0	192,305	192,305	0	192,305		
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	LELLIOTT	0	(62,711)	(62,711)	0	0	(62,711)	(62,711)	0	(62,711)		
10031	It Services	ICT	C MASON	0	553,530	553,530	0	0	553,530	553,530	0	553,530		
10036	Telephony	ICT	C MASON	0	25,800	25,800	0	0	25,800	25,800	0	25,800		
10040	Revenues & Benefits	Revs & Bens	C MASON	0	1,077,400	1,077,400	0	0	1,077,400	1,077,400	0	1,077,400		
10042	Non Domestic Rates	Revs & Bens	C MASON	0	(165,900)	(165,900)	0	0	(165,900)	(165,900)	0	(165,900)		
10044	Council Tax Collection Costs	Revs & Bens	C MASON	0	(105,000)	(105,000)	0	0	(105,000)	(105,000)	0	(105,000)		
10046	Benefits	Revs & Bens	C MASON	0	30	30	0	0	30	30	0	30		
10187	Housing Benefits	Revs & Bens	C MASON	0	(109,300)	(109,300)	0	0	(109,300)	(109,300)	0	(109,300)		
10263	Discretionary Discount Scheme	Revs & Bens	C MASON	0	20,000	20,000	0	0	20,000	20,000	0	20,000		
10264	Council Tax Support Scheme	Revs & Bens	C MASON	0	(52,000)	(52,000)	0	0	(52,000)	(52,000)	0	(52,000)		
10308	Revenue And Benefits Support	Revs & Bens	C MASON	0	10	10	0	0	10	10	0	10		
10169	Energy Management	Facilities Mgmt - Public Realm	C MASON	0	0	0	0	0	0	0	0	0		
10196	Garages	Facilities Mgmt - Public Realm	C MASON	0	500	500	0	0	500	500	0	500		
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	C MASON	0	3,200	3,200	0	0	3,200	3,200	0	3,200		
10229	Commissioning Services	CCTV, Control Centre	V WENHAM	0	86,340	86,340	0	0	86,340	86,340	0	86,340		
10248	Harborough Innovation Cntr Hdc	HIC	LELLIOTT	0	(112,117)	(112,117)	0	0	(112,117)	(112,117)	0	(112,117)		
10280	Hdcs Trading Account	Chief Executives	N PROUDFOOT	0	0	0	0	0	0	0	0	0		
	Total			0	1,862,241	1,862,241	0	0	1,862,241	1,862,241	0	1,862,241		

# REPORT 1

DETAILED BUDGET PAPERS 2022/23 - Planning, Environment & Waste									
			Responsible Director	NEW BUDGET YEAR : 2022/23	MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	2027/28
Cost Centre	Cost Centre Description	Service		Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10026	Health & Safety	Operational Services	J EVANS	26,985	26,985	26,985	26,985	26,985	26,985
10088	Street Cleaning	Operational Services	J EVANS	941,533	941,533	941,533	941,533	941,533	941,533
10125	Open Spaces & Amenity Areas	Operational Services	J EVANS	183,351	183,351	183,351	183,351	183,351	183,351
10140	S.E. Allotments	Operational Services	J EVANS	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)
10147	S.E. Market Harborough Recn	Operational Services	J EVANS	264,603	264,603	264,603	264,603	264,603	264,603
10148	S.E. Lutterworth Recn / Park	Operational Services	J EVANS	39,084	39,084	39,084	39,084	39,084	39,084
10159	Trade Refuse	Operational Services	J EVANS	(241,167)	(241,167)	(241,167)	(241,167)	(241,167)	(241,167)
10160	Waste Management	Operational Services	J EVANS	397,722	397,722	397,722	397,722	397,722	397,722
10161	Residual Waste Collections	Operational Services	J EVANS	1,317,380	1,237,380	1,237,380	1,237,380	1,237,380	1,237,380
10162	Recycling Collections	Operational Services	J EVANS	1,106,798	1,106,798	1,106,798	1,106,798	1,106,798	1,106,798
10197	External Grounds Maintenance	Operational Services	J EVANS	(58,619)	(58,619)	(58,619)	(58,619)	(58,619)	(58,619)
10242	S.E. Fleckney	Operational Services	J EVANS	316	316	316	316	316	316
10243	S.E. Great Glen	Operational Services	J EVANS	2,515	2,515	2,515	2,515	2,515	2,515
10244	S.E. Scraptoft	Operational Services	J EVANS	5,589	5,589	5,589	5,589	5,589	5,589
10246	S.E. Broughton Astley	Operational Services	J EVANS	12,145	12,145	12,145	12,145	12,145	12,145
10272	Flytipping	Operational Services	J EVANS	20,000	20,000	20,000	20,000	20,000	20,000
10010	Development Control	Development Control, Enforcement	D ATKINSON	(532,054)	(582,054)	(632,054)	(632,054)	(632,054)	(632,054)
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	44,775	44,775	44,775	44,775	44,775	44,775
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)
10084	Enforcement	Development Control, Enforcement	D ATKINSON	933	933	933	933	933	933
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	188,240	188,240	188,240	188,240	188,240	188,240
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	(70,200)	(70,200)	(70,200)	(70,200)	(70,200)	(70,200)
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	2,200	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	13,107	13,107	13,107	13,107	13,107	13,107
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	27,754	27,754	27,754	27,754	27,754	27,754
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	31,454	31,454	31,454	31,454	31,454	31,454
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	16,060	16,060	16,060	16,060	16,060	16,060
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	6,220	6,220	6,220	6,220	6,220	6,220
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	250,820	250,820	250,820	250,820	250,820	250,820
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	277,300	277,300	277,300	277,300	277,300	277,300
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0
10011	Building Control	Building Control	D ATKINSON	64,861	65,861	39,861	39,861	39,861	39,861
10150	Environmental Health	Car Parking, Lightbulb etc	V WENHAM	550,340	550,340	550,340	550,340	550,340	550,340
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	115,210	115,210	115,210	115,210	115,210	115,210
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Total				4,989,221	4,860,221	4,784,221	4,784,221	4,784,221	4,784,221

# REPORT 1

## DETAILED BUDGET PAPERS 2022/23 - Planning, Environment & Waste

			Responsible Director	NEW BUDGET YEAR : 2022/23																	
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Base Budget	Growth/Savings etc										Budget for Year	Variance to Budget	
									BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	FCC Inflation at 4.84%	Inflation	Savings	Permanent virements	Other payroll changes	1.25% National insurance increase	2022/23 Scale point increment	2021/22 Pay award of 1.75%			
				£	£			£	£	£		£	£	£	£	£	£	£	£	£	£
10026	Health & Safety	Operational Services	J EVANS	26,475	0	0	0	26,475	0	0	0	0	0	0	(150)	328	0	332	26,985	510	
10088	Street Cleaning	Operational Services	J EVANS	907,845	0	0	0	907,845	0	0	43,688	0	0	(10,000)	0	0	0	0	941,533	33,688	
10125	Open Spaces & Amenity Areas	Operational Services	J EVANS	205,869	(32,000)	0	0	173,869	0	0	9,482	0	0	0	0	0	0	0	183,351	9,482	
10140	S.E. Allotments	Operational Services	J EVANS	(928)	0	0	0	(928)	0	0	80	(186)	0	0	0	0	0	0	(1,034)	(106)	
10147	S.E. Market Harborough Recn	Operational Services	J EVANS	256,973	0	0	0	256,973	0	0	8,130	(500)	0	0	0	0	0	0	264,603	7,630	
10148	S.E. Lutterworth Recn / Park	Operational Services	J EVANS	37,635	0	0	0	37,635	0	0	1,449	0	0	0	0	0	0	0	39,084	1,449	
10159	Trade Refuse	Operational Services	J EVANS	(191,167)	(50,000)	0	0	(241,167)	0	0	8,128	(8,128)	0	0	0	0	0	0	(241,167)	0	
10160	Waste Management	Operational Services	J EVANS	323,292	0	0	0	323,292	0	0	0	0	0	65,000	2,473	2,928	0	4,029	397,722	74,430	
10161	Residual Waste Collections	Operational Services	J EVANS	1,278,685	0	0	0	1,278,685	0	0	58,695	0	0	(20,000)	0	0	0	0	1,317,380	38,695	
10162	Recycling Collections	Operational Services	J EVANS	1,049,656	0	0	0	1,049,656	(3,770)	0	81,512	0	(10,600)	(10,000)	0	0	0	0	1,106,798	57,142	
10197	External Grounds Maintenance	Operational Services	J EVANS	(43,619)	0	0	0	(43,619)	0	0	0	0	0	(15,000)	0	0	0	0	(58,619)	(15,000)	
10242	S.E. Fleckney	Operational Services	J EVANS	300	0	0	0	300	0	0	16	0	0	0	0	0	0	0	316	16	
10243	S.E. Great Glen	Operational Services	J EVANS	2,400	0	0	0	2,400	0	0	115	0	0	0	0	0	0	0	2,515	115	
10244	S.E. Scraptoft	Operational Services	J EVANS	5,400	0	0	0	5,400	0	0	189	0	0	0	0	0	0	0	5,589	189	
10246	S.E. Broughton Astley	Operational Services	J EVANS	11,600	0	0	0	11,600	0	0	545	0	0	0	0	0	0	0	12,145	545	
10272	Flytipping	Operational Services	J EVANS	30,000	0	0	0	30,000	0	0	0	0	0	(10,000)	0	0	0	0	20,000	(10,000)	
10010	Development Control	Development Control, Enforcement	D ATKINSON	(239,296)	(50,000)	(45,818)	0	(335,114)	(11,800)	(200,000)	0	0	0	0	(2,828)	7,771	0	9,917	(532,054)	(196,940)	
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	46,775	0	0	0	46,775	(2,000)	0	0	0	0	0	0	0	0	0	44,775	(2,000)	
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	(1,000)	0	0	0	(1,000)	0	0	0	(100)	0	0	0	0	0	0	(1,100)	(100)	
10084	Enforcement	Development Control, Enforcement	D ATKINSON	15,943	0	0	0	15,943	(15,000)	0	0	0	0	0	(10)	0	0	0	933	(15,010)	
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	199,240	0	(17,000)	0	182,240	(3,000)	0	0	0	0	0	4,906	1,725	0	2,369	188,240	6,000	
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	16,810	0	(66,000)	0	(49,190)	(22,000)	0	0	0	0	0	278	300	0	412	(70,200)	(21,010)	
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	2,200	0	0	0	2,200	0	0	0	0	0	0	0	0	0	0	2,200	0	
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	3,400	0	0	0	3,400	0	0	0	0	0	0	0	0	0	0	3,400	0	
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	12,700	0	0	0	12,700	0	0	407	0	0	0	0	0	0	0	13,107	407	
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	27,101	0	0	0	27,101	0	0	653	0	0	0	0	0	0	0	27,754	653	
10145	S.E. Thumbby	Facilities Mgmt - Public Realm	C MASON	30,400	0	0	0	30,400	0	0	1,054	0	0	0	0	0	0	0	31,454	1,054	
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	17,000	0	0	0	17,000	0	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	15,200	0	0	0	15,200	0	0	860	0	0	0	0	0	0	0	16,060	860	
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	5,280	0	0	0	5,280	0	0	0	0	0	0	0	407	0	533	6,220	940	
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	0	
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	245,060	0	0	0	245,060	0	0	0	0	0	0	903	2,049	0	2,808	250,820	5,760	
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	301,300	0	(10,000)	(8,000)	283,300	0	(6,000)	0	0	0	0	0	0	0	0	277,300	(6,000)	
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10011	Building Control	Building Control	D ATKINSON	66,050	0	0	7,000	73,050	0	7,000	0	(10,700)	0	0	(7,535)	1,313	0	1,733	64,861	(8,189)	
10150	Environmental Health	Car Parking, Lightbulb etc	V WENHAM	543,550	0	0	0	543,550	(2,000)	0	0	0	0	(3,000)	0	(2,865)	4,811	3,223	6,621	550,340	6,790
10175	Pest/Dog Services	Car Parking, Lightbulb etc	V WENHAM	25,700	0	0	0	25,700	0	0	0	0	0	0	0	0	0	0	25,700	0	
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	108,170	0	0	0	108,170	0	0	0	0	0	0	4,733	971	0	1,336	115,210	7,040	
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	0	0	(60,000)	0	(60,000)	0	0	0	0	0	0	0	0	0	0	(60,000)	0	
	Total			5,341,999	(132,000)	(198,818)	(1,000)	5,010,181	(59,570)	(199,000)	215,003	(19,614)	(13,600)	0	(95)	22,603	3,223	30,090	4,989,221	(20,960)	



