



CONSOLIDATED

FINAL

2021/22 Budget

&

Detailed

Medium-Term Financial Strategy

(2022/23 to 2024/25)

Contents		
1.0	Strategic Budget Summary	
1.1	• Budget Challenge 2025, and Tranche 1 impacts	
1.2	• Savings & Income Generation	
1.3	• Growth	
1.4	• Corporate and Government Funding	
1.5	• Revenue Implications of Capital	
1.6	• Consolidated Budget 2021/22 and Medium-Term Financial Strategy (2022/23 – 2024/25)	
1.7	• Consolidated Revenue Reserves Statement 2021/22 to 2024/25.	
2.0	Operational Revenue Budgets and Medium-Term Financial Strategy	
2.1	Subjective Analysis of Spend & Income for 2021/22	
2.2	Portfolio Budgets by Cost Centre	
3.0	Capital	
4.0	Fees and Charges	
5.0	Robustness of the 2021/22 Budget and Medium-Term Financial Strategy	
5.1	• Introduction	
5.2	• Budget Setting	
5.3	• Challenges facing the Council	
5.4	• Governance	
5.5	• Risks	
5.6	• Sensitivity of 2021/22 Budget & Reserves	
5.7	• Sensitivity of Reserves and the Impact over the Budget/MTFS (2021/22 to 2024/25)	
Annex A – Reserves Strategy		
Annex B - Fees & Charges		

1.0 STRATEGY BUDGET SUMMARY

1.1 Budget Challenge 2025 and Tranche 1 Impacts

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

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

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

- 1.1.2 This financial position was reported, confidentially, to:

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

- 1.1.3 Between July and September, a fundamental budget review was designed and implemented; this programme is called Budget Challenge 2025 (BC25). The BC25 programme is following the accepted principles of Zero-Based Budgeting. The BC25 programme was divided into two main work streams:

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

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

- **Stream 2 Incremental Budget Changes;** a 3-year backwards looking review has been undertaken of all budgets. The aim of this review was to identify where services had consistently either over or underachieved their budgets; on the premise that such consistent budgetary control behaviour was reflective of underlying over or under budgetary provision. i.e. these budget changes are not expected to impact on ongoing service delivery.:

Tranche 1

- 1.1.4 Following the Star Chamber, the Tranche 1 reviews have detailed an MTFS cumulative savings of £3.2m; with Stream 1: Service Review net savings of £2.5k and Stream 2: Incremental Budget changes of £0.7k. Further detail is reported in the Draft 2021/22 Budget Report that was reported to Cabinet in January 2021.

1.2 Savings & Income Generation

General Service Income

1.2.1 Cabinet agreed a 1.1% increase in service income budgets for those services that have not been subject to a BC25 review. However, there are six income streams that have also been included in the budget:

- **Car Parking;** a Cabinet Working Group is currently reviewing Car Parking charges; this is expected to report during the next financial year.
- **Garden Waste;** The annual Garden Waste Fee has been increased to £55 for 2021/22; this is expected to generate an additional £250k; this is included in the BC25 savings.
- **Interest and Investment Income;** due to significant Covid-19 impacts during 2020/21 (namely reduction of base rate and income reductions from the CCLA property fund), over the MTFS (to 2024/25) the Council is anticipating a net reduction of £76k. For 2021/22, the immediate reduction is £159k, then an increase through to 2024/25.
- **Planning (Development Control) Income;** reported to Cabinet in November 2020, there is a significant reduction in planning income for 2020/21, over the MTFS (to 2024/25) the Council is anticipating a net nil reduction. For 2021/22, the immediate reduction is £149k, then an increase through to 2024/25.
- **Building Control;** to ensure that opportunities for the growth in Building Control fee income is fully maximised it is proposed that the Harborough District Building Control fee schedule be aligned with the fee schedules across the Leicestershire Building Control Partnership, of which the Council is a key member from the 1st April 2021. This will also enable a single marketing strategy to be developed which will encourage more business for the Council and therefore attract increased levels of income. The estimated additional income is £20k per annum.
- **Other income/savings;** for 2020/21, there have been some other changes to income totalling £320k. Two of these are in respect of HDC contract savings, permanent removal of contingency budgets and some minor budget adjustments.

1.3 Growth

1.3.1 In November 2020, Cabinet approved a report in respect of Budget Principles and in general these principles have been applied. The impacts on the MTFS are as follows:

- i. Pay Inflation; 0% increase for 2021/22, then a general increase to 2% by 2024/25 (£204k).

- ii. Employers Oncosts; for 2021/22 there is a marginal reduction in employers oncosts of £37k, but this increases to £92k by 2024/25.
- iii. Vacancy Factor; this is being maintained as at previous years at £120k per annum.
- iv. Service Inflation, no inflation has been applied over the MTFS period except for:
 - Any growth noted in respect of the BC25; Tranche 1 reviews (noted in the Draft 2021/22 Budget report to Cabinet in January 2021)
 - Unavoidable inflation, totalling £156k in 2021/22 and over the MTFS period, in respect of insurance, NDR and a “grossing-up” adjustment in respect of the Council Tax Support Scheme.

1.4 Corporate and Government Funding

- 1.4.1 **Business Rates;** The expected level of business rates funding for the Council in 2021/22 is £3.756m. This figure is arrived at after considering the share of business rates raised that are retained by the Council, which equates to £1.872m. The Council then receives from government Section 31 grants which compensates councils for forgone business rates caused by government policy, for example for 2021/22 the government has decided not to increase the business rates multiplier; this is normally increased by inflation. To ensure councils are no worse off the Council is compensated through Section 31 Grant; the total expected grant is £1.656m.
- 1.4.2 **New Homes Bonus;** for 2021/22, the Council will receive £2.1m; £0.9m as an additional 1-year allocation (with no legacy payments) and £1.1m of previous years legacy payments. For subsequent years of the MTFS, the Council is expecting to receive a final allocation of £556k; thereafter nil.
- 1.4.3 **Other Grants;** as part of the 2021/22 Provisional Settlement, the government has introduced several new grant schemes; these are noted below:
 - i. **Sales, Fees and Charges Compensation Scheme,** this grant scheme started to award funds in later 2020. However, due to the impact of the ongoing Covid-19 crisis on both the local and national economy, it is not reasonable to estimate what a likely compensation scheme might contribute to the ongoing resourcing of the Council. Therefore, this income has not been included with the Councils 2021/22 Budget.
 - ii. **Sports Compensation Scheme;** during December the government, via the Sports Council, launched an income compensation scheme for local authority sport related services. This is a bid process and bids are expected to be made during January with allocations to be received prior to the end of this financial year; therefore, this scheme has not been included within the Councils current budget setting process.

- iii. **Lower Tier Services Grant**; due to the changes being proposed via the governments Core Spending Power (CSP) assessment, where CSP is the net impact of the various government funding streams (Business Rates/RSG etc) and Council Tax, the government has awarded a one-off 2021/22 unringfenced grant to Lower-Tier Local Government, the Councils allocation is £251k. Cabinet have agreed to apply £88k in 2021/22 to meet to the cost of the loss of Planning Income, the balance to be applied to provide funding for investing in an investment fund that will achieve for the Council a medium to long-term investment income stream.
- iv. **Covid-19 Emergency Funding (Tranche 5)**; due to the ongoing Covid-19 crisis the government has announced a further unringfenced funding allocation of £337k to support general service delivery during 2021/22; this grant is expected to be received early in the next financial year. Cabinet have agreed to apply this grant as follows:
- 2021/22; £159k and £61k to meet the expected losses to the Interest and Investment income and Planning income budgets.
 - 2022/23; £117k to meet the expected losses to the Interest and Investment income budget.
- v. **Local Council Tax Support Grant (LCTSG)**; the government is providing some additional support due to the expected increased cost in 2021/22 of the Council Tax Support scheme; the amount of grant is £100k. This funding will be applied at the end of 2021/22 as part of the year-end Collection Fund accounting process. Consequently, it must be immediately allocated to Earmarked Reserves so it can be applied in 12 months' time.
- vi. **Tax Income Guarantee Scheme (TIGS)**; the government is providing a scheme to fund 75% of irrecoverable losses due to Council Tax and Business Rates. In a similar way to the LCTSG, this funding will be applied at the end of 2021/22 as part of the year-end Collection Fund process. Consequently, it must not be used to support General Fund expenditure and is to be allocated directly to Earmarked Reserves.

However, since the Draft Budget report was considered by Cabinet the approach to calculating this funding scheme is becoming clearer; but final guidance is still awaited. Using the latest guidance, it is prudent to recognise some element of this potential income, Based on the expected NDR deficit of £804k (1.4.7); this means the Council could expect to receive 75% of the above deficit (£603k) for each of the three years. However due to the uncertainty about the final criteria for this grant and how it will be calculated, only half of the grant has been allowed for in the MTFs, totalling £302k for each of the three years.

- 1.4.4 **Fair Funding & NDR Revaluation;** because of Covid-19 the government has announced a postponement of Fair Funding (basically the imposition of a new national funding formulae) and the Business Rate Revaluation until 2022/23. It is anticipated that these two initiatives will have an adverse impact on the Councils Core Funding (this will occur by the rebasing of NDR thresholds and tariffs). It is expected, like when there have been previous changes to core funding formula, that there will be a transitional period for those Councils adversely impacted. To manage this future funding risk, the Council is including in its MTFS a notional £86k negative funding adjustment on 2022/23, increasing to £257k by 2024/25 (no adjustment for 2021/22).
- 1.4.5 **Council Tax Base;** Council approved the 2021/22 Council Tax Base of 36,356.1 in December 2020 (an increase of 0.63% over 2020/21). Over the duration of the MTFS, is estimated that this will increase to 2.1% by 2024/25.
- 1.4.6 **Council Tax;** it is recommended that the Council should increase Council Tax by the maximum permitted, for 2021/21 this is £5. A similar increase has been included for each year of the MTFS (through to 2024/25).
- 1.4.7 **Collection Fund Surplus/(Deficit);** a commentary on the Collection Fund Surplus/(Deficit) was included in the Draft 2021/2 Budget report considered by Cabinet in January 2021. However, now the Council has been able to finalise its NDR estimated outturn for 2020/21 a more complete commentary is required due to the impacts of the CV19 pandemic.

The Collection Fund Surplus/(Deficit) is calculated annually; it is the estimated share of the year-end balance of the Collection Fund; which is the ring-fenced account that contains the NDR and Council Tax collected and pays out the precepts due to other authorities and other allowable expenses.

i. **NDR Forecast Surplus/(Deficit)**

In respect of NDR, two key allowable expenses are (1) bad debt provision and (2) provision for appeals. Both of these provisions have been increased significantly in the calculation of the 2020/21 Surplus/(Deficit) to take into account the impact on businesses and their ability to pay due to the COVID pandemic. Business rates appeals is a particular area of volatility this year, and the number of appeals being made to the Valuation Office (VOA) in relation to rateable values has increased 3-fold in 2020/21; this increase is due to the impact of lockdowns on business premises and business are making appeals for rating changes due to 'Material Changes of Circumstances (MCC)'. Both of these factors have caused, as a prudent approach, the appeals provision to be significantly increased (£2.960m).

For 2021/22 the NDR part of the collection fund has a surplus position of £16k and future year deficits of £804k in 2022/23 and 2023/24. The table below shows how these figures are arrived at:

	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)
Final surplus position in relation to 2019/20 still to be distributed	(798)	0	0
Deficit due to 2020/21 only - £2,412k – to be spread over 3 years	804	804	804
TOTAL	6	804	804

ii. Council Tax Surplus/(Deficit)

The final surplus for Council Tax is £16k; this is a small increase of £15k from the Draft Budget caused by a slight change in the council tax figures between the November figures used to calculate the position for the draft budget and the December figures used for the final calculation.

iii. Net Collection Fund Surplus/(Deficit)

The overall position for the collection fund surplus or deficit is £10k, with the council tax surplus of £16k but a net NDR deficit position of £6k. For financial years 2022/23 and 2023/24 there is a net position relating to NDR of £503k which is the £804k estimated deficit position less the TIGS grant (1.4.3 vi) to cover losses of £302k.

1.5 Revenue Implications of Capital

- 1.5.1 The Capital Programme is discussed at section 3 below and this includes several tables noting the programme itself and the sources of funding for each of the following 4 years. **Table 1** below summaries the capital programme and the respective sources of funding. In respect of the revenue budget for 2021/22, the revenue impact of capital (capital financing) is £856k, increasing to £1.2m by 2024/25 (see **Table 2** below).

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

1.6 Consolidated Budget 2021/22 and Medium-Term Financial Strategy (2022/23 – 2024/25)

1.6.1 Considering the £5 increase in Council Tax for 2021/22 (to £172.97) and over the MTFS period, this results in the Consolidated Budget 2021/2 and Medium-Term Financial Strategy shown in **Table 2** below.

Consolidated Final Budget 2021/22 & MTFS (2022/23 to 2024/25)					Table 2	
Key	2020/21		2021/22	2022/23	2023/24	2024/25
CV19 = Covid 19 ER = Earmarked Reserve CIR = Commercial Investment Reserve PR&S = Projects, Risk & Smoothing CE&I = Community, Economic & Infrastructure NDR = Non-Domestic Rates	Budget	Budget (reflecting CV19, minor budget adjustments & Reserves Review)	Final Budget	Final Budget	Final Budget	Final Budget
	£	£	£	£	£	£
Finance	2,532,876	2,809,378	2,729,779	2,687,779	2,667,779	2,646,779
Planning, Environment & Waste	5,369,899	5,369,899	5,341,999	5,209,999	5,079,999	5,029,999
Wellbeing, Communities & Housing	1,285,156	2,321,343	1,134,137	1,047,137	965,137	965,137
Strategy (aka Planning & Regeneration)	1,074,305	1,390,934	722,746	722,746	722,746	722,746
Corporate & Regulatory Services	2,978,595	3,742,947	2,865,630	2,777,607	2,667,607	2,667,607
Contingency (including Pay/Services/FCC Inflation)	50,000	124,456	(53,616)	165,394	463,657	800,112
Net Direct Cost of Services	13,290,831	15,758,958	12,740,675	12,610,662	12,566,925	12,832,380
Capital Financing	1,043,626	1,043,626	856,616	911,533	969,160	1,168,188
Net Expenditure	14,334,457	16,802,584	13,597,291	13,522,195	13,536,085	14,000,568
Cont to/(from) Reserves [amts in squ brackets=reason for movement]						
General Reserves						
- General Fund Balance "Planned" contributions to	62,202	62,202	0			
- General Fund Balance "Planned" contributions (from)	(299,278)	(299,278)	0			
- General Fund Balance "Unplanned" contributions (from)	0	0	(2,434,955)	(3,058,620)	(3,238,720)	(3,129,605)
- General Fund Balance "Unplanned" contributions to	0	0	0			
- General Fund Balance "Unplanned" contributions (from)	0	0	0			
Earmarked Reserves						
- Earmarked Reserve: Budget Surplus (2020/21 Budget Correction) (to)	82,333	82,333	0	0	0	0
- Earmarked Reserve: Budget Surplus (ER Contribution) (from)	(1,685,512)	(1,685,512)	0	0	0	0
- Earmarked Reserve: CIR (to) [New Homes Bonus: One-Off]	67.0%	0	624,440	0	0	0
- Earmarked Reserve: CE&I (to) [New Homes Bonus: One-Off]	33.0%	0	307,560	0	0	0
- Earmarked Reserve: CIR (to) [New Homes Bonus]	0	11,666	450,000	278,000	0	0
- Earmarked Reserve: CIR (to) [Lower Tier Services Grant]	0	0	250,981	0	0	0
- Earmarked Reserve: CIR (from) (cont towards Development Control Income)	0	0	(88,000)	0	0	0
- Earmarked Reserve: CV19 (to) [CV19 Emergency Funding, Tranche 5]	0	0	337,000	0	0	0
- Earmarked Reserve: CV19 (from) (cont towards Interest & Investment Income)	0	0	(159,000)	(117,000)	0	0
- Earmarked Reserve: CV19 (from) (cont towards Development Control Income)	0	0	(61,000)	0	0	0
- Earmarked Reserve: PR&S (to) (Local Council Tax Support Scheme)	0	0	100,000	0	0	0
- Earmarked Reserve: PR&S (to) (Tax Income Guarantee Scheme)	0	0	904,650	0	0	0
- Earmarked Reserve: CV19 Support (to) [CF Surplus]	0	(574,744)	10,439	(502,583)	(502,583)	0
- Earmarked Reserve: CE&I (to) [CR Surplus]	0	0	0	0	0	0
Budget Requirement	12,494,202	14,399,250	13,839,406	10,121,992	9,794,782	10,870,963
NDR	(3,621,699)	(3,707,821)	(3,756,520)	(3,779,059)	(3,801,733)	(3,824,543)
Revenue Support Grant	0	0	0	0	0	0
Other General Fund Grants	(134,301)	(134,301)	(134,301)	(134,301)	(134,301)	(134,301)
Fair Funding Review Adj	0	0	0	86,000	172,000	257,000
Covid-19 Grants	0	(1,818,926)	0	0	0	0
New Homes Bonus - received 2020.21	(2,670,000)	(2,670,000)	0	0	0	0
New Homes Bonus - 21.22 [One-Off]	0	0	(932,000)	0	0	0
New Homes Bonus - 21.22 (75 % of 2020.21) -> to base [Legacy]	60.0%	0	(675,000)	0	0	0
New Homes Bonus - 21.22 (75 % of 2020.21) -> EarR:CIS [Legacy]	40.0%	0	(450,000)	0	0	0
New Homes Bonus - 22.23 (25 % of 2020.21) -> to base [Legacy]	50.0%	0	0	(278,000)	0	0
New Homes Bonus - 22.23 (25 % of 2020.21) -> EarR:CIS [Legacy]	50.0%	0	0	(278,000)	0	0
Lower Tier Services Grant -> to EarR: CIR	0	0	(250,981)	0	0	0
CV19 Emergency Funding (Tranche 5) -> to EarR: CV19	0	0	(337,000)	0	0	0
Local Council Tax Support Grant -> to EarR: PR&S	0	0	(100,000)	0	0	0
Tax Income Guarantee Scheme -> to EarR: PR&S	0	0	(904,650)	0	0	0
Collection Fund (Surplus)/Deficit	0	0	(10,439)	804,133	804,133	0
Total Grant	(6,426,000)	(8,331,048)	(7,550,891)	(3,579,227)	(2,959,901)	(3,701,844)
Council Tax Requirement	6,068,202	6,068,202	6,288,515	6,542,765	6,834,881	7,169,119

1.7 Consolidated Revenue Reserves Statement 2021/22 to 2024/25.

1.7.1 The Councils Reserves Strategy is shown at **Annex A**. The impact on the General Fund Reserve of the grant settlement from Government, the Councils policy to increase Council Tax and the savings, income and growth built in the 2021/22 Budget and MTFS is shown in **Table 3** below.

Consolidated General Fund (Unallocated) Reserve			Table 3			
	2020/21		2021/22	2022/23	2023/24	2024/25
	Budget	Budget (reflecting CV19, minor budget adjustments & Reserves Review)	Final Budget	Final Budget	Final Budget	Final Budget
	£	£	£	£	£	£
General Fund (Unallocated) Reserve						
b/f	9,238,000	9,238,000	2,881,783	2,719,458	2,580,522	2,606,700
Cont from/(to) Services	(237,076)	(237,076)	(2,434,955)	(3,058,620)	(3,238,720)	(3,129,605)
Cont from/(to) Budget Surplus Reserve	0	(6,119,141)	2,272,630	2,919,684	3,264,898	1,342,575
c/f	9,000,924	2,881,783	2,719,458	2,580,522	2,606,700	819,670
Budget Surplus Reserve						
b/f	4,014,000	4,014,000	1	1	1	1
Cont from/(to) Services	(1,603,179)	(1,603,179)	0			0
Cont from/(to) BS Reserve	0	0				0
Cont from/(to) General Fund	0	6,119,141	(2,272,630)	(2,919,684)	(3,264,898)	(1,342,575)
Cont from/(to) CV19 Internal Recovery Reserve	0	(1,900,000)	0	0	0	0
Cont from/(to) ER: Projects & Risk	0	(316,000)	401,550	301,550	301,550	316,000
Cont from/(to) ER: Capital & Contract	0	(403,140)	0	0	0	403,140
Cont from/(to) ER: Transformation	0	(2,000,000)	0	0	2,000,000	0
Cont from/(to) ER: Community, Economic & Infrastructure	0	(2,410,821)	1,871,080	0	223,866	623,435
Cont from/(to) CIS Reserve	0	(1,500,000)	0	2,618,134	739,482	0
c/f	2,410,821	1	1	1	1	1
Earmarked Reserve: CV19 Internal Recovery Reserves						
b/f	0	0	946,551	1,073,990	454,407	0
Cont (to) Services	0	(574,744)	0	(502,583)	(502,583)	0
Cont from/(to) Services (cont towards Interest & Investment Income)	0	0	(159,000)	(117,000)	0	0
Cont from/(to) Services (cont towards Development Control Income)	0	0	(61,000)	0	0	0
Cont from/(to) Funding Statement: Collection Fund (Surplus)/Deficit	0	0	10,439	0	0	0
Cont from/(to) Funding Statement: CV19 Emergency Funding, Tranche 5	0	0	337,000	0	0	0
Cont from/(to) BS Reserve	0	1,521,295	0	0	0	0
c/f	0	946,551	1,073,990	454,407	0	0
Earmarked Reserve: Projects, Risk & Smoothing						
b/f	0	0	316,000	919,100	617,550	316,000
Cont from/(to) Funding Statement: Local Council Tax Support Scheme	0	0	100,000	0	0	0
Cont from/(to) Funding Statement: Tax Income Guarantee Scheme	0	0	904,650	0	0	0
Cont from/(to) BS Reserve	0	316,000	(401,550)	(301,550)	(301,550)	(316,000)
c/f	0	316,000	919,100	617,550	316,000	0
Earmarked Reserve: Capital & Contract						
b/f	0	0	403,140	403,140	403,140	403,140
Cont from/(to) BS Reserve	0	403,140	0	0	0	(403,140)
c/f	0	403,140	403,140	403,140	403,140	0
Earmarked Reserve: Transformation						
b/f	0	0	2,000,000	2,000,000	2,000,000	0
Cont from/(to) BS Reserve	0	2,000,000	0	0	(2,000,000)	0
c/f	0	2,000,000	2,000,000	2,000,000	0	0
Earmarked Reserve: Community, Economic & Infrastructure						
b/f	0	0	2,410,821	847,301	847,301	623,435
Cont from/(to) Funding Statement: New Homes Bonus [2021.22 One-Off]	0	0	307,560	0	0	0
Cont from/(to) BS Reserve	0	2,410,821	(1,871,080)	0	(223,866)	(623,435)
c/f	0	2,410,821	847,301	847,301	623,435	0
Earmarked Reserve: Commercial Investment Reserve						
b/f	0	0	1,890,371	3,127,792	787,658	0
Cont from/(to) Services (cont towards Development Control Income)	0	11,666	(88,000)	0	0	0
Cont from/(to) Funding Statement: New Homes Bonus [2021.22 One-Off]	0	0	624,440	0	0	0
Cont from/(to) Funding Statement: New Homes Bonus [Legacy]	0	0	450,000	278,000	0	0
Cont from/(to) Funding Statement: Lower Tier Services Grant	0	0	250,981	0	0	0
Cont from/(to) BS Reserve	0	1,878,705	0	(2,618,134)	(739,482)	0
Cont from/(to) ER: CV19 Internal Recovery Reserve	0	0	0	0	(48,176)	0
c/f	0	1,890,371	3,127,792	787,658	0	0

2.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM-TERM FINANCIAL STRATEGY

2.1 Subjective Analysis of Spend and Income for 2021/22

2.1.1 **Table 4** shows a detailed subjective analysis for the Council as a whole and **Table 5** shows the same analysis by Cabinet Portfolio.

Subjective Analysis for the 2021/22 Budget			Table 4	
2020/21	Subjective Analysis	2021/22		
Net £000		Expenditure £000	Income £000	Net £000
9,928	Employees	9,839	0	9,839
1,444	Premises	1,733	0	1,733
150	Transport	128	0	128
9,160	Supplies & Services	8,592	0	8,592
2,500	Third Party Payments (*)	2,431	0	2,431
120	Transfer Payments	110	0	110
20	Housing Benefit	8,078	(8,040)	38
(10,031)	Fees & Charges, Rental Income etc	0	(10,130)	(10,130)
13,291		30,911	(18,170)	12,741

NB.
* mainly payments to other local authorities for various services

Subjective Analysis by Portfolio			Table 5
2020/21	Portfolio Name		2021/22
2,281	Finance	Employee costs	2,338
316		Premise expense	644
24		Transport	20
1,319		Supplies and Services	895
1,339		Third Party Payments	1,346
7,770		Transfer Payments	8,148
(10,516)		Fees, charges, rental income	(10,661)
2,533	Total		2,730
810	Strategy	Employee costs	681
122		Premise expense	117
8		Transport	4
474		Supplies and Services	260
45		Third Party Payments	45
(384)		Fees, charges, rental income	(384)
1,075	Total		723
3,438	Corporate & Regulatory Services	Employee costs	3,405
343		Premise expense	348
44		Transport	37
1,095		Supplies and Services	932
522		Third Party Payments	474
(2,464)		Fees, charges, rental income	(2,330)
2,978	Total		2,866
2,504	Planning, Environment & Waste	Employee costs	2,477
660		Premise expense	612
59		Transport	51
5,707		Supplies and Services	5,909
510		Third Party Payments	483
(4,070)		Fees, charges, rental income	(4,190)
5,370	Total		5,342
895	Wellbeing, Communities & Housing	Employee costs	937
3		Premise expense	12
17		Transport	15
514		Supplies and Services	596
84		Third Party Payments	84
50		Transfer Payments	40
(277)		Fees, charges, rental income	(550)
1,286	Total		1,134
50	Contingency	Supplies and Services	
		Fees, charges, rental income	(54)
50	Total		(54)
13,292	Grand Total		12,741

2.2 Portfolio Budgets by Cost Centre

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

DETAILED BUDGET PAPERS 2021/22 - Finance

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

DETAILED BUDGET PAPERS 2021/22 - Finance

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

BUDGET PAPERS 2021/22 - PLANNING, ENVIRONMENT & WASTE (Summary Budget)

Cost Centre	Cost Centre Description	Service	Responsible Director	CURRENT YEAR: 2020/21	NEW BUDGET YEAR: 2021/22	MTFS YEAR 1: 2022/23	MTFS YEAR 2: 2023/24	MTFS YEAR 3: 2024/25	2025/26
				Budget for Year £	Budget for Year £	Budget for Year £	Budget for Year £	Budget for Year £	Base Budget £
10026	Health & Safety	Operational Services	J SMITH	35,745	26,475	26,475	26,475	26,475	26,475
10088	Street Cleaning	Operational Services	J SMITH	912,845	907,845	907,845	907,845	907,845	907,845
10125	Open Spaces & Amenity Areas	Operational Services	J SMITH	246,869	205,869	173,869	173,869	173,869	173,869
10140	S.E. Allotments	Operational Services	J SMITH	72	(928)	(928)	(928)	(928)	(928)
10147	S.E. Market Harborough Recn	Operational Services	J SMITH	256,973	256,973	256,973	256,973	256,973	256,973
10148	S.E. Lutterworth Recn / Park	Operational Services	J SMITH	37,635	37,635	37,635	37,635	37,635	37,635
10159	Trade Refuse	Operational Services	J SMITH	(171,667)	(191,167)	(241,167)	(241,167)	(241,167)	(241,167)
10160	Waste Management	Operational Services	J SMITH	351,702	323,292	323,292	323,292	323,292	323,292
10161	Residual Waste Collections	Operational Services	J SMITH	1,295,685	1,278,685	1,278,685	1,198,685	1,198,685	1,198,685
10162	Recycling Collections	Operational Services	J SMITH	1,327,426	1,049,656	1,049,656	1,049,656	1,049,656	1,049,656
10197	External Grounds Maintenance	Operational Services	J SMITH	(43,619)	(43,619)	(43,619)	(43,619)	(43,619)	(43,619)
10242	S.E. Fleckney	Operational Services	J SMITH	300	300	300	300	300	300
10243	S.E. Great Glen	Operational Services	J SMITH	2,400	2,400	2,400	2,400	2,400	2,400
10244	S.E. Scraptoft	Operational Services	J SMITH	5,400	5,400	5,400	5,400	5,400	5,400
10246	S.E. Broughton Astley	Operational Services	J SMITH	11,600	11,600	11,600	11,600	11,600	11,600
10272	Flytipping	Operational Services	J SMITH	61,200	30,000	30,000	30,000	30,000	30,000
10010	Development Control	Development Control, Enforcement	D ATKINSON	(388,226)	(239,296)	(289,296)	(339,296)	(389,296)	(389,296)
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	46,775	46,775	46,775	46,775	46,775	46,775
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	0	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
10084	Enforcement	Development Control, Enforcement	D ATKINSON	25,963	15,943	15,943	15,943	15,943	15,943
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	212,880	199,240	199,240	199,240	199,240	199,240
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	26,140	16,810	16,810	16,810	16,810	16,810
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	5,200	2,200	2,200	2,200	2,200	2,200
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	3,400	3,400	3,400	3,400	3,400	3,400
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	18,400	12,700	12,700	12,700	12,700	12,700
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	29,101	27,101	27,101	27,101	27,101	27,101
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	31,100	30,400	30,400	30,400	30,400	30,400
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	17,000	17,000	17,000	17,000	17,000	17,000
10245	S.E.War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	18,200	15,200	15,200	15,200	15,200	15,200
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	(38,470)	5,280	5,280	5,280	5,280	5,280
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	7,650	0	0	0	0	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	247,110	245,060	245,060	245,060	245,060	245,060
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	13,500	9,300	9,300	9,300	9,300	9,300
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	292,000	292,000	292,000	292,000	292,000
10011	Building Control	Building Control	D ATKINSON	88,571	66,051	66,051	66,051	66,051	66,051
10150	Environmental Health	Car Parking, Lightbulb etc	V WENHAM	541,520	543,550	543,550	543,550	543,550	543,550
10175	Pest/Dog Services	Car Parking, Lightbulb etc	V WENHAM	25,700	25,700	25,700	25,700	25,700	25,700
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	107,820	108,170	108,170	108,170	108,170	108,170
	Total			5,369,899	5,341,999	5,209,999	5,079,999	5,029,999	5,029,999

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

			Responsible Director	CURRENT YEAR: 2020/21			NEW BUDGET YEAR: 2021/22													
Cost Centre	Cost Centre Description	Service		Base Budget	Budget for Year	Variance to Base Budget	Base Budget	Growth/Savings etc								Budget for Year	Variance to Budget			
								Local Plan Sinking Fund	Tranche 1 savings	Low hanging fruit T2/T3	Early T2/T3 savings	Payroll Increment	Payroll £250 increase	Payroll changes - NIC/ Pensions/ Other	General Service Changes			Additional Income	Reduction in Development Control Income	
				£	£	£	£	£	£	£	£	£	£	£	£	£	£	£		
10026	Health & Safety	Operational Services	J SMITH	35,745	35,745	0	35,745	0	(9,300)	0	0	588	0	(558)	0		0	26,475	(9,270)	
10088	Street Cleaning	Operational Services	J SMITH	912,845	912,845	0	912,845	0	(5,000)	0	0	0	0	0	0		0	907,845	(5,000)	
10125	Open Spaces & Amenity Areas	Operational Services	J SMITH	246,869	246,869	0	246,869	0	(41,000)	0	0	0	0	0	0		0	205,869	(41,000)	
10140	S.E. Allotments	Operational Services	J SMITH	72	72	0	72	0	(1,000)	0	0	0	0	0	0		0	(928)	(1,000)	
10147	S.E. Market Harborough Recn	Operational Services	J SMITH	256,973	256,973	0	256,973	0	0	0	0	0	0	0	0		0	256,973	0	
10148	S.E. Lutterworth Recn / Park	Operational Services	J SMITH	37,635	37,635	0	37,635	0	0	0	0	0	0	0	0		0	37,635	0	
10159	Trade Refuse	Operational Services	J SMITH	(171,667)	(171,667)	0	(171,667)	0	(19,500)	0	0	0	0	0	0		0	(191,167)	(19,500)	
10160	Waste Management	Operational Services	J SMITH	351,702	351,702	0	351,702	0	(1,000)	0	0	4,000	1,373	(32,783)	0		0	323,292	(28,410)	
10161	Residual Waste Collections	Operational Services	J SMITH	1,295,685	1,295,685	0	1,295,685	0	(17,000)	0	0	0	0	0	0		0	1,278,685	(17,000)	
10162	Recycling Collections	Operational Services	J SMITH	1,327,426	1,327,426	0	1,327,426	0	(277,770)	0	0	0	0	0	0		0	1,049,656	(277,770)	
10197	External Grounds Maintenance	Operational Services	J SMITH	(43,619)	(43,619)	0	(43,619)	0	0	0	0	0	0	0	0		0	(43,619)	0	
10242	S.E. Fleckney	Operational Services	J SMITH	300	300	0	300	0	0	0	0	0	0	0	0		0	300	0	
10243	S.E. Great Glen	Operational Services	J SMITH	2,400	2,400	0	2,400	0	0	0	0	0	0	0	0		0	2,400	0	
10244	S.E. Scraptoft	Operational Services	J SMITH	5,400	5,400	0	5,400	0	0	0	0	0	0	0	0		0	5,400	0	
10246	S.E. Broughton Astley	Operational Services	J SMITH	11,600	11,600	0	11,600	0	0	0	0	0	0	0	0		0	11,600	0	
10272	Plytipping	Operational Services	J SMITH	61,200	61,200	0	61,200	0	(31,200)	0	0	0	0	0	0		0	30,000	(31,200)	
10010	Development Control	Development Control, Enforcement	D ATKINSON	(388,226)	(388,226)	0	(388,226)	0	0	(5,100)	0	968	1,627	1,435	0	150,000		(239,296)	148,930	
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	46,775	46,775	0	46,775	0	0	0	0	0	0	0	0	0		46,775	0	
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	0	0	0	0	0	(1,000)	0	0	0	0	0	0	0		(1,000)	(1,000)	
10084	Enforcement	Development Control, Enforcement	D ATKINSON	25,963	25,963	0	25,963	(9,100)	0	0	0	0	0	30	(950)		0	15,943	(10,020)	
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	212,880	212,880	0	212,880	(15,000)	0	0	0	872	0	488	0		0	199,240	(13,640)	
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	26,140	26,140	0	26,140	0	0	(10,200)	0	0	500	370	0		0	16,810	(9,330)	
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	5,200	5,200	0	5,200	0	0	(3,000)	0	0	0	0	0		0	2,200	(3,000)	
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	3,400	3,400	0	3,400	0	0	0	0	0	0	0	0		0	3,400	0	
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	18,400	18,400	0	18,400	0	0	(5,700)	0	0	0	0	0		0	12,700	(5,700)	
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	29,101	29,101	0	29,101	0	0	(2,000)	0	0	0	0	0		0	27,101	(2,000)	
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	31,100	31,100	0	31,100	0	0	(700)	0	0	0	0	0		0	30,400	(700)	
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	17,000	17,000	0	17,000	0	0	0	0	0	0	0	0		0	17,000	0	
10245	S.E.War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	18,200	18,200	0	18,200	0	0	(3,000)	0	0	0	0	0		0	15,200	(3,000)	
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	(38,470)	(38,470)	0	(38,470)	0	0	0	43,750	0	0	0	0		0	5,280	43,750	
10013	Env Enhancements/Conservtn	Strategic Planning/Policy	D ATKINSON	7,650	7,650	0	7,650	(7,400)	0	(250)	0	0	0	0	0		0	0	(7,650)	
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	247,110	247,110	0	247,110	(500)	0	0	0	1,779	0	(3,329)	0		0	245,060	(2,050)	
10207	Local Plan Evidence	Strategic Planning/Policy	D ATKINSON	13,500	13,500	0	13,500	0	0	(4,200)	0	0	0	0	0		0	9,300	(4,200)	
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	292,000	0	0	0	0	0	0	0		0	292,000	292,000	
10011	Building Control	Building Control	D ATKINSON	88,571	88,571	0	88,571	0	0	(7,900)	0	0	328	5,052	0	(20,000)		66,051	(22,520)	
10150	Environmental Health	Car Parking, Lightbulb etc	V WENHAM	541,520	541,520	0	541,520	0	0	0	0	3,223	250	(4,043)	2,690		0	543,550	2,030	
10175	Pest/Dog Services	Car Parking, Lightbulb etc	V WENHAM	25,700	25,700	0	25,700	0	0	0	0	0	0	0	0		0	25,700	0	
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	107,820	107,820	0	107,820	0	0	0	0	1,439	0	(1,089)	0		0	108,170	350	
Total				5,369,899	5,369,899	0	5,369,899	260,000	(402,770)	(43,050)	43,750	12,869	4,078	(34,427)	1,650	(20,000)	150,000	5,341,999	(27,900)	