## DETAILED BUDGET PAPERS 2022/23 - Planning, Environment &amp; Waste

			Responsible Director	MTFS YEAR 1: 2023/24								MTFS YEAR 2: 2024/25								
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Sa vings	Base Budget	Growth/Savings etc					Budget for Year	Variance to Budget	Previous Years Growth/Savi ngs	Base Budget	Growth/Savings etc				Budget for Year	Variance to Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	XXXX	XXXX	BC25-T2/3 "Firm Savings"					BC25-T2/3 "More Work Needed Savings"	XXXX	XXXX			
						£	£	£	£	£					£	£	£	£		
10026	Health & Safety	Operational Services	J EVANS	0	26,985	0	0	0	0	26,985	0	0	26,985	0	0	0	0	0	26,985	0
10088	Street Cleaning	Operational Services	J EVANS	0	941,533	0	0	0	0	941,533	0	0	941,533	0	0	0	0	0	941,533	0
10125	Open Spaces & Amenity Areas	Operational Services	J EVANS	0	183,351	0	0	0	0	183,351	0	0	183,351	0	0	0	0	0	183,351	0
10140	S.E. Allotments	Operational Services	J EVANS	0	(1,034)	0	0	0	0	(1,034)	0	0	(1,034)	0	0	0	0	0	(1,034)	0
10147	S.E. Market Harborough Recn	Operational Services	J EVANS	0	264,603	0	0	0	0	264,603	0	0	264,603	0	0	0	0	0	264,603	0
10148	S.E. Lutterworth Recn / Park	Operational Services	J EVANS	0	39,084	0	0	0	0	39,084	0	0	39,084	0	0	0	0	0	39,084	0
10159	Trade Refuse	Operational Services	J EVANS	0	(241,167)	0	0	0	0	(241,167)	0	0	(241,167)	0	0	0	0	0	(241,167)	0
10160	Waste Management	Operational Services	J EVANS	0	397,722	0	0	0	0	397,722	0	0	397,722	0	0	0	0	0	397,722	0
10161	Residual Waste Collections	Operational Services	J EVANS	(80,000)	1,237,380	0	0	0	0	1,237,380	0	0	1,237,380	0	0	0	0	0	1,237,380	0
10162	Recycling Collections	Operational Services	J EVANS	0	1,106,798	0	0	0	0	1,106,798	0	0	1,106,798	0	0	0	0	0	1,106,798	0
10197	External Grounds Maintenance	Operational Services	J EVANS	0	(58,619)	0	0	0	0	(58,619)	0	0	(58,619)	0	0	0	0	0	(58,619)	0
10242	S.E. Fleckney	Operational Services	J EVANS	0	316	0	0	0	0	316	0	0	316	0	0	0	0	0	316	0
10243	S.E. Great Glen	Operational Services	J EVANS	0	2,515	0	0	0	0	2,515	0	0	2,515	0	0	0	0	0	2,515	0
10244	S.E. Scraftoft	Operational Services	J EVANS	0	5,589	0	0	0	0	5,589	0	0	5,589	0	0	0	0	0	5,589	0
10246	S.E. Broughton Astley	Operational Services	J EVANS	0	12,145	0	0	0	0	12,145	0	0	12,145	0	0	0	0	0	12,145	0
10272	Flytipping	Operational Services	J EVANS	0	20,000	0	0	0	0	20,000	0	0	20,000	0	0	0	0	0	20,000	0
10010	Development Control	Development Control, Enforcement	D ATKINSON	(50,000)	(582,054)	0	0	0	0	(582,054)	0	(50,000)	(632,054)	0	0	0	0	0	(632,054)	0
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	0	44,775	0	0	0	0	44,775	0	0	44,775	0	0	0	0	0	44,775	0
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	0	(1,100)	0	0	0	0	(1,100)	0	0	(1,100)	0	0	0	0	0	(1,100)	0
10084	Enforcement	Development Control, Enforcement	D ATKINSON	0	933	0	0	0	0	933	0	0	933	0	0	0	0	0	933	0
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	0	188,240	0	0	0	0	188,240	0	0	188,240	0	0	0	0	0	188,240	0
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	0	(70,200)	0	0	0	0	(70,200)	0	0	(70,200)	0	0	0	0	0	(70,200)	0
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	0	2,200	0	0	0	0	2,200	0	0	2,200	0	0	0	0	0	2,200	0
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	0	3,400	0	0	0	0	3,400	0	0	3,400	0	0	0	0	0	3,400	0
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	0	13,107	0	0	0	0	13,107	0	0	13,107	0	0	0	0	0	13,107	0
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	0	27,754	0	0	0	0	27,754	0	0	27,754	0	0	0	0	0	27,754	0
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	0	31,454	0	0	0	0	31,454	0	0	31,454	0	0	0	0	0	31,454	0
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	0	17,000	0	0	0	0	17,000	0	0	17,000	0	0	0	0	0	17,000	0
10245	S.E.War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	0	16,060	0	0	0	0	16,060	0	0	16,060	0	0	0	0	0	16,060	0
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	0	6,220	0	0	0	0	6,220	0	0	6,220	0	0	0	0	0	6,220	0
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	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	0	250,820	0	0	0	0	250,820	0	0	250,820	0	0	0	0	0	250,820	0
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	0	277,300	0	0	0	0	277,300	0	0	277,300	0	0	0	0	0	277,300	0
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10011	Building Control	Building Control	D ATKINSON	0	64,861	0	1,000	0	0	65,861	1,000	0	65,861	0	(26,000)	0	0	0	39,861	(26,000)
10150	Environmental Health	Car Parking, Lightbulb etc	V WENHAM	0	550,340	0	0	0	0	550,340	0	0	550,340	0	0	0	0	0	550,340	0
10175	Pest/Dog Services	Car Parking, Lightbulb etc	V WENHAM	0	25,700	0	0	0	0	25,700	0	0	25,700	0	0	0	0	0	25,700	0
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	0	115,210	0	0	0	0	115,210	0	0	115,210	0	0	0	0	0	115,210	0
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	0	(60,000)	0	0	0	0	(60,000)	0	0	(60,000)	0	0	0	0	0	(60,000)	0
	Total			(130,000)	4,859,221	0	1,000	0	0	4,860,221	1,000	(50,000)	4,810,221	0	(26,000)	0	0	0	4,784,221	(26,000)

# REPORT 1

## DETAILED BUDGET PAPERS 2022/23 - Planning, Environment & Waste

			Responsible Director	MTFS YEAR 3: 2025/26								MTFS YEAR 4: 2026/27								2027/28	
Cost Centre	Cost Centre Description	Service		Previous Years Growth/Savings	Base Budget	Growth/Savings etc				Budget for Year	Variance to Budget	Previous Years Growth/Savings	Base Budget	Growth/Savings etc				Budget for Year	Variance to Budget		Base Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	XXXX	XXXX					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	XXXX	XXXX				
						£	£	£	£					£	£	£	£				
10026	Health & Safety	Operational Services	J EVANS	0	26,985	0	0	0	0	26,985	0	0	26,985	0	0	0	0	26,985	0	26,985	
10088	Street Cleaning	Operational Services	J EVANS	0	941,533	0	0	0	0	941,533	0	0	941,533	0	0	0	0	941,533	0	941,533	
10125	Open Spaces & Amenity Areas	Operational Services	J EVANS	0	183,351	0	0	0	0	183,351	0	0	183,351	0	0	0	0	183,351	0	183,351	
10140	S.E. Allotments	Operational Services	J EVANS	0	(1,034)	0	0	0	0	(1,034)	0	0	(1,034)	0	0	0	0	(1,034)	0	(1,034)	
10147	S.E. Market Harborough Recn	Operational Services	J EVANS	0	264,603	0	0	0	0	264,603	0	0	264,603	0	0	0	0	264,603	0	264,603	
10148	S.E. Lutterworth Recn / Park	Operational Services	J EVANS	0	39,084	0	0	0	0	39,084	0	0	39,084	0	0	0	0	39,084	0	39,084	
10159	Trade Refuse	Operational Services	J EVANS	0	(241,167)	0	0	0	0	(241,167)	0	0	(241,167)	0	0	0	0	(241,167)	0	(241,167)	
10160	Waste Management	Operational Services	J EVANS	0	397,722	0	0	0	0	397,722	0	0	397,722	0	0	0	0	397,722	0	397,722	
10161	Residual Waste Collections	Operational Services	J EVANS	0	1,237,380	0	0	0	0	1,237,380	0	0	1,237,380	0	0	0	0	1,237,380	0	1,237,380	
10162	Recycling Collections	Operational Services	J EVANS	0	1,106,798	0	0	0	0	1,106,798	0	0	1,106,798	0	0	0	0	1,106,798	0	1,106,798	
10197	External Grounds Maintenance	Operational Services	J EVANS	0	(58,619)	0	0	0	0	(58,619)	0	0	(58,619)	0	0	0	0	(58,619)	0	(58,619)	
10242	S.E. Fleckney	Operational Services	J EVANS	0	316	0	0	0	0	316	0	0	316	0	0	0	0	316	0	316	
10243	S.E. Great Glen	Operational Services	J EVANS	0	2,515	0	0	0	0	2,515	0	0	2,515	0	0	0	0	2,515	0	2,515	
10244	S.E. Scraftoft	Operational Services	J EVANS	0	5,589	0	0	0	0	5,589	0	0	5,589	0	0	0	0	5,589	0	5,589	
10246	S.E. Broughton Astley	Operational Services	J EVANS	0	12,145	0	0	0	0	12,145	0	0	12,145	0	0	0	0	12,145	0	12,145	
10272	Flytipping	Operational Services	J EVANS	0	20,000	0	0	0	0	20,000	0	0	20,000	0	0	0	0	20,000	0	20,000	
10010	Development Control	Development Control, Enforcement	D ATKINSON	0	(632,054)	0	0	0	0	(632,054)	0	0	(632,054)	0	0	0	0	(632,054)	0	(632,054)	
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	0	44,775	0	0	0	0	44,775	0	0	44,775	0	0	0	0	44,775	0	44,775	
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	0	(1,100)	0	0	0	0	(1,100)	0	0	(1,100)	0	0	0	0	(1,100)	0	(1,100)	
10084	Enforcement	Development Control, Enforcement	D ATKINSON	0	933	0	0	0	0	933	0	0	933	0	0	0	0	933	0	933	
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	0	188,240	0	0	0	0	188,240	0	0	188,240	0	0	0	0	188,240	0	188,240	
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	0	(70,200)	0	0	0	0	(70,200)	0	0	(70,200)	0	0	0	0	(70,200)	0	(70,200)	
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	0	2,200	0	0	0	0	2,200	0	0	2,200	0	0	0	0	2,200	0	2,200	
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	0	3,400	0	0	0	0	3,400	0	0	3,400	0	0	0	0	3,400	0	3,400	
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	0	13,107	0	0	0	0	13,107	0	0	13,107	0	0	0	0	13,107	0	13,107	
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	0	27,754	0	0	0	0	27,754	0	0	27,754	0	0	0	0	27,754	0	27,754	
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	0	31,454	0	0	0	0	31,454	0	0	31,454	0	0	0	0	31,454	0	31,454	
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	0	17,000	0	0	0	0	17,000	0	0	17,000	0	0	0	0	17,000	0	17,000	
10245	S.E. War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	0	16,060	0	0	0	0	16,060	0	0	16,060	0	0	0	0	16,060	0	16,060	
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	0	6,220	0	0	0	0	6,220	0	0	6,220	0	0	0	0	6,220	0	6,220	
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	0	
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	0	250,820	0	0	0	0	250,820	0	0	250,820	0	0	0	0	250,820	0	250,820	
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	0	277,300	0	0	0	0	277,300	0	0	277,300	0	0	0	0	277,300	0	277,300	
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10011	Building Control	Building Control	D ATKINSON	0	39,861	0	0	0	0	39,861	0	0	39,861	0	0	0	0	39,861	0	39,861	
10150	Environmental Health	Car Parking, Lightbulb etc	V WENHAM	0	550,340	0	0	0	0	550,340	0	0	550,340	0	0	0	0	550,340	0	550,340	
10175	Pest/Dog Services	Car Parking, Lightbulb etc	V WENHAM	0	25,700	0	0	0	0	25,700	0	0	25,700	0	0	0	0	25,700	0	25,700	
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	0	115,210	0	0	0	0	115,210	0	0	115,210	0	0	0	0	115,210	0	115,210	
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	0	(60,000)	0	0	0	0	(60,000)	0	0	(60,000)	0	0	0	0	(60,000)	0	(60,000)	
Total				0	4,784,221	0	0	0	0	4,784,221	0	0	4,784,221	0	0	0	0	4,784,221	0	4,784,221	