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

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

BUDGET PAPERS 2021/22 - WELLBEING, COMMUNITIES & HOUSING

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

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

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

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

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

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

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

DETAILED BUDGET PAPERS 2021/22 - Strategy

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

DETAILED BUDGET PAPERS 2021/22 - Strategy

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

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

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

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

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

BUDGET PAPERS 2021/22 - CONTINGENCY & INFLATION PROVISIONS

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

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

DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			Responsible Director	CURRENT YEAR: 2020/21 (Budget Preparation)			NEW BUDGET YEAR: 2021/22				
Cost Centre	Cost Centre Description	Service		Base Budget	Budget for Year	Variance to Base Budget	Base Budget	Growth/Savings etc		Budget for Year	Variance to Base Budget
								FCC contract changes	General Service Changes		
								£	£		
10509	Central Items - Contingenc	Finance	C MASON	50,000	50,000	0	50,000	0	(50,000)	0	(50,000)
Nominal	Inflation - Pay - Services 2	Corporate - Finance	C MASON	0	0	0	0	0	0	0	0
Nominal	Inflation - Pay to Capital Fi	Corporate - Finance	C MASON	0	0	0	0	0	0	0	0
Nominal	Inflation - Services	Corporate - Finance	C MASON	0	0	0	0	0	0	0	0
Nominal	Inflation - Employer Oncos	Corporate - Finance	CMASON					0	0		
Nominal	Inflation - FCC	Operational Services	J SMITH	0	0	0	0	(53,616)	0	(53,616)	(53,616)
	Total			50,000	50,000	0	50,000	(53,616)	(50,000)	(53,616)	(103,616)

DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

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

3.0 CAPITAL

3.1 The detailed Capital Programme for 2021/22 to 2024/25 is shown in **Table 6 (i to viii)** below, including the sources of finance. The revenue implications of the individual capital proposals (capital financing) for 2021/22 is £856k.

Table 6 (i)

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

Table 6 (ii)

Unsuported Borrowing Working Paper Pre 2008/09 to 2023/24

UNSUPPORTED BORROWING - REPAYMENT SCHEDULE

Purpose of Loan	Base Information			Current Year	NEW BUDGET YEAR	Medium-Term Financial Strategy				Total	Total	Total
	Loan	Drawn	Yrs	2020/21	2021/22	2022/23	2023/24	2024/25		Payments to 24/25	Outstanding	Overall Payments
	£			£	£	£	£	£		£	£	£
Pre-2008/09 Borrowing												
Lutterworth Sports Centre	150,000	2004/05	15	0	0	0	0	0		150,000	0	150,000
Car Parks	228,400	2004/05	10	0	0	0	0	0		228,400	0	228,400
Recycling	113,500	2004/05	3	0	0	0	0	0		113,500	0	113,500
Car Parks	16,925	2005/06	10	3	0	0	0	0		16,925	0	16,925
Replacement PC's etc.	48,276	2005/06	5	0	0	0	0	0		48,276	0	48,276
Air Conditioning Unit, Server Room	2,607	2005/06	5	0	0	0	0	0		2,607	0	2,607
E-Financials Software Licence	53,900	2005/06	5	0	0	0	0	0		53,900	0	53,900
Academy Software/ Licence	208,975	2005/06	4	0	0	0	0	0		208,975	0	208,975
Upgrade CCTV Systems	7,076	2006/07	5	(0)	0	0	0	0		7,076	0	7,076
Street Scene Provision	10,000	2006/07	10	0	0	0	0	0		10,000	0	10,000
Rebuilding Churchyard Walls	7,644	2006/07	10	(2)	0	0	0	0		7,644	0	7,644
Landscaping, Nelson Street	7,000	2006/07	10	0	0	0	0	0		7,000	0	7,000
Recreation Grants	14,000	2006/07	5	0	0	0	0	0		14,000	0	14,000
Renovation Grants	39,442	2006/07	25	1,578	1,578	1,578	1,578	1,578		29,977	9,465	39,442
New Roof, Dunleyway Pavilion	20,353	2007/08	10	(2)	0	0	0	0		20,353	0	20,353
Renovation Grants	300,694	2007/08	25	12,028	12,028	12,028	12,028	12,028		216,500	84,194	300,694
Car Parks Investment Programme	3,776	2007/08	10	3	0	0	0	0		3,776	0	3,776
Replacement of Play Equipment	51,639	2007/08	10	1	0	0	0	0		51,639	0	51,639
Street Scene Provision	10,207	2007/08	10	2	0	0	0	0		10,207	0	10,207
Improvements to CCTV	42,160	2007/08	5	0	0	0	0	0		42,160	0	42,160
Memorial Garden Gates	4,210	2007/08	10	0	0	0	0	0		4,210	0	4,210
2nd Floor Office Refurbishment	10,000	2007/08	10	0	0	0	0	0		10,000	0	10,000
Virtual Server Replacement	52,730	2007/08	5	0	0	0	0	0		52,730	0	52,730
Voice Recording Facility	19,050	2007/08	10	0	0	0	0	0		19,050	0	19,050
Rebuilding Churchyard Walls	10,765	2007/08	10	4	0	0	0	0		10,765	0	10,765
New Franking Machine	6,200	2007/08	3	0	0	0	0	0		6,200	0	6,200
Pre-2008/09 Borrowing	1,439,529			13,613	13,606	13,606	13,606	13,606		1,345,871	93,659	1,439,530
2008/09 Borrowing												
Renovation Grants & Disabled Facilities etc.	341,910	2008/09	25	13,676	13,676	13,676	13,676	13,676		232,498	109,412	341,910
Improvements to CCTV	8,700	2008/09	5	0	0	0	0	0		8,700	0	8,700
Virtual Server Replacement	4,702	2008/09	5	(1)	0	0	0	0		4,702	0	4,702
Car Parks Investment Programme	515,349	2008/09	10	1	0	0	0	0		515,349	0	515,349
Recreation Grants	31,550	2008/09	5	0	0	0	0	0		31,550	0	31,550
Unidentified balancing requirement	281,061	2009/10	10	(1)	0	0	0	0		281,061	0	281,061
Adjustment to Balancing requirement	(45,696)	2010/11	9	3	0	0	0	0		(45,696)	0	(45,696)
Total Borrowing at 31/03/09	2,577,105			27,290	27,282	27,282	27,282	27,282		2,374,035	203,071	2,577,106
2009/10 Borrowing												
Replacement of Play Equipment	183,423	2009/10	10	(3)	0	0	0	0		183,423	0	183,423
St Nicholas churchyard wall	32,330	2009/10	10	0	0	0	0	0		32,330	0	32,330
Churchyard walls	18,791	2009/10	10	(1)	0	0	0	0		18,791	0	18,791
St Wilfred's churchyard wall	17,072	2009/10	10	(2)	0	0	0	0		17,072	0	17,072
Private sector renewal grants	74,538	2009/10	25	2,982	2,982	2,982	2,982	2,982		47,704	26,834	74,538
Disabled facilities	231,336	2009/10	25	9,253	9,253	9,253	9,253	9,253		148,055	83,281	231,336
Total Borrowing at 31/03/10	3,134,595			39,519	39,517	39,517	39,517	39,517		2,821,410	313,186	3,134,596
2010/11 Borrowing												
Disabled Facilities Grants	264,196	2010/11	25	10,568	10,568	10,568	10,568	10,568		158,515	105,681	264,196
Total Borrowing at 31/03/11	3,398,791			50,087	50,085	50,085	50,085	50,085		2,979,925	418,867	3,398,792
2011/12 Borrowing												
Wetside Change Area Renovation Harb Leisure Centre	189,996	2011/12	15	12,666	12,666	12,666	12,666	12,666		177,330	12,666	189,996
Bellfields Skate Park Floodlighting	12,680	2011/12	10	1,268	0	0	0	1		12,681	(1)	12,680
Total Borrowing at 31/03/12	3,601,467			64,022	62,751	62,751	62,751	62,752		3,169,935	431,533	3,601,468
2012/13 Borrowing												
Holistic Dry Recycling	958,925	2012/13	15	63,928	63,928	63,928	63,928	63,928		831,068	127,857	958,925
Redevelopment of Council Headquarters (incl Decant)	1,054,509	2012/13	25	42,180	42,180	42,180	42,180	42,180		548,345	506,164	1,054,509
Market Hall Improvements	7,875	2012/13	25	315	315	315	315	315		4,095	3,780	7,875
Repairs to Scraptoft Closed Churchyard Wall	18,260	2012/13	25	730	730	730	730	730		9,495	8,765	18,260
Footway Resurfacing, St Cuthberts Churchyard	9,850	2012/13	20	493	493	493	493	493		6,403	3,448	9,850
All Saints, Theddingworth Churchyard Wall	13,589	2012/13	25	544	544	544	544	544		7,066	6,523	13,589
St Wilfred's Kibworth Churchyard Wall	0	2012/13	25	0	0	0	0	0		0	0	0
Call Centre Lifeline Equipment Upgrade	38,700	2012/13	5	0	0	0	0	0		38,700	0	38,700
E-Fin Upgrade / Collaborative Planning Module	48,663	2012/13	5	0	0	0	0	0		48,663	0	48,663
Private Sector Renewal Loans & Grants	48,841	2012/13	25	1,954	1,954	1,954	1,954	1,954		25,397	23,444	48,841
Disabled Facilities Grants	57,310	2012/13	25	2,292	2,292	2,292	2,292	2,292		29,801	27,509	57,310
Total Borrowing at 31/03/13	5,857,989			176,458	175,187	175,187	175,187	175,188		4,718,969	1,139,021	5,857,990
2013/14 Borrowing												
Holistic Dry Recycling	(1,881)	2013/14	15	(125)	(125)	(125)	(125)	(125)		(1,505)	(376)	(1,881)
Redevelopment of Council Headquarters	1,529,989	2013/14	25	61,200	61,200	61,200	61,200	61,200		734,395	795,594	1,529,989
Replacement of Play Equipment	49,734	2013/14	10	4,973	4,973	0	0	0		49,734	0	49,734
St Wilfred's Kibworth Churchyard Wall	38,384	2013/14	25	1,535	1,535	1,535	1,535	1,535		18,424	19,960	38,384
Rebuild Churchyard Walls	409	2013/14	25	16	16	16	16	16		196	213	409
Market Hall Improvements	449,717	2013/14	25	17,989	17,989	17,989	17,989	17,989		215,864	233,853	449,717
Call Centre Lifeline Equipment Upgrade	11,299	2013/14	5	0	0	0	0	0		11,299	0	11,299
Website / portals	29,200	2013/14	5	0	0	0	0	0		29,200	0	29,200
Bar Coding (Efinancials)	18,325	2013/14	5	0	0	0	0	0		18,325	0	18,325
Harborough Innovation Centre	58,843	2013/14	25	0	0	0	0	0		11,769	47,074	58,843
Private Sector Renewal Loans & Grants	12,297	2013/14	25	0	0	0	0	0		2,459	9,838	12,297
Disabled Facilities Grants	172,744	2013/14	25	0	0	0	0	0		34,549	138,195	172,744
Total Borrowing at 31/03/14	8,227,049			262,046	260,775	260,775	255,802	255,803		5,843,677	2,383,373	8,227,050

Table 6 (iii)