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

			Responsible Director	NEW BUDGET YEAR: 2022/23	MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	2027/28
Cost Centre	Cost Centre Description	Service		Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10122	Physical Activity	Recreation	J EVANS	84,871	84,871	84,871	84,871	84,871	84,871
10124	Recreation Development	Recreation	J EVANS	176,720	76,720	36,720	36,720	36,720	36,720
10136	Youth Awareness Initiatives	Corporate Support	V WENHAM	0	0	0	0	0	0
10155	Health Services	Car Parking, Lightbulb etc	V WENHAM	(4,090)	(4,090)	(4,090)	(4,090)	(4,090)	(4,090)
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	V WENHAM	33,000	33,000	33,000	33,000	33,000	33,000
10260	Head Of Communities	CO, Communities	J EVANS	112,030	112,030	112,030	112,030	112,030	112,030
10241	Anniversary Events	CO, Communities	J EVANS	2,000	2,000	2,000	2,000	2,000	2,000
10179	Flat 51 Eden Ct. Adam & Eve St	Housing & Homelessness	J EVANS	(23,800)	(53,800)	(53,800)	(53,800)	(53,800)	(53,800)
10188	Homelessness	Housing & Homelessness	J EVANS	85,276	85,276	85,276	85,276	85,276	85,276
10201	Housing Services	Housing & Homelessness	J EVANS	484,340	455,340	455,340	455,340	455,340	455,340
10076	Grants To External Bodies	Grants, Parishes & Community Safety	J EVANS	142,250	122,250	122,250	122,250	122,250	122,250
10077	Advice To Parishes	Grants, Parishes & Community Safety	J EVANS	46,120	46,120	46,120	46,120	46,120	46,120
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	J EVANS	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
10168	Community Safety	Grants, Parishes & Community Safety	J EVANS	90,880	90,880	90,880	90,880	90,880	90,880
10270	Local Lottery	Grants, Parishes & Community Safety	J EVANS	(10,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)
10017	S.E. Harborough In Bloom	Community Partnerships	J EVANS	7,000	7,000	7,000	7,000	7,000	7,000
10265	Community Partnerships	Community Partnerships	J EVANS	80,640	80,640	80,640	80,640	80,640	80,640
Total				1,302,237	1,120,237	1,080,237	1,080,237	1,080,237	1,080,237



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

			Responsible Director	NEW BUDGET YEAR: 2022/23														Budget for Year	Variance Budget
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget £	Previous Years Growth/Savings £	BC25-T2/3 "Firm Savings"	Base Budget £	Growth/Savings etc											
								BC25-T2/3 "Firm Savings" £	Savings £	Other costs £	Other payroll changes £	1.25% National insurance increase £	2022/23 Scale point increment £	2021/22 Pay award of 1.75% £					
10122	Physical Activity	Recreation	J EVANS	103,481	0	(37,000)	66,481	16,000	0	0	0	1,007	0	1,383	84,871	18,3			
10124	Recreation Development	Recreation	J EVANS	(109,190)	0	253,000	143,810	(133,000)	(300)	165,000	(716)	661	356	909	176,720	32,9			
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	0	(4,090)	0	0	0	0	0	0	0	(4,090)				
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	V WENHAM	48,000	0	(15,000)	33,000	0	0	0	0	0	0	0	33,000				
10260	Head Of Communities	CO, Communities	J EVANS	110,480	0	0	110,480	0	(1,100)	0	(1,082)	955	1,467	1,310	112,030	1,5			
10241	Anniversary Events	CO, Communities	J EVANS	2,000	0	0	2,000	0	0	0	0	0	0	0	2,000				
10179	Flat 51 Eden Ct. Adam & Eve St	Housing & Homelessness	J EVANS	(23,800)	0	0	(23,800)	0	0	0	0	0	0	0	(23,800)				
10188	Homelessness	Housing & Homelessness	J EVANS	150,276	(65,000)	0	85,276	0	0	0	0	0	0	0	85,276				
10201	Housing Services	Housing & Homelessness	J EVANS	470,400	31,000	0	501,400	0	(26,150)	0	(4,081)	3,819	4,047	5,305	484,340	(17,0			
10076	Grants To External Bodies	Grants, Parishes & Community Safety	J EVANS	177,140	(50,000)	0	127,140	0	0	15,000	(331)	186	0	255	142,250	15,1			
10077	Advice To Parishes	Grants, Parishes & Community Safety	J EVANS	46,180	0	0	46,180	0	(1,000)	0	(854)	387	874	533	46,120	(6			
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	J EVANS	(5,000)	0	0	(5,000)	0	0	0	0	0	0	0	(5,000)				
10168	Community Safety	Grants, Parishes & Community Safety	J EVANS	89,470	0	0	89,470	0	0	0	(463)	681	255	937	90,880	1,4			
10270	Local Lottery	Grants, Parishes & Community Safety	J EVANS	(7,000)	(3,000)	0	(10,000)	0	0	0	0	0	0	0	(10,000)				
10017	S.E. Harborough In Bloom	Community Partnerships	J EVANS	7,000	0	0	7,000	0	0	0	0	0	0	0	7,000				
10265	Community Partnerships	Community Partnerships	J EVANS	78,790	0	0	78,790	0	0	0	224	684	0	942	80,640	1,8			
	Total			1,134,137	(87,000)	201,000	1,248,137	(117,000)	(28,550)	180,000	(7,303)	8,380	6,999	11,574	1,302,237	54,1			

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

			Responsible Director	MTFS YEAR 1: 2023/24					MTFS YEAR 2: 2024/25				
Cost Centre	Cost Centre Description	Service		Previous Years Growth/ Savings	Base Budget	Growth/Savings et	Budget for Year	Variance to Budget	Previous Years Growth/ Savings	Base Budget	Growth/Savings et	Budget for Year	Variance to Budget
						BC25-T2/3 "Firm Savings"					BC25-T2/3 "Firm Savings"		
				£	£	£	£	£	£	£	£	£	£
10122	Physical Activity	Recreation	J EVANS	0	84,871	0	84,871	0	0	84,871	0	84,871	
10124	Recreation Development	Recreation	J EVANS	0	176,720	(100,000)	76,720	(100,000)	0	76,720	(40,000)	36,720	(40,000)
10136	Youth Awareness Initiatives	Corporate Support	V WENHAM	0	0	0	0	0	0	0	0	0	
10155	Health Services	Car Parking, Lightbulb etc	V WENHAM	0	(4,090)	0	(4,090)	0	0	(4,090)	0	(4,090)	
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	V WENHAM	0	33,000	0	33,000	0	0	33,000	0	33,000	
10260	Head Of Communities	CO, Communities	J EVANS	0	112,030	0	112,030	0	0	112,030	0	112,030	
10241	Anniversary Events	CO, Communities	J EVANS	0	2,000	0	2,000	0	0	2,000	0	2,000	
10179	Flat 51 Eden Ct. Adam & Eve St	Housing & Homelessness	J EVANS	(30,000)	(53,800)	0	(53,800)	0	0	(53,800)	0	(53,800)	
10188	Homelessness	Housing & Homelessness	J EVANS	0	85,276	0	85,276	0	0	85,276	0	85,276	
10201	Housing Services	Housing & Homelessness	J EVANS	(29,000)	455,340	0	455,340	0	0	455,340	0	455,340	
10076	Grants To External Bodies	Grants, Parishes & Community Safety	J EVANS	(20,000)	122,250	0	122,250	0	0	122,250	0	122,250	
10077	Advice To Parishes	Grants, Parishes & Community Safety	J EVANS	0	46,120	0	46,120	0	0	46,120	0	46,120	
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	J EVANS	0	(5,000)	0	(5,000)	0	0	(5,000)	0	(5,000)	
10168	Community Safety	Grants, Parishes & Community Safety	J EVANS	0	90,880	0	90,880	0	0	90,880	0	90,880	
10270	Local Lottery	Grants, Parishes & Community Safety	J EVANS	(3,000)	(13,000)	0	(13,000)	0	0	(13,000)	0	(13,000)	
10017	S.E. Harborough In Bloom	Community Partnerships	J EVANS	0	7,000	0	7,000	0	0	7,000	0	7,000	
10265	Community Partnerships	Community Partnerships	J EVANS	0	80,640	0	80,640	0	0	80,640	0	80,640	
	Total			(82,000)	1,220,237	(100,000)	1,120,237	(100,000)	0	1,120,237	(40,000)	1,080,237	(40,000)

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

			Responsible Director	MTFS YEAR 3: 2025/26				MTFS YEAR 4: 2026/27				2027/28
Cost Centre	Cost Centre Description	Service		Previous Years Growth/ Savings	Base Budget	Budget for Year	Variance to Budget	Previous Years Growth/ Savings	Base Budget	Budget for Year	Variance to Budget	Base Budget
				£	£	£	£	£	£	£	£	£
10122	Physical Activity	Recreation	J EVANS	0	84,871	84,871	0	0	84,871	84,871	0	84,871
10124	Recreation Development	Recreation	J EVANS	0	36,720	36,720	0	0	36,720	36,720	0	36,720
10136	Youth Awareness Initiatives	Corporate Support	V WENHAM	0	0	0	0	0	0	0	0	0
10155	Health Services	Car Parking, Lightbulb etc	V WENHAM	0	(4,090)	(4,090)	0	0	(4,090)	(4,090)	0	(4,090)
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	V WENHAM	0	33,000	33,000	0	0	33,000	33,000	0	33,000
10260	Head Of Communities	CO, Communities	J EVANS	0	112,030	112,030	0	0	112,030	112,030	0	112,030
10241	Anniversary Events	CO, Communities	J EVANS	0	2,000	2,000	0	0	2,000	2,000	0	2,000
10179	Flat 51 Eden Ct. Adam & Eve St	Housing & Homelessness	J EVANS	0	(53,800)	(53,800)	0	0	(53,800)	(53,800)	0	(53,800)
10188	Homelessness	Housing & Homelessness	J EVANS	0	85,276	85,276	0	0	85,276	85,276	0	85,276
10201	Housing Services	Housing & Homelessness	J EVANS	0	455,340	455,340	0	0	455,340	455,340	0	455,340
10076	Grants To External Bodies	Grants, Parishes & Community Safety	J EVANS	0	122,250	122,250	0	0	122,250	122,250	0	122,250
10077	Advice To Parishes	Grants, Parishes & Community Safety	J EVANS	0	46,120	46,120	0	0	46,120	46,120	0	46,120
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	J EVANS	0	(5,000)	(5,000)	0	0	(5,000)	(5,000)	0	(5,000)
10168	Community Safety	Grants, Parishes & Community Safety	J EVANS	0	90,880	90,880	0	0	90,880	90,880	0	90,880
10270	Local Lottery	Grants, Parishes & Community Safety	J EVANS	0	(13,000)	(13,000)	0	0	(13,000)	(13,000)	0	(13,000)
10017	S.E. Harborough In Bloom	Community Partnerships	J EVANS	0	7,000	7,000	0	0	7,000	7,000	0	7,000
10265	Community Partnerships	Community Partnerships	J EVANS	0	80,640	80,640	0	0	80,640	80,640	0	80,640
	<b>Total</b>			<b>0</b>	<b>1,080,237</b>	<b>1,080,237</b>	<b>0</b>	<b>0</b>	<b>1,080,237</b>	<b>1,080,237</b>	<b>0</b>	<b>1,080,237</b>

## DETAILED BUDGET PAPERS 2021/22 - Strategy

			Responsible Director	NEW BUDGET YEAR: 2022/23	MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	2027/28
Cost Centre	Cost Centre Description	Service		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	155,810	155,810	155,810	155,810	155,810	155,810
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	31,300	44,811	39,530	39,530	39,530	39,530
10015	Ed Strat - Potential	Economic Strategy/Development	L ELLIOT	35,900	35,900	35,900	35,900	35,900	35,900
10043	S.E. Town Centre Support	Economic Strategy/Development	L ELLIOT	41,240	41,240	41,240	41,240	41,240	41,240
10055	Market Hall	Economic Strategy/Development	L ELLIOT	(64,804)	(64,804)	(64,804)	(64,804)	(64,804)	(64,804)
10065	The Square	Economic Strategy/Development	L ELLIOT	(17,560)	(17,560)	(17,560)	(17,560)	(17,560)	(17,560)
10206	Ed Strat - Location	Economic Strategy/Development	L ELLIOT	249,200	249,200	249,200	249,200	249,200	249,200
10069	Communication	Communication	J EVANS	196,050	196,050	196,050	196,050	196,050	196,050
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Tale	L ELLIOT	(13,000)	25,000	18,000	18,000	18,000	18,000
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	56,287	56,287	56,287	56,287	56,287	56,287
Total				670,423	721,934	709,653	709,653	709,653	709,653

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**DETAILED BUDGET PAPERS 2021/22 - Strategy**