UNSUPPORTED BORROWING - REPAYMENT SCHEDULE												
Purpose of Loan	Base Information			Current Year	NEW BUDGET YEAR	Medium-Term Financial Strategy				Total	Total	Total
	Loan £	Drawn	Yrs	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	Payments to 24/25	Outstanding	Overall	
									£	£	£	
2014/15 Borrowing												
Redevelop Orchard Rd Car Park, Broughton Astley	2,421	2014/15	10	242	242	242	242	0		2,421	0	2,421
Relocation of HDC Offices	1,339	2014/15	25	54	54	54	54	54		589	750	1,339
Relocation / development of Museum & Library	26,176	2014/15	25	1,047	1,047	1,047	1,047	1,047		11,517	14,659	26,176
Redevelopment of Council Headquarters	55,644	2014/15	25	2,226	2,226	2,226	2,226	2,226		24,483	31,161	55,644
Resurface Fox Yard	13,137	2014/15	10	1,314	1,314	1,314	1,314	0		13,137	0	13,137
St Peter, Leire - Churchyard Wall Repairs	186	2014/15	25	7	7	7	7	7		82	104	186
Northampton Rd Cemetery - Resurface Footways	77,754	2014/15	10	7,775	7,775	7,775	7,775	0		77,754	0	77,754
All Saints, Theddingworth Churchyard Wall	126	2014/15	25	5	5	5	5	5		55	71	126
Replacement of Play Equipment	44,418	2014/15	10	4,442	4,442	4,442	4,442	0		44,418	0	44,418
St Wilfrid's Kibworth Churchyard Wall	6,323	2014/15	25	253	253	253	253	253		2,782	3,541	6,323
Rebuild Churchyard Walls	10,312	2014/15	25	412	412	412	412	412		4,537	5,775	10,312
War Memorial - St Wilfrids, Kibworth	1,888	2014/15	25	76	76	76	76	76		831	1,057	1,888
Market Hall Improvements	22,212	2014/15	25	888	888	888	888	888		9,773	12,439	22,212
Relocation of Lutterworth CCTV	12,900	2014/15	5	0	0	0	0	0		12,900	0	12,900
All Saints, Billesdon Churchyard Wall	17,334	2014/15	25	693	693	693	693	693		7,627	9,707	17,334
Website / Portals	25,129	2014/15	5	0	0	0	0	0		25,129	0	25,129
Cash Receipting Software (Web Module)	9,235	2014/15	5	0	0	0	0	0		9,235	0	9,235
E-Fin Upgrade / Collaborative Planning Module	26,400	2014/15	5	0	0	0	0	0		26,400	0	26,400
Bar Coding (Efnancials)	4,817	2014/15	5	0	0	0	0	0		4,817	0	4,817
Harborough Innovation Centre	106,096	2014/15	25	4,244	4,244	4,244	4,244	4,244		46,682	59,414	106,096
Private Sector Renewal Loans & Grants	1,533	2014/15	25	61	61	61	61	61		675	858	1,533
Disabled Facilities Grants	289,783	2014/15	25	11,591	11,591	11,591	11,591	11,591		127,505	162,278	289,783
Total Borrowing at 31/03/15	8,982,212			297,377	296,106	296,106	291,133	277,361		6,297,028	2,685,186	8,982,213
2015/16 Borrowing												
Redevelop Orchard Rd Car Park, B.Astley	109,269	2015/16	10	10,927	10,927	10,927	10,927	10,927		109,269	0	109,269
Revelopment of Council Headquarters	17,501	2015/16	25	700	700	700	700	700		7,000	10,501	17,501
The Symington Building Improved Access (lift)	17,918	2015/16	10	1,792	1,792	1,792	1,792	1,792		17,918	0	17,918
St Peter, Leire - Churchyard Wall Repairs	18,240	2015/16	25	730	730	730	730	730		7,296	10,944	18,240
Play Area Refurbishment	19,613	2015/16	10	1,961	1,961	1,961	1,961	1,961		19,613	0	19,613
Repairs to Wall - St Wilfrid's Kibworth	(1,660)	2015/16	25	(66)	(66)	(66)	(66)	(66)		(664)	(996)	(1,660)
Closed Churchyards Boundary Wall Repairs	18,288	2015/16	25	732	732	732	732	732		7,315	10,973	18,288
Market - Redevelopment Works	(2,268)	2015/16	25	(91)	(91)	(91)	(91)	(91)		(907)	(1,361)	(2,268)
Flood Wall & Piling - Commons Car Park	5,234	2015/16	25	209	209	209	209	209		2,094	3,140	5,234
Private Sector Renewal Loans & Grants	266	2015/16	25	11	11	11	11	11		106	160	266
Disabled Facility Grant	142,659	2015/16	25	5,706	5,706	5,706	5,706	5,706		57,064	85,595	142,659
Total Borrowing at 31/03/16	9,327,272			319,987	318,717	318,717	313,743	299,971		6,523,132	2,804,141	9,327,273
2016/17 Borrowing												
Car Parks Planned Maintenance	7,856	2016/17	10	786	786	786	786	786		7,070	786	7,856
Redevelop Orchard Rd Car Park, B.Astley	(2,625)	2015/16	10	(263)	(263)	(263)	(263)	(263)		(2,363)	(263)	(2,625)
The Symington Building Roofing Works - Rear Wing	87,870	2016/17	25	3,515	3,515	3,515	3,515	3,515		31,633	56,237	87,870
Redevelop Council Headquarters	32,442	2016/17	25	1,298	1,298	1,298	1,298	1,298		11,679	20,763	32,442
The Symington Building Improved Access (Lift Replace)	27,311	2016/17	10	2,731	2,731	2,731	2,731	2,731		24,580	2,731	27,311
Play Area Refurbishment	6,597	2016/17	10	660	660	660	660	660		5,937	660	6,597
Closed Churchyards Boundary Wall Repairs	11,795	2016/17	25	472	472	472	472	472		4,246	7,549	11,795
Market Hall - Boiler Replacements	1,387	2016/17	10	139	139	139	139	139		1,248	139	1,387
ICT Transformation Programme	11,802	2016/17	5	2,360	0	0	0	0		11,802	0	11,802
Website Portals	3,694	2016/17	5	739	0	0	0	0		3,694	0	3,694
Harborough Innovation Centre - Café	688	2016/17	10	69	69	69	69	69		619	69	688
Harborough Innovation Centre - Draught Lobby	1,478	2016/17	10	148	148	148	148	148		1,330	148	1,478
Property Appreciation Loan - 28 Patrick Street	11,696	2016/17	25	468	468	468	468	468		4,211	7,485	11,696
Disabled Facility Grant	157,710	2016/17	25	6,308	6,308	6,308	6,308	6,308		56,776	100,934	157,710
Total Borrowing at 31/03/17	9,686,973			339,416	335,046	335,046	330,073	316,301		6,685,595	3,001,378	9,686,974
2017/18 Working Budget												
Car Parking Strategy (Replace machines etc)	156,163	2017/18	5	31,233	31,233	0	0	0		156,163	0	156,163
Car Pak Improvement - Mill Hill	25,442	2017/18	10	2,544	2,544	2,544	2,544	2,544		20,354	5,088	25,442
Kings Head Place Car Park Resurfacing	18,027	2017/18	10	1,803	1,803	1,803	1,803	1,803		14,422	3,605	18,027
The Symington Building External Signage	993	2017/18	5	199	199	0	0	0		993	0	993
Closed Churchyards Boundary Wall Repairs	16,657	2017/18	25	666	666	666	666	666		5,330	11,327	16,657
Market Hall - Boiler Replacements	32,255	2017/18	10	3,226	3,226	3,226	3,226	3,226		25,804	6,451	32,255
Flood Wall & Piling - Commons Car Park	6,378	2017/18	25	255	255	255	255	255		2,041	4,337	6,378
Efin Upgrade Incorp Collab Planning	(12,841)	2017/18	5	(2,568)	(2,568)	0	0	0		(12,841)	0	(12,841)
ICT Hardware Refresh	65,098	2017/18	5	13,020	13,020	0	0	0		65,098	0	65,098
Harborough Innovation Centre - Café	86,299	2017/18	10	8,630	8,630	8,630	8,630	8,630		69,039	17,260	86,299
Harborough Innovation Centre - Draught Lobby	18,002	2017/18	10	1,800	1,800	1,800	1,800	1,800		14,402	3,600	18,002
Grow on Space	145,772	2017/18	25	5,831	5,831	5,831	5,831	5,831		46,647	99,125	145,772
Private Sector Renewal Loans & Grants	10,422	2017/18	25	417	417	417	417	417		3,335	7,087	10,422
Disabled Facility Grant	903	2017/18	25	36	36	36	36	36		289	614	903
Total Borrowing at 31/03/18	10,256,543			406,507	402,137	360,254	355,281	341,509		7,096,673	3,159,875	10,256,544

Table 6 (iv)

UNSUPPORTED BORROWING - REPAYMENT SCHEDULE											
Purpose of Loan	Base Information			Current Year	NEW BUDGET YEAR	Medium-Term Financial Strategy			Total	Total	Total
	Loan £	Drawn	Yrs	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	Payments to 24/25 £	Outstanding £	Overall Payments £
2018/19 Working Budget											
Coach Parking	55,380	2018/19	10	5,538	5,538	5,538	5,538	5,538	38,766	16,614	55,380
Play Area Refurbishment	105,750	2018/19	10	10,575	10,575	10,575	10,575	10,575	74,025	31,725	105,750
Grow on Space	2,736,027	2018/19	25	109,441	109,441	109,441	109,441	109,441	766,088	1,969,939	2,736,027
Garage Site Redevelopment - Naseby Square	29,505	2018/19	25	1,180	1,180	1,180	1,180	1,180	8,261	21,244	29,505
Total Borrowing at 31/03/19	13,183,205			533,241	528,871	486,988	482,015	468,243	7,983,813	5,199,396	13,183,206
2019/20 Working Budget											
Leisure Equipment Purchase	38,000	2019/20	5	7,600	7,600	7,600	7,600	0	38,000	0	38,000
Leisure Centres Landlord Repair Obligations	50,000	2019/20	10	5,000	5,000	5,000	5,000	5,000	30,000	20,000	50,000
The Symington Building PPM	100,059	2019/20	10	10,006	10,006	10,006	10,006	10,006	60,035	40,024	100,059
Harborough Innovation Centre Ventilation works	150,000	2019/20	10	15,000	15,000	15,000	15,000	15,000	90,000	60,000	150,000
Harborough Innovation Centre Car Park Extension	150,000	2019/20	10	15,000	15,000	15,000	15,000	15,000	90,000	60,000	150,000
Harborough Innovation Centre PPM	50,338	2019/20	10	5,034	5,034	5,034	5,034	5,034	30,203	20,135	50,338
Grow on Space	1,531,756	2019/20	25	61,270	61,270	61,270	61,270	61,270	367,621	1,164,135	1,531,756
Harborough Market	200,000	2019/20	10	20,000	20,000	20,000	20,000	20,000	120,000	80,000	200,000
Minor Buildings (Pavilions, Toilets etc)	177,000	2019/20	10	17,700	17,700	17,700	17,700	17,700	106,200	70,800	177,000
Play Area Equipment	60,000	2019/20	10	6,000	6,000	6,000	6,000	6,000	36,000	24,000	60,000
Lutterworth Country Park Open Space	50,000	2019/20	10	5,000	5,000	5,000	5,000	5,000	30,000	20,000	50,000
Churchyards & Cemeteries	24,000	2019/20	25	960	960	960	960	960	5,760	18,240	24,000
ICT Development / Channel Shift	300,000	2019/20	5	60,000	60,000	60,000	60,000	0	300,000	0	300,000
Lifeline Digitisation	50,000	2019/20	5	10,000	10,000	10,000	10,000	0	50,000	0	50,000
Total Borrowing at 31/03/20	16,114,358			771,811	767,441	725,558	720,585	629,213	9,337,632	6,776,729	16,114,359
2020/21 Working Budget											
The Symington Building Ventilation Schemes (Borrowing)	38,500	2020/21	10		3,850	3,850	3,850	3,850	15,400	23,100	38,500
The Symington Building Mosaic Flooring	29,250	2020/21	10		2,925	2,925	2,925	2,925	11,700	17,550	29,250
Additional CCTV	55,000	2020/21	10		5,500	5,500	5,500	5,500	22,000	33,000	55,000
Market Harborough Leisure Centre	50,000	2020/21	10		5,000	5,000	5,000	5,000	20,000	30,000	50,000
Play Area Equipment	210,000	2020/21	10		21,000	21,000	21,000	21,000	84,000	126,000	210,000
Welland Park Footpath	50,000	2020/21	10		5,000	5,000	5,000	5,000	20,000	30,000	50,000
PCI DSS Solution	29,500	2020/21	5		5,900	5,900	5,900	5,900	23,600	5,900	29,500
ICT Development / Channel Shift	200,000	2020/21	5		40,000	40,000	40,000	40,000	160,000	40,000	200,000
Total Borrowing at 31/03/21	16,776,608			771,811	856,616	814,733	809,760	718,388	9,694,332	7,082,279	16,776,609
2021/22 Working Budget											
The Symington Building Ventilation Schemes	143,000	2021/22	10			14,300	14,300	14,300	42,900	100,100	143,000
The Symington Building Planned Maintenance	122,000	2021/22	10			12,200	12,200	12,200	36,600	85,400	122,000
Market Hall Planned Maintenance	138,000	2021/22	10			13,800	13,800	13,800	41,400	96,600	138,000
CCTV Replacements & Upgrades	20,000	2021/22	5			4,000	4,000	4,000	12,000	8,000	20,000
Harborough Innovation Centre Works	14,000	2021/22	10			1,400	1,400	1,400	4,200	9,800	14,000
Leisure Centres PPM	50,000	2021/22	10			5,000	5,000	5,000	15,000	35,000	50,000
HDC Properties M&E Works	11,000	2021/22	10			1,100	1,100	1,100	3,300	7,700	11,000
ICT Development / Channel Shift	95,000	2021/22	5			19,000	19,000	19,000	57,000	38,000	95,000
VMWare Host & SAN expansion	70,000	2021/22	5			14,000	14,000	14,000	42,000	28,000	70,000
Telephony Replacement Project	30,000	2021/22	5			6,000	6,000	6,000	18,000	12,000	30,000
Performance & Risk Management Software	30,000	2021/22	5			6,000	6,000	6,000	18,000	12,000	30,000
Total Borrowing at 31/03/22	17,499,608			771,811	856,616	911,533	906,560	815,188	9,984,732	7,514,880	17,499,609
2022/23 Working Budget											
The Symington Building Planned Maintenance	122,000	2022/23	10				12,200	12,200	24,400	97,600	122,000
CCTV Replacements & Upgrades	20,000	2022/23	5				4,000	4,000	8,000	12,000	20,000
Harborough Innovation Centre Works	14,000	2022/23	10				1,400	1,400	2,800	11,200	14,000
Market Harborough Leisure Centre	0	2022/23	10				0	0	0	0	0
Leisure Centres PPM	300,000	2022/23	10				30,000	30,000	60,000	240,000	300,000
ICT Development	75,000	2022/23	5				15,000	15,000	30,000	45,000	75,000
Total Borrowing at 31/03/23	18,030,608			771,811	856,616	911,533	969,160	877,788	10,109,932	7,920,681	18,030,609
2023/24 Working Budget											
The Symington Building Planned Maintenance	50,000	2023/24	10					5,000	5,000	45,000	50,000
CCTV Replacements & Upgrades	20,000	2023/24	5					4,000	4,000	16,000	20,000
Harborough Innovation Centre Works	14,000	2023/24	10					1,400	1,400	12,600	14,000
Market Harborough Leisure Centre	2,400,000	2023/24	10					240,000	240,000	2,160,000	2,400,000
Leisure Centres PPM	200,000	2023/24	10					20,000	20,000	180,000	200,000
Cemetery Chapel Northampton Road	50,000	2023/24	10					5,000	5,000	45,000	50,000
ICT Development	75,000	2023/24	5					15,000	15,000	60,000	75,000
Total Borrowing at 31/03/24	20,839,608			771,811	856,616	911,533	969,160	1,168,188	10,400,332	10,439,282	20,839,609
2024/25 Working Budget											
The Symington Building Planned Maintenance	50,000	2024/25	10						0	50,000	50,000
CCTV Replacements & Upgrades	20,000	2023/24	5						0	20,000	20,000
Harborough Innovation Centre Works	33,000	2024/25	10						0	33,000	33,000
Leisure Centres PPM	100,000	2024/25	10						0	100,000	100,000
ICT Development	75,000	2024/25	5						0	75,000	75,000
Total Borrowing at 31/03/25	21,117,608			771,811	856,616	911,533	969,160	1,168,188	10,400,332	10,717,283	21,117,609

Table 6 (v)

Capital Programme 2021/22 to 2023/24 - 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	143,000										143,000	143,000
The Symington Building Ventilation Schemes	55,000								55,000			55,000
The Symington Building Planned Maintenance	122,000										122,000	122,000
Market Hall Planned Maintenance	138,000										138,000	138,000
												0
CCTV Replacements & Upgrades	20,000										20,000	20,000
Harborough Innovation Centre Works	20,000								6,000		14,000	20,000
Housing & Homelessness Schemes	400,000						400,000					400,000
												0
Market Harborough Leisure Centre	200,000							200,000				200,000
Leisure Centres PPM	50,000										50,000	50,000
Play Area Equipment	206,000					50,000		156,000				206,000
Welland Park Toilets	122,000							122,000				122,000
Lightbulb / Social Care Projects	418,000			418,000								418,000
Symington Rec Ground Pavilion PPM	162,000							162,000				162,000
HDC Properties M&E Works	11,000										11,000	11,000
S106 Schemes	250,000					250,000						250,000
												0
Coach Parking	0											0
PCI DSS Solution	0											0
ICT Development / Channel Shift	95,000										95,000	95,000
VMWare Host & SAN expansion	70,000										70,000	70,000
Telephony Replacement Project	30,000										30,000	30,000
Transformation	250,000									250,000		250,000
												0
New Capital Schemes for Consideration												0
Lifeline Digital Telecare Alarms	40,000							40,000				40,000
Electric Charging Points	59,000		53,000					6,000				59,000
Performance & Risk Management Software	30,000										30,000	30,000
Lutterworth Town Centre Heritage Action Zone	530,000		400,000					130,000				530,000
	3,421,000	0	453,000	418,000	0	300,000	400,000	816,000	61,000	250,000	723,000	3,421,000

Table 6 (vi)

Capital Programme 2021/22 to 2023/24 - Sources of Finance	Year	External Funding & Grants						Capital Receipts	Service Charge	Direct Revenue Funding	Borrowing	Total Capital Financing
	2022/23	ERDF (pro-rata)	LLEP (pro-rata)	Better Care Fund	External Funding	S106	Harborough Housing Fund					
	£	£	£	£	£	£	£	£	£	£	£	£
The Symington Building Ventilation Schemes	0											0
The Symington Building Ventilation Schemes	0											0
The Symington Building Planned Maintenance	122,000										122,000	122,000
The Symington Building Mosaic Flooring	0											0
												0
CCTV Replacements & Upgrades	20,000										20,000	20,000
Harborough Innovation Centre Works	20,000								6,000		14,000	20,000
Housing & Homelessness Schemes	600,000							600,000				600,000
												0
Market Harborough Leisure Centre	4,750,000							2,600,000			2,150,000	4,750,000
Leisure Centres PPM	300,000										300,000	300,000
Play Area Equipment	100,000					50,000		50,000				100,000
Welland Park Footpath	0											0
Lightbulb / Social Care Projects	420,000			420,000								420,000
Symington Rec Ground Pavilion PPM	0											0
S106 Schemes	250,000					250,000						250,000
												0
Coach Parking	400,000							400,000				400,000
PCI DSS Solution	0											0
ICT Development / Channel Shift	75,000										75,000	75,000
VMWare Host & SAN expansion	0											0
Telephony Replacement Project	0											0
Transformation	150,000									150,000		150,000
												0
New Capital Schemes for Consideration												0
Lifeline Digital Telecare Alarms	0											0
Electric Charging Points	0											0
Performance & Risk Management Software	0											0
Lutterworth Town Centre Heritage Action Zone	0											0
												0
	7,207,000	0	0	420,000	0	300,000	0	3,650,000	6,000	150,000	2,681,000	7,207,000

Table 6 (vii)

Capital Programme 2021/22 to 2023/24 - Sources of Finance	Year	External Funding & Grants						Capital Receipts	Service Charge	Direct Revenue Funding	Borrowing	Total Capital Financing
	2023/24	ERDF (pro-rata)	LLEP (pro-rata)	Better Care Fund	External Funding	S106	Harborough Housing Fund					
	£	£	£	£	£	£	£	£	£	£	£	£
The Symington Building Ventilation Schemes	0											0
The Symington Building Ventilation Schemes	0											0
The Symington Building Planned Maintenance	50,000										50,000	50,000
The Symington Building Mosaic Flooring	0											0
												0
CCTV Replacements & Upgrades	20,000										20,000	20,000
Harborough Innovation Centre Works	20,000								6,000		14,000	20,000
Housing & Homelessness Schemes	0										0	0
												0
Market Harborough Leisure Centre	250,000										250,000	250,000
Leisure Centres PPM	200,000										200,000	200,000
Play Area Equipment	100,000					50,000		50,000				100,000
Welland Park Footpath	0											0
Lightbulb / Social Care Projects	420,000			420,000								420,000
Cemetery Chapel Northampton Road	50,000										50,000	50,000
S106 Schemes	250,000					250,000						250,000
												0
Coach Parking	400,000							400,000				400,000
PCI DSS Solution	0											0
ICT Development / Channel Shift	75,000										75,000	75,000
VMWare Host & SAN expansion	0											0
Telephony Replacement Project	0											0
Transformation	100,000									100,000		100,000
												0
New Capital Schemes for Consideration												0
Lifeline Digital Telecare Alarms	0											0
Electric Charging Points	0											0
Performance & Risk Management Software	0											0
Lutterworth Town Centre Heritage Action Zone	0											0
												0
	1,935,000	0	0	420,000	0	300,000	0	450,000	6,000	100,000	659,000	1,935,000

Table 6 (viii)

Capital Programme 2021/22 to 2023/24 - 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	0											0
The Symington Building Ventilation Schemes	0											0
The Symington Building Planned Maintenance	50,000										50,000	50,000
The Symington Building Mosaic Flooring	0											0
CCTV Replacements & Upgrades	20,000										20,000	20,000
Harborough Innovation Centre Works	50,000								17,000		33,000	50,000
Housing & Homelessness Schemes	0											0
Market Harborough Leisure Centre	0											0
Leisure Centres PPM	100,000										100,000	100,000
Play Area Equipment	100,000					50,000		50,000				100,000
Welland Park Footpath	0											0
Lightbulb / Social Care Projects	420,000			420,000								420,000
Symington Rec Ground Pavilion PPM	0											0
S106 Schemes	250,000					250,000						250,000
Coach Parking	0											0
PCI DSS Solution	0											0
ICT Development / Channel Shift	75,000										75,000	75,000
VMWare Host & SAN expansion	0											0
Telephony Replacement Project	0											0
Transformation	0											0
New Capital Schemes for Consideration												0
Lifeline Digital Telecare Alarms	0											0
Electric Charging Points	0											0
Performance & Risk Management Software	0											0
Lutterworth Town Centre Heritage Action Zone	0											0
	1,065,000	0	0	420,000	0	300,000	0	50,000	17,000	0	278,000	1,065,000
Grand Total	13,628,000	0	453,000	1,678,000	0	1,200,000	400,000	4,966,000	90,000	500,000	4,341,000	13,628,000

4.0 FEES AND CHARGES

- 4.1 The Fees and Charges that will be applicable from April 2021 to March 2022 have been included in **Annex B**. These fees and charges are correct at the time of reporting but there may be changes throughout the year that will be agreed by the Portfolio Holder for Finance and the S151 Officer.

5.0 ROBUSTNESS OF THE 2021/22 BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY (2022/23 TO 2024/25)

5.1 Introduction

5.1.1 The Section 25 of Local Government Act 2003 requires me, as the Council's Responsible Financial Officer, to report on the robustness of the 2021/22 budget and the adequacy of reserves to assist you in making your decisions on the Budget and the level of Council Tax. Further, this is an opportunity for me to provide some commentary in respect of the period covered by the Medium-Term Financial Strategy (MTFS). This section of the report will address:

- **Budget Setting;** the approach followed, and actions being taken to help deliver service efficiency.
- **Challenges Facing the Council;** the more significant challenges that the Council face immediately and over the medium-term.
- **Governance;** reflections on recent commentary in respect of Governance at the Council.
- **Risks;** commentary on the immediate and medium-term the risks that the Council may face.
- **Sensitivity;** the modelling of risk to comment on the achievement of the Councils MTFS.

5.2 Budget Setting

5.2.1 At the time of writing, the 2020/21 Quarter 2 Financial Performance Report is reporting a forecast overspend of £154k in respect of service expenditure. This is the first overspend that the Council has had for several years. The main reasons for the overspend still centre largely around a reduction in the anticipated planning fee income for 2021/21 and is also due to the changing business of the Council, the market that the Council operates in and the impact of the Coronavirus Pandemic.

5.2.2 Over the summer of 2020, it was 'confidentially' reported to members that the Council was facing a significant financial challenge of around £4m per annum over the MTFS period. To close this gap, the Council has commenced a Budget Challenge process, known as "Budget Challenge 2025" (BC25) – this review is being undertaken based on Zero Based Budgeting principles. All services will be reviewed and will be reviewed in three Tranches; Tranche 1 concluded in December 2021 – with the results being reported to a Cabinet led working group (Star Chamber) and the service recommendations being included in this budget. Tranches 2 and 3 will be concluded by the summer of 2021 and their recommendations will be implemented as the year progresses.

5.2.3 For Tranche 1, the results have shown a cumulative saving of more than £2m; with an immediate saving for 2021/22 of £751k. The BC25 is being led by the Director; Finance & Assets and supported by an external consultant and the Finance Team who have provided central support to services.

5.2.4 In addition the Council continues to:

- embed the Change Programme (formerly known as Smarter Services). The Smarter Services Strategy was approved in February 2020, and at that time savings were not an objective of the strategy. However, BC25 has changed the context of the Strategy and Smarter Services is now within the Change Programme, with savings having a much higher priority. As at the end of 2020; £40k has been allocated to the programme to support project.
- Work with its arms-length, wholly owned company “Harborough Commercial Services”. The aim of the company is to deliver business and wider community benefits and in due course, to deliver an income stream to Council, and
- Cabinet has chosen to increase Council Tax by £5 for a Band D equivalent property.
- The Councils is working with partners across Leicestershire to develop joint working arrangements in respect of strategic planning policy; the aim being to streamline services and achieve efficiencies in delivery.

5.2.5 However, as noted elsewhere within this report, the Council still had a budget gap for 2021/22 and for each year of the MTFS. Although significantly less than the cumulative £16m notified to members in the summer of 2021, a gap of £12m is still a hurdle to overcome.

5.2.6 Councillors need to be mindful of this gap.

5.3 Challenges Facing the Council

5.3.1 The challenges that the Council faces are like those being faced by many councils across the local government community. The principal challenges that the Council is tackling are illustrated below:

Coronavirus Pandemic (CV19)

5.3.2 CV19 has had a significant impact on local government, regardless of whether you are Unitary, County or District Council. At the start of 2020/21, the Council very quickly reconfigured services to enable it to deliver immediate support to its local community; this included:

- i. The formation of a Community Hub; this required a significant number of staff to be redeployed to undertake different duties to facilitate the effective operation of the Hub.
- ii. Administration of Business Grants; the government introduced several business grant schemes to support local businesses. The Council, and its partners via the Leicestershire Revenues & Benefits Partnership, have distributed several tens of millions of pounds to local businesses. This work has required considerable alternative working and some relaxation in some “business as usual” practices, i.e. debt recovery.

- iii. The delay, and for some services the waiving, of fees and charges for local provided commercial type services (i.e. tenants at Harborough Market Hall, Harborough Innovation Centre).
- iv. The use of reserves to fund significant additional costs and income losses; currently this is estimated to be £575k.

Public Sector Austerity – Cuts in grant funding

- 5.3.3 For the past few years, the public sector has been facing the most significant austerity programme in a generation and because of the government's ring-fencing of some government departments/services (i.e. NHS, Overseas Aid etc.); this has meant that local government has met a significant share of the austerity programme. More recently, independent insights into future government funding propositions are clearly showing a direction of travel that indicates an even more challenging financial environment. However, over the past few years the Council has taken proactive action to try to mitigate the financial consequences of austerity; including the current BC25 programme.
- 5.3.4 Following the 2021/22 provisional settlement announced in December 2020, **Table 7** clearly shows that the core grant funding streams for the Councils MTFS for 2020/21 to 2024/15 has remained the same except for 2021/22. The Council was expecting a significant drop in New Homes Bonus of £1.6m between 2020/21 (£2.7m) and 2021/22 (£1.1m). Originally, the newly elected government had planned to undertake a Comprehensive Spending Review but as a direct consequence of the CV19 pandemic, the government has chosen to issue a one-year settlement – this has benefited the Council by it receiving a one-off (no legacy) New Homes Bonus allocation of £932k.

Comparison of "Core" Grants 2020/21 Budget - to - 2021/22 Budget and MTFS (2022/23 to 2024/25)				Table 7	
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
2020/21 Budget & MTFS					
NDR (*)	3,708	3,529	3,557	3,578	3,633
Revenue Support Grant (*)	0	0	0	0	0
Other General Fund Grants (*)	134	134	134	134	134
New Homes Bonus (**)	2,670	1,125	556	0	0
Total	6,512	4,788	4,247	3,712	3,767
2021/22 Budget & MTFS					
NDR		3,529	3,557	3,578	3,633
Revenue Support Grant		0	0	0	0
Other General Fund Grants		134	134	134	134
New Homes Bonus		2,057	556	0	0
Total		5,720	4,247	3,712	3,767
Variance between Grant Assumptions					
NDR		0	0	0	0
Revenue Support Grant		0	0	0	0
Other General Fund Grants		0	0	0	0
New Homes Bonus		(932)	0	0	0
Total		(932)	0	0	0
NDR		0.0%	0.0%	0.0%	0.0%
Revenue Support Grant		0.0%	0.0%	0.0%	0.0%
Other General Fund Grants		0.0%	0.0%	0.0%	0.0%
New Homes Bonus		-45.3%	0.0%	0.0%	0.0%
Total		-16.3%	0.0%	0.0%	0.0%
NB. This excludes the new grants announced for 2021/22 that are, in the main, the governments response to CV19					
* At the time the 2020/21 Budget was approved, no MTFS was approved by members. Therefore, the numbers calculated in this analysis are based on an extrapolation of 2020/21 using the agreed percentage increases for 2020/21.					
** New Homes Bonus legacy amounts have been known since the original award.					
*** Excludes one-off CV19 related grants					

Programme of Service Review

- 5.3.5 It is probably fair to say that all councils are undertaking some form of service review and seeking to ensure that services are provided with affordability and value for money at their core. As mentioned earlier, the Council is undertaking a fundamental budget report, BC25 based on the principles of Zero-Based Budgeting with services being split over three Tranches, the first starting in September 2020 and the last concluding in the summer of 2021.
- 5.3.6 Due to the timing of the review programme, it is not possible for conclusions of all tranches to be included in the 2021/22 Budget and MTFS. However, it is expected that the transformational recommendations of Tranches 2 and 3 will be implemented through 2021/22 and subsequent years – this does inevitably mean that in setting the 2021/22 budget reserves will need to be applied to ensure that the Council meets its statutory requirement of setting a balanced budget.

5.4 Governance

5.4.1 The last Annual Governance Statement (AGS) is that in respect of 2019/20, in this the Leader and the Chief Executive consider that:

- **Governance**
 - During 2019/20, the Council's governance arrangements have remained generally consistent with previous years.
 - There are no significant governance issues that I wish to draw to the attention of the Council for inclusion in its Annual Governance Statement, based on the findings of Internal Audit work in 2019/20.
- **Financial control**
 - Controls relating to the key financial systems which were reviewed during the year were concluded to be generally operating effectively, with a level of Good Assurance given for the control environment and compliance.
- **Risk management**
 - Established structures and processes for identifying, assessing, and managing risk remained consistent during 2019/20. During 2019/20 the Governance & Audit Committee has started to receive copies of risk registers, upon recommendation by Internal Audit, and this has strengthened the committee's awareness of risk management and their role in exercising this key element of their terms of reference.
 - Internal Audit work is targeted upon the Council's key areas of risk and work completed in 2019/20 has assessed assurances in relation to controls in some of these areas.
- **Internal control**
 - For the audits completed in 2019/20, 100% of the opinions given in relation to the control environment and compliance have been of at least Satisfactory Assurance. There have been no opinions given of Limited Assurance or Major organisation risk during the last twelve months.

5.4.2 On the 15th October 2020, the Council's Head of Internal Audit reported to the Audit and Standards Committee that the assurance given for the year to 31 March 2020 was:

"Based upon the work undertaken by Internal Audit during 2019/20, the Head of Internal Audit's overall opinion on the Council's control environment is that Satisfactory Assurance can be given that there is generally a sound system of internal control, designed to meet the organisation's objectives and that controls are generally operating effectively in practice."

5.5 Risks

5.5.1 Because of the nature of the macro and microenvironment that the wider local government family and the Council operates within, there are a whole host of risks that the Council faces on a day-to-day basis. In such an environment, budget setting is not a science but more a guide on how financial resources will be allocated to services over the forthcoming year and to give an indication into the medium term. There will always be items that emerge after the budget has been approved and these can range

from a programme under or overachieving or an unexpected event occurring (such as CV19).

Mitigation of Unforeseen Events

- 5.5.2 The Council has always taken a “very” prudent position in ensuring that it maintains its General Fund (Unallocated) Reserve at 70% of Net Expenditure. In November 2020 Cabinet agreed that the minimum threshold for the General Fund (Unallocated) Reserve was to be 20%, this is now introduced as part of this budget approval by Council.
- 5.5.3 However, to help mitigate a situation whereby an event could occur that would potentially have a negative financial impact on the Council, the Council operates a process to help mitigate the financial impact of unforeseen events; where a situation has occurred that is ‘service’ specific, the
- first call for funding will be from compensating savings from elsewhere within the service, and if none are possible then savings from the wider Councils budget (service first, wider Council thereafter),
 - second call for funding will be general service reductions. Such an approach will inevitably have an impact on service delivery,
 - and finally, the use of General Fund reserves would be considered.
- Where a situation arises that is ‘corporate’ in nature, then consideration will be given to the first and second calls, but there is likely to be earlier considerations of using General Fund reserves (this has been the situation in respect of CV19; especially the impact of the legislated change to the closure of the Councils leisure centres due to CV19 national lockdowns).
- 5.5.4 As part of the review of reserves that was reported to Cabinet in November 2020, and as is now introduced as part of this budget setting, the Council will introduce a Budget Surplus Earmarked Reserve; the aim of this reserve is to “mop-up” service underspends that would cause the General Fund to be higher than the minimum threshold.
- 5.5.5 The technical definition of General Fund Reserves includes the General Fund (Unallocated) Reserve as well as all ‘revenue’ Earmarked Reserves. In the context of making General Fund Reserve balances available to meet unforeseen events, any subsequent analysis of “robustness of reserves” will consider:
- General Fund (Unallocated) Reserve, and then the
 - Budget Surplus Earmarked Reserve, along with the following Earmarked Reserves:
 - Projects, Risks & Smoothing
 - Transformation
 - Community Economic & Infrastructure
 - Commercial Investment

The following two reserves are excluded from any “robustness” sensitivity as these reserves have been established to meet the costs of known service delivery/revenue commitments:

- CV19 Internal Recovery Reserve; to meet unfunded revenue costs and future years collection fund deficits.
- Capital & Contract Reserve; to meet the costs of known capital obligations or contractual commitments that require revenue funding (e.g. s.106 Commuted Sums, Special Expenses, Local Lottery, and external grant agreements).

Risk Modelling

5.5.6 It is essential that relevant risks are identified, and appropriate sensitivity analysis applied to determine the impact of such risks on the Councils financial standing – and consequently the delivery of the Councils day-to-day business. By no means is the following list a definitive list of the risks that a District Council will face; however, it does represent some of the more significant potential risks that the Council will face; including some in respect of the ongoing impact of CV19:

- Normal Business Risks
 - under achievement of savings.
 - higher inflation.
 - further reductions in income (mainly from fees and charges).
 - non-achievement of savings; including Shared Services.
 - failure of a borrower.
 - an emergency.
 - estate property enhancement/development.
 - increased demand on services (e.g. benefits and homelessness).
- Risks Associated with the Continuation of CV19
 - Underachievement of income not mitigated elsewhere in the budget.
 - Additional unspecified spend not compensated by government grants.

5.5.7 Taking each of the above in turn, this following provides some commentary on how these risks may impact on the Council:

5.5.8 Normal Business Risk

i. Underachievement of Net Savings & Additional Income

The net savings included within the budget total £1.1m. These savings cover those services reviewed as part of BC25, Tranche 1 and other saving. However as ever with savings they are dependent on market, management and political conditions prevailing at the time. It is therefore prudent to assume that some of these savings may not be achieved; a fair assumption is that there is 30% underachievement which equates to £339k.

ii. **Inflation**

With regard to:

- **Pay;** the budget for 2021/22 includes an “across the board” nil pay increase. Considering employer oncosts (national insurance and pension), this equates to a total cost of £10m; a further 1% for sensitivity equates to £100k.
- **Business Rates** (those payable by HDC); the budget for 2021/22 includes a Business Rates budget of £415k. Several of the Council’s property are occupied by tenants, but it is possible that there could be rating implications for different parts of the Councils buildings. However, a marginal 5% change has been anticipated which has a sensitivity impact of £21k.
- **General Inflation;** no general inflation has been included in the 2021/22 budget as services are now expected to contain inflationary spend within their current budgets; the only exceptions to this are unavoidable increases in respect of insurance and the Councils own liabilities in respect of business rates. Consequently, no further sensitivity has been carried-out.
- **Borrowing;** the budget for 2021/22 assumes a net borrowing cost of £7k based on an average rate of 1.36%, between 0.35% (short-term) and 2.36% (10-year PWLB). If this rate increased by 0.25% (to 1.61%) the cost of borrow would increase proportionally, for sensitivity purposes a 75% impact is modelled which equates to £5k.

iii. **Reduced income: Fees and Charges**

Total fees and charges are £7.2m, therefore, for sensitivity analysis a 20% loss of income from fees and charges would amount to £1.4m. The largest income streams that are susceptible to variation include:

- Planning Fees, £1.3m
- Car Parks, £1.0m (Off-Street)
- Trade Waste, £800k
- Market Hall, £300k

iv. **Reduced income: Grants**

For 2021/22 the Councils total grant receivable is £2.9m and is expected to reduce to £690k in 2022/23; this is because:

- New Homes Bonus will reduce to £556k (£2.1m, 2021/22).
- There are no guarantees on the extension of 2021/22 Lower Tier Services Grant, Local Council Tax Services Grant and CV19 Emergency Funding (totalling £737k).