			Responsible Director	NEW BUDGET YEAR: 2022/23										Budget for Year	Variance Base to Budget			
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Base Budget	Growth/Savings etc									
									BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Inflation	Savings	Other payroll changes			1.25% National insurance increase	2022/23 Scale point increment	2021/22 Pay award of 1.75%
				£	£	£	£	£	£	£	£	£	£	£	£	£	£	
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	152,510	0	0	0	152,510	0	0	0	0	181	1,313	0	1,806	155,810	(3,300)
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	(3,770)	3,770	0	0	0	0	0	0	0	0	0	0	0	0	(3,770)
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	31,300	0	0	0	31,300	0	0	0	0	0	0	0	0	31,300	0
10015	Ed Strat - Potential	Economic Strategy/Development	L ELLIOT	43,900	0	0	(2,000)	41,900	0	(6,000)	0	0	0	0	0	0	35,900	(6,000)
10043	S.E. Town Centre Support	Economic Strategy/Development	L ELLIOT	40,300	0	0	0	40,300	0	0	0	0	41	366	0	533	41,240	940
10055	Market Hall	Economic Strategy/Development	L ELLIOT	(45,884)	0	0	0	(45,884)	(11,000)	0	(10,300)	0	(1,080)	1,089	872	1,499	(64,804)	(18,920)
10065	The Square	Economic Strategy/Development	L ELLIOT	(12,560)	0	0	0	(12,560)	(5,000)	0	0	0	0	0	0	0	(17,560)	(5,000)
10206	Ed Strat - Location	Economic Strategy/Development	L ELLIOT	236,590	0	0	0	236,590	0	0	0	0	5,895	2,048	1,514	3,153	249,200	12,610
10069	Communication	Communication	J EVANS	198,880	0	(5,000)	0	193,880	0	0	0	(1,000)	(876)	1,267	1,035	1,744	196,050	(2,830)
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Talent)	L ELLIOT	20,000	0	(23,000)	0	(3,000)	0	(10,000)	0	0	0	0	0	0	(13,000)	(10,000)
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	61,480	0	0	0	61,480	(5,200)	0	0	0	(309)	133	0	183	56,287	5,193
	Total			722,746	3,770	(28,000)	(2,000)	696,516	(21,200)	(16,000)	(10,300)	(1,000)	3,852	6,216	3,421	8,918	670,423	(26,293)

# REPORT 1

## DETAILED BUDGET PAPERS 2021/22 - Strategy

			Responsible Director	MTFS YEAR 1: 2023/24							MTFS YEAR 2: 2024/25					
Cost Centre	Cost Centre Description	Service		Previous Years Growth/ Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Base Budget	Previous Years Growth/ Savings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Base Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Increased costs of Joint Strategic planning - timing over MTFS					BC25-T2/3 "More Work Needed Savings"	Reduced costs of Joint Strategic planning - timing over MTFS		
				£	£	£	£	£	£	£	£	£	£	£	£	£
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	0	155,810	0	0	0	155,810	0	0	155,810	0	0	155,810	
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	0	31,300	0	0	13,511	44,811	13,511	0	44,811	0	(5,281)	39,530	(5,281)
10015	Ed Strat - Potential	Economic Strategy/Development	L ELLIOT	0	35,900	0	0	0	35,900	0	0	35,900	0	0	35,900	
10043	S.E. Town Centre Support	Economic Strategy/Development	L ELLIOT	0	41,240	0	0	0	41,240	0	0	41,240	0	0	41,240	
10055	Market Hall	Economic Strategy/Development	L ELLIOT	0	(64,804)	0	0	0	(64,804)	0	0	(64,804)	0	0	(64,804)	
10065	The Square	Economic Strategy/Development	L ELLIOT	0	(17,560)	0	0	0	(17,560)	0	0	(17,560)	0	0	(17,560)	
10206	Ed Strat - Location	Economic Strategy/Development	L ELLIOT	0	249,200	0	0	0	249,200	0	0	249,200	0	0	249,200	
10069	Communication	Communication	J EVANS	0	196,050	0	0	0	196,050	0	0	196,050	0	0	196,050	
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Talent)	L ELLIOT	0	(13,000)	46,000	(8,000)	0	25,000	38,000	0	25,000	(7,000)	0	18,000	(7,000)
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	0	56,287	0	0	0	56,287	0	0	56,287	0	0	56,287	
	Total			0	670,423	46,000	(8,000)	13,511	721,934	51,511	0	721,934	(7,000)	(5,281)	709,653	(12,281)

# REPORT 1

## DETAILED BUDGET PAPERS 2021/22 - Strategy

			Responsible Director	MTFS YEAR 3: 2025/26				MTFS YEAR 4: 2026/27				2027/28
Cost Centre	Cost Centre Description	Service		Previous Years Growth/ Savings	Base Budget	Budget for Year	Variance to Budget	Previous Years Growth/ Savings	Base Budget	Budget for Year	Variance to Budget	Base Budget
				£	£	£	£	£	£	£	£	£
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	0	155,810	155,810	0	0	155,810	155,810	0	155,810
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	0	39,530	39,530	0	0	39,530	39,530	0	39,530
10015	Ed Strat - Potential	Economic Strategy/Development	L ELLIOT	0	35,900	35,900	0	0	35,900	35,900	0	35,900
10043	S.E. Town Centre Support	Economic Strategy/Development	L ELLIOT	0	41,240	41,240	0	0	41,240	41,240	0	41,240
10055	Market Hall	Economic Strategy/Development	L ELLIOT	0	(64,804)	(64,804)	0	0	(64,804)	(64,804)	0	(64,804)
10065	The Square	Economic Strategy/Development	L ELLIOT	0	(17,560)	(17,560)	0	0	(17,560)	(17,560)	0	(17,560)
10206	Ed Strat - Location	Economic Strategy/Development	L ELLIOT	0	249,200	249,200	0	0	249,200	249,200	0	249,200
10069	Communication	Communication	J EVANS	0	196,050	196,050	0	0	196,050	196,050	0	196,050
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Tale	L ELLIOT	0	18,000	18,000	0	0	18,000	18,000	0	18,000
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	0	56,287	56,287	0	0	56,287	56,287	0	56,287
Total				0	709,653	709,653	0	0	709,653	709,653	0	709,653

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services									
			Responsible Director	NEW BUDGET YEAR: 2022/23	MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	2027/28
Cost Centre	Cost Centre Description	Service		Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
				£	£	£	£	£	£
10003	Corporate Administration	Corporate Support	L ELLIOT	597,921	597,921	597,921	597,921	597,921	597,921
10032	Postages	Corporate Support	L ELLIOT	40,400	40,400	40,400	40,400	40,400	40,400
10037	Corporate Printing	Corporate Support	L ELLIOT	17,000	12,000	12,000	12,000	12,000	12,000
10051	Land Charges	Corporate Support	L ELLIOT	(118,200)	(118,200)	(118,200)	(118,200)	(118,200)	(118,200)
10066	Performance/Change Mana	Corporate Support	L ELLIOT	2,868	2,868	2,868	2,868	2,868	2,868
10165	Public Burials	Corporate Support	L ELLIOT	2,500	2,500	2,500	2,500	2,500	2,500
10231	Central Stationery Store	Corporate Support	L ELLIOT	13,100	13,100	13,100	13,100	13,100	13,100
10022	Legal Services	Legal & Democratic Support	V WENHAM	246,500	246,500	246,500	246,500	246,500	246,500
10072	Members Allowances & Exp	Legal & Democratic Support	V WENHAM	320,950	320,950	320,950	320,950	320,950	320,950
10073	Committee Servicing	Legal & Democratic Support	V WENHAM	161,560	161,560	161,560	161,560	161,560	161,560
10213	Smarter Services Program	Legal & Democratic Support	L ELLIOT	61,390	61,390	61,390	61,390	61,390	61,390
10023	Human Resources	HR & Training	V WENHAM	280,790	263,790	248,790	248,790	248,790	248,790
10024	Corporate & Mangmnt Train	HR & Training	V WENHAM	43,300	43,300	43,300	43,300	43,300	43,300
10060	Elections	Elections	L ELLIOT	16,600	16,600	16,600	16,600	16,600	16,600
10061	Registration Of Electors	Register of Electors	L ELLIOT	54,100	54,100	54,100	54,100	54,100	54,100
10078	Emergency Plan/ Bus Contir	Car Parking, Lightbulb etc	V WENHAM	29,800	29,800	29,800	29,800	29,800	29,800
10096	Car Park Services	Car Parking, Lightbulb etc	V WENHAM	(995,309)	(857,937)	(799,008)	(742,741)	(689,402)	(689,402)
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	V WENHAM	(31,800)	(31,800)	(31,800)	(31,800)	(31,800)	(31,800)
10117	On Street C.P.E	Car Parking, Lightbulb etc	V WENHAM	(47,066)	(47,066)	(47,066)	(47,066)	(47,066)	(47,066)
10118	Car Parks Administration	Car Parking, Lightbulb etc	V WENHAM	52,580	52,580	52,580	52,580	52,580	52,580
10119	Off Street C.P.E.	Car Parking, Lightbulb etc	V WENHAM	40,523	40,523	40,523	40,523	40,523	40,523
10154	Licences	Car Parking, Lightbulb etc	V WENHAM	(79,600)	(79,600)	(79,600)	(79,600)	(79,600)	(79,600)
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Res	C MASON	15,925	15,925	15,925	15,925	15,925	15,925
10164	Closed Churchyards	Facilities Mgmt - Public Res	C MASON	40,140	40,140	40,140	40,140	40,140	40,140
10167	Cctv	CCTV, Control Centre	V WENHAM	0	0	0	0	0	0
10193	Control Centre	CCTV, Control Centre	V WENHAM	76,390	70,390	59,390	59,390	59,390	59,390
10173	Licensing Team	Car Parking, Lightbulb etc	V WENHAM	117,620	117,620	117,620	117,620	117,620	117,620
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	118,070	118,070	118,070	118,070	118,070	118,070
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
10230	Head Of Legal & Democratic	CO Legal & Democratic	V WENHAM	111,330	111,330	111,330	111,330	111,330	111,330
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 EVANS	351,730	351,730	351,730	351,730	351,730	351,730
10104	Consultation	Customer Services	J EVANS	0	0	0	0	0	0
10302	Customer Services (2) CC	Customer Services	J EVANS	301,660	191,660	191,660	191,660	191,660	191,660
10236	Equalities & Safeguarding	Customer Services	J EVANS	33,670	33,670	33,670	33,670	33,670	33,670
10021	Chief Executives Group	Joint Chief Execitives	N PROUDFOOT	3,500	3,500	3,500	3,500	3,500	3,500
10054	Lga Subscriptions	Joint Chief Execitives	N PROUDFOOT	20,200	20,200	20,200	20,200	20,200	20,200
10071	Corporate Activities	Joint Chief Execitives	N PROUDFOOT	0	0	0	0	0	0
10222	Old cost centre	Joint Chief Execitives	OLD	0	0	0	0	0	0
10226	Chief Executive	Joint Chief Execitives	N PROUDFOOT	166,490	166,490	166,490	166,490	166,490	166,490
10215	Deputy Chief Executive		L ELLIOT	128,390	128,390	128,390	128,390	128,390	128,390
?????	Enforcement Cross-Cutting			(147,000)	(147,000)	(147,000)	(147,000)	(147,000)	(147,000)
?????	HR Cross-Cutting			(20,000)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
Total				2,065,622	2,062,994	2,095,923	2,152,190	2,205,529	2,205,529