However, for sensitivity purposes the Council is including a notional 10% reduction in the total grant receivable to reflect potential future losses (£293k).

v. **Government Grant: Non-Domestic Rates**

- Since the localisation of Non-Domestic Rates in April 2013 it has become increasingly clear that the levels that the authority will be able to retain are more and more difficult to forecast. Whilst there are some opportunities for estimating i.e. the development of new buildings, it is difficult to judge when development will commence on allocated land even if planning permission has been granted.
- For 2021/22 the government has not proposed an increase in the NDR multiplier which causes a “notional” flat increase. In addition, in calculating the expected business rates income in the NDR 1 the Council has assumed no growth, due to the uncertainties caused by CV19 and when the current lockdown and restrictions will be eased. For each year of the MTFS, the Council has taken a prudent line by increasing by 0.6%. Directly linked to NDR are S.31 grants, this is government grant that compensates local government for it being required to exceed the minimum statutory regulations for certain thresholds because of government priorities (i.e. increasing the ‘small business relief’ limit above that required by law). The assessed S.31 receipts for 2021/22 are £1.7m.
- Although it is fair to say that any NDR reduction would be limited by the existence of the safety net (i.e. it provides a statutory limitation to losses), it is fair to apply sensitivity to the gap between the safety net and the estimated NDR receipt. Losses can be accrued in several ways; reduced NDR because of business failure, demolition, or catastrophic event, but are more usually impacted due to rating appeals (some of which can take many years to conclude). Further, the Leicestershire NDR Pool will have a wider mitigating effect. In respect of:
 - NDR, the gap between the estimated income (£1.9m) and the safety net (£1.6m) is £272k; 10% sensitivity reduction will be applied giving £27k.
 - S.31, a 10% sensitivity reduction will be applied giving £166k.
- The Council is anticipating its share of the NDR Deficit to be of £804k (1.4.7), a 15% sensitivity will be applied giving £121k.

vi. **Failure of a Borrower**

The current counterparty limit is lending of £6m to a single institution; except for nationalised/semi-nationalised UK banks which have a maximum limit of £8m.

The main “borrowing” risk rests whether the lending is either on a short- or long-term basis. The £6m limit is restricted to bodies with a credit rating of F1+ or Building Societies with more than £2 billion in assets. The impact of a “failure of borrower” will be the loss of revenue cash flow and the potential costs involved of “making good” the lost investment.

There are, however, good governance arrangements around the Council’s Treasury activity and therefore the likelihood of loss is expected to be minimal, but such losses cannot be ruled out; especially considering the impacts of Brexit are still not unknown it would be prudent to include some sensitivity in respect of cash flow. Therefore, the average amount lent to an institution at any given time is around £3.8m; if this amount were lost and the Council had to borrow from the PWLB, at current rates this would amount to a cost of £33k. This block amount is included in the sensitivity analysis.

vii. **Emergency**

As is normal for a business, different types of risk are mitigated in many different ways. Some risks are insured against, so losses are limited to the excesses payable and also, the Government’s Bellwin Scheme can meet a large proportion, over a threshold, of the costs of any significant peacetime emergencies (e.g. severe flooding). Further, the Council does maintain its General Fund Reserves at a fair ‘minimum’ level and their use in respect of Mitigation of Unforeseen Events is discussed earlier.

With specific regard to flooding, the Council does reside within a flood risk area and there have been occasions where the Council has been required to meet the cost of local flooding incidents; however, such costs have been met from within current resources. With the reduction in budgets, it is anticipated that such ad-hoc spend will not be able to be as easily accommodated so it would be prudent to include an element within any sensitivity to meet this cost. The Councils Constitution permits Corporate Management to incur “emergency spend” but no limit is currently included. For sensitivity purposes, a block allocation of £300k has been made, with 50% applied for sensitivity analysis.

viii. **Property Related Costs**

- **Utility Costs;** the current costs associated with utilities are £243k. These costs are managed via contract, but it is prudent to include a small sensitivity (10%) for potential increases.
- **Property Maintenance;** the Councils estate is a mix of purpose-built office accommodation, market halls and pavilions. All such property requires ongoing enhancement and maintenance, and this is estimated at £932k. A sensitivity allowance of 20% has been included, reflecting the potential for additional one-off costs.

ix. **Increased demands on services**

Many of the services provided by the Council are susceptible to an increase in demand. However, over the past few years the most susceptible that has had a significant revenue impact is homelessness and Council Tax Support. With regard to:

- homelessness, the budget for 2021/22 is £621k, and for
- Council Tax Support is £3.1m;

If there was a 10% increase in demand for each this would require an additional £377k (£62k and £315k respectively).

In addition, ICT is a service under considerable demand. The current budget is £716k, so if there was a 10% increase in costs this would amount to £72k.

x. **Transformation**

The Capital Programme includes £500k in respect of transformation. It is currently envisaged that the cost of this transformation will be met from a direct contribution from reserves. If this cost increased by 15%, this would mean a further £75k contribution from reserves.

xi. **Council Tax**

The Council has chosen to increase Council Tax; this is a prudent step as it helps to maintain the financial foundation of the Council and awards it opportunities for future investment. The Council has chosen to increase by £5. An increase of £5 increase represents around £220k, as this is a marginal increase no further sensitivity has been undertaken.

5.5.9 Risks Associated with the Continuation of CV19

The direct and indirect/macro and micro impacts of the CV19 pandemic are expected to continue well into 2021/22, and potentially into future years as well. However, some of these impacts have already been recognised:

i. **within this budget.** These include:

- The spreading of 2021/22 Collection Fund deficits over the next three years.
- The receipt of additional £100k government support for the Local Council Tax Support Scheme into 2021/22.
- The continuation of the governments general support scheme in respect of CV19 emergency funding; the extension of the Sales, Fees & Charges Compensation Scheme up until June 2021 and the potential for support in respect of losses to be incurred via the Tax Income Guarantee Scheme.
- Adjustments made to reflect lower income within the Interest and Investment Income and Planning (Development Control) Income budgets.

- ii. **elsewhere within the “Normal Business Risk” sensitivity analysis.** By way of example, the potential losses from income and expenditure budgets i.e. Reduced Income and service demand, such as Homelessness, Council Tax Support Scheme, and ICT.

Consequently, no further sensitivity in respect of CV19 has been applied as this could effectively represent a double count.

5.6 **Sensitivity of the 2021/22 Budget and Reserves**

- 5.6.1 Considering the risks noted above and the stated budget assumptions, the accumulated total “cash” risk is £3.6m. However, it is highly unlikely that all these risks will occur at the same time, so it is fair to apply “sensitivity” to each risk and then model the likelihood of occurrence. **Table 8** shows this detailed analysis and in summary the additional pressure within 2021/22, based on the likelihood of occurrence, is as follows:

- Pessimistic view, additional pressure of £1.6m
- Middle-View, additional pressure of £1.4m
- Optimistic View, additional pressure of £535k

Sensitivity of Risks to 2021/22 Budget & Funding Options								Table 8			
Risk Determinant		Costs Included in 2021/22 Budget £000	Risk	Sensitivity Impact +/- Cost £000		Likelihood of Occurrence					
						Pessimistic Factor £000		Middle-Way Factor £000		Optimistic Factor £000	
Underachievement of Net Savings & Additional Income		1,130	Savings not achieved.	30%	339	0.5	170	0.4	136	0.1	34
Inflation	Pay (incl other pay related costs)	9,838	Pay increase from 2.75% to 3.75%	1%	98	0.6	59	0.3	30	0.1	10
	Business Rates (HDC Payable)	415	Business Rates vary due to change in liability etc.	5%	21	0.6	12	0.2	4	0.2	4
	Short-Term Investment/Borrowing Costs	7	Difference between Borrowing; increased from 0.35% (short-term) to 2.36% (10 year PWLB).	75%	5	0.2	1	0.5	3	0.3	2
Reduced Income	Fees & Charges, Sales and Rents	7,216	Reduction in income.	20%	1,443	0.4	577	0.5	722	0.1	144
Government Grant	Grants	2,928	Reduction in NHB following change to "needs" system and consequential redistribution.	10%	293	0.3	88	0.4	117	0.3	88
	NDR (Difference between Safety Net and Budgeted Receipts)	1,891	Reduced NDR receipts.	10%	189	0.6	113	0.3	57	0.1	19
	S.31 Grant	1,657	Reduced s.31 grant	10%	166	0.6	99	0.3	50	0.1	17
	Collection Fund NDR (Surplus)/Deficit	804	Collection Fund Surplus less than expected.	15%	121	0.6	72	0.3	36	0.1	12
Failure of Borrower		33	Potential cost of borrowing from PWLB.	100%	33	0.2	7	0.5	17	0.3	10
Emergency		300	Immediate use of funds in the event of a local emergency.	50%	150	0.2	30	0.5	75	0.3	45
Maintenance	Utilities Property Costs	243	Cost of Utility Bills at HDC premises.	10%	24	0.3	7	0.6	15	0.1	2
	Property Maintenance and Enhancement	932	Estate property enhancement/development.	20%	186	0.8	149	0.1	19	0.1	19
Increased Demand of Services	Homelessness	621	Increase in demand.	10%	62	0.4	25	0.5	31	0.1	6
	ICT	716	Additional service requirement.	10%	72	0.8	57	0.1	7	0.1	7
	Council Tax Support	3,148	Increase in demand.	10%	315	0.4	126	0.3	94	0.3	94
Transformation		500	Additional transformation costs	15%	75	0.4	30	0.3	23	0.3	23
Total Sensitivity (A)				3,592		1,623		1,433		535	

5.7 Sensitivity of Reserves and the Impact over the Budget/MTFS (2021/22 to 2024/25)

- 5.7.1 There is no statutory minimum level of reserves; however, as noted elsewhere, Cabinet approved a new minimum threshold for its General Fund (Unallocated) Reserves of 20% of the Net Revenue Budget of the Council. The primary aim of the General Fund is to provide a safety net for unforeseen expenditure.
- 5.7.2 In addition to the General Fund, the Council will operate several reserves; including the Budget Surplus Reserve and various Earmarked Reserves. The purpose of the latter is to meet known potential liabilities arising from Statutory Commitments, Known Risks, Future or Political Commitments and costs associated with Transformation and Commercialisation.
- 5.7.3 However, to ensure the adequacy of the Councils Reserves (i.e. their robustness) it is essential to determine if the Councils revenue reserves are sufficient to meet the assessed risks over the MTFS period. To determine this, a two-stage comparison will be undertaken in that the “likelihood of occurrence” of a risk will be compared to two sets of reserves. The detailed analysis is shown in **Table 9** and relevant commentary is shown below. *Please note that this is only an extrapolation of the 2021/22 reserve position extended over the MTFS period reflecting the Pessimistic, Middle-Way and Optimistic Sensitivity noted above.*

Stage 1 – The Primary Test of Financial Resilience

- 5.7.4 The “likelihood of occurrence” of the assessed risks will be compared against the General Fund (Unallocated) Reserve only.

As shown in **Table 9**, when only the General Fund (Unallocated) Reserve is considered **(1)**, the Council can meet all three sensitivity options for 2021/22, but from 2022/23 onwards only the Optimistic option can be met. This demonstrates that although “risk” is mitigated for 2021/22, for future years the Council does face financial resilience issues.

When the cumulative impact of the estimated contribution from reserves is also considered **(2)**, this shows that the General Fund (Unallocated) Reserve alone is not sufficient to meet any of the modelled risks.

Stage 2 – The Secondary Test of Financial Resilience

- 5.7.5 The Stage 2 assessment is a ‘complete’ test, in that it also brings into the assessment the Councils proposed Earmarked Reserves except for the reserves in respect of CV19 Internal Recovery and the Capital & Contracts Reserves as these two reserves are in place to mitigate known risks and potential revenue-based contracts.
- 5.7.6 At **(3)**, this clearly shows that the Council would have sufficient resources to meet the modelled risks until 2024/25, but this does mean that the Council would not be able to invest in either its community in potential revenue generating opportunities. However,

it is highly unlikely that the Stage 2 scenario would occur as management would significantly intervene before the Council got anywhere near to this position.

When the cumulative impact of the estimated contribution from reserves is also considered **(4)**, this shows that when compared to all Reserves, the Council faces a significant financial challenge from 2023/24 onwards. In this situation, the Council would be facing the issuing of a s.114 notice sometime during 2022/23.

Impact of 2021/22 Sensitivity of Risks on the MTFs General Fund Reserves Profile											Table 9			
Stage 1: The Primary Test of Financial Resilience		General Fund Reserve and Budget Surplus Reserve	2021/22 £000			2022/23 £000			2023/24 £000			2024/25 £000		
	1	General Fund Reserve c/f (*)	2,719	2,719	2,719	1,096	1,286	2,184	(528)	(147)	1,648	(2,151)	(1,580)	1,113
		Pessimistic £000	Middle-Way £000	Optimistic £000	Pessimistic £000	Middle-Way £000	Optimistic £000	Pessimistic £000	Middle-Way £000	Optimistic £000	Pessimistic £000	Middle-Way £000	Optimistic £000	
		Reduction in Reserves (in year)	1,623	1,433	535	1,623	1,433	535	1,623	1,433	535	1,623	1,433	535
		Estimated Reserves c/f	1,096	1,286	2,184	(528)	(147)	1,648	(2,151)	(1,580)	1,113	(3,775)	(3,013)	577
		- Do Reserves remain positive	Yes	Yes	Yes	No	No	Yes	No	No	Yes	No	No	Yes
	2	Adjusting General Fund Reserve for Estimate Contribution from Reserves												
		Cumulative Estimated Contribution from Reserves	2,435	2,435	2,435	5,494	5,494	5,494	8,733	8,733	8,733	11,863	11,863	11,863
		Estimated Reserves c/f	(1,339)	(1,149)	(251)	(6,022)	(5,641)	(3,846)	(10,884)	(10,313)	(7,620)	(15,638)	(14,876)	(11,286)
		- Do Reserves remain positive	No	No	No	No	No	No	No	No	No	No	No	No
Stage 2: The Secondary Test of Financial Resilience		General Fund Reserve, Budget Surplus Reserve and Non-committed Earmarked Reserves	2020/21 £000			2021/22 £000			2022/23 £000			2023/24 £000		
	3	General Fund Reserve c/f (*)	2,719	2,719	2,719									
		Budget Surplus Reserve c/f	0	0	0									
		All Earmarked Reserves (except Covid-19 + Capital & Contract)	6,894	6,894	6,894									
			9,613	9,613	9,613	7,990	8,180	9,078	6,366	6,747	8,542	4,743	5,314	8,007
		Pessimistic £000	Middle-Way £000	Optimistic £000	Pessimistic £000	Middle-Way £000	Optimistic £000	Pessimistic £000	Middle-Way £000	Optimistic £000	Pessimistic £000	Middle-Way £000	Optimistic £000	
		Reduction in Reserves (in year)	1,623	1,433	535	1,623	1,433	535	1,623	1,433	535	1,623	1,433	535
		Estimated Reserves c/f	7,990	8,180	9,078	6,366	6,747	8,542	4,743	5,314	8,007	3,119	3,881	7,471
	- Do Reserves remain positive	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
	4	Adjusting General Fund Reserve, Budget Surplus and Non-committed Earmarked Reserves for Estimated Contribution from Reserves												
		Cumulative Estimated Contribution from Reserves	2,435	2,435	2,435	5,494	5,494	5,494	8,733	8,733	8,733	11,863	11,863	11,863
		Estimated Reserves c/f	5,555	5,745	6,643	872	1,253	3,048	(3,990)	(3,419)	(726)	(8,744)	(7,982)	(4,392)
		- Do Reserves remain positive	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	No
* = The minimum level of reserves is 20% of Net 'Budgeted' Expenditure + is the reserves position as at the 31st March 2022														

* = The minimum level of reserves is 20% of Net 'Budgeted' Expenditure + is the reserves position as at the 31st March 2022

5.7.7 Consequently, it is fair to say that:

- i. Considering the aforementioned sensitivity analysis, with the use of the General Fund (Unallocated) Reserve, the Budget Surplus and some of Earmarked Reserves the Council should be able to absorb considerable additional financial risk. It should be noted however:
 - it is unlikely that all these risks would occur all at the same time.
 - if the future years draw-downs from reserves are considered; this would mean that the Council will be facing a significant financial challenge from 2023/24. However, with Tranche 2 and 3 of the Budget Challenge 2025 review programme reporting in the summer of 2021; this should help to mitigate this situation.
- ii. the Council is not self-sufficient over the medium-term. As the Council's MTFS shows, at this point in time the Council has to draw-down considerable reserves and goes below its minimum level of reserves for the General Fund (Unallocated) Reserves in 2024/25. If this situation was allowed to develop, then the Council would be facing a s.114 notice sometime in the preceding year.