# REPORT 1

## DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

			Responsible Director	NEW BUDGET YEAR: 2022/23															Budget for Year	Variance Budget			
Cost Centre	Cost Centre Description	Service		Previous Years Approved Base Budget	Other permanent virements	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	Base Budget	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed" <small>Cashflow</small>	FCC Inflation at 4.84%	Inflation	Savings	Other costs	Budget Principles Change	Permanent virements	22/23 Pay award at 1.75% (all in 10237	Other payroll changes			1.25% National insurance increase	2022/23 Scale point increment	2021/22 Pay award of 1.75%
				£		£		£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
10003	Corporate Administration	Corporate Support	L ELLIOT	730,500	0	0	(60,067)	670,433	(72,000)	0	0	0	0	0	0	0	0	(17,733)	6,100	2,691	8,430	597,921	(72,512)
10032	Postages	Corporate Support	L ELLIOT	47,400		0	(7,000)	40,400	0	0	0	0	0	0	0	0	0	0	0	0	0	40,400	
10037	Corporate Printing	Corporate Support	L ELLIOT	22,000		0	(5,000)	17,000	0	0	0	0	0	0	0	0	0	0	0	0	0	17,000	
10051	Land Charges	Corporate Support	L ELLIOT	(78,200)		0	(40,000)	(118,200)	0	0	0	0	0	0	0	0	0	0	0	0	0	(118,200)	
10066	Performance/Change Mana	Corporate Support	L ELLIOT	2,700		0	0	2,700	0	0	0	168	0	0	0	0	0	0	0	0	0	2,868	
10165	Public Burials	Corporate Support	L ELLIOT	2,500		0	0	2,500	0	0	0	0	0	0	0	0	0	0	0	0	0	2,500	
10231	Central Stationery Store	Corporate Support	L ELLIOT	16,100		0	(3,000)	13,100	0	0	0	0	0	0	0	0	0	0	0	0	0	13,100	
10022	Legal Services	Legal & Democratic Support	V WENHAM	293,140		0	(52,600)	240,540	0	0	0	0	0	0	0	0	0	(3,539)	2,195	4,283	3,021	246,500	5,041
10072	Members Allowances & Exp	Legal & Democratic Support	V WENHAM	340,450		0	(9,500)	330,950	0	0	0	0	(10,000)	0	0	0	0	0	0	0	0	320,950	(10,000)
10073	Committee Servicing	Legal & Democratic Support	V WENHAM	194,820		0	(4,000)	190,820	0	(33,000)	0	0	0	0	0	0	0	(2,615)	1,529	2,731	2,095	161,560	(29,260)
10213	Smarter Services Programm	Legal & Democratic Support	L ELLIOT	59,992		0	0	59,992	0	0	0	0	0	0	0	0	0	132	533	0	733	61,390	1,398
10023	Human Resources	HR & Training	V WENHAM	282,450		0	(6,300)	276,150	2,000	0	0	0	0	0	0	0	0	(4,367)	2,248	1,666	3,093	280,790	4,340
10024	Corporate & Mangmnt Train	HR & Training	V WENHAM	57,400		0	(14,100)	43,300	0	0	0	0	0	0	0	0	0	0	0	0	0	43,300	
10060	Elections	Elections	L ELLIOT	16,600		0	0	16,600	0	0	0	0	0	0	0	0	0	0	0	0	0	16,600	
10061	Registration Of Electors	Register of Electors	L ELLIOT	69,100		0	(15,000)	54,100	0	0	0	0	0	0	0	0	0	0	0	0	0	54,100	
10078	Emergency Plan/ Bus Conti	Car Parking, Lightbulb etc	V WENHAM	29,800		0	0	29,800	0	0	0	0	0	0	0	0	0	0	0	0	0	29,800	
10096	Car Park Services	Car Parking, Lightbulb etc	V WENHAM	(1,207,031)		0	(4,000)	(1,211,031)	0	0	126	0	0	215,596	0	0	0	0	0	0	0	(995,309)	215,596
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	V WENHAM	(31,800)		0	0	(31,800)	0	0	0	0	0	0	0	0	0	0	0	0	0	(31,800)	
10117	On Street C.P.E	Car Parking, Lightbulb etc	V WENHAM	(49,636)		0	0	(49,636)	0	0	0	0	(1,000)	0	0	0	0	(8,378)	4,158	2,068	5,722	(47,066)	2,570
10118	Car Parks Administration	Car Parking, Lightbulb etc	V WENHAM	51,440		0	0	51,440	0	0	0	0	0	0	0	0	0	(958)	455	1,017	626	52,580	1,140
10119	Off Street C.P.E.	Car Parking, Lightbulb etc	V WENHAM	47,763		0	(4,000)	43,763	(3,000)	0	0	0	(1,000)	0	0	0	0	760	0	0	0	40,523	(3,240)
10154	Licences	Car Parking, Lightbulb etc	V WENHAM	(79,600)		0	0	(79,600)	0	0	0	0	0	0	0	0	0	0	0	0	0	(79,600)	
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Res	C MASON	16,581		0	0	16,581	0	0	1,892	(2,548)	0	0	0	0	0	0	0	0	0	15,925	(656)
10164	Closed Churchyards	Facilities Mgmt - Public Res	C MASON	38,570		0	0	38,570	0	0	1,570	0	0	0	0	0	0	0	0	0	0	40,140	1,570
10167	Cctv	CCTV, Control Centre	V WENHAM	13,875		0	(300)	13,575	(8,000)	0	0	0	0	0	0	(5,575)	0	0	0	0	0	0	(13,575)
10193	Control Centre	CCTV, Control Centre	V WENHAM	108,512		0	(36,000)	72,512	(17,000)	0	0	0	3	0	0	7,425	0	3,716	3,150	2,254	4,330	76,390	3,878
10173	Licensing Team	Car Parking, Lightbulb etc	V WENHAM	115,420		0	0	115,420	0	0	0	0	0	0	0	0	0	(2,156)	983	2,018	1,355	117,620	2,202
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	114,080		0	0	114,080	0	0	0	0	0	0	0	(900)	0	2,619	935	0	1,336	118,070	3,990
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	(120,000)		0	0	(120,000)	0	0	0	0	0	0	(60,000)	0	164,000	0	0	0	0	(16,000)	104,000
10230	Head Of Legal & Democrati	CO Legal & Democratic	V WENHAM	108,680		0	0	108,680	0	0	0	0	0	0	0	0	0	(1,079)	952	1,467	1,310	111,330	2,650
10305	External Audit	Finance	C MASON	40,000		0	0	40,000	0	0	0	0	0	0	0	0	0	0	0	0	0	40,000	
10238	Apprentice Levy Costs	Finance	C MASON	13,600		0	0	13,600	0	0	0	0	0	0	0	0	0	0	0	0	0	13,600	
10035	Customer Services	Customer Services	J EVANS	349,790		0	0	349,790	0	0	0	0	(2,100)	0	0	0	0	(4,336)	2,663	2,048	3,665	351,730	1,940
10104	Consultation	Customer Services	J EVANS	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10302	Customer Services (2) CC	Customer Services	J EVANS	414,660		(113,000)	0	301,660	0	0	0	0	0	0	0	0	0	0	0	0	0	301,660	
10236	Equalities & Safeguarding	Customer Services	J EVANS	33,020		0	0	33,020	0	0	0	0	0	0	0	0	0	(37)	289	0	398	33,670	650
10021	Chief Executives Group	Joint Chief Execitives	N PROUDFOOT	3,500		0	0	3,500	0	0	0	0	0	0	0	0	0	0	0	0	0	3,500	
10054	Lga Subscriptions	Joint Chief Execitives	N PROUDFOOT	18,000		0	0	18,000	0	0	0	0	0	0	0	2,200	0	0	0	0	0	20,200	2,200
10071	Corporate Activities	Joint Chief Execitives	N PROUDFOOT	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10222	Old cost centre	Joint Chief Execitives	OLD	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10226	Chief Executive	Joint Chief Execitives	N PROUDFOOT	279,454	(118,032)	0	0	161,422	0	0	0	0	0	0	0	(2,200)	0	1,531	1,592	2,190	1,955	166,490	5,060
10215	Deputy Chief Executive		L ELLIOT	0	118,032			118,032	0	0	0	0	0	0	0	0	0	7,789	1,081	0	1,488	128,390	10,358
????	Enforcement Cross-Cutting			0		0	0	0	0	(75,000)	0	0	(72,000)	0	0	0	0	0	0	0	0	(147,000)	(147,000)
????	HR Cross-Cutting			0		0	0	0	3,000	(23,000)	0	0	0	0	0	0	0	0	0	0	0	(20,000)	(20,000)
Total				2,365,630	0	(113,000)	(260,867)	1,991,763	(95,000)	(131,000)	3,588	(2,380)	(86,097)	215,596	(60,000)	950	164,000	(28,651)	28,863	24,433	39,557	2,065,622	73,135

## DETAILED BUDGET PAPERS 2021/22 - Corporate &amp; Regulatory Services

			Responsible Director	MTFS YEAR 1: 2023/24							MTFS YEAR 2: 2024/25						
Cost Centre	Cost Centre Description	Service		Previous Years Growth/ Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget	Previous Years Growth/ Savings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget
						BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Other re car parking income					BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	Other re car parking income		
						£	£	£					£	£	£		
				£	£	£	£	£	£	£	£	£	£	£	£	£	
10003	Corporate Administration	Corporate Support	LELLIOT	0	597,921	0	0	0	597,921	0	0	597,921	0	0	0	597,921	0
10032	Postages	Corporate Support	LELLIOT	0	40,400	0	0	0	40,400	0	0	40,400	0	0	0	40,400	0
10037	Corporate Printing	Corporate Support	LELLIOT	0	17,000	(5,000)	0	0	12,000	(5,000)	0	12,000	0	0	0	12,000	0
10051	Land Charges	Corporate Support	LELLIOT	0	(118,200)	0	0	0	(118,200)	0	0	(118,200)	0	0	0	(118,200)	0
10066	Performance/Change Mana	Corporate Support	LELLIOT	0	2,868	0	0	0	2,868	0	0	2,868	0	0	0	2,868	0
10165	Public Burials	Corporate Support	LELLIOT	0	2,500	0	0	0	2,500	0	0	2,500	0	0	0	2,500	0
10231	Central Stationery Store	Corporate Support	LELLIOT	0	13,100	0	0	0	13,100	0	0	13,100	0	0	0	13,100	0
10022	Legal Services	Legal & Democratic Support	V WENHAM	0	246,500	0	0	0	246,500	0	0	246,500	0	0	0	246,500	0
10072	Members Allowances & Exp	Legal & Democratic Support	V WENHAM	0	320,950	0	0	0	320,950	0	0	320,950	0	0	0	320,950	0
10073	Committee Servicing	Legal & Democratic Support	V WENHAM	0	161,560	0	0	0	161,560	0	0	161,560	0	0	0	161,560	0
10213	Smarter Services Programm	Legal & Democratic Support	LELLIOT	0	61,390	0	0	0	61,390	0	0	61,390	0	0	0	61,390	0
10023	Human Resources	HR & Training	V WENHAM	0	280,790	(1,000)	(16,000)	0	263,790	(17,000)	0	263,790	0	(15,000)	0	248,790	(15,000)
10024	Corporate & Mangmnt Train	HR & Training	V WENHAM	0	43,300	0	0	0	43,300	0	0	43,300	0	0	0	43,300	0
10060	Elections	Elections	LELLIOT	0	16,600	0	0	0	16,600	0	0	16,600	0	0	0	16,600	0
10061	Registration Of Electors	Register of Electors	LELLIOT	0	54,100	0	0	0	54,100	0	0	54,100	0	0	0	54,100	0
10078	Emergency Plan/ Bus Contr	Car Parking, Lightbulb etc	V WENHAM	0	29,800	0	0	0	29,800	0	0	29,800	0	0	0	29,800	0
10096	Car Park Services	Car Parking, Lightbulb etc	V WENHAM	0	(995,309)	0	0	137,372	(857,937)	137,372	0	(857,937)	0	0	58,929	(799,008)	58,929
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	V WENHAM	0	(31,800)	0	0	0	(31,800)	0	0	(31,800)	0	0	0	(31,800)	0
10117	On Street C.P.E	Car Parking, Lightbulb etc	V WENHAM	0	(47,066)	0	0	0	(47,066)	0	0	(47,066)	0	0	0	(47,066)	0
10118	Car Parks Administration	Car Parking, Lightbulb etc	V WENHAM	0	52,580	0	0	0	52,580	0	0	52,580	0	0	0	52,580	0
10119	Off Street C.P.E.	Car Parking, Lightbulb etc	V WENHAM	0	40,523	0	0	0	40,523	0	0	40,523	0	0	0	40,523	0
10154	Licences	Car Parking, Lightbulb etc	V WENHAM	0	(79,600)	0	0	0	(79,600)	0	0	(79,600)	0	0	0	(79,600)	0
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Rea	C MASON	0	15,925	0	0	0	15,925	0	0	15,925	0	0	0	15,925	0
10164	Closed Churchyards	Facilities Mgmt - Public Rea	C MASON	0	40,140	0	0	0	40,140	0	0	40,140	0	0	0	40,140	0
10167	Cctv	CCTV, Control Centre	V WENHAM	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10193	Control Centre	CCTV, Control Centre	V WENHAM	0	76,390	(6,000)	0	0	70,390	(6,000)	0	70,390	(11,000)	0	0	59,390	(11,000)
10173	Licensing Team	Car Parking, Lightbulb etc	V WENHAM	0	117,620	0	0	0	117,620	0	0	117,620	0	0	0	117,620	0
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	0	118,070	0	0	0	118,070	0	0	118,070	0	0	0	118,070	0
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	0	(16,000)	0	0	0	(16,000)	0	0	(16,000)	0	0	0	(16,000)	0
10230	Head Of Legal & Democratic	CO Legal & Democratic	V WENHAM	0	111,330	0	0	0	111,330	0	0	111,330	0	0	0	111,330	0
10305	External Audit	Finance	C MASON	0	40,000	0	0	0	40,000	0	0	40,000	0	0	0	40,000	0
10238	Apprentice Levy Costs	Finance	C MASON	0	13,600	0	0	0	13,600	0	0	13,600	0	0	0	13,600	0
10035	Customer Services	Customer Services	J EVANS	0	351,730	0	0	0	351,730	0	0	351,730	0	0	0	351,730	0
10104	Consultation	Customer Services	J EVANS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10302	Customer Services (2) CC	Customer Services	J EVANS	(110,000)	191,660	0	0	0	191,660	0	0	191,660	0	0	0	191,660	0
10236	Equalities & Safeguarding	Customer Services	J EVANS	0	33,670	0	0	0	33,670	0	0	33,670	0	0	0	33,670	0
10021	Chief Executives Group	Joint Chief Execitives	N PROUDFOOT	0	3,500	0	0	0	3,500	0	0	3,500	0	0	0	3,500	0
10054	Lga Subscriptions	Joint Chief Execitives	N PROUDFOOT	0	20,200	0	0	0	20,200	0	0	20,200	0	0	0	20,200	0
10071	Corporate Activities	Joint Chief Execitves	N PROUDFOOT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10222	Old cost centre	Joint Chief Execitves	OLD	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10226	Chief Executive	Joint Chief Execitves	N PROUDFOOT	0	166,490	0	0	0	166,490	0	0	166,490	0	0	0	166,490	0
10215	Deputy Chief Executive		LELLIOT	0	128,390	0	0	0	128,390	0	0	128,390	0	0	0	128,390	0
?????	Enforcement Cross-Cutting			0	(147,000)	0	0	0	(147,000)	0	0	(147,000)	0	0	0	(147,000)	0
?????	HR Cross-Cutting			0	(20,000)	(2,000)	0	0	(22,000)	(2,000)	0	(22,000)	0	0	0	(22,000)	0
	Total			(110,000)	1,955,622	(14,000)	(16,000)	137,372	2,062,994	107,372	0	2,062,994	(11,000)	(15,000)	58,929	2,095,923	32,929

## DETAILED BUDGET PAPERS 2021/22 - Corporate &amp; Regulatory Services

			Responsible Director	MTFS YEAR 3: 2025/26					MTFS YEAR 4: 2026/27					2027/28
Cost Centre	Cost Centre Description	Service		Previous Years Growth/ Savings	Base Budget	Arith/Saving Other re car parking income	Budget for Year	Variance to Budget	Previous Years Growth/ Savings	Base Budget	Arith/Saving Other re car parking income	Budget for Year	Variance to Budget	Base Budget
				£	£	£	£	£	£	£	£	£	£	£
10003	Corporate Administration	Corporate Support	L ELLIOT	0	597,921	0	597,921	0	0	597,921	0	597,921	0	597,921
10032	Postages	Corporate Support	L ELLIOT	0	40,400	0	40,400	0	0	40,400	0	40,400	0	40,400
10037	Corporate Printing	Corporate Support	L ELLIOT	0	12,000	0	12,000	0	0	12,000	0	12,000	0	12,000
10051	Land Charges	Corporate Support	L ELLIOT	0	(118,200)	0	(118,200)	0	0	(118,200)	0	(118,200)	0	(118,200)
10066	Performance/Change Mana	Corporate Support	L ELLIOT	0	2,868	0	2,868	0	0	2,868	0	2,868	0	2,868
10165	Public Burials	Corporate Support	L ELLIOT	0	2,500	0	2,500	0	0	2,500	0	2,500	0	2,500
10231	Central Stationery Store	Corporate Support	L ELLIOT	0	13,100	0	13,100	0	0	13,100	0	13,100	0	13,100
10022	Legal Services	Legal & Democratic Support	V WENHAM	0	246,500	0	246,500	0	0	246,500	0	246,500	0	246,500
10072	Members Allowances & Exp	Legal & Democratic Support	V WENHAM	0	320,950	0	320,950	0	0	320,950	0	320,950	0	320,950
10073	Committee Servicing	Legal & Democratic Support	V WENHAM	0	161,560	0	161,560	0	0	161,560	0	161,560	0	161,560
10213	Smarter Services Programm	Legal & Democratic Support	L ELLIOT	0	61,390	0	61,390	0	0	61,390	0	61,390	0	61,390
10023	Human Resources	HR & Training	V WENHAM	0	248,790	0	248,790	0	0	248,790	0	248,790	0	248,790
10024	Corporate & Mangmnt Train	HR & Training	V WENHAM	0	43,300	0	43,300	0	0	43,300	0	43,300	0	43,300
10060	Elections	Elections	L ELLIOT	0	16,600	0	16,600	0	0	16,600	0	16,600	0	16,600
10061	Registration Of Electors	Register of Electors	L ELLIOT	0	54,100	0	54,100	0	0	54,100	0	54,100	0	54,100
10078	Emergency Plan/ Bus Contr	Car Parking, Lightbulb etc	V WENHAM	0	29,800	0	29,800	0	0	29,800	0	29,800	0	29,800
10096	Car Park Services	Car Parking, Lightbulb etc	V WENHAM	0	(799,008)	56,267	(742,741)	56,267	0	(742,741)	53,339	(689,402)	53,339	(689,402)
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	V WENHAM	0	(31,800)	0	(31,800)	0	0	(31,800)	0	(31,800)	0	(31,800)
10117	On Street C.P.E	Car Parking, Lightbulb etc	V WENHAM	0	(47,066)	0	(47,066)	0	0	(47,066)	0	(47,066)	0	(47,066)
10118	Car Parks Administration	Car Parking, Lightbulb etc	V WENHAM	0	52,580	0	52,580	0	0	52,580	0	52,580	0	52,580
10119	Off Street C.P.E.	Car Parking, Lightbulb etc	V WENHAM	0	40,523	0	40,523	0	0	40,523	0	40,523	0	40,523
10154	Licences	Car Parking, Lightbulb etc	V WENHAM	0	(79,600)	0	(79,600)	0	0	(79,600)	0	(79,600)	0	(79,600)
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Rea	C MASON	0	15,925	0	15,925	0	0	15,925	0	15,925	0	15,925
10164	Closed Churchyards	Facilities Mgmt - Public Rea	C MASON	0	40,140	0	40,140	0	0	40,140	0	40,140	0	40,140
10167	Cctv	CCTV, Control Centre	V WENHAM	0	0	0	0	0	0	0	0	0	0	0
10193	Control Centre	CCTV, Control Centre	V WENHAM	0	59,390	0	59,390	0	0	59,390	0	59,390	0	59,390
10173	Licensing Team	Car Parking, Lightbulb etc	V WENHAM	0	117,620	0	117,620	0	0	117,620	0	117,620	0	117,620
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	0	118,070	0	118,070	0	0	118,070	0	118,070	0	118,070
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	0	(16,000)	0	(16,000)	0	0	(16,000)	0	(16,000)	0	(16,000)
10230	Head Of Legal & Democratic	CO Legal & Democratic	V WENHAM	0	111,330	0	111,330	0	0	111,330	0	111,330	0	111,330
10305	External Audit	Finance	C MASON	0	40,000	0	40,000	0	0	40,000	0	40,000	0	40,000
10238	Apprentice Levy Costs	Finance	C MASON	0	13,600	0	13,600	0	0	13,600	0	13,600	0	13,600
10035	Customer Services	Customer Services	J EVANS	0	351,730	0	351,730	0	0	351,730	0	351,730	0	351,730
10104	Consultation	Customer Services	J EVANS	0	0	0	0	0	0	0	0	0	0	0
10302	Customer Services (2) CC	Customer Services	J EVANS	0	191,660	0	191,660	0	0	191,660	0	191,660	0	191,660
10236	Equalities & Safeguarding	Customer Services	J EVANS	0	33,670	0	33,670	0	0	33,670	0	33,670	0	33,670
10021	Chief Executives Group	Joint Chief Executives	N PROUDFOOT	0	3,500	0	3,500	0	0	3,500	0	3,500	0	3,500
10054	Lga Subscriptions	Joint Chief Executives	N PROUDFOOT	0	20,200	0	20,200	0	0	20,200	0	20,200	0	20,200
10071	Corporate Activities	Joint Chief Executives	N PROUDFOOT	0	0	0	0	0	0	0	0	0	0	0
10222	Old cost centre	Joint Chief Executives	OLD	0	0	0	0	0	0	0	0	0	0	0
10226	Chief Executive	Joint Chief Executives	N PROUDFOOT	0	166,490	0	166,490	0	0	166,490	0	166,490	0	166,490
10215	Deputy Chief Executive		L ELLIOT	0	128,390	0	128,390	0	0	128,390	0	128,390	0	128,390
?????	Enforcement Cross-Cutting			0	(147,000)	0	(147,000)	0	0	(147,000)	0	(147,000)	0	(147,000)
?????	HR Cross-Cutting			0	(22,000)	0	(22,000)	0	0	(22,000)	0	(22,000)	0	(22,000)
Total				0	2,095,923	56,267	2,152,190	56,267	0	2,152,190	53,339	2,205,529	53,339	2,205,529

# REPORT 1

## DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			NEW BUDGET YEAR: 2022/23	MTFS YEAR 1: 2023/24	MTFS YEAR 2: 2024/25	MTFS YEAR 3: 2025/26	MTFS YEAR 4: 2026/27	2027/28
Cost Centre	Cost Centre Description	Service	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Budget for Year	Base Budget
			£	£	£	£	£	£
10509	Central Items - Contingency	Finance	0	0	0	0	0	0
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	0	189,462	378,188	629,487	887,069	887,069
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	0	10,950	25,769	25,769	25,769	25,769
Nominal	Inflation - Services	Corporate - Finance	0	0	0	0	0	0
Nominal	Inflation - Employer Oncosts	Corporate - Finance	0	0	0	0	0	0
Nominal	Inflation - FCC	Operational Services	0	163,228	307,098	489,936	674,101	674,101
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	0	0	0	269,969	549,146	549,146
Nominal	Target Operating Model Service Efficiency	Operational Services	(353,000)	(360,060)	(360,060)	(369,062)	(378,288)	(378,288)
Nominal	Shared Service; DM Support	Operational Services	(94,000)	(127,500)	(127,500)	(130,688)	(133,955)	(133,955)
	<b>Total</b>		<b>(447,000)</b>	<b>(123,920)</b>	<b>223,495</b>	<b>915,412</b>	<b>1,623,842</b>	<b>1,623,842</b>

# REPORT 1

## DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			NEW BUDGET YEAR: 2022/23												
Cost Centre	Cost Centre Description	Service	Previous Years Approved Base Budget	Previous Years Growth/Savings	BC25-T2/3 "Firm Savings"	BC25-T2/3 "More Work Needed Savings"	New Base Budget	Growth/Savings etc						Budget for Year	Variance Base Budget
			£	£			£	FCC contract changes	Inflation - Pay - Services	Inflation - Pay to Capital Financing	Inflation - Employer Oncosts	Target Operating Model Service Efficiency	Shared Service; DM Support	£	£
10509	Central Items - Contingency	Finance	0	0	0	0	0	0	0	0	0	0	0	0	
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	0	92,048	0	0	92,048	0	(92,048)	0	0	0	0	0	
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	0	7,228	0	0	7,228	0	0	(7,228)	0	0	0	0	
Nominal	Inflation - Services	Corporate - Finance	0	0	0	0	0	0	0	0	0	0	0	0	
Nominal	Inflation - Employer Oncosts	Corporate - Finance	0	44,872	0	0	44,872	0	0	0	(44,872)	0	0	0	
Nominal	Inflation - FCC	Operational Services	(53,616)	74,862	0	0	21,246	(21,246)	0	0	0	0	0	0	53,616
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	0	0	0	0	0	0	0	0	0	0	0	0	
Nominal	Target Operating Model Service Efficiency	Operational Services	0	0	0	0	0	0	0	0	0	(353,000)	0	(353,000)	(353,000)
Nominal	Shared Service; DM Support	Operational Services	0	0	0	0	0	0	0	0	0	0	(94,000)	(94,000)	(94,000)
	<b>Total</b>		<b>(53,616)</b>	<b>219,010</b>	<b>0</b>	<b>0</b>	<b>165,394</b>	<b>(21,246)</b>	<b>(92,048)</b>	<b>(7,228)</b>	<b>(44,872)</b>	<b>(353,000)</b>	<b>(94,000)</b>	<b>(447,000)</b>	<b>(393,352)</b>