5.7.8 However, the Council is taking the right steps to remedy the current financial resilience issue that it faces. The results of Tranche 1 are encouraging but a significant amount of the identified saving is due to additional income generation from higher Green Bin charges. It is essential that Tranches 2 and 3 deliver significant service transformation which will require both members and management taking difficult decisions that will impact on the services provided to our community; but decisive action now will mean that the long-term financial resilience of the Council can be secured.

5.8 CIPFA Resilience Index

5.8.1 For the past few years the Chartered Institute of Public Finance and Accountancy (CIPFA) has issued its Resilience Index. However, due to the CV19 pandemic; it has not been updated to reflect 2019/20 financial performance because many local authorities have, as yet, not been able to publish their final Annual Financial Reports (Statements of Accounts). Consequently, for this year's budget setting no commentary is included on this matter.

5.9 Conclusion

2021/22 Budget

5.9.1 Considering all the factors noted within the "Robustness" statement in respect of 2021/22, I consider that the combination of the:

- Councils commitment to continue to find service efficiencies,
- the direction of travel in relation to governance,
- it is clear intention to invest in services, and
- it is prudent position relating to income recognition (including raising Council Tax),

the budget proposed for 2021/22 should not give Members any significant concerns over the Council's financial position.

Medium Term Financial Strategy (2022/23 to 2024/25)

5.9.2 With regard to the period covered by the MTFS; at this point in time the Council does face some significant future funding risk with the:

- expected reduction in NHB,
- the implications of Fair Funding and
- the ongoing issues pertaining to the localisation of Business Rates, and if.
- current levels of service are maintained, the Council will be facing a particularly challenging financial future.

5.93 The Council has taken proactive action to address its budgetary concerns by undertaking the Budget Challenge 2025 programme; which will hopefully be bringing with it fundamental service transformation. However, the Budget Challenge 2025 programme will not be the “end” of transformation – for the Council to achieve financial self-sufficiency and resilience, and be able to invest in its local community, the Council will have to have “continual improvement” at the centre of its future service delivery model.

Clive Mason FCPFA

Director, Finance and Fixed Assets

Responsible Financial Officer (Section 151)



Harborough District Council

RESERVES STRATEGY

Version control

Title: Reserves Strategy

Date agreed: 30 November 2020

Last date amended: November 2020

Review date: 30 November 2021

Contents

- 1. Background**
- 2. Definition of Reserves**
- 3. Principles for Maintaining Reserve**
- 4. Level of Reserves**
- 5. Governance of Reserves**

1. Background

- 1.1 The Council's reserves are the corner stone of its financial sustainability; they are the foundation upon which the Council delivers its broad range of services and delivers its significant capital investment.
- 1.2 Reserves should be actively used to ensure effective financial management; this includes the establishment of a minimum level of reserves, and several specific earmarked reserves that will directly support the delivery of corporate priorities.

2. Definition of Reserves

- 2.1 Reserves within local government are split between: Useable and Unusable
- 2.2 **Usable Reserves** are those that represent "real" cash and can be used to directly support services or the development of assets.

- **General Fund Balance**

The General Fund is the statutory fund into which all receipts of a Council are required to be paid and all liabilities are to be met (subject to statutory override).

The General Fund Balance is therefore the net surplus of the Council's general resources at the end of any financial year.

- **Earmarked Reserves**

These are reserves held for a defined purpose.

However, they do represent immediately available resources and are therefore considered as part of the wider General Fund Balance

- **Capital Receipts Reserve**

This reserve holds the proceeds from the disposal of land or other (capital) assets which are restricted by statute from being used other than to fund new capital expenditure (or to be set aside to finance historical capital expenditure).

- **Capital Grants Unapplied Reserve**

This reserve holds the grants and contributions received towards capital projects for which the Council has met the conditions that would otherwise require repayment of the monies, but which have yet to be applied to meet expenditure.

- 2.2 **Unusable Reserves** are "technical accounting" reserves that support the Council's balance sheet. These reserves can involve contributions of real cash, but this is mainly to support capital related income or expenditure. As

contributions to /from these reserves are strictly controlled by statutory regulation they will not be addressed within this strategy.

3. Principles for Maintaining Reserves

3.1 Risk Management

Reserves will be maintained based upon the risks that the Council faces and its plans for the medium-term. They will be viewed as an effective means by which the Council can address one-off costs of transformation, future local and national funding & policy, environmental impacts, and unforeseen service pressures.

3.2 Prudential Financial Management

Reserves are to be an essential part of the Councils prudential financial management framework, including its ongoing ability to meet the statutory requirement for a balanced budget.

3.3 Medium-Term Financial Planning

Reserves are built up over the long term and their level and use will be a key part of effective medium-term financial planning.

3.4 Funding Source of Last Resort

Although reserves can be viewed as an effective means by which to support the contraction in public expenditure. The Council will view its use of Reserves as the “funding source of last resort” by which the Council will deliver the progressive reductions in government support over the medium term.

4 Level of Reserves

4.1 General Fund Balance

The General Fund Balance includes all revenue reserves, both the General Fund Unallocated Reserve and Earmarked Reserve.

4.2 General Fund Unallocated Reserve

There is no statutory minimum level of reserves that the Council must have available in the General Fund Unallocated Reserve

If this Reserves Strategy is approved, the Cabinet will approve a minimum level of General Fund Unallocated Reserves of 15% of Net Expenditure (Net Expenditure being defined as service expenditure + revenue costs of capital financing).

4.3 Earmarked Reserves

There is no minimum or maximum level for Earmarked Reserves, what will be held is based on prudent estimates of future need. Earmarked Reserves will also include the Budget Surplus Reserve.

4.4 Capital Receipts Reserve/Capital Grants Unapplied Reserve

These reserves will be reactive to what capital receipts or grants have been received in the year and remain uncommitted at the year-end.

5. Governance of Reserves

5.1 the General Fund (Unallocated) Reserve

5.1.1 At budget setting and throughout the year the General Fund (Unallocated) Reserve will be actively managed to ensure that it is maintained at 15% of Net Expenditure. This will ensure that the Council has enough reserves to delivery its core services in the event of an emergency.

5.1.2 Variations in service spend throughout the year will have either a positive or negative impact on the forecast outturn which will require either a contribution to or from Earmarked Reserves to ensure that the General Fund Unallocated Balance is maintained at 15%. This will be actively monitored as part of the Councils routine budget monitoring process with appropriate reporting to members to demonstrate:

- The maintenance of the General Fund Unallocated Reserve at 15% of Net Expenditure.
- The use of a Budget Surplus Reserve (BSR) that will act as a “holding” reserve between the General Fund Unallocated Reserve and Earmarked Reserves. Its purpose is to:
 - Either hold onto surplus funds (underspends) before they are allocated to Earmarked Reserves, or
 - Where a contribution is required to support Service Expenditure, then the BSR will be used to demonstrate to members as part of the budget monitoring reporting process the net deficit that needs to be funded by the application of Earmarked Reserves.

Consequently, where specific contributions to/from the General Fund Balance outside of routine service spend are required, these will only be made when approved by Cabinet.

5.2 Earmarked Reserves

5.2.1 New earmarked reserves will be established, and old reserves deleted in line with the principles noted above. The Section 151 officer will be able to create

reserves, following consultation with the Portfolio Holder for Resources. However, Earmarked Reserves will only be able to be removed with the agreement of Cabinet.

5.2.2 Contributions to/from Earmarked Reserves will:

- either be in line with statutory requirements or service need
- be only be made when agreed with the Section 151 officer.

5.3 **Capital Receipts Reserve**

5.3.1 The Council will primarily receive capital receipts because of the sale of capital assets that support general service activity these receipts will only be applied for similar such activity.

5.3.2 The first call for the application of such receipts will be to finance in-year capital expenditure, this will have the effect of minimising the Councils statutory obligations in respect of Minimum Revenue Provision.

5.4 **Capital Grants Unapplied Reserve**

5.4.1 This reserve will only hold capital grants that will have been acquired by the Council for a specific purpose. The use of these grants will be in line with prescribed grant regulations/conditions.

ANNEX B

FEES & CHARGES

SCHEDULE OF CHARGES 2021/22

Leisure and Recreation Charges

	2020/21 £ p		Proposed 2021/22 £ p		Basis of charge
LEISURE & RECREATION CHARGES					
<u>Use of Facilities @ Welland Park</u>					
Tennis					
Court per hour	Free		Free		Discretionary
Netball & Basketball					
Schools per court	Free		Free		Discretionary
Others per court	Free		Free		Discretionary
Bowls					
Per player per session (inc. woods & overshoes hire)					
		- morning, afternoon, evening.			
Season Ticket	7.65	* inc vat	7.73	* inc vat	Discretionary
Bowls Club Fixtures-	81.60	* inc vat	82.50	* inc vat	Discretionary
Occasional matches-		-per rink		-per rink	
	27.03	inc vat	27.33	inc vat	Discretionary
Teams in Mkt. Harborough Bowls League		-per rink		-per rink	
	27.03	inc vat	27.33	inc vat	Discretionary
		- per match		- per match	
	27.03	inc vat	27.33	inc vat	Discretionary
*reduced to half price for children under 16, students, unemployed, senior citizens and registered disabled.					
<u>Hire of Sports Pitches</u>					
Rounders					
Rounders League – per season	127.70		129.10		Discretionary
<i>To mark out own pitches</i>					
<u>Allotments</u>					
Rent per plot per year					
Senior Citizens	23.56	*	23.82	*	Discretionary
Others	47.12	*	47.64	*	Discretionary
<i>12 months notice required to alter rent Half plots will attract a 50% charge</i>					

SCHEDULE OF CHARGES 2021/22

Cemeteries and Burial Grounds

CEMETERIES & BURIAL GROUNDS	2020/21 £ p	Proposed 2021/22 £ p	Basis of charge
** Interment Monday – Friday 9.00am to 3.30pm			
Body of child not exceeding 18 years no charge for residents of the district (as defined by section 13 of Cemeteries Regulations)	NIL	NIL	Discretionary
Body of child 12 to 17 years	N/A	N/A	Discretionary
Body of person exceeding 18 years			
-Single Depth Grave			
Northampton Rd.	380.00	384.00	Discretionary
Great Bowden	380.00	384.00	Discretionary
Foxton	380.00	384.00	Discretionary
Saddington	380.00	384.00	Discretionary
Great Easton	380.00	384.00	Discretionary
Blaston	380.00	384.00	Discretionary
-Double Depth Grave			
Northampton Rd.	500.00	506.00	Discretionary
Great Bowden	500.00	506.00	Discretionary
Foxton	500.00	506.00	Discretionary
Saddington	500.00	506.00	Discretionary
Great Easton	500.00	506.00	Discretionary
Blaston	500.00	506.00	Discretionary
- In an existing vault			
Outside above hours – additional	224.00	226.00	Discretionary
	133.00	134.00	Discretionary
Interment of cremated remains	162.00	164.00	Discretionary
Outside above hours – additional	103.00	104.00	Discretionary
Exhumation (subject to necessary approvals)	Treble Current Interment fee	Treble Current Interment fee	Discretionary
** Exclusive Right of Burial			
Grave 7' x 3' issued in rotation	434.00	439.00	Discretionary
Grave 7' x 3' selected in rotation	488.00	493.00	Discretionary
Grave 7' x 3' selected in reserve	542.00	548.00	Discretionary
Ashes Plot (Garden of Peace)	216.00	218.00	Discretionary
Re-assignment of Exclusive Right of Burial	55.00	56.00	Discretionary
Under 18			
Issued in Rotation - no charge for residents of the District (as defined by Section 13 of the Cemetery Regulations)	NIL	NIL	Discretionary
Selected in Rotation/Selected in Reserve	Normal charges apply	Normal charges apply	Discretionary
Graves within Ashes plots are only available in rotation but an adjacent plot can be			
** Monuments			
Headstones 25" to 36"	108.00	109.00	Discretionary
Headstones 13" to 24"	92.00	93.00	Discretionary
Vases up to 12"	87.00	88.00	Discretionary
Tablet in Chapel (Mkt. Harborough)	124.00	125.00	Discretionary
Memorial in Garden of Remembrance- 12" x 12" x 15" max.	87.00	88.00	Discretionary
Additional Inscription	66.00	67.00	Discretionary
Named Rose Tree inc. 10 years maintenance	80.00	81.00	Discretionary
Replacement monument - 50% of monument fee			
** Book of Remembrance			
Single entry	48.00	49.00	Discretionary
Double entry	78.00	79.00	Discretionary
Treble entry	80.00	81.00	Discretionary
** Cemetery Chapel			
Use of Chapel	80.00	81.00	Discretionary
Scattering of Cremated Remains			
Adult (over 18)	21.00	21.00	Discretionary
Under 18	NIL	NIL	Discretionary
Under Turf			
Adult (over 18)	60.00	61.00	Discretionary
Under Turf			
Under 18	NIL	NIL	Discretionary
Searches of Burial Registers			
By appointment	14.00	14.00	Discretionary
No appointment	30.00	30.00	Discretionary
Copies of entries	14.00	14.00	Discretionary
Topping Up Fee			
	20.00	20.00	Discretionary
** These categories are doubled for non-residents of the Harborough District.			

SCHEDULE OF CHARGES 2021/22

Electoral Registration and Administration

ELECTORAL REGISTRATION & ADMINISTRATION		2020/21 £ p	Proposed 2021/22 £ p	Basis of charge
Freedom of Information Act & Environmental Information Regulations				
Fees for inspection & copying of documents				
	Inspection	No Charge	No Charge	Statutory
	Copying per page (A4)	0.10	0.10	Statutory
	Copying per page (A3)	0.30	0.30	Statutory
	Other Formats	At cost	At cost	Statutory
	A threshold of the first 10 Sheets of paper in any one instance will be free of charge			
Sale of Agendas				
Annual Subscription				
	Development	available free online	available free online	Statutory
	Control			
	Other	available free online	available free online	Statutory
	Groups/Panels	available free online	available free online	Statutory
	Per Copy			
Sale of Minute Books				
Annual Subscription				
Single Copies				
		All Minutes are available Free on the website	All Minutes are available free on the website	
Register of Electors (Statutory Charges)				
Full Register of electors & alterations (Paper format)				
	Standard Fee			Statutory
	plus	10.00	10.00	Statutory
	Per 1000 names or part:	5.00	5.00	Statutory
Full Register of electors & alterations (Data Format)				
	Standard Fee			Statutory
	plus	20.00	20.00	Statutory
	Per 1000 names or part:	1.50	1.50	Statutory
List of overseas electors (Paper format)				
	Standard Fee			Statutory
	plus	10.00	10.00	Statutory
	Per 100 names or part:	5.00	5.00	Statutory
List of overseas electors (Data Format)				
	Standard Fee			Statutory
	plus	20.00	20.00	Statutory
	Per 100 names or part:	1.50	1.50	Statutory
Edited Register of electors (Paper format)				
	Standard Fee			Statutory
	plus	10.00	10.00	Statutory
	Per 1000 names or part:	5.00	5.00	Statutory
Edited Register of electors (Data Format)				
	Standard Fee			Statutory
	plus	20.00	20.00	Statutory
	Per 1000 names or part:	1.50	1.50	Statutory
Marked register of electors (Paper format)				
	Standard Fee			Statutory
	plus	10.00	10.00	Statutory
	Per 100 names or part:	2.00	2.00	Statutory
Marked register of electors (Data Format)				
	Standard Fee			Statutory
	plus	20.00	20.00	Statutory
	Per 100 names or part:	1.00	1.00	Statutory
Fee for Certificate of Residency (per letter)				
		-	-	
Local Land Charges *				
Postal Search – one parcel of land				
	LLC1	20.00	20.00	Cost Recovery
	CON29R HDC	66.00	66.00 incl VAT	Cost Recovery
	CON29R LCC	25.20	25.20 incl VAT	Cost Recovery
	Full Search (LLC1 = CON29R)	111.20	111.20 incl VAT	Cost Recovery
NLIS Search – one parcel of land				
	LLC1	20.00	20.00	Cost Recovery
	CON29R HDC	66.00	66.00 incl VAT	Cost Recovery
	CON29R LCC	25.20	25.20 incl VAT	Cost Recovery
	Full Search (LLC1 = CON29R)	111.20	111.20 incl VAT	Cost Recovery
Each additional parcel of land up to				
	LLC1	5.00	5.00	Cost Recovery
	CON29 HDC	12.00	12.00 incl VAT	Cost Recovery
Part II Additional Enquiry (each)				
	Postal Search of Register	24.00	24.00 incl VAT	Cost Recovery
	NLIS Search of Register	20.00	20.00	Cost Recovery
	Personal Search of Land Charges Register	20.00	20.00	Cost Recovery
		NIL	NIL	Cost Recovery
Con29 Individual Questions				
Question no				
	4 LCC	18.00	18.00 incl VAT	Cost Recovery
	5	18.00	18.00 incl VAT	Cost Recovery
	6	18.00	18.00 incl VAT	Cost Recovery
	7	18.00	18.00 incl VAT	Cost Recovery
	8 HDC	18.00	18.00 incl VAT	Cost Recovery
	8 LCC	18.00	18.00 incl VAT	Cost Recovery
	8 Total	36.00	36.00 incl VAT	Cost Recovery
	9	18.00	18.00 incl VAT	Cost Recovery
	10	18.00	18.00 incl VAT	Cost Recovery
	11	18.00	18.00 incl VAT	Cost Recovery
	12	18.00	18.00 incl VAT	Cost Recovery
	13	18.00	18.00 incl VAT	Cost Recovery
	14	18.00	18.00 incl VAT	Cost Recovery
	15	18.00	18.00 incl VAT	Cost Recovery
	16	18.00	18.00 incl VAT	Cost Recovery
	17	18.00	18.00 incl VAT	Cost Recovery
	18	18.00	18.00 incl VAT	Cost Recovery
	19	18.00	18.00 incl VAT	Cost Recovery
	20	18.00	18.00 incl VAT	Cost Recovery
	21 LCC	18.00	18.00 incl VAT	Cost Recovery
	22 LCC	18.00	18.00 incl VAT	Cost Recovery
Administration Fee (CON29O questions only)				
		18.00	18.00 incl VAT	Cost Recovery

* Land Charges fees have been calculated on a cost recovery basis for those parts of the service for which we are allowed to charge (in line with legislation).

** LCC fee increase not yet confirmed

SCHEDULE OF CHARGES 2021/22

Markets

2020/21			Proposed 2021/22		
£ p			£ p		
MARKETS					
Harborough Market					Basis of charge
<u>Casual Stalls Only</u>					
Tuesday	25.00	inc vat	25.00	inc vat	Discretionary
Wednesday	20.00	inc vat	20.00	inc vat	Discretionary
Thursday	12.50	inc vat	12.60	inc vat	Discretionary
Friday	25.00	inc vat	25.00	inc vat	Discretionary
Saturday	35.00	inc vat	35.00	inc vat	Discretionary
Sunday - Regular	30.00	inc vat	30.00	inc vat	Discretionary
Sunday - Other	34.00	inc vat	34.00	inc vat	Discretionary
Temporary Markets					
Within the Council's Market Charter Area					
Registered Charity					
Standard Fee - up to 15 stalls, per day	10.30		10.40		Discretionary
Over 15 Stalls - per stall, per day	3.10		3.10		Discretionary
Standing charge - per event, per day (Chargeable if in excess of 5 Markets per year, and will be charged for the total number of events)	30.90		31.20		Discretionary
Commercial Market					
Standard Fee - up to 50 stalls, per day	206.05		208.30		Discretionary
Over 50 Stalls - per stall, per day	3.10		3.10		Discretionary
Standing charge - per event, per day (Chargeable if in excess of 5 Markets per year, and will be charged for the total number of events)	30.90		31.20		Discretionary
Non-Commercial Market					
Standard Fee - up to 15 stalls, per day	25.75		26.00		Discretionary
Over 15 Stalls - per stall, per day	3.10		3.10		Discretionary
Standing charge - per event, per day (Chargeable if in excess of 5 Markets per year, and will be charged for the total number of events)	30.90		31.20		Discretionary

SCHEDULE OF CHARGES 2021/22

Misc. Housing Charges

	2020/21 £ p		Proposed 2021/22 £ p		Basis of charge
MISC. HOUSING CHARGES					
Lifeline Charges					
Weekly charge for monitoring of service	5.47	inc vat	5.47	inc vat	Cost recovery
Installation of lifeline (inc. demonstration & instruction pack)	70.80	inc vat	78.00	inc vat	Cost recovery
For Organisations, please contact the Lifeline service with your requirements and a quote will be supplied.					

SCHEDULE OF CHARGES 2021/22

Licences

	2020/21 £ p		Proposed 2021/22 £ p		Basis of charge
LICENCES					
Dangerous Wild Animals	250.00 +	Vets fees	345.00 +	Vets fees	Cost recovery
Selling of pets - New	220.00		225.00		Cost recovery
Selling of pets - Renewal	200.00		205.00		Cost recovery
Selling of pets with DWA - New	290.00		295.00		Cost recovery
Selling of pets with DWA - Renewal	270.00		275.00		Cost recovery
Hiring of Horses 1 year - New	270.00 +	Vets fees	276.00 +	Vets fees	Cost recovery
Hiring of Horses 1 year - Renewal	250.00 +	Vets fees	256.00 +	Vets fees	Cost recovery
Hiring of Horses 2 years - New	275.00 +	Vets fees	281.00 +	Vets fees	Cost recovery
Hiring of Horses 2 years - Renewal	255.00 +	Vets fees	261.00 +	Vets fees	Cost recovery
Hiring of Horses 3 years - New	280.00 +	Vets fees	286.00 +	Vets fees	Cost recovery
Hiring of Horses 3 years - Renewal	260.00 +	Vets fees	266.00 +	Vets fees	Cost recovery
Boarding of animals less than 7 - New	220.00		225.00		Cost recovery
Boarding of animals less than 7 - Renewal	200.00		205.00		Cost recovery
Boarding of animals 7 or more - New	240.00		246.00		Cost recovery
Boarding of animals 7 or more - Renewal	220.00		226.00		Cost recovery
Exhibition of animals - New	220.00		225.00		Cost recovery
Exhibition of animals - Renewal	200.00		205.00		Cost recovery
Breeding	225.00 +	Vets fees	227.00 +	Vets fees	Cost recovery
Breeding - renewal	200.00		205.00		Cost recovery
Fee for re-rating establishment	115.00		120.00		Cost recovery
Minor variation	30.00		30.00		Cost recovery
Major variation	75.00		80.00		Cost recovery
Sex Establishments	870.00		890.00		Cost recovery
Acupuncture, electrolysis, skin piercing (includes ear piercing, tattooing and semi permanent make up)	110.00		225.00		Cost recovery
Hairdressing	110.00		225.00		Cost recovery
Houses In Multiple Occupation for 5 Year licence	750.00		770.00		Cost recovery
Health Certificate	110.00		120.00		Cost recovery
Scrap Metal Dealers - New License	500.00		525.00		Cost recovery
Scrap Metal Dealers - Renewal of License	340.00		350.00		Cost recovery
Scrap Metal Dealers -Variation to License	280.00		290.00		Cost recovery
Food Hygiene re-rating fee	150.00		156.00		Cost recovery
Immigration Housing Inspections	160.00		165.00		Cost recovery
Fixed Penalty Notices: (externally set)					
Dog Fouling	100.00		100.00		Statutory
Fly tipping	400.00		400.00		Statutory
Fly tipping	300.00	if paid within 14 days	300.00		Statutory
Street Trading (Consent Streets):					
Commercial		Annual Charge	730.00	740.00	Discretionary
		Daily Charge	80.00	80.00	Discretionary
Charities & Fund Raising		Daily Charge	Waived	Waived	Discretionary
Miscellaneous					
Request for factual statement		Charge to be determined for each request, based on hourly rate of £51 (inc VAT) + £30.00 admin charge	Charge to be determined for each request, based on hourly rate of £52 (inc VAT) + £30.00 admin charge		Cost recovery

SCHEDULE OF CHARGES 2021/22

Fixed Penalty Notices

		2020/21 £ p	Proposed 2021/22 £ p	Basis of charge
Offence	Legislation			
Abandoning a vehicle	S2A(1) Refuse Disposal Amenity Act 1978	200.00	200.00	Statutory
Litter	S88(1) Environmental Protection Act 1990	150.00	150.00	Statutory
Community Protection Notice/Public Spaces Protection Order FPN	S48 Anti-Social Behaviour Crime and Policing Act 2014	100.00	100.00	Statutory
Non compliance of Community Protection Notice	S48 Anti-Social Behaviour Crime and Policing Act 2014	100.00	100.00	Statutory
Early payment for Community Protection Notice/Public Spaces Protection Order	S48 Anti-Social Behaviour Crime and Policing Act Sch 3A	80.00	80.00	Statutory
Unauthorised Distribution of Literature	Paragraph 7 (2) Environmental Protection Act 1990	150.00	150.00	Statutory
Fly posting or Graffiti	S43 Anti-Social Behaviour Act 2003	150.00	150.00	Statutory
Fail to produce Authority (Waste Transfer Notes)	S34A Environmental Protection Act 1990	300.00	300.00	Statutory
Fail to furnish documentation (waste carriers licence)	S5B Control of Pollution (Amendment) Act 1989	300.00	300.00	Statutory
Waste receptacles and putting waste out	S47ZA Environmental Protection Act 1990	60.00	60.00	Statutory
Breach of public spaces protection order	S67 Anti-Social Behaviour Crime and Policing Act 2014	100.00	100.00	Statutory
Unauthorised waste disposal If paid within 14 days £300	S33 (1)(a) Environmental Protection Act 1990	400.00 300.00	400.00 300.00	Statutory Statutory
Littering from vehicles	Littering From Vehicles outside London(Keeper s: Civil Penalties) Regulations 2018	150.00	150.00	Statutory

SCHEDULE OF CHARGES 2021/22

Misc. Health Charges

	2020/21 £ p		Proposed 2021/22 £ p		Basis of charge
MISC. HEALTH CHARGES					
<u>Stray Dogs</u>					
Return of seized dog		Daily Kennel Fee	Daily Kennel Fee		Discretionary
		16.00 +	17.00 +		
		prescribed fee	prescribed fee		
	25.00 +	vets fees if incurred	25.00 +		Statutory
			vets fees if incurred		
<u>Pest Control</u> - Charged by the contractor					
All fees are charged and collected by the contractor in line with the contractor.					
<u>Water Sampling</u>					
Fees will be charged in accordance with Schedule 5 Of the Private water Supply Regs. 2009					
	-		-		Statutory
<u>Domestic & Bulky Refuse</u>					
Collection from domestic premises of bulky refuse	35.04		35.43		Discretionary
Replacement of standard bin	N/A	inc vat	N/A		Discretionary
Cost for delivery 140 litre bin (blue lidded, black or green)	37.35		37.76		Discretionary
Cost for delivery 180 litre black bin	48.58		49.11		Discretionary
Cost for delivery 240 litre (blue lidded, black or green)	46.45		46.96		Discretionary
Cost for delivery 360 litre bin	98.15		99.23		Discretionary
Service charge for emptying additional bin	N/A		N/A		Discretionary
Removal of a bin from a property	29.03		29.35		Discretionary
Charges set to cover contractor charges					
Clinical Waste Collection	Free		Free		Discretionary
<u>Garden Waste</u>					
Annual Collection Charge each 240 litre bin	40.00		55.00		Discretionary

SCHEDULE OF CHARGES 2021/22

Planning charges

	2020/21 £ p		Proposed 2021/22 £ p		Basis of charge
PLANNING MISC. CHARGES					
The majority of published reports / documents are available on the Council's website, to download and print. In most cases the Council can provide a hard copy of a published document. However this will be subject to a standard copying charge as below. (Examples of available documents include: Conservation Area Statements and Maps; Harborough District Local Plan (by policy chapter); Individual Supplementary Planning Guidance Notes; Strategic Housing Land Availability Assessments; Landscape Character and Land Capacity Assessments; and Annual Monitoring Reports). Planning Advice (applicable from April 2011)					
<u>Meetings / Written Advice:</u>					
Strategic Proposal (50+ dwellings)	6,000.00	inc vat	6,000.00	inc vat	Cost Recovery
10,000+ sq m (Commercial) Major Proposal (10 – 49 dwellings)	6,000.00	inc vat	6,000.00	inc vat	Cost Recovery
1,000 – 10,000 sq m (Commercial) Minor Proposal (1 – 3 dwellings)	2,700.00	inc vat	2,700.00	inc vat	Cost Recovery
300 – 1,000 sq m (Commercial) Minor Proposal (4-6 dwellings)	2,700.00	inc vat	2,700.00	inc vat	Cost Recovery
Minor Proposal (7-9 dwellings)	300.00	inc vat	300.00	inc vat	Cost Recovery
Householder: Extensions, outbuildings etc	1,200.00	inc vat	1,200.00	inc vat	Cost Recovery
	780.00	inc vat	780.00	inc vat	Cost Recovery
	1,200.00	inc vat	1,200.00	inc vat	Cost Recovery
	79.20	inc vat	79.20	inc vat	Cost Recovery
<u>Application to divert a footpath or bridleway</u>					
Fee for application (includes cost of advertising)	2,000.00		2,022.00		
<u>Publications</u>					
Local Plans Proposals Map	Free on website		Free on website		
Lutterworth / Mkt. Harborough Map	Free on website		Free on website		
Broughton Aslsey Map	Free on website		Free on website		
Kibworth & Smeeton Westerby Map	Free on website		Free on website		
Inset Maps	Free on website		Free on website		
<u>List of Planning Applications</u>					
Per month	Free on website		Free on website		
Per year	Free on website		Free on website		

SCHEDULE OF CHARGES 2021/22

Legal fees

	2020/21 £ p	Proposed 2021/22 £ p	Basis of charge
Legal Fees			
Section 106 legal costs	1,500.00	1,520.00	Cost Recovery
Section 106 (Deed of Variation)	750.00	760.00	Cost Recovery
Property Transactions (includes Leases and Licences)	cost recovery	cost recovery	Cost Recovery

SCHEDULE OF CHARGES 2021/22

Street Naming and Numbering

	2020/21 £ p	Proposed 2021/22 £ p	Basis of charge
STREET NAMING & NUMBERING			
Naming/numbering of 1 property	40.00	40.00	Discretionary
Naming /numbering of 2 to 5 properties (per property)	40.00	40.00	Discretionary
Naming/numbering of more than 5 properties	200.00 + £25 for each additional property	200.00 + £25 for each additional property	Discretionary
Naming of new street	150.00	152.00	Discretionary
Naming/Numbering buildings of multiple occupation	40.00 + £25 each unit/flat within	40.00 + £25 each unit/flat within	Discretionary
Rename single existing property	Nil	Nil	Discretionary
Renumber development	50.00 + £15 per plot	51.00 + £15 per plot	Discretionary
Renaming of street	250.00 + Compensation	253.00 + Compensation	Discretionary
Confirmation of address details	25.00	25.00	Discretionary

SCHEDULE OF CHARGES 2021/22

Engineering Services

	2020/21 £ p		Proposed 2021/22 £ p		Basis of charge
ENGINEERING SERVICES					
<u>Abandoned cars</u>					
Fees will be charged in accordance with The Removal, Storage and Disposal of Vehicles (Prescribed Sums and Charges) Regulations 2008, or where amended.					Statutory
Removal of vehicle at owners request	54.00	inc vat	54.00	inc vat	Statutory
<u>Private Drain Clearance</u>					
Private Drain Clearance	Cost of Contractor recharged in full		Cost of Contractor recharged in full		
Drainage investigations:					
Admin based services	74.30	inc vat	75.10	inc vat	Cost Recovery
Technical Services	101.60	inc vat	102.70	inc vat	Cost Recovery
Site Visit Services	127.80	inc vat	129.20	inc vat	Cost Recovery
Private Drain CCTV investigation & report	Please apply for price		Please apply for price		Cost Recovery

SCHEDULE OF CHARGES 2021/22

Events and Promotions

	2020/21 £ p	Proposed 2021/22 £ p	
EVENTS & PROMOTIONS			
Local Farmers, European & Other Markets in the Square	Please apply for price	Please apply for price	Discretionary
Market Harborough			
Welland Park Hire – funfair etc	Please apply for price	Please apply for price	Discretionary

SCHEDULE OF CHARGES 2021/22

Hackney Carriages

	2020/21 £ p	Proposed 2021/22 £ p	
Hackney Carriages & Private Hire Vehicles			
<i>With effect from 1 April 2015 Taxi proprietors will pay for their own Council MOT's</i>			
Vehicle Licence (annual) - New application			Cost Recovery
Hackney carriage/ private hire driver New application (3 year licence)	375.00	387.00	Cost Recovery
Hackney carriage/ private hire driver New application (DBS by 3rd party) (3 year licence)	320.00	332.00	Cost Recovery Cost Recovery
Hackney carriage/ private hire driver Renewal (3 year licence)			
Hackney carriage/ private hire driver Renewal (DBS by 3rd party) (3 year licence)	230.00	295.00	Cost Recovery
Hackney carriage/ private hire driver Renewal (DBS by 3rd party) (3 year licence)	230.00	240.00	
Hackney carriage/ private hire vehicle annual licence	245.00	255.00	
Operators Licence (5 year licence)	625.00	650.00	Cost Recovery
Operators Licence Renewal (5 year licence)	600.00	625.00	Cost Recovery
Deposit on Licence Plate / Disc	15.00	15.00	Cost Recovery
Replacement Badge Fee	15.00	15.00	Cost Recovery
Replacement Licence / Cert of Compliance	30.00	30.00	Cost Recovery
Transfer of vehicle licence	35.00	35.00	Cost Recovery
		inc vat	inc vat
All Hackney Carriage & Private Hire vehicle licences are subject to consultation.			

SCHEDULE OF CHARGES 2021/22

Miscellaneous

	2020/21 £ p	Proposed 2021/22 £ p	
Publications			
Statement of Accounts & Annual Report (inc postage)	Free on website	Free on website	Statutory
Copying			
	Cost + Admin	Cost + Admin	Discretionary

Building Regulations

The Building (amendment of prescribed fees) Regulations, are available from the Building Control Section.