# REPORT 1

## DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

Cost Centre			MTFS YEAR 1: 2023/24							MTFS YEAR 2: 2024/25				
			Previous Years Growth/Sa vings	Base Budget	Growth/Savings etc			Budget for Year	Variance to Base Budget	Previous Years Growth/Savin gs	Base Budget	wth/Saving FCC contract changes	Budget for Year	Variance to Base Budget
					FCC contract changes	Inflation - Pay - Services	Shared Service; DM Support							
			£	£	£	£	£	£	£	£	£	£	£	£
10509	Central Items - Contingency	Finance	0	0	0	0		0	0	0	0	0	0	
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	139,452	139,452	0	50,010		189,462	50,010	188,726	378,188	0	378,188	
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	10,950	10,950	0	0		10,950	0	14,819	25,769	0	25,769	
Nominal	Inflation - Services	Corporate - Finance	0	0	0	0		0	0	0	0	0	0	
Nominal	Inflation - Employer Oncosts	Corporate - Finance	0	0		0	0	0	0	0	0	0	0	
Nominal	Inflation - FCC	Operational Services	0	0	163,228	0		163,228	163,228	0	163,228	143,870	307,098	143,870
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	0	0	0	0	0	0	0	0	0	0	0	
Nominal	Target Operating Model Service Efficiency	Operational Services	0	(353,000)	0	(7,060)	0	(360,060)	(7,060)		(360,060)	0	(360,060)	
Nominal	Shared Service; DM Support	Operational Services	0	(94,000)	0	(1,880)	(31,620)	(127,500)	(33,500)		(127,500)	0	(127,500)	
	<b>Total</b>		<b>150,402</b>	<b>(296,598)</b>	<b>163,228</b>	<b>41,070</b>	<b>(31,620)</b>	<b>(123,920)</b>	<b>172,678</b>	<b>203,545</b>	<b>79,625</b>	<b>143,870</b>	<b>223,495</b>	<b>143,870</b>

# REPORT 1

## DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			MTFS YEAR 3: 2025/26						MTFS YEAR 4: 2026/27						2027/28
			Previous Years Growth/Savi ngs	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Previous Years Growth/Sav ings	Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Base Budg
Cost Centre	Cost Centre Description	Service	£	£	£	£			£	£	£	£			
10509	Central Items - Contingency	Finance	0	0	0	0	0	0	0	0	0	0	0	0	
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	0	378,188	0	251,299	629,487	251,299	0	629,487	0	257,582	887,069	257,582	887,069
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	0	25,769	0	0	25,769	0	0	25,769	0	0	25,769	0	25,769
Nominal	Inflation - Services	Corporate - Finance	0	0	0	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Employer Oncosts	Corporate - Finance	0	0	0	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - FCC	Operational Services	0	307,098	182,838	0	489,936	182,838	0	489,936	184,165	0	674,101	184,165	674,101
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	0	0	269,969	0	269,969	269,969	0	269,969	279,177	0	549,146	279,177	549,146
Nominal	Target Operating Model Service Efficiency	Operational Services		(360,060)	0	(9,002)	(369,062)	(9,002)		(369,062)	0	(9,227)	(378,288)	(9,227)	(378,288)
Nominal	Shared Service; DM Support	Operational Services		(127,500)	0	(3,188)	(130,688)	(3,188)		(130,688)	0	(3,267)	(133,955)	(3,267)	(133,955)
	Total		0	223,495	452,807	239,110	915,412	691,917	0	915,412	463,342	245,088	1,623,842	708,430	1,623,842

NB. When the 2022/23 financial year starts, these budgets will be allocated to the respective service budget lines.



Current Year 2021/22		Consolidated General Fund (Unallocated) Reserve + Budget Surplus/Other Earmarked Reserves Statement				
Approved Budget	Adjusted Budget		2022/23 Draft Budget	2023/24 Draft Budget	2024/25 Draft Budget	2025/26 Draft Budget
£	£		£	£	£	£
<b>General Fund (Unallocated) Reserve</b>						
2,881,783	2,881,783	b/f	2,741,108	2,260,726	2,244,677	2,299,305
(1,934,955)	(1,936,770)	Cont from/(to) Services	0	0	0	(551,063)
1,672,630	1,741,408	Cont from/(to) Budget Surplus Reserve	(480,382)	(16,049)	54,628	716,444
2,619,458	2,686,421	c/f	2,260,726	2,244,677	2,299,305	2,464,686
13,097,291	13,432,106	Net Expenditure	11,420,629	11,223,383	11,496,527	12,323,429
0	0	- CV19 adjustment 1 - Earmarked Res CV19	(117,000)	0	0	0
0	0	- CV19 adjustment 2 - CV19 Grant	0	0	0	0
13,097,291	13,432,106		11,303,629	11,223,383	11,496,527	12,323,429
2,619,458	2,686,421	Minimum Level of Reserves @ 20.0%	2,260,726	2,244,677	2,299,305	2,464,686
0	0	Variance of GFR to Minimum Level of Reserves 20.0%	0	0	0	0
<b>Budget Surplus Reserve</b>						
1	1	b/f	1	1	1	1
(1,672,630)	(1,741,408)	Cont from/(to) General Fund	480,382	16,049	(54,628)	(716,444)
401,550	401,550	Cont from/(to) ER: Projects & Risk	(480,382)	(16,049)	0	0
1,271,080	1,271,080	Cont from/(to) ER: Community, Economic & Infrastructure	0	0	0	0
0	399,963	Cont from/(to) CIS Reserve	0	0	54,628	716,444
1	1	c/f	1	1	1	1
Ok	Ok		Ok	Ok	Ok	Ok
<b>Earmarked Reserve: CV19 Internal Recovery Reserves</b>						
946,551	946,551	b/f	7,825,170	3,293,638	2,276,505	1,000,000
0	0	Cont (to) Services	(3,681,532)	(284,133)	0	0
(159,000)	(159,000)	Cont from/(to) Services (cont towards Interest & Investment Income)	(117,000)	0	0	0
(61,000)	(61,000)	Cont from/(to) Services (cont towards Development Control Income)	0	0	0	0
10,439	10,439	Cont from/(to) Funding Statement: Collection Fund (Surplus)/Deficit	(733,000)	(733,000)	0	0
337,000	337,000	Cont from/(to) Funding Statement: CV19 Emergency Funding, Tranche 5	0	0	0	0
0	0	Cont from/(to) ER: Community, Economic & Infrastructure	0	0	(638,255)	0
0	0	Cont from/(to) ER: CIR	0	0	(638,250)	0
1,073,990	1,073,990	c/f	3,293,638	2,276,505	1,000,000	1,000,000
<b>Earmarked Reserve: Projects, Risk &amp; Smoothing</b>						
316,000	316,000	b/f	691,095	2,799,579	2,633,144	2,521,862
0	0	Cont (to) Services	(38,500)	(38,500)	(38,500)	(38,500)
0	0	Cont from Services	338,000	338,000	338,000	338,000
100,000	63,500	Cont from/(to) Funding Statement: Local Council Tax Support Scheme	0	0	0	0
904,650	904,650	Cont from/(to) Funding Statement: Tax Income Guarantee Scheme	0	0	0	0
(401,550)	(401,550)	Cont from/(to) Funding Statement: NHB (Collection Fund Equalisation Reserve)	1,328,602	(481,984)	(410,782)	(435,836)
0	0	Cont from/(to) BS Reserve	0	0	0	0
0	0	Cont from/(to) BS Reserve (Collection Fund Equalisation)	480,382	16,049	0	0
919,100	882,600	c/f	2,799,579	2,633,144	2,521,862	2,385,526
<b>Earmarked Reserve: Capital &amp; Contract</b>						
403,140	403,140	b/f	748,250	748,250	748,250	748,250
403,140	70,140	c/f	748,250	748,250	748,250	748,250
<b>Earmarked Reserve: Transformation</b>						
2,000,000	2,000,000	b/f	2,066,855	1,066,855	1,066,855	1,066,855
0	0	Cont from/(to) ER: Community, Economic & Infrastructure	(500,000)	0	0	0
0	0	Cont from/(to) ER: CIR	(500,000)	0	0	0
2,000,000	2,331,185	c/f	1,066,855	1,066,855	1,066,855	1,066,855
<b>Earmarked Reserve: Community, Economic &amp; Infrastructure</b>						
2,410,821	2,410,821	b/f	1,447,301	1,947,301	1,947,301	2,585,556
307,560	307,560	Cont from/(to) Funding Statement: New Homes Bonus [2021.22 One-Off]	0	0	0	0
(1,271,080)	(1,271,080)	Cont from/(to) BS Reserve	0	0	0	(872,980)
0	0	Cont from/(to) ER: CV19 Internal Recovery Reserve	0	0	638,255	0
0	0	Cont from/(to) ER: Transformation	500,000	0	0	0
1,447,301	1,447,301	c/f	1,947,301	1,947,301	2,585,556	1,712,576
<b>Earmarked Reserve: Commercial Investment Reserve</b>						
1,890,371	1,890,371	b/f	2,356,792	2,856,792	2,856,792	3,440,414
(88,000)	(88,000)	Cont from/(to) Services (cont towards Development Control Income)	0	0	0	0
624,440	624,440	Cont from/(to) Funding Statement: New Homes Bonus [2021.22 One-Off]	0	0	0	0
450,000	450,000	Cont from/(to) Funding Statement: New Homes Bonus [Legacy]	0	0	0	0
250,981	250,981	Cont from/(to) Funding Statement: Lower Tier Services Grant	0	0	0	0
0	(399,963)	Cont from/(to) BS Reserve	0	0	(54,628)	(716,444)
0	0	Cont from/(to) ER: CV19 Internal Recovery Reserve	0	0	638,250	0
0	0	Cont from/(to) ER: Transformation	500,000	0	0	0
3,127,792	2,727,829	c/f	2,856,792	2,856,792	3,440,414	2,723,970



## REPORT 1

### Appendix 4

Capital  
Programme  
and Source  
of Financing  
Worksheets

**Capital Programme 2021/22 to 2026/27**

Spend	Project Manager	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total Capital Programme	Funding
		£	£	£	£	£	£	£	
<b>Prior Years Approved Capital Projects</b>									
The Symington Building Ventilation Schemes	Caroline Averill	57,154	0	0	0			57,154	Borrowing
Market Hall Planned Maintenance	Caroline Averill	196,000	0	0	0			196,000	Borrowing
Additional CCTV (Lutterworth & Welland Park)	Jonathan Ward-Langman	20,000	20,000	20,000	20,000	20,000	20,000	120,000	
Install CCTV Cameras - Lutterworth & Welland Park	Jonathan Ward-Langman	55,000						55,000	Borrowing
Harborough Innovation Centre Works	Tim Bradbury	20,000	20,000	20,000	20,000	20,000	20,000	120,000	1/3 Service Charge, 2/3 Borrowing
Housing & Homelessness: Roman Way	Tom Day / Ian Pennington	350,000	600,000					950,000	Harborough Housing Fund / Borrowing
Housing & Homelessness: Plowman's Yard	Tom Day / Ian Pennington	35,428	50,000					85,428	Harborough Housing Fund / Borrowing
Market Harborough Leisure Centre (Refurbishment)	Communities	100,000		2,000,000	750,000	350,000	0	5,200,000	Borrowing / Receipts
Lutterworth Leisure Centre (Refurbishment)	Communities		250,000	500,000	250,000	0	0	1,000,000	Borrowing / Receipts
Leisure Centres PPM	Caroline Averill	50,000	100,000	0	0		50,000	200,000	Borrowing
Play Area Equipment	Russell Smith / John Kemp	240,000	276,000	100,000	100,000	100,000	100,000	916,000	Borrowing / Receipts (50/50)
Lightbulb / Social Care Projects	Elaine Bird	401,264	420,000	420,000	420,000	420,000	420,000	2,501,264	Grant
Symington Rec Ground Pavilion PPM	Caroline Averill	162,000	0	0	0	0	0	162,000	Receipts
HDC Properties M&E Works	Caroline Averill	11,000	0	0	0	0	0	11,000	Borrowing
Lutterworth Country Park Open Space	John Kemp	38,797	0	0	0	0	0	38,797	Borrowing
Cemetery Chapel Northampton Road	Caroline Averill	0	0	50,000	0	0	0	50,000	Borrowing
S106 Schemes		1,685,295	250,000	250,000	250,000	250,000	250,000	2,935,295	Grant
Coach Parking	Ian Pennington	0	0	400,000	400,000			800,000	Capital Receipts
PCI DSS Solution	Rachael Felts / Carolyn Bland	18,000						18,000	Borrowing
ICT Development / Channel Shift (Netcall)	Rob Chew / Rachael Felts	327,467	75,000	75,000	0			477,467	Borrowing
VMWare Host & SAN expansion	Rob Chew	70,000	0	0	0			70,000	Borrowing
Efin pdf Capture System	Carolyn Bland	13,161						13,161	Revenue Funding
Transformation - Contact Centre	Rachael Felts	167,900	200,000					367,900	Revenue Funding
Transformation		68,939	0	100,000	0			168,939	Revenue Funding
Rebuild Churchyard Walls	Caroline Averill	3,797						3,797	Borrowing
Balancing Area Works	Caroline Averill	21,000						21,000	Borrowing
Naseby Square Redevelopment	Ian Pennington	15,000						15,000	Borrowing
De Verdon Road Redevelopment	Ian Pennington	60,000						60,000	Borrowing
LADS Phase 2	Helen Chadwick	479,600						479,600	Grant
Lifeline Digital Telecare Alarms	Jonathan Ward-Langman	40,000	0	0	0			40,000	Revenue Funding
Electric Charging Points	Elaine Bird	59,000	0	0	0			59,000	Borrowing / Grant
Performance & Risk Management Software	Ed O'Neill	7,648	0	0	0			7,648	Borrowing
Lutterworth Town Centre Heritage Action Zone	David Wright	530,000	0	0	0			530,000	LLEP Grant / Receipts
<b>Total Prior Years Approved Capital Projects</b>		<b>5,303,450</b>	<b>4,261,000</b>	<b>3,935,000</b>	<b>2,210,000</b>	<b>1,160,000</b>	<b>860,000</b>	<b>17,729,450</b>	
<b>New Capital Schemes 2022/23</b>									
Frank Whittle Monument	Caroline Averill			75,000				75,000	Reserves / Internal Borrowing / S106
The Symington Building: External Works	Caroline Averill		222,000	250,000				472,000	Internal Borrowing
Welland Park Public Toilet Refurbishment	Caroline Averill		260,000					260,000	Internal Borrowing / S106 (£50K) / Grant - Changing Place Toilets (£88K)
EV Charging Points (Car & Bike)	Elaine Bird		90,000					90,000	Internal Borrowing (£22K) / External Grants (£68K)
Finance & Assets System	Carolyn Bland		430,000					430,000	Transformation Reserve
New Depot	Caroline Averill					5,000,000		5,000,000	Internal Borrowing
Cemetery: Market Harborough	Caroline Averill				1,000,000			1,000,000	S106 (£358K), Internal Borrowing
Service Transformation (Flexible Use of Capital Rec)	Clive Mason		1,500,000					1,500,000	Capital Receipts
Hybrid Democratic Virtualisation	Stephen Green	40,000						40,000	Grant: COMF (minimum contribution £20k) / Internal Borrowing (maximum £20k)
<b>Total New Capital Schemes 2022/23</b>		<b>40,000</b>	<b>2,502,000</b>	<b>325,000</b>	<b>1,000,000</b>	<b>5,000,000</b>	<b>0</b>	<b>8,867,000</b>	
<b>Total Capital Plan</b>		<b>5,343,450</b>	<b>6,763,000</b>	<b>4,260,000</b>	<b>3,210,000</b>	<b>6,160,000</b>	<b>860,000</b>	<b>26,596,450</b>	

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Capital Programme 2022/23 to 2026/27 - Sources of Finance	Year	External Funding & Grants						Capital Receipts	Service Charge	Direct Revenue Funding	Borrowing	Total Capital Financing
	2021/22	ERDF (pro-rata)	LLEP (pro-rata)	Better Care Fund	External Funding	S106	Harborough Housing Fund					
	£	£	£	£	£	£	£	£	£	£	£	£
The Symington Building Ventilation Schemes	57,154										57,154	57,154
Market Hall Planned Maintenance	196,000										196,000	196,000
CCTV Replacements & Upgrades	75,000										75,000	75,000
Harborough Innovation Centre Works	20,000								6,000		14,000	20,000
Housing & Homelessness: Roman Way	350,000						350,000					350,000
Housing & Homelessness: Plowman's Yard	35,428						35,428					35,428
Market Harborough Leisure Centre	100,000							100,000				100,000
Leisure Centres PPM	50,000										50,000	50,000
Play Area Equipment	240,000					50,000		190,000				240,000
Lightbulb / Social Care Projects	401,264			401,264								401,264
Symington Rec Ground Pavilion PPM	162,000							162,000				162,000
HDC Properties M&E Works	11,000										11,000	11,000
Lutterworth Country Park Open Space	38,797										38,797	38,797
S106 Schemes	1,685,295					1,685,295						1,685,295
Coach Parking	0											0
PCI DSS Solution	18,000										18,000	18,000
ICT Development / Channel Shift	327,467										327,467	327,467
VMWare Host & SAN expansion	70,000										70,000	70,000
Efin pdf Capture System	13,161									13,161		13,161
Transformation - Contact Centre	167,900									167,900		167,900
Transformation	68,939									68,939		68,939
Rebuild Churchyard Walls	3,797										3,797	3,797
Balancing Area Works	21,000										21,000	21,000
Naseby Square Redevelopment	15,000							15,000				15,000
De Verdon Road Redevelopment	60,000							60,000				60,000
LADS Phase 2	479,600				479,600							479,600
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	7,648										7,648	7,648
Lutterworth Town Centre Heritage Action Zone	530,000		400,000					130,000				530,000
<u>New Capital Schemes for Consideration</u>												
Hybrid Democratic Virtualisation	40,000				20,000						20,000	40,000
	<b>5,343,450</b>	<b>0</b>	<b>453,000</b>	<b>401,264</b>	<b>499,600</b>	<b>1,735,295</b>	<b>385,428</b>	<b>703,000</b>	<b>6,000</b>	<b>250,000</b>	<b>909,863</b>	<b>5,343,450</b>

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Capital Programme 2022/23 to 2026/27 - Sources of Finance	Year 2022/23	External Funding & Grants						Capital Receipts	Service Charge	Direct Revenue Funding	Borrowing	Total Capital Financing
		ERDF (pro-rata)	LLEP (pro-rata)	Better Care Fund	External Funding	S106	Harborough Housing Fund					
	£	£	£	£	£	£	£	£	£	£	£	£
CCTV Replacements & Upgrades	20,000										20,000	20,000
Harborough Innovation Centre Works	20,000								6,000		14,000	20,000
Housing & Homelessness: Roman Way	600,000						600,000					600,000
Housing & Homelessness: Plowman's Yard	50,000						50,000					50,000
												0
Market Harborough Leisure Centre	2,000,000							2,000,000				2,000,000
Lutterworth Leisure Centre	250,000							250,000				250,000
Leisure Centres PPM	100,000										100,000	100,000
Play Area Equipment	276,000					100,000		176,000				276,000
Lightbulb / Social Care Projects	420,000			420,000								420,000
S106 Schemes	250,000					250,000						250,000
												0
ICT Development / Channel Shift	75,000										75,000	75,000
Transformation - Contact Centre	200,000									200,000		200,000
												0
The Symington Building: External Works	222,000										222,000	222,000
Welland Park Public Toilet Refurbishment	260,000				88,000	50,000					122,000	260,000
EV Charging Points (Car & Bike)	90,000				68,000						22,000	90,000
Finance & Assets System	430,000									430,000		430,000
Service Transformation, FUCR	1,500,000							1,500,000				1,500,000
	<b>6,763,000</b>	<b>0</b>	<b>0</b>	<b>420,000</b>	<b>156,000</b>	<b>400,000</b>	<b>650,000</b>	<b>3,926,000</b>	<b>6,000</b>	<b>630,000</b>	<b>575,000</b>	<b>6,763,000</b>

# REPORT 1

Capital Programme 2022/23 to 2026/27 - Sources of Finance	Year 2023/24	External Funding & Grants						Capital Receipts	Service Charge	Direct Revenue Funding	Borrowing	Total Capital Financing
		ERDF (pro-rata)	LLEP (pro-rata)	Better Care Fund	External Funding	S106	Harborough Housing Fund					
	£	£	£	£	£	£	£	£	£	£	£	£
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
Market Harborough Leisure Centre	2,000,000										2,000,000	2,000,000
Lutterworth Leisure Centre	500,000										500,000	500,000
Play Area Equipment	100,000					50,000		50,000				100,000
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
Coach Parking	400,000							400,000				400,000
ICT Development / Channel Shift	75,000										75,000	75,000
Transformation	100,000									100,000		100,000
Frank Whittle Monument	75,000							50,000			25,000	75,000
The Symington Building: External Works	250,000										250,000	250,000
<b>4,260,000</b>		<b>0</b>	<b>0</b>	<b>420,000</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>500,000</b>	<b>6,000</b>	<b>100,000</b>	<b>2,934,000</b>	<b>4,260,000</b>

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Capital Programme 2022/23 to 2026/27 - Sources of Finance	Year 2024/25	External Funding & Grants						Capital Receipts	Service Charge	Direct Revenue Funding	Borrowing	Total Capital Financing
		ERDF (pro-rata)	LLEP (pro-rata)	Better Care Fund	External Funding	S106	Harborough Housing Fund					
	£	£	£	£	£	£	£	£	£	£	£	£
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
Market Harborough Leisure Centre	750,000										750,000	750,000
Lutterworth Leisure Centre	250,000										250,000	250,000
Play Area Equipment	100,000					50,000		50,000				100,000
Lightbulb / Social Care Projects	420,000			420,000								420,000
S106 Schemes	250,000					250,000						250,000
Coach Parking	400,000							400,000				400,000
Cemetery: Market Harborough	1,000,000					358,000					642,000	1,000,000
	<b>3,210,000</b>	<b>0</b>	<b>0</b>	<b>420,000</b>	<b>0</b>	<b>658,000</b>	<b>0</b>	<b>450,000</b>	<b>6,000</b>	<b>0</b>	<b>1,676,000</b>	<b>3,210,000</b>

Capital Programme 2022/23 to 2026/27 - Sources of Finance	Year 2025/26	External Funding & Grants						Capital Receipts	Service Charge	Direct Revenue Funding	Borrowing	Total Capital Financing
		ERDF (pro-rata)	LLEP (pro-rata)	Better Care Fund	External Funding	S106	Harborough Housing Fund					
	£	£	£	£	£	£	£	£	£	£	£	£
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
Market Harborough Leisure Centre	350,000										350,000	350,000
Lutterworth Leisure Centre	0										0	0
Play Area Equipment	100,000					50,000		50,000				100,000
Lightbulb / Social Care Projects	420,000			420,000								420,000
S106 Schemes	250,000					250,000						250,000
New Depot	5,000,000										5,000,000	5,000,000
	<b>6,160,000</b>	<b>0</b>	<b>0</b>	<b>420,000</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>50,000</b>	<b>6,000</b>	<b>0</b>	<b>5,384,000</b>	<b>6,160,000</b>

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Capital Programme 2022/23 to 2026/27 - Sources of Finance	Year 2026/27	External Funding & Grants						Capital Receipts	Service Charge	Direct Revenue Funding	Borrowing	Total Capital Financing
		ERDF (pro-rata)	LLEP (pro-rata)	Better Care Fund	External Funding	S106	Harborough Housing Fund					
	£	£	£	£	£	£	£	£	£	£	£	£
CCTV Replacements & Upgrades	20,000										20,000	20,000
Harborough Innovation Centre Works	20,000								6,000		14,000	20,000
												0
Leisure Centres PPM	50,000										50,000	50,000
Play Area Equipment	100,000					50,000						100,000
Lightbulb / Social Care Projects	420,000			420,000				50,000				420,000
S106 Schemes	250,000					250,000						250,000
	<b>860,000</b>	<b>0</b>	<b>0</b>	<b>420,000</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>50,000</b>	<b>6,000</b>	<b>0</b>	<b>84,000</b>	<b>860,000</b>
<b>Grand Total</b>	<b>26,596,450</b>	<b>0</b>	<b>453,000</b>	<b>2,501,264</b>	<b>655,600</b>	<b>3,693,295</b>	<b>1,035,428</b>	<b>5,679,000</b>	<b>36,000</b>	<b>980,000</b>	<b>11,562,863</b>	<b>26,596,450</b>

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MRP Calculations		Total Outstanding Borrowing £	Weighted Average Life	WABR Rate	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £	2031/32 £	2028/30 £	2029/31 £	2030/32 £
MRP	31.03.2022	10,656,823	16	5.01	430,963	452,563	475,246	499,067	524,081	550,348	577,933	606,899	637,318	669,262	702,806	738,032	775,023
MRP	31.03.2023	575,000	23	5.01		13,380	14,051	14,755	15,495	16,271	17,087	17,943	18,842	19,787	20,779	21,820	22,914
MRP	31.03.2024	2,934,000	12	5.01			176,460	185,304	194,592	204,345	214,587	225,343	236,637	248,498	260,953	274,032	287,767
MRP	31.03.2025	1,676,000	21	5.01				45,349	47,622	50,009	52,516	55,148	57,912	60,815	63,863	67,064	70,425
MRP	31.03.2026	5,384,000	38	5.01					50,307	52,828	55,476	58,257	61,176	64,243	67,463	70,844	74,395
		21,225,823			430,963	465,943	665,757	744,475	832,096	873,802	917,598	963,590	1,011,886	1,062,604	1,115,863	1,171,792	1,230,524
Interest on existing borrowing					75,000	75,000	75,000	75,000	75,000	75,001	75,002	75,003	75,004	75,005	75,006	75,007	75,008
Total MRP					505,963	540,943	740,757	819,475	907,096	948,803	992,600	1,038,593	1,086,890	1,137,609	1,190,869	1,246,799	1,305,532
The assumption is that we will only utilise internal borrowing so no interest on borrowing has been included.																